



The Rights & Resources Initiative
2016 Independent Monitoring & Evaluation Report
FINAL



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Note: the word cloud image on the cover page was generated from the text of the RRI 2016 Annual Work Plan

Executive Summary

The Rights and Resources Initiative (RRI), through its global coalition, national coalitions, and other initiatives and networks, has delivered impressive results in 2016, against both annual plans and long-term plans.

Generally, RRI provides value through convening and engaging strategic networks and coalitions, driving global advocacy to mobilize commitments for reform, generating evidence-based research and analysis, and providing support to reforms at the regional and country level. In addition to these areas of focus, RRI spent considerable resources and effort in 2016 to incubate and develop the Tenure Facility.

In addressing complex issues requiring engagement across a range of organizations and areas of focus, with adaptation and change as the norm, achieving results as planned is a challenge. The RRI approach is to maintain a change-oriented, dynamic, adaptable, and risk-willing perspective; leveraging coalition members and stakeholders towards a common focus and collective collaboration.

In a year with significant internal RRG and coalition change, the RRI coalition has achieved or is on track to achieve 75% of its regional and country annual work plan outcomes, and 53% of its global annual work plan outcomes. Most outcomes at the regional and country level that are not on track are due to challenges in policy and legislative reform, or political change. For global outcomes, those that are not on track are due to challenges in engagement with external initiatives, changes in plan due to external factors, and deferrals due to updated priorities. A sampling of some significant results for 2016 include, among others:

Regional and Country:

- Scaling up of the Forest Rights Act in India from one state to six, with over 90,000 hectares secured, over 1,500 claims filed, and over 3,000 people trained to instigate claims. In addition, two key analysis studies published: a set of Forest Rights Act Promise and Performance Reports, and a detailed analysis of stalled investment projects and their relationship to land and forest issues
- Increased awareness, understanding, and support to assist victims of criminalization in Indonesia through legal aid, media and outreach, and the training of police
- Advocacy and analyses resulted in the recognition of the collective land title of the Guacoche community in Colombia, the first title given to Afro-Colombian communities in the Cesar Department in the Caribbean
- The Arhuaco people were supported in creating a safeguard protocol, creating a precedent for Indigenous Peoples rights in Colombia, and the process followed has been endorsed by the UN and the government of Colombia

Global:

- The November 2016 publication of *Toward a Global Baseline of Carbon Storage in Collective Lands* in a collaboration with the Woods Hole Research Center and World Resources Institute, to establish a long-term initiative to measure the amount of carbon stored
- The expansion of the Interlaken Group, and publication of new corporate guidance on legacy land issues
- The expansion of the RRI coalition with the addition of two new Partners, five Affiliated Networks, and the renewal of the Fellowship program
- The incubation and preparations for the impending launch of the Tenure Facility; including six pilot projects securing over 300,000 hectares, an independent Board, a functioning Advisory Group, and US \$50 million in donor commitments
- A move of RRG to a new location, re-structuring to a matrix organization, and plans for a new accounting system



Considering progress against the 2013-2017 Framework Proposal II (FPII), the majority of indicators have achieved their 2017 cumulative target. For output and activity indicators, 76% have achieved their target for 2016, and 71% have achieved or over-achieved their 2017 target. The four output and activity indicators that have not achieved their 2016 target (representing 24%) are indicators that relate to progress in policy reform and broader global commitments, and to SRM advocacy.

In addition to results monitored through 2016 Annual Work Plans and the FPII, RRI provides additional value and results that are unspecified, but well known to the coalition among its Partners, Collaborators, and stakeholders. These undefined results are in a fundamental way the key values of RRI, and this report provides a qualitative review of these results in networking and convening, knowledge sharing, and capacity development, and a suggestion for further consideration of these broader values and results of RRI that are difficult to measure.

Recommendations to improve RRI's monitoring and evaluation systems and processes are proposed, but do not represent a fundamental overhaul or restructuring. Given the nature of RRI's flexibility and adaptability and one-year planning cycle, the key recommendations involve simplifying, standardizing, and making better use of monitoring information to foster increased learning within the coalition.

These recommendations are:

1. Consider monitoring approaches to measure the unspecified areas of RRI results, including convening, influencing, policy change, and advocacy.
2. Consider how to foster more systematic learning, reflection, and knowledge sharing from monitoring.
3. Consider a simple but structured monitoring and reporting system.
4. Simplify monitoring and reporting templates and forms and align the capture of reporting content.
5. Request specific progress values in APMRs and other monitoring reports.
6. For FPIII indicators, provide a basic description for scope, methodology, and relevant definitions.

List of Acronyms and Abbreviations

Acronym	Description
Annual Work Plans	Work plans contained in <i>RRI Program Strategies, Work Plans & Budgets 2016</i>
APMR	Annual Program Monitoring Report
ATEMs	Alternative Tenure and Enterprise Models
CBO	Community-Based Organization
CSO	Civil Society Organization
DRC	The Democratic Republic of the Congo
FP	Framework Proposal
FPII	<i>Rights and Resources Initiative Framework Proposal: 2013-2017</i>
GCA	Global Call to Action
ILFTF	The International Land and Forest Tenure Facility
IM	Independent Monitor
IM Report	The RRI Independent Monitoring & Evaluation Report
LSLA	Large-Scale Land Acquisition
MOU	Memorandum Of Understanding
NGO	Non-Governmental Organization
REDD	Reducing Emissions from Deforestation and Forest Degradation
REDD+	The evolution of REDD to include sustainable forest management, conservation of forests, and enhancement of carbon sinks
RRG	The Rights and Resources Group
RRI	The Rights and Resources Initiative
SAGE	Strategic Analysis and Global Engagement
SRM	Strategic Response Mechanism
TF	The Tenure Facility; short form for the International Land and Forest Tenure Facility
ToR	Terms of Reference
UN	United Nations

1 Introduction

On an annual basis, RRI engages an Independent Monitor to independently and objectively assess how well RRI has progressed towards targeted results identified in its annual work plans and five-year framework proposal. This report contains the analysis and assessment of progress in 2016 as determined by the Independent Monitor, presenting both an independent assessment of RRI results achievement in 2016, and recommendations for RRI's monitoring and evaluation systems and processes.

The scope of result plans used to assess progress included the 2016 Annual Work Plan, Framework Proposal II (FPII), Strategic Response Mechanism (SRM) plans, as well as results not specifically identified in these planning documents but identified in interviews and monitoring reports. In total, the 2016 Annual Work Plan contains 29 areas of intervention, 68 outcomes, 130 associated activities, and 237 outputs across 10 regional and country-level work plans and 11 global unit work plans. The FPII document outlines a five-year plan to address results at the impact and outcome level, through a set of 4 outputs and 8 activities with 20 associated indicators. The scope of the FPII work plan includes results achievement at the global, regional, and national levels.

As a coalition, RRI consists of a Secretariat in Washington DC (RRG), Partners, Collaborators, Affiliated Networks, Fellows, Facilitators, and other stakeholder institutions and individuals. RRI is not a single organization, but a network of independent organizations. In achieving planned and unplanned results, "RRI" is actually the combined collaborative efforts of various pieces of this network. As such, results cannot be attributed to a single "RRI" organization, but are the by-product of contributions of many organizations and individuals who are a part of or associated with the RRI coalition.

This report includes an overview of RRI and results management (Section 4), a review of how results were analyzed in this report (Section 5), an assessment of RRI performance in 2016 (Section 6), and recommendations for RRI monitoring systems and processes (Section 7). A large portion of this report includes annexes of detailed results (Annexes I and II) supporting the performance assessment found in Section 6.

2 Purpose and Objectives

The purpose of this report is to provide:

- (1) an external performance assessment of the extent to which RRI has achieved objectives as outlined in the 2016 work plan and the Framework Proposal II (FPII), and
- (2) an assessment of the adequacy of RRI's internal monitoring system.

As outlined in the Terms of Reference (see Annex V), the chief objective of the independent monitoring activity is "to assess the effectiveness of implementation of the RRI 2016 work plan by checking deliverables against annual RRI Strategic Priorities and annual program Priority Outcomes; as well as assessing the progress RRI has made towards achieving the objectives of FPII."

3 Methodology

This report was developed through (not necessarily in order):

1. A review of all documents relevant to the objectives of the independent monitoring assignment;
2. Interviews with key stakeholders (by telephone/email/peer-to-peer technologies);
3. Consultations with other relevant stakeholders (Partners, Collaborators, Fellows, Affiliated Networks, Donors, Consultants, and representatives of other relevant institutions);
4. Site visits to Liberia and Indonesia to participate in country planning meetings, and to Washington DC to attend the Global Strategic Update; and
5. Analysis of data and information collected, identification of findings and recommendations, and the development this report.

These tasks were conducted in three phases, and the methodology to support each phase is described below.

Phase 1 : Planning and Preparation

Objective: The objective of this phase was to detail and confirm the methodology and work plan, including identification of key internal and external stakeholders to be interviewed and consulted, assessment criteria, and site visits as necessary.

Key Deliverables: Inception Report

Methodology: For this phase, the approach ensured that all relevant document resources were reviewed, preliminary discussions with relevant RRI staff were conducted, and a methodology and work plan for following phases were detailed and confirmed.

Phase 2 : Data Collection and Analysis

Objective: The objective of this phase was to collect relevant data and information, analyze findings and results, and develop the First Draft Report for review.

Key Deliverables: First Draft Report

Methodology: For this phase, the proposed approach included the capture of quantitative and qualitative data relating to progress against the 2016 work plan and FPII. Interviews and facilitated discussions with key representatives and stakeholders captured qualitative perspectives and performance information based on the assessment criteria. In addition, challenges and recommendations regarding the RRI monitoring system were tracked.

Phase 3 : Report and Presentation

Objective: The objective of this phase was to further develop and finalize the analysis, findings, and recommendations based on feedback from the First Draft Report and suggested refinements to the scope and depth of the data collection and analysis. A Second Draft Report, presentation, and Final Report were developed, reviewed, and confirmed with stakeholders.

Key Deliverables: Second Draft Report, PowerPoint Presentation of Findings, Presentation of Findings at Governance Meeting, Final Report

Methodology: For this phase, the data, analysis, and reporting of previous phases were compiled, analyzed, and structured into a Second Draft Report, presentation, and Final Report, for review and confirmation with key stakeholders.

4 RRI and Results Management

This section briefly describes the context and nature of RRI's work, and outlines how RRI plans and monitors activities to achieve targeted results.

4.1 The Nature of RRI's Work

To discuss the measurement of RRI results progress in the context of its work, a clear understanding of RRI as a coalition is necessary. The RRI Concept Note defines RRI as "A Global Initiative Advancing Forest Tenure, Policy and Market Reforms to Reduce Rural Poverty, Strengthen and Improve Forest Governance, Conserve and Restore Forest Ecosystems and Achieve Sustainable Forest-Based Economic Development" (RRI, 2016c). As noted on the RRI website, "The Rights and Resources Initiative (RRI) is a global coalition of 15 core Partners, five Affiliated Networks and more than 150 Collaborator organizations..." and "RRI is coordinated by the staff at Rights and Resources Group..." RRI is therefore not one organization, but a coalition of organizations grouped into thematic and geographic coalitions at global and national levels, as well as a convener of informal networks (e.g. the Interlaken Group, MegaFlorestais), and an incubator of organizations (the Tenure Facility). The value proposition of RRI is that "with a limited incremental investment in improved coherence and coordination, organizations can dramatically

increase their contribution to the rights, dignity and development of forest dependent people globally as well as to forest conservation and more equitable economic and social development” (RRI, 2015a).

RRI addresses land tenure, policy, and market issues that are complex, political, and polarizing, crossing thematic boundaries including forestry, environment, natural resources, community development, and private sector investments; organizational boundaries of indigenous and forest communities, governments, NGOs, community organizations, private sector organizations, and the public; and varying priorities, commitments, and policies at global, regional, national, and community levels. These issues address complex social problems, requiring engagement of many organizations, actors, and stakeholders, in unstable and changing environments, and with many seen and unforeseen risks. Results achievement does not follow a linear or prescribed path, and cannot be expected to be effectively planned, monitored, and reported through a prescribed linear chain of events.

To conduct its work, as noted in the RRI Institutional Business Arrangements (RRI, 2015a) and Concept Note (RRI, 2016c), RRI has four areas of work (identified as “areas of work” in the Institutional Business Arrangements and as “key activities” in the Concept Note):

1. Mobilizing a global commitment to policy and tenure reforms.
2. Generating new globally strategic research on key policy and market transitions that affect livelihoods and sustainable forest use.
3. Supporting policy, market and legal reforms at the country and regional levels.
4. Helping strategic networks to engage more effectively at the national, regional and international levels and leverage change in key regional and global dialogues and institutions.

These four areas of work can be seen as the high-level pathways or theories of change for RRI, and can be summarized as: (1) global advocacy, (2) research and analysis, (3) support to regional and national reforms, and (4) improved cooperation and collaboration for change. The first two areas of work with global scope are primarily the focus of global units in Washington DC, led by RRG staff. The third area of work is addressed by national coalitions in countries in Asia, Africa, and Latin America, with regional efforts coordinated by RRG staff. The fourth area of work is more general and permeates all RRI efforts, addressing the establishment and development of networks and coalitions. It is this fourth area of work that is found by many to be one of the key values of RRI, yet it is one that is possibly the most difficult to plan and measure.

4.2 Planning, Monitoring, and Reporting Results

The RRI system for planning and monitoring of results achievement in 2016 is based on two key planning documents: the *RRI Framework Proposal 2013-2017* (RRI, 2012), heretofore referred to as “FPRI”, and the *RRI Program Strategies, Work Plans & Budgets 2016* (RRI, 2016a), containing “Annual Work Plans”. The FPRI has a five-year perspective and therefore spans across five Annual Work Plans. There is no mapping or relationship between result targets in the FPRI and result targets in Annual Work Plans. All RRI result plans are encompassed in these documents, with the exception of SRM activities, which are planned and monitored separately due to their ad hoc nature.

4.2.1 Planning Results

The FPRI presents a five-year plan for RRI, which describes and justifies organizational directions, supports resource mobilization, and sets targeted results. The FPRI defines a plan to “improve governance of forest areas in developing countries for poverty reduction, biodiversity conservation and climate resilience” (impact) through “tenure, governance and market reforms that secure local rights to own, control, and benefit from natural resources” (outcome). Key measurable results for RRI are to (1) “help bring an additional 100 million hectares of forest lands under formally recognized ownership or control of Indigenous Peoples or forest communities,” and (2) “play a key role in increasing the value and benefits of forests accruing to 500 million people in Indigenous territories and forest communities in developing countries” (outcome-level indicators). The FPRI includes a log frame tying four outputs and eight activities to this one impact and one outcome, along with 20 associated indicators. There is no defined relationship or linkage between the impacts, outcomes, activities, and outputs listed in the logframe of the FPRI. The FPRI logframe was updated since the publication of the FPRI document, updating milestones in some cases and

extending indicator targets through 2017 (the original logframe listed results targets through 2016). The FPII is monitored annually through the Independent Monitor Report.

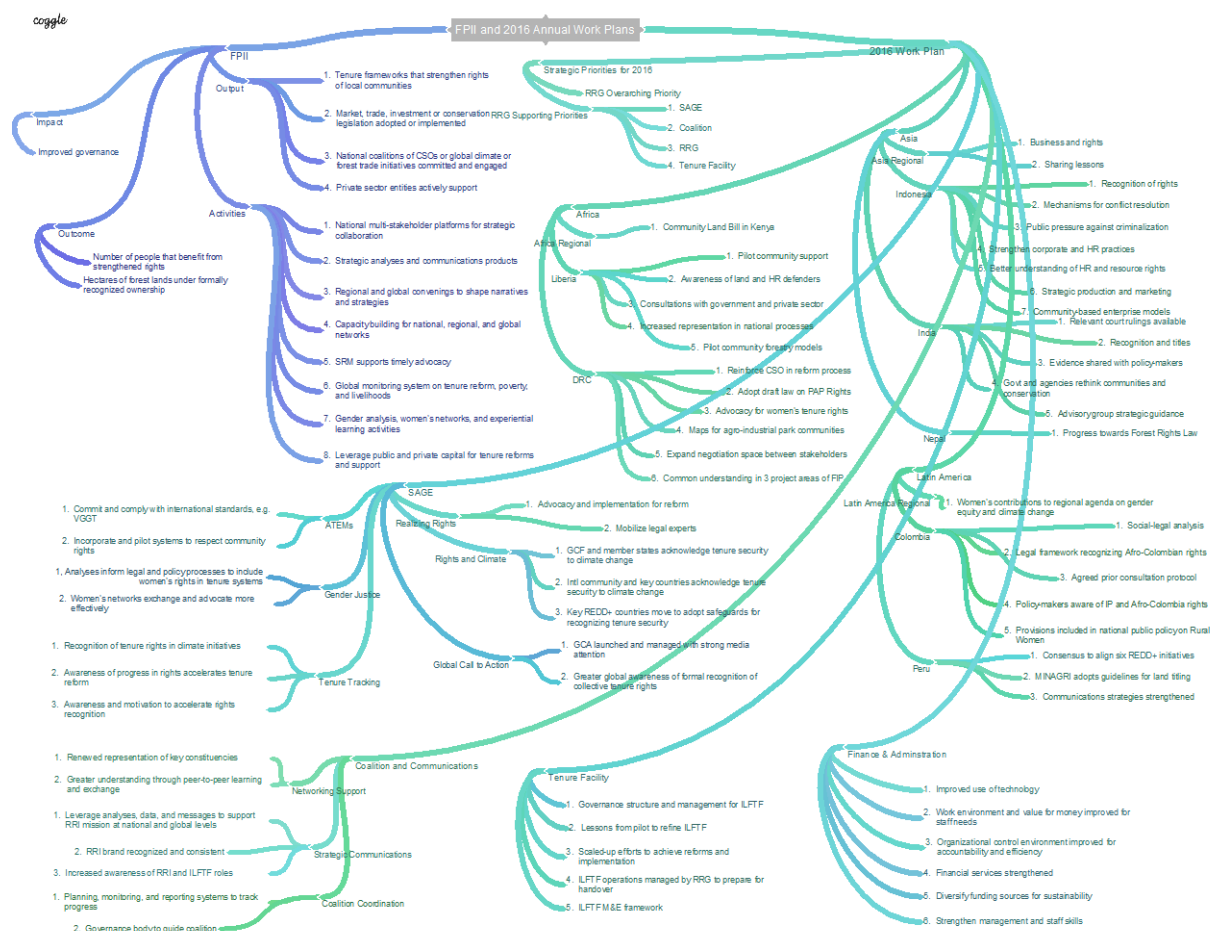
Annual Work Plans are defined each year at the global, regional, and country levels, and contain strategic priorities and areas of intervention, priority outcomes, associated activities, and outputs in a logframe structure. Within each work plan, a hierarchical relationship links areas of intervention to outcomes, outcomes to activities, and activities to outputs. For 2016, 21 Annual Work Plans contain a total of 29 areas of intervention, 68 outcomes, 130 associated activities, and 237 outputs. There are no indicators identified to specifically measure performance against planned outcomes, activities, or outputs.

Strategic Priorities and RRG Priorities are also included in the *RRI Program Strategies, Work Plans & Budgets 2016* document. They are in some cases related with Annual Work Plans, but the association is not defined, and it is not clearly noted how a strategic priority links with a work plan outcome, activity, or output.

To illustrate the breadth of FPII and Annual Work Plans, Figure 1 shows FPII result plans at the impact, outcome, output, and activity levels, and Annual Work Plan result plans for 2016 at the outcome level.

Figure 1 : RRI Result Plans in FPII and 2016 Annual Work Plans

This figure illustrates the hierarchy of result plans defined in the FPII (impact, outcomes, outputs, and activities) and in the 2016 Annual Work Plans (areas of intervention, outcomes, activities, and outputs). Note that only Annual Work Plan outcomes are shown in this figure).





4.2.2 Monitoring Results

Monitoring and reporting against result plans in the FPIL is done annually by the Independent Monitor. FPIL indicators are not directly measured or reported by RRI, other than the two outcome indicators which are tracked by the RRG Tenure Tracking team. While output and activity indicators are not reported or measured, FPIL activities are linked to Annual Work Plan outcomes in Concept Notes and APMRs.

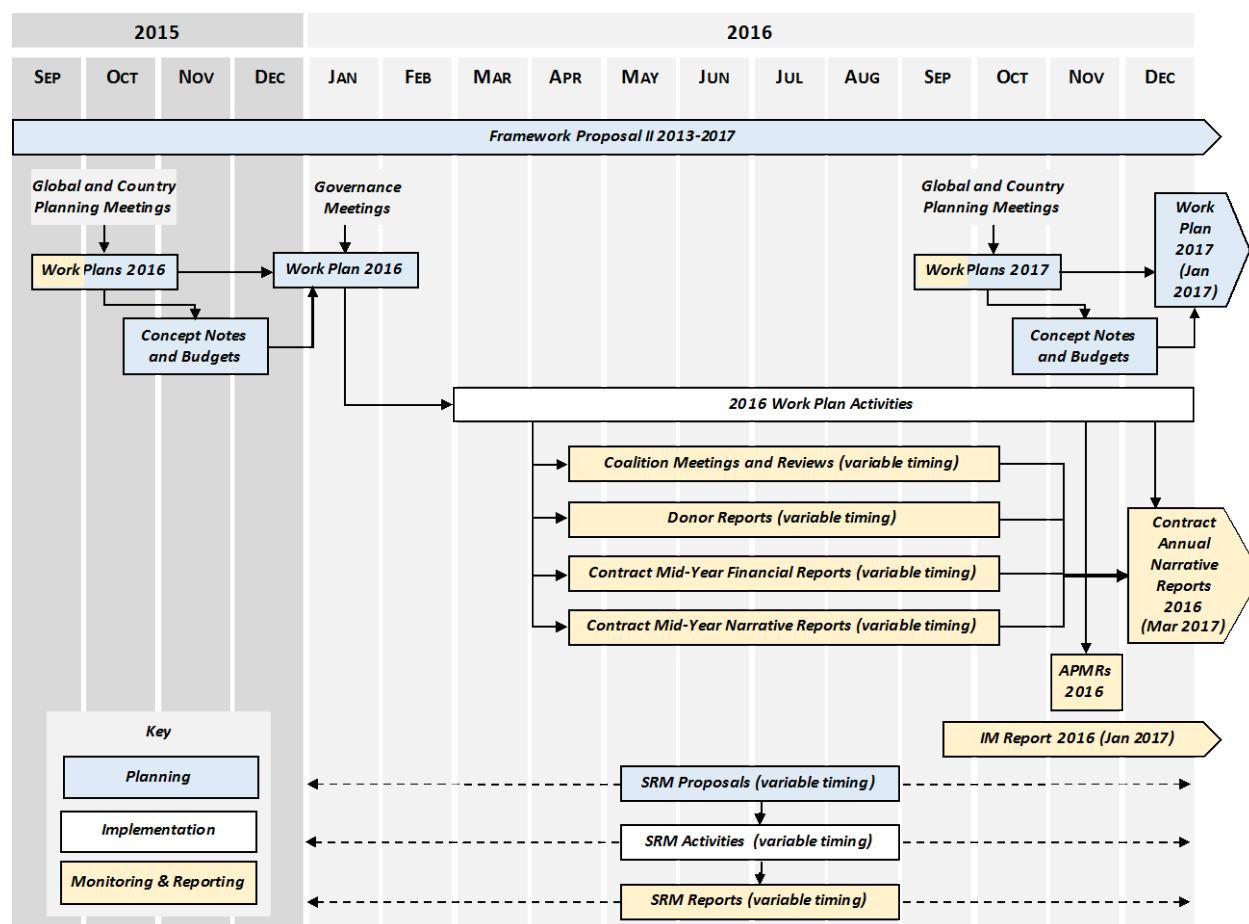
For APMRs, this linking of outcomes to FPIL activities does not include information to measure progress against activity indicators. That is, an APMR may link an Annual Work Plan outcome to an FPIL activity, but that link does not imply that progress was made against an indicator for that FPIL activity, nor is a specific measure of progress against FPIL indicators requested as part of APMR reporting. There is no recording or linking of Annual Work Plan outcomes to FPIL outputs. The purpose and use of FPIL activity linking is presumably to provide support for the Independent Monitor to determine where and how to indirectly measure progress against activities in the FPIL.

Monitoring and reporting of Annual Work Plans is done through Mid-Year and Annual Contract Reports (focused on activities and outputs), APMRs, and indirectly through donor reports. Contract Reports and APMRs provide a narrative description, but do not require those reporting to measure or rate progress against an outcome, activity, or output. In other words, a specific measure of progress against an outcome, activity, or output is not required.

Results planning and monitoring activities at RRI follow a calendar year cycle, with planning for the following year conducted in September or October, and work plans finalized at Governance Meetings the following January. The planning, monitoring, and reporting cycle of RRI is illustrated in Figure 2.

Figure 2 : RRI Planning, Monitoring, and Reporting Cycle

This figure depicts the 2016 annual cycle of planning, monitoring, and reporting at RRI; with planning activities shown in blue, monitoring and reporting in yellow, and implementation in white.



The implementation period for a calendar year typically starts in March or April, following work plan approvals and budget allocations. Monitoring and reporting is conducted in the final quarter of a calendar year while annual implementation is continuing, thus annual progress may be reported as “on track to complete by the end of the year.” As a result, the RRI annual planning cycle results in a shorter than annual implementation period, as well as monitoring reports that present results progress before implementation has completed.

4.2.3 SRM Planning and Monitoring

In addition to RRI activities defined in the FPII and Annual Work Plans, the Strategic Response Mechanism (SRM) provides funding to rapidly respond to unforeseen but strategic opportunities. SRM proposals are submitted in a Concept Note and Budget Template format, which requires the identification of one or more of the eight FPII activities which will be addressed within the proposed SRM activity. SRM activities are reported through an Interim and/or Final Progress Report, providing a narrative including lessons learned, and completion status of each activity. Specific reporting against related FPII activities is not included in Progress Reports.

5 Analysis of Results Achievement

This section describes how progress against targeted results was reviewed and analyzed to determine a level of results achievement against Annual Work Plans and the FPII. The Independent Monitor is tasked with validating RRI progress as reported in interviews, APMRs, and other reports. Progress was not independently validated through primary sources, beneficiaries, or independent sources, therefore validity was assumed based on the evidence received through reports and interviews. When multiple sources provided information against the same outcome, progress was assessed qualitatively based on the timing and proximity of the source to RRI engagement against that outcome.

5.1 Attribution and Contribution

Due to the inherent nature of RRI contributions as catalytic and synergistic, supporting efforts that require cooperation and collaboration among a number of partners, collaborators, and stakeholders, an analysis of the attribution of RRI contributions to results progress would have questionable validity. Additionally, the nature of RRI as a coalition rather than a single organization further complicates attribution, making it difficult to distinguish between the work of multiple actors, and whether a partner or collaborator is working as RRI and as their own organization. Therefore, progress as reported in this document is assumed to be the result of efforts of the “RRI coalition” including relevant collaborators, partners, and stakeholders, with the RRI coalition as a *contributor to* results achievement rather than *responsible for* results achievement. For some efforts at the global level, activities conducted are under the sole control of an RRG unit, in which case attribution is clearer, although this attribution is not specifically outlined or highlighted as an “RRG contribution” in this report.

5.2 Specified and Unspecified Results

While Annual Work Plans and the FPII define targeted results to be achieved (“specified results”), a broader context of results achieved by RRI was considered (“unspecified results”). This context of the “unmeasured value” of RRI was mentioned by many interviewees, who noted that progress against defined targets as represented in Annual Work Plans and the FPII is important to measure, but not sufficient to represent the true value of RRI contributions. Based on this perspective, RRI contributions were measured against both specified result plans as articulated in Annual Work Plans and the FPII, and unspecified results not included in RRI plans.

5.3 Measuring Progress Against Specified Results

Progress against specified results was measured against result plans as defined in Annual Work Plans and the FPII. Progress against Annual Work Plan result targets was analyzed using interviews, APMRs, and Contract Reports as sources to provide a measure of results achievement. Outcomes were the primary focus of progress measurement for Annual Work Plans, though activity and output progress were also measured. Progress against FPII indicators was measured indirectly through Annual Work Plan progress, as FPII indicators are not measured directly (other than the two outcome indicators) and reports did not address specific progress against FPII indicators. Interviewees typically did not have a perspective or awareness of measureable progress against FPII logframe indicators.






5.3.1 Annual Work Plans

The criterion used to measure progress for Annual Work Plans was *effectiveness* (i.e., “to what degree was the output, activity, or outcome achieved?”). Other aspects of progress (e.g., relevance, sustainability, synergy, and efficiency) were considered, but found to be difficult to measure by outcome, activity, or output. More generally, feedback from interviews and reports showed RRI efforts to be relevant and synergistic, while sustainability was subjective and difficult for interviewees to do more than speculate. For efficiency, as a measure of work completed per unit of expenditure, this calculation is questionable in circumstances where the work is not easily comparable, repeatable, or measured against a standard. Generally, from a timeliness perspective, RRI is seen as “efficient” in its speed to review, approve, and fund projects, compared to similar organizations.

Targeted outcomes as defined in Annual Work Plans represented in some cases qualitative progress, e.g. “facilitate effective mechanisms,” “increased sharing of lessons,” “substantial progress towards enactment,” “policy makers are aware,” “member states acknowledge,” “increased awareness,” “greater recognition,” and “lessons are

learned.” Other outcomes were more clearly measurable and often binary, such as “draft law is adopted by Parliament,” “provisions are included in the national public policy,” “ministry adopts guidelines,” “court rulings are available,” and “models are piloted.”

There is no standard defined set of criteria for measuring progress against RRI results targets and indicators, and quantitative progress was not reported in APMRs or Progress Reports. Therefore, the following criteria were used to define a level of effectiveness towards results achievement. These criteria represent a quantitative scale of progress based on qualitative analysis of evidence.

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

The “On Track to Achieve” criterion represents the assumption that the result target will be reached by the end of 2016, based on data and information received to date. The “Partially Achieved” criterion can also be interpreted as “Limited Progress” or “Less Than Planned Progress,” as it denotes some progress, but not enough to reach the targeted result by the end of 2016. The “Not Attempted” criterion is in some cases an indication of a change in the priority, focus, or definition of the targeted result.

5.3.2 Framework Proposal II (FP II)

Progress against FP II indicators was measured indirectly through Annual Work Plan progress, as RRI does not directly report against FP II indicators¹. This indirect reporting relies heavily on an association or linking of Annual Work Plan result plans to FP II indicators, which is not defined in the plans themselves. As noted previously, the only linking of Annual Work Plan outcomes to FP II indicators is the association noted in country-level Concept Notes and the association noted in APMRs linking outcomes to FP II activities. These associations do not include specific FP II indicator progress along with the association. Therefore, progress against FP II results targets was based on a qualitative review of Annual Work Plan results and a linking was made from Annual Work Plan outcome results to one or more FP II indicators. This linking was aided by but not directed by the associations as reported in Concept Notes and APMRs. Table II-1 in Annex II shows this linking of 2016 Annual Work Plan outcome progress against FP II output and activity indicators. Using this linking, annual progress was measured against FP II output and activity indicators, and FP II outcome progress was measured by the Tenure Tracking team.

The methodology for measuring progress against FP II indicator statements is not defined, and in some cases the indicator statement itself may not be sufficiently clear. For example, for Activity 7 indicator “number of instances of gender-related activities...,” if a gender-related learning activity is conducted in 10 regions, it may or may not be appropriate to add 10 to the indicator total. For Activity 1 indicator, “Number of national-level, multi-stakeholder platforms for collaboration...,” without a definition for a “platform,” it may or may not include a coalition, an email-based network, as well as a single conference. Assumptions were made in cases such as these to determine how to count FP II indicator results. Also, achieving some FP II indicator targets is dependent on the number of countries where RRI engages or provides support. For example, RRI operated in 16 countries in 2015 and in 7 countries in 2016, limiting the number of countries that could contribute towards FP II indicator targets.

¹ There are a few exceptions where FP II indicators were monitored directly: Activity indicator 2.2 is monitored by the RRG Communications Team, and Output indicators 2.1, 2.2, and 4.1 were monitored in early 2017 for the FP II period from 2013 through 2016 by Regional Teams and the RRG SAGE Team.

Progress against FPII indicators was measured in IM Reports in 2013 (Gonima, 2014) and 2014 (Universalis, 2015), and 2014 progress was also reported in the Mid-Term Evaluation Report (Universalis, 2016). Progress against FPII indicators was not measured in 2015. To obtain a continuum of FPII indicator progress on an annual basis from 2013 through 2016, 2015 Annual Work Plan outcome progress was also analyzed and linked to FPII indicators. Tables II-1 and II-2 in Annex II detail the linking of 2016 and 2015 Annual Work Plan outcome progress to FPII indicators.

To examine an alternative association between Annual Work Plan outcomes and FPII activity and output indicators, an analysis using a Jaccard similarity coefficient was applied (Jaccard, 1912; and Aldenderfer and Blashfield, 1984)². All 2016 regional and country outcomes as well as FPII outputs and activities were tagged against a set of 26 characteristics identifying key program areas, areas of focus, outcome categories, and output and activity categories. These characteristics were defined as a result of a review of the scope, focus, and type of work associated with Annual Work Plan outcomes and FPII activities and outputs. A Jaccard similarity coefficient was then calculated to determine the degree of similarity of each Annual Work Plan outcome against each FPII output and activity. Figure II-1 in Annex II shows the results of this analysis for Annual Work Plans in Africa. The line in the graph showing average values is similar to the curve found for Asia and Latin America; all showing higher levels of average similarity of Annual Work Plan outcomes to FPII activities 2 and 7. The results of this exercise were not used in determining the association of Annual Work Plan progress to FPII progress, as the identification of characteristics to calculate similarity included many assumptions, and drawing conclusions about similarity from a qualitative estimation based on a set of unconfirmed assumptions may be misleading if not altogether inaccurate.

5.3.3 SRM Activities

SRM activities provide a rapid response for unforeseen but strategic opportunities. As of the end of August 2016, 12 SRM agreements were in effect, either initiated in 2016 or extended from 2015. Interim and/or Final Narrative Reports from ten of these activities were received and reviewed. These reports as well as evidence received through interviews were used to analyze progress for SRM activities.

5.4 Measuring Progress Against Unspecified Results

While log frames and work plans can be used to measure progress against planned results, for RRI they may miss some of the fundamental values and achievements of RRI, such as collaboration, coherence, coordination, constructive participation, information sharing, and behavioral change. This point was raised in many interview discussions, where the key contributions and values of RRI were mentioned as “outside of” or “beyond” the work plan outcomes, activities, and outputs. Examples of areas of unspecified results include convening, collaboration, knowledge sharing, advocacy, and capacity development. In some cases, these type of results are included in work plans, but in many cases they are ancillary results achieved as part of the general operations of the coalition and efforts to address results defined in Annual Work Plans. These unspecified results fit primarily within the last of the four key activities of RRI, as defined in the RRI Concept Note (RRI, 2016) and listed in Section 4.1:

4. *Helping strategic networks to engage more effectively at the national, regional and international levels and leverage change in key regional and global dialogues and institutions.*

Progress made against these unspecified results was reviewed based primarily on feedback from interviews, but also from APMRs. This qualitative analysis of RRI contributions to unspecified results provided a basis for consideration of additional or alternative measures of progress for RRI.

² The Jaccard similarity coefficient measures similarity between two sample sets with binary variables or characteristics that exist in one or both of the sample sets. For sample sets A and B, the calculation is:

$$\text{Jaccard Coefficient} = \frac{\sum (\text{characteristics found both in A and B})}{\sum (\text{characteristics found both in A and B}) + \sum (\text{characteristics found only in A or only in B})}$$

Coefficient values range from 0 (no similarity) to 1 (strong similarity). The coefficient calculation avoids the joint absence of a characteristic in either set, therefore similarity is not increased when both sets lack the same characteristic (see Aldenderfer and Blashfield, 1984).

6 Assessment of RRI Performance

This section provides a summary of progress achieved against specified results targets noted in 2016 Annual Work Plans, the FPII, and SRM plans, as well as unspecified results achieved in 2016. In addition to a measure of progress, where data was available, rationale for progress, challenges and lessons, and suggestions for improvement are noted.

6.1 Unspecified Results Achievement

As noted in Section 5.2, many fundamental values of RRI and results achieved are outside the set of specified outcomes, activities, and outputs defined in Annual Work Plans, the FPII, and SRM plans. These “unspecified results” and values have been cited by many interviewees, but are difficult to plan and measure, therefore are difficult to track and monitor. These unspecified results are not unknown, and RRI is very much aware of these areas of value, but they are in some ways seen as RRI’s “way of doing business” and a “means to an end” rather than areas to consider when measuring progress. In consideration of these unspecified results, a review of interviews and APMRs was conducted to qualitatively analyze some level of value and results achievement.

One area of RRI value that is not specifically measured is the **networking and convening** of organizations with different perspectives and priorities to secure and maintain effective cooperation and collaboration. This value applies to the broader global RRI coalition, to national coalitions, to focused networks such as the Interlaken Group and MegaFlorestais, and to specific issues in-country. RRI was commended by almost all interviewees in its value in this area, and many cited this as the key and fundamental value of RRI. RRI was seen as a “connector” to provide a “pluralist space” using a “light touch” and playing a “neutral or secondary role,” but “practical-oriented” and “standing on the work” while “leaving its hat out of the room.” RRI was noted in bringing together organizations of various areas of focus and priorities, often with contentious viewpoints, but with a stake and reasoned perspectives on issues to be addressed. Beyond bringing these organizations together, the ability of RRI to facilitate and focus disparate groups towards discussion, negotiation, and collaboration has been noted in many cases. At the country level, this includes mobilization of various constituencies from the government, often across many Ministries, the private sector, NGOs, and communities.

Another area of unspecified results is in **knowledge sharing** between collaborators, stakeholders, coalitions, and external organizations and networks. This is often an ancillary result of effective networking and convening of organizations, but is also supported through peer-to-peer exchanges, and global and regional conferences. Country-level organizations cited the value of learning from other countries in the region and around the world, and at a more practical level, in sharing project status and results from others in the coalition. Interviews and reports demonstrated that this knowledge sharing is often informal but valued, and could be more effective if there was more focus and structure to the capture, codification, and sharing of knowledge.

RRI also delivers undefined results in the **capacity development** of collaborators, governments, beneficiaries, and stakeholders. These results come indirectly and naturally through networking, convening, and knowledge sharing, as organizations and individuals are provided exposure to other ideas, methods, perspectives, and issues. This indirect support to the development of capacities was viewed as important and valuable, though not systematically addressed. Feedback from interviewees was mixed with regard to whether RRI should support more structured and direct capacity development (e.g., training events, workshops, etc.); some collaborators at the country level would welcome programmatic and administrative capacity development from RRI, while others believe direct capacity development support was not a strength of RRI and should not be a specific area of focus.

These selected areas demonstrate that RRI has achievements that are beyond the bounds of the FPII and Annual Work Plans, and some consideration should be taken in determining how to measure them, ideally without significant cost or effort.

6.2 Performance Against 2016 Annual Work Plans

This section summarizes RRI progress against 2016 Annual Work Plan objectives, with a primary focus on outcome-level achievement. Detailed results for 2016 Annual Work Plan progress can be found in Annex I.

6.2.1 Strategic Priorities for 2016

RRI identified high-level strategic priorities for 2016 (RRI, 2016a). These include an overarching priority that can be edited as:

“RRI’s interventions better position Partners and Collaborators to collectively overcome major national-level constraints and catalyze strategies to ...; mobilize new momentum for ...; and seize critical regional opportunities to build awareness and support for ...”

The key phrase here is the objective to “better position Partners and Collaborators to collectively”, outlining RRI’s convening, networking, and collaboration focus. As noted in Section 6.1, feedback from interviews provided clear evidence that RRI contributions, and a key value of RRI, is in convening, networking, and coordinating within and among coalitions.

The four RRG Supporting Priorities address objectives for SAGE and the Tenure Facility, as well as broader objectives for the RRI coalition as a whole and for RRG as an organization; most aspects of these priority areas are included in global work plans in Section 6.2.3. These objectives were to a large degree achieved, and in some cases, exceeded. A listing of the RRG Supporting Priorities and evidence of progress is found in the table below.

RRG Supporting Priorities	Evidence of Progress
1. Strategic Analysis and Global Engagement <ul style="list-style-type: none"> Raise awareness of Intended Nationally Determined Contribution (INDC), Green Climate Fund (GCF) and REDD strategy opportunities and weaknesses in regards to recognition of rights as a key part of their climate strategies; strengthen FCPF and UN-REDD implementation of safeguards and tenure programs; and advance tenure reforms within the FLEGT initiative along with collaborators in VPA countries. Ensure implementation of commitments to respect local land rights by selected globally strategic companies and investors, signaling credible private sector solution pathways to tenure risk. Effectively launch the Global Call to Action (GCA) and mobilize global support for community land rights and gender justice within community-based tenure reform processes. Consolidate and link the strategic networks and initiatives supported by RRI (e.g. GCA, Interlaken Group, LandMark, Tenure Facility, Gender Justice). 	<ul style="list-style-type: none"> RRI released an analysis of 161 Intended Nationally Determined Contributions (INDCs) submitted on behalf of 188 countries in advance of COP 21 to determine how many contained clear commitments to community-based tenure and natural resource management; this analysis received global media attention. Engagement with GCF has been more challenging than anticipated, although it has been initiated. The strengthening of implementation of UN-REDD and FCPF safeguards has not progressed, due to UN-REDD restructuring and diminished role of FCPF. The work of the Interlaken Group has been very successful in 2016, through new corporate guidance on legacy land issues, agreed by private sector and CSO members by negotiating and addressing contentious issues; additionally, development financial institutions in several European countries agreed to address and take action on land rights. Global Call to Action (GCA) was launched, with significant growth in organizational membership and individual sign-ups; a strategy is expected to formalize GCA by end of 2016. Progress on the consolidation and linking of strategic networks and initiatives supported by RRI was not reported.

RRG Supporting Priorities	Evidence of Progress
2. Coalition <ul style="list-style-type: none"> • Expand and re-energize the RRI coalition with new ambition and commitment to collaboratively promote and achieve RRI's target for 2030; and expand the coalition to include two new Partners and Affiliated Networks to broaden influence in new geographies and constituencies. • Expand support for community-community exchanges, learning, and mobilization at regional and international levels. • Develop a compelling strategy and proposal for the third Framework Program (FP3 2017-2020), and earn majority support for FP3. 	<ul style="list-style-type: none"> • The coalition priority to expand the coalition over-achieved, with two new Partners added as well as five Affiliated Networks, and a renewal of the RRI Fellowship program to 14 Fellows with stronger organizational and geographical diversity. • A scoping mission and project proposal were completed for establishing international centers of community excellence on sustainable forest management and community forestry, and a pilot project started. • Some peer-to-peer learning, for example community leaders from Indonesia gained a greater understanding of community forest enterprises and forest governance issues through an exchange with Mexican communities. • The concept note of FP3 was drafted and is under review.
RRG <ul style="list-style-type: none"> • Consolidate and enhance effectiveness of new management team and matrix organization, and coordinate and link thematic programs with country and regional and relevant Partner and Collaborator programs. • Implement new financial and business management systems, facilitating administration of contracts and quantification of results; and simplify and make the monitoring and evaluation systems more useful for the coalition. • Renew Communications team to support RRI, Tenure Facility and the Global Call to Action, and increase reach and influence of communications efforts to strategic constituencies. 	<ul style="list-style-type: none"> • The restructure of RRG into a matrix organization has been initiated, progress is ongoing, and value is difficult at this time to measure, yet all interviewees involved believe this structure is a clear improvement. • Financial and business systems are in process and some have been implemented, the accounting system to be implemented in 2017. • Strategic communications efforts have been largely very successful, despite a broader scope of areas to cover, and include a new brand strategy and better metrics to measure campaigns and messages.

RRG Supporting Priorities	Evidence of Progress
Tenure Facility <ul style="list-style-type: none"> Effectively implement six pilot projects, establish effective monitoring and learning mechanisms, and adjust operations according to lessons learned from pilot projects. At least double funding committed to the Facility to enable a second round of up to six full scale projects and establish a solid financial foundation for the next five years. Establish the interim Executive Board and strengthened Advisory Group; and agree on strategy and schedule for the post-incubation phase. 	<ul style="list-style-type: none"> The development, incubation, and plans for launch of the Tenure Facility have been a success and “as good as can be expected” as reported by some interviewees. The Tenure Facility has raised approximately US\$50 million in funding commitments. The Tenure Facility has established an independent Executive Board, and has a functioning Advisory Group. Pilot projects have not all completed, and full-sized projects are expected to start in 2017. To date, 300,000 hectares of land have been secured through pilot projects. Lessons from pilot feedback changed the Theory of Change and the M&E system that were originally proposed, and pilot leaders contributed lessons for the 25 Milestones toward full operations.

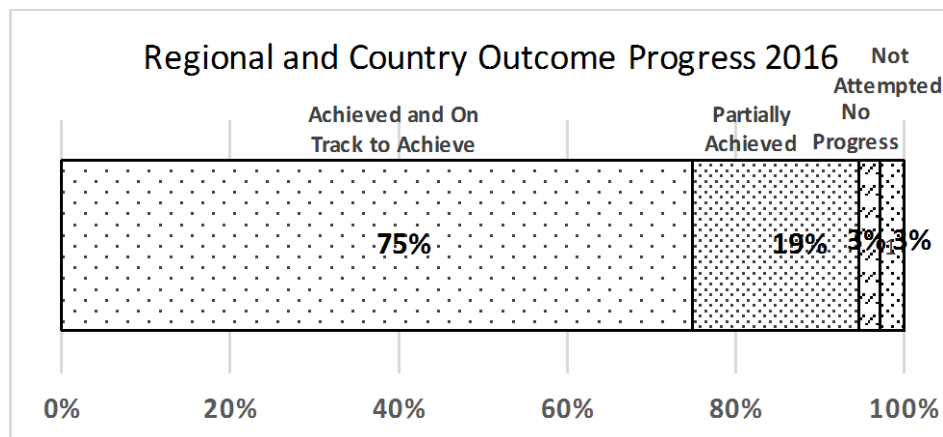
6.2.2 Regional and Country Work Plans

Progress Summary

Table 1 outlines an assessment of progress achieved against 2016 regional and country Annual Work Plan objectives (detailed progress is found in Annex I). As shown in the table and in Figure 3, a high percentage of outcomes were achieved or on track. Outcome progress was Achieved or On Track to Achieve for 75% (27) of all outcomes reported (36), Partially Achieved for 19% (7), No Progress for 3% (1), and Not Attempted for 3% (1). Outcomes that were Partially Achieved, showed No Progress, or were Not Attempted were in most cases related to rights recognition or policy and legislative reform areas, with unforeseen process delays or political situations typically the cause. As with most RRI regional and country activities, results achievement is in many cases dependent on the political context and government response.

Figure 3 : 2016 Regional and Country Work Plan Outcome Progress

This figure illustrates the percentage of 2016 regional and country work plan outcomes that were assessed as Achieved or On Track to Achieve, Partially Achieved, No Progress, and Not Attempted.



Significant accomplishments under RRI regional and country plans in 2016 included, among others:

- Increased awareness, understanding, and support to assist victims of criminalization in Indonesia through legal aid, media and outreach, and the training of police
- Economic development support to coffee producers in Indonesia including government funding, and registration and licensing of cooperative farmer groups in five villages
- In India, scaling up implementation of the Forest Rights Act from one state to five new states, and a greatly increased number of Community Forest Resources claims
- Two key analysis studies published in India; a set of Forest Rights Act Promise and Performance Reports, and a detailed analysis of stalled investment projects and their relationship to land and forest issues
- Substantial progress in Nepal towards enactment of a new Forest Rights Law
- An analysis in DRC assesses the consideration of women's rights in DRC's land and forest sectors, to be used in advocacy efforts to include women's rights in the land reform process
- A memorandum issued by the Ministry of Environment, Sustainable Development, and Conservation in DRC instructing all technical and financial partners to mainstream gender in their projects, following an RRI workshop on gender, tenure rights, REDD+, and community forestry
- Decrees issued by the Ministry of Land Affairs in DRC greatly increased the participation and representation of civil society and Indigenous Peoples in the land reform, with two CSO representatives (members of RRI-supported platform CACO) appointed to the Coordination Unit for the National Land Commission
- In Liberia, RRI Collaborators secured the land rights of the Jogbahn Clan by resolving a boundary dispute with Equatorial Palm Oil and supporting the signature of a new MOU between the company and the community
- In Kenya, the Community Land Act was passed and signed into law
- Advocacy and analyses resulted in the recognition of the collective land title of the Guacoche community in Colombia, the first title given to Afro-Colombian communities in the Cesar Department in the Caribbean

- The Arhuaco people were supported in creating a safeguard protocol, creating a precedent for Indigenous Peoples rights in Colombia, and the process followed will be endorsed by the UN and the government of Colombia
- In Peru, Indigenous Peoples organizations reached an agreement to create a common agenda on land titling, and the Peruvian government approved guidelines for peasant and native communities but agreed to work with Indigenous Peoples organizations to amend and improve

Ancillary results from RRI work at the country level were noted in some interviews. For example, in Cameroon (where RRI last engaged in 2015) unforeseen interest in participatory mapping methodologies developed in the RRI coalition in 2015 came from two other countries, as well as from a Ministry interested in using the methodology for local development plans in several districts. More generally, involving CSOs in activities such as mapping found ancillary benefits in developing awareness and capacities in grassroots organizations and within communities.

Rationale for Progress

Some reasons for progress in working towards regional and country-level Annual Work Plan objectives cited by interviewees included:

- Collaborative engagement and multistakeholder dialogue – RRI value was noted in many cases as bringing “convening power;” connecting organizations from different constituencies with a variety of perspectives and areas of focus working jointly to bring a variety of experiences, knowledge, and skills to an issue. Synergy was created by following shared interests and a common mission with a common voice. Collaboration among organizations was also cited as a means for collective self-monitoring and joint accountability.
- Use of data and evidence – In several cases, country-level interviewees cited the value of data and evidence in the form of analyses, tools, guides, and maps as key to “opening the door” towards common understanding and collective planning with governments, NGOs, and the private sector. RRI analyses and advocacy efforts at the global level were also cited as important and influential to inform and advocate for country-level change.
- Flexibility and change – The flexibility of RRI plans, and the ability to change to address emergent needs, were noted as fundamental values by several interviewees. Adapting to the changing context of the work, and of the environment, was highly valued.
- Leveraging and networking coalitions – Connecting national coalitions to additional networks, channels, and organizations was cited as a contributor towards achieving results; learning from and sharing with other organizations in-country, regionally, and globally.
- Limited number of focus countries – From the RRG and broader RRI coalition perspective, moving from 16 focus countries in 2015 to 7 in 2016 allowed for more attention and focus from RRG regional teams to more effectively engage, facilitate, and support national coalitions.

As direct evidence for RRI value in planning for results, based on observation of coalition planning meetings in Liberia and Indonesia, RRI facilitators very successfully conducted these working sessions with diverse coalition member organizations. Facilitators clearly demonstrated skills and expertise in facilitating without directing, guiding without leading, and suggesting without telling. Interviews with coalition members echoed this important contribution of RRI, helping to enable effective cooperation and collaboration.

Challenges and Lessons

Some challenges and lessons in achieving results at the regional and country level were identified in interviews. These included:

- Project collaboration – In some cases, collaborators noted that the lead collaborator for an outcome did not always collaborate in planning and developing the Concept Note, sharing information about project status, or sharing project resources.
- Working with the government – Many country-level interviewees noted that challenges were found in informing, networking, and engaging with government representatives, and in gathering effective

information regarding government plans and intentions. Government coordination was noted as a particular challenge in scaling-up efforts, as increased government involvement is necessary.

- **Scaling and broadening from success** – Some interviewees cited challenges in bringing successful efforts in RRI projects “to the next level,” whether that might include scaling geographically to other locations, or addressing “the next step” once tenure rights have been secured.
- **In-country knowledge** – Some comments from interviewees mentioned the fact that RRI does not always have sufficient in-country knowledge or experience. It is assumed that this reference to RRI actually refers to RRG staff, since RRI in-country is the national coalition. RRG staff assigned to regions and countries (other than RRI Facilitators working in-country) often only have the opportunity to travel to their assigned location two or three times per year, and usually short-term trips that do not afford time for in-depth field visits.

Suggestions





















Suggested areas for improvement in achieving results at the regional and country level, as reported through interviews, included the following:





















- **Information sharing** – Some country-level collaborators noted the need to more effectively share information within a group of organizations working on a project, within the country coalition, and across country boundaries to other coalitions around the world. This information could include project status, plans, areas of work, lessons, and results. For example, Contract Reports from lead implementers are not systematically shared with other collaborators involved in an outcome, or within the coalition. More focus on RRI as a learning network was suggested, which is now viewed as informal. RRI was suggested to act as an “information filter” to enhance and distribute knowledge.
- **Coordination with global activities** – All country-level partners and collaborators spoke highly of the value of RRI’s global analysis and advocacy efforts. However, several collaborators and partners suggested improved coordination and cooperation with SAGE and other RRI global units, in conducting analyses, sharing of information, and developing local capacities.
- **Donor coordination** – Some interviewees noted that while RRI projects at the country level are catalytic, donors required to fund expansion and scaling from these efforts are not often well-informed to be able to identify opportunities from the breadth and complexities of tenure rights issues. Engaging donors would help to clarify the issues and needs and present tenure rights as an integrated problem requiring coordinated solutions.
- **Capacity development** – Many country-level interviewees noted the need for capacity development, for coalition organizations, CSOs, and communities. It was suggested that RRI could help to plan or coordinate programme, administration, research, and analysis capacity development support, which could come through networking and linking of national or regional organizations, or cross-coalition.























Other recommendations from country-level partners and collaborators addressed improved coalition functioning, such as elaborating the skills and functions of all collaborators for a project, or defining rules for how and when a coalition member should be added. In addition, some recommended that RRI provide more direct feedback to country coalitions with regard to how well they are functioning as a coalition. However, it is believed, and supported through some interviews with RRI staff, that coalition organization and management issues are generally most appropriately addressed by coalitions themselves.









Table 1 : Progress Against 2016 Regional and Country Annual Work Plan Objectives

This table summarizes outcome as well as activity and output progress for all 2016 regional and country-level Annual Work Plans.

Progress Against 2016 Regional and Country Plans		
Outcome	Outcome Progress	Activity and 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	 Achieved	 Achieved
2. Increased sharing of lessons learned from positive land and forest tenure reforms between regional government and civil society actors	 Achieved	 Achieved
Indonesia Work Plan		
1. Facilitate community land and forest rights recognition	 Partially Achieved	 On Track to Achieve
2. Facilitate effective mechanisms for resolution of land and forest rights conflicts	 On Track to Achieve	 Achieved
3. Create public pressure against criminalization of adat and other forest dependent communities and provide assistance to victims of criminalization	 On Track to Achieve	 On Track to Achieve
4. Strengthening of corporate and human rights practice for securing community tenure rights in Indonesia	 On Track to Achieve	 On Track to Achieve
5. Better understanding of human rights and resource rights issues amongst security agencies/police in context of conflicts over land and forest rights	 Achieved	 Achieved
6. Support strategic production and marketing in community and adat forests to demonstrate development potential of community rights	 Achieved	 Achieved
7. Piloting of alternative community rights based enterprise models	 Not Attempted	 Not Attempted
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.	 On Track to Achieve	 On Track to Achieve

Progress Against 2016 Regional and Country Plans		
Outcome	Outcome Progress	Activity and Output Progress
2. Local forest communities across India receive recognition and titles for their customary lands and forests under India's Forest Rights Act of 2006.	 On Track to Achieve	 On Track to Achieve
3. Evidence highlighting the importance of recognizing community land, forest, and resource rights is shared with key policy-makers.	 On Track to Achieve	 On Track to Achieve
4. Government and conservation agencies rethink actions and strategies that view local communities as incompatible with conservation.	 On Track to Achieve	 On Track to Achieve
5. Advisory Group provides strategic guidance for effective implementation of RRI's 2016 India Strategy towards the realization of land, forest, and resource rights.	 On Track to Achieve	 Achieved
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.	 On Track to Achieve	 Partially Achieved
Africa Regional Work Plan - Kenya		
1. The Community Land Bill is passed and enables communities to secure their rights to their land.	 Achieved	 Achieved
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.	 On Track to Achieve	 On Track to Achieve
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.	 Partially Achieved	 On Track to Achieve
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.	 Achieved	 Achieved
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.	 Achieved	 Achieved
5. Community forestry models are piloted to provide alternatives for communities seeking methods of sustainable forest management.	 Partially Achieved	 Partially Achieved

Progress Against 2016 Regional and Country Plans		
Outcome	Outcome Progress	Activity and Output Progress
DRC Work Plan		
1. The participation and representation of civil society in the land reform process is reinforced.	 Achieved	 Partially Achieved
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.	 Partially Achieved	 Achieved
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.	 On Track to Achieve	 On Track to Achieve
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.	 No Progress	 No Progress
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.	 Partially Achieved	 Achieved
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.	 Achieved	 Achieved
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+	 On Track to Achieve	 On Track to Achieve
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.	 Achieved	 Achieved
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.	 Partially Achieved	 On Track to Achieve
3. A prior consultation protocol for Indigenous Peoples containing cultural and environmental safeguards is agreed upon and implemented.	 On Track to Achieve	 Achieved
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.	 Achieved	 Achieved

Progress Against 2016 Regional and Country Plans		
Outcome	Outcome Progress	Activity and Output Progress
5. Provisions on Afro-Colombian, indigenous and peasant women's rights to land are included in the National Public Policy on Rural Women.	 Partially Achieved	 Achieved
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.	 On Track to Achieve	 On Track to Achieve
2. MINAGRI adopts guidelines proposals for peasant and native communities land tiling procedures and mechanisms to access information on collective tenure are established.	 Achieved	 On Track to Achieve
3. Communication strategies for early alerts on new policy changes affecting community tenure security are strengthened to reach a broader set of constituencies.	 On Track to Achieve	 Achieved

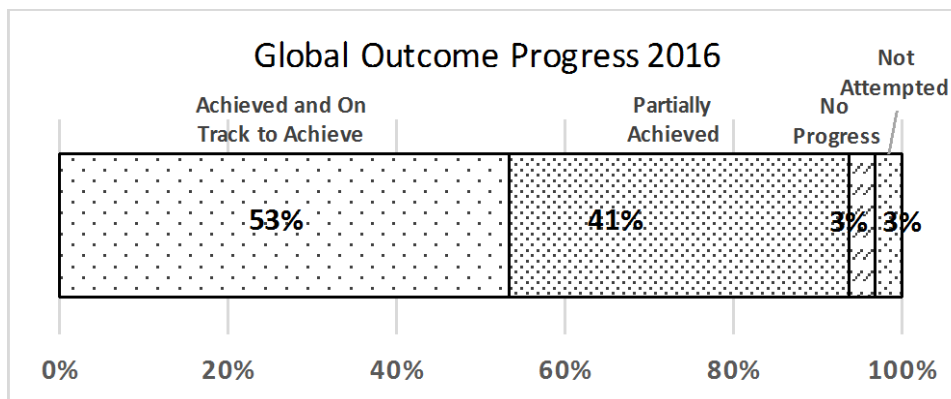
6.2.3 Global Work Plans

Progress Summary

Table 2 outlines an assessment of progress achieved against objectives defined in the 11 Annual Work Plans for RRI global units (detailed progress is found in Annex I). As shown in the table and in Figure 4, a majority of outcomes were achieved or on track. Outcome progress was Achieved or On Track to Achieve for 53% (17) of all outcomes reported (32), Partially Achieved for 41% (13), No Progress for 3% (1), and Not Attempted for 3% (1). Outcomes that were Partially Achieved, had No Progress, or were Not Attempted were related to challenges in engaging new and highly solicited constituencies (e.g. Rights and Climate, Gender Justice, Global Call to Action), changes in plans due to external factors and plan dependencies (e.g. Realizing Rights), and deferrals to 2017 due to scheduling and timing (e.g. ATEMs, Tenure Tracking, Rights and Climate, Finance and Administration).

Figure 4 : 2016 Global Work Plan Outcome Progress

This figure illustrates the percentage of 2016 global work plan outcomes that were assessed as Achieved or On Track to Achieve, Partially Achieved, No Progress, and Not Attempted.



Significant accomplishments under RRI global plans in 2016 included, among others:

- The November 2016 publication of *Toward a Global Baseline of Carbon Storage in Collective Lands* in a collaboration with the Woods Hole Research Center and World Resources Institute, to establish a long-term initiative to measure the amount of carbon stored
- The expansion of the Interlaken Group, and publication of new corporate guidance on legacy land issues
- The expansion of the RRI depth of rights database to over 75% of forests in low and middle income countries globally
- The expansion of the RRI coalition with the addition of two new Partners, five Affiliated Networks, and the renewal of the Fellowship program
- Communications and media campaigns, with a brand strategy and a digital strategy to be launched
- The incubation and preparations for the impending launch of the Tenure Facility
- A move of RRG to a new location, re-structuring to a matrix organization, and plans for a new accounting system

Ancillary results from RRI work at the global level were noted in some interviews. For example, at Interlaken Group meetings in September, development financial institutions in several European countries agreed to address and take action on land rights. Also within the Interlaken Group, private sector and NGO organizations in the group agreed on corporate guidance for legacy land issues. Both of these achievements were not expected in 2016, and were thought by some to require years of effort.

Rationale for Progress

Some reasons for progress in working towards global Annual Work Plan objectives cited by interviewees included:

- Broad multistakeholder engagement, dialogue and facilitation – As with national coalitions, RRI value was noted for bringing together organizations with different perspectives and viewpoints to address common issues. For example, the engagement of private sector entities and NGOs in the Interlaken Group was noted as making significant progress in working together and achieving strong results. One aspect noted as a key RRI value is “practical oriented,” focusing on the “work at hand” and “how to do it”; addressing challenges with evidence and broad engagement, avoiding focus on contentious political aspects, and “leaving their hat out of the room.”

- Strong analytical and communications focus – The analytical focus of RRI in using data and information to uncover evidence, and communications efforts to use this evidence to drive advocacy and influence change was cited in several interviews.
- Strengthening of the RRI coalition – While still in process, some interviewees cited the broadening and strengthening of the RRI coalition (additional Partners, Affiliated Networks, and Fellows) as an important step that is and will bring increasing value and progress for RRI global initiatives.

Challenges and Lessons

Some challenges and lessons in achieving results at global level were identified in interviews. These included:

- RRG matrix organization – Seen by many as a “work in progress,” the value of the matrix organization is clear to all interviewees, but has presented some initial “breaking in” challenges in coordinating and working across RRG global and regional units. The matrix organization is expected by many interviewees to be an important value RRG going forward.
- Facilitating vs. leading – As noted above, while RRI has been almost universally praised for effective facilitation and convening of multistakeholder groups and programs (e.g., Interlaken Group, Global Call to Action), some interviewees noted RRI must continually address the challenge of being perceived as driving or leading the process by some program members. This was not identified as problem or issue, but as something that RRI should always be aware of and responsive to.



Suggestions





















Suggested areas for improvement in achieving results at the global level, as reported through interviews, included the following:





















- Increased coordination with regional and country activities – Similar to comments received from regional and country-level interviewees, global units see the need for better cooperation with country-level coalitions and activities, whether this might include coordination in analytical work, knowledge sharing, or capacity development. Collaborative outputs were viewed as valuable, whether developed with RRI national coalitions, or with global, regional, or national organizations.
- More dynamic global unit planning – Some interviewees suggested that while regional and country-level planning fit well in the RRI annual planning cycle, global unit planning within an annual cycle in some cases presents challenges with donor funding cycles, and also with the operational cycles of facilitated groups and networks (e.g. Interlaken Group).























Table 2 : Progress Against 2016 Global Annual Work Plan Objectives

This table summarizes outcome as well as activity and output progress for all 2016 global Annual Work Plans.

Progress Against 2016 Global Plans		
Outcome	Outcome Progress	Activity and Output Progress
SAGE: Realizing Rights Work Plan		
1. Effective advocacy for national tenure reform and implementation and resistance to rollback of rights	 On Track to Achieve	 Partially Achieved

Progress Against 2016 Global Plans		
Outcome	Outcome Progress	Activity and Output Progress
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	 Not Attempted	 Not Attempted
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.	 No Progress	 Partially Achieved
2. The international community and key developing countries acknowledge the centrality of community-based forest tenure security to climate change mitigation and adaptation.	 On Track to Achieve	 Achieved
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.	 Partially Achieved	 Partially Achieved
SAGE: Alternative Tenure and Enterprise Models Work Plan		
1. Leading companies and investors commit to and comply with international standards (e.g. VGGT).	 Partially Achieved	 Partially Achieved
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.	 Partially Achieved	 Partially Achieved
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	 Partially Achieved	 Partially Achieved
2. Selected women's networks exchange with each other and advocate more effectively to mainstream Gender Justice within related global and national processes	 Partially Achieved	 Partially Achieved
SAGE: Tenure Tracking Work Plan		
1. Greater recognition of the centrality of tenure rights in climate initiatives.	 Partially Achieved	 Partially Achieved
2. Enhanced awareness of progress in recognizing community-based rights accelerates tenure reform.	 On Track to Achieve	 Achieved

Progress Against 2016 Global Plans		
Outcome	Outcome Progress	Activity and Output Progress
3. Increased awareness of and motivation for need to accelerate tenure rights recognition.	 Achieved	 Achieved
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	 Partially Achieved	 Achieved
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	 Partially Achieved	 Achieved
Coalition and Communications: Networking Support Work Plan		
1. The RRI coalition is strengthened with renewed representation of key constituencies and regions.	 Achieved	 Achieved
2. A greater understanding of forest governance issues is fostered through peer to peer learning and exchange.	 On Track to Achieve	 On Track to Achieve
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	 On Track to Achieve	 On Track to Achieve
2. RRI brand is recognized and consistent in all outreach materials and activities.	 On Track to Achieve	 On Track to Achieve
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).	 On Track to Achieve	 On Track to Achieve
Coalition and Communications: Coalition Coordination Work Plan		
1. Planning, monitoring and reporting systems that enable to track progress made on RRI outcomes and impact	 On Track to Achieve	 On Track to Achieve
2. Governance body that is effective in guiding the coalition	 On Track to Achieve	 On Track to Achieve

Progress Against 2016 Global Plans		
Outcome	Outcome Progress	Activity and Output Progress
Tenure Facility Work Plan		
1. Effective Governance Structure and Management in place for operations of the ILTF	 On Track to Achieve	 On Track to Achieve
2. Lessons are learned from the pilot phase to refine the design and procedures of the ILTF.	 On Track to Achieve	 On Track to Achieve
3. ILTF supports scaled up efforts to achieve tenure reforms and implementation of laws and policies.	 Partially Achieved	 Partially Achieved
4. ILTF operations are managed by RRG in preparation for handover to ILTF Secretariat	 On Track to Achieve	 On Track to Achieve
5. ILTF applies M&E framework to learn from the Full Sized Projects	 Partially Achieved	 Partially Achieved
Finance & Administration Work Plan		
1. Operational efficiency of organization is strengthened through improved use of technology that meets coalition and organizational needs	 Partially Achieved	 Partially Achieved
2. Work environment and value for money related to office space is improved to meet the needs of RRG staff	 Achieved	 Achieved
3. Organizational control environment is improved to strengthen accountability and efficiency of controls	 On Track to Achieve	 On Track to Achieve
4. Financial services are strengthened to bolster organizational cost effectiveness and value for money	 Partially Achieved	 Partially Achieved
5. Organizational funding sources are diversified to ensure funding sustainability to support mission	 Achieved	 Partially Achieved
6. Management and staff skills are strengthened to better deliver organizational and coalition mandate	 Partially Achieved	 Partially Achieved

6.3 Framework Proposal II (FPII)

Generally, in 2016 RRI continued to make strong progress against FPII indicators; a majority of all activity and output indicators have achieved or overachieved their 2017 cumulative target.

At the outcome level, the two indicators measure (1.1) “hectares of forest lands under formally recognized ownership or control of Indigenous Peoples, forest communities and or households,” and (1.2) “Number of people in indigenous territories and forest communities in developing countries that benefit from strengthened rights to forest lands and resources.” The first indicator is monitored and measured by the Tenure Tracking team, and the second indicator is not monitored or measured.

For the first indicator, although recent Tenure Tracking reports have shifted away from the terminology “controlled by Indigenous Peoples and local communities” in favor of “designated for Indigenous Peoples and local communities,” the category referenced remains the same for the purposes of this indicator. Annual targets for this indicator from 2013 to 2017 average an increase of 20 million hectares (mha) per year, with a cumulative target of 100 mha, an estimate of the forest area needed to “move the needle” in the recognition of community rights from 27% of forests in low and middle income countries in 2008, to 35% in 2017.

The latest data from the Tenure Tracking Team, based on an informal update in 2015 of forest tenure data for 33 low and middle income countries, shows an increase in forest owned by Indigenous Peoples and local communities from 380 mha in 2013 to 389 mha in 2015. The forest area considered to be designated for Indigenous Peoples and local communities under RRI’s statutory typology increased from 99 mha in 2013 to 109 mha in 2015. Together, this represents an increase in forest owned by or designated for Indigenous Peoples and local communities of 19 mha over two years for these 33 countries. From a percentage basis, 30.14% of the forests in the 33 countries assessed in 2013 were owned or controlled by communities, whereas the percent recognition was 30.90% in the same countries in 2015³. The annual percent increase from 2013 to 2015 in forest owned by Indigenous Peoples and local communities is 1.18%, and the annual increase in designated forest is 5.05%. The percent annual increase when both categories are combined is 1.98%.

For activity and output indicators, 94% have achieved their 2016 cumulative target, and 88% have achieved or overachieved their 2017 cumulative target. The one activity indicator that has not reached its 2016 cumulative target (representing 6%), is indicator 5.1 measuring SRM support to advocacy efforts.

As noted in Section 5.3.2, progress against FPII indicator targets was primarily measured indirectly through Annual Work Plan outcome progress, using a linking of 2015 and 2016 Annual Work Plan outcome progress to FPII output and activity indicators. This linking is shown in Tables II-1 and II-2 in Annex II. This data is shown graphically in Figure 5, illustrating contributions from 2015 and 2016 Annual Work Plan outcomes to FPII output and activity indicators. The only exceptions to using this linking to measure FPII progress are:

- Activity indicator 2.2, measuring “number of instances of earned media coverage.” This indicator is measured directly by the RRG Communications Team.
- Activity indicator 5.1, which measures “number of instances when RRI partners and collaborators undertake timely advocacy efforts as a result of access to RRI’s strategic response mechanism.” This indicator would not be captured through Annual Work Plans, as SRM activities are ad hoc and not planned annually. Therefore, the measure for this indicator was taken from a review of 2016 SRM Interim and Final Progress Reports received. Note that progress in 2015 for this indicator was not measured.
- Output indicators 2.1, 2.2; these indicators had minimal linking from Annual Work Plans, therefore were measured directly by representatives of Regional Teams for 2013 through 2016.
- Output indicator 4.1, which included additional reporting from desk reviews completed by the RRG SAGE Team.

³ Note that percentage calculations are influenced not only by gains and losses in terms of hectares owned and controlled by communities, but also by changes in the global forest area in a particular year, which fluctuates annually as some countries reforest and others deforest.



As Figure 5 illustrates, FPPI indicator progress was made in 2015 and 2016 across fourteen FPPI indicators, and no progress was measured for three FPPI indicators, as measured through indirect links to Annual Work Plan outcomes. The absence of progress as measured through a linking with Annual Work Plan outcome progress may be an indication that no progress was made, or it may be an indication that progress was made, but it is not reflected through Annual Work Plan outcome progress. The latter is the case, as these three output indicators (2.1, 2.2, and 4.1) were measured through desk reviews by Regional Teams and the RRG SAGE Team, and results reflected strong progress against targeted results (as shown in Table 3).

Looking at cumulative progress through 2016, Table 3 illustrates annual and cumulative targets from 2013 through 2017, and annual and cumulative results from 2013 through 2016. Figure 6 graphically depicts the two rightmost columns of Table 3, presenting percentage completion to target values for each indicator for 2016 and 2017.

As seen in Figure 6, across all FPPI output and activity indicators, 16 of 17 (94%) have achieved or over achieved their 2016 cumulative targets, and 15 (88%) have achieved or over achieved the 2017 cumulative target. The one indicator that has not achieved its cumulative target for 2016 is activity indicator 5.1. This indicator measures “number of instances when RRI partners and collaborators undertake timely advocacy efforts as a result of access to RRI’s strategic response mechanism.” This indicator is dependent on the number of SRMs that address advocacy, and the indicator was not measured against 2015 SRM reports. The milestone and target for this indicator may have been ambitious, or based on a projection of the number of SRMs providing advocacy that has not been consistent with the actual number of SRMs engaged to do advocacy work.

Figure 5 : 2015 and 2016 Annual Work Plan Outcome Contributions to FPII Indicators

This table illustrates contributions to FPII indicators from Annual Work Plan outcomes in 2015 and 2016. As shown, three FPII output indicators did not progress through 2015 and 2016.

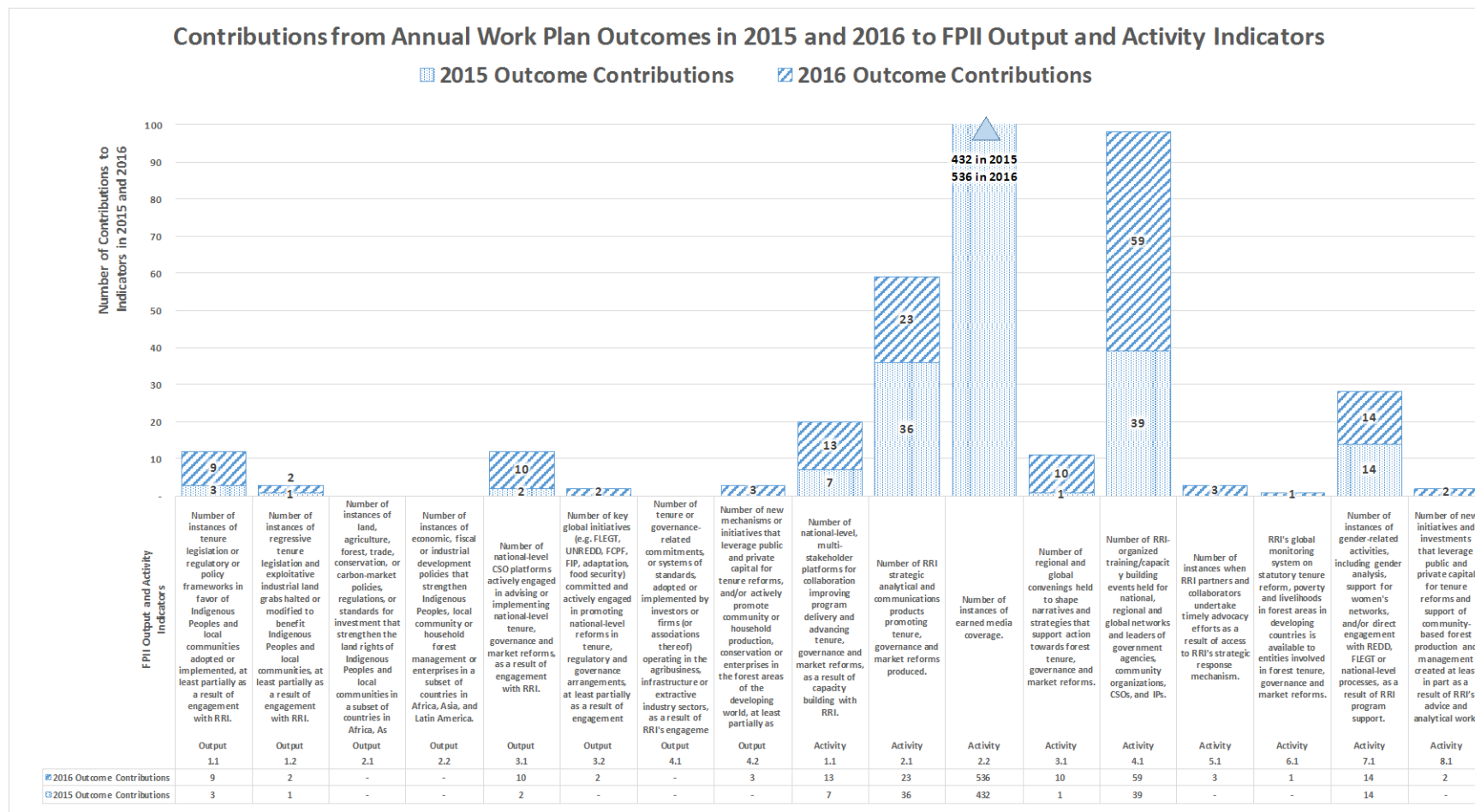


Table 3 : FPII Indicator Targets and Results 2013-2016

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.

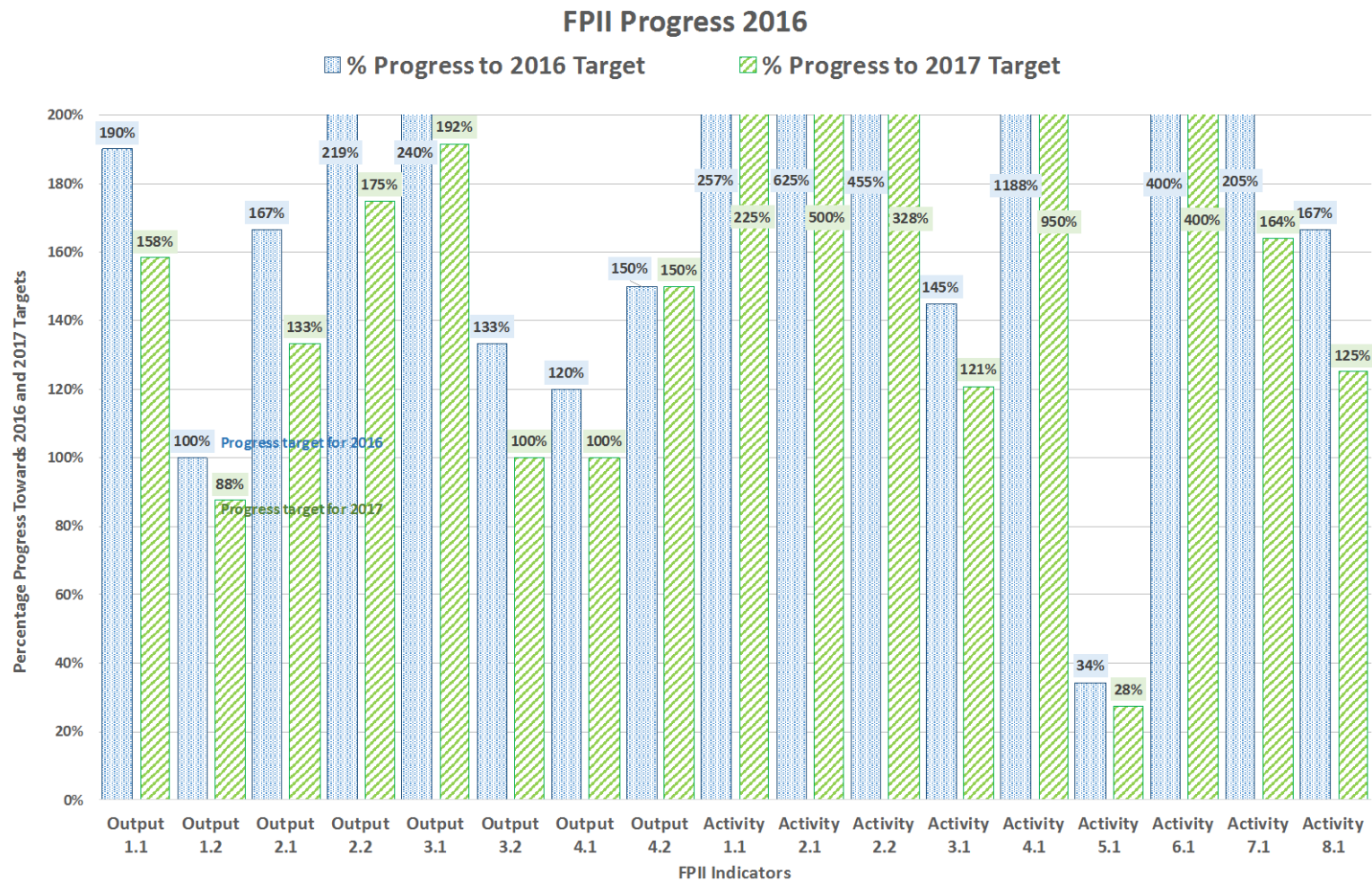
			Annual Targets					Annual Results					Cumulative Targets					Cumulative Results					
Level	Indicator	Indicator Statement	2013	2014	2015	2016	2017	2013	2014	2015	2016	2012 Baseline	2013	2014	2015	2016	2017	2013	2014	2015	2016	% Progress to 2016 Target	% Progress to 2017 Target
Output	1.1	Number of instances 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	2	2	7	5		0	0	0	0	12	2	4	11	16	167%	133%
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		3	1	3		0	0	0	0	4	0	3	4	7	219%	175%
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%

			Annual Targets					Annual Results						Cumulative Targets					Cumulative Results					
Level	Indicator	Indicator Statement	2013	2014	2015	2016	2017	2013	2014	2015	2016	2012 Baseline	2013	2014	2015	2016	2017	2013	2014	2015	2016	% Progress to 2016 Target	% Progress to 2017 Target	
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%	

			Annual Targets					Annual Results						Cumulative Targets					Cumulative Results					
Level	Indicator	Indicator Statement	2013	2014	2015	2016	2017	2013	2014	2015	2016	2012 Baseline	2013	2014	2015	2016	2017	2013	2014	2015	2016	% Progress to 2016 Target	% Progress to 2017 Target	
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%	

Figure 6 : FPII Progress Through 2016

This graph illustrates cumulative progress through 2016 for all FPII indicators. Cumulative progress is shown as a percentage of completion towards the 100% cumulative indicator target for 2016 (blue shaded bars and blue 2016 target line), and as a percentage of completion towards the 80% cumulative indicator target for 2017 (green striped bars and green 2017 target line).



6.4 SRM Activities

As noted, the Strategic Response Mechanism (SRM) supports, on an ad hoc basis, country level opportunities that are strategic and require rapid mobilization for support, with funding up to US\$100,000 per project. SRM funding represented approximately 20% of RRI's 2016 budget. At the end of August 2016, twelve SRM agreements were in effect, either initiated in 2016 or extended from 2015.

Progress and Value

The Strategic Response Mechanism is universally acknowledged as a unique and valued approach for flexibly supporting unforeseen strategic opportunities at the country level. A fundamental value of the SRM is the short time span from concept note to approval to funding, a differentiating value that interviewees noted cannot be met by other donors or grantors.

In countries where RRI engages with a national coalition, this mechanism has been shown to effectively complement Annual Work Plan activities. In countries where RRI has engaged national coalitions in the past, an SRM can in some cases fulfill a "step down" in support from RRI, to augment and address unexpected needs. In countries where RRI has never engaged directly, an SRM provides an opening for national awareness of and use of the value and resources that RRI can bring. Some interviewees even noted that SRMs are broadly more successful than RRI work plan projects, because they address key issues on a timely basis, are quick and responsive, and work well in a changing context.

In addition to SRM activities in 2016 reported to date, an SRM approved in Indonesia, 'Preventing Criminalization through Strategic Police Trainings' was approved following successful training of police officers on issues of indigenous and local communities land rights, the situation of overlapping claims, and how to avoid criminalization. The additional training was requested and encouraged by a Major in the Indonesian police force, leading to the SRM where 160 additional police officers have been trained to date. Results show that communications have been bridged between the police, CSOs, and communities to talk about agrarian reform, farmers and adat community struggles. This SRM was initiated and conducted within a six-week period.

Challenges and Lessons


The SRM approach can in some cases be viewed as a "shunt" or "faster route" to project funding, providing quick approvals and rapid dispersal of funds. While this is a risk, those involved in the SRM approval process are aware of this consideration and address it in the review process.



Progress Against Objectives



Table 4 notes progress and evidence of progress for SRM activities conducted during 2016 that have been reported against.




Table 4 : Progress of SRM Activities in 2016



This table summarizes status, progress, and evidence for the 12 SRM activities that were completed or in process in 2016.


SRM Project	Country	Status	Progress	Evidence of Progress
1. Securing the Rights to Lands and Resources and to Self-Determination of Non-Moro IPs (LUMAD) Within the Bangsamoro Autonomous Region	Philippines	In Progress Contract end: 31 Dec 16	 Partially Achieved	<ul style="list-style-type: none"> Objective: To secure the land and resource rights of the lumad through policy advocacy and finalization of community maps to receive community titles for their ancestral lands. Results: activity-level results reported. <p>Activities conducted:</p> <ul style="list-style-type: none"> Post-campaign assessment and strategy session

SRM Project	Country	Status	Progress	Evidence of Progress
				<ul style="list-style-type: none"> • Advocacy missions • Participatory community mapping
2. Advancing Land Tenure Reform in Indonesian Land Bill	Indonesia	Completed Contract end: 31 May 16	 Achieved	<ul style="list-style-type: none"> • Objective: To support local districts legally recognize Indigenous Peoples land tenure rights and their mapped territories. • Results: By supporting the government and Parliament in the preparation of the Land Bill, regulation concerning the protection of indigenous peoples and their land rights is expected to be advanced. <p>Activities conducted:</p> <ul style="list-style-type: none"> • Published six policy briefs on strategic issues of land tenure reform in response to the • Indonesian land bill • 4 meetings with Parliament legal drafters and experts • 3 meetings with Parliament Commissions • Regular information meetings with civil society organizations
3. Off- Record meeting of Colombian IPs' leaders with the UN Special Rapporteur on the Rights of Indigenous Peoples	Colombia	Completed Contract end: Mar 16	 Achieved	<ul style="list-style-type: none"> • Objective: To convene an informal and private space to provide the UN Special Rapporteur on the Rights of Indigenous Peoples with first-hand information regarding IP's concerns around key thematic issues such as the impacts of the internal armed conflict on IP territories and livelihoods as well as the expansion of megaprojects on indigenous territories. • Results: Actions planned from the meeting: <p>Activities conducted:</p> <ul style="list-style-type: none"> • Thanks to the relevant information compiled during the meeting with indigenous leaders of Colombia, the Special Rapporteur on the Rights of Indigenous Peoples, Ms. Victoria Tauli-Corpuz, was able to monitor and report on the situation of Indigenous Peoples as a result of armed conflicts. The results were presented during the 15th session of the United Nations Permanent Forum on Indigenous Issues (UNPFII) Ms. Tauli-Corpuz also urged for the adoption of protection measures for the victims and the need to hold perpetrators accountable and to ensure that victims are provided with reparations. In her presentation to the UNPFII, Tauli-Corpuz spoke of the current armed conflicts affecting Indigenous Peoples in Colombia, India, Myanmar and the Philippines; and past conflicts still lingering in Bangladesh, Guatemala and Peru. • Private meeting between the UN Special Rapporteur on the Rights of Indigenous Peoples and indigenous leaders

SRM Project	Country	Status	Progress	Evidence of Progress
4. Challenging agribusiness expansion in indigenous territories in the Peruvian Amazon: The case of Santa Clara de Uchunya vs Plantaciones de Pucallpa	Peru	In Progress Contract end: 31 Dec 16	 Partially Achieved	<ul style="list-style-type: none"> Objective: to secure the legal titling and protection of lands for the indigenous community of Santa Clara de Uchunya; and to hold the Peruvian government and palm oil sector accountable to environmental and social standards. Results: Prioritization by the regional government of the pending community land titling in Ucayali, including community of Santa Clara de Uchunya; informal endorsement of Agrarian authorities for community to initiate 'self demarcation'; suspension of Pucallpa Plantations' membership of the Round Table of Sustainable Palm Oil (RSPO) as the company could not comply with RSPO standards; full suspension of company's operations in the region. <p>Activities conducted:</p> <ul style="list-style-type: none"> Filing constitutional appeal for illegal disposition of indigenous territories to third parties. Supporting community actions to secure legal recognition and control their traditional lands. Monitoring activities to hold Plantaciones de Pucallpa accountable with the RSPO Cross cutting communications strategy to complement advocacy strategy
5. 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 for the construction of a highway	Nigeria	Completed Contract end: 30 Sep 16	 On Track to Achieve	<ul style="list-style-type: none"> Objective: to restore to the Ekuri Community their ancestral land and forest rights and to position the Ekuri community as strategic advocates for their rights through non-violent protest techniques. Results: Community level training workshops were conducted in the five targeted communities of Old Ekuri, New Ekuri, Okokori, Etara/Eyeyen, and Iko Esai; in each community at list 60 participants attended, including women and youth. Legal services have been engaged and cases are ongoing, with a ruling scheduled for December 8. National newspapers have continued to publish stories representing our views; 17 reports have been generated and published at both local and national print media in respect of the Court cases and the general campaigns. A national petition with over 50,000 signatures was presented to the Minister of Environment and to the President of Nigeria, along with an international petition with over 200,000 signatures. <p>Activities conducted:</p> <ul style="list-style-type: none"> Capacity building on non-violent protest and advocacy in five communities Engagement of legal services for the court case Engagement of the media

SRM Project	Country	Status	Progress	Evidence of Progress
6. Securing Land Rights for the Maji Moto Pastoralist Community in Kenya	Kenya	Completed Contract end: 20 Oct 16	 Achieved	<ul style="list-style-type: none"> Objective: to reverse the illegal acquisition of land in the Maji Moto Group Ranch and secure land rights for pastoralist communities living on the ranch, including tenure rights over collectively held communal land. Results: immense positive written responses from most of the government agencies and institutions that the Community and ILEPA have petitioned, including direct engagement through visits to the offices. The responses basically confirmed all our allegations of land injustices and indicated positive corrective measures. All group ranch land related transactions and associated intimidation and dispossession by officials have been halted by the relevant government institutions, and a legal caveat placed by the members through their lawyer. Ranch officials engaging in land grabs were suspended, with a forthcoming change in leadership. <p>Activities conducted:</p> <ul style="list-style-type: none"> Profiling and Validation of Maji-Moto Land Rights Claims Initiating corrective action with relevant state institutions Legal services ongoing to establish community governance structures for the future management of collectively held lands
7. Strategic Analysis and Advocacy for Continued Support from Government and Donors for Community Forestry Development in Nepal	Nepal	Ongoing Extension requested; initial contract end: 1 Nov 16	 Partially Achieved	<ul style="list-style-type: none"> Objective: to secure continued support from the Government of Nepal and leading donors for community forestry in Nepal through evidence-based data and advocacy. Results: planning to support the recording of data and documents in order to make others understand the contribution, importance and role of community forestry. <p>Activities conducted:</p> <ul style="list-style-type: none"> Planning meeting Development of data format draft and pilot test of format Data collection orientation program Data collection is completed for 800 communities and data inputting is going on at present
8. Expanding the Forum: A Civil Society-Led Advocacy for the Passage of the Land Rights Act	Liberia	Completed Contract end: 15 Sep 16	 Achieved	<ul style="list-style-type: none"> Objective: advocate for the passage of the Land Rights Act (LRA) by raising awareness about its pro-community provisions among rural populations, diversifying the pool of advocates supporting the law, conducting a national media campaign, and engaging high-level national and international stakeholders. Results: CSO Working Group on Land Reform's advocacy campaign has had an

SRM Project	Country	Status	Progress	Evidence of Progress
				<p>empowering role in working with lawmakers to consider the passage of a pro-community land bill; The Land Rights Act (LRA) is now a popular policy discourse around the country, with popular radio programs and newspapers, periodically reporting on the LRA.</p> <p>Activities conducted:</p> <ul style="list-style-type: none"> • Media – radio shows, newspapers • Legislative engagement • International partner engagement • Key stakeholder engagements
9. Enabling Pastoral Communities of Banni to Secure Land Rights and Conserve and Manage their Grazing Lands	India		 <p>Partially Achieved</p>	<ul style="list-style-type: none"> • Sahjeevan has been supporting pastoral communities to form land and resource management committees, draft management plans, and begin action-research on regenerating grasslands. Of the 47 communities who filed for a common title for their traditional grasslands under the FRA, over 40 of them have constituted management committees as part of a larger process of self-assertion of CFR rights under the FRA. These management committees are in the process of drafting management plans detailing how they will systematically regenerate grasslands, protect wildlife and biodiversity, remove invasive species, and protect and promote viable livelihoods for community members. Four pilot plots have also been created where Sahjeevan and local communities are regenerating grasslands. At the same time, advocacy efforts remain ongoing despite significant political shifts. In the past few months the Chief Minister of the state of Gujarat and the district collector in Banni have been changed, which has delayed the process in receiving community titles through the FRA.
10. Secure local communities' tenure rights in Burkina Faso's five-year National Plan for Economic and Social Development	Burkina Faso	Completed Contract end: 15 Nov 16	 <p>Achieved</p>	<ul style="list-style-type: none"> • Objective: influence decision-makers for the inclusion of natural resources governance and local communities' tenure rights in Burkina Faso's five-year development plan • Results: TENFOREST has strengthened the position of civil society to influence PNDES, producing a memorandum of civil society's positions on PNDES. TENFOREST has engaged directly with the Ministry of Economy, Finance, and Development (in charge of PNDES) and presented civil society's position on PNDES. <p>Activities conducted:</p> <ul style="list-style-type: none"> • Awareness-raising sessions with CSOs • Finalizing a memorandum on PNDES • Meetings with Ministry of Economy, Finance, and Development
11. Seizing Political Opportunities for Advancing	Cambodia			<ul style="list-style-type: none"> • No reporting data received

SRM Project	Country	Status	Progress	Evidence of Progress
Tenure Rights of Cambodian Communities affected by Hoang Anh Gia Lai (HAGL)				
12. Securing Customary Forest Rights through Support to the Pilot Phase of Local Community Forestry Concessions in DRC	DRC	Ongoing	 On Track to Achieve	<ul style="list-style-type: none"> Objective: equip local actors with the necessary information and tools to implement community forestry and to support local communities to secure customary forest rights through the acquisition of Local Community Forestry Concessions Results: Tools to implement community forestry have been harmonized following a multi-stakeholder workshop and a Working Group established to continue progress on the tools <p>Activities conducted:</p> <ul style="list-style-type: none"> Workshop to harmonize implementation tools

7 Recommendations for RRI Monitoring and Evaluation

This section outlines recommendations for RRI to consider in improving its monitoring and evaluation system and processes, in no particular order. Generally, the RRI monitoring and evaluation system and processes are sufficient to track the changing, adaptable, and annualized nature of RRI's work. However, the efficiency of monitoring and reporting can be improved through more standardization and simplification, and the use of monitoring and reporting information should be maximized for organizational learning at national, regional, and global levels through more regular and structured information capture, and more transparent access to information.

Recommendation 1. Consider monitoring approaches to measure the unspecified areas of RRI results, including convening, influencing, policy change, and advocacy.

As reported, RRI delivers value and results in “specified” and “unspecified” areas. The unspecified results areas are understood and known, but difficult to measure and report against. Yet, they are considered by many as the fundamental results of RRI, and therefore should be measured in some consistent manner that can be compared from year to year. While IM Reports provide a perspective, the methodology for IM reporting is not defined nor consistent from year to year, making assessment of progress from year to year difficult. Methods for measuring policy change and advocacy exist, and should be considered. In addition, direct feedback from partners, collaborators, stakeholders, and beneficiaries could provide consistent feedback on these qualitative areas on a regular basis, using mechanisms such as a short but standardized survey. Interviews conducted by the IM can be seen as a sampling of such a survey, but without year-to-year consistency, the measure of progress is challenging.

Recommendation 2. Consider how to foster more systematic learning, reflection, and knowledge sharing from monitoring.

The primary use of monitoring and reporting information at RRI is to support accountability; tracking plans against actuals for Annual Work Plans and the FPII. The systematic use of monitoring and reporting information to support learning and reflection, either within the scope of a country or global work plan, or across geographical or functional areas, is unclear. RRI as a coalition has a serious focus on learning and reflection to determine RRI priorities, goals, and objectives. This learning and reflection is supported in internal and global meetings, but is not necessarily shared more broadly across all coalition members. RRI should define how monitoring information can and should be used to foster learning, what should be captured, and how.

Learning and information sharing is not systematically supported with a structured source of information regarding previous activities, areas of work, contacts, lessons, case studies, and performance. Additionally, coalition members at the global and national levels are eager to learn within the coalition as well as from other countries and regions, and connect to those with similar areas of focus and objectives. At a basic level, sharing of information from approved Contract Reports, Progress Reports, and APMRs would be helpful, while ensuring that private and confidential information is not included.

While a complex and expensive knowledge management system is not recommended, a simple searchable repository could provide benefits, including contact information to support one-on-one conversations, email exchanges, and electronic networks. These conversations and exchanges would be initiated and conducted by coalition members, not requiring facilitation or scheduling by RRI.

Recommendation 3. Consider a simple but structured monitoring and reporting system.

RRI monitoring and reporting can be made more efficient and effective with additional structure and consistency so that monitoring data can be simply captured, categorized, and shared. Due to the high levels of flexibility, change, and adaptability at RRI, an expensive and structured monitoring and reporting system for RRI is not recommended. A clear articulation of the needs and use of monitoring information should precede any decisions regarding a system to capture and share monitoring information. Needs could include more graphics or a short “dashboard” of results status, to visually see progress rather than require interpretation through narratives. A revised system should take into consideration alignment with the proposed new accounting system, which will allow tracking of RRI financials against specific projects and activities and their characteristics.

Recommendation 4. *Simplify monitoring and reporting templates and forms and align the capture of reporting content.*

Current monitoring templates and reports exact a high transaction cost from collaborators and from RRG reviewers. A review of monitoring and reporting forms and templates should be conducted with the aim of simplifying information capture and “rolling up” content from Contract Reports to Progress Reports to APMRs. In this way, short-term reports can be used to build towards longer-term reports, avoiding duplication.

Fundamentally, RRI must ask questions such as, “what information should be captured, why, and how will it be used?” and “how will this information be used to capture and consolidate learnings?” To the degree possible, information captured should be short and to the point, unless specific stories of change are desired. Timeliness of information capture should be considered, understanding that country-level collaborators have little time for reporting, and therefore shorter forms (1-2 pages maximum) and simplified and standardized methods (electronic forms, etc.) should be considered.

Recommendation 5. *Request specific progress values in APMRs and other monitoring reports.*

While simplifying monitoring and reporting templates, a specific rating of performance along a standard scale should be required. For example, Progress Reports do not specifically request the degree to which an outcome has been met. Also, FPII activities are requested to link to outcomes in APMRs, but whether the outcome actually adds to the FPII activity indicator is not requested. Without specifying a performance rating, the determination of the value of a progress criterion by the IM is often questionable, and is based on trying to sift a definitive progress value from a qualitative description. Progress ratings should be reviewed, questioned, and verified by relevant coalition members.

Recommendation 6. *For FPIII indicators, provide a basic description for scope, methodology, and relevant definitions.*






In measuring FPII indicators, their description often makes it difficult to measure, and a definition for how to measure each FPIII indicator would ensure clarity and consistency from year to year. For example, defining how to consistently measure “instances of earned media coverage” and “number of regional and global convenings” will increase the accuracy of reported results through the FPIII period.

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Annex I : 2016 Annual Work Plan – Detailed Results

This annex provides detailed results for all 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 Criterion	Symbol	Description
Not Attempted		No effort was made against the targeted result.
No Progress		No progress was made against the targeted result.
Partially Achieved		Some progress was made against the targeted result.
On Track to Achieve		Progress was made and achievement of the targeted result is expected by the end of the year.
Achieved		The targeted result was achieved.

Each regional, country, and global Annual Work Plan is represented using a table of outcomes with columns as follows:

1. **Outcome** – the statement of the targeted outcome.
2. **Outcome Progress** – A measure of progress towards the targeted outcome, using the progress criteria as shown in the table above.
3. **Activity and Output Progress** – A measure of progress towards the targeted activity(ies) and output(s), using the progress criteria as shown in the table above.
4. **Evidence of Progress** – Textual evidence of progress found in APMRs and received through interviews.
5. **Progress Against FPPI Indicators** – Notes whether progress in a targeted outcome has been applied towards progress in an FPPI indicator; e.g., a value of “Activity 2.1 +2” indicates that this outcome contributed a value of “2” towards progress against the FPPI activity indicator 2.1. A table mapping 2016 Work Plan outcome progress against FPPI output and activity indicators can be found in Table II-1 in Annex II.

Asia Regional Work Plan

The following table outlines an assessment of progress achieved against Asia Regional 2016 work plan objectives.

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPPI Indicators
1. Increased regional learning, cooperation, and action on agribusiness corporate practice, and investment as it relates to human and community resource rights	 Achieved	 Achieved	<ul style="list-style-type: none"> The South East Asia Human Rights and Agribusiness Conference was hosted by SUHAKAM (Malaysian Human Rights Commission) on 3-4th Nov at Kota Kinabalu in Sabah, Malaysia. Participants in this conference included representatives from National Human Rights Commissions from five South-East Asian Countries, UN Permanent Forum on Indigenous Issues, civil society, indigenous representatives and international organizations, including those from Bangladesh, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines and Thailand. RSPO representatives also attended along with representatives from Unilever, Cargill and Sime Darby. The Conference on Human Rights and Agribusiness issued a resolution calling for moratoriums to halt the further hand out of concessions throughout the region. The meeting noted how land conflicts as a result of agribusiness expansion are proliferating and urged a pause in the hand out of licenses while community and indigenous peoples' land rights are secured. 	Activity 3.1 +1

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
2. Increased sharing of lessons learned from positive land and forest tenure reforms between regional government and civil society actors	 Achieved	 Achieved	<ul style="list-style-type: none"> RRI Organized Three Panels at Asia-Pacific Forestry Week at Clark City, Philippines, on “Scaling-up Communities and Indigenous Peoples’ Forest Resources Rights in the Asia-Pacific” on 24th Feb, 2016. Presentations on Forest Tenure Reforms were made by representatives of CSOs from India, Nepal, Philippines and Indonesia. Thematic presentations on political economy of forests reforms in Indonesia; Gender and land tenure in Indonesia; Forest Based Industries and IP/LC land Rights were also made. A panel on the Tenure Facility introduced it to the audience. 	Activity 3.1 +1

Indonesia Work Plan

Progress and Value

The RRI coalition in Indonesia includes a strong set of Partners and Collaborators; a “powerhouse” of “A list” or “angel NGOs” as described by some interviewees. The Indonesia coalition is relatively mature, in the sense that the coalition includes a strong set of organizations, and coalition members effectively communicate and collaborate towards achieving coalition goals. Despite this level of maturity, as viewed by coalition members, the coalition is necessary and of value in addressing tenure and land reform in Indonesia. Coalition members see value in RRI, including bringing organizations to the coalition with varying priorities and viewpoints, promoting synergy, coordinating coalition efforts, leveraging global analysis in private sector and advocacy areas, facilitating knowledge sharing, and “doing what those in Indonesia cannot do.”

As an example of coalition development, three years ago there was no identity of RRI in the coalition; it was the “Tenure Group.” A SAGE study of titling processes comparing the private sector and communities was done by the coalition in Indonesia with the SAGE Realizing Rights team; this effort created coalition unity and ownership, and was not presented or perceived as an “RRI study.” This created representation, strengthened engagement, and built capacity. Over the past few years, the coalition has broadened its scope from forest tenure rights into agrarian reform, conflict resolution and human rights, private sector activities and intentions, and economic development; creating a healthy tension of various priorities and perspectives.

Challenges and Lessons

A few interviewees suggested that the scope of the coalition would be more effective if broadened to include a more integrated resources perspective (e.g. water rights), and a more comprehensive focus on community livelihoods. Other suggestions included broadening RRI focus beyond government engagement to address businesses and the private sector directly, and focusing some efforts on capacity development of communities to address challenges in engaging with the private sector.







Interviewees suggested that better coordination and cooperation with SAGE would be helpful; for example, Interlaken Group piloting in Indonesia was not known or coordinated with the coalition.









In addition, suggestions to engage the government as a coalition rather than as individual organizations were presented. On the other hand, there is a need to consider giving credit to collaborators rather than “the RRI Coalition,” to be considerate of their organizations and contributions, and their local presence, position, and visibility.

The coalition faced some concerns with the Tenure Facility, where one coalition member is the sole Tenure Facility recipient, generating questioning from other coalition members regarding information sharing and the transparency of the selection process, and future coordination between the coalition and Tenure Facility projects.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against Indonesia 2016 work plan objectives.

Indonesia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Facilitate community land and forest rights recognition	 Partially Achieved	 On Track to Achieve	<ul style="list-style-type: none"> Slow progress on outcome, but activities and outputs progressing as planned. Outcome progress not “moving as expected”; the customary rights area is moving more slowly than the agrarian reform and conflict resolution areas. Regulations are being passed, but final objective not yet achieved. In two targeted provinces, Bengkulu and South Kalimantan, social mapping was conducted for 10 villages to provide evidence used in policy advocacy for the recognition of indigenous communities, and dialogue has been facilitated between indigenous communities and policy-makers to accelerate the formation of district regulation concerning indigenous peoples’ rights, including customary forest. Indigenous territories were mapped in six villages of Lebong which became the basis to push for district regulations drafting to recognize adat territories. Academic research about the Lebong and Hulu Sungai Selatan communities have been discussed by local parliaments and other critical stake-holders. 	Activity 2.1 +1
2. Facilitate effective mechanisms for resolution of land and forest rights conflicts	 On Track to Achieve	 Achieved	<ul style="list-style-type: none"> Innovative work in this area; activities and outputs delivering beyond the work plan. Coalition consultations to map current resolutions efforts led to recommendations drafted in policy brief to be submitted to the Indonesian government. Targeted initiative to build cooperation with the police to strengthen respect for Human Rights in land conflicts resulted in the promotion of Alternative Disputes Resolution (ADR), considering the limitations of a formal legalistic approach in claims by adat/local communities that are not supported by land certificates. Through this activity, one RRI collaborator (HAK Foundation) managed to secure National Chief of Police Criminal Investigation’s support to cooperate on ADR and Restorative Justice approach to be operationalized by the police in the context of land and natural resources based conflicts. 	Activity 1.1 +1 Activity 2.1 +1
3. Create public pressure against criminalization of adat and other forest dependent communities and provide assistance to victims of criminalization	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> Work is very dependent on political context and government response and reaction. An emergency fund has been set-up to provide support to people who become victims of violence and criminalization because they are defending their land and resources rights. Support is provided for legal aid, medical assistance, provisory shelter and support for families of those detained. The fund is jointly managed under the National Coalition for Agrarian Reform (KNPA) gathering broad range of organizations (farmers, indigenous groups, fisher folks, Human Rights defenders, etc.). This has contributed to strengthening cooperation among the coalition with the definition of common criteria and mechanisms to access the funds, and the setting-up of a reference group as the decision making team for emergency fund requests. Criminalization, violence and land eviction/grabbing cases have gotten attention from media and public, as KNPA did series of public exposure through press conference, article writings and the production of two short films by investigative journalists on specific cases of murders of environmental defenders. 	Activity 2.2 +1

Indonesia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
4. Strengthening of corporate and human rights practice for securing community tenure rights in Indonesia	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> Module and training materials on Business and Human Rights were produced to further facilitate the collaborative training on Business and Human Rights with corporate staff in Jakarta and Jambi. The initiative encouraged the development of draft internal standards on the respect of human rights in the corporate sector. Additionally, a study is on-going on the status of respect and restoration of human rights in the landscape of Harapan Forest and the Bukit Tuga Pulu in the Jambi Province. Commitment of a major group in pulp and paper sector has been secured for further cooperation on business and Human Rights. 	Activity 2.1 +1
5. Better understanding of human rights and resource rights issues amongst security agencies/police in context of conflicts over land and forest rights	 Achieved	 Achieved	<ul style="list-style-type: none"> Strong results in this area include SRM for training of police. Dissemination of information pertaining to Human Rights and Police was included in the National Police Training program with topics addressing specifically criminal investigation in the context of agrarian conflicts. Sessions were attended by a total of 530 police officers on issues of indigenous and local communities land rights, the situation of overlapping claims and how to avoid criminalization. There trainings were in high demand and so successful that they led to an SRM entitled 'Preventing Criminalization through Strategic Police Trainings'. Three-day sessions have been conducted in Jakarta for 40 police investigators from Jakarta, Banten, West and Central Java; in Riau province for 40 police officers and in Kalimantan for 40 police officers from East and North Kalimantan. Communication has been bridged between the police and P&C invited as resources persons to talk about agrarian reform, farmers and adat communities struggles. 	Activity 4.1 +5
6. Support strategic production and marketing in community and adat forests to demonstrate development potential of community rights	 Achieved	 Achieved	<ul style="list-style-type: none"> This outcome achieved beyond plan; connecting the government in Jakarta to the community level, and the government also provided funded. RRI Collaborators SAFIR and AKAR successfully linked up local coffee producers, rights holders over community forests in Bengkulu, with central authorities to access government funding (BLU) and support (BUPSHA) for their economic development. A guideline was created for institutional assessment of community forestry, and institutional support and training provided to prepare local communities in accessing public funds (BLU) and public support (BUPSHA). Accordingly, in 5 villages, cooperative farmer groups were registered by local government, developed their business plans and received licensing by the Cooperative Ministry. An agreement has been reached on respective commitments by local and central authorities to support economic development of the coffee producers associations. 	Activity 4.2 +1
7. Piloting of alternative community rights based enterprise models	 Not Attempted	 Not Attempted	<ul style="list-style-type: none"> This outcome was not attempted due to the political situation in West Papua. 	

India Work Plan

Progress and Value

Based on the national condition regarding NGOs and international involvement, where NGOs do not accept funding from foreign donors, the coalition in India has a different structure. Rather than a coalition, an Advisory Committee supports RRI in reviewing plans and advising regarding organizations to fund to implement the plan. Organizations represented in the Advisory Committee do not receive RRI funding.

RRI is perceived as providing high value in India. RRI is leading the agenda for implementation of the Forest Rights Act, including a report on implementation to push government and the media. The law was passed in 2006, but implementation is weak, with little support from the government or conservation groups. The government view of RRI initially included a great deal of resistance. In the past 3-4 years, "a remarkable shift" occurred; government now sees the potential of the Forest Rights Act thanks in large part to advocacy efforts and evidence-based analysis from RRI.





RRI and collaborators have introduced ways of working, including analysis and tools such as the national assessment of potential, now used by CSOs for advocacy. GPS mapping and mobile apps are now better than the old ways of using government data and external resources. This fact-based evidence is very helpful in negotiating with the government.







Challenges and Lessons

Scaling-up is a key focus; capacity and support at the grassroots level, CSO level, and government levels are seen as a key element to success in this area. RRI is very successful at CSO and government capacity development, and this work is seen to be sustainable.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against India 2016 work plan objectives.

India				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
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.	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> RRI has continued its support grassroots legal advocates and lawyers through a fourth training program on laws pertaining to communities, land rights, natural resources, and conflict. RRI has also supported lawyers who also tracked court cases at the Supreme Court and High Court levels and provided support to senior consular defending the Forest Rights Act in these courts. 	Activity 4.1 +1
2. Local forest communities across India receive	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> RRI has scaled up implementation of the FRA from one state (Odisha) to five new states namely Himachal Pradesh, Chhattisgarh, Jharkhand, Gujarat and Rajasthan. In Odisha, RRI's interventions have increased from two to six districts. In Odisha 536 new CFR 	

India				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
recognition and titles for their customary lands and forests under India's Forest Rights Act of 2006.			claims have been recognized in Odisha by Sept, 2016, out of which RRI Collaborators facilitated 488 CFR claims over at least 32,308 ha. In Jharkhand, RRI is collaborating with Jharkhand Van Adhikar Manch (JVAM), a coalition of CSOs and grassroots mobilizations which has signed a MOU on FRA implementation in 10 districts with the Government of Jharkhand. In Himachal Pradesh, RRI began working with Environics and Him Niti Abhiyan (HNA) for CFR Rights recognition in Mandi District, which will later be scaled up to other districts in the state. In Chhattisgarh, RRI has initiated collaboration with tribal activists working on forest rights in Surguja district. <ul style="list-style-type: none"> Activity 2: Good progress; over 800 claims at this time, going "full swing" and should achieve target by year end. Activity 3: Progressing in 2 additional states and 1 other area; significant progress. 	
3. Evidence highlighting the importance of recognizing community land, forest, and resource rights is shared with key policy-makers.	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> RRI is collaborating with a number of organizations across the country to prepare FRA Promise and Performance Reports to be released at a National Convention for the 10th Anniversary of the FRA's enactment. These will include state level reports for 10 forested states, and a consolidated national level report for the country to be released on December 13-14, 2016 in a major convention in Delhi. The state reports will also be launched in the various state capitals, specifically targeting the provincial political leadership. RRI is creating a Land Conflict Portal for India, which will feature an online interactive map and data analysis of land conflicts. RRI is also preparing a detailed analysis of all the stalled investment projects in the country to analyze the relationship between land and forest issues. The two studies will be released on November 16, 2016 at a major event involving government representatives, corporate sector, investors and financial institutions, CSOs and financial media. The release will be in collaboration with Tata Institute of Social Sciences (TISS), FAO and Indian School of Business. 	Activity 2.1 +3
4. Government and conservation agencies rethink actions and strategies that view local communities as incompatible with conservation.	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> A study on Protected Area and FRA is ongoing and is expected to end by December 31st. 	Activity 2.1 +1
5. Advisory Group provides strategic guidance for effective implementation of RRI's 2016 India Strategy towards the realization of land, forest, and resource rights.	 On Track to Achieve	 Achieved	<ul style="list-style-type: none"> The Advisory Group is very well informed; very helpful inputs to RRI. The Advisory Group had four meetings throughout the year, providing support and valuable contributions to the RRI programme in India. 	

Nepal Work Plan

Progress and Value

The Nepal coalition is seen as strong, as perceived by several interviewees. RRI has built alliances, brought groups together with different views and constituencies, and strengthened capacities of groups. For example, community forest and indigenous groups are now working together thanks to RRI convening support. RRI has "claimed space" through the past 8 years, has gained an identity, and is now moving to forward with innovative ideas and approaches.



Ancillary results not directly related to coalition efforts include the expansion of community forestry in Nepal, over 1.8 million hectares are now under community forestry tenureship. Currently the government owns land, and communities own rights to the land; gaining community ownership is difficult in the current government context.

Challenges and Lessons

Interviews note that policy is contextual, and implementation is a "muddling through" process. Nepal can learn from other countries, but it is not a cut-and-paste process. Work plan objectives are in some cases viewed as overambitious. Some suggested that RRI continue advocacy efforts, but start to play a key role in sustainable forest management.



Progress Against Work Plan

The following table outlines an assessment of progress achieved against Nepal 2016 work plan objectives.

Nepal				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
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.	 On Track to Achieve	 Partially Achieved	<ul style="list-style-type: none"> Activities and outputs are on track to achieve, except for Activity 4, "Launch of draft Forest Rights Law," which must consider the existing government environment. Substantive progress has been made by the RRI Coalition in Nepal towards the enactment of a new, comprehensive Forest Rights Law in Nepal. In 2016, RRI Partners and Collaborators formed a Forest Rights Coordination Group to oversee an inclusive and deliberative process to conduct consultations, seek inputs from various grassroots constituencies, and begin the technical and advocacy processes to draft and pass a new Forest Rights Law in Nepal. RRI Partner and Collaborators held consultations with grassroots constituencies representing community forestry, IP, Dalit, Women, and minority Madheshi groups to elicit their inputs on what rights, governance structures, and management systems should be included in a new Forest Rights law. Following these consultations, the RRI-supported Forest Rights Coordination Group agreed and adopted a common position for a new Forest Rights Law and is in the technical process of drafting such a law alongside lawyers and legal advocates. At the same time, the RRI Coalition has begun awareness and advocacy efforts aimed at targeting parliamentarians through dialogues and meetings to sensitize them on the importance of a new Forest Rights Law. Over the coming months, RRI anticipates a significant push through advocacy, media campaigning, and political engagement to push for a new Forest Rights Law to be passed. 	Output 3.1 +1 Activity 1.1 +1

Africa Regional Work Plan - Kenya

The following table outlines an assessment of progress achieved against Africa Regional 2016 work plan objectives. This regional plan was refocused to Kenya in mid-2016.

Africa Regional - Kenya				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPPI Indicators
1. The Community Land Bill is passed and enables communities to secure their rights to their land	 Achieved	 Achieved	<ul style="list-style-type: none"> Plans included funding to SAGE for analysis paper, a national dialogue in July to convene stakeholders regarding forest dwellers, as well as legal support to forest-dwelling communities and pilot projects to document and register land for community title. The Community Land Act was passed and signed into law on 31 Aug 2016. RRI did not engage directly in the land bill; forest dwellers and evictions were more pressing issues to work towards. Regional work also included scoping studies to assess the added-value of RRI and evaluate engagement. 	

Liberia Work Plan

Progress and Value

There is a strong recognition of RRI contributions in Liberia. As noted by interviewees, RRI is responsive to and facilitates addressing emerging issues and influences international partners, media, and the coalition. RRI has catalyzed other donors into getting into community forest rights. RRI brings a community perspective and voice, and forces a government response. RRI thinks ahead, leads, and catalyzes.

Part of the value of RRI is guiding the coalition to work in an organized way, since coalition members work together outside of RRI in other contexts. The common voice and harmonized message of the coalition is a key value. Joint projects are seen to help organizations in succeeding collectively. RRI is seen to be improving and getting closer to the work "on the ground." Coalition plans were seen to help define objectives and a direction, assisting in mobilizing funding from other donors to expand or work more broadly, scaling up from the RRI seed-funded projects.

The coalition in Liberia has developed through the years; it is dynamic and evolving. Some collaboration conflicts between coalition members existed two years ago, but now the coalition is operating effectively despite different organizational priorities and perspectives. One interviewee noted that collaboration is strong when strong personal relationships exist or develop with collaborators. The essence of the coalition is collaboration in activities among organizations, which still has challenges for the Liberia coalition, and some coalition members believe collaboration approaches need to be clarified. This was discussed at the annual planning meetings, with coalition members challenged to define and determine clarification, and how this clarification should be done. The planning meeting also discussed the issue of how and when additional coalition members should be introduced; the coalition discussed how new coalition members should be added organically, once the needs arise.

Challenges and Lessons

Interviewees noted that most challenges in achieving results in Liberia relate to external factors; changes in government and their delays, difficulties in accessing remote counties, and the government and externals straying from objectives.





Coalition members discussed at the annual planning meeting the issue of how to address challenges in livelihoods for communities after rights have been secured. Currently, the coalition does not address livelihoods, so how to identify partners and solutions to deal with the "end game" of solutions besides palm oil?







The need for improved communications and knowledge sharing was noted by several interviewees; both within the coalition, regionally, and globally, including better coordination with SAGE units. Coalition collaboration was suggested to focus more on information sharing (who is doing what, where, on what). Some suggested RRI could leverage the coalition to additional networks and channels of information and support. Coalition members suggested that the direction of work should be from communities, balanced with loose vision forward, allowing change; field-level work should drive policy and analysis.

Some interviewees noted the need for capacity development support from RRI, both to coalition members, between coalition members, and to communities. This could include programme, administration, research, and analysis capacity development support. Fellowships, attachments, and secondments were mentioned as options.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against Liberia 2016 work plan objectives.

Liberia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
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.	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> Working towards; one community successful, working on 2 others. Conflict and mediation ongoing. Challenge is companies are "ahead" of the coalition. Powerful information for remote communities. Activity 1: Successful in pilot, somewhat successful in expanding. Need to do specific training for women since often not involved in discussions of land. RRI Collaborators have equipped pilot communities with legal, technical, and capacity support through the establishment of the Early Warning System (EWS), which helps communities to access resources when their land rights are threatened. Participatory mapping has been a key tool in the project's success and was used to resolve a boundary dispute between the Jogbahn clan and Equatorial Palm Oil, ultimately securing the clan's land rights. Experiences from the EWS have informed a how-to guide on participatory mapping for communities living on the fringes of agricultural concessions. 	Activity 2.1 +1
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.	 Partially Achieved	 On Track to Achieve	<ul style="list-style-type: none"> Criminalization of human rights defenders. Provide support and response mechanisms; legal support; toolkit, consultations, etc. Profiled 16 advocates in prison. Worked well, raised profile, and consultations with missions may have led to prison releases. Will file complaints to the Special Rapporteur in October. More than 17 cases were recorded; mainly Sinoe where people jailed (and one died); and legal complaints filed. Awareness: communications to 9-10 foreign missions and met with 4 Ambassadors. Toolkit: FAQ on UN guiding principles; summarized to approx. 4 pages. Women's focus: profile database of women HR defenders and specific toolkit. Challenge: ability of company or government to go to court and prosecute case and prove allegations; many reschedulings and continuances. How to be informed in particular villages? Where does prevention fit in? Need to synchronize across coalition to see if others have same/similar issues. 	Activity 2.1 +1

Liberia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
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.	 Achieved	 Achieved	<ul style="list-style-type: none"> The RRI Coalition in Liberia successfully provided space for community members – including women and youth – to engage with one another, with the government, and with the private sector on LSLAs and investment. Both the county-level workshops and the national multi-stakeholder dialogue witnessed less government participation than anticipated, but the government and the private sector were still represented during relevant events. RRI Collaborators convened civil society, government, and community stakeholders (including women from affected communities) to launch a report on the gender-specific impacts of LSLAs and development. Findings from case studies throughout Liberia's counties were included in the report and illuminated the often negative impacts of foreign investment on women's tenure rights. Activity 4: Using FPIC process, and include women and youth in the dialogue. Simplified communications for communities. Challenge: not always getting back to community from, e.g., Chief having a meeting in Monrovia, therefore need to increase awareness work within the community. Success in creating platform for discussion across communities, also with private sector, but private sector talk vs. commitment is a challenge. How to address? How to monitor commitments? Need strategy to engage. Challenge in including local leaders; message to short number of the right people is key. Activity 5: goals achieved; dialogues completed: The RRI Coalition mobilized over one hundred representatives of civil society, government, international partners, media, and communities during a multi-stakeholder dialogue on LSLAs and development in Liberia. Community and civil society representatives jointly developed a communiqué at the end of the dialogue with several recommendations on respecting and protecting customary rights, ensuring inclusive decision-making processes, and establishing a mechanism to monitor commitments on customary tenure rights. 	Activity 1.1 +1 Activity 4.1 +1
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.	 Achieved	 Achieved	<ul style="list-style-type: none"> With the support of RRI Collaborators, members of Community Forestry Management Bodies (CFMBs) have engaged the FLEGT/VPA National Multi-Stakeholder Monitoring Committee (NMSMC) and other national forest-related processes. CFMBs do not have a national presence, and in 2016 RRI's support helped fill this gap through the creation of a CFMB network. The Forestry Development Authority has demonstrated support for a network of CFMBs. Activity 6: completed. USAID project ending; risk of private sector takeover; now bringing forest communities into the process. 	Output 3.1 +1
5. Community forestry models are piloted to provide alternatives for communities seeking methods	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> Green Advocates is documenting community-based forest entrepreneurs (including women) and supporting networks for these small-scale forest entrepreneurs. With this project, Green Advocates seeks to provide an alternative to the current model of community forestry in Liberia (PROSPER, piloted by USAID), which has been criticized as unsustainable for a perceived lack of 	Output 4.2 +1

Liberia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
of sustainable forest management.			<p>community ownership, regulatory overload, top-heavy approach, and high cost of implementation. Green Advocates is studying the community approach to forest management, including the culture and customs of local communities' relationships to the forest. Their project is oriented around a holistic perspective on forest resources. The project includes support to entrepreneurs by creating associations for small-scale, community forest enterprises and providing assistance to women producers and entrepreneurs to access the market.</p> <ul style="list-style-type: none"> Activity 7: community rights and CFMBs. RRI a real champion; facilitated progressive rights and legislation. PROSPER (USAid) are piloting community forests; not working well, focused on setting up protected areas, compromising community rights, did not use existing governance structures in communities, also expensive (5 pilots at \$25M). Project assessed communities, case studies, a toolkit providing alternative model for managing forests, response from communities very positive. Includes SAGE analysis, not started yet, maybe 2017. May need to continue this work. 	

DRC Work Plan

Progress and Value

CACO coordinates closely with all stakeholders to achieve results in the work plan; all project concept notes are the result of CACO coordination.

RRI values identified included information exchange and knowledge sharing, technical support, facilitation, integrating gender into the focus of the coalition, and advocacy. For example, RRI contributed significantly to the formation of CFLEDD, the coalition organization focused on women and sustainable development. In addition, RRI has strengthened the organizational and technical capacities for CACO coordination. RRI "gave CSOs visibility," creating a space for reform. Through coordination, the coalition is able to increase the consistency and clarity of its messages to government stakeholders.

One interviewee noted that RRI stands out from other donors and partners in their way of working: without complacency, paternalism, or politics. RRI "stands on the work" but does not impose on coalition members the work to be done or how it should be done.





Challenges and Lessons









Working in DRC is a challenge. Governance is weak; ministers change almost yearly, and the acting Minister is currently on suspension. In this environment, change in the external context and environment is inevitable, and progress can be slow.

Some coalition members perceive RRI as a donor; to address this it was suggested that the coalition should identify organizational responsibilities by focus and skills, to avoid the perception that there should be an allocation of funding to each member. Some interviewees suggested that RRI should increase allocations to support collaborator institutional and organizational capacity development. Other suggestions included knowledge exchanges with other countries, stronger visibility of project activities across coalition members, and stronger collaboration and information sharing between SAGE and the country level.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against DRC 2016 work plan objectives.

DRC				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. The participation and representation of civil society in the land reform process is reinforced.	 Achieved	 Partially Achieved	<ul style="list-style-type: none"> DRC's land reform saw encouraging progress in 2016; the new Minister of Land Affairs consulted with CACO on the structure and action plan for CONAREF, as well as plans for the national land reform policy. Two civil society representatives, both CACO members, have secured positions on the Coordination Unit of CONAREF. However, the major decision-making bodies of CONAREF include only government members. CACO produced an analysis of the key factors preventing progress in the land reform, including those contributing to the rollback of earlier gains. CACO used this analysis to inform their position on the land reform. Political instability in DRC has had a considerable impact on the land reform process. The reform has been politicized by having the Ministry of Land Affairs oversee CONAREF, and by having the steering committee composed entirely of ministerial representatives. Repercussions at the political level thus have an impact on the reform. The current Minister of Land Affairs has been progressive with regard to including civil society, Indigenous Peoples, and women in the land reform, but he has been suspended for one month – with serious implications for the ability of CSOs and other stakeholders to engage with the Ministry of Land Affairs or the CONAREF. Additionally, DRC has had three different ministers of land during the past three years, and thus there is no guarantee that the current minister will maintain his position. This lack of consistency in the country's leadership inhibits civil society from maintaining gains in the land reform. Activity 1: changed; but more CSO represented. Land reform process stalled (Minister changes), now to re-evaluate use of the diagnosis report. 	Activity 2.1 +1
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.	 Partially Achieved	 Achieved	<ul style="list-style-type: none"> CACO member LINAPYCO, an Indigenous Peoples' network, successfully restored the proposed Law on the Basic Principles of Indigenous Peoples/Pygmies' Rights – which had been stalled since 2012 – as a priority for DRC's Parliament. Bilateral meetings with high-level policymakers helped bring the law back to the parliamentary agenda. National and provincial dialogues convening parliamentarians, local officials, and traditional authorities have increased awareness of the law and garnered general political buy-in for its passage. LINAPYCO established a committee to monitor the law's progress, and focal points within Parliament are advocating for the law's passage. Dialogues convening national and local leaders have increased awareness of the law and garnered general political buy-in for its passage; local leaders have committed to moving forward on the law. DRC's elections, postponed until 2018, may challenge continued progress with the law, since decision-makers supporting the law may lose influence in the transition to a new administration. The current political context in DRC is not favorable for the Indigenous Peoples' law; in light of ongoing political tension, it seems 	Activity 2.1 +1



DRC				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			unlikely that Parliament will prioritize the law in the upcoming session.	
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.	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> CACO member CFLEDD has finalized an analysis assessing the consideration of women's rights in DRC's land and forest sectors, including in REDD+ and agricultural projects. The analysis includes data collected from four different provinces to enrich the key findings with evidence from local realities. CFLEDD held a workshop on September 27 to present key findings to the public and encourage the incorporation of women's rights into the land reform. CFLEDD will use recommendations from the workshop to produce an advocacy document on the inclusion of women's rights in the land reform and on women's participation in decision-making processes. CFLEDD's work with women's rights in DRC's laws and policies, as well as their provincial-level case studies, are key contributions to the country's land reform. CFLEDD has helped fill a gap in the reform process with regard to women's tenure rights and has set the stage for mainstreaming gender in the land reform. 	Activity 7.1 +3
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.	 No Progress	 No Progress	<ul style="list-style-type: none"> High security and restricted access to the Bukanga-Lonzo agro-industrial park prevented CACO members from conducting participatory mapping in local communities as planned. Preliminary steps to produce maps were taken, including the compilation of GPS data, but limited park access prevented the completion of maps. The maps would have been used to inform a multi-stakeholder dialogue on Bukanga-Lonzo (see outcome below), but instead, CACO compiled all existing documentation on the agro-industrial project and used this information to guide discussions during the dialogue. 	
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.	 Partially Achieved	 Achieved	<ul style="list-style-type: none"> Under the lead of CONAPAC, CACO organized a dialogue on respecting local communities' rights in DRC's agro-industrial parks, focusing on the case study of Bukanga-Lonzo. The agro-industrial parks are part of DRC's national development agenda and are under the management of the Office of the Prime Minister. The dialogue concluded with the establishment of a multi-stakeholder committee (with government, private sector, and civil society representatives) to monitor investors' implementation of social and environmental safeguards. The dialogue communiqué was adopted in the context of reviewing the approach to implementing the agro-industrial parks, rather than in the context of securing firm commitments to respecting community rights. 	Activity 1.1 +1
6. Local actors in the three project areas (bassins d'approvisionnement) of the Forest Investment Program (FIP) have a common understanding of	 Achieved	 Achieved	<ul style="list-style-type: none"> Under the lead of CACO, RRN held information sessions for local communities in the FIP project area of Maindombe, specifically in Inongo, Malebo/Boloko, and the Bateke Plateau. The four-day sessions convened local government officials, local communities, and civil society organizations. These meetings have strengthened communities' awareness on the FIP project and have built their capacity to identify opportunities for participation in and potential benefits of the FIP process. 	Activity 7.1 +1

DRC				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
ongoing issues and challenges.				

Latin America Regional Work Plan

Progress Against Work Plan

The following table outlines an assessment of progress achieved against Latin America Regional 2016 work plan objectives.

Latin America Regional				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
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+	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> The Regional Meeting on Land, Territory, and the Rights of Women of African Descent, held in Colombia, brought together various Afro-descendant women leaders from Mexico, Honduras, Costa Rica, Peru, Ecuador, Argentina, Uruguay, Surinam, Brazil, Colombia as well as government officials. The workshop's target was to influence the agenda of the International Decade for People of African Descent 2015-2024. Productive debates amongst the participants resulted in a series of recommendations and policy proposals to be included in the national-level agendas that LA governments need to develop in order to respond to their commitments to the Decade in regards to the improvement of the rights of Afro-descendant people. The recommendations focused on the promotion of Afro-women's rights to their land and natural resources, so these rights will become more clear and defined through public policies. As a result of the gathering, the Afro-descendant women organizations of Colombia reached an agreement with the National Advisory for Women, the National Agency of Land and the Ministries of the Interior and Foreign Affairs of Colombia on the creation of the National Roundtable of Black and Afro-Descendant Women. The Roundtable aims at addressing key issues like the regulation of the Law 70 regarding Afro-descendant population's land and resources. 	Activity 7.1 +2

Colombia Work Plan

Progress and Value







The coalition affords collaboration and discussion between organizations that normally would not, and RRI provides the coalition expertise and forums for dialogue with experts. RRI addresses issues that are not always in focus, and RRI is able to adapt and change very effectively. Stakeholders outside the coalition view RRI as a neutral and respected partner. RRI analyses and studies help to share knowledge and build capacities.





Challenges and Lessons

Global programs and analysis are seen as very important, but analysis is dependent on country-level organizations to provide information for analysis. It is sometimes unclear to the coalition how the global level builds from or fits into the country level. It was suggested that it may be helpful to articulate different levels of engagement for members of the coalition; for instance, projects, knowledge exchange, Fellows, forums.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against Colombia 2016 work plan objectives.

Colombia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
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.	 Achieved	 Achieved	<ul style="list-style-type: none"> Advocacy efforts and a socio-legal analyses by RRI's Collaborators, the Pontifical University Javeriana and the Afro-Caribbean Community Councils resulted in the recognition of the collective land title of the Guacoeche community (1,712 hectares). This is the first title given to Afro-Colombian communities in the Cesar Department in the Caribbean, which will benefit 1,806 inhabitants. This emblematic title will pave the way for other communities of this region struggling to secure their collective territorial rights. 	Output 1.1 +1 Activity 2.1 +1
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.	 Partially Achieved	 On Track to Achieve	<ul style="list-style-type: none"> RRI's Collaborator Asociación Ambiente y Sociedad in coordination with Proceso de Comunidades Negras (PCN) conducted a strategic environmental legal analysis to determine how communities will be impacted by the construction of a Pacific oil pipeline that will pass through their territories. The study was a key analytical and legal tool to reinforce the application of prior consultation rights for Afro communities in light of the development of energy projects and will be used to continue advocacy strategies on prior consultation rights in the upcoming months. The Coalition in Colombia had to adjust this activity as the government of Colombia was developing a similar activity on consultation rights for Afro Descendant communities. In order to avoid duplicating efforts, the Collaborators decided instead to focus on the energy sector and prior consultation opportunities. 	Activity 2.1 +1
3. A prior consultation protocol for Indigenous Peoples containing cultural and environmental safeguards is agreed upon and implemented.	 On Track to Achieve	 Achieved	<ul style="list-style-type: none"> The Arhuaco people created a cutting-edge safeguard protocol containing cultural, social and environmental measures that would also indicate how third parties can operate inside their territories, and the procedures they need to follow in order to access their natural resources (the protocol focuses primarily on the mining sector). The process for creating this protocol will be endorsed by the United Nations and the government of Colombia, which committed to ratifying it once it is completed. These safeguards constitute precedent for Indigenous Peoples rights in Colombia since these can be utilized and adjusted by other indigenous groups to fit the needs regarding the protection of territories and traditions. The Arhuaco people have been monitoring their territory using GIS mapping as an advocacy tool to demonstrate the presence of mining operations that did not go through the prior consultation process (400 are currently operating in the area). The Arhuaco people are currently waiting for the Constitutional 	Activity 2.1 +1

Colombia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>Court to respond to current legal actions they fought against the presence of mining operations in their territories and a final sentence is expected within the next months.</p> <ul style="list-style-type: none"> This strategy contains two components: <ol style="list-style-type: none"> Creation of their own safeguard system for protecting the Arhuaco Territories of Sierra Nevada of Santa Marta. Establishment of an information and monitoring system for the protection of the Territories inside the “Linea Negra” of Sierra Nevada of Santa Marta. 	
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.	 Achieved	 Achieved	<ul style="list-style-type: none"> The RRI Coalition in Colombia brought together government officials, international cooperation representatives, Afro descendant and indigenous leaders to focus national attention on collective tenure security in the context of a historic moment for the whole country. On September 20th, more than 120 people attended the event “Territorial Rights, Transition to Peace and Climate Change Commitments in Colombia.” This was a space for inciting a national level discussion on the collective tenure rights of ethnic groups in the context of implementation of the peace agreement and Colombia’s climate change commitments to reduce deforestation and gas emission. The event highlighted that secure collective rights are a necessary condition to ensure the successful implementation of these two major processes. Participants from these two ethnic groups provided the government and decision makers with recommendations on several key issues to secure progress of the pending collective land recognition and titling. 	Activity 1.1 +1
5. Provisions on Afro-Colombian, indigenous and peasant women’s rights to land are included in the National Public Policy on Rural Women.	 Partially Achieved	 Achieved	<ul style="list-style-type: none"> RRI Collaborators produced a joint proposal on the provisions of women’s rights to land and resources that will be used in the discussion of the upcoming policy debate of the Comprehensive Public Policy for Rural Women and Regulation Law 731 of 2002 (Law on Rural Women). This proposal was prepared by Indigenous, Afro descendant and peasant women as part of a second phase of a continued advocacy by rural women to ensure the inclusion of women’ land rights within the upcoming national public policy The proposal was the outcome of a three day workshop that strengthened the collaboration among these three groups of women towards a common agenda related to their rights in policy decision making processes, and will pave the way for future common advocacy strategy to include women’s rights to land in national public policy. 	Activity 7.1 +2

Peru Work Plan

Progress and Value







RRI provides value in bringing to the coalition organizations that do not always have the same perspectives and priorities, therefore facilitation from RRI is helpful. No organization in the coalition is neutral, but the coalition provides an opportunity for balance and coordinated understanding.

Challenges and Lessons

The coalition in Peru has challenges in collaboration and joint work; indigenous organizations are not always in sync with NGOs. Coalition members often think more towards "what can I get" from RRI, and there is no clear common cause for the coalition to address collaboratively. RRI has spent effort in increasing the number of collaborators to address coordination and cooperation.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against Peru 2016 work plan objectives.

Peru				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
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.	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> This outcome includes two strategic actions with the following results: <ul style="list-style-type: none"> RRI Collaborators in Peru conducted a strong advocacy strategy for the formal establishment of the National Advisory Committee of the Cadastre Project, Titling and Registration of Rural Lands in Peru – Third Stage – (PTRT3). RRI's Collaborators CNA, AIDESEP, ONAMIAP, CCP, SPDA, CEPES, IBC, became active members of this committee, where they will have a first-hand opportunity to advise and comment on future projects that have a land titling component or could affect IP land rights. This Committee has the potential to extend its scope of work and include other cooperative projects containing land titling components. Through RRI's strategy focusing on coordination among Indigenous Peoples (IP) organizations, (CNA, CCP, ONAMIAP, CONAP, and AIDESEP), IPs reached an agreement to create a common agenda on collective land titling that will be used as a political advocacy tool before the Peruvian State to prioritize the topics that indigenous organizations want to address in the advisory committee and within the different negotiation spaces with the government. 	Output 3.1 +1
2. MINAGRI adopts guidelines proposals for peasant and native communities land tiling procedures and mechanisms to access information on collective tenure are established.	 Achieved	 On Track to Achieve	<ul style="list-style-type: none"> Between August and September, the new Peruvian government approved the guidelines for peasant and native communities' land titling. However, the approved version included changes that were not consulted with indigenous organizations. For the improvement of the approved versions of the guidelines, an agreement between the national government and IP organizations representing Native and Peasant Communities has been signed in order to begin working on specific points within the two sets of guidelines that need major modifications. 	Output 1.1 +1
3. Communication strategies for early alerts on new policy changes affecting community tenure security are strengthened to reach a broader set of constituencies.	 On Track to Achieve	 Achieved	<ul style="list-style-type: none"> In a concerted effort, several indigenous organizations (ONAMIAP, CCP, CNA, AIDESEP, CONAP) rapidly and successfully pressured the Peruvian congressional party Popular Force (Fuerza Popular) to withdraw a bill that threatened to violate indigenous communities' right to prior consultation. The proposed clause, intended to modify article 2 of the Law of Prior Consultation by superimposing the prior consultation process if there exists a previous agreement or contract between a community and a private company. Our Collaborators successfully pushed for the rejection of the bill. Popular Force Party retired and archived the proposed bill from the agenda 	Output 1.2 +1



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Peru

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			signifying an important feat for the indigenous organizations and communities.	

SAGE Work Plans





Realizing Rights Work Plan



The following table outlines an assessment of progress achieved against Realizing Rights 2016 work plan objectives.

Realizing Rights				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPPI Indicators
1. Effective advocacy for national tenure reform and implementation and resistance to rollback of rights	 On Track to Achieve	 Partially Achieved	<ul style="list-style-type: none"> • "Activity 1: Completed. In 2016, RRI supported the LandMark Operations Team to develop legal indicators for the tenure security data set, and collaborated with legal experts to ensure the review domestic legislation for 116 countries. As a result, LandMark is now well-positioned to be the go-to site for maps and other critical information on indigenous and community lands, and to affect change on the ground. Many local and national organizations with missions to protect collective land rights have approached LandMark to have their maps and other data visualized on the platform, noting the values of sharing this information with the world; and advocates in many countries have used the maps and other information to help make the case for stronger rights and better protection of collectively-held lands. • Activity 2: In process; results are expected to become publicly available in the first quarter of 2017. Due to timing and site selection constraints in Indonesia, the study was not contracted until late 2016. • Activity 3: Completed, but different from initial plan, not funded by RRI. RRI supported research and media outreach for the 2016 UN Special Rapporteur on the Rights of Indigenous Peoples' report to the UN General Assembly on the impacts of conservation activities on the rights of Indigenous Peoples. The report catalogs the continuing human rights abuses committed in the name of conservation, providing a useful tool for communities and their allies to advocate for including indigenous communities in plans for protected areas and other conservation initiatives. It formed the basis of the Special Rapporteur's presentation to the World Conservation Congress in September 2016, providing a critical counter-narrative to the successes claimed by the broader conservation community. The importance of this message was reflected in at least 12 major media hits, including in Agence France Presse, and Reuters. World Wildlife Fund Director Marco Lambertini told AFP that the report is an "important contribution to advancing good practices on indigenous rights in conservation. 	Activity 8.1 +1 Activity 2.1 +2 Activity 2.2 +12
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	 Not Attempted	 Not Attempted	<ul style="list-style-type: none"> • Activity 4: This activity was not undertaken in 2016. 	

Rights and Climate Work Plan

The following table outlines an assessment of progress achieved against Rights and Climate 2016 work plan objectives.

Rights and Climate				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. GCF and participating member states acknowledge the centrality of community-based forest tenure security to climate change mitigation.	 No Progress	 Partially Achieved	<ul style="list-style-type: none"> Efforts to hold a side meeting with GCF board members has proven more challenging than anticipated. Tight meeting schedules and limited space for direct engagement has made it impossible to realize such engagement thus far. A side-presentation to the December 2016 meeting is currently scheduled to showcase preliminary results of the GCF / community engagement baseline assessment. GCF engagement is part of a long term effort of the RRI Coalition to strengthen the recognition and involvement of indigenous and local communities in GCF safeguards and investments. Engagement with GCF – via RRI Partners – has been effectively initiated. A core strategy has been developed and active participation in relevant civil society fora and GCF board meetings has been sustained. To support its engagement, RRI has recently initiated a comprehensive study of GCF grant submissions to develop a baseline assessment of GCF performance relative to the recognition and integration of indigenous and local communities in project proposals. 	Activity 2.1 +1
2. The international community and key developing countries acknowledge the centrality of community-based forest tenure security to climate change mitigation and adaptation.	 On Track to Achieve	 Achieved	<ul style="list-style-type: none"> Outcome is broadly achieved at the international level, and significant progress noted at the country level. This is evidenced by broad global recognition & public acknowledgement of the importance of tenure security and resource rights by leading international initiatives and donor institutions (including NICFI, NORAD, SIDA, DFID, UNDP, FAO, UNEP, USAID, WB-FCPF, UN-REDD) during key climate discussions at the Oslo REDD+ Exchange and COP22 in Marrakech), and key REDD+ countries including DRC, Indonesia, Brazil, Peru, Cameroon, Liberia, and Colombia during the same events. Implementation at the country level and increased funding and technical assistance remain a challenge, though progress on tenure rights is now a key performance indicator for all NICFI funding recipients. In an activity that changed, RRI collaborated with the Woods Hole Research Center (WHRC) and World Resources Institute (WRI) to establish a long-term initiative to document the amount of carbon stored in collectively held and managed lands worldwide. This collaboration led to a November 2016 publication (coinciding with COP 22) which updates the previous analyses conducted by WHRC by using RRI and WRI data to add 18 new countries, bringing the total to 37 countries analyzed for carbon storage in collective forestlands. The study received global media attention prior to COP22 and will be followed-up with more detailed analyses in 2017 and beyond. RRI released an analysis of 161 Intended Nationally Determined Contributions (INDCs) submitted on behalf of 188 countries in advance of COP 21 to determine how many contained clear commitments to community-based tenure and natural resource management. This was presented at a Ford Foundation event on forests and climate, and the UN 	Activity 2.1 +3 Activity 2.2 +2

Rights and Climate				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>Permanent Forum on Indigenous Issues. It received global attention through media and press releases.</p> <ul style="list-style-type: none"> RRI released an analysis of 13 countries' ER-PINs/ERPDS to the Forest Carbon Partnership Facility (FCPF) based on framework to assess their commitment to the rights of Indigenous Peoples and local communities, particularly for addressing land tenure issues. This report was presented at a side event coinciding with Oslo REDD Exchange. This framework established a baseline for submissions to FCPF-CF that will allow us to track progress on the indicators as more countries enter the pipeline. 	
<p>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.</p>	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> RRI did a critical study of key emission reduction project submissions to the Carbon Fund that provided strong evidence of weak integration of community tenure rights in the most advance REDD+ countries in the world today. The study was featured prominently in the Oslo REDD+ Exchange, following a joint event hosted by RRI, EIA, and Rainforest Norway, presentations at the Carbon Fund board meeting the following week, and effective advocacy and engagement by RRI partners and collaborators at the country level (namely DRC, Liberia, Indonesia, Colombia and Peru) to ensure community rights were firmly inscribed in national emission reduction strategies. Notable progress has been made towards this end in Latin America – thanks in part to pressure from Norway, but more remains to be done in Africa and Indonesia to ensure adherence to this principle. Subsequent review of engagement opportunities with UN-REDD and FCPF led to the realization that such efforts would result in limited progress and change. Since 2015, UN-REDD has been under considerable pressure to restructure its work program and the relative importance of FCPF has diminished, relative to growing influence of the Carbon Fund. Going forward, R&C attention will be placed on the Carbon and Green Climate funds as the two primary implementation channels of REDD+. 	

Alternative Tenure and Enterprise Models (ATEMs) Work Plan

Progress and Value

RRI has been effective in serving as the secretariat and ensuring participation and dialogue within the Interlaken Group. RRI focuses group members on the work at hand rather than internal issues and political perspectives between the private sector and NGOs. RRI is logical and reasonable, and action-oriented; both are values for Interlaken Group members. RRI value includes addressing the “elephant in the room,” i.e. conflicts and differences of focus between private sector entities and NGOs. The coordination of private sector entities and NGOs progressed from a perspective of “guess we’ll see” in planning to “this is great” in launching a successful corporate guide and including guidance to address legacy land issues.





Challenges and Lessons

Challenges for the Interlaken Group include bringing into the group organizations that are not as willing to participate; those that should be involved, bring in more organizations from the South, and consider regional-level Interlaken Group associations. Currently, members participating in the Interlaken Group participate voluntarily, and

do not necessarily represent or make decisions on behalf of their organizations. This may be a limiting factor for the Interlaken Group, with respect to development and uptake of products. Additionally, engaging and influencing governments is an area that the Interlaken Group sees as an upcoming challenge.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against ATEMs 2016 work plan objectives.

ATEMs				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Leading companies and investors commit to and comply with international standards (e.g. VGGT).	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> • Efforts to consolidate the Interlaken Group were largely successful. Members have demonstrated their commitment to the Group through creation of work plans, and cooperation to generate shared products. The Group also expanded its membership. Limited piloting and uptake of the Land and Forest Rights Guide was documented. Though members of the Group are engaged and productive, some are more active than others. Engagement by members must be broadened and deepened to ensure continued productivity. The IG also recommended that a more systematic process be developed to document use of IG tools, and communicate lessons learned. • The IG and RRI produced new, and important, corporate guidance on legacy land issues, and assessments of tenure risk in Africa. Production of the guidance was particularly successful because private sector and CSO members of the IG were forced to negotiate among themselves to arrive at shared positions on contentious issues addressed by the guidance. This was a practical demonstration of the IG's inherent value as a constructive, 'safe space', where CSOs and private sector can work together to support secure land tenure. • Progress was limited on the activity to assess the potential for creating an RRI industrial concessions database. Scoping was undertaken and yielded a concept note, to describe a replicable methodology for estimating the extent of the world's extractive concessions. It also revealed a key gap in the global monitoring architecture of private sector implementation of commitments to respect local tenure. This second concept was integrated into RRI's proposal for FPIII. 	Activity 2.1 +1 Activity 3.1 +1
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	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> • TMP Systems delivered the final two components of the IAN Risk platform in 2016. Much of the year was devoted to marketing the tool to companies and investors. A number of organizations expressed interest and some tested the platform. However, it became clear that leading investors require a track record of success before incorporating or seriously piloting solutions. Though the system was piloted, and important feedback from use was used to refine it, efforts proceeded somewhat more slowly than expected. However, new demand from DFIs for risk assessment solutions, as well as from industry associations (Bonsucro) represent compelling opportunities. • Activity to be undertaken in 2017. Initial coordination with experts and stakeholders to undertake analysis and hold a workshop were undertaken in 2016. • RRI commissioned two analytical products in response to demands expressed at country planning meetings in Liberia and DRC. The products provide a typology of international instruments and commitments in the context of large-scale 	Activity 2.1 +2





ATEMs

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
business operations areas.			land acquisition, and the responsibilities that they convey for governments and companies.	

Gender Justice Work Plan

The following table outlines an assessment of progress achieved against Gender Justice 2016 work plan objectives.



Gender Justice



Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
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	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> A literature review on the gendered-impacts of LSLAs was finalized in early 2016, and helped identify gaps and opportunities. Another set of studies was also developed to analyze Women's Leadership and Agency, and draw more attention to the bundle of powers women and their communities rely upon to effectuate their tenure rights. Green Advocates in Liberia used the methodology for the LSLAs analyses to produce a report, which was presented in a workshop in Liberia in October 2016. A robust methodology was also developed for the Women's Agency and Leadership analysis. The finalization of the global analyses, however, was marred by important delays. Drafts are currently being reviewed and finalized to be launched throughout 2017, feeding into the strategy of making 2017 the year of Gender for the RRI coalition. RRI engaged with other women IPs leaders at GCF board meetings throughout 2016 and its designing the upcoming report on GCF projects to include a strong Gender analysis. The report has been delayed due to lack of resources. It is slated to be done in late 2016 and launched at the next GCF board meeting of the year. The opportunity for engagement with FLEG-T was not present, given limited resources within RRG. Activity 1: underway, to be completed in 2016. 30 country analyses for peer review; to publish in 2017. Activity 2: underway, to be completed in October. 2 studies (planned for 1): Indonesia and Ethiopia Activity 3: underway, to be completed by end October. researchers in Bolivia and Zambia; national laws interpreted differently Activity 4: tenuous, more difficult. No clear entry point, not currently prioritized by Green Climate Fund, who will lead. 	Activity 7.1 +5
2. Selected women's networks exchange with each other and advocate more effectively to mainstream Gender Justice within related global and national processes	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> By the end of the second bi-annual international conference, it became clear that the Gender working group had become defunct, and the RRI Gender Advisory Group had been inactive for more than a year. Lessons learned were gathered from these experiences and led to the conclusion that gender related advisory or working groups required: (1) strong leadership from the IPs and LCs, including male champions working alongside women leaders to address the complex and sensitive issues related to women's tenure rights within collective tenure systems; (2) a common product or goal around which to rally (e.g. similar to LandMark) and maintain engagement; and (3) an 	



Gender Justice				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>intentionally small but strategic and committed group of actors. The Gender team has been reaching out RRI Partners, Fellows and Affiliated Networks, as well as to a small gender group of researchers working on women's land rights, to re-constitute a network of gender actors focused on women's rights within collective tenure systems. Collaborating mechanisms are being built to launch the RRI Gender flagship report, as well as to co-organize panels and engage at the UN CSW, UNPFII, the WB, with CEDAW, and the GCF in 2017.</p> <ul style="list-style-type: none"> • In the DRC, RRI was able to convene a workshop on "Gender, REDD+, Community Forestry, and Tenure Rights in the DRC" which led to the establishment of a cross-sectorial dialogue between the different ministries and development partners. • Gender was mainstreamed within the GCA Common Ground launch report, in addition to the strong leadership of women within the GCA overall (more than half of the Steering Group members are women). The GCA continues to lack a strong evidentiary basis on which to make the claim for women's rights within collective tenure systems – the upcoming RRI analyses will provide such basis, and RRI is already engaging with the GCA co-conveners for concerted action around this issue in 2017 • Activity 5: tenuous, GCA is one of three co-conveners; 1 of 25 Steering Group members. Plan to use Activity 2 and Activity 3 case studies to "spike" GCA in December. • Activity 6: not moving forward; may fall by wayside. There was a gender support group, no group enthusiasm. Tried three times, but no clear objectives/work plans. At global level (WRI, Partners, etc.) to do collectively; maybe women's rights and tenure rights? launch 2017 in Tenure Tracking programme. • Activity 7: to do in October or December, as part of Green Climate Fund event, probably in Samoa • Activity 8: completed; tool to be developed as part of other activities 	

Tenure Tracking Work Plan

The following table outlines an assessment of progress achieved against Tenure Tracking 2016 work plan objectives.

Tenure Tracking				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Greater recognition of the centrality of tenure rights in climate initiatives.	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> • The review of 188 country INDCs was directed by Tenure Tracking and was widely cited in all major climate meetings in 2016, including dedicated events by the Ford Foundation and UNDP, the UN Permanent Forum on Indigenous Issues, the Oslo REDD+ Exchange, and COP22. The importance of tenure rights for CC is now globally accepted and recognized. The crux as always lies in moving from recognition to implementation. 	

Tenure Tracking				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<ul style="list-style-type: none"> RRI intended to collect forest tenure data for 10 new countries participating in climate change-related initiatives in anticipation of a climate-focused flagship publication in 2017. However, due to changing priorities and timelines in the trajectory of RRI's planned Tenure Tracking analyses, this additional data will not be fully collected in 2016. Nonetheless, three of the new countries for which the depth of rights and women's rights analyses were conducted were selected based on their participation in climate change-related initiatives. Myanmar, Panama, and the Philippines are all REDD+ Partner countries, and both Panama and the Philippines are NYDF signatories. RRI expects to collect forest area data for Panama during the 2017 update of its forest tenure area database. Due to shifting timelines in the production of RRI's flagship publication on women's statutory rights within community-based forest tenure systems (now scheduled for release in Q1 of 2017), associated briefs focused on the depth of rights analysis and/or gender issues will not be produced until 2017. 	
2. Enhanced awareness of progress in recognizing community-based rights accelerates tenure reform.	 On Track to Achieve	 Achieved	<ul style="list-style-type: none"> RRI collected and peer reviewed depth of rights data for five new countries—Mali, Myanmar, Panama, Philippines, and Senegal—bringing the total number of countries assessed in this database to 32. These five countries combined contain nearly 55 million hectares of forest. In sum, RRI's depth of rights database now analyzes the rights Indigenous Peoples and local communities have to their forest land and resources in over 75% of forests in low and middle income countries globally. The depth of rights data also served as the basis for the legal analysis of women's rights within community-based forest tenure systems described under Gender Justice Outcome 1. Depth of rights data for 25 of the 27 countries that had previously been assessed in the RRI flagship reports What Rights (2012) and What Future for Reform (2014) was updated to reflect new legislation impacting community-based forest tenure since 2014. The updated data was peer reviewed by lawyers, researchers, and others with country-level expertise in forest tenure and served as the basis for the legal analysis of women's rights within community-based forest tenure systems described under Gender Justice Outcome 1. RRI worked with longtime a consultant to develop training sessions and associated manuals describing RRI's depth of rights methodology, as well as the recently employed methodology for assessing women's statutory rights within community-based forest tenure systems described under Gender Justice Outcome 1. The training sessions and materials were intended to broaden knowledge and deepen understanding of RRI's Tenure Tracking analytical work throughout the organization. The manuals explain the process for conducting, documenting, and reviewing each of these analyses, and once finalized will be available to all staff. The consultant also conducted two in depth training sessions, one session on each methodology, at RRI's office. The training sessions were attended by approximately 20 staff members working across each of the organization's thematic areas, 	Activity 4.1 +1 Activity 6.1 +1

Tenure Tracking				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			including members of RRI's regional, communications, finance, and administration teams.	
3. Increased awareness of and motivation for need to accelerate tenure rights recognition.	 Achieved	 Achieved	<ul style="list-style-type: none"> RRI's 2015-2016 Annual Review, Closing the Gap: Strategies and scale needed to secure rights and save forests, included a chapter on the "State of Forest Tenure Rights 2015." This chapter included the preliminary results of an update to RRI's forest tenure area data for 33 low and middle income countries conducted in late 2015/early 2016. The analysis found that Indigenous Peoples and local communities own 388 million hectares of forest land in the 33 countries for which data was collected, and have more limited rights to an additional 109 million hectares of forest land. RRI found that Indigenous Peoples and local communities have formally recognized rights to more than 30 percent of forest lands in the 33 countries assessed—indicating significant progress since 2002, but falling short of the 2015 target to double forest area owned or designated for Indigenous Peoples and local communities in low and middle income countries by 2015. Furthermore, RRI found that the forest area designated by governments for Indigenous People and local communities had increased by nearly 120 percent from 2002 levels, indigenous and community-owned forest areas had increased less than 30 percent from 2002-2015. This finding brings attention to the need for governments to recognize the stronger rights comprising forest ownership for indigenous and local communities. Closing the Gap was launched in London on February 3, 2016 and received significant attention by international and regional press. 	Activity 2.1 +1



Global Call to Action Work Plan

Progress and Value



The Global Call to Action (GCA) was launched in 2015, and now over 500 organizations and over 5,000 individuals have signed up; a doubling in 2016. Following a baseline study, GCA have an ambitious target to double community land in 5 years.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against Global Call to Action 2016 work plan objectives.

Global Call to Action				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. GCA is launched and managed as a bold and ambitious initiative that is compelling to strategic donors and companies and	 Partially Achieved	 Achieved	<ul style="list-style-type: none"> The GCA (or Land Rights Now initiative) was formally launched in March 2016. 553 organizations have already signed up to participate, representing a diverse range of stakeholders from indigenous communities, grassroots organizations, international and national NGOs, coming together. Policy roundtables and events at the World Bank, with the 2016 Goldman Prize winner in DC, at the CSW with African women's 	Activity 1.1 +3

Global Call to Action

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
receives strong media attention			<p>rights advocates, in Morocco at the COP22, at the UNGA and the UNPFII, as well as the events in the Netherlands and Italy provided opportunity to engage with a variety of decision-makers, particularly governments. The government of the Netherlands has joined the GCA and RRI facilitated the participation of a high level USAID official to speak on the GCA side event in Morocco, outlining the US commitment to promote greater recognition of IPs tenure rights.</p> <ul style="list-style-type: none"> • RRI also worked with the GCA around the passage of the Liberia Land Rights Act in July, and the roll out of India's Forest Rights Act, helping to globalize these ongoing national struggles. These will require a longer term engagement to meet their objectives, as neither of the immediate goals were met, due to the local political context. • A lack of strategy to engage with governments and the private sector remains a missing element of the GCA engagement. A strategy for private sector engagement has not been devised either at this stage. This means that the engagement thus far is ad hoc and without a longer term strategy. • GCA related events have received a fair amount of media attention. Oxfam and ILC are tracking media attention within their own networks, but after the March launch, RRI tracked 76+ stories in at least 16 different countries; and across social media, 26,000 impressions (the number of times/people who viewed our content) and around 600 direct engagements (likes, reposts, shares, etc.) At the event in September at the UNGA, media interviews were done in the US with some of the panel members by UN Radio and by IPS. • Launch done; all activities and outputs completed. Media attention is not strong. #landrightsnow is effective, but not measured; GCA is not only under RRI control; strategy to be final by end 2016. 	
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	 Partially Achieved	 Achieved	<ul style="list-style-type: none"> • 553 organizations have joined the GCA/LRN initiative, providing further evidence of its global reach. In August, a campaign spike produced 60 activities in 29 countries. RRI's analysis, which underpins the objective of doubling (from 10% to 20%) the amount of land recognized as owned by IPs and LCs, has been quoted numerous times by governments and decision-makers, including an Op Ed by the IADB President in The Guardian in November. The GCA side panel at the COP22 also continued to make the link between the importance of formal recognition of tenure rights and climate change adaptation and mitigation, with support from the government of the Netherlands, and participation from USAID, and prominent IPs leaders. • The ambition of the GCA however has not been met by the level of collaboration and coordination that is needed to give it the value it should have to move its objective forward. This, coupled with diminished resources, has led the GCA to fall short of the ambitions initially sought. An honest assessment of what the GCA does well (including through a direct comparison between goals set for 2016 and progress on those fronts), and where it has the ability to assert influence in 2017 and beyond, will be prioritized at the end of 2016 (with a 	Activity 2.2 +60

Global Call to Action

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			survey/questionnaire to the Steering Group members and other participants) and discussed as the next Steering Group meeting in Bellagio in March 2017.	

Coalition and Communications Work Plans



Networking Support Work Plan

Progress and Value



The RRI coalition was strengthened through the addition of two new Partners, and five Affiliated Networks; achieving beyond the 2016 plan. In addition, the Fellowship program was renewed, and now contains 14 Fellows representing more geographical and organizational diversity. MegaFlorestais continues as a network for information exchange, developing recommendations and calling for further action. However, future funding for MegaFlorestais may impact its sustainability. A peer-to-peer exchange between Indonesia and Mexican communities provided avenues for knowledge exchange and a pilot project to start in 2017. Interviewees cited the important value of the exchange for learning from other countries, identifying ideas and methods to be considered and adapted to the local culture and context.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against Networking Support 2016 work plan objectives.

Networking Support				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. The RRI coalition is strengthened with renewed representation of key constituencies and regions.	 Achieved	 Achieved	<ul style="list-style-type: none"> At the beginning of the year, RRI was comprised of 13 Partners, 1 from Latin America, 4 from Asia, 2 from Africa, 6 with a global reach. Since then, 2 new Partners, Landesa and the Instituto Socioambiental (ISA), were brought onboard, bringing more geographic diversity: ISA is based in Brazil and represents our first Partner in South America; while Landesa has a global reach with a strong presence in India, China, and East Africa. At the same time, the new Affiliated Networks category became fully operational during the year with 5 MoUs signed with the Asian Indigenous Peoples Pact (AIPP), Indigenous People's Alliance of the Archipelago (AMAN, Indonesia), the International Association for the Study of the Commons (IASC), the International Family Forestry Alliance (IFFA) and the African Women's Network for Community Management of Forests (REFACOF). These networks were selected to expand our reach to newer or key constituencies (2 Indigenous Peoples organizations, 1 women's network, and 1 network of smallholders). While 2 are based in Asia, and 1 in Africa, we have also reached out to 2 community-based and indigenous networks in Latin America (the Mesoamerican Alliance for People and Forest, and COICA). Their responses have been 	



Networking Support

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>positive and we hope they will sign the MOU by the end of the year.</p> <ul style="list-style-type: none"> The RRI Fellowship program was also renewed this year. It initially included 12 international leaders, 4 U.S. or E.U. based, 2 working in Africa, 2 in Latin America, and 2 in Asia. The program is now comprised of 14 Fellows, with better geographic diversity (4 are working in Latin America and Africa, 3 in Asia, and 3 are U.S.-based with a global expertise). When the majority of our previous set of Fellows were researchers, the newest group has more diverse backgrounds (e.g., government, private sector, international organizations). 	
2. A greater understanding of forest governance issues is fostered through peer to peer learning and exchange.	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> MegaFlorestais, the informal network of forest agency leaders that RRI has been supporting since 2005, continues to be recognized as an effective tool to accelerate learning, innovation, and implementation of new policy decisions on forest governance among public agencies. At the 2016 annual meeting in China, leaders from 10 countries laid out recommendations to reform their public forests and take advantage of opportunities linked to green growth (see synopsis). Eight former leaders also called for new, participatory approaches to forest regulations to address urgent global challenges in an analysis launched at the event. Completed scoping mission and project proposal for the establishment of international centers of community excellence on sustainable forest management and community forestry; pilot project started. Community leaders from Indonesia gained a greater understanding of community forest enterprises and forest governance issues thanks to an exchange with Mexican communities. This exchange also allowed for consultation with community leaders and informed the preparation of a larger pilot project to be held in February 2017. 	Activity 3.1 +1 Activity 4.1 +1





Strategic Communications Work Plan

The following table outlines an assessment of progress achieved against Strategic Communications 2016 work plan objectives.

Strategic Communications

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
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	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> Outcome: measure media vs campaign spikes/pushes; look at press hits within 2 weeks of push, track regularly, quarterly checks. Activity 1: messaging repository developed; by theme, by report, with graphics. Activity 2: breakdown into regional briefs for tenure 	





Strategic Communications

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<ul style="list-style-type: none"> Activity 3: Two staff trainings: messaging re RRI, media/press practice, what makes analytical work newsworthy, one-on-one trainings 	
2. RRI brand is recognized and consistent in all outreach materials and activities.	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> Outcome: In process; brand strategy to launch with digital strategy in Fall. Digital strategy for RRI and Tenure Facility includes: website, social media, brand guidelines. 	
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).	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> Activity 5: forthcoming; done in Liberia Activity 6: completed; payment of services Activity 7: Ongoing; one-off per country 	

Coalition Coordination Work Plan

The following table outlines an assessment of progress achieved against Coalition Coordination 2016 work plan objectives.

Coalition Coordination

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Planning, monitoring and reporting systems that enable to track progress made on RRI outcomes and impact	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> Governance meeting conducted successfully, and RRI work plan for 2017 in progress as planned. Planning guidance and templates updated in 2016. 	
2. Governance body that is effective in guiding the coalition	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> Results management training conducted in 2016, and Board meetings, minutes, and follow-up completed as planned. 	

Tenure Facility Work Plan

Progress and Value

The Tenure Facility (formerly the International Land and Forest Tenure Facility, or ILTF) is viewed by all interviewees involved and familiar with it as an innovative and major advance with a clear focus, and insightful to incubate through RRI rather than become a part of RRI. This incubation and imminent launch of the ILTF is a major achievement for RRI. Tenure Facility efforts in 2016 required significant management time and effort, and approximately 35% of the









2016 RRI budget. The approach to work with pilots before setting up the ILFTF was also viewed as innovative, to test and verify value and inform how the structure the organization. One country-level interviewee involved with an ILFTF pilot noted the project “would never happen without the Tenure Facility,” citing difficulties in finding any donor willing to take the risk.



Challenges and Lessons

A number of interviewees noted the confusion and “blurred lines” between RRI and ILFTF; suggesting that a clear and concise communication would help to define the differences and coordination between the organizations. Interviewees reported that pilots functioned better in countries with better policy and legal environments. ILFTF pilots were viewed as successful for a number of reasons, including: 1) project concepts came from communities, 2) government cooperation was strongly encouraged, 3) in-country stakeholders had to confirm the value of the project, and 4) projects defined a path for scaling up.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against Tenure Facility 2016 work plan objectives.

Tenure Facility				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Effective Governance Structure and Management in place for operations of the ILFTF	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> ILFTF Governance and key operational policies and manual approved in April; ILFTF Interim Board became full Board in October. RRI Interim Management team has proven effective, and will continue to operate until new entity in Sweden is registered and management transferred in 2017-2018 according to Transition Plan. By end 2016, should have a formally constituted TF. 	
2. Lessons are learned from the pilot phase to refine the design and procedures of the ILFTF.	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> Pilots ongoing; Indonesia, Liberia and Mali pilots continue into 2017; Peru, Panama and Cameroon pilots end in 2016. Pilot feedback lessons changed the Theory of Change and the M&E system that was originally proposed, during their first London meeting. Pilot leaders also contributed lessons for the 25 Milestones toward full operations, prepared for donor group, based on pilot learning. ILFTF has used pilot project performance and experiences, and the pilot leader feedback in two forums, to modify procedures and refine design. Pilots end in 2017, and submit final reports after ending in 2017. 	Activity 3.1 +2
3. ILFTF supports scaled up efforts to achieve tenure reforms and implementation of laws and policies.	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> ILFTF-supported efforts to achieve implementation of country specific laws and policies thru pilot projects (\$750K, 1 year each pilot) in Peru, Panama, Indonesia, Mali, Cameroon and Liberia. These efforts have had significant outputs in each of these 6 countries in 2016; all of the TF pilot projects are efforts to scale up achievements of tenure reforms and implementation of laws and policies. No funding to start full-sized projects; probably to start in 2017. Not an issue of completing the pilots first; the next six full-sized projects are seen as learning and establishment. 	Output 1.1 +6 Output 1.2 +1 Output 3.1 +6 Activity 1.1 +6 Activity 2.2 +3 Activity 3.1 +4 Activity 4.1 +50 Activity 7.1 +1
4. ILFTF operations are managed by RRG in preparation for handover to ILFTF Secretariat	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> The ILFTF, as an institution, is one new institution leveraging public capital via collaboration with government agencies who contribute resources and staff toward the law and policy implementation goals achieved by TF projects in 6 countries. All activities “going quite well.” Biggest issue is to implement RRI and simultaneously set up TF with staff having responsibilities in both. Workplan responsibilities are clear, 	Output 3.2 +1 Output 4.2 +1 Activity 8.1 +1

Tenure Facility				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			question is time. Lessons and learning captured through the group of people working on TF.	
5. ILFTF applies M&E framework to learn from the Full Sized Projects	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> Not fully achieved because no full sized projects were initiated in 2016, due to lack of additional funding, as indicated would be necessary in the 2016 Work Plan. Partial achievement - An M&E Framework was produced and revised in response to pilot feedback. 	







Finance & Administration Work Plan

Progress and Value







RRG administrative progress in 2016 included a move to a new work environment that is more conducive, economically viable, and adaptable to current and future technology and system needs. The RRG organization moved to a matrix organization structure, which is still in progress but seen by all interviewees as an important improvement. A new financial accounting system planned for 2016 will now be implemented in 2017, although finalists have been selected. New Human Resources and Contract Management systems are in prototype.

Progress Against Work Plan

The following table outlines an assessment of progress achieved against Finance & Administration 2016 work plan objectives.

Finance & Administration				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Operational efficiency of organization is strengthened through improved use of technology that meets coalition and organizational needs	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> Activity 1: still in progress; will defer to 2017 since difficult to implement during end-of-year financials. Have selected finalists for the accounting system. Have migrated to Office365 at the new offices; plan is to move all systems to the Cloud. Have prototypes for Human Resources (HR) and Contract Management systems. New systems will tie financials with programming areas. 	
2. Work environment and value for money related to office space is improved to meet the needs of RRG staff	 Achieved	 Achieved	<ul style="list-style-type: none"> Activity 2: completed move to new offices. 	
3. Organizational control environment is improved to strengthen accountability and efficiency of controls	 On Track to Achieve	 On Track to Achieve	<ul style="list-style-type: none"> Activity 3: completed; have addressed management issues and deficiencies identified in previous year audit report. Activity 4: Completed Activity 5: Have prepared monthly budget vs actuals; will be improved through new systems. Activity 6: In progress; Need to balance capacities of Collaborators with donor/contracting demands, also consider funding amount. Need to be practical, flexible, and responsive. 	

Finance & Administration

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<ul style="list-style-type: none"> Activity 7: Have KPIs for Finance and Administration covering financial and operational areas; accepted by the Board, to report on in 2017. 	
4. Financial services are strengthened to bolster organizational cost effectiveness and value for money	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> Activity 8: did not negotiate an expanded Line of Credit; have increased credit for corporate credit cards, and accounts with Foreign Currency Providers deferred until 2017. 	
5. Organizational funding sources are diversified to ensure funding sustainability to support mission	 Achieved	 Partially Achieved	<ul style="list-style-type: none"> Activity 9: have a preliminary fundraising strategy. For first 10 years have used framework funding, typically 5-year blocks of funds. Now increasingly difficult since interest in framework funding is waning, and funding limitations with donors. Activity 10: Have not updated HR Policies and Procedures; to consider options in 2017. 	
6. Management and staff skills are strengthened to better deliver organizational and coalition mandate	 Partially Achieved	 Partially Achieved	<ul style="list-style-type: none"> Activity 11: Have not devoted much to training in support of new matrix org structure. Training is not institutionalized, more ad hoc. Challenge is decreasing funding and need to increase capacities. 	



Annex II : Framework Proposal II (FPII) – Detailed Results

This annex presents detailed results and figures associated with measuring progress against FPII. See Section 5.3.2 and Section 6.3 for further explanation.

Table II-1 : 2016 Annual Work Plan Outcome Progress Mapped to FPII Indicators

This table indicates how 2016 Annual Work Plan outcome progress maps to and impacts FPII indicator values. In some cases, an outcome may add more than one result value to an FPII indicator (e.g. Indonesia Outcome 5 adds 5 values to FPII Activity indicator 4.1). Note that this table does not indicate a level of completion for a 2016 Annual Work Plan outcome, but a mapping of progress towards FPII indicators. As shown in the “Subtotal by indicator” header row, note that for six FPII indicators, no 2016 Annual Work Plan outcomes contributed to these indicators. For Activity indicator 2.2, results were obtained from RRG rather than through Annual Work Plan outcome progress mapping.

Progress subtotal by indicator for 2016:			FPII Indicators																
			9	2	-	-	10	2	-	3	13	23	536	10	59	3	1	14	2
			Output Indicators								Activity Indicators								
Plan	Out-come	2016 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Regional Asia	1	Increased regional learning, cooperation, and action on agribusiness corporate practice, and investment as it relates to human and community resource rights	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-
Regional Asia	2	Increased sharing of lessons learned from positive land and forest tenure reforms between regional government and civil society actors	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-
Indonesia	1	Outcome 1: Facilitate community land and forest rights recognition	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Indonesia	2	Outcome 2: Facilitate effective mechanisms for resolution of land and forest rights conflicts	1	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Indonesia	3	Outcome 3: Create public pressure against criminalization of adat and other forest dependent communities and provide assistance to victims of criminalization	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
Indonesia	4	Outcome 4: Strengthening Of Corporate and Human Rights Practice For Securing Community Tenure Rights in Indonesia	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Indonesia	5	Outcome 5: Better understanding of human rights and resource rights issues amongst security agencies/police in context of conflicts over land and forest rights	-	-	-	-	-	-	-	-	-	-	-	-	5	-	-	-	-
Indonesia	6	Outcome 6: Support strategic production and marketing in community and adat forests to demonstrate development potential of community rights	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-

Progress subtotal by indicator for 2016:			FPII Indicators																
			9	2	-	-	10	2	-	3	13	23	536	10	59	3	1	14	2
			Output Indicators								Activity Indicators								
Plan	Out-come	2016 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Indonesia	7	Outcome 7: Piloting of alternative community rights based enterprise models	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
India	1	Outcome 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.	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-
India	2	Outcome 2: Local forest communities across India receive recognition and titles for their customary lands and forests under India's Forest Rights Act of 2006.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
India	3	Outcome 3: Evidence highlighting the importance of recognizing community land, forest, and resource rights is shared with key policy-makers.	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-
India	4	Outcome 4: Government and conservation agencies rethink actions and strategies that view local communities as incompatible with conservation.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
India	5	Outcome 5: Advisory Group provides strategic guidance for effective implementation of RRI's 2016 India Strategy towards the realization of land, forest, and resource rights.	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-
Nepal	1	Outcome 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.	-	-	-	-	1	1	-	-	1	-	-	-	-	-	-	-	-
Regional Africa	1	The Community Land Bill is passed and enables communities to secure their rights to their land.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Liberia	1	Outcome 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.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Liberia	2	Outcome 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.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Liberia	3	Outcome 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.	-	-	-	-	-	-	-	-	1	-	-	-	1	-	-	-	-

Progress subtotal by indicator for 2016:			FPRI Indicators																
			9	2	-	-	10	2	-	3	13	23	536	10	59	3	1	14	2
			Output Indicators								Activity Indicators								
Plan	Out- come	2016 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Liberia	4	Outcome 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	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-
Liberia	5	Outcome 5: Community forestry models are piloted to provide alternatives for communities seeking methods of sustainable forest management.	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-
DRC	1	Outcome 1: The participation and representation of civil society in the land reform process is reinforced.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
DRC	2	Outcome 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.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
DRC	3	Outcome 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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-
DRC	4	Outcome 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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DRC	5	Outcome 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.	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
DRC	6	Outcome 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.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Regional Latin America	1	Outcome 1. Contributions from Latin America Afro-descendant women on women’s access to land are included in the regional agenda for on gender equity and climate change/ REDD+	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
Colombia	1	Outcome 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.	1	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-

Progress subtotal by indicator for 2016:			FPII Indicators																
			9	2	-	-	10	2	-	3	13	23	536	10	59	3	1	14	2
			Output Indicators								Activity Indicators								
Plan	Out-come	2016 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Colombia	2	Outcome 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.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Colombia	3	Outcome 3: A prior consultation protocol for Indigenous Peoples containing cultural and environmental safeguards is agreed upon and implemented.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Colombia	4	Outcome 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	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
Colombia	5	Outcome 5: Provisions on Afro-Colombian, indigenous and peasant women’s rights to land are included in the National Public Policy on Rural Women.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
Peru	1	Outcome 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.	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-
Peru	2	Outcome 2: MINAGRI adopts guidelines proposals for peasant and native communities land tiling procedures and mechanisms to access information on collective tenure are established.	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Peru	3	Outcome 3: Communication strategies for early alerts on new policy changes affecting community tenure security are strengthened to reach a broader set of constituencies.	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Realizing Rights	1	1. Effective advocacy for national tenure reform and implementation and resistance to rollback of rights	-	-	-	-	-	-	-	-	-	2	1	-	-	-	-	-	1
Realizing Rights	2	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rights and Climate	1	1. GCF and participating member states acknowledge the centrality of community-based forest tenure security to climate change mitigation	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-

Progress subtotal by indicator for 2016:			FPII Indicators																
			9	2	-	-	10	2	-	3	13	23	536	10	59	3	1	14	2
			Output Indicators								Activity Indicators								
Plan	Out-come	2016 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Rights and Climate	2	2. The international community and key developing countries acknowledge the centrality of community-based forest tenure security to climate change mitigation and adaptation	-	-	-	-	-	-	-	-	-	3	2	-	-	-	-	-	-
Rights and Climate	3	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ATEMs	1	1. Leading companies and investors commit to and comply with international standards (e.g. VGGT)	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-	-	-
ATEMs	2	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.	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-
Gender Justice	1	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	-
Gender Justice	2	2. Selected women’s networks exchange with each other and advocate more effectively to mainstream Gender Justice within related global and national processes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tenure Tracking	1	1.Greater recognition of the centrality of tenure rights in climate initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-
Tenure Tracking	2	2.Enhanced awareness of progress in recognizing community-based rights accelerates tenure reform	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-
Tenure Tracking	3	3. Increased awareness of and motivation for need to accelerate tenure rights recognition	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
Global Call to Action	1	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	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-
Global Call to Action	2	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	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-

Progress subtotal by indicator for 2016:			FPII Indicators																
			9	2	-	-	10	2	-	3	13	23	536	10	59	3	1	14	2
			Output Indicators								Activity Indicators								
Plan	Out-come	2016 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Networking Support	1	Outcome 1: The RRI Coalition is strengthened with renewed representation of key constituencies and regions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Networking Support	2	Outcome 2: A greater understanding of forest governance issues is fostered through peer-to-peer learning and exchange	-	-	-	-	-	-	-	-	-	-	-	1	1	-	-	-	-
Strategic Comms.	1	Outcome 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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Strategic Comms.	2	Outcome 2: RRI brand is recognized and consistent in all outreach materials and activities.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Strategic Comms.	3	Outcome 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 Coord.	1	Outcome 1: Planning, monitoring and reporting systems that enable to track progress made on RRI outcomes and impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Coalition Coord.	2	Outcome 2: Governance body that is effective in guiding the coalition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tenure Facility Plan	1	Outcome 1: Effective Governance Structure and Management in place for operations of the ILTF	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tenure Facility Plan	2	Outcome 2: Lessons are learned from the pilot phase to refine the design and procedures of the ILTF.	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-
Tenure Facility Plan	3	Outcome 3: IFLT supports scaled up efforts to achieve tenure reforms and implementation of laws and policies.	6	1	-	-	6	-	-	-	6	-	3	4	50	-	-	1	-
Tenure Facility Plan	4	Outcome 4: ILTF operations are managed by RRG in preparation for handover to ILTF Secretariat	-	-	-	-	-	1	-	1	-	-	-	-	-	-	-	-	1
Tenure Facility Plan	5	Outcome 5: ILTF applies M&E framework to learn from the Full Sized Projects	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and Admin.	1	Outcome 1: Operational efficiency of organization is strengthened through improved use of technology that meets coalition and organizational needs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and Admin.	2	Outcome 2: Work environment and value for money related to office space is improved to meet the needs of RRG staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and Admin.	3	Outcome 3: Organizational control environment is improved to strengthen accountability and efficiency of controls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



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Progress subtotal by indicator for 2016:			FPIL Indicators																
			9	2	-	-	10	2	-	3	13	23	536	10	59	3	1	14	2
			Output Indicators								Activity Indicators								
Plan	Out-come	2016 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Finance and Admin.	4	Outcome 4: Financial services are strengthened to bolster organizational cost effectiveness and value for money	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and Admin.	5	Outcome 5: Organizational funding sources are diversified to ensure funding sustainability to support mission	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and Admin.	6	Outcome 6: Management and staff skills are strengthened to better deliver organizational and coalition mandate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Table II-2 : 2015 Annual Work Plan Outcome Progress Mapped to FPII Indicators

This table indicates how 2015 Annual Work Plan outcome progress maps to and impacts FPII indicator values. In some cases, an outcome may add more than one result value to an FPII indicator (e.g. Africa Regional Outcome 2 adds 8 values to FPII Activity indicator 2.1). Note that this table does not indicate a level of completion for a 2015 Annual Work Plan outcome, but a mapping of progress towards FPII indicators. As shown in the “Subtotal by indicator” header row, note that for eight FPII indicators, no 2015 Annual Work Plan outcomes contributed to these indicators. For Activity indicator 2.2, results were obtained from RRG rather than through Annual Work Plan outcome progress mapping.

Progress subtotal by indicator for 2015:			FPII Indicators																
			3	1	-	-	2	-	-	-	7	36	432	1	39	-	-	14	-
			Output Indicators								Activity Indicators								
Plan	Out-come	2015 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Africa Regional	1	1. The Africa Community Rights Network (ACRN) member organizations jointly act to secure community rights through a consistent approach of developing guiding principles and an Index made up of a set of criteria to allow analysis of the state of community land rights in African countries.	-	-	-	-	-	-	-	-	-	8	-	-	-	-	-	-	-
Africa Regional	2	2. A synthesis report of lessons learned from past legislative reforms is prepared and informs land reform processes in Africa	-	-	-	-	-	-	-	-	-	8	-	-	-	-	-	-	-
Africa Regional	3	3. Progress on land and forest tenure reforms in West and Central Africa is tracked and used to inform the strategy in the region.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Africa Regional	4	4. Members of the national land commission in Senegal (CNRF) and the Ministry of land affairs in Cameroon (MINDCAF) are better informed and incorporate DRC’s decentralized and participatory land reform best practices.	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-
Cameroon	1	Outcome 1: The RRI coalition’s proposal is integrated into the land reform process and draft law.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cameroon	2	Outcome 2: The RRI coalition proposals are included in the draft forest law and adopted by the Parliament	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cameroon	3	Outcome 3: RRI develops draft decree on land use planning that takes into account local community rights	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-

Progress subtotal by indicator for 2015:			FPII Indicators																
			3	1	-	-	2	-	-	-	7	36	432	1	39	-	-	14	-
			Output Indicators								Activity Indicators								
Plan	Out- come	2015 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Cameroon	4	Outcome 4: Mining investment projects (CAMIRON) and industrial concessions (UFAs) include social, economic, and environment safeguards for local communities	-	-	-	-	-	-	-	-	-	2	-	-	2	-	-	-	-
Cameroon	5	Outcome 5: Local case studies inform the drafting of the national REDD+ strategy on issues related to local communities, indigenous people, and women’ tenure rights	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1	-
Cameroon	6	Outcome 6: Rural Sector Development Strategy (SDSR) includes outcome language on local community rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cameroon	7	Outcome 7: An effective pool of journalists advocates for local community rights	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-
Cameroon	8	Outcome 8: the RRI coalition has a better progress monitoring system and advocacy strategy is in place for recognition of the rights of local communities in the ongoing major forest and land reform processes	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Cameroon	9	Outcome 9: RRI Coalition achieves better internal communication	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DRC	1	1. CACO is inclusive, structured and operational at national and provincial levels	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-
DRC	2	2. Effective communication between CACO members at the national and provincial levels and with CONAREF	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
DRC	3	3. Effective participation of CACO members in the decision-making processes at both national and provincial levels.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DRC	4	4. The national land use planning reform process is officially launched and takes into account local community rights	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
DRC	5	5. CACO members validate and take ownership of an advocacy strategy to safeguard local community tenure rights in local community forest concessions	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-
DRC	6	6. Peasants organizations endorse an advocacy strategy on the agriculture reform process that is coherent with other, ongoing reform processes	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
DRC	7	7. CACO-commissioned legal and provincial case studies to inform the land reform process are finalized and published	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
DRC	8	8. Indigenous Peoples land tenure rights are documented and showcased to inform the land reform process	-	-	-	-	-	-	-	-	-	1	-	-	1	-	-	-	-

Progress subtotal by indicator for 2015:			FPRI Indicators																
			3	1	-	-	2	-	-	-	7	36	432	1	39	-	-	14	-
			Output Indicators								Activity Indicators								
Plan	Out-come	2015 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
DRC	9	9. A proposal on how to integrate free prior informed consent (FPIC) on largescale land investment is developed	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
DRC	10	10. An agreed draft decree of local communities' land rights is developed by CACO members and accepted by CONAREF	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DRC	11	11. CACO effectively monitors the land reform process	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DRC	12	12. Alternative dispute resolution procedures for land-related conflicts are documented, analyzed, and showcased	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
DRC	13	13. CACO members assess implementation of the 2015 strategy and discuss upcoming strategy.	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
DRC	14	14.The DRC Tenure Baseline Study (TBS) results are consolidated, adopted by the national land commission and its technical working group, and validated through a national workshop	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Liberia	1	1. The Land Rights Policy (LRP) and the Community Rights Law (CLR) are strengthened and protected in the Constitution	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Liberia	2	2. The CRL is taken into account in the drafting process of the regulations	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-
Liberia	3	3. Women's participation in local consultations and understanding of discussions around the Land Rights Policy and draft Land Rights act are improved.	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	2	-
Liberia	4	4. The impacts (negative or positive) of Liberia's large scale concessions, agribusiness and land development on women's forest, land and natural resources tenure rights are assessed and grievances, gaps and safeguards for addressing gender tenure rights issues are identified and developed.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Liberia	5	5. Liberia's national REDD+ frameworks and strategies are analyzed from a gender perspective, with key recommendations on how to include women's tenure rights in REDD+.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-
Liberia	6	6. Local communities in Liberia are informed about the Community Rights Law, the process of community forestry, and options for strengthening forest governance systems.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-

Progress subtotal by indicator for 2015:			FPIL Indicators																
			3	1	-	-	2	-	-	-	7	36	432	1	39	-	-	14	-
			Output Indicators								Activity Indicators								
Plan	Out-come	2015 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Liberia	7	7. CSOs and Land Rights Act: - Promote changes in tenure legislation, policy, and regulation that secure and protect community rights over their customary land, and to support civil society and communities to engage in the development of Liberia's land law - Support the passage of the Land Rights Act through engaging key policymakers, facilitating multi-stakeholder dialogues, and increasing public awareness through media outreach and civil society advocacy	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
Senegal	1	1. Synergies between civil society organizations engaged in land reform process are strengthened and diverging proposals are harmonized	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
Senegal	2	2. The PDIDAS land plan respects local rights and is presented as a model to inform the land reform	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Senegal	3	3. The National Land Reform Commission (CNRF) recognizes community rights as an important issue to take into consideration in the land reform process	-	-	-	-	-	-	-	-	-	-	-	-	10	-	-	-	-
Mali	1	1. Local communities and women's tenure rights are included in the Agricultural Land Policy, the Agricultural Land Law, and the Agropoles	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Mali	2	2. Local land commissions (COFOs) lessons learned are available to local and central government officials and are used to inform the Peacebuilding process and the Decentralization Law	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Mali	3	3. Communities engage with mining companies and private investors on social and environment safeguards	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-	-
Mali	4	4. Women producers effectively participate in decision-making and are recognized in the rules and regulations on non-timber forest products (NTFPs)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-
Mali	5	5. The review of the 2010 forest law is enacted	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Mali	6	6. The national commission on peace and reconciliation agenda includes natural resource governance, resource rights and conflicts	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
Mali	7	7. The Law on local conventions (CVL) is adopted and the Decentralization degree is issued, affirming local conventions prior work	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mali	8	8. National climate change policies and strategies integrate gender and community rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Progress subtotal by indicator for 2015:			FPII Indicators																
			3	1	-	-	2	-	-	-	7	36	432	1	39	-	-	14	-
			Output Indicators								Activity Indicators								
Plan	Out-come	2015 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Mali	9	9. The Territorial Collectivities and local communities are involved in the Great Green Wall (GGW) implementation phase	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-
Burkina Faso	1	1. Women's groups possess legal local land certificates ("Attestations de possession foncière"-APFs)	-	-	-	-	1	-	-	-	-	-	-	-	16	-	-	-	-
Burkina Faso	2	2. Small producers/farmers' rights are included in the local governments' economic development plans	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	-	-
Burkina Faso		3. Best practices and lessons learned in the implementation of local land charters and communal and regional development plans (PCDs and PRDs) are highlighted as local models for securing community rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Burkina Faso	4	4. The mining law is adopted by the National Assembly and its application decrees includes women's and local community rights	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Burkina Faso	5	5. The National Accelerated Economic Growth Policy and the Bagré Agropole project integrate local community rights	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-
Burkina Faso	6	6. Effective participation of TENFOREST in the national REDD+ process and inclusion of gender and community tenure rights in the draft national REDD+ strategy	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-
Burkina Faso	7	7. National Agency for the Commercialization of Non Timber Forest Products (NTFP) promotes women entrepreneurs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Burkina Faso	8	8. A strategy and an action plan are drafted to advocate women's groups/associations' rights and interests in rules and regulations on NTFPs and their promotion as alternative economic development models	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	1	-
Ghana	1	1. Secure and strengthen forest communities' land tenure rights in Ghana's policy and legal reforms	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Asia Regional	1	1. Increased cross-border learning, co-operation and action on agribusiness impact on human and resource rights resource dependent communities	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-
China	1	1. Adoption of operational guidelines for responsible investment by 2-3 companies in China that respect local tenure arrangements, central legal and policy frameworks, international CSR standards, and existing investment guidelines from international companies and private sector institutions.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-

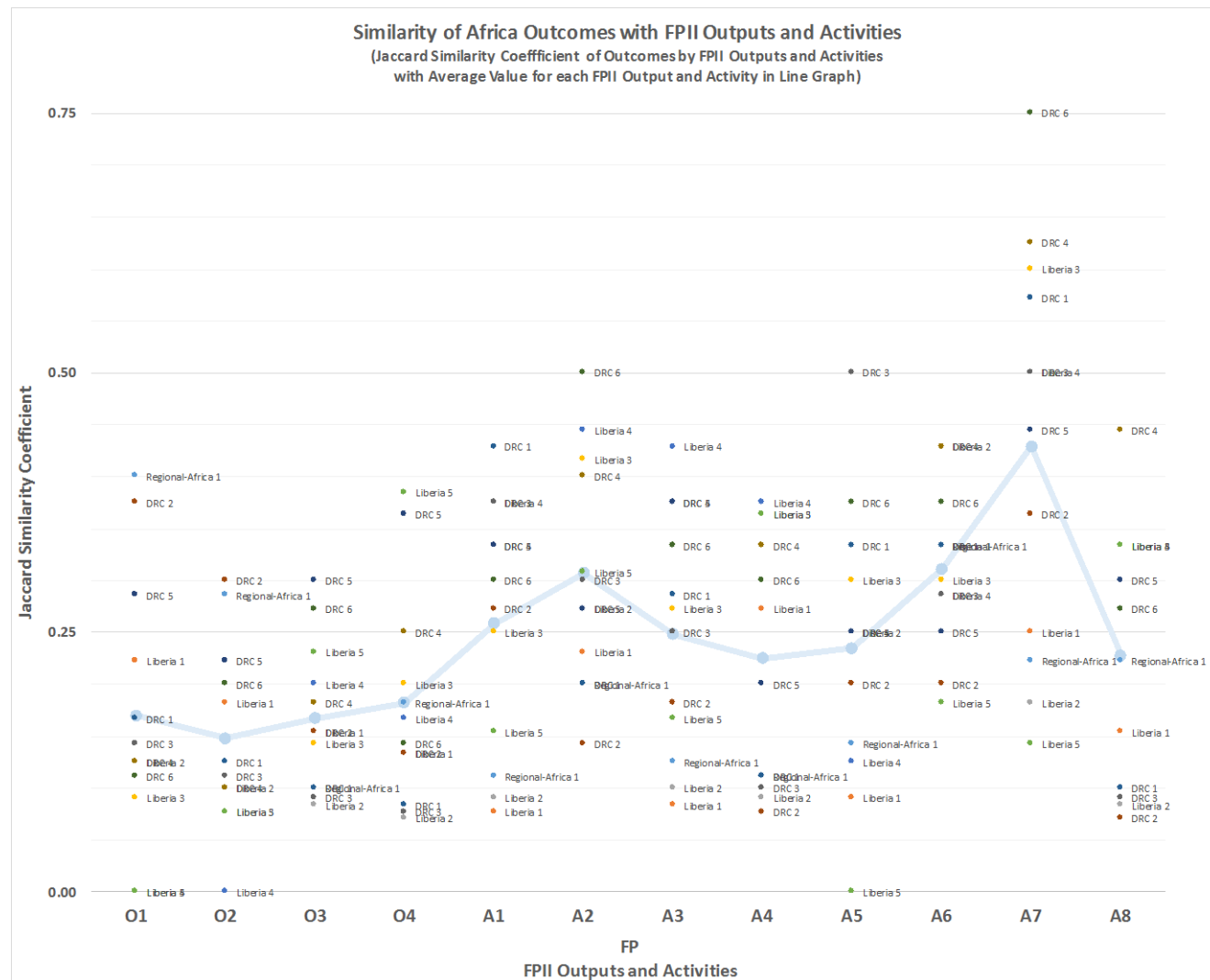
Progress subtotal by indicator for 2015:			FPII Indicators																
			3	1	-	-	2	-	-	-	7	36	432	1	39	-	-	14	-
			Output Indicators								Activity Indicators								
Plan	Out-come	2015 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
China	2	2. New forest land and/or new State Forest reform program includes steps to better respect ethnic minority land rights, and to enable community livelihoods, improve forest conservation, and increase access to forest resources in ethnic regions.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
India	1	1. Defending and enhancing legislations, policies, practices, and capacities which protect rights to forests and enhance environmental protection	-	-	-	-	-	-	-	-	-	2	-	-	-	-	-	-	-
India	2	2. Actualize FRA’s potential for largescale transfer of forests to forest dwellers through rights recognition of community forest resources and habitat rights	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
India	3	3. Enhance capacities amongst communities, support institutions and state actors for mapping and community based governance of forests	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-
Lao PDR	1	1. Civil society actors convene and explore potential opportunities to influence important policies related to land and forest tenure the national and/or sub-regional level	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Nepal	1	1. Withdrawal/modification of Chure Environmental Conservation Area declaration	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nepal	2	2. Ensuring Community Property Rights (CPR) in forthcoming Constitution	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nepal	3	3. Government incorporation and recognition of international conventions in forthcoming Constitution and other relevant laws/policies	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Nepal	4	4. Removal of legal, regulatory and institutional barriers towards successful community forest enterprises through engagement with the private sector	-	-	-	-	-	-	-	-	-	1	-	-	1	-	-	-	-
Nepal	5	5. Prevention of dilution of community forest rights in future policies and laws	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nepal	6	6. Strengthening platform, advocacy efforts, and sharing of lessons learned of RRI Coalition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Indonesia	1	1. Land rights of local and adat communities recognized and governance of land use decisions secured	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Indonesia	2	2. Analysis of legality and criminalization, and direct handling of cases: provision of timely, accessible, and accountable grievance mechanisms	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Indonesia	3	3. Equitable active representation & participation of local leaders (incl. women) and other marginalized groups, at multiple levels and processes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Latin America Regional	1	1. Indigenous and local communities are equipped with legal and technical information and guidance to	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Progress subtotal by indicator for 2015:			FPII Indicators																
			3	1	-	-	2	-	-	-	7	36	432	1	39	-	-	14	-
			Output Indicators								Activity Indicators								
Plan	Out-come	2015 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
		strategically use Constitutional and International courts and promote compliance of court rulings.																	
Latin America Regional	2	2. Regional women’s organizations have inputs to define an advocacy strategy to gain access to decisionmaking process in public policy at national and international levels.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Latin America Regional	3	3. Positioning of Indigenous Peoples’ perspective on development at the 7th Summit of the Americas in Panama.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Latin America Regional	4	4. Indigenous Peoples and forest communities in Honduras strengthen their rights-based approach in the FLEGT/VPA process.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Latin America Regional	5	5. The Mexican government takes the necessary steps to ensure the sustainability of the Mexican Community Forestry Model.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Latin America Regional	6	6. Indigenous Peoples and Afro-Descendent communities have new tools and alliances to defend their rights.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Peru	1	1. A governmental agreement is reached to protect community land rights under the implementation of ongoing programs related to land rights (Law 30230, PTRT3, FIP; Norway-German-Peru agreement); and guidelines for land titling and data on pending land titling are adopted and validated.	-	-	-	-	-	-	-	-	1	2	-	-	-	-	-	3	-
Peru	2	2. Existing community forest monitoring systems are validated under the regulation of Law 29763.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Peru	3	3. Key private sector actors and perspectives on investments are identified.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Colombia	1	1. Proposed regulation of Law 731 on rural women incorporates provisions on access to land, participation, and representation of women in different decision-making political spaces.	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Colombia	2	2. Law 70 for Afro-Descendent communities is regulated and the government issued a decree for its implementation.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Colombia	3	3. The national government and entities responsible for land titling accept recommendations to resolve and move the agenda for land recognition in the Caribbean.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Colombia	4	4. Proposal for the forest law and the climate change law addresses issues of community land rights.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Colombia	5	5. Community organizations have proposed a roadmap to discuss with the government how to exercise the rights to prior consultation.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-

Progress subtotal by indicator for 2015:			FPII Indicators																
			3	1	-	-	2	-	-	-	7	36	432	1	39	-	-	14	-
			Output Indicators								Activity Indicators								
Plan	Out-come	2015 Outcome Statement	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2	1.1	2.1	2.2	3.1	4.1	5.1	6.1	7.1	8.1
Guatemala	1	1. Government programs of national and local campaign platforms include the recognition of indigenous communities’ rights to their land and resources.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Guatemala	2	2. Indigenous communities have a political tool to support their claims for recognition of communal and ancestral land.	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Guatemala	3	3. Local authorities have a roadmap about the processes of restitution and communal land titling.	1	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-
Bolivia	1	1. CIDOB and the lowland indigenous movement define a common agenda, and strengthen their advocacy and political capacity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Figure II-1 : Similarity of Africa Outcomes with FPII Outputs and Activities

This figure shows results of an exercise in calculating a Jaccard similarity coefficient for all Africa outcomes and relating them to FPII outputs and activities (see Section 5.3.2). A Jaccard coefficient of 1 represents strong similarity (for example, note that DRC outcome 6 (“DRC 6”) has a strong similarity with FPII activity 7). The line graph shows average similarity for an FPII output or activity, showing stronger average similarity with activities 2 and 7. This analysis was not used in determining an association of results from Annual Work Plans to FPII.



Annex III : Stakeholders Consulted

Name	Organization	Location
1. Minister David Abouem	Cameroon Focal Point	Cameroon
2. Janis Alcorn	Senior Director of Programs, RRI / Interim Director, The Tenure Facility	USA
3. Andiko Mancayo	ASM	Indonesia
4. Solange Bandiaky-Badji	Program Director - Africa, RRI	Liberia
5. Claire Biason	Senior Manager - Coalition and Networking Support, RRI	USA
6. Omaira Bolanos	Program Director - Latin America, RRI	USA
7. Nora Bowier	SDI	Liberia
8. Alfred Brownell	Green Advocates	Liberia
9. Kyssele Cherestal	Global Engagement	USA
10. Mark Constantine	IFC	USA
11. Kevin Currey	Climate and Land Usage Alliance	USA
12. Tushar Dash	Vasundhara	India
13. Dewi Kartika	KPA	Indonesia
14. Paul De Wit	RRI Fellow, Africa	South Africa
15. Jenna DiPaolo Colley	Senior Manager - Strategic Communications	USA
16. Erasmus Cahyadi	AMAN	Indonesia
17. Fadillah Agus	HACT	Indonesia
18. Alain Frechette	Consultant; IM, Rights and Climate	Canada
19. Anne-Sophie Gindroz	Facilitator, Southeast Asia, RRI	Indonesia
20. Johana Herrera	Professor at Pontificia Javeriana University	Colombia
21. John Hudson	Chairman, RRG Board of Directors	USA
22. Chris Jochnick	Landesa	
23. David Kaimowitz	Director - Natural Resources and Climate Change, Ford Foundation	USA
24. Keshav Kanel	Former Director General, Department of Forests	Nepal
25. Chris Kidd	Forest Peoples Programme	Liberia
26. Daniel Krakue	SesDev	Liberia
27. Kundan Kumar	Program Director - Asia, RRI	USA
28. Eleni Kyrou	European Investment Bank	
29. Avrim Lazar	Independent Consultant, ExCo2	Canada
30. Dorothee Lisenga	Coalition des Femmes Leaders pour l'Environnement et le Développement Durable (CFLEDD)	DRC
31. Gaurav Madan	Senior Associate - Asia, RRI	USA
32. Iliana Monterroso	Forest and Governance Program, CIFOR	Peru
33. Augustin Mpoyi	CODELT	DRC
34. Kapupu diwa Mutimanwa	LINAPYCO	DRC
35. Margareta Nilsson	Senior Program Specialist - Natural Resources, Sida	Sweden



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THIRD DRAFT

Name	Organization	Location
36. Mary Nyuyinwi	Facilitator, Africa (DRC), RRI	DRC
37. Bryson Ogden	Private Sector Analyst - Strategic Analysis and Global Engagement	USA
38. Ghan Shyam Pandey	Green Foundation	Nepal
39. Ujjwal Pradhan	Member, RRG Board of Directors	Indonesia
40. Silene Ramirez	Senior Associate - Latin America, RRI	USA
41. Dominique Reeb	FAO	Italy
42. Don Roberts	Treasurer, RRG Board of Directors	USA
43. Nonette Royo	Member, RRG Board of Directors	Indonesia
44. Madhu Sarin	RRI Fellow, Asia	India
45. Jennifer Schenk	Senior Associate - Africa, RRI	USA
46. Rodney Schmidt	Director - Strategic Analysis & Global Engagement	USA
47. Jim Smyle	Key Consultant	USA
48. Emily Snow	Associate - Africa, RRI	USA
49. Mike Taylor	Director, International Land Coalition	Italy
50. Julie Weah	FCI	Liberia
51. Andy White	Coordinator, RRI	USA
52. James Yarsiah	Rights and Rice Foundation	Liberia
53. Matt Zimmerman	Chief Operating Officer, RRI	USA

Annex IV : Resources Consulted

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Annex V : Terms of Reference

Independent Monitoring

2016

Terms of Reference

Introduction

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

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

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

Key quantifiable results for this period are laid out in the FPII logframe outcome indicators. Outcome Indicator 1 specifies a substantial increase of hectares of forest owned or administered by Indigenous Peoples and other local communities. Outcome indicator 2 is focused on improving the livelihoods and income of 500 million forest dependent people.

RRI is currently in the process of preparing Framework Proposal III (FPIII) for the period of 2017-2020. To foster a greater sense of strategic cohesion between short, medium and long-term results, FPIII will strengthen the integration between the organization's planning, monitoring and evaluation functions, in order to effectively deliver and communicate impact.

The objective of the independent monitoring is to provide an external performance assessment of RRI's achievement in the implementation of its 2016 work plan and progress towards achieving the objectives of FPII. The assessment will look at program delivery and implementation against agreed outputs and schedules, and compare the planned activities with the achieved results.

Background of the Rights and Resources Initiative and Monitoring System

The RRI coalition reports on a substantial number of activities, outputs, outcomes, priorities and objectives. Monitoring of progress made towards the FPII Logframe outputs, the Annual Strategic Priorities, and the program level Annual Outcomes, is conducted largely via the Annual Program Monitoring Reports (APMRs), donor quarterly reports and the tracking of contract deliverables as the primary data sources to extrapolate progress.

The current RRI monitoring system comprises of the following components:

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

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

production and management in the countries where they operate.

- (B) *Monitoring progress on Strategic Priorities:* As part of its annual planning process, RRG leadership develops a set of Annual Strategic Priorities that reflect emerging opportunities at the program and thematic level as well as management's sense of what will move the organization toward achieving these priorities. Management further prepares an assessment of the progress made towards achievement of these priorities towards the end of the year.
- (C) *Monitoring Progress on Annual Outcomes at the Program Level:* RRI carries out an annual participatory planning process that defines the Annual Outcomes for each country, regional, and global thematic program. Based on the input collected from coalition stakeholders during the planning process, each program creates an Annual Program Monitoring Report for activities undertaken during the previous year, which is reviewed periodically. This report serves as a primary source of information for the Independent Monitor to validate (for selected country, regional, and global programs) the findings presented in the APMR.
- (D) *Monitoring Progress on Contracted Activities:* Through its internal contracting system, RRG often transfers coalition resources to external actors (primarily Partners and Collaborators in the case of Country and Regional Programs) to enable those actors to carry out actions deemed strategic to the accomplishment of the coalition's annual programmatic goals. As part of its due diligence commitment, RRG has established a system to track the completion of these activities through both the financial and narrative reports submitted at the end of the project cycle.

Objective and Purpose of the Activity

The chief objective of the independent monitoring activity is to assess the effectiveness of implementation of the RRI 2016 work plan by checking deliverables against annual RRI Strategic Priorities and annual program Priority Outcomes; as well as assessing the progress RRI has made towards achieving the objectives of FP11. The main data sources that will inform this assignment include the APMRs, contracts and their attendant narrative reports, quarterly reports to donors, the 2015 report on RRI Strategic Priorities, the Independent Monitoring Reports from 2013-14, the 2015 Mid-Term Evaluation Report, and the RRI Annual Narrative Report.

Scope of Work

The consultant will be responsible for carrying out the independent monitoring of the 2016 RRI work program, provide an external assessment of progress on the Coalition's strategic outcomes and make recommendations for adjustments in the RRI's internal monitoring system that would facilitate future monitoring efforts.

More specifically, the consultant will:

- 1) Conduct the independent monitoring of the effectiveness in implementation of the RRI 2016 work plan and its outcomes, including constituencies of engagement;
- 2) Use information gathered by RRI, including APMRs, donor reports and Contract Narrative reports from 2016 to monitor and report on the Coalition's progress towards FP11 logframe outputs, 2016 RRI Strategic Priorities and program Priority Outcomes;
- 3) Building upon the previous IM reports from 2013-2014, and the Mid-Term Evaluation report from 2015, to assess progress made towards achieving the stated objectives and intended results of FP11;
- 4) Identify internal and external obstacles to progress and make specific recommendations to address those obstacles;
- 5) Draft, conduct and present an Independent Monitoring Report that will:
 - Inform the Coalition on progress in the implementation of strategic activities and make recommendations for adjustments and modifications in processes and within RRI's internal monitoring system;
 - Validate the RRI-generated information from the APMRs to assess the implementation of the 2016 workplan and its contribution to the achievement of Logframe outputs;
 - Assess overall progress towards achieving Logframe outputs and outcomes;
 - Collect feedback from multiple sets of actors and constituents (through country visits, participation in events, interviews, etc.);
 - Assess if the Initiative is, in the above respect, cost-effective and synergistic, and avoids duplication of efforts.

Methodology

The methodology will comprise of the following tasks:

- 1) A review of all documents relevant to monitoring the implementation of the work plan;
- 2) Interviews with key stakeholders (by telephone/email/peer-to-peer technologies);
- 3) Site visits and participation at planning meetings, as well as that of the Strategic Analysis and Global Engagement (SAGE) program;
- 4) Consultations with other relevant stakeholders (Partners, Collaborators, Affiliated Networks, Donors, fellows, other relevant institutions if need be);
- 5) Development of an Independent Monitoring Report.

Deliverables

The consultant will produce the following deliverables:

- 1) An inception report which includes a proposed methodology, assessment criteria/questions and detailed work plan, due August 1, 2016;
- 2) A first draft report that will include all findings, due November 24, 2016;
- 3) A second draft report that incorporates RRG comments on first draft of report, due December 8, 2016
- 4) A PowerPoint presentation of findings, due December 15, 2016;
- 5) Presentation of findings at the 2015 governance meeting, January 13, 2017
- 6) A final report that incorporates input from the January Governance meeting and any additional RRG management input and comments, due February 13, 2017.

Timeline

1. Inception Report	July 18 – August 1, 2016
2. Desk review and fieldwork	September-October, 2016
3. Draft reports	November 24 and December 8, 2016
4. Power point presentation	December 15, 2016
5. Presentation at the Governance Meeting	January 10-13, 2017
6. Submission of final report	February 13, 2017

Qualifications and Criteria

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

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

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