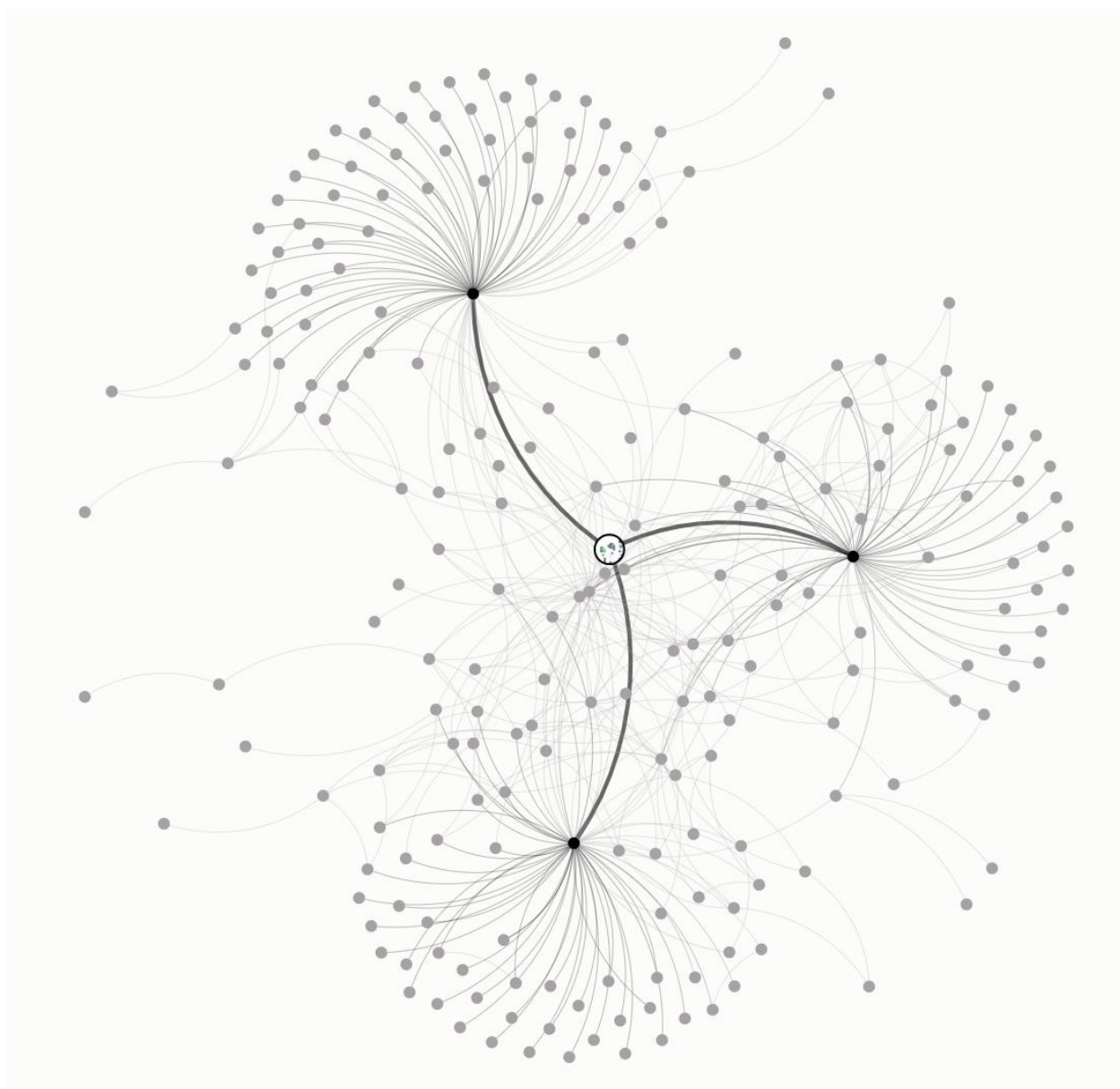


2017 Independent Monitoring & Evaluation Report



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Executive Summary

2017 marked a year of transition for the Rights and Resources Initiative (RRI). In one aspect, RRI is moving from an organization driven to establish cooperation and commitment, to one that has earned a critical mass of support and has largely achieved global recognition of the land and forest tenure rights of Indigenous Peoples and local communities. This recognition has been established through evidence-based analyses, country-level achievements, and outreach efforts that have “made the case” for the importance of land and forest tenure rights among a great number of governments, development institutions, conservation organizations, and large corporations. Strategically, RRI is now moving from general awareness raising to targeted and segmented advocacy, in many cases to address the lack of implementation of updated legislation. From a program perspective, 2017 was the last year of the five-year 2013-2017 Framework Proposal (FP1), and a new strategic program for 2018-2022, SP3, was approved. RRI successfully launched the Tenure Facility in 2017, a major achievement that required considerable and innovative efforts over a number of years. An increasing focus on the gender justice theme in 2017 included the publication of a highly-acclaimed analysis that led to successful global and regional media launches. In addition, in 2017 the Interlaken Group increasingly earned support for RRI and tenure rights from many companies, bringing a broader group of NGOs, private organizations, donors, foundations, and DFIs together to the table.

In addition to the adaptations RRI has made to address these transitions, the Coalition achieved impressive results in 2017 against Annual Work Plans and against the cumulative five-year targets of the FP1. For all 67 outcomes defined in 2017 Annual Work Plans, 73% were achieved or are on track to achieve (70% of the 33 outcomes defined at the regional and country level, and 76% of the 34 outcomes defined at the global level). Only three outcomes at the regional and country level were partially achieved; all of these outcomes required government approval or legislative reform for achievement, but did not receive the expected level of government focus or priority. For the six outcomes at the global level that were partially achieved, progress was made, but either national-level change or policymaker decisions were required, outcome achievement was expected beyond 2017, or results were deferred to 2018 due to capacity or funding issues.

For the 17 FP1 indicators, all but one have achieved or overachieved their 2017 five-year cumulative target, and 13 of the 17 indicators (76%) have overachieved their cumulative target by 200% or more. The one indicator that did not achieve its target was related to advocacy work through SRMs, and the target was not reached because an insufficient number of SRMs addressing advocacy were funded through the FP1 period.

To achieve these impressive results RRI provides unique and differentiating value. These values include: the ability to skillfully convene and connect organizations to enable collaboration; the provision of evidence-based data and analyses to inform and empower; an appetite for risk including flexible and adaptable planning and implementation; and probably most importantly, the ability to instill mutual trust and initiate collaboration with and among Partners, Collaborators, and stakeholders on all sides of an issue.

For an organization that has largely achieved its annual and five-year program goals, identifying recommendations to improve the RRI monitoring and evaluation system was a challenge. Only two recommendations are noted, one related to the monitoring and evaluation system and one related to the sustainability of RRG capacities:

1. Consider participatory approaches for collecting qualitative results to supplement results frameworks and support reflection and learning.
2. Consider a medium or long-term strategy for RRG staff hiring, development, and succession planning.

While the second recommendation is not specific to the monitoring and evaluation system and is therefore outside the scope of this report, it has been included due to consistent feedback from many interviews and the relevance of RRG management and staff competencies to the achievement of results.

List of Acronyms and Abbreviations

Acronym	Description
Annual Work Plans	Work plans contained in <i>RRI Program Strategies, Work Plans, Reports & Budget 2017</i>
APMR	Annual Program Monitoring Report
ATEMs	Alternative Tenure and Enterprise Models
CBO	Community-Based Organization
CFE	Community-Based Forest Enterprises
the Coalition	RRI, or The Rights and Resources Initiative
CSO	Civil Society Organization
DFI	Development Finance Institution
DRC	The Democratic Republic of the Congo
FECOFUN	The Community Forestry Federation
FP	Framework Proposal
FPII	<i>Rights and Resources Initiative Framework Proposal: 2013-2017</i>
IG	Interlaken Group
ILFTF	The International Land and Forest Tenure Facility
IM	Independent Monitor
IM Report	The RRI Independent Monitoring & Evaluation Report
NEFIN	The Indigenous People's Federation
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
Sida	The Swedish International Development Cooperation Agency
SP3	<i>The RRI program for 2018-2022: From Risk and Conflict to Peace and Prosperity: A Strategic Program from the Rights and Resources Initiative (RRI): 2018-2022</i>



The Rights & Resources Initiative – 2017 Independent Monitoring & Evaluation Report

Acronym	Description
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

This report contains an independent and objective analysis and assessment of progress made by RRI in 2017. Progress is measured against targeted results identified in RRI's Annual Work Plans for 2017 (RRI, 2017a) and Framework Program II for 2013-2017 (FPII) (RRI, 2012). Targeted results are articulated in outcomes and associated activities and outputs defined at global, regional, and country levels. In addition to reporting progress against targeted results, the report provides an assessment of RRI achievements that are not defined in RRI plans, as well as key RRI values and challenges.

The structure of the report includes an overview of RRI planning, monitoring, and learning (Section 5); an assessment of fundamental RRI values (Section 6); a review of key results from 2013 through 2017 (Section 7); an assessment of RRI performance in 2017 (Sections 10 and 11); an assessment of RRI performance against the FPII from 2013 to 2017 (Section 12); and recommendations for RRI monitoring and evaluation (Section 13). Annex I includes details of results achieved in 2017.

The report was written by the RRI Independent Monitor, engaged by RRI on an annual basis to provide an independent assessment of RRI results achievement and recommendations for RRI's monitoring and evaluation systems and processes.

2 RRI Background

As noted on the RRI website, "The Rights and Resources Initiative (RRI) is a global coalition supporting forest and land policy reform in Africa, Asia, and Latin America." This coalition consists of 15 Partners, 7 Affiliated Networks, 14 International Fellows, and over 150 Collaborator organizations, and is coordinated by RRG, a Secretariat based in Washington DC. The Coalition "is guided by a number of community organizations and Indigenous Peoples' representatives, comprises a wide spectrum of organizations, including community and Indigenous Peoples' organizations, research institutions, development assistance organizations, and local and international advocacy and human rights groups." The Coalition coordinates with "important constituencies at all levels—including local civil society, private investors, governments, and other influential change agents." As a coalition, RRI is a network of organizations and individuals aligned towards a common belief: "when all key stakeholders with an interest in land and resources come together, greater cooperation, understanding, and respect lead to demonstrable progress on the recognition of rights of the local peoples who live and depend on these lands."

As the website notes, "RRI fosters the creation and implementation of innovative solutions to land tenure security to advance three global goals:

1. Substantially increase the forest area under local ownership and administration.
2. Prevent all changes to national laws and regulations that weaken the customary and statutory land rights of Indigenous Peoples and local communities and simultaneously promote new laws that strengthen customary and statutory rights.
3. Dramatically reduce poverty in the forested areas of the world."

To address these goals, the Coalition is involved in complex social, political, and technical issues crossing many thematic areas and organizational boundaries. The work of the Coalition is organized across three regions (Africa, Asia, and Latin America) and four themes (Realizing Rights, Rights and Climate, Gender Justice, and Private Sector Engagement). 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 summarized as: (1) global advocacy and communications, (2) research and analysis, (3) support to regional and national reforms in selected countries, and (4) catalyzing change through convening and coordinating relevant actors to collaborate towards a common objective. As a fifth area of work, RRI also assembles and incubates networks and organizations; for example, The Tenure Facility, MegaFlorestais, the Interlaken Group, and Land Rights Now Alliance.

3 Purpose and Objectives

The chief objectives of this report are to provide:

- (1) an assessment of the effectiveness of implementation of the RRI 2017 work plan, and
- (2) an assessment of progress made towards achieving the objectives of FPIL from 2013-2017.

In addition, the report provides recommendations to improve the RRI internal monitoring and evaluation system, which includes progress monitoring of results targets defined in RRI strategic results frameworks (FPIL, and starting in 2018, SP3), Annual Work Plans, and SRMs.

4 Methodology

This report was developed through review and analysis of information gathered through the following sources:

1. Internal and external documents relevant to the objectives of the independent monitoring assignment
2. Interviews with and feedback from key stakeholders (by telephone/email/peer-to-peer technologies) including RRG staff, RRI Board Members, Partners, Collaborators, Fellows, Affiliated Networks, Donors, Consultants, and representatives of other relevant institutions
3. In Stockholm in October 2017, attendance at the following conferences and meetings:
 - Sida Development Talk “Land rights — combating climate change and advancing peace and gender equality”
 - Interlaken Group meeting
 - The Third International Conference on Community Land and Resource Rights, “Reducing inequality in a turbulent world: Scaling-up strategies to secure indigenous, community, and women’s land rights”
 - RRI Global Strategic Update

Analytical and reporting 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

Proposed 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 was 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 2017 work plan and FP11. Interviews with and feedback from key representatives and stakeholders as well as relevant reports captured quantitative and 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, Interim Financial Report, Presentation of Findings at Governance Meeting, Final Report, Financial Report

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

5 RRI Approach to Planning, Monitoring and Learning

5.1 Planning

RRI articulates result plans in the following documents:

1. Five-year result plans from 2013 to 2017 are included in *RRI Framework Proposal 2013-2017* (RRI, 2012)
2. Annual Work Plan result targets are included in *RRI Program Strategies, Work Plans & Budgets 2017* (RRI, 2017a)
3. SRM result plans are included in SRM Concept Notes

The FP11 has one impact-level objective, to “improve governance of forest areas in developing countries for poverty reduction, biodiversity conservation and climate resilience.” Two outcome-level indicators are defined 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.” The FP11 logframe includes four outputs and eight activities, along with eight output indicators and nine activity indicators. The five-year perspective of planned results achievement defined in the FP11 is funded and implemented through projects and activities identified in Annual Work Plans and SRM activities. There are no defined links between Annual Work Plan outcomes, outputs, and activities, and FP11 results objectives or indicators. However, SRM Concept Notes list FP11 activity indicators that will be impacted through the planned SRM project, and APMRs report a link between an Annual Work Plan outcome and one or more FP11 indicators.

Annual Work Plan results are defined with strategic priorities as well as outcomes, activities, and outputs grouped into 19 global, regional, and country plans. The 2017 Annual Work Plan contains 67 outcomes, 34 at the global level and 33 at the regional and country level. Annual Work Plans do not specify indicators to measure performance against planned outcomes, activities, and outputs.

SRM Concept Notes articulate results plans with outcomes and activities, and each activity has defined indicators. SRM proposals include a Concept Note and Budget Template format, which requires the identification of one or more of the eight FP11 activities which will be addressed within the proposed SRM activity.

5.2 Monitoring

Across the breadth of RRI activities, the monitoring and reporting of RRI results is done by the Independent Monitor on an annual basis, and documented in Independent Monitor Reports such as this one. The Independent Monitor Report is dependent on evidence for results achievement provided through interviews, RRI monitoring reports, reports provided by Collaborators, and external reviews and evaluations from donors and others.

Prior to 2017, FPPI indicators were not measured by RRI other than through Independent Monitor Reports, except for the outcome indicator “hectares of forest lands under formally recognized ownership or designated for Indigenous Peoples, forest communities and or households,” monitored by the Tenure Tracking team, and activity indicator 2.2 “number of instances of earned media coverage,” monitored by the Communications Team. In 2017 however, APMRs included, for each outcome, a measure of how that outcome increased one or more FPPI output and activity indicators.

Monitoring of Annual Work Plans is supported by Mid-Year and Annual Contract Reports from Collaborators, Mid-Year Work Plan Reports, APMRs, and indirectly through donor reports. Contract Reports, Mid-Year Reports, and APMRs provide a narrative description. Starting in 2017, APMRs added a rating to measure progress against each outcome and associated activities and outputs. One challenge in monitoring RRI’s 12-month calendar year Annual Work Plans is that monitoring is done in the last quarter of the year, while implementation is continuing and incomplete. However, updates to the Independent Monitor Report after the end of the year address any changes in estimated progress.

SRM activities are reported through Interim and Final Progress Reports, providing a narrative including lessons learned, and completion status of each activity. Reporting against related FPPI activities mentioned in the SRM Concept Note is not included.

5.3 Learning

Learning, both within and without the Coalition, is a significant value of RRI. As part of its work, RRI generates knowledge through evidence-based research, analytical reports, and the results of Collaborators’ efforts. This knowledge is used to raise awareness and promote learning. In addition, the conferences, workshops, Coalition sessions, and meetings supported by RRI are learning and knowledge exchanging opportunities for participants, and many of these events are also projected by RRI to broader audiences through communications and media outlets. As noted by one stakeholder, RRG and the Coalition “bend over backwards” to reflect and learn, so that they can continue to be adaptable and innovative.

Although learning is an important value of the Coalition, RRI does not have defined or documented plans for learning or reflection across the global Coalition, between Coalition members, within a national Coalition, or within RRG. Learning is a function of the activities of the Coalition, and reflection to learn and guide current and future efforts is intentionally conducted, but not intentionally planned. This is not to say that reflection and learning do not happen; the adaptable nature of RRI as an organization implies that it is, as noted by a stakeholder, “constantly moving” and “always looking forward.” The SP3 does include some indicators relating to learning at local and global levels, including documenting and disseminating learning materials.

Analyses, reports, media materials, and other documents are available on the RRI website and within RRI’s data files, but there is no structured or searchable “knowledge base” of information to learn about who has done what, where, and how; what results were achieved, and what lessons were learned. However, the resources required to build and maintain such a knowledge base would likely exceed the benefits, as there does not seem to be a large demand for such a system, based on interviews. In addition, there are numerous challenges in using reports, documents, and websites to share knowledge and enable learning: language, context, relevance, and the timeliness of information make it difficult to learn from documented knowledge and adapt it to a local context. What RRI has learned, and the Tenure Facility through their pilot work, is that reported information is not sufficient for learning. The Tenure Facility used Country Focal Points, bi-annual Learning Exchanges, and facilitated reflection and learning visits to assist Collaborators and partnering organizations in the learning process. The Tenure Facility has an objective to actively and consciously “learn how to learn” (del Gatto, 2017).

6 Values of RRI in Achieving Results

While the purpose of this report is to assess RRI progress against planned objectives for 2017 and for the FPII period of 2013 to 2017, i.e. “how well did RRI do against its plan,” two related questions were considered as well: “What explains why results were achieved?” and “What unique values of RRI contributed to the achievement of results?” For the great majority of planned objectives and indicators listed in the 2017 Annual Work Plan and FPII results framework, RRI has achieved targeted results (Sections 10-12). However, for RRI, FPII logframe results are, as noted by one interviewee “not insightful, but necessary.” In addition, RRI are noted as “difference makers” and “change agents” that provide value beyond the scope of results frameworks. Therefore, this section provides a subjective view in an attempt to provide some answers to these “why” and “how” questions addressing four complementary considerations.

A partial but insufficient answer to the question “how and why were results achieved?” is “RRI provided the funds to do the work.” Without resources, work cannot be conducted, and in many cases at the country level, RRI provides funding to Collaborators who cannot quickly or easily obtain resources through other providers. Also, RRI “secures a place for flexibility that other organizations cannot afford.” This willingness to trust the flow of decisions at the local level, rather than enforce a centrally-approved and rigid long-term plan, is a differentiating factor of RRI, providing a “leaner system that is responsive to needs on the ground.” The SRM mechanism is a unique case where targeted funding, easily and rapidly deployed with flexibility, provides clear value for urgent needs. RRI catalytic funding to Collaborators provides differentiating value due to its rapid approval and deployment of funds, with RRI’s willingness to fund organizations deemed too risky by other donors, offering flexibility in planning, implementation, and reporting.

RRI is “building community” and “always expanding institutions into this space”

Probably the most powerful feature of RRI that contributes to results achievement is the skill and ability to convene, connect, and network organizations to enable collaborative action towards a common mission (Section 7, Box 1). Given the complexity and breadth of issues and parties associated with land and forest tenure rights, as noted by a stakeholder, “collaboration is THE key to success for all of us going forward.” RRI enables collaboration by “making connections,” “building community,” and “always expanding institutions into this space.” Tying organizations into networks and coalitions, and in particular bringing in organizations that are on the other side of an issue, is a key value of RRI. For example, the Interlaken Group has brought together private corporations, DFIs, donors, and NGOs to collectively address local land and forest tenure issues, in an environment where confrontation, rather than collaboration, was the norm. The approval of corporate guidance on legacy land issues in 2016 by all disparate parties involved in the Interlaken Group was viewed as a “miracle” by one stakeholder.

Once the organizational connections have been made to “enable collective capacity” and “catalyze change,” RRI continues to support and develop these networks of organizations through its research and analysis, communications, and strategic networking efforts. RRI analyzes evidence-based data and publishes reports that are “globally respected” and provide “thought leadership.” These reports support awareness-raising and provide evidence to empower action on the ground. RRI communications and strategic networking collectively keep the flow of knowledge and connections across organizations active, aligned, and relevant; leveraging analyses and results to inform decisions. RRI provides a “trusted and reliable connection” between organizations where “knowledge sharing needs to be a conversation.” The unique connections and balances between research and action, global and community-level focus and activities, working across the diversity of large and small organizations, are unique values of RRI.

Finally, to be successful in convening, coordinating, networking, and communicating across many organizations, these organizations must be willing to listen and participate. This is fostered through trust, something RRI has generated through an awareness and acknowledgement of RRI skills and experience, a willingness to listen and trust, and a readiness to take on risks in providing support. RRI works “quietly behind the scenes” and does not “call out for the world to see,” therefore does not work with “patronage or paternalism” and aims for Coalition members to feel vested in ownership.

7 Key Results

2017 marks the final year of the five-year FPPI program. As detailed in Section 12, the objectives outlined in the FPPI results framework have been to a large degree overachieved by RRI. As noted by one stakeholder, RRI consistently “punches over their weight” in achieving results. A summary of some of the key accomplishments of the RRI Coalition during the five-year FPPI period and in 2017 include:

- **Analytical Expertise and Recognition**

One of the key factors raising the recognition and value of RRI is the collection and organization of tenure data and its use in developing research and analysis reports and tools. As noted by stakeholders, RRI tenure data and analyses are “globally respected” and “highly credible,” thus helpful in advancing RRI goals to increase global awareness and address tenure issues at the country level. RRI’s Tenure Tracking Tool now contains data from 52 of the world’s most highly-forested countries, from 2002 to 2013, with an update scheduled for release in the first quarter of 2018. In addition, RRI has published 65 analytical products from 2013 to 2017, as posted on the RRI website.

- **Advocacy and Outreach**

One of RRI’s four key program areas outlined in the FPPI is “mobilizing greater global awareness of the policy and market reforms necessary to advance rights and reduce poverty in forest communities” (RRI, 2012). In 2017 alone, RRI communications were picked up in 775 media outlets across 54 countries and 11 languages. Through RRI efforts in communications, this program area is viewed as achieved by many stakeholders. Their views include the fact that “the battle has been won for the recognition of claims,” and “there is no longer a need to defend or explain the agenda” which is now “mainstreamed into the development discourse.” The recognition of the importance and need to address tenure rights of indigenous peoples and local communities is now a growing part of the agenda for governments, development agencies, private sector entities, the climate change sector, and the public at large. Through these efforts, RRI “has grown up” and is “clearly recognized and valued” for its work.

Through RRI efforts, “the battle has been won for the recognition of claims”

- **Country-level Results**

The efforts of the RRI Coalition focus on addressing two goals outlined in the FPPI:

1. To substantially increase the forest area under local ownership and administration, with secure rights to conserve, use and trade products and services
2. To dramatically reduce poverty in the forested areas of the world

A third goal was subsequently added:

3. To prevent all changes to national laws and regulations that weaken the customary and statutory land rights of Indigenous Peoples and local communities and simultaneously promote new laws that strengthen customary and statutory rights

RRI contributions at the country level, coupled with RRI analytical work, have resulted in progress against these three goals in priority countries, with varying degrees of success. While RRI funding for Collaborators at the country level is catalytic and small-scale by design, significant achievements have been made when RRI engages a broader national coalition and leverages and tailors global evidence and analysis towards the national context. RRI balances global analyses and outreach with on-the-ground projects in priority countries. Many Collaborators have noted that values of RRI contributions at the national level include flexibility, rapid and straightforward access to funding, simple reporting, and less administrative burdens; RRI “secures a place for flexibility that other organizations cannot afford,” and is “not too invasive.” In addition to country-level support to projects led by Collaborators, RRI has had considerable success with

SRMs. SRM activities are highly-valued, results-oriented, and flexible. Because SRMs can be approved quickly and address immediate and urgent needs, they have had a high-level of success.

- **An Inclusive and Expanding Coalition**

RRI is seen to be innovative, “at the forefront,” and “pushing the edge” of what should be done and what can be done to further the tenure rights agenda. The RRI Coalition continues to expand and broaden to include different types of organizations and networks, including the private sector, DFIs, and those involved in the gender justice and climate change sectors. To develop to Coalition, RRI have been “brilliant organizers and conveners” and “push the agenda very strategically,” leveraging evidence and analysis from global datasets. RRI’s ability to build in-depth knowledge and important connections at the global and country levels is a “major asset” of the organization. RRI have been able to join elements of the Coalition to “work to a common voice” and become a “unified movement.” RRI Partners, Collaborators, Affiliated Networks, and Fellows in 2017 have received regular communications, as well as involved in RRI’s global conferences and activities, the Global Strategic Update, and the Annual Governance Meeting. thanks in part to the “value in the diversity of participants.” RRI’s work in expanding the boundaries of the Coalition includes initiating, incubating, and supporting several strategic initiatives including the Interlaken Group, MegaFlorestais, LandMark Map, the Land Rights Now Alliance, and the Tenure Facility.

The RRI Coalition is a “sustained community” with a “collective capacity more than the sum of its members”

- **Expansion of Dialogue to the Private Sector**

Initiated in 2013, the Interlaken Group, spawned and supported by RRI, is, as noted on their website “an informal network of individual leaders from influential companies, investors, CSOs, government and international organizations. The purpose of the Group is to expand and leverage private sector action to secure community land rights.” The Interlaken Group is seen as “the first of its kind” and has “outperformed” given the resources available. The work of the Group to provide a safe space and pre-competitive environment for communication, address common and contentious issues, make collective decisions, and have guidance materials approved by both the private sector and CSOs with their relatively adversarial positions is impressive. In 2017, the Group initiated country-level engagements in Cameroon and Kenya, as well as a scoping mission to Indonesia, demonstrating that demand to address land tenure problems extends from upstream producers of commodities and recipients of international finance to downstream corporations.

- **Prominence of Gender Justice**

RRI has expanded the agenda by “recognizing and focusing on gender and women's rights;” a goal of the FPPI, but increasingly energized in 2017 through increased donor funding and the publication of *Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests*, followed by press releases, communications, and high levels of media coverage. RRI’s gender work is now recognized and “in the public sphere.” Global-level publications and communications have been effectively tailored for regional and country-level launches, conferences, and meetings to advance the cause for women’s voice and position in addressing indigenous peoples and local community land and forest tenure rights.

- **Incubation of the Tenure Facility**

The Tenure Facility was outlined in the FPPI as an effort of RRI to “spearhead the design of and initiate the establishment of a global forest tenure reform facility. ... The facility will provide a global face to the growing commitment to tenure reform and serve as a central source of funds to implement forest tenure reforms and related actions (e.g., mapping customary tenure rights)” (RRI, 2012). From the concept stage through to inception, incubation, launch, and now transition, the International Land and Forest Tenure Facility has

become an independent organization with an established Executive Director, Board, Secretariat location, successfully completed pilot projects, and initial funding. To set up and incubate the Tenure Facility, RRI leveraged the time and resources of RRG staff who also retained their RRI responsibilities. While consultants supported the work, the successful incubation and launch of a new entity as a first-time adventure for RRI was a significant accomplishment. The Tenure Facility already has considerable visibility and high expectations, but RRI's efforts to birth the idea were, in the words of interviewees, "a brave move" requiring "patience and diligence" to achieve "above and beyond" expectations towards a launch that was "phenomenally successful."

The incubation and launch of the Tenure Facility was "a brave move" that achieved "above and beyond" expectations

In 2017, the RRI Coalition made considerable progress in several areas, at global, regional, and local levels (Sections 10, 11, and 12). In answering the question "what is RRI doing better in 2017?" the following list is a summary based on feedback from stakeholder interviews and document reviews. This list is not meant to be comprehensive, but a highlight of identified and perceived improvements in 2017.

- **Launch of the Tenure Facility** – RRI's contributions in incubating the Tenure Facility were noted by several interviewees as an impressive success, and the launching in October 2017 was universally noted as above and beyond expectations.
- **Increased focus on Gender Justice** – RRI's increased focus and efforts on Gender Justice in 2017 were viewed as a highlight for the year, with the theme integrating and working successfully with RRI regional teams.
- **Improved coordination within the matrix management structure of RRG** – The matrix management structure of RRG, initiated in 2016, was seen as maturing and bringing value in 2017. Members of regional teams and SAGE teams noted the improved coordination and collaboration.
- **Better communications and networking within the Coalition** – Partners, Collaborators, and Fellows mentioned improved communications and coordination in 2017, driven by RRG's Coalition and Strategic Networks team. Interviewees noted more proactive and regular communications to share and collect information.
- **Expanded strategic communications and outreach** – The skills of the RRG Strategic Communications team were well regarded prior to 2017, but as noted by many interviewees, the media outreach, planning, and coordination continued to improve and impress through 2017.

The following pages contain story boxes highlighting specific results achieved in 2017 through the contributions of RRI. These boxes are not comprehensive in describing RRI contributions and results achievement, but provide examples of where, how, and why RRI contributes to the advancement of land and forest tenure rights for indigenous peoples and local communities.

Box 1 : Convening & Networking

A key value of RRI recognized by many stakeholders is the ability to convene and bring together various and disparate voices to cooperate and collaborate in addressing global and national land and forest tenure issues. The problem space for land and forest tenure rights is broad, crossing many traditional thematic, functional, and cultural boundaries, requiring cooperation and collaboration between various government ministries, global national, and indigenous organizations, networks, and local communities, all with varying perspectives, viewpoints, and motivations. To foster cooperation and collaboration, RRI plays the role of a “boundary spanner” to manage the differences. A boundary spanner is the ability of an individual or an organization to act as a linking and exchange agent, to translate between different contexts and viewpoints, mediate conflicts, and create opportunities for learning (Leung, 2013). The art of the boundary spanner in interorganizational collaboration lies in abilities to build sustainable relationships through influence and negotiation, addressing complexities and interdependencies, and managing the roles, accountabilities, and motivations of the different parties involved (Williams, 2002).

RRI has successfully played this role in the context of the global RRI Coalition, in RRI national coalitions, in networks such as the Interlaken Group, and in addressing specific national issues. As noted by one stakeholder, RRI is “the fill, the thread, that has woven quietly, continuously and perceptively through” the gatherings of collaborating organizations. This fundamental value of RRI to convene and develop networks and communities of organizations to address common goals is to a large degree unspecified in the formal results frameworks of Annual Work Plans and the FPPII. The RRI work plans identify the key outcomes to be achieved as well as outputs and activities to be conducted, but a key value is in *how* RRI facilitates and coordinates many disparate organizations and groups to achieve results. As noted in a donor report, “the greatest value addition for collaborating organizations is not the funding that RRI provides, but the fact that RRI facilitates an open space where critical issues related to land and forest tenure can be discussed and shared, and common strategies toward progressive action developed.” This interviewee-described “magic” of RRI, as a “conscious instrument of others” and a “creature of networks” has given the Coalition a level of legitimacy, voice, and respect that provides a clear and differentiating value.

While RRI as an organization is viewed as an effective convener, organizer, and coordinator of various organizations within and without the Coalition, the capabilities of RRI as an organization cannot be separated from the capabilities of RRG management and staff members; their experience, in-depth knowledge, and important connections were noted as a “major asset.” Without the individual trust, communications skills, diplomacy, neutral viewpoint, innovative perspective, diligence, and persuasiveness of RRI staff, the success of the RRI Coalition would be questionable. The “dedication, persistence, and passion” of RRI staff is well recognized. This spirit of RRI is developed through effective recruiting, networking, and some level of unknown osmosis, as RRI has no documented or structured training or instruction regarding how to be most effective as a convener to advance the mission of the Coalition.

In 2017, RRI continued to have success in convening and networking organizations and “expanding the number of institutions” involved in addressing the challenges of their mission. Stakeholders recognized “stronger coordination and communications” within the Coalition of Partners, Affiliated Networks, Fellows, Collaborators, and donors. RRI is “still necessary” to “unify voices and institutions and work towards a common voice and a common movement.”

Box 2 : Communications & Outreach

As noted by several stakeholders, a key achievement for RRI in the past five years has been the recognition of the need for reforms to ensure that local communities and indigenous peoples secure their land and forest rights. Stakeholders noted that the RRI agenda “no longer needs to be explained,” has been “mainstreamed into the development discourse,” and “the battle has been won regarding recognition of claims.” As a result, governments and a broader and more diverse set of organizations are addressing or are influenced by the need to secure community land and resource rights. Most recently, at UN climate talks in Bonn in November, governments acknowledged for the first time that indigenous groups can play a leadership role in protecting forests and keeping global temperatures at a safe level. RRI communications have been an essential and fundamental tool to achieve this recognition by raising awareness, clarifying and aligning strategies and messages, and promoting greater global and national commitment and action.

In 2017, RRI communications and outreach efforts built upon this recognition by supporting the launch of RRI analyses and reports, promoting and disseminating content from conferences and workshops, and tailoring messages for distribution through global and national media outlets. Communications efforts included the development of press briefings and media materials; the synthesis and distribution of communications content; the management of websites, blogs, social media, and other information channels; support to the coordination and management of conferences and events; and the preparation of primary spokespeople. Key examples of RRI communications achievements in 2017 included support to the gender justice theme, the launch of the Annual Review in Dakar, and the launch of the Tenure Facility. Demonstrating increasing cross-team collaboration, many RRI communications efforts at regional and national levels were fostered by regional and thematic work teams.

The May 2017 launch of the RRI flagship report *Power and Potential*, analyzing women’s rights within collective tenure systems, received international press coverage from outlets in eight countries. Regional advocacy events were conducted in Peru and Indonesia, supported with press outreach and content distributed through social media and other digital channels. The successes of the global and regional launches were due in part to the translation of complex issues into clear messages for the press, and the adaptation of content and communications approaches to regional and national contexts.

The RRI Annual Review on the global state of rights and resources was launched in Dakar in February 2017. As the first launch outside of London, this event generated significant press coverage in over 100 pieces across 24 countries. RRI communications used the international press pool in Dakar to develop new relationships that were useful in follow-on communications and events. In addition, the review focused on regional issues and the Senegal land law, drawing Ministers and attention from Senegal and other African countries.

The launch of the Tenure Facility in October 2017 in Stockholm aligned with the third international conference on indigenous, community, and women’s land tenure rights. The Tenure Facility launch in partnership with Sida drew “impressive media attention,” as noted by stakeholders, generating over 90 media hits across 20 countries and in seven languages. The follow-on conference was another impressive coalition communications success, bringing over 300 stakeholders representing about 60 countries, with strong media coverage and varied avenues for attendee networking, including an “Innovation Zone” to highlight and share new strategies and technologies.

The success of RRI communications and outreach efforts in 2017 is a result of several factors, the most important of which, as recounted by stakeholders, is the level of skill, experience, and professionalism of the RRI Communications Team who are “doing an amazing job.” Secondly, the RRI approach to communications ensured that global messages were grounded in local contexts and issues and developed in consultation with key stakeholders, to ensure a primary focus on local communities and indigenous peoples. Thirdly, the representation of the Communications Team in RRI regional and thematic teams, as well as in the RRI Strategic Management Team, ensured that communications support for themes and events was planned and incorporated in an integrated way.

Box 3 : Progress in Colombia

The signing of a national peace agreement in Colombia, pending agrarian reforms, and increasing climate investments in the country presented both risks and opportunities for securing land and forest tenure rights of Indigenous Peoples, Afro-descendant communities, and rural women. In 2017, RRI supported activities to contribute to five outcomes: (1) securing rights in agrarian reform and peace agreement legislation, (2) monitoring peace agreement laws in consideration of tenure rights, (3) engaging Indigenous Peoples and Afro-descendant communities in climate programs and funding, (4) positioning community-based management plans to contribute to climate change commitments, and (5) ensuring that the government considers the guidelines for rural women's access to land in the future National Public Policy on Rural Women. The RRI Coalition in Colombia made considerable progress against these outcomes in 2017; below is a summary of achievement for three of them.

To secure rights in agrarian reform and peace agreement legislation, RRI Collaborators produced new data to analyze the vulnerability of Afro-descendant territories lacking legal recognition and titling. The analysis exposed legal pathways for the government to recognize the collective land title claims of Afro-descendant communities in the region, including requests of 271 community councils that have had resolutions pending for 5 to 10 years regarding their land claims. An RRI-led event and accompanying analysis in Bogotá highlighted these pending claims and drew national attention to the importance of collective tenure rights in Colombia's post-conflict peacebuilding process and efforts to tackle climate change. The evidence collected to support the analysis was collected in four databases, and will also help to ensure that Afro-descendant community customary lands are excluded from the inventory of the 10 million hectares of "available rural state lands" to be considered for distribution among rural populations and development projects.

Two community monitoring systems were developed by RRI Collaborators to track deforestation and forest degradation within Indigenous Peoples' territories and Afro-descendant community lands. These systems will influence the government and donors, demonstrating the contributions of Indigenous Peoples and Afro-descendant communities to national climate change commitments. The Coalition found that the current Forest and Carbon Monitoring System favors technical variables and lacks a necessary and requested ethnic-cultural perspective, and the current satellite system of forest monitoring does not ensure complete and accurate measurement, resulting in deficiencies in mapping. The Coalition documented monitoring guidelines addressing Indigenous and Afro-descendant community social and cultural aspects in a workshop with community representatives. During the process, the RRI Coalition "provided a key link" as a "trusted partner" of both the government Roundtable and communities. The Coalition in Colombia was supported by RRI through links to experiences in other parts of the world (Peru, Mexico, Nicaragua, and Costa Rica) with similar projects and challenges in community monitoring.

RRI Collaborators led efforts to include women's collective land rights in the forthcoming National Public Policy on Rural Women. Bringing together indigenous and Afro-descendant women's groups that previously worked independently, the collaboration created a set of guidelines for including women's land rights in the policy. Advocacy efforts also led to the inclusion of a strong gender component in the final version of the peace agreement. Built on RRI efforts in 2016 that successfully led to the creation of a National Office for Rural Women and a government commitment to establish a rural women's policy, women representing RRI Collaborators were selected to join the Colombian Commission for Monitoring, Promoting, and Verifying the Implementation of the Final Agreement. The mission of the Commission is to ensure that the gender perspective is included in the implementation of laws resulting from the Peace Accords.

Box 4 : Progress in Liberia

In 2017, the main objective of the RRI Coalition in Liberia was ensuring that the government passed a Land Rights Act (LRA) that respected the main recommendations of the Land Rights Policy, provided recognition for customary tenure rights, and allowed communities to leverage the Act to protect their rights in concession areas and in climate change initiatives. Although the Lower House passed a draft of the LRA in mid-August, and despite key CSO engagement, this draft was not aligned with the letter and spirit of the Land Rights Policy and did not include key protections for community rights. The LRA was equivalent to a legal land grab was a significant setback. As a result, the CSO Working Group on Land (a CSO group including many RRI Coalition members, convened by Coalition members SDI and RRF) mobilized to prevent the Upper House from passing this weakened version of the LRA, and issued a public statement to that effect in mid-September. In addition, RRI also approved an SRM for Green Advocates to increase advocacy (in collaboration with the CSO Working Group on Land) and direct engagement with lawmakers. The Upper House did not approve the Lower House's weakened version of the LRA, and it remains in committee.

Advocacy was an important tool used by the CSO Working Group to rally the public and maintain national attention on the importance of passing a pro-community LRA. The CSO Working Group produced several memos, position statements, press statements, and press conferences targeted to various stakeholders, especially lawmakers, international partners, policy makers, and the Liberian people. CSOs shared the pro-community position with lawmakers, religious leaders, students, traditional chiefs, and over 75 CSOs. Awareness workshops held with traditional chiefs led to a pro-community position statement. Over 400 pro-community LRA t-shirts were distributed, 25,000 flyers were produced and shared, a Facebook page was set up, educational forums with CSOs and youth groups were conducted, newspaper stories were published, radio programs were broadcast, and a pro-community LRA song was commissioned. These efforts made community land rights and the LRA a public and national legislative issue in Liberia.

Another objective of the Coalition in Liberia was to inform local communities in areas allocated for expansion of concessions of their rights and educate them in how to negotiate with investors. In the Wologizi area, earmarked for large-scale concessions, six local communities with support from RRI Collaborator Green Advocates used participatory methods to develop and finalize a first set of GIS maps documenting use of their lands and resources. In developing these maps, they harmonized boundaries to reduce and prevent conflict. In their self-identification process, communities validated and adopted community by-laws in town hall meetings. They are selecting leadership, preparing to apply for land titles, and developing a land-use management plan. To strengthen their joint position vis-à-vis investors, the six communities drafted and agreed to sign a Memorandum of Understanding including provisions to designate the land and natural resources associated with and around the Wologizi mountain range and its surrounding communities and land areas as a community customary land and natural resource area. In the Sasstown area, where oil palm and small-scale mining are increasing, 11 communities were supported by RRI Collaborator SESDev to establish an interim land governance structure and are in the final stages of developing and adopting a land use management plan and by-laws. As a result of intensive outreach activities by SESDev, the 11 communities are actively monitoring GVL and a small-scale mining company to ensure their activities do not proceed without the communities' free, prior, and informed consent.

A third focus of the Coalition was to strengthen the position of local communities and their land tenure rights in climate change initiatives. To achieve this, Collaborator FCI worked to increase community dwellers' (especially women and youth) knowledge of REDD+ programs so as to strengthen their participation in the program. To date, FCI has conducted two local consultations and held 4 community meetings in 4 districts and with approximately 300 people attending, including 195 women and 105 men. These activities created the opportunity for women, men, and young people in the county to receive information on REDD+ and climate change that will be used by them to engage in that process. As a result of RRI support around strengthening women leadership and participation in REDD+ implementation, FCI signed a Memorandum of Understanding with the REDD+ technical unit to hold four regional consultations on REDD+ and Gender. FCI is currently engaging and mobilizing stakeholders and participants for the national dialogue on REDD+ and Climate Change to be held in November 2017.

Box 5 : Progress in Indonesia

Tenure rights recognition in Indonesia has been a slow process. National legislation has been stalled, a 2013 Constitutional Court Judgement on recognition of adat forests has not been implemented, and government conflict resolution mechanisms have been ineffective. In addition, government plans for large infrastructure development, pro-business regulatory frameworks, and eco-tourism policies have not included or addressed land and forest rights. In this environment, criminalization of adat and local communities defending their lands has increased. To voice and address these issues and stimulate collective action from the government, CSOs, other stakeholders, and communities, in 2017 the activities of the RRI Coalition in Indonesia focused on the Jakarta Tenure Conference 2017.

The Tenure Conference was co-hosted by the Executive Office of the President, the Minister of Environment and Forestry (MoEF), and the CSO Coalition for Tenure Justice. To support the conference with evidence and research, adat area maps were consolidated by RRI Collaborator JKPP through its participatory mapping service centres in collaboration with the Customary Territory Registration Agency (BRWA). Of the over 9.4 million hectares adat area, the majority are under the validation process by BRWA. At the opening ceremony, President Jokowi announced establishment of 9 new Village Forests covering a cumulative area of 80,228 hectares; a small step towards achieving the Governments' target of 12.7 million hectares under the Social Forestry program by 2019. He also handed out 9 indigenous forests recognition decrees to 9 communities; however the decrees only covered 3,341 hectares for the benefit of 3,111 families. In a closing statement, Rukka Sombolinggi from RRI Collaborator AMAN sarcastically thanked MoEF Minister for the 3,341 ha of adat forest returned, and she reminded that many more remains to be done, since so far government performance has been rather low. As a positive response to this, a representative from the Executive Office of the President reassured that the Agrarian Reform Presidential Regulation will be issued by Jokowi before the end of the year. Also, the MoEF Minister reaffirmed Jokowi's commitment, repeated the MoEF corrective measures being taken, and said that she intends to use more of her discretionary power for affirmative actions, and proposed to have a follow-up workshop in November to discuss how to speed-up the verification process for the current backlog of adat claims already submitted to her Ministry. The conference resulted in 25 pages of recommendations from the eleven panels that will serve as basis to formulate the Joint Action Plan. The Tenure Conference, attended by over 500 participants, was covered extensively in Indonesian media, with over 90 media articles, and trended number three in the Indonesian Twitter feed during the days of the conference. Over 800 people from Norway, Malaysia, US, Australia and Indonesia watched the conference through live streaming.

With national legislation stagnating, the RRI Coalition worked at the Province level to get local regulations for the recognition of adat forests. Successes have come for customary communities in Bengkulu Province, with Lebong Parliament approving the Local Regulation on the Recognition and Protection of Rejang Indigenous Peoples in the district. All political factions supported this regulation, allowing a process for recognition of different adat groups by the Regent; now 11 adat communities can be given legal status through Regent decrees, opening the way for tenure rights recognition over 8,000 ha of adat territory. In addition, social mapping in Aceh Province and South Sulawesi Province provided necessary data on demography, history, and natural resources management systems, to be used as evidence to establish the legal status of these communities. These provincial-level activities processes not only serve to recognize the rights of adat communities, but also act as pilots for upscaling and cross-learning.

To support community-based forest enterprises (CFEs), RRI Collaborators assisted farmers' groups to develop business activities in coffee production on land allocated under Social Forestry. The community developed a forest management production plan based on sustainable principles and will conduct a participatory mapping of 5 community forests. Assistance in cooperative and financial management was provided to strengthen the coffee producer groups, to increase the economic and ecological value of the community forest. All activities contributed to meet conditions for the coffee producers to access public funding to develop their coffee production and processing and demonstrate that through their management rights, they are successful in generating revenues while preserving the forest.

8 Challenges and Lessons

Challenges and lessons that RRI faced over the five-year FPPI period, and in some cases RRI will face going forward, include the following:

- **Incubation and Launch of the Tenure Facility**

The incubation and launch of the Tenure Facility was a major success for RRI, but it also presented challenges to the organization, mainly in stretching the capacities of staff members to undertake this difficult but important task while also ensuring that other aspects of RRI work continued. In 2018, the transition of the Tenure Facility will continue to strain RRI's staff. Beyond 2018, efforts to support and coordinate with the Tenure Facility will diminish and this stress to the organization will abate, although mutually advantageous coordination and work with the Tenure Facility will likely continue.

- **Availability and Tying of Resources**

At the start of the FPPI period, a large percentage of RRI funding came from donors willing to fund RRI through framework of the FPPI, untied to specific work areas, themes, or geographies. Increasingly through the FPPI period and going forward, due to the changing nature of donor priorities and levels of focus, RRI funding has been and will be tied. In addition, the flexible nature of RRI's funding and oversight with fewer controls may be viewed as increasingly risky for some donors. The challenge for RRI is to balance the objectives and focus of the SP3 without "chasing the money" that may be more accessible when following donor needs and demands that may not be as consistent with the priorities of the SP3.

- **Workload of RRI Staff**

Many interviewees, within RRG and without, cited the heavy workloads carried by RRI management and staff members. These workloads have increased as resources have decreased, and demonstrate the need to consider focusing the scope of RRI's work and "doing less and doing better" as one interviewee noted. Despite the heavy workloads, the RRG matrix structure is seen to be working well, and RRI staff were universally regarded by interviewees as highly experienced, with "in-depth knowledge," effective in delivering results, and "extremely dedicated." The challenge will be to ensure that the RRG management and staff maintain the balance of effective contributions with reasonable workloads.

- **Balancing and Leveraging Global, Regional, and Country-level Efforts**

RRI has been effective in balancing global and regional advocacy and research with country-level support to Collaborators on the ground. Maintaining this balance will be a challenge if resources become more constrained and donor pressures continue to earmark funds. Top-down pressure from funders could also threaten the strength of RRI's country and regional-level bottom-up planning. This mix of global, regional, and country-level work is seen as strategically important for RRI to maintain, and that "both legs" of RRI are needed to provide value.

- **From Advocacy and Legislative Reform to Implementation**

One key objective for the RRI Coalition was to bring voice to the need for land and forest rights for Indigenous Peoples and local communities. While RRI has brought focus on the issue and "made the case" at the global level, RRI has "made the case, but has not necessarily made changes on the ground," as one stakeholder put it. While legislative reform has been achieved in many countries due in part to RRI's efforts, the effective implementation of legislation lags to a large degree. This challenge may direct RRI to work in different ways with different organizations, which it has done in many countries. Increasingly, RRI efforts focus on monitoring the implementation of legislation, and providing support where implementation is lacking. However, if country-level funding is reduced, this could expose a gap where RRI may not be able to support sufficient connections and collaboration with efforts on the ground.

- **Connecting and Leveraging the Coalition**

The focus of the Coalition going forward, as outlined in the SP3, will be to scale-up global efforts to secure women's rights, "strengthen and connect" those working on the "front-line," transform economic development and conservation practices, and "connect, consolidate, and leverage" instruments to scale-up recognition of land and forest rights (RRI, 2017b). To achieve these objectives with limited resources, RRI will need to continue to leverage global and local-level Partners, Collaborators, and other stakeholders, and increasingly leverage organizations and initiatives that are outside of the Coalition. Following RRI's "complementarity" criterion for engagement, synergies and collaboration among many organizations are a foundation for RRI's value, and connecting and leveraging the Coalition and beyond will continue to be a priority focus for RRI (RRI, 2017b).

- **Reflecting and Learning**

As noted in Section 5.3, RRI is perceived as a learning organization, and strives to reflect and learn within the Coalition, with other stakeholders, and with external parties. Providing opportunities for learning in an environment of fiscal austerity will be a continuing challenge for the organization, and RRI will need to consciously focus on providing the values of learning within the limits of available budget.

9 Measuring Progress

Quantitative and qualitative data used to analyze progress in 2017 was captured through interviews with key stakeholders and a review of relevant reports. Where possible, data was validated and corroborated from multiple sources. Progress against specified results was measured against result plans as defined in Annual Work Plans, SRM plans, and the FPII. The measure of progress analyzed was *effectiveness* (i.e., "to what degree was the output, activity, or outcome achieved?"). Other measures of progress (e.g., schedule, efficiency, value for money, sustainability, etc.) were reviewed more generally through qualitative consideration. Qualitative information was also reviewed to identify unspecified results and values; i.e., what RRI has achieved outside the specific result targets defined in a results framework. To a large degree, as noted by interviewees, RRI's unique values lie in this unspecified space.

In most cases, the measurement of progress at the outcome, activity, and output levels cannot be attributable solely to RRI. This is truer at the outcome level, but at all result levels the work of the RRI Coalition is dependent on the synergies of cooperation and collaboration with several other organizations, governments, partners, and stakeholders. For some efforts at the global and country levels where an RRG unit or a single Collaborator has full responsibility, attribution is clearer. At the country level, an output or activity funded by RRI and implemented by one or more Collaborators can be viewed as an RRI result, but can also be viewed as the Collaborators' result, funded by RRI. Given these issues in assigning attribution, progress as reported in this document is assumed to be the result of efforts of the "RRI Coalition" including RRG, relevant Collaborators, partners, and stakeholders, with the RRI Coalition as a *contributor to* rather than *solely accredited* for results achievement. Qualitatively, interviews and reports were reviewed to gather some understanding of *how* RRI contributed, as well as the *added value* of RRI in contributing to results. An additional challenge in measuring progress is the timeframe of Annual Work Plan objectives. While outputs and activities are planned to take place during the calendar year, targeted outcomes in many cases assume a longer time period for achievement, thus the annual outcome objective is more a hopeful or aspirational target that may not be realistically achieved within one calendar year.






10 2017 Annual Work Plan Performance

This section summarizes RRI progress against 2017 Annual Work Plan objectives, with a primary focus on outcome-level achievement. Detailed results for 2017 Annual Work Plan progress can be found in Annex I.

10.1 Progress Measurement

RRI does not have a defined set of criteria or scale for measuring progress against RRI Annual Work Plan outcomes, outputs, and activities. The following criteria, used in the 2016 IM Report, were used in this report to rate results

achievement for Annual Work Plans. These criteria represent a quantitative scale of progress based on qualitative analysis of evidence.

Progress Criterion	Symbol	Description
Achieved		The targeted result was achieved.
On Track to Achieve		Progress was made and achievement of the targeted result is expected by the end of 2017.
Partially Achieved		Some progress was made against the targeted result.
No Progress		No progress was made against the targeted result.
Not Attempted		No effort was made against the targeted result (typically due to changes in plans or external factors).

The “On Track to Achieve” criterion represents the assumption that the result target will be reached by the end of 2017, 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 2017. The “Not Attempted” criterion is in almost all cases an indication of a change in the priority, funding, or definition of the targeted result. 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.

10.2 Performance Against 2017 Annual Work Plans

This section reviews progress made against targeted results noted in the 2017 Annual Work Plans, including strategic priorities, regional and country plans, and global plans.

10.2.1 Strategic Priorities for 2017

RRI identified an overarching strategic priority for 2017 with three components (RRI, 2017a):

RRI’s Partners, Collaborators and Affiliated Networks:

1. **Ensure passage of community land rights legislation in Indonesia, Nepal, and Liberia, and the development of new regulatory frameworks governing community lands and forest in Kenya and Colombia;**

Summary of progress:



Partially Achieved

Planned activities and outputs associated with this objective were largely achieved; the goal to ensure passage of legislation is in process although not yet reached in Indonesia, Nepal, and Liberia.

2. **Consolidate the Tenure Facility and Interlaken Group to catalyze transformative change in the recognition of land rights and rights-based business practice in Peru, Cameroon, Indonesia, India and Liberia;**

Summary of progress:



Achieved

The objective to catalyze transformative change was achieved in the six countries where the Tenure Facility conducted and completed pilot projects (the statement lists four of the six Tenure Facility pilot countries, excluding Panama and Mali). For the Interlaken Group, country-level



work was conducted in Cameroon and Kenya, with scoping work conducted in Indonesia. In both Cameroon and Kenya, the convening of global Interlaken Group participants, local and regional companies and investors, key members of civil society, and government achieved catalytic effects leading towards changes in business practices at the national level.




3. And establish recognition in the international development community that women are increasingly managers of community forests, local change agents, and political leaders across the developing world.



Summary of progress:  Achieved

The recognition of the importance of women's rights and gender justice within the context of land and tenure rights was firmly established by RRI in 2017, through increased focus and prominence of the gender justice theme. The publication and launch of the flagship report *Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests* was followed by region-specific workshops in Africa, Asia, and Latin America; press conferences; and media events. In addition, the *Third International Conference on Community Land and Resource Rights* in Stockholm further emphasized and supported this recognition through gender-focused panel discussions and gender strategy sessions.

Activities conducted in 2017 to address specific objectives outlined in the overarching strategic priority are found in specific country-level plans, the Tenure Facility plan, the SAGE Gender Justice plan, and the SAGE ATEMs plan. Specific evidence of progress against the three points of the overarching strategic priority can be found in the table below.

RRI 2017 Overarching Strategic Priority	Evidence of Progress
<p>RRI's Partners, Collaborators and Affiliated Networks:</p> <p>1. Ensure passage of community land rights legislation in Indonesia, Nepal, and Liberia, and the development of new regulatory frameworks governing community lands and forest in Kenya and Colombia.</p>	<ul style="list-style-type: none">  Indonesia: Partially Achieved The Draft of Indigenous Peoples Bill has been finalized and was submitted to the Legislative Body of the House of Representatives. AMAN is supporting the process and will be lobbying the president or presidential staff office to establish who is responsible for representing the government to speak to the Parliament. At the local level RRI supported effort has led to the Lebong Parliament approving the Local Regulation on the Recognition and Protection of Rejang Indigenous Peoples in Lebong District. All political factions supported this regulation setting-up the process for recognition of different adat groups by the Regent, meaning that 11 adat communities can now be given legal status through Regent decrees, opening the way for tenure rights recognition over 8,000 ha of adat territory (part of it is included in a National Park).  Nepal: Partially Achieved The Community Forestry Federation (FECOFUN) and the Indigenous People's Federation (NEFIN), along with Dalit organizations, women's organizations and CSOs have come together to push for a Forest Rights Law as a follow up to the adoption of the new Constitution. A number of crucial steps, including widespread consultation amongst various stakeholders, negotiations between the key stakeholders (community forestry groups, Indigenous people's federations, Dalit organizations, Madhesi organisations and women's organizations) have taken place, and based on a consensus between these stakeholders, a forest rights law was drafted in the first part of the year. Parliamentarians from all three main parties have been a part of this discussion. The follow up action, i.e. the mobilization for the law, has been postponed

RRI 2017 Overarching Strategic Priority	Evidence of Progress
	<p>repeatedly due to the highly controversial local elections organized for the first time under the new Constitutional Provisions. A planned visit of Member of Parliaments to Mexico to expose them to the potential of community forestry for development has been postponed due to the same reason. The partners and collaborators will start with the mobilization for enacting forest rights law in the coming months. While not a direct focus of RRI, in 2017 a total of 753 FECOFUN community members were elected representatives in various local governmental positions. RRI's role has been to constantly support the national unit of FECOFUN with funds and important strategic inputs.</p> <p>  Liberia: Partially Achieved </p> <p>Although the Lower House passed a draft of the LRA in mid-August, this draft was not aligned with the letter and spirit of the Land Rights Policy and did not include key protections for community rights. The CSO Working Group mobilized to prevent the Upper House from passing this denatured version of the LRA, and issued a public statement to that effect in mid-September. The Upper House did not approve the draft LRA, and it remains in committee. Progress then stalled because lawmakers were campaigning in the elections. Collaborators have successfully rallied the public to participate in advocacy around a pro-community land reform especially by advocating for the passage of a pro-community LRA. The Working Group produced several memos, position statements, press statements, and press conferences targeted to various stakeholders, especially lawmakers, international partners, policy makers, and the Liberian people. CSOs shared their pro-community position with lawmakers, religious leaders, students, traditional chiefs, and over 75 CSOs. This has made the LRA a national legislative issue. The Working Group has distributed over 400 pro-community LRA T-Shirts, produced and distributed 25,000 flyers, conducted educational forums/workshops with CSOs and youth groups, newspaper stories on the LRA, held radio programs, and commissioned a pro-community LRA song. The Working Group has also held awareness workshops/forums with traditional chiefs leading to a pro-community position statement. The Working Group set up a Facebook page pushing for the passage of the LRA. Collectively, these outputs made the LRA a constant national issue.</p> <p>  Kenya: On Track to Achieve </p> <p>The approach to the development of new regulatory frameworks governing community lands and forests is multi-pronged. The Katiba Institute and the Forest Peoples Program (FPP) are working to support communities to conduct mapping of their customary lands, register their land claims, and apply for community land titles. To this date, they have trained numerous communities including the Elgon Ogiek and the Sengwer communities in community mapping. Secondly, each community is at a different stage in the process of creating a community assembly and a Community Land Association and Boundary committee which will allow them to proceed to the third step, to apply for community land titles. All activities are stalled or delayed due to uncertainty in Kenyan election outcomes.</p> <p>  Colombia: On Track to Achieve </p> <p>RRI's Collaborators, Universidad Javeriana (PUJ), National Afro Colombian Council of Peace (CONPA), Process of Black Communities (PCN) and the Caribbean Community Councils have made significant progress in producing new data with geographical</p>

RRI 2017 Overarching Strategic Priority	Evidence of Progress
	<p>reference and the analysis of the vulnerability of Afro descendant territories lacking legal recognition and titling. RRI's collaborator PUJ's research team has created 4 data bases analyzing the legal situation of the current land titling requests of Afro descendant community councils. The Coalition consolidated the information of the current status of the requests of 231 community councils that have been pending resolution of their land claims for approximately 5-10 years. By collecting this data and analysis RRI is contributing to the advocacy efforts of the Afro-descendant organizations currently monitoring the implementation of the Agrarian Reform, Chapter 1 of the Peace Agreement. Collecting this data and analysis will help the Coalition in Colombia ensure that Afro-community customary lands are excluded from the inventory of the 10 million hectares of 'available rural state lands' to be considered for distribution among rural populations. RRI's support to produce the technical, legal and political tools to monitor the implementation of the peace agreement has strengthened and positioned the role of CONPA in the Inter-Ethnic Commission for Peace. This support enables CONPA to: i) consolidate a proposal of Afro descendant communities on the guidelines to define the plans for implementation of the Territorial Development Programs (PDETs), ii) establish a roadmap to exercise free and informed prior consultation rights in the implementation of the Ethnic Chapter, and iii) consolidate a proposal of indicators to guarantee territorial rights and legal security over the collective territories and their resources in the implementation of the of the peace accord.</p>
<p>RRI's Partners, Collaborators and Affiliated Networks:</p> <p>2. Consolidate the Tenure Facility and Interlaken Group to catalyze transformative change in the recognition of land rights and rights-based business practice in Peru, Cameroon, Indonesia, India and Liberia.</p>	<p><u>Tenure Facility:</u></p> <p>• Peru, Cameroon, Indonesia, Liberia:  Achieved</p> <p>The Tenure Facility supported efforts to achieve implementation of country specific laws and policies thru pilot projects in Peru, Panama, Indonesia, Mali, Cameroon and Liberia. All pilots were completed in 2017, and produced significant outputs in each of these 6 countries. In Indonesia, an “engendered mapping” tool was applied in over 30 communities across Indonesia. Trainings included 50 capacity building events for communities and IP leaders in 6 countries, including new university courses on IP rights in two countries. In Cameroon, 4 trainings were held to share new mapping methodology. In Liberia, 35 trainings were held to share the self-identification process. In Indonesia, 13 trainings were conducted on mapping procedures and regulation development in ten sub-provinces. Two International Pilot Leaders Learning Exchanges were held, in Dakar and Stockholm, and lessons applied to refining procedures and design of the Tenure Facility. In addition, two regional learning exchange meetings were held between Mali and Burkina Faso.</p> <p><u>Interlaken Group:</u></p> <p>• Cameroon, Kenya:  Achieved</p> <p>The Interlaken Group piloted path-breaking country-level engagement in Kenya and Cameroon, where it convened global Interlaken Group participants, local and regional companies and investors, key members of civil society, and government. The Group demonstrated that demand for pre-competitive convening and solutions for land tenure problems extends to upstream producers of commodities and recipients of international finance. This demand by local private sector is itself demonstrative of the transition underway among companies and investors to address land tenure problems. Country-level engagement by the Group represents a new entry point to</p>

RRI 2017 Overarching Strategic Priority	Evidence of Progress
	<p>engaging upstream commodity and financial supply chains, which have historically been resistant to advocacy pressure.</p>
<p>RRI's Partners, Collaborators and Affiliated Networks:</p> <p>3. Establish recognition in the international development community that women are increasingly managers of community forests, local change agents, and political leaders across the developing world.</p>	<ul style="list-style-type: none">  Achieved <p>Following the launch of <i>Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests</i> in May 2017, RRI conducted a number of events and communications vehicles to establish recognition of women's rights and considerations in forest and land tenure issues. RRI convened three regional workshops on "Gender Justice, Indigenous and Rural Women's Collective Land and Resource Rights" in Africa, Asia, and Latin America. These workshops aimed to map and develop strategic alliances between existing regional initiatives, expand regional networks, and identify regionally pertinent themes that can contribute to the development of complementary regional strategies on gender. The discussions of these workshops also facilitated the development of comprehensive regional perspectives on the issues around gender and tenure rights in the region, and in doing so, identified where the RRI Coalition could add value moving forward.</p> <ul style="list-style-type: none"> In Africa, the RRI Technical Expert Workshop on Gender Justice, Indigenous and Rural Women's Collective Land and Resource Rights was held in Accra, Ghana, and co-hosted with RRI Partner Civic Response. The workshop focused on strategic networking and alliance building, connecting existing regional initiatives and improving their coordination in order to effectively implement existing regional and global commitments. Further, the major issues raised were that sociocultural norms and practices, customary inheritance regimes, legal barriers, and state-enforcement vacuums significantly hinder the advancement of women's tenure rights in Africa. In addressing these, women's economic empowerment, engagement with government and private sector, and the production of evidence-based research were all identified as critical opportunities for RRI's engagement with gender in the region moving forward. In Asia, the Asia Regional Gender and Tenure Workshop was held in Bangkok, Thailand and co-hosted by RRI Partner RECOFTC. The workshop focused on brainstorming and strategic mapping, as well as identifying both regional and global trends related to gender and forest tenure. Accordingly, the key thematic issues that emerged were LSLAs and land-grabbing, private sector engagement, anti-criminalization and conflict resolution, and economic empowerment. The diversity of issues across the region reinforced the need to address gaps in action and research by creating spaces for collective engagement, and to connect ground realities with regional themes to form a broader narrative on gender in Asia. In Latin America, the workshop on Gender Justice: A Vision for the Future in Latin America was held in Bogotá, Colombia, and convened RRI Partners, Collaborators, Fellows, and affiliated networks from over 8 countries across the region, representing a variety of sectors including civil society, indigenous and afro-descendent women's organizations, academia, the government, and international organizations. The workshop made clear that integral recognition of collective rights with a gender perspective, territorial governance, protection and defense of land and human rights defenders, and women's political participation are the key issues facing the region. Further, in addressing these issues, steps must be made to collaborate with the government, the media, the private sector, and religious institutions; the development of mechanisms for communication and coordination,

RRI 2017 Overarching Strategic Priority	Evidence of Progress
	<p>as well as the definition of key moments for collective action are essential in meeting these ends, and are areas where RRI can add value moving forward.</p> <ul style="list-style-type: none"> • At RRI's Stockholm Conference, findings from the regional workshops informed a gender strategy session on Rural and Indigenous Women's Rights and Leadership in Collective Lands, which was co-organized by RRI Partners, Collaborators, Affiliated Networks, and other stakeholders including CADPI, CIFOR, Landesa, REFACOF, ONAMIAP, and FECOFUN. The session worked towards the articulation of a new global partnership on indigenous and rural women and community land rights to showcase and document the increasing role and leadership of women in community lands and forest management, addressed the critical gaps in securing indigenous and rural women's land rights, and identified actions to advance this partnership. In reaching this end, the session focused on the stock-taking of strategies and tools being used to secure indigenous and rural women's rights and promote their leadership in communities, as well as on the discussion of current issues, challenges, commitments and "gaps" in securing women's land rights.

10.2.2 Regional and Country Work Plans

Table 1 and Figures 1 and 2 outline an assessment of progress achieved against 2017 regional and country Annual Work Plan objectives (detailed progress is found in Annex I). Outcome progress was Achieved or On Track to Achieve for 70% (23) of all outcomes reported, Partially Achieved for 9% (3), and Not Attempted for 21% (7). Outcomes that were Partially Achieved (Liberia, Indonesia, and Nepal) were in all cases related to achieving legislative reforms (Liberia and Nepal) or government endorsements (Indonesia), where government decisions required to achieve the outcome were outside the control of the work of the Coalition. Outcomes that were Not Attempted represented objectives that were not funded.

For activities and outputs, as shown in Figure 2, progress was Achieved or On Track to Achieve for 79% (26), and Not Attempted for 21% (7). Activities and outputs noted as Not Attempted were in all cases unfunded, therefore all funded activities and outputs were Achieved or On Track to Achieve.

Figure 1 : 2017 Regional and Country Work Plan Outcome Progress

This figure illustrates the percentage of 2017 regional and country work plan outcomes that were assessed as Achieved or On Track to Achieve, Partially Achieved, No Progress, and Not Attempted.

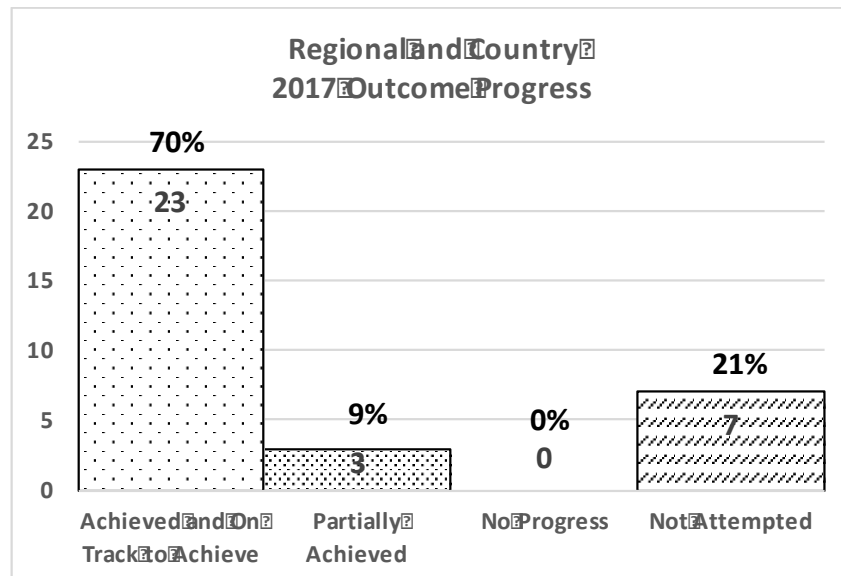


Figure 2 : 2017 Regional and Country Work Plan Activity and Output Progress

This figure illustrates the percentage of 2017 regional and country work plan activities and outputs that were assessed as Achieved or On Track to Achieve, Partially Achieved, No Progress, and Not Attempted.

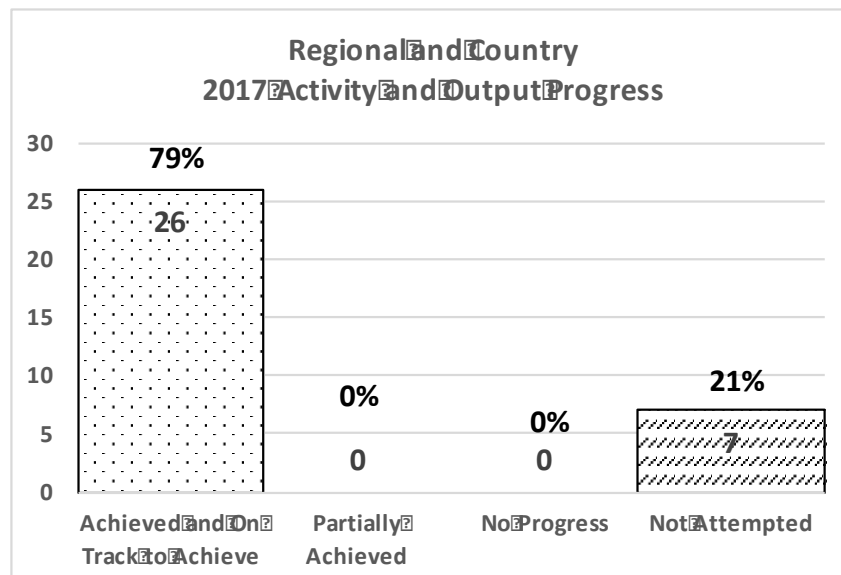




































































Table 1 : Progress Against 2017 Regional and Country Annual Work Plan Objectives

This table summarizes outcome as well as activity and output progress for all 2017 regional and country-level Annual Work Plans.

Progress Against 2017 Regional and Country Plans		
Outcome	Outcome Progress	Activity and Output Progress
Africa Regional Work Plan		
1. Government actors leading land reforms in Africa agree to formal recognition of customary tenure rights	 Achieved	 Achieved
2. Key actors engaged in national land and forest reforms in East Africa agree on key, rights-based principles for reforming regulations	 No Attempt	 No Attempt
3. Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth	 On Track	 On Track
Liberia Work Plan		
1. Civil society organizations influence consultations on the review of the Land Rights Act and safeguard the core principles on customary land rights	 Partially	 On Track
2. Local communities in areas earmarked for expansion of concessions have knowledge of their rights and are better equipped to negotiate with investors	 On Track	 On Track
3. Civil society organizations leverage participation in climate change initiatives to advocate for community tenure rights	 On Track	 On Track
4. Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights	 No Attempt	 No Attempt
5. Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth	 No Attempt	 No Attempt
Kenya Work Plan		
1. Local communities utilize the legal framework of the 2016 Community Land Act (CLA) to strengthen their customary land rights	 On Track	 On Track
2. Legal action to address provisions in the FCMA prompts a constructive dialogue on the law's compliance with Kenya's 2010 Constitution	 On Track	 On Track
3. Civil society and community-based organizations influence the development of pro-community regulations for the Forest Conservation and Management Act (FCMA)	 No Attempt	 No Attempt
4. Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights	 On Track	 Achieved

Progress Against 2017 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	 No Attempt	 No Attempt
2. Experience sharing, learning and building a common platform on Gender and Land Rights in Asia Region	 Achieved	 Achieved
Indonesia Work Plan		
1. The implementation gap in the tenure agenda is documented and addressed through productive engagement by government, private sector, and civil society joint endorsement of an updated roadmap	 Partially	 Achieved
2. Learnings on linking forest rights-based CFEs with economic and political empowerment of women's groups	 No Attempt	 No Attempt
India Work Plan		
1. Counter legal challenges to FRA and ensure that the law is upheld through legal interventions	 On Track	 Achieved
2. Local forest communities across India secure forest and land rights recognition, and attain titles for their customary lands and forests under India's Forest Rights Act of 2006	 On Track	 On Track
3. Relevant district and state level government actors and civil society organizations actively promote and thereby rapidly scale up FRA implementation	 On Track	 On Track
4. Government, corporate, and civil society support for community land and forest rights is generated through evidence-based research, analyses, and data	 Achieved	 On Track
5. RRI strategy is led by most informed and credible actors	 On Track	 On Track
Nepal Work Plan		
1. The Forest Rights Law is passed and supports secure land, forest, resource and carbon rights, and includes provisions for management responsibilities to be vested in IPs, local communities, Dalits, women, and Madheshis	 Partially	 On Track
2. Evidence-based analysis linking forest rights with climate change and development (through community forest enterprise) to generate support amongst political leadership and officials for Forest Rights Law	 On Track	 Achieved
Latin America Work Plan		
1. Increased regional learning, cooperation, and action plan on indigenous women's land rights in Latin America	 No Attempt	 No Attempt

Progress Against 2017 Regional and Country Plans		
Outcome	Outcome Progress	Activity and Output Progress
Colombia Work Plan		
1. Recommendations to secure territorial rights of indigenous and Afro-descendant communities are included in the agrarian reform and peace agreement legislations	 Achieved	 Achieved
2. The Inter-Ethnic Commission for Peace (ONIC-CONPA) is better positioned to monitor the implementation of peace agreement laws and ensure territorial development are taken into account	 Achieved	 Achieved
3. Climate change funding programs include recommendations from Indigenous Peoples and Afro-descendant communities' on securing collective tenure and access to funds	 On Track	 On Track
4. Indigenous and Afro-descendant's community-based management plans are positioned as key contributors to the fulfillment of national climate change commitments	 On Track	 On Track
5. The national government takes into account the guidelines for rural women's access to land for the creation of the future National Public Policy on Rural Women	 On Track	 On Track
Peru Work Plan		
1. National level indigenous organizations have coordinated goals and strategies to increase the number of community land titling in the current 11 projects for collective land titling	 On Track	 On Track
2. IP organizations hold the government accountable for fulfilling its Nationally Determined Contributions (NDC) commitments while including key recommendations from IPs	 On Track	 On Track
3. Indigenous Peoples' common proposal for public policy on food security and "good living" (buen vivir), including women's role, is introduced into the national political debate	 On Track	 On Track
4. Indigenous women's perspectives on access to land are disseminated and considered in ongoing land titling projects	 Achieved	 Achieved

10.2.3 Global Work Plans

Table 2 outlines an assessment of progress achieved against 2017 global Annual Work Plan objectives (detailed progress is found in Annex I). As shown in the table and in Figures 3 and 4, a high percentage of outcomes were achieved or on track. Outcome progress was Achieved or On Track to Achieve for 76% (26) of all outcomes reported, Partially Achieved for 18% (6), and Not Attempted for 6% (2). Outcomes that were Partially Achieved were related to long-term results targets not expected to be completed in 2017 (Rights and Climate), results expecting recognition from policymakers or national agenda change (ATEMs and Strategic Communications), and results partially deferred to 2018 (Finance and Administration). Outcomes that were Not Attempted represented objectives that were not funded.

For activities and outputs, as shown in Figure 4, progress was Achieved or On Track to Achieve for 88% (30), Partially Achieved for 6% (2), and Not Attempted for 6% (2). This is consistent with outcome progress, except in four cases where activities and outputs were successfully achieved, but outcome-level results were partially achieved.

Figure 3 : 2017 Global Work Plan Outcome Progress

This figure illustrates the percentage of 2017 global work plan outcomes that were assessed as Achieved or On Track to Achieve, Partially Achieved, No Progress, and Not Attempted.

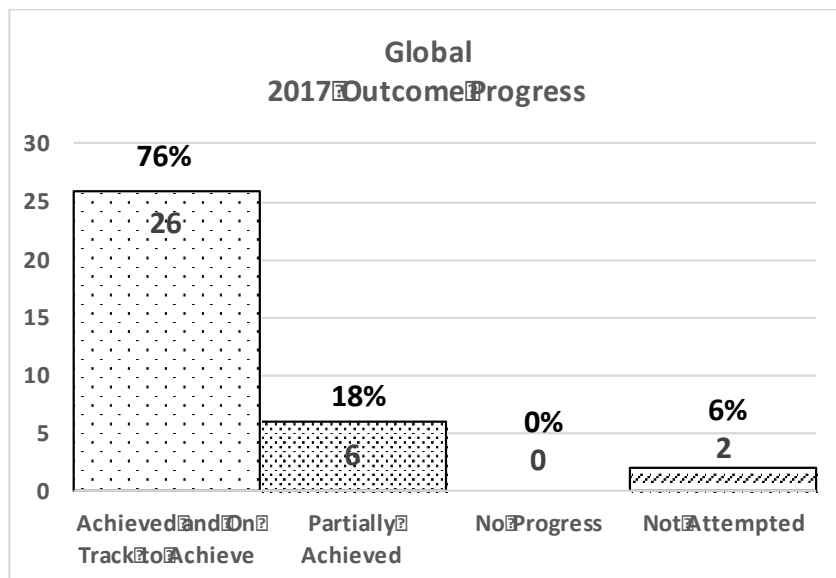


Figure 4 : 2017 Global Work Plan Activity and Output Progress

This figure illustrates the percentage of 2017 global work plan activities and outputs that were assessed as Achieved or On Track to Achieve, Partially Achieved, No Progress, and Not Attempted.

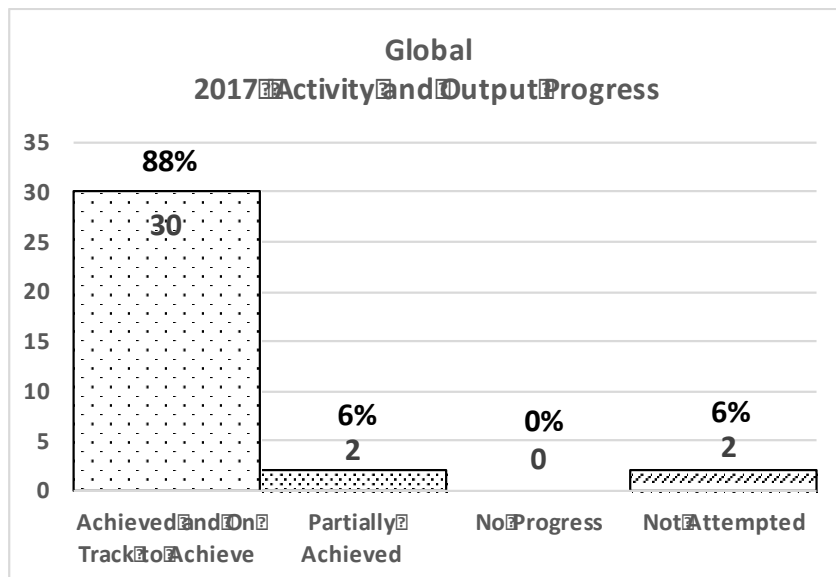






































































Table 2 : Progress Against 2017 Global Annual Work Plan Objectives

This table summarizes outcome as well as activity and output progress for all 2017 global Annual Work Plans.

Progress Against 2017 Global Plans		
Outcome	Outcome Progress	Activity and Output Progress
SAGE: Alternative Tenure and Enterprise Models (ATEMs) Work Plan		
1. Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights	 Achieved	 Achieved
2. Policymakers recognize community forest enterprises as attractive alternative to top-down development models and vehicle for community-driven local economic development	 Partially	 On Track
SAGE: Rights and Climate Work Plan		
1. Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth	 On Track	 Achieved
2. International climate initiatives and financing mechanisms, and developing country governments adopt institutional safeguards and standards to scale-up the recognition of forest and land tenure rights, as a conditional requirement to REDD+ and other joint mitigation and adaption approaches	 Partially	 Partially
3. Influential private investors and companies commit to international standards and practices regarding tenure rights, and work with CSOs, governments, and communities to enhance social and environmental outcomes.	 Partially	 Achieved
SAGE: Tenure Tracking Work Plan		
1. Enhanced awareness of the recognition of community-based forest rights accelerates inclusion of tenure rights in climate initiatives	 On Track	 On Track
2. Greater recognition of the importance of communities' rights to use and govern freshwater associated with their lands	 Achieved	 Achieved
3. Improved understanding of the gap between community-based and statutory forest tenure rights	 No Attempt	 No Attempt
4. Enhanced awareness of the recognition of women's rights within collective tenure systems strengthens the position and tenure of indigenous and rural women	 Achieved	 Achieved
SAGE: Realizing Rights Work Plan		
1. Effective advocacy for national tenure reform and implementation and resistance to rollback of rights	 On Track	 On Track
SAGE: Gender Justice Work Plan		
1. Global Analyses/tools - enhanced awareness of the recognition of women's rights within collective tenure systems strengthens the position and tenure of indigenous and rural women	 On Track	 On Track

Progress Against 2017 Global Plans		
Outcome	Outcome Progress	Activity and Output Progress
2. Knowledge dissemination and advocacy - • Create new opportunities for dialogue and advocacy to advance Gender Justice within reforms involving collective tenure and customary governance systems • Findings from the Tenure Tracking Gender Flagship Report are used by RRI Collaborators to inform national-level advocacy efforts for policy reforms	 Achieved	 On Track
3. Networking support/Advocacy - strengthen women's networks and civil society's capacity to leverage and convene multi-level actors	 Achieved	 Achieved
4. Support country gender justice activities - <u>Indonesia</u> : Learnings on linking forest rights based CFEs with economic and Political Empowerment of women's groups <u>Colombia</u> : Indigenous, Afro-descendant and peasant women provide guidelines to the government for the creation of the future National Policy on Rural Women <u>Liberia</u> : increase women representation, engagement, leadership and participation in community forest institutions	 Achieved	 Achieved
Strategic Communications Work Plan		
1. Targeted communications and advocacy support advances the national agenda in priority countries	 Partially	 On Track
2. RRI's communications initiatives mobilize key actors, generate greater global awareness of RRI's priority issues and possible solutions, and facilitate progress on these issues	 On Track	 On Track
3. Communications processes, vehicles, and tools are updated and streamlined to ensure coordinated messaging, facilitate engagement across the coalition, and better equip key stakeholders to advocate for community land rights at both the global and national levels	 On Track	 On Track
4. RRI is equipped with a resource mobilization strategy that will enable it to pursue diversified funding sources, in a steady manner and meet the financial needs of the organization	 Achieved	 Achieved
5. Planning, monitoring and reporting frameworks enable focus on results, track progress, and learning by the coalition, and facilitate donor reporting	 On Track	 On Track
6. FPRII is completed with strong endorsement by RRI Partners, Affiliated Networks, and Fellows, and attracts new commitments	 Achieved	 Achieved
Coalition and Strategic Networks Work Plan		
1. The expanded RRI coalition is further strengthened and coalition members are effectively leveraging each other to achieve major changes on forest and tenure rights	 On Track	 Achieved
2. The transition to a new leadership in the Board of Directors is successfully completed and its members are equipped with the proper tools and information to effectively support the governance of the Coalition	 On Track	 On Track
3. The impact of RRI activities is amplified by mobilizing coalition members and leveraging RRI's networking expertise	 On Track	 On Track

Progress Against 2017 Global Plans		
Outcome	Outcome Progress	Activity and Output Progress
4. Indigenous leaders and other key stakeholders from Indonesia built their capacity on self-determined development models through community-to-community exchange	 Achieved	 Achieved
5. Public agencies' commitment to support the rights of Indigenous Peoples and new development models is strengthened through peer-to-peer learning and exchange	 Achieved	 On Track
6. The global development community identified new opportunities to scale up recognition of indigenous and community land rights, and mobilized new actors and sectors	 Achieved	 Achieved
Tenure Facility Work Plan		
1. TF is effectively governed and managed	 Achieved	 Achieved
2. Practical approaches for implementing land and forest tenure reforms are shared and leveraged by practitioners and stakeholders to enable greater support and investment in securing IP/LC land rights	 Achieved	 Achieved
3. The land and forest rights of Indigenous Peoples and local communities are made more secure by governments in targeted developing countries	 Achieved	 Achieved
Finance & Administration Work Plan		
1. Operational efficiency of organization is strengthened through improved use of technology that meets coalition and organizational needs	 On Track	 On Track
2. Organizational control environment is improved to strengthen accountability and efficiency of controls	 On Track	 On Track
3. Financial services are strengthened to bolster organizational cost effectiveness and value for money	 Partially	 Partially
4. Organizational funding sources are diversified to ensure funding sustainability to support mission	 Partially	 On Track
5. Management and staff skills are strengthened to better deliver organizational and coalition mandate	 No Attempt	 No Attempt

11 SRM Performance

11.1 Progress Measurement

Criteria used for measuring the progress of SRM activities that were active in 2017 were the same as defined in Section 10.1 for Annual Work Plans. Progress against SRM project objectives was analyzed from interviews, SRM summary reports, as well as Interim and Final Narrative Reports.

11.2 Performance Against SRMs Active in 2017

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. The total 2017 SRM budget, including projects and coordination, was \$823,481, representing approximately 10% of RRI's total 2017 budget. At the end of November 2017, 18 SRM agreements were in effect during 2017, initiated in 2017 or extended from 2015 and 2016.

Progress and Value

The SRM is widely recognized as a flexible, unique, and valuable approach for rapidly approving and funding strategic opportunities with immediate needs. SRM projects are viewed as a highly efficient use of resources: quick approvals, minimal administrative burdens, flexibility in implementation, and responsive to immediate needs. They are also typically show strong results.

SRMs are highly requested, with opportunities identified by potential proponents as well as members of the RRI Coalition. SRM activities can complement Annual Work Plans in countries where RRI has a national plan, and can provide follow-on work in countries where RRI no longer has a national plan.

Challenges and Lessons

Within the limits of available funding, a high number of SRM proposals are submitted, therefore active promotion of the SRM as an opportunity for national NGOs is not pursued. This eases the administrative burden of proposal review, but also limits the pool of applicants to those who are aware of the SRM, typically NGOs in countries where RRI has convened national coalitions, or those made aware of the SRM through discussions with RRI coalition members.





Progress Against Objectives





Table 3 notes progress ratings and evidence for SRMs that conducted activities during 2017 and that have been reported against. The great majority of SRM outcomes are Achieved or On Track to Achieve. SRMs that have partially achieved outcomes are those that were dependent on government-level approval or action, and did not receive the expected level of government priority or focus. Almost all SRM activities and outputs were Achieved or On Track to Achieve.









Table 3 : Progress of SRM Activities in 2017







This table summarizes status, progress, and evidence for the 18 SRM activities that were active during 2017.



SRM Project	Country	Status	Outcome Progress	Activity / Output Progress	Evidence of Progress
SRMs Issued in 2017					
1. Project Proposal: <i>Brazilian Indigenous Peoples' Mobilization in Defense of Their Constitutional Rights</i> Objective: Consolidate spaces of negotiation between Brazilian Indigenous Peoples' representatives and the national government to prevent rollbacks of IP's territorial rights.	Brazil	CONCLUDED Contract end date: 30 May 2017	 Achieved	 Achieved	In April, with the support of the RRI coalition, Instituto Socioambiental (ISA) and Asociacion de Povos Indigenas do Brasil (APIB) enabled the mobilization of 4,000 indigenous people from 200 indigenous communities as well as more than 10 national and international allies, who all gathered at the Free Terra Camp (Acampamento Terra Livre) in Brasilia, Brazil to influence the government on the protection of Indigenous Peoples' territorial rights. The Ministries of Health, Education, and Justice



SRM Project	Country	Status	Outcome Progress	Activity / Output Progress	Evidence of Progress
					received the final document condemning the stagnation in the demarcation process of Indigenous Lands, congressional projects against indigenous rights, and the weakening of the National Indian Foundation (FUNAI). Additionally, the Brazilian indigenous movement consolidated the unity of its struggles by articulating an international alliance with indigenous leaders from six countries. Currently, representatives of APIB are participating in the Guardians of the Forest campaign European tour pre COP23 to tell the word about threats faced by indigenous peoples and the solutions to climate change.
<p>2. Project Proposal: <i>Support for the Socialization of Mali's National Land Policy</i></p> <p>Objective: Influence both the process of the National Land Policy's development through social mobilization, as well as its substance by advocating for inclusion of rural expertise and ensuring coherence with the recent agricultural land reforms.</p>	Mali	<p>IN PROGRESS</p> <p>Contract End Date: 31 October 2017</p>	 <p>On Track</p>	 <p>Achieved</p>	<p>HELVETAS, Mali, in collaboration with RP-SéFA (the Advocacy Network for Securing Land Tenure in Mali) made significant progress to exploit an opportunity during the ratification process of the National Land Policy in Mali. The government had been poised to adopt a National Land Policy on which no consultations had been held, but HELVETAS and RP-SéFA intervened and changed the trajectory of adopting the policy, by working with the Permanent Secretariat to conduct regional consultations seeking input from local communities, and by conducting legal analysis on gaps to respect community tenure. The results of the legal analysis and consultations have been captured in a memorandum articulating the vision of local stakeholders. Over the next two months with RRI's support, this memorandum will be shared with the Ministry charged with the National Land Policy's adoption in order to ensure local communities' concerns and rights and protected in the adopted policy.</p>
<p>3. Project Proposal: <i>Safeguarding Indigenous Peoples' Rights in the Proposed National Protected Area (NPA) Yaguas, Peru</i></p> <p>Objective: Provide communities with legal, technical, and political support to elaborate a counter proposal to the National Park Area classification proposed by the Government and advocate for the Yaguas Zone to be</p>	Peru	<p>IN PROGRESS</p> <p>Contract End Date: January 31, 2018</p>	 <p>On Track</p>	 <p>On Track</p>	<p>The Peruvian state is currently in the process of consolidating the creation of a new category of protected area, Reserved Zone of Yaguas, a protected natural area of 868 hectares that affect the rights of 29 indigenous communities. Given the constant shifting in the political scenario in Peru and after careful revision and verification of information from the Latin America program, COICA has agreed on making changes to the activities planned and timeline to</p>





SRM Project	Country	Status	Outcome Progress	Activity / Output Progress	Evidence of Progress
classified as Communal Reserve.					achieve the expected outcomes. The activities have been adjusted to focus on the technical proposal on the benefits of a communal reserve for indigenous communities in order to continue further negotiation with the national and regional governments to include the National Park and Communal Reserve within the same area.
4. Project Proposal: <i>Supporting Collective Movements of Kui Communities to Claim their Land Rights Against Sugarcane Concessions</i> Objective: Protect land and forest rights of Cambodia's Kui Indigenous communities affected by 36,000 hectares of Economic Land Concessions (ELCs) granted to sugarcane plantation companies in Preah Vihear.	Cambodia	IN PROGRESS Contract End Date: 31 December 2017	 On Track	 On Track	(Interim Report due December 2017)
5. Project Proposal: <i>Convening to Finalize the General Comment to the Maputo Protocol on Women's Land and Property Rights</i> Objective: Facilitate the final adoption by the African Commission on Human and Peoples' Rights (ACHPR) of a General Comment to the Maputo Protocol on Women's Land and Property Rights in 2017 by supporting a convening of key partners and Commissioners/staff to finalize and agree upon the text.	Africa Regional	IN PROGRESS Contract End Date extended to: 30 November 2017	 On Track	 On Track	<p>The Global Initiative for Economic, Social and Cultural Rights (GI-ESCR) in collaboration with the Initiative for Gender Equality and Development in Africa (IGED-Africa), the Initiative for Strategic Litigation in Africa (ISLA), the Kenya Human Rights Commission (KHRC), and the Federation of Female Lawyers (FIDA - Kenya) are collaborating to convene key drafters of the General Comment as well as the Special Rapporteur on the Rights of Women, Lucy Asuagbor, to finalize the General Comment. The General Comment on Article 7(d) focuses on the question of women's rights to land in general as well as access to property in cases of divorce.</p> <p>The meeting requested by ACHPR Commissioner Lucy Asuagbor to revise the draft protocol to ensure its adoption at the ACHPR ordinary session in October/November, took place on September 2nd, 2017 in Accra, Ghana. The meeting was attended by Comm. Asuagbor as well as the main organizations in Africa leading the effort. Changes to the GC agreed upon by participants include the utilization of additional legal research to bolster the GC's normative framework, verification of definitions for legal concepts used, and clarification of the issues included in the recently adopted GC as well as in the description of state obligations.</p>





SRM Project	Country	Status	Outcome Progress	Activity / Output Progress	Evidence of Progress
					Once adopted, it will be the first General Comment by the ACHPR to address women's land and property rights, establishing a continent-wide standard based on human rights principles.
6. Project Proposal: Strategic Support to Kendeng Communities Objective: test case to illustrate whether rule of law and respect for Indigenous rights would prevail over industrial and a critical effort to overcome a culture of impunity and to make the Company as well as the Governor of Java accountable to law, including the laws protecting Indigenous rights.	Indonesia	IN PROGRESS Contract End Date: 31 March 2018	 On Track	 On Track	(Interim Report due December 2017)
7. Project Proposal: Awareness-Raising Among Lawmakers on Pro-Community Aspects of the Land Rights Act (LRA) Objective: Engage with lawmakers to advocate for a pro-community LRA that aligns with the spirit and letter of the Land Rights Policy.	Liberia	IN PROGRESS Contract End Date: 15 October 2017	 Partially	 Achieved	Green Advocates conducted key information-gathering for stakeholder analysis among lawmakers, identified allies in the legislature, and facilitated strategic engagement by community constituents with leaders of the Lower House and Senate, and the drafting of amendments to align the draft LRA with the letter and spirit of the Land Rights Policy. Green Advocates together with the CSO Working Group on Land publicly called on lawmakers not to pass the version of the LRA adopted by the Lower House.
8. Project Proposal: Support for a Provincial Legal Framework to Recognize and Secure Local Communities' and Indigenous Peoples' Land Rights in South Kivu Province Objective: Create a provincial legal framework to secure community land rights, especially the rights of women and indigenous people, which will reduce land-related conflict in South Kivu.	DRC	IN PROGRESS Contract End Date: 28 February 2018	 On Track	 On Track	Innovation et Formation pour le Développement et la Paix (IFDP), in collaboration with Cadre de Concertation des organisations de la société civile pour la réforme foncière en RDC (CACO), seeks to exploit a brief window of opportunity, before the 2017 legislative elections in the DRC, building on local momentum for land reform. Their objective is to create and ratify a local legal land framework to recognize the land rights of women, Indigenous Peoples, and rural communities at the local and provincial level. Among the goals of the local legal land framework are the reduction of land-related conflict and poverty in South Kivu.
9. Project Proposal: Seizing Opportunities for Advancing the Rights of Guinean Communities Affected by AngloGold Ashanti Objective: Support mediation	Guinea	IN PROGRESS Contract End Date: 30 September	 On Track	 On Track	Inclusive Development International (IDI) together with the Centre de Commerce International pour le Développement (CECIDE) and Les Mêmes Droits Pour Tous (MDT) will provide technical and negotiation

SRM Project	Country	Status	Outcome Progress	Activity / Output Progress	Evidence of Progress
between AngloGold Ashanti (AGA) and rural community members forcibly displaced by the extension of the company's mining operations in the remote area of Kintinian, Guinea, near the border with Mali		2018			support to local communities who filed a complaint seeking remedy for AGA's highly coercive resettlement process with the IFC's independent accountability mechanism, the Compliance Advisor Ombudsman, on the basis of the IFC's exposure to the mining project through its financial intermediary, Nedbank, a financier of AGA. In parallel with the negotiation support, IDI will engage key AGA investors and financiers to update them on the CAO-facilitated mediation, and to call upon them to use their leverage with AGA at key moments in the mediation process.
10. Project: <i>Campaign to safeguards tribal and forest dwellers rights in the Compensatory Afforestation Fund Rules</i> Objective: Seeks to support the CSOs in India in their struggle to ensure that the Compensatory Afforestation Fund (CAF) Rules incorporate safeguards including FPIC; protection of rights and powers of local governance bodies (Gram Sabhas) and the right holders vested under FRA and control of Gram Sabhas over the CAMPA funds.	India	IN PROGRESS Contract End Date: 31 January 2018	 On Track	 On Track	(Interim Report due December 2017) Informal feedback: two meetings on CAF, one in Odisha and one in Delhi have been organised and an interim report on CAF prepared. The report has had good media coverage, and had led to delay in the formulation of the CAF rules by MOEFCC.
11. Project: <i>Safeguarding Protected Forests through Mapping and NTFP harvesting and Community Forest Enterprises</i> Objective: Seeks to strategically respond to an immediate and sustained threat to adat and local communities' traditional lands and forest, and rich biodiversity posed by the expansion of palm oil in Riau Province on Sumatra within the Bukit Batabuh Forest Reserve.	Indonesia	IN PROGRESS Contract End Date: 31 March 2018	 On Track	 On Track	(Interim Report due December 2017)
SRMs Issued in 2016					
12. Project Proposal: <i>Enabling Pastoral Communities of Banni to Secure Land Rights and Conserve and Manage their Grazing Lands</i> Objective: secure community forest rights and titles over 2,500 sq. kilometers of grazing lands for local pastoral communities.	India	COMPLETED Contract end date: 30 March 2017	 Partially	 Achieved	This SRM, approved in May 2016 responded to an opportunity where the local community organization of pastoralists, supported by NGO Sahjeevan, sought to secure community titles, under India's landmark Forest Rights Act (FRA), for 47 villages over 2,500 square kilometres of pasturelands in one of Asia's largest and most unique tracts

SRM Project	Country	Status	Outcome Progress	Activity / Output Progress	Evidence of Progress
					<p>of grasslands (owned by state and categorized as forest land) in the Banni region of Gujarat.</p> <p>Unfortunately, with the change in leadership of the State Government the issuance of Community Forest Rights (CFR) Title over these claimed pastoral land has been on hold and this SRM originally scheduled to be completed in December 2016 was extended until 30 March 2017. Sahjeevan has been supporting pastoral communities to form land and resource management committees, draft management plans, and conducted detailed action-research on regenerating grasslands. As part of a larger process of self-assertion of CFR rights under the FRA all communities who filed for a CFR have constituted management committees. These management committees completed 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.</p>
<p>13. Project Proposal: <i>Seizing Political Opportunities for Advancing Tenure Rights of Cambodian Communities affected by Hoang Anh Gia Lai (HAGL)</i></p> <p>Objective: secure redress for communities affected by the Hoang Anh Gia Lai (HAGL) rubber concessions, including return and rehabilitation of their customary land, forests and water resources and/or provision of adequate compensation for affected communities.</p>	Cambodia	<p>COMPLETED</p> <p>Contract end date: 28 Feb 2017</p>	 Partially	 Partially	<p>Inclusive Development International (IDI) and partner Equitable Cambodia (EC), completed all but one of the main activities undertaken under the SRM, issued in August 2016, to prepare communities to negotiate with HAGL and secure redress for land and resources taken to produce rubber. With SRM funding, IDI and EC successfully:</p> <ul style="list-style-type: none"> Completed participatory mapping of all 14 villages impacted by HAGL's rubber concessions; Raised awareness on land tenure options and legal processes in the 12 villages seeking redress; Conducted a workshop on options and negotiation skills for 32 representatives from 12 villages whose customary land remains affected by HAGL's concessions; Developed, tested, and verified loss calculations, and quantified losses suffered by 12 communities impacted by concessions; and Conducted research and wrote letters to engage the primary institutional investors in HAGL's

SRM Project	Country	Status	Outcome Progress	Activity / Output Progress	Evidence of Progress
					<p>equity shares.</p> <p>Final negotiations with the company did not happen during the time-frame of the SRM. HAGL pulled out of two meetings scheduled for October 2016 and December 2016 at the last minute. IDI and EC will continue to pressure the company to the negotiation table and engage HAGL's investors and as well as to develop and strengthen relationships and options with government counterparts participating in the mediation. Based on conversations with government officials, the CAO has recommended an arrangement that might yield broad agreement on the major pieces of community land that have been converted to mature rubber plantations.</p> <p>This arrangement, and other elements of this unique SRM, represent important lessons and precedents for application to land conflicts and negotiations between companies, investors, communities, and governments around the world.</p>
<p>14. Project Proposal: <i>Protecting Adat and Local Communities' Tenure Rights in Indonesia's Tourism Development Plan</i></p> <p>Objective: ensure the rights and territories of Indigenous Peoples and local communities are respected and sustained in the proposed Priority Eco-Tourism Development Policy and that clear safeguards are explicitly provided in policy and implementation.</p>	Indonesia	<p>COMPLETED</p> <p>Extended contract end date: 30 April 2017</p>	 <p>Partially</p>	 <p>Achieved</p>	<p>The SRM was initiated in November 2016 and is supporting participatory research and advocacy efforts to ensure Indigenous Peoples and local community rights are included in the Presidential priority program of eco-tourism development ("Ten New Balis").</p> <p>This SRM activity conducted research on four diverse "Ten New Bali" sites: Bromo Tengger Semeru; Wakatobi; Kepulauan Seribu and Danau Tobu, where the SAINS team conducted extensive multi-stakeholder workshops with the President Authority Agency, WWF, KIARA, WALHI and other civil society organisations together with the various adat and local communities in the areas and created guidelines on how to implement safeguards against destructive eco-tourism development. This also resulted in the creation of a 'national consolidation' including research on 10 priority destinations in the form of a policy paper which is now used in a national advocacy campaign about KSPN. The National Planning Agency (Bappenas) and The Village, Regional Development and Transmigration Ministry (Kemendes) have used the</p>

SRM Project	Country	Status	Outcome Progress	Activity / Output Progress	Evidence of Progress
					guidelines and safeguards as a critical reference for the rural area development in the ecotourism, and SAINS was able to present this at the National Planning Agency in May, 2017.
<p>15. Project Proposal: <i>Urgent Action for Effective Recognition of Adat Forests.</i></p> <p>Objective: ensure that the first Adat Forest Rights areas are legally recognized on the basis of MK35 Constitutional Court Decision, thereby providing the precedent for similar recognition of adat rights across Indonesia.</p>	Indonesia	<p>COMPLETED</p> <p>Extended contract end date: 31 May 2017</p>	 Achieved	 Achieved	<p>Support by this successful SRM activity approved in October 2016 contributed to the historic recognition of the first ever customary forests in Indonesia on December 30, 2016, with nine adat communities receiving titles to over 13,000 hectares of forestland. This is a tipping point for Indigenous Peoples' rights and forest governance in Indonesia, as these are the very first adat titles to be recognized in accordance with the ground-breaking 2013 Constitutional Court decision on adat forests (MK 35). Reaffirming the critical role of Indigenous Peoples in the protection and management of Indonesia's forests, the titles were granted by President Jokowi himself. All nine cases of adat forest rights recognition were facilitated by RRI Collaborators HuMA and Epistema through targeted advocacy efforts and technical support to the Ministry of Environment and Forestry.</p> <p>An important activity identified during implementation of this SRM and under implementation (under an extended contract amendment) was the drafting a brief to the MoEF on the Agrarian Reform implementation in Forest areas. This activity has been key in the development of the upcoming Tenure Conference, which will be held in collaboration with the Ministry of Environment and Forests from October 25-27, 2017. This SRM has been a major landmark in the history of RRI's SRMs, as it was fundamental not only in helping legally recognize the first hutan adat areas, but it set the precedent of the Indonesia Tenure Coalition's ability to collaborate to receive effect and long-lasting results.</p>
<p>16. Project Proposal: <i>Strategic Analysis and Advocacy for Continued Support from Government and Donors for Community Forestry Development in Nepal</i></p> <p>Objective: to secure continued support from the Government of</p>	Nepal	<p>COMPLETED</p> <p>Contract end date: 31 July 2017</p>	 Partially	 Achieved	<p>Through this SRM which was approved in April 2016, FECOFUN has completed an analysis of 871 Community Forest User Groups (CFUGs) from 27 districts throughout Nepal. The study included data collection and analysis to quantify community forestry contributions to</p>

SRM Project	Country	Status	Outcome Progress	Activity / Output Progress	Evidence of Progress
Nepal and leading donors for community forestry in Nepal through evidence-based data and advocacy.					<p>climate mitigation/adaptation, development, and poverty alleviation and integrate it with review of existing literature to develop a powerful narrative for the centrality of community forestry in both climate change linked strategies and sustainable development goals for Nepal. The qualitative and quantitative outputs funded by this SRM will soon be shared with government, donors and media outlets through strategic workshops, regular meetings, and a media campaign.</p> <p>The analysis was also to be used by FECOFUN to provide inputs on community forestry into the 14th National Plan of Nepal (an overarching three-year plan for the country to be completed by July 2016), the draft Forest Rights Law, as well as into multiple donors' country strategies under preparation in 2016.</p>
<p>17. Project Proposal: <i>Exposure Visit of Nepali Parliament Members, Policymakers, and Civil Society Leaders to Mexico</i></p> <p>Objective: Nepali Parliament members and senior bureaucrats learn, review and reflect on the processes and mechanisms of the current forest management systems and policies in Mexico, to assist in the creation of the drafted Forest Rights Law in Nepal, and incorporation of forest-based enterprises within the Law.</p>	Nepal	<p>IN PROGRESS</p> <p>New contract end date:</p> <p>31 December 2017</p> <p>(tentative) Contract End Date:</p> <p>30 April 2018</p>	 <p>On Track</p>	 <p>On Track</p>	<p>This SRM was issued in October 2016. Discussions have been held with the MPs from the three main parties in Nepal and their consent obtained. Delays have occurred because of a mismatch between suitable dates when MPs can travel, local and regional Nepali elections and the availability of the hosts in and the visit has been postponed until February–March 2018.</p> <p>Discussions are underway with various collaborators and partners in Nepal and Mexico in order to arrange a visit with the appropriate Government officials.</p>
SRMs Issued in 2015					
<p>18. Project Proposal: <i>Securing the Rights to Lands and Resources and to Self-Determination of Non-Moro IPs (LUMAD) Within the Bangsamoro Autonomous Region</i></p> <p>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.</p>	Philippines	<p>COMPLETED</p> <p>New Contract end date:</p> <p>31 March 2017</p> <p>Issued 22 Jul 2015</p>	 <p>Partially</p>	 <p>Partially</p>	<p>This SRM issued in July 2015 was finally concluded. Overall, advocacy efforts contributed to the inclusion in Senate Bill No. 2894 of almost all the proposed provisions including indigenous identity, ancestral domain, and the requirement of indigenous peoples' free, prior and informed consent (FPIC) before activities affecting their lands can take place. In the House of Representatives (HoR), advocacy teams briefed and secured the support of at least 10 Congressmen. Unfortunately, neither the Senate nor the HoR managed to pass the BBL due to lack of time to resolve</p>

SRM Project	Country	Status	Outcome Progress	Activity / Output Progress	Evidence of Progress
					<p>controversial issues.</p> <p>The mapping process for over 300,000 ha. claimed by the Lumads is almost completed (although Tebtebba encountered procedural and equipment issues that delayed the process). The validation and planned event of the launching of the maps was not able to be completed due to internal issues within the National Commission on Indigenous Peoples (NCIP), as they are responsible for legal recognition, however some of the unused funds for these activities were used to hold a meeting in Mindanao on Federalism and Regional Autonomy and its Impact on the Lumad Communities.</p>

12 FPII Performance

This section provides a summary of progress achieved against the FPII results framework indicators, including a review of cumulative annual progress from 2013 to 2017.

12.1 Progress Measurement

From 2013 to 2016, annual progress against the majority of FPII indicators was measured indirectly by the Independent Monitor¹ through an analysis and linking of Annual Work Plan progress to FPII indicators. There is no defined linkage from Annual Work Plan outcomes, outputs, and activities to FPII indicators, nor is there a defined methodology for determining linkages². In addition, there is no defined methodology for how to measure and interpret indicator statements. FPII indicators are not mutually exclusive, and some are similar enough that they are difficult to distinguish, e.g.:

Activity indicator 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.

Output indicator 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.

In the case of these two indicators, should a “CSO platform” that is “actively engaged” be included in 3.1 and 1.1? Or only included in 1.1 if “capacity building” is explicitly noted? This example highlights the questions that must be addressed by the Independent Monitor. Without a defined measurement methodology or indicator descriptions, the approach to measuring FPII progress each year through the FPII period is more than likely to be relatively inconsistent and incomparable with different Independent Monitors.

There is, however, an association noted in country-level Concept Notes and in APMRs linking outcomes to FPII activities, but there is no systematic measurement of FPII indicator progress. Without a clear association, on an

¹ Progress against FPII indicators was measured in Independent Monitor Reports in 2013 (Gonima, 2014), 2014 (Universalia, 2015), and 2016 (Patterson, 2017). 2014 progress was also reported in the Mid-Term Evaluation Report (Universalia, 2016). Progress against FPII indicators was not measured in 2015, but was measured indirectly and reported in the 2016 Independent Monitor Report.

² This has been addressed in the SP3 2018-2022 where annual and SP3 objectives will be linked and integrated.

annual basis, the association of Annual Work Plan progress to FPII indicators and FPII indicator progress measurement were analyzed and estimated by the Independent Monitor³.

In 2017, the format of the APMR was modified so that regional, country, and global teams reported both the link between Annual Work Plan outcomes and FPII indicators and a measure of progress against linked FPII indicators. Therefore for 2017, FPII progress was based on a review and analysis of reported information, updating associations and indicator progress as appropriate.

12.2 Performance Against FPII 2013-2017

12.2.1 Outcome Indicators

For the two FPII outcome indicators, the first is monitored and measured by the Tenure Tracking team: “hectares of forest lands under formally recognized ownership or control of Indigenous Peoples, forest communities and or households,” and the second is not monitored: “Number of people in indigenous territories and forest communities in developing countries that benefit from strengthened rights to forest lands and resources.”

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 Tenure Tracking team is currently in the process of completing a full 2017 update of its Forest Tenure Database, however, at the time of this report, final data is not yet available for a meaningful subset of countries that allows RRI to provide an updated value for the first indicator. Based on an informal update in 2015 of forest tenure data for 33 low- and middle- income countries, the latest data, as reported in the 2016 Independent Monitor Report, 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 2015⁴. 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%.

12.2.2 Activity and Output Indicators

In 2017 RRI continued to make impressive progress against the 17 FPII activity and output indicators; all but one have achieved or overachieved their 2017 cumulative target. Thirteen of the 17 indicators have overachieved their cumulative target by 200% or more. Figures 5 and 6 show cumulative annual progress for each indicator from 2013 through 2017. The high levels of overachievement against FPII indicators may be due to several factors, including the unanticipated strength of the Coalition in achieving results, the difficulty in determining 5-year indicator targets for an organization that frequently adapts and changes, and an interest in defining conservative targets.

The one FPII indicator that has not achieved its 2017 cumulative target is activity indicator 5.1, measuring the “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 SRM activities that address advocacy, and the 2017 cumulative target of 40 over five years presumed that at least 8 of the approximately 15

³ Exceptions are the two FPII indicators monitored directly by RRG units: outcome indicator 1, measured by the Tenure Tracking Team; and activity indicator 2.2, monitored by the Communications Team. Output indicators 2.1, 2.2, and 4.1 were monitored in early 2017 for the FPII period from 2013 through 2016 by Regional Teams and the SAGE Team.

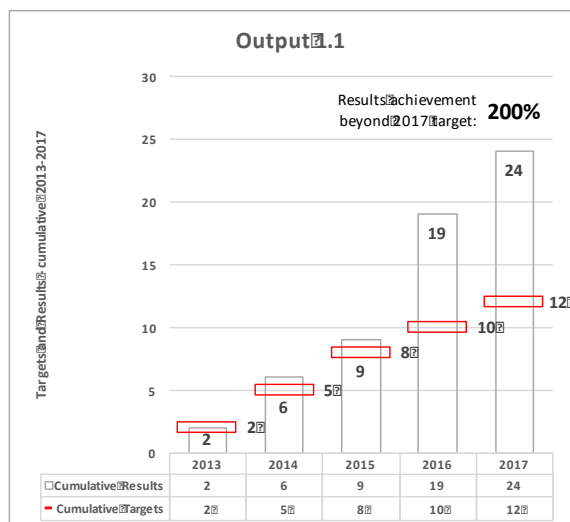
⁴ Note that percentage calculations are influenced not only by gains and losses in terms of hectares owned and controlled by communities, but also by changes in the global forest area in a particular year, which fluctuates annually as some countries reforest and others deforest.



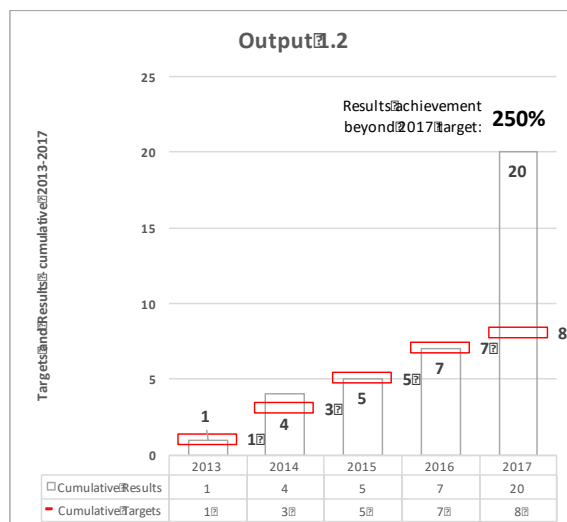
SRMs each year would have included “timely advocacy efforts.” A total of 15 SRMs addressed advocacy efforts from 2013 to 2017, therefore this indicator target was not reached; not because of a lack of progress, but because of insufficient SRM activities addressing the focus of this indicator.

Figure 5 : FPII Output Indicator Cumulative Targets and Results 2013-2017

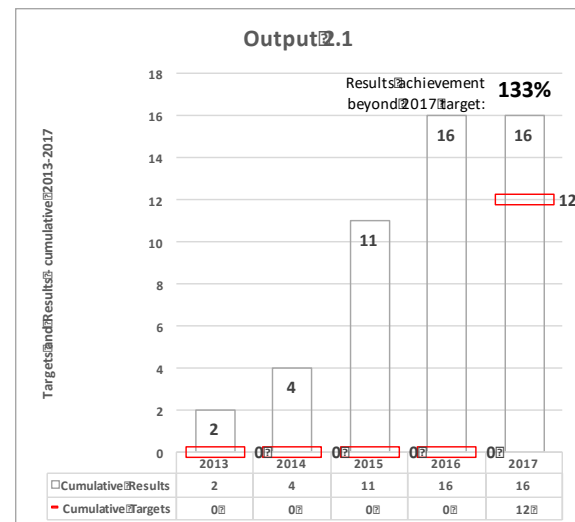
These charts illustrate cumulative targets and results for all eight FPII output indicators from 2013 to 2017. The horizontal bars represent annual cumulative targets, and the green columns represent annual cumulative results achievement.



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.



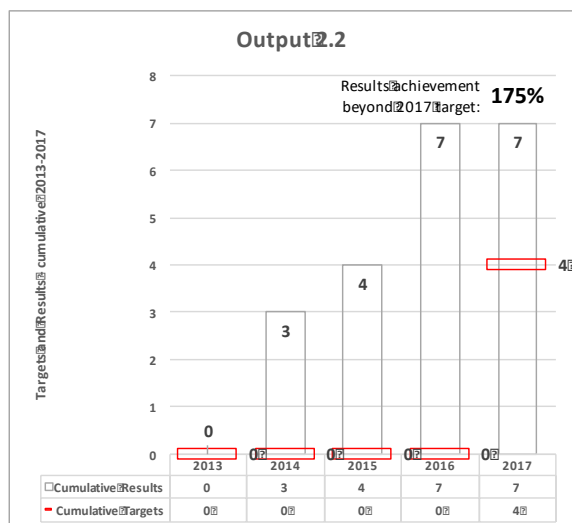
Output 1.2: Number of instances of regressive tenure legislation and exploitative industrial land grabs halted or modified to benefit Indigenous Peoples and local communities, at least partially as a result of engagement with RRI.



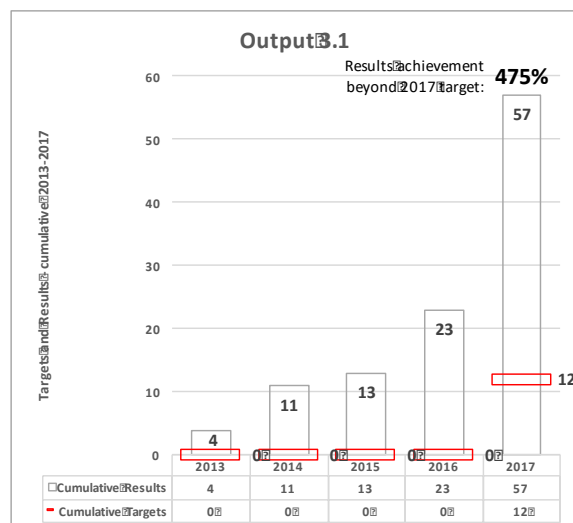
Output 2.1: Number of instances of land, agriculture, forest, trade, conservation, or carbon-market policies, regulations, or standards for investment that strengthen the land rights of Indigenous Peoples and local communities in a subset of countries in Africa, Asia, and Latin America.

Figure 5 (continued) : FPII Output Indicator Cumulative Targets and Results 2013-2017

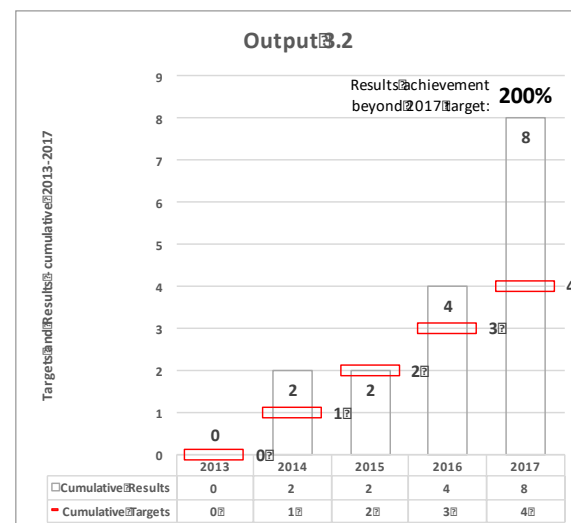
These charts illustrate cumulative targets and results for all eight FPII output indicators from 2013 to 2017. The horizontal bars represent annual cumulative targets, and the green columns represent annual cumulative results achievement.



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.



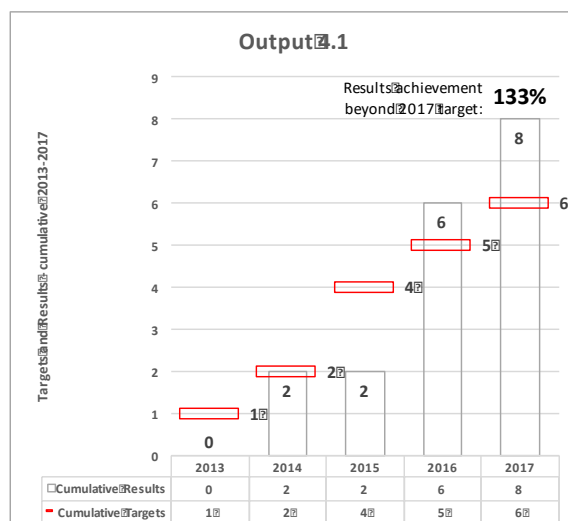
Output 3.1: Number of national-level CSO platforms actively engaged in advising or implementing national-level tenure, governance and market reforms, as a result of engagement with RRI.



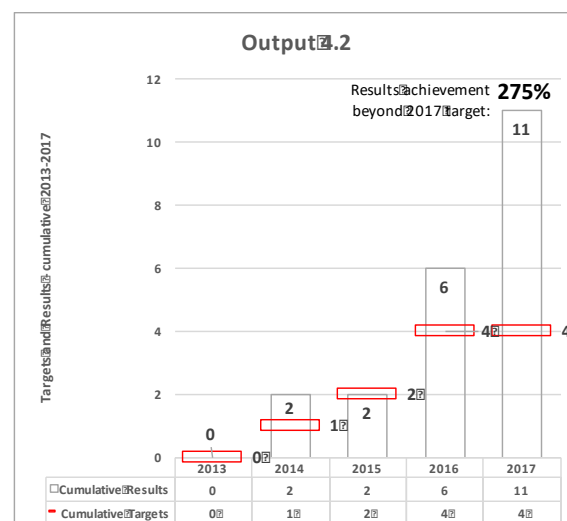
Output 3.2: Number of key global initiatives (e.g. FLEGT, UNREDD, FCPF, FIP, adaptation, food security) committed and actively engaged in promoting national-level reforms in tenure, regulatory and governance arrangements, at least partially as a result of engagement with RRI.

Figure 5 (continued) : FPII Output Indicator Cumulative Targets and Results 2013-2017

These charts illustrate cumulative targets and results for all eight FPII output indicators from 2013 to 2017. The horizontal bars represent annual cumulative targets, and the green columns represent annual cumulative results achievement.



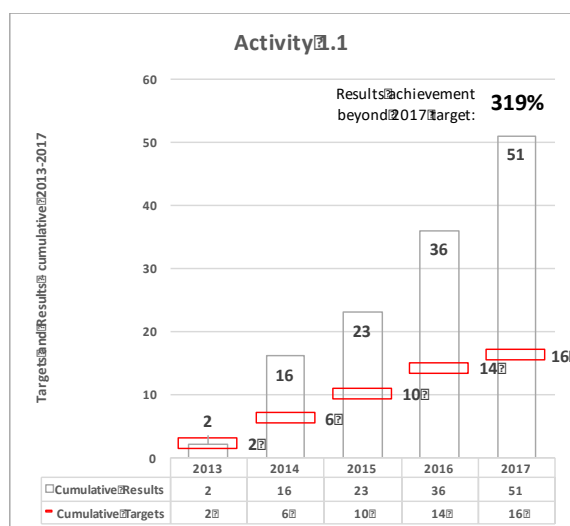
Output 4.1: Number of tenure or governance-related commitments, or systems of standards, adopted or implemented by investors or firms (or associations thereof) operating in the agribusiness, infrastructure or extractive industry sectors, as a result of RRI's engagement with them.



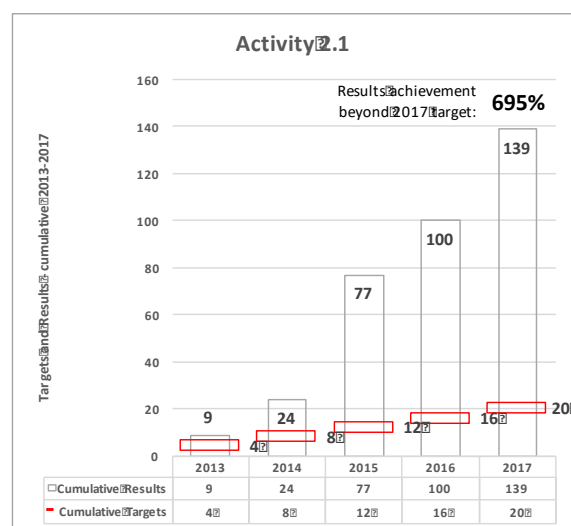
Output 4.2: Number of new mechanisms or initiatives that leverage public and private capital for tenure reforms, and/or actively promote community or household production, conservation or enterprises in the forest areas of the developing world, at least partially as a result of engagement with RRI.

Figure 6 : FPII Activity Indicator Cumulative Targets and Results 2013-2017

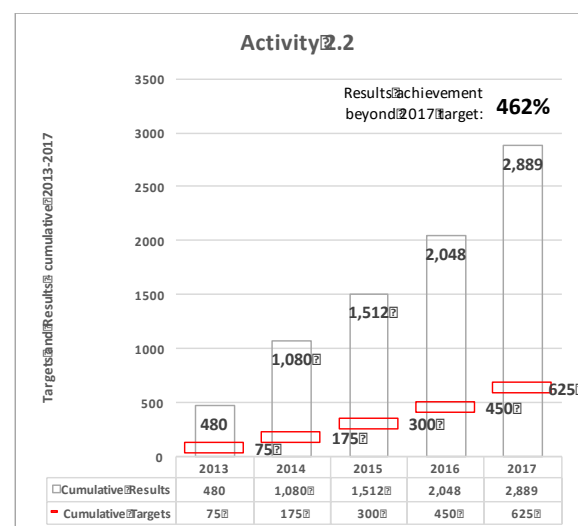
These charts illustrate cumulative targets and results for all nine FPII activity indicators from 2013 to 2017. The horizontal bars represent annual cumulative targets, and the green columns represent annual cumulative results achievement.



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.



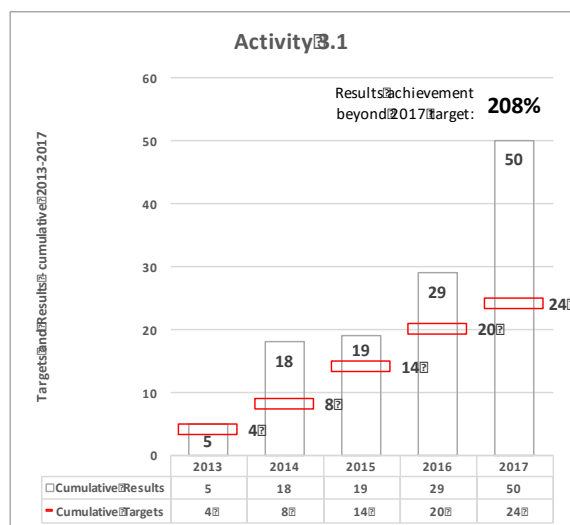
Activity 2.1: Number of RRI strategic analytical and communications products promoting tenure, governance and market reforms produced.



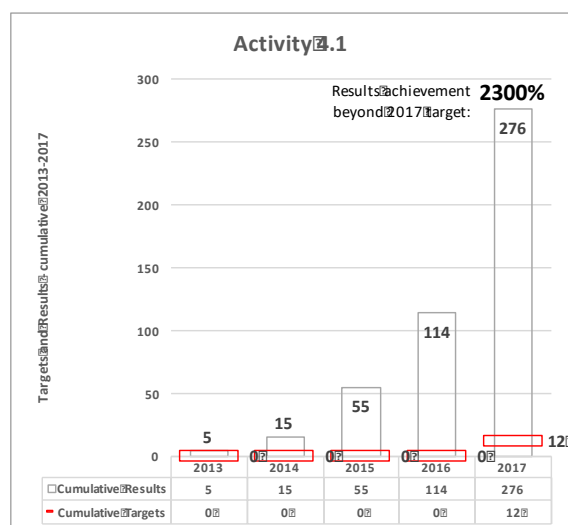
Activity 2.2: Number of instances of earned media coverage.

Figure 6 (continued) : FPII Activity Indicator Cumulative Targets and Results 2013-2017

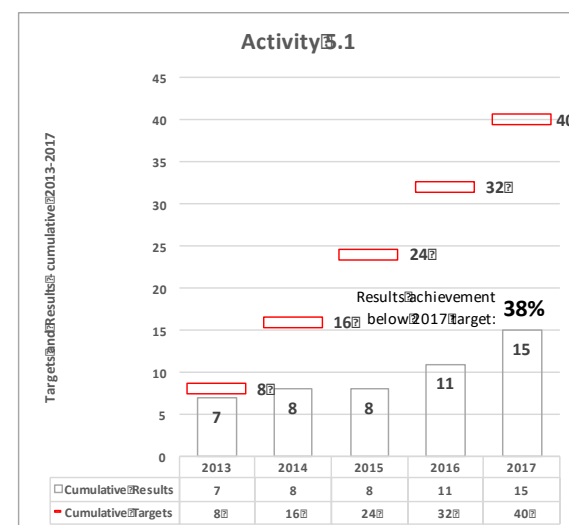
These charts illustrate cumulative targets and results for all nine FPII activity indicators from 2013 to 2017. The horizontal bars represent annual cumulative targets, and the green columns represent annual cumulative results achievement.



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.



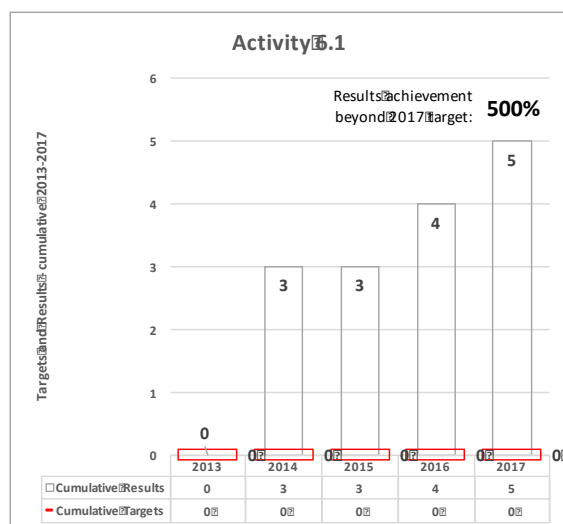
Activity 4.1: Number of RRI-organized training/capacity building events held for national, regional and global networks and leaders of government agencies, community organizations, CSOs, and IPs.



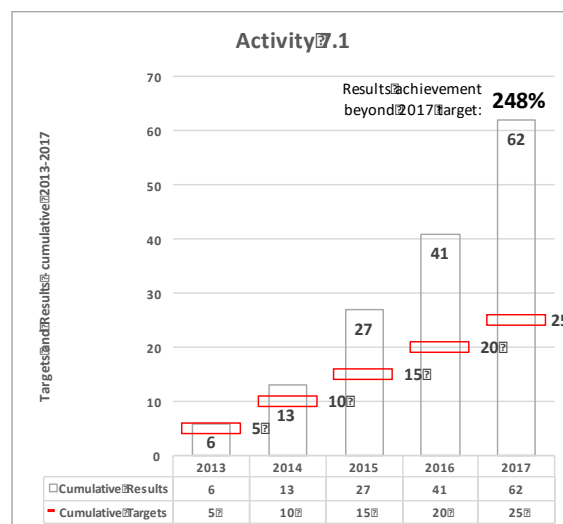
Activity 5.1: Number of instances when RRI partners and collaborators undertake timely advocacy efforts as a result of access to RRI's strategic response mechanism.

Figure 6 (continued) : FPII Activity Indicator Cumulative Targets and Results 2013-2017

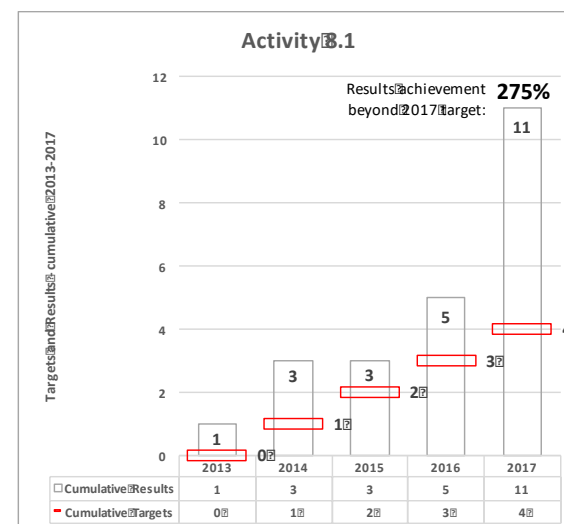
These charts illustrate cumulative targets and results for all nine FPII activity indicators from 2013 to 2017. The horizontal bars represent annual cumulative targets, and the green columns represent annual cumulative results achievement.



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.



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.



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.

13 Recommendations for RRI Monitoring and Evaluation

A goal of RRI as outlined in the SP3 is to “strengthen planning, monitoring, and reporting to better capture emerging lessons and challenges” (RRI, 2017b). Another objective is to “strengthen organizational capacities to increase the efficiency, sustainability, and resilience of RRI” (RRI, 2017b). This section outlines one recommendation for RRI to consider in improving its monitoring and evaluation system, and a recommendation relating to the effectiveness and sustainability of the organizational capacities of RRG.

Recommendation 1. *Consider participatory approaches for collecting qualitative results to supplement results frameworks and support reflection and learning.*

The work of the RRI Coalition is complex, spanning a variety of social, political, and technical issues across many thematic areas and organizational boundaries. Measuring results achievement through a linear results framework or logframe is a standard for international development projects and is typically required by donors, but this measure is often inadequate as a measure for the full value of complex interventions. While outcomes represent agreed objectives to be achieved, the associated outputs and activities to address outcome progress often represent a “best first guess” for how to contribute to an outcome in the “fog” of changing contexts, behaviors, priorities, and external factors. The RRI approach to planning, monitoring, and learning is, as described in Section 5, flexible, loosely structured, and more qualitative than quantitative. For planning and monitoring, this flexibility and lean structure fits the innovative, changing, and adaptable nature of RRI’s projects and activities, one of the organization’s key values. Adding more structure in the form of more detailed plans and budgets, more logframes, or additional or more frequent reporting requirements, would diminish RRI’s value of “securing a place for flexibility that other organizations cannot afford.” Qualitative information translated into quantitative measurement criteria, as included in this report, provide an easy-to-digest view of the level of achievement, but for RRI, they provide an incomplete view of results. The narratives provided in APMRs and other reports often provide a more complete picture of progress, whether at global, regional, or national level. While the results provided in these narratives are analyzed by the Independent Monitor, a more participatory approach to review and discuss qualitative progress and contributions may be of value for RRI to increase reflection and learning.

Learning within RRI occurs between and across the Coalition through global, regional, and country-level conferences, meetings, and exchanges; as well as through communications outlets, publications, websites, and other distribution channels. Learning is one of the key values RRI provides to Coalition members, donors, stakeholders, and the public. RRG teams also learn through their activities, through their work across teams, and through interactions between global, regional, and country levels. Activities and networks to support learning are in place, but participatory reflections asking: “where is positive change happening?”, “How can we more effectively contribute?”, “Are these the right activities?”, “Where are the learning needs?”, and “What are the best methods to share information and learn?” do not seem to be consistently discussed among relevant stakeholders. Certainly management-level meetings and discussions include these questions, but some interviewees noted that more time for reflection and discussion of strategies for learning and information sharing would be welcome. RRI can learn from the focus and directions of the Tenure Facility, where “learning how to learn” is a specific and conscious objective.

Augmenting quantitative measures with qualitative aspects of participatory approaches may provide more opportunities for reflection and learning within the Coalition. Two such approaches are the Most Significant Change (MSC) technique and Outcome Mapping; both suggested for consideration by interviewees. The Most Significant Change technique is particularly useful for “participatory programs that have diverse, complex outcomes, with multiple funders and stakeholder groups” (Dart and Davies, 2003). The process involves the collection of significant change stories from project stakeholders and beneficiaries, and the systematic selection of the most significant of these stories by panels of designated stakeholders and staff. The process provides data on impact and outcomes that can be used to help assess the performance of an intervention and support learning. Outcome Mapping focuses on outcomes as “changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly” (Earl, Carden, and Smutylo, 2001). This approach centers on

people, arguing that programs can better plan for and assess contributions by focusing on changes in behavior. Monitoring is done in three key areas: changes in the behavior of partners, the program's strategies, and the way in which the program functions as an organizational unit.

Both of these approaches are meant to augment more traditional monitoring and evaluation approaches, although adopting a participatory approach wholesale could add unrealistic costs and effort. However, assessing these and similar approaches and adopting some aspects could provide more structured and focused reflection and learning for RRI.

Recommendation 2. *Consider a medium or long-term strategy for RRG staff hiring, development, and succession planning.*

This report did not include an organizational assessment or review of RRI as a Coalition or of RRG as the Coalitions' Secretariat. However, to be effective in achieving results, the skills and effectiveness of RRI management and staff, and members of the Coalition, are of paramount importance. This recommendation is based on feedback from several interviewees noting concerns about the workload levels for RRG staff and plans for the development and succession of RRG management and staff members. To address these concerns, a human resources strategy or plan is suggested.






RRG management and staff have received high marks for their dedication, skills, and experience in supporting the goals of the Coalition. Clearly the achievements of RRI as a Coalition are due in large part to the specific individuals in the RRG secretariat managing and coordinating the many activities of RRI work plans. RRI management and staff have been increasingly effective, therefore this recommendation is to be considered as part of the sustainability and continued development of RRG and RRI, and therefore addresses a challenge that can be considered as cautionary rather than problematic. Retaining RRI management and staff, while maintaining their motivation and effectiveness under reasonable workloads, will be extremely important to ensure the sustainability of RRI. RRI management are aware of these concerns, and an organizational assessment conducted in 2017 provided, among other recommendations, a review of RRG human resources areas. The results of this assessment have been under consideration by RRI management.

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Annex I : 2017 Annual Work Plan – Detailed Results

This annex provides detailed results for all outcomes, activities, and outputs included in 2017 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
Achieved		The targeted result was achieved.
On Track to Achieve		Progress was made and achievement of the targeted result is expected by the end of 2017.
Partially Achieved		Some progress was made against the targeted result.
No Progress		No progress was made against the targeted result.
Not Attempted		No effort was made against the targeted result (typically due to changes in plans or external factors).





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 interim reports, 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.

Africa Regional Work Plan





The following table outlines an assessment of progress achieved against Africa Regional 2017 work plan objectives.

Africa Regional				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPPI Indicators
1. Government actors leading land reforms in Africa agree to formal recognition of customary tenure rights	 Achieved	 Achieved	<ul style="list-style-type: none"> • RRI and the African Union’s Land Policy Initiative (LPI) convened representatives from land commissions throughout Africa for a three-day workshop in Accra, Ghana in July. RRI has worked with numerous governments and officials in the region—but never with so many at once. The event was attended by 36 representatives from 14 countries across Sub-Saharan Africa, as well as Dr. Janet Edeme, Head of the Rural Division of the African Union Commission, and Joan Kagwanja of LPI. • The event began with an opportunity to take stock on the various countries and to allow participants to share experiences and perspectives from their respective countries, and included site visits to community lands in Accra. Conference participants’ concluding recommendations were unanimous: more had to be done to identify, recognize, and protect the rights of Indigenous Peoples and local 	A3.1 +1





Africa Regional				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			communities, and more resources devoted to building land management capacity. There was also agreement from all participants that the resolution of conflicts and the decentralization of land management institutions away from urban capitals and toward rural communities represented crucial steps in addressing the disparity between communities' rights and what governments formally recognize. To carry forward the recommendations, participants developed action plans defining how they could advance community rights upon return to work in their country.	
2. Key actors engaged in national land and forest reforms in East Africa agree on key, rights-based principles for reforming regulations	 No Attempt	 No Attempt	<ul style="list-style-type: none"> Initial planning for this activity took place, including development of a concept note, soliciting feedback from Partners, Affiliated Networks, Fellows and key resource persons, and meeting with delegates from the Uganda Ministry of Water and Environment, and Ministry of Housing, Land and Urban Development to host this regional workshop in Kampala, Uganda. Given that the new contexts in East Africa were unfamiliar to RRG, and wide-ranging feedback that failed to identify a clear focus for the workshop, RRG decided to postpone this workshop until early 2018 to conduct scoping to define the countries and priority topics. 	
3. Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth	 On Track	 On Track	<ul style="list-style-type: none"> A consultant was hired to research and draft a desk study, including maps, assessing the cumulative impacts of all on-going REDD+ initiatives in the Mai Ndombe province of DRC on the rights and livelihoods of forest communities, with the aim of identifying country-level strategies to address emerging risks and gaps. The report has been received and is undergoing final editing on the concluding recommendations. 	A2.1 +2

Liberia Work Plan

The following table outlines an assessment of progress achieved against Liberia 2017 work plan objectives.

Liberia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPPI Indicators
1. Civil society organizations influence consultations on the review of the Land Rights Act and safeguard the core principles on customary land rights	 Partially	 On Track	<ul style="list-style-type: none"> Over the period of the project, RRI Collaborators have successfully rallied the public to participate in advocacy around a pro-community land reform, specifically by advocating for the passage of a pro-community LRA. The Working Group has produced several memos, position statements, press statements, and press conferences targeted to various stakeholders, especially lawmakers, international partners, policy makers, and the Liberian people. CSOs have shared its pro-community position with lawmakers, religious leaders, students, traditional chiefs, and over 75 CSOs. This has made the LRA a national legislative issue. The Working Group has distributed over 400 pro-community LRA T-Shirts, produced and distributed 25,000 flyers, conducted educational forums/workshops with CSOs and youth groups, newspaper stories on the LRA, held radio programs, and commissioned a pro-community LRA song. The Working Group has also held awareness workshops/forums with traditional chiefs leading to a pro-community position statement. The Working set up a Facebook page pushing for the passage of the LRA. Collectively, these outputs made the LRA a constant national issue. Although the Lower House passed a draft of the LRA in mid-August, this draft was not aligned with the letter and spirit of the Land Rights Policy and did not include key protections for community rights. The CSO Working Group mobilized to prevent the Upper House from passing this denatured version of the LRA, and issued a public statement to that effect in mid-September. The Upper House did not approve the draft LRA, and it remains in committee. Progress then stalled because lawmakers were campaigning in the elections. 	O1.2 +2 O3.1 +3
2. Local communities in areas earmarked for expansion of concessions have knowledge of their rights and are better equipped to negotiate with investors	 On Track	 On Track	<ul style="list-style-type: none"> Green Advocates started community participatory mapping exercises, sketch maps, the Participatory Rural Appraisal (PRA) workshops, facilitation of selection of community leadership, organizing town hall meetings, applying for land titles and developing a land-use management plan, and documenting experiences in community self-identification. The activities and the plan have been well-received by local authorities and local communities alike. The team had positive meetings with the Superintendent, the Land Commissioner and the County Surveyor of Wologizi, as well as the Paramount chief of Voinjama District. Communities have realized the potential for investment and for long-term benefits through “community-based enterprises” in contrast to selling off their land to corporations for their livelihood. In the second phase, Green Advocates finalized community participatory mapping of land and resources in Wologizi. They processed the first set of community maps based on GIS data collected by community members, and each community has received feedback from the GIS team to improve the collection of additional data. Adjoining communities are actively participating in the boundary mapping exercises. Together, all are ensuring that boundaries are harmonized in areas with conflicts. Town hall meetings have already been organized in the project communities—at least two meetings per community—to validate and adopt the community By-Law. The project team is documenting experiences gained and lessons learned along the way. In addition to the By-Law, project communities have agreed to 	O1.2 +3







Liberia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPPI Indicators
			<p>jointly sign a Memorandum of Understanding (MOU) in furtherance of their commitment to work together in Wologizi. The draft MOU, which is being reviewed by community members, contains several provisions, including the designation of the land and natural resources associated with and around the Wologizi Mountain range and its surrounding communities and land areas as a community customary land and natural resource area. Community consultations are in the final stages in each project community to select community leadership.</p> <ul style="list-style-type: none"> The people of Sasstown are better organizing themselves to face any land-based investor approaching them for land for investment as they have discussed as a community how their customary land should be managed and governed moving forward through discussions and drafting of a land-use management plan and By-Law. Efforts to finalize these documents and that of the land governance structure have gone far and are hoped to be completed by the end of the year. SESDev supported the people of Sasstown (consisting of 11 communities), to understand their rights to their land and be better equipped with the necessary information on how to engage land-based investors seeking land for development in the communities through the intensive outreach activities (28 community meetings, 3 workshops and 1 exchange visit). Through the knowledge gained from these outreach activities, the people of Sasstown: questioned the FPIC process that GVL is engaging them with; continued to monitor the FPIC process to ensure that GVL seeks their consent appropriately before developing on their customary land; and questioned the operation of a small-scale mining company (Leona Crafty) on their customary land that did not go through a proper FPIC process. The community continues to monitor to ensure that all current and future land-based activities on their customary land meet their free, prior and informed consent before any development. 	
3. Civil society organizations leverage participation in climate change initiatives to advocate for community tenure rights	 On Track	 On Track	<ul style="list-style-type: none"> FCI is working to increase community members' (especially women and youth) knowledge of REDD+ programs to strengthen their participation in the program and in their development and implementation of REDD+ in 4 districts in Sinoe County. To date, FCI has conducted two local consultations and held 4 community meetings in Greenville, Butaw, Kpayan, and Kabada districts and reports that approximately 300 people, including 195 women and 105 men, participated in both the consultations and the meetings. These activities created the opportunity for women, men, and young people in Sinoe County to receive information on REDD+ and climate change that will be used by them to engage in that process. FCI is currently engaging and mobilizing stakeholders and participants for the national dialogue on REDD+ and Climate Change to be held in November, 2017. FCI has concluded discussions with the FDA and have signed a Memorandum of Understanding (MoU) for the holding of four regional consultations on REDD+ and Gender. As a result of RRI support around strengthening women's leadership and participation in the REDD+ implementation, FCI will now work with the REDD+ technical unit to conduct Regional consultations around REDD+ implementation and the Liberia Forest sector project (LFSP). 	O3.2 +2 O3.1 +3 A7.1 +2



Liberia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPPI Indicators
			<ul style="list-style-type: none"> The Rights and Rice Foundation (RRF) have organized 3 strategic engagement planning meetings that brought together 10 members of the RRI Coalition and CSO-Oil Palm Working Group; these meetings help to set responsibilities among participating organizations based on each organization's niche. The meetings also analyze and appraise work done by various stakeholders in the implementation of the TFA2020 and RSPO. RRF engaged both national and international stakeholders involved in RSPO and TFA2020 implementation in Liberia. These organizations include; the sustainable Trade Initiative (IDH), RSPO Delegate to Liberia, Forest People Program (FPP), Conservation International (CI) and Fauna & Flora International (FFI). We also engaged with the Ministry of Agriculture, Forestry Development Authority, National Oil Palm Sector Technical Working Group, UNDP, Sime Darby Plantation and Golden Veroleum. Through these engagements, RRF understood the state of the process, including failures and successes, which helps to rejuvenate the process of the TFA2020 and RSPO Implementation process. In addition, the national stakeholders review session of the TFA2020 and RSPO was organized. It brought together 35 participants from public, private institutions, CSOs and the affected oil palm producing communities. This conference gave opportunities to various stakeholders to explain their role, successes, and challenges in the implementation of the TFA2020 and RSPO, and helped exposed the gaps in the implementation of the process. Participants at the session were 10 members of the RRI Coalition, The Ministry of Agriculture, The Land Authority, National Bureau of Concession, IDH and Sime Darby Plantation along with the FOFI, a local community based organization representing the GVL affected communities. At the end a consensus was reach to consider the community customary tenure rights in the implementation of the TFA2020 and RSPO and have more participatory engagement with all stakeholders. 	
4. Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights	 No Attempt	 No Attempt	<ul style="list-style-type: none"> This outcome is associated with the SAGE ATEMs work plan and the activities of the Interlaken Group. No activities for Liberia were funded in 2017. 	
5. Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous	 No Attempt	 No Attempt	<ul style="list-style-type: none"> Activities associated with this outcome were not funded in 2017. 	

Liberia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth				

Kenya Work Plan





The following table outlines an assessment of progress achieved against Kenya 2017 work plan objectives.

Kenya				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Local communities utilize the legal framework of the 2016 Community Land Act (CLA) to strengthen their customary land rights	 On Track	 On Track	<ul style="list-style-type: none"> The approach to the development of new regulatory frameworks governing community lands and forests is multi-pronged. The Katiba Institute and the Forest Peoples Program (FPP) are working to support communities to conduct mapping of their customary lands, register their land claims, and apply for community land titles. To this date, they have trained numerous communities including the Elgon Ogiek and the Sengwer communities in community mapping. Secondly, each community is at a different stage in the process of creating a community assembly and a Community Land Association and Boundary committee which will allow them to proceed to the third step, to apply for community land titles. All activities are stalled or delayed due to uncertainty in Kenyan election outcomes. 	O1.2 +2
2. Legal action to address provisions in the FCMA prompts a constructive dialogue on the law's compliance with Kenya's 2010 Constitution	 On Track	 On Track	<ul style="list-style-type: none"> In conjunction with the analysis under outcome 1, FPP is preparing to file legal proceedings under the Forest Conservation and Management Act with the 2010 Kenya Constitution to fully recognize community land rights. It is important to note that this project is being conducted within the context of the 2017 general elections, slated to take place on 8 August 2017. All activities are stalled or delayed due to uncertainty in Kenyan election outcomes. 	O1.2 +2
3. Civil society and community-based organizations influence the development of pro-community regulations for the Forest Conservation and Management Act (FCMA)	 No Attempt	 No Attempt	<ul style="list-style-type: none"> No attempt was made to carry out this activity, due to significant delays in agreeing on the activity's objective among RRG and CIFOR. By the time a revised objective of guidelines for community forestry was agreed upon, the political context (pending elections) did not make it expedient to carry out the activities. 	

Kenya				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPPI Indicators
4. Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights	 On Track	 Achieved	<ul style="list-style-type: none"> The Interlaken Group piloted path-breaking country-level engagement in Kenya, where it convened global Interlaken Group participants, local and regional companies and investors, key members of civil society, and government. The Group demonstrated that demand for pre-competitive convening and solutions for land tenure problems extends to upstream producers of commodities and recipients of international finance. This demand by local private sector is itself demonstrative of the transition underway among companies and investors to address land tenure problems. Country-level engagement by the Group represents a new entry point to engaging upstream commodity and financial supply chains, which have historically been resistant to advocacy pressure. Refer to the SAGE ATEMs work plan for details and FPPI indicator assignment. 	

Asia Regional Work Plan



The following table outlines an assessment of progress achieved against Asia Regional 2017 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	 No Attempt	 No Attempt	<ul style="list-style-type: none"> Activities under this outcome were not funded. 	
2. Experience sharing, learning and building a common platform on Gender and Land Rights in Asia Region	 Achieved	 Achieved	<ul style="list-style-type: none"> The workshop conducted from August 25-27th at the RECOFTC headquarters in Bangkok, Thailand represented opinions from 12 different countries represented and 20 different organisations/coalitions from all over the Asia region including China, Myanmar, Malaysia, Thailand, Indonesia, Nepal, India, Philippines, Vietnam, Laos, and Cambodia. The participants hailed from various RRI Partners (RECOFTC our co-host, CIFOR, FECOFUN, FPP, Landesa, Samdhana, Tebtebba) and affiliated networks (AIPP, and AMAN), academia and other grassroots organisations. The two-day period consisted of various breakout sessions: Mapping and Assessing Regional Initiatives; Existing Networks and Strategies; Political Victories, Policies and Existing Programmes; Mapping Opportunities and Synergies; Regional and Global Opportunities, followed by a more broader discussion on creating spaces for stronger, more wholesome integrated approaches to gender and collective tenure, and how do we address global trends and issues in the face of the rolling back of rights. Four regionally 	A7.1 +1, A3.1 +1

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>pertinent ‘themes’: Political and Social, Economic Empowerment (more specific in the context of tenure); Collective Land Regimes and Gender Obstacles; Large – Small Scale Land Acquisitions and the Engagement with the Private Sector / Land Grabbing and Gender Impacts (multi-stakeholder grabs); Conflict Resolution – Anti-Criminalisation, were created from the outcomes of the first day, that were elaborated on during the second day. The workshop attended defined areas for collective engagement by identifying actors, spaces, on-going initiatives and networks, research and data (or data gaps) from within each theme while keeping in mind conflict, women’s leadership and youth, and leverage points as overarching strategies.</p> <ul style="list-style-type: none"> The workshop conclusions are substantial and plentiful. In short, the ‘Road Map’ and mapping of existing initiatives and potential gaps were addressed in full. Participants volunteered informal ‘pledges’ of action points (e.g. following up on the Power and Potential report, with an analytical lens in hopes to ‘scale-out’), that related to the national, regional and regional initiatives (future and present). Overall, it was agreed that the dominant narrative surrounding gender (in all of its constructs) and collective tenure in the Asia region must shift towards equality, with more balanced policies, programmes and legislation that reflect on-the-ground realities. 	



Indonesia Work Plan

The following table outlines an assessment of progress achieved against Indonesia 2017 work plan objectives.

Indonesia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. The implementation gap in the tenure agenda is documented and addressed through productive engagement by government, private sector, and civil society joint endorsement of an updated roadmap	 Partially	 Achieved	<ul style="list-style-type: none"> Tenure Road map review and revision: RRI supported Sajogyo Institute for organising several workshops and meetings on the results and updating of Indonesia Tenure Road Map, in collaboration with other members of the Tenure Coalition. These consultations led to the following decisions for updating the Tenure Road Map and widening its scope: <ul style="list-style-type: none"> Include other sectors such as non-forest and agrarian issues, apart from forestry into the road map More attention should be paid to coastal and maritime areas, and small islands which are important components of indigenous territories in Indonesia. New forms of “green grabbing” have to be considered under ecotourism development or ecosystem rehabilitation schemes. The key messages coming out of this Tenure Road map review process were presented in the plenary during the National Level Jakarta Tenure Conference and will be incorporated in the recommendations of the Conference, to be approved by the President, Republic of Indonesia. Recognition of adat forests: Recognition of customary forests and their handover to adat communities remains tardy, with only 3,441 ha. of adat forests handed over in 2017. Meanwhile RRI collaborators have been supporting adat communities in obtaining 	A1.1 +2, A2.1 +6, A3.1 +1, A4.1 +2, A8.1 +2, O1.2 +1, O3.1 +2, O4.2 +1



Indonesia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>recognition of customary forests (hutan adat) from local governments, which creates legal protection for these forests. RRI Collaborators AKAR Foundation, HuMa and Epistema have been able to bridge the knowledge gap within local and indigenous communities. AKAR Foundation has built legislative literacy in indigenous communities in Bengkulu by educational workshops and trainings on the various criteria that need to be submitted as a first step towards hutan adat recognition. and has supported the Rejang adat community in efforts to obtain a regional decree of recognition. HuMa has been supporting social mapping of two customary communities, one in Aceh Province (Mukim Lango) and the other one in South Sulawesi Province (Seko) to document their traditional tenure and natural resource practices, to be used as the primary evidence for filing for recognition as 'hutan adat.' Epistema furthered the 'bridging of the gap' by conducting field research on customary management and tenure practices in 4 customary forests in Kerinci District, Jambi Province in Sumatra. These processes are serving not only to recognise rights of these adat communities, but also act as pilots for upscaling and cross-learning.</p> <ul style="list-style-type: none"> • Promoted economic empowerment in community forestry as a valuable alternative for local economic development by supporting community forest and farm user groups in Bengkulu District to form a cooperative 'Cahava Panca Sejahtera' (CPS) to develop a coffee-based forest producer groups. The outcomes of this activity strategically demonstrate the economic productivity of community led forest enterprise, and community based forest management in social forestry areas, adding to the mounting evidence for increased forest areas to be under the ownership of local communities. • A major accomplishment this year in Indonesia has been the creation of a land tenure-related conflict database and mapping. Tanahkita.id is an online land portal, created in collaboration with the Asia Program and JKPP that contains mapped land-related conflict distribution, plantation/mining and other private sector area data as well as indigenous claimed and management area data. So far 258 cases from across Indonesia have been posted to the site so far; with over 75.000 individuals affected, 2.8 million ha area and a total investment of around 3.39 trillion (IDR)/US\$253.65 million. Out of the 10.2 million ha of community land mapped through participatory process and uploaded on www.tanahkita.id, 77% are located in conservation area and 46% in concession area. The portal is open access and serves as a monitoring tool to measure achievement of each stakeholders (government, community, CSOs, etc.) and expected to be as a reference in advocacy work. This database, much like the 'sister' database created last year through RRI support in India – landconflictwatch.org, is a powerful tool to visually show areas of land-based conflict, discrepancies in designated or state-owned forests areas, etc. to use as evidence for the Government to increase the area of land owned by indigenous and local communities. • Supported collaborator KPA to push for progress in agrarian reform through a bottom-up process by defining land to be redistributed and act against criminalisation. KPA has successfully convened a series of meetings with Agrarian Minister and land agency heads from various districts wherein maps of priority locations for agrarian reforms were shared. The Agrarian Ministry agreed to follow up on the processing of priority locations identified by communities for Agrarian Reform, Meetings will be held between KPA and Agrarian Ministry every two weeks to follow up. 	



Indonesia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<ul style="list-style-type: none"> • Promoted human rights/ADR approach among private sector and security sector operation in the context of forest and land conflicts. The HAK Foundation implemented a series of consultation and advocacy meetings on the need to issue a provision (perkap or perlungkapan) for the 'Guidance for the Police to Handle the Cases Caused by Conflicts of Plantation, Forestry and Mineral and Coal Mines',. This meeting was attended by the Regional Police and High Attorney Office of North Sumatera in Medan. This activity has been able to further awareness about the criminalisation of indigenous and other forest communities amongst police and security forces and the inclusion of the above provision into local regulations is under consideration. • In terms of engagement with corporate and tenure rights, RRI Collaborator AsM translated the Interlaken Standards - entitled "An Introduction: Respecting Land and Forest Rights Risks, Opportunities" and a "Guide for Companies Respecting Land and Forest Rights" - into Bahasa Indonesia and has facilitated communication and discussion between RRI, RSPO and selected palm oil and pulp and paper companies. The outcome of this activity was crucial in the panel on private sector and tenure rights in the Tenure Conference, and has led to 'action points' agreed on by local communities, companies and various Ministries including a potential mechanism to end concession expansion, the necessity of free, prior and informed decision making with the local communities, and demonstrated potential entry points for the Interlaken Group's engagement in Indonesia. • Facilitated Jakarta Tenure Conference from October 25th – 27th 2017. The Conference was centered around ensuring the rights to land and forest tenure for indigenous peoples and local communities, by engaging with the Government and various Ministries to guarantee equitable and just reforms and policies for sustainable forest governance and management in Indonesia. The Conference co-hosted by Ministry of Environment & Forestry (KLHK), the Office of the Presidential Staff (KSP) and the Civil Society Coalition for Tenurial Justice, brought together a phenomenal group of over 600 participants. The Conference was inaugurated at the Presidential Palace by President Joko Widodo on the morning of the 25th. During the opening session, the President Jokowi announced the establishment of nine new Village Forests (Hutan Desa) covering a cumulative area of 80,228 hectares – a step towards achieving the Governments' 'target' of 12.7 million hectares by 2019 under Social Forestry program. Additionally, he awarded nine Customary Forests (Hutan Adat), covering 3,341 hectares in total to 9 adat communities. The first plenary session was attended by four Ministers, the Minister of Environment and Forests, the Agrarian Minister, the Coordinating Minister for Economy and the Minister of Villages, the Head of the Executive Office of the President, and Sandra Moniaga from Komnas HAM, and the judge who issued the landmark Constitutional Court Decision MK35. The Conference had 11 main panel sessions on eleven topic specific panel sessions on: Accelerate Social Forestry Targets Achievement; Land Redistribution for Bridging Economic Gap; Recognition of Adat Territories for Forest Protection and Benefit Sharing; Tenure Rights Recognition in Addressing Climate Change; Tenure Rights Recognition in Conservation area; Safeguarding Adat and Local Communities in Law Enforcement (Criminalization); Agrarian 	



Indonesia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>Conflicts and Options for Resolution; Tenure Options to Protect, Manage and Restore Forests and Peat lands; Economic Empowerment and Investment in Multiple Models of Locally Controlled Forestry and Community-based Development; Private Sector and Respect for Tenure and Human Rights; Diversity of Tenure in Protection Forests.</p> <ul style="list-style-type: none"> Each session was critical in writing the recommendations for the 'Action Plan' for this Conference. Each panel topic had already undergone extremely intensive focus group discussions and seminars weeks in advance – leading to in-depth preparation of the panel themes. The recommendations and conclusions were presented in the conference panels, and some of the issues addressed were the gaps in implementation of the MK 35 decrees, the Social Forest targets and the Agrarian Reform targets. The Conference also recommended that to address these gaps all three of these agendas need to be done as an integrated platform as opposed to individual policies, and more appropriate resources should be allocated for processing tenurial claims. The recommendations are being finalized and will soon be made public. This Conference was a 'first of its kind' collaboration of the Office of the President, Ministry of Forests and Environment and the Indonesia Civil Society Coalition for the Jakarta Tenure Conference, and illustrates the highest-level commitment to tenure reforms by Government of Indonesia. The activity has ensured that the emerging CSO Tenure Coalition in Indonesia is in a strategic position to take advantage of the momentum created by the Jakarta Tenure Conference to push forward the tenure reforms agenda in 2018. 	
2. Learnings on linking forest rights-based CFEs with economic and political empowerment of women's groups	 No Attempt	 No Attempt	<ul style="list-style-type: none"> The activity associated with this outcome was not funded. 	





India Work Plan

The following table outlines an assessment of progress achieved against India 2017 work plan objectives.

India				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Counter legal challenges to FRA and ensure that the law is upheld through	 On Track	 Achieved	<ul style="list-style-type: none"> On-going national research on protected areas and the FRA has found that the FRA continues to be ignored in Protected Areas, leading to evictions and displacements, violation of forest rights and human rights violations. The results of the study have begun to be circulated in the media, and a preliminary brief based on the 	O3.1 +1, A1.1 +1, A2.1 +1, A2.2 +30,



India				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
legal interventions			<p>findings was released on November 15th during a national conference in New Delhi supported by RRI. The objective of the study, national conference, media engagement and political advocacy is to push India's repressive and exclusionary protected area policy and practices towards a rights-based, inclusionary approach and respects the legal provisions of Forest Rights Act. These processes have received high media attention with over 15 media coverage in national level media outlet.</p> <ul style="list-style-type: none"> RRI is also supporting training of legal activists to use laws, including the powerful Prevention of Atrocities (to Scheduled Tribes and Scheduled Castes) and FRA, to protect land and forest rights of tribals and Dalits. Two such national trainings cum workshops have been organized in Odisha and Mumbai, wherein lawyers, activists and CSO members, and key academics participated to brainstorm strategies for legal interventions to protect the rights of tribals and forest dwellers and to ward off challenges to FRA in the High Courts and Supreme Court. 	A4.1 +2
2. Local forest communities across India secure forest and land rights recognition, and attain titles for their customary lands and forests under India's Forest Rights Act of 2006	 On Track	 On Track	<ul style="list-style-type: none"> Progress was made on Outcome II, as a two-day national seminar on "Implementation issues on Community Forest Rights, Habitat Rights and gap between Policy and Practices" was organized by the Government of Odisha in collaboration with RRI Collaborators. The national seminar was attended by key stakeholders in Community Forest Rights Recognition through Forest Rights Act, including senior officers Joint Secretary, Ministry of Tribal Affairs, Govt. of India, Minister of ST Development, Odisha, and government officials and CSOs of states such as Odisha, Gujarat, Jharkhand, Chhattisgarh, Kerala, AP, Telangana and Maharashtra. A National level meeting was organized on CFR governance and management in Bangalore in collaboration with ATREE, Kalpvriksha and CFR-LA. Vasundhara also supported CFR-LA coalition to publish Promise and Performance of FRA reports for Maharashtra, West Bengal and Kerala complementing the National, Odisha AP, Telangana and Gujarat reports already published in 2016. These reports are being widely cited and used. Grassroots mobilisation and Collective Rights Recognition: In state of Odisha, RRI is supporting pilot projects for community rights recognition under FRA by collaborative efforts of 23 local CSOs, activists and other institutions, led by Vasundhara. During the period from Jan 1–Nov 30, 2017, a total of around 840 Community Rights (CR) and Community Forest Resource (CFR) rights claims have been initiated by Gram Sabhas through RRI Collaborators facilitation, out of which 256 have finalised their claims and submitted them to the Government. A total of 118 final CFR maps have been generated with an area of 63,114 acre in Mayurbhanj, Kandhamal, Ganjam, Gajapati, and Nayagarh for approved claims. As of now, Vasundhara is been working intensively in six districts, Mayurbhanj, Keonjhar, Ganjam, Gajapati, Nayagarh and Kandhamal, for collective rights recognition in collaboration with local partners. Capacity-building processes for CFR recognition have also been initiated in all of the above districts. The pilots project for CFR recognition are proposed to be scaled up in these districts in 2018-19 through a large project submitted to the Tenure Facility for approval. 	O3.1 +1, A1.1 +1, A2.1 +3, A2.2 +36, A3.1 +2, A4.1 + 31, A7.1 +1



India				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<ul style="list-style-type: none"> RRI has been supporting JVAM (Jharkhand Vana Adhikar Manch), a coalition of organizations in Jharkhand, for CFR rights recognition. JVAM has been active in filing claims for CFR and has filed 417 CFR claims in 2017. A Standard Operating Procedures (SOP) for FRA recognition has been developed in collaboration with UNDP and submitted to the Central Government for approval. The State Government of Jharkhand remains unresponsive and more than 5,000 forest dwellers came together to demand implementation and recognition of rights under the FRA on October 13th in Latehar District. RRI Collaborator AIPP has conducted 30 village level meetings on self-governance, FRA, PESA and UNDRIP in 58 villages throughout Odisha and Chhattisgarh to raise awareness and build capacity around the claim-making process for the Community Forest Resources (CFR) rights under the FRA. AIPP has documented ten (10) new cases of human rights violations under the FRA, in order to monitor further infringements and promote transparency within the FRA processes. The collaborator has also organized sixteen (16) meetings of indigenous people's networks via the Indigenous Peoples Forum Odisha to discuss the strengthening of newly formed Gram Sabhas and to create awareness around land related issues in fully and partial 5th Scheduled Areas. One district level consultation and three cluster level meetings were organized with Women-led Forest Protection Group in Nayagarh District demanding the recognition of community rights under the FRA. Along with the grassroots activities, RRI has also been supporting media advocacy on FRA; and its efforts have led to major media coverage in both local and national newspapers (36 earned media coverage for FRA in general). 	
3. Relevant district and state level government actors and civil society organizations actively promote and thereby rapidly scale up FRA implementation	 On Track	 On Track	<ul style="list-style-type: none"> RRI supported collaborators (Vasundhara, JVAM) to undertake trainings and orientation for CFR Recognition. In 2017, in the first three quarters, RRI supported 41 trainings for 1806 trainees, including government officials (690), CSOs and grassroots workers on FRA implementation. These trainings were instrumental in achieving the outcome 3, and one of the indicators of meeting outcome 3 is the 1500 CFR claims initiated and 700 CFR claims filing supported by RRI collaborators. Activities under the lead of TISS and CSD, are ongoing. TISS has completed two FRA orientation programmes: one in Assam with 50 participants from TISS Guwahati, Guwahati University, Cotton Candy College, IIT and activists and CSOs, and a second programme in Madhya Pradesh with a total of 40 participants from Amarkantak University. Another workshop on FRA has been co-organised with Indira Gandhi National Tribal University. Undertaking 11 case studies on the FRA – specifically on management and livelihood impacts, protected areas, pastoralism, and environmental crimes. TISS is currently still working these case studies Maharashtra, Assam and Odisha. Training programs for government officials and CSOs on FRA have been conducted. CSD has been engaged in carrying out a study on customary rights and FRA under this outcome, and the results of the study will be used for advocacy with the government actors in FRA. 	A4.1 +45

India				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<ul style="list-style-type: none"> RRI supported training through AIPP. 55 grassroots facilitators were trained from four districts on how to facilitate the FRA & A training of trainers was organized for 25 participants on how to implement and finalize claims under the FRA. 	
4. Government, corporate, and civil society support for community land and forest rights is generated through evidence-based research, analyses, and data	 Achieved	 On Track	<ul style="list-style-type: none"> Investments and conflicts: At the national level, after the release of the “Land Disputes and Stalled Investment” report in November 2016, RRI has continued to engage with investment and land conflicts issue, in partnership with Indian School of Business (ISB). In collaboration with ISB, work has begun on a spatial data portal on land and forest rights that will enable spatial analysis of rights recognition, plantations, land and natural resource conflicts etc. RRI plans to leverage ISB’s unique positioning to organize a meeting of corporate leaders in India on conflicts and investments. The work on plantations and linked advocacy by RRI coalition has earned major media coverage. Land Conflict Watch: The www.landconflictwatch.org website is becoming the go to site for the media. RRI continues to support the researchers managing the website, and expect it to contain 600 land related conflicts by the end of 2017. Currently, there are 493 conflicts reported affecting 6.5 million people and 2.3 million hectares, effecting USD\$ 226 billion worth of investments. The Land Conflict Watch has made presentations at several national-level conferences (India Land Conference, The Centre for the Study of Law and Governance in JNU, Centre for Policy Research). 	A2.1 +1, A4.1 +26
5. RRI strategy is led by most informed and credible actors	 On Track	 On Track	<ul style="list-style-type: none"> This activity’s budget was absorbed into another contract. Two advisory Group Meetings have been organized till date. 	

Nepal Work Plan



The following table outlines an assessment of progress achieved against Nepal 2017 work plan objectives.

Nepal				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. The Forest Rights Law is passed and supports secure land, forest, resource and carbon rights, and includes provisions for management responsibilities to be vested in IPs, local communities,	 Partially	 On Track	<ul style="list-style-type: none"> The Green Foundation carried out five multi-stakeholder meetings which were attended by Constitutional Assembly (CA) members, various political party representatives and CSOs to discuss the Forest Rights Law. The frequent meetings with various members of the CA and other important stakeholders have created a strong alliance that is supportive of passing the Forest Rights Law under the new Government that is currently being set up. The diversity and complexity of the Forest Rights Law (draft) was discussed with members of Dalit, and Indigenous communities, women and madhesi representatives, and have incorporated provisions for ownership and management responsibilities for all the above communities. The implementation procedure of the Forest Rights Law is currently under more scrutiny from the CA and CSOs coalitions. The CA 	O3.1 +1, A1.1 +1, A2.1 +1, A3.1 +1, A7.1 +1

Nepal				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
Dalits, women, and Madheshis			<p>members who attended the various meeting have demonstrated their support in passing the law, and are currently awaiting the full shift to a federal system of government.</p> <ul style="list-style-type: none"> FECOFUN carried out several multi-stakeholder workshops with the Constitutional Assembly (CA) members on the current draft of the Forest Rights Law. More specifically, one national level multi stakeholder interaction program was organized in Kathmandu. The program was titled “local level government’s role in community based forest management”. There was participation of significant number of members of parliament, Mayors, deputy mayors and Ward/ District Chairpersons from different municipalities, high level government officials from forest ministry and department of forest, partner, collaborators, stakeholders, civil society and media representatives. There was province level stakeholder meeting conducted in Nuwakot; attendees included representatives from FECOFUN district chapters (Nuwakot, Kathmandu, Bhaktapur, Lalitpur, Makawanpur, Rasuwa, Chitwan, Kavre, Sindhupalchowk, Ramechhap, Dhading, Dolakha and Sindhuli), members of parliament, members of political parties, partners and collaborators organizations, district forest office, etc. The results of various meetings resulted in several rounds of comments and eventually led to the CA members informally pledging to endorse the Forest Rights Law. FECOFUN will be approaching the newly elected Minister of Soil and Forests for consultation of the draft Law. FECOFUN conducted an advocacy campaign that were targeted to the local elections in Nepal conducted throughout 2017, specifically in Dang, Doti and Chitwan districts. The campaign was focused on awareness on the Forest Rights Law, and collaborated with Asmita Nepal – who focused on women’s rights within the Forest Rights Law and with the Rastriya Dalit Network (RDN) who were focused on creating solidarity among election representatives on forest right law and on including Dalit issues in natural resource in their election. 	
2. Evidence-based analysis linking forest rights with climate change and development (through community forest enterprise) to generate support amongst political leadership and officials for Forest Rights Law	 On Track	 Achieved	<ul style="list-style-type: none"> The Green Foundation carried out three case studies in diverse regions in Nepal, to create a baseline analysis on the on-going community forest-based enterprise. The studies originally identified eight CBFs included in furniture, wooden handicraft, handmade paper, bio-briquette, trifala, babiyo rope production, bel-squash production and eco-tourism through the interaction of CFUG. Based on these cases studies, GFN wrote and is soon to publish a policy brief on policy provisions, gaps and challenges of CBF, to support both the recent Cooperative Law and the current draft of the Forest Rights Law. 	A2.1 +1





Latin America Regional Work Plan





The following table outlines an assessment of progress achieved against Latin America Regional 2017 work plan objectives.



Latin America Regional				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Increased regional learning, cooperation, and action plan on indigenous women's land rights in Latin America	 No Attempt	 No Attempt	<ul style="list-style-type: none"> The activity associated with this outcome was not funded. 	

Colombia Work Plan

The following table outlines an assessment of progress achieved against Colombia 2017 work plan objectives.



Colombia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Recommendations to secure territorial rights of indigenous and Afro-descendant communities are included in the agrarian reform and peace agreement legislations	 Achieved	 Achieved	<ul style="list-style-type: none"> RRI's Collaborators, Universidad Javeriana (PUJ), National Afro Colombian Council of Peace (CONPA), Process of Black Communities (PCN) and the Caribbean Community Council made significant progress in producing new data with geographical reference and the analysis of the vulnerability of Afro-descendant territories lacking legal recognition and titling. RRI's collaborator PUJ's research team has created 4 data bases analyzing the legal situation of the current land titling requests of Afro descendant community councils. The Coalition consolidated the information of the current status of the requests of 231 community councils that have been pending resolution of their land claims for approximately 5-10 years. By collecting this data and analyzing it RRI is contributing to the advocacy efforts of the Afro-descendant organizations currently monitoring the implementation of the Agrarian Reform, Chapter 1 of the Peace Agreement. Collecting this data and analysis will help the Coalition in Colombia ensure that Afro-community customary lands are excluded from the inventory of the 10 million hectares of 'available rural state lands' to be considered for distribution among rural populations. 	A2.1 +4
2. The Inter-Ethnic Commission for Peace (ONIC-CONPA) is better positioned to monitor the implementation of peace agreement laws and ensure territorial	 Achieved	 Achieved	<ul style="list-style-type: none"> RRI's support to produce the technical, legal and political tools to monitor the implementation of the peace agreement has strengthened and positioned the role of CONPA in the Inter-Ethnic Commission for Peace. This support enables CONPA to: 1) consolidate a proposal of Afro-descendant communities on the guidelines to define the plans for implementation of the Territorial Development Programs (PDETs), 2) establish a roadmap to exercise free and informed prior consultation rights 	O1.1 +1





Colombia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
development are taken into account			in the implementation of the Ethnic Chapter, and 3) consolidate a proposal of indicators to guarantee territorial rights and legal security over the collective territories and their resources in the implementation of the of the peace accord.	
3. Climate change funding programs include recommendations from Indigenous Peoples and Afro-descendant communities' on securing collective tenure and access to funds	 On Track	 On Track	<ul style="list-style-type: none"> RRI's Collaborators Environment and Society Association (AAS) and Process of Black Communities (PCN) developed a study of climate change funds, including an analysis of the role that ethnic communities play in the mitigation of and adaptation to climate change. The funds analyzed were 1) Green Climate Fund, 2) Fund GEF/FMAM, and the 3) Colombia in Peace Fund (Integrates funds from the Inter-American Development Bank, United Nations and the World Bank). The study found that there is no clear path for ethnic communities to directly access these funds, and the programs for distribution of these funds also lack safeguards on gender justice and prior and informed consultation. The Coalition in Colombia worked with government actors, Inter-American Development Bank, Green Climate Fund and private donors to access information on the operation of these three main funding sources to prepare an advocacy plan and specific proposals. RRI collaborators formally submitted a set of recommendations to the Green Climate Fund to ensure collective tenure, safeguards to their territorial rights and direct access of the communities to the funds. These recommendations include a) the scope of application must be inclusive of indigenous peoples, local communities and Afro-descendant peoples of Latin America and the Caribbean, b) the inclusion of principles such as: recognition and self-determination of the system of self-government, historical reparation, and strengthening the rights of indigenous peoples to their lands, territories and resources, and c) the facilitation of direct access of Indigenous Peoples to (GCF) resources. This strategy will lay the foundation to work with similar funds and generate plans, programs and projects linked to the climate change agenda at local, regional and national levels. 	O3.1 +1
4. Indigenous and Afro-descendant's community-based management plans are positioned as key contributors to the fulfillment of national climate change commitments	 On Track	 On Track	<ul style="list-style-type: none"> Members of the RRI Coalition developed two community monitoring systems to track deforestation and forest degradation within IP territories (Confederación Indígena Tayrona in Sierra Santa MartaMy) and Afro community lands (Consejo Comunitario de Yurumanguí) to influence donors as well as national and regional governments to demonstrate their contributions to national climate change commitments. During the development of these projects, the Coalition identified that the Forest and Carbon Monitoring System favors technical variables and lacks the ethnic-cultural perspective requested by IP and Afro communities. Moreover, the current State satellite system of forest monitoring does not ensure a complete and accurate measurement system, resulting in deficiencies in geo-referentiation. This strategy enabled the participation of RRI Collaborators in the Institutional Panel of Community Monitoring (Mesa Institucional de Monitoreo Comunitario), supported by the 	A2.1 +2, A4.1 +2, O3.1 +1

Colombia				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>ONUREDD program, bringing community inputs into the development of National REDD+ Strategy (ENREDD+).</p> <ul style="list-style-type: none"> Additionally, the RRI Latin America Program has helped to leverage synergies and collaboration among our Partner Prisma, Affiliated Network AMPB, Rainforest USA-Peru to bring lessons learned on community forest monitoring to Mesoamerica and Peru. 	
5. The national government takes into account the guidelines for rural women's access to land for the creation of the future National Public Policy on Rural Women	 On Track	 On Track	<ul style="list-style-type: none"> Building on previous joint efforts in 2015-2016 by the RRI Coalition, Collaborators National Indigenous Organizations of Colombia (ONIC) along with the National Women's Advisory Committee have been leading the review and adjustment of guidelines for the inclusion of women's tenure rights in the proposal for the National Public Policy on Rural Women. In 2016, RRI supported the joint work of women representing Afro descendant, indigenous, and peasant groups to work together on the guidelines for the public policy on rural women, which was key to demonstrating their alliance to the national government to achieve common goals. As a result, last July, women representing RRI's Collaborators were selected to join the Colombian Commission for Monitoring, Promoting, and Verifying the Implementation of the Final Agreement (CSIVI, Comisión de Impulso y Verificación a la Implementación del Acuerdo Final), a Commission whose mission is to ensure that the gender perspective is included in the implementation of laws resulting from the Peace Accords. 	A7.1 +2

Peru Work Plan

The following table outlines an assessment of progress achieved against Peru 2017 work plan objectives.

Peru				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. National level indigenous organizations have coordinated goals and strategies to increase the number of community land titling in the current 11 projects for collective land titling	 On Track	 On Track	<ul style="list-style-type: none"> RRI's Collaborators, representing national indigenous organizations from the Amazon and Andean regions and working together under the Platform Pact of Unity, created and launched a common proposal to secure collective tenure rights that includes recommendations for: a) increasing the target number for community titling under the current national and regional titling programs; b) resolving technical titling procedures that affect implementation and realization of collective tenure rights. The proposal was presented on October 30th at the Public Forum "Indigenous Peoples: legal security and proposal for collective titling in Peru" before government agencies, cooperating entities leading the titling projects and Indigenous Peoples representatives. The RRI Coalition has also launched the Campaign Titulación Colectiva Ahora (Collective Land titling now) aiming at informing about the current struggles and land title claims from Indigenous communities and the risk to their ancestral 	O3.1+1, A2.1 +1



Peru				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			territories in light of an inadequate implementation of the current land titling projects. RRI's Collaborator National Agrarian Confederation (CNA) has been leading the Pact of Unity using the "Common Agenda of Indigenous Organizations" created and consolidated in 2016 under RRI strategy. The integration of the Common Agenda into the Pact of Unity Platform's political work plan enabled national indigenous organizations to respond effectively to repeal harmful norms that the National Government has been promoting in recent months, such as the executive decree (1333) and similar norms that directly affect community tenure security by facilitating access to their land for investment projects.	
2. IP organizations hold the government accountable for fulfilling its Nationally Determined Contributions (NDC) commitments while including key recommendations from IPs	 On Track	 On Track	<ul style="list-style-type: none"> RRI's Collaborator AIDESEP and affiliated network COICA completed the first phase of the indigenous peoples' proposal to reach NDCs goals and identified the common climate change threats for both the Amazonian and Andean regions such as mining, hydrocarbons, oil pipelines, gas pipelines, oil palm, concession etc. and the impacts of deglaciation, desertification, forest fires, droughts, frosts, floods, alluvium, reduction of groundwater, new diseases, new pests and alteration of the agrarian cycle. Concrete advocacy strategy actions for the implementation of NDCs-Peru in articulation with the common agenda of the indigenous organizations have been included in this proposal. More work in the coming weeks alongside RRI's Collaborator CNA will ensure that the Andean contributions will be integrated into the proposal. To seek political, technical and financial support from the national government, a national event has been scheduled for January 2018. This presentation was previously planned for November, but has been delayed as indigenous organizations are currently preparing their participation in COP 23. 	O3.1 +1
3. Indigenous Peoples' common proposal for public policy on food security and "good living" (buen vivir), including women's role, is introduced into the national political debate	 On Track	 On Track	<ul style="list-style-type: none"> RRI's Collaborator AIDESEP in coordination with Andean indigenous organizations is finalizing the proposal of Indigenous Economy. The proposal articulates Amazonian indigenous sustainable life plans where market-oriented activities are complemented with activities for self-consumption, and includes a series of principles on sustainable development, governance, transparency and the right to self-determination. Andean Indigenous organizations are currently working on the integration of their perspective into this proposal. The IP organizations were planning a national presentation of this proposal to be attended by key stakeholders such as ministerial representatives, congress officials and specialized journalists. However, this was delayed due to changes in priorities to repeal the approval of laws damaging their territorial rights. To complement the creation of the proposal on indigenous economy, RRI's Coalition members in Peru are conducting advocacy and communications strategies to look for financing sources from the national government to advance self-sustainability of the activities within the communities, including a percentage of the benefits from the exploitation of natural resources to go directly to the communities, which will allow 	O3.1 +1



Peru				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			them to have greater decision making power and autonomy in the use of the territory and the resources.	
4. Indigenous women's perspectives on access to land are disseminated and considered in ongoing land titling projects	 Achieved	 Achieved	<ul style="list-style-type: none"> To influence the national government on the importance of the inclusion of indigenous women in decision-making regarding the implementation of current land titling projects, RRI's Collaborator National Organizations of Andean and Amazonian Women on Peru (ONAMIAP) and Partner Center for International Forestry Research (CIFOR) in alliance with the German Cooperation Agency (GIZ) and International Land Coalition (ILC) held a national level advocacy event, <i>Cuánto pierde el país si las mujeres Indígenas no tiene acceso al territorio?</i> (How much does the country lose if indigenous women lack access to land?) The event convened indigenous women and engaged them with representatives of the Ministry of Agriculture, DISGESPACR, representatives of IDB founded PTRT-3 program, UNDP-DCI, representatives of the Climate and Forest Initiative Support Scheme (NICFI), Peruvian Congresswomen, and NGOs working directly with the implementation of these land titling projects. Following this event, representatives of at least 4 titling projects have been coordinating with ONAMIAP to provide specific follow-up actions to the demands of women for greater participation in the implementation of the titling projects. Additionally, nine indigenous women from 9 of the 10 communities to be titled under the PTRT-3 project were appointed as members of the regional monitoring committees of this project. Women representatives at the committee will monitor that their specific demands are considered during implementation of the titling projects. To better prepare these women leaders, ONAMIAP is working to increase their legal and technical capacity to ensure Gender Safeguards of the IDB are properly addressed in the implementation of the PTRT-3. They are also working on capacity building for regional government officials regarding how to include the gender perspective during the implementation phase of the land titling projects. Additionally, RRI continues working with ONAMIAP and in coordination with the International Land Coalition in the publication of RRI's 2015 study on community titling processes and indigenous women's rights to land in the context of the implementation of "Rural Land Titling and Registration Project in Peru-Third Phase (PTRT-3) in Peru. 	A7.1 +1

SAGE Work Plans

Alternative Tenure and Enterprise Models (ATEMs) Work Plan





The following table outlines an assessment of progress achieved against ATEMs 2017 work plan objectives.

ATEMs				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Influential companies and investors begin to transform business practices and supply chains by adopting and supporting alternative models that prioritize community rights	 Achieved	 Achieved	<ul style="list-style-type: none"> RRI observed important shifts in 2017 among key stakeholders in the private sector that indicate that a transformation is underway among companies and investors to adjust practices and supply chains to support alternative models that prioritize community rights. Some of this transition is likely attributable to RRI efforts at the global and national levels to convene and coordinate among companies, investors, CSOs, and governments. Perhaps most demonstrative of this shift is the emerging global suite of pilot activities underway in countries where companies or investors are beginning to test new approaches to engage with communities to support local rights. Interlaken Group participants like Illovo Sugar (Malawi) and Nestlé (Indonesia), though not financially supported by RRI, communicated results to peers via Interlaken Group convenings. Elsewhere, RRI supported collaborator organizations like AsM Law Offices (Indonesia) to engage with national-level forestry and palm oil companies to integrate best practices on land rights into their operations. RRI, through the Interlaken Group, initiated new analysis to document these and other pilots around the world to highlight and share themes of emerging good practice. RRI has helped to facilitate this transition by consolidating and expanding participation in the Interlaken Group by key stakeholders at the global and national levels. At the global level, the Group added participation from IKEA, Illovo Sugar, and Sime Darby. These organizations are important because they represent, from the corporate side, both buyers of commodities with important developing world footprints, but also the regionally-important producers of commodities. The Group also organized roundtables with other multi-stakeholder platforms like the Swedish Leadership on Sustainable Development (SLSD) and Dutch LAND Forum. Additionally, RRI staff fielded staff from development finance institutions (DFIs) and companies to be connected to peers and cases where the private sector has supported community mapping and titling around concessions. The Group piloted path-breaking country-level engagement in Kenya and Cameroon, where it convened global Interlaken Group participants, local and regional companies and investors, key members of civil society, and government. The Group demonstrated that demand for pre-competitive convening and solutions for land tenure problems extends to upstream producers of commodities and recipients of international finance. This demand by local private sector is itself demonstrative of the transition underway among companies and investors to address land tenure problems. Country-level engagement by the Group represents a new entry point to engaging upstream commodity and financial supply chains, which have historically been resistant to advocacy pressure. 	O4.1+2, A1.1+3, A2.1+6, A3.1+4

ATEMS				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<ul style="list-style-type: none"> RRI supported the ongoing transformation among the private sector to respect local rights by providing guidance, strategic analysis, and new data. The Interlaken Group launched in 2017 its Corporate Responsibility on Land Legacy Issues; a new guidance product intended to help companies and investors address one of the most difficult and persistent land tenure problems they face. This guidance document was developed in response to field testing by Nestlé in Indonesia with its palm oil suppliers. RRI produced new analysis assessing and quantifying the incidence of tenure related conflict in Southeast Asia. This analysis has important implications for shaping due diligence approaches for engaging with local peoples. RRI provided support for local organization Jaringan Kerja Pemetaan Partisipatif (JKPP) to develop a new dataset and platform to map customary land rights and agrarian conflict around concessions in Indonesia. The portal will overlay spatial datasets on areas mapped as adat (customary) and other community claims, potential forest areas which are eligible for community tenure, areas where community tenure of different forms exist, concessions maps, and conflict locations. The platform will provide a strong, evidence-based narrative, and tools for advocates to articulate the cost of tenure related conflicts in Indonesia to government, companies, and financial institutions. Finally, RRI supported development of a baseline of the extent and impact of industrial concessions in forestry, mining, oil and gas, and agriculture across 10 developing world countries. It will provide an important new advocacy tool for CSOs and risk assessment measure for the private sector in the countries concerned. 	
2. Policymakers recognize community forest enterprises as attractive alternative to top-down development models and vehicle for community-driven local economic development	 Partially	 On Track	<ul style="list-style-type: none"> RRI made progress towards ensuring recognition on the part of policy makers that community forest enterprises are attractive alternatives to top-down development models and a preferred vehicle for community-driven local economic development. Policy makers and forest agency leaders from developing country governments considered the status, contributions, and emerging strategies of community forest enterprises at 2017's Megaflorestais meeting. Agency leaders came together with international experts on community forest enterprises to generate guidance and recommendations to inform RRI's strategy and approach. In support of this event, RRI worked with University of British Columbia to generate and deliver an update of the global status and emerging opportunities associated with community forest enterprises globally. RRI focused during 2017 on developing partnerships with key organizations and initiatives in the community forestry space in anticipation of broader engagement on and support for community forest enterprises. This included the Rainforest Alliance-led Community Forestry Frontiers Initiative (CFFI), which would serve as a dedicated source of funding to support the specific needs of community forest enterprises. 	O4.2+1, A2.1+2, A4.1+1, A8.1+1



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 ⁵				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Governments in selected REDD+ countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth	 On Track	 Achieved	<ul style="list-style-type: none"> Progress for this outcome is address in country-level work plans: Colombia Outcomes 1,3 & 4; Peru Outcomes 1,2 & 3; Latin America SRM 1; Liberia Outcome 3 & 5; African Regional Outcome 3; and Asia outcomes. 	
2. International climate initiatives and financing mechanisms, and developing country governments adopt institutional safeguards and standards to scale-up the recognition of forest and land tenure rights, as a conditional requirement to REDD+ and other joint mitigation and adaption approaches	 Partially	 Partially	<ul style="list-style-type: none"> RRI developed a White Paper on the impacts of GCF submissions and investments on the rights and livelihoods of forest communities. The report was officially launched at the Guardians of the Forest initiative in London (UK) on October 24th, at the Royal Society of London, attended by over 30 journalists covering Rights and Climate issues. Early results of the analysis where also leveraged in GCF meetings in April and presented in an RRI-sponsored event at the 46 SBSTA meeting of the UNFCCC in Bonn, Germany (May). Results of the analysis are actively being leveraged by RRI Partners and Collaborators engaged in GCF meetings. Efforts to update the 2016 study of forest peoples' contributions to carbon sequestration with a global assessment of community contributions led to the development of a more comprehensive engagement framework, bringing in new partners and collaborations anchored in a common desire to develop a peer-reviewed assessment. While delays in the finalization of the Forest Tenure Area update has forced collaborating partners to postpone the anticipated completion of the study to early 2018, the initiative has grown in ambition and the production of a peer-reviewed assessment of both above ground and below-ground carbon will allow RRI Partners and Collaborators to directly engage IPCC contributors with scientifically validated research, thus strengthening the case for secure community forest tenure rights. Authors of the 2014 RRI analysis of the status of carbon rights in REDD+ countries were contracted to produce an updated and more extensive review of carbon rights in the most advanced REDD+ countries. The study confirms the limited progress in the clarification of carbon rights, and with this concerns over the limited development of benefit sharing mechanisms and efforts to protect community land and resource rights. 	A2.1 +3

⁵ Note that stated outcomes for Rights and Climate reflect long -term ambitions, as reflected in RRI's commitment to NICFI. Hence, results are not expected to be achieved in any given year. Statements are intended to reflect cumulative gains.



Rights and Climate⁵







Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
3. Influential private investors and companies commit to international standards and practices regarding tenure rights, and work with CSOs, governments, and communities to enhance social and environmental outcomes.	 Partially	 Achieved	<ul style="list-style-type: none"> RRI undertook a scoping mission to Indonesia to define the niche and value-add of systematic RRI private sector engagement in Indonesia. The RRI Indonesia Tenure Conference featured a private sector panel with representatives from civil society, government, industry associations (RSPO), and pulp and palm oil companies. Participating companies showcased their efforts to strengthen and improve local rights via collaborations with AsM (see ATEMs APMR Outcome 1). By sorting local land tenure, companies demonstrated that they could control and account for deforestation outside of the nucleus plantation area i.e. the small holder supply chain. The panel called for stronger, systematic community monitoring of corporate activity on the ground; platforms for exchange between companies and CSO's; reduce violence and criminalization of land rights defenders; address overlapping concessions (for govt); bridge gaps between global corporate commitments and national level action. The emerging multi-stakeholder panel now provides a basis for future Interlaken Group engagement in Indonesia. 	

Tenure Tracking Work Plan

The following table outlines an assessment of progress achieved against Tenure Tracking 2017 work plan objectives.

Tenure Tracking

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Enhanced awareness of the recognition of community-based forest rights accelerates inclusion of tenure rights in climate initiatives	 On Track	 On Track	<ul style="list-style-type: none"> RRI is in the process of updating the global Forest Tenure Database which tracks, since 2002, the area of forest that is government-administered, designated for or owned by Indigenous Peoples and local communities, and privately owned by individuals and firms. As of 2013, this database included 52 countries. In 2017, RRI selected 7 new countries to add to this database, including: Chile, Ecuador, Mali, Mongolia, Panama, Senegal, and Uganda. Of these countries, Panama, Chile, and Uganda are FCPF Participant Countries, and Chile, Ecuador, Uganda, and Mongolia are UN-REDD Partners. Panama, Senegal, and Mali were added to RRI's Bundle of Rights database in 2016, and so these countries were also added to the Forest Area Database to ensure consistency across RRI's Tenure Tracking data sets. Desk research and peer review of new data for all 59 countries is expected to conclude by the end of 2017, and data will be published in a report and online in early 2018. Due to shifting timelines and priorities associated with other projects, no briefs disbursing the findings of the forest tenure update will be completed in 2017 	A6.1 +1

Tenure Tracking				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
2. Greater recognition of the importance of communities' rights to use and govern freshwater associated with their lands	 Achieved	 Achieved	<ul style="list-style-type: none"> In 2017 RRI, in collaboration with the Environmental Law Institute (ELI), continued efforts toward the development of a globally comparative framework for monitoring the national recognition of community-based freshwater rights. In January 2017, an expert consultation meeting was convened at RRI's office in Washington, DC to solicit feedback on the conceptual framework and preliminary methodology that had been developed throughout 2016. Based on feedback received during this expert group meeting, as well as consultations with additional stakeholders, RRI and ELI further refined and piloted the methodology at the national level in three countries (Colombia, India, and Kenya), and at the sub-national level in Rajasthan, India. The methodology and preliminary findings from the pilot analyses were presented in the working paper <i>Community-Based Water Tenure: A Methodology for Establishing a Global Baseline on the Legal Recognition of Communities' Rights to Freshwater</i>, and shared during a Showcase Event at Stockholm International Water Institute (SIWI) World Water Week in Stockholm, Sweden in August 2017. The event was attended and well-received by more than 45 water-oriented stakeholders including lawyers, practitioners, donors, NGO representatives, and others. In the remainder of 2017, RRI and ELI intend to apply the methodology to 3-4 additional countries. 	A2.1 +1
3. Improved understanding of the gap between community-based and statutory forest tenure rights	 No Attempt	 No Attempt	<ul style="list-style-type: none"> Activities associated with this outcome were not attempted due to changing priorities. 	
4. Enhanced awareness of the recognition of women's rights within collective tenure systems strengthens the position and tenure of indigenous and rural women	 Achieved	 Achieved	<ul style="list-style-type: none"> <i>Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests</i>, was released in May 2017. The flagship report analyzed indigenous and rural women's tenure rights within 80 community-based tenure regimes identified in 30 countries across Africa, Asia, and Latin America, and concludes that national laws and regulations on the rights of indigenous and rural women to inheritance, community membership, community-level governance, and community-level dispute resolution are consistently unjust, falling far below the requirements of international law and related standards. On May 26, the event "How Much Does the Country Lose if Indigenous Women Lack Access to Land?" was held in Lima, Peru by co-organizers RRI, ONAMIAP, CIFOR, and ILC, drawing more than 120 participants from government and civil society sectors. Findings from "Power and Potential" and recent research by CIFOR were used to inform a discussion on gender inequalities in the implementation process for current titling projects, and the need for stronger legal protections for indigenous women's tenure rights. Findings from Power and Potential will also be developed into policy briefs that address legislative best practices as well as rural and indigenous women's governance and inheritance 	O3.1 +1, A2.1 +1, A7.1 +1



Tenure Tracking

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			rights to be published in 2018, and will be used to inform policy reform processes at the national level.	

Realizing Rights Work Plan

The following table outlines an assessment of progress achieved against Realizing Rights 2017 work plan objectives.



Realizing Rights



Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Effective advocacy for national tenure reform and implementation and resistance to rollback of rights	 On Track	 On Track	<ul style="list-style-type: none"> LandMark has been consolidated from beta version to a fully functional site with additional layers. An independent evaluation is underway and should be completed by end of 2017. Research for UNSR on protected areas and Indigenous Peoples has produced country case studies from Peru, Indonesia, India, Panama, and Central Africa; and an update of relevant international jurisprudence. A financial analysis of global investments in protected areas is underway. Plans are to complete the production of a 50-page booklet by March 2018 for launch at the UPFII in NYC in April 2018. 	O4.2 +1, A8.1 +1

Gender Justice Work Plan

The following table outlines an assessment of progress achieved against Gender Justice 2017 work plan objectives.



Gender Justice

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. Global Analyses/tools - enhanced awareness of the recognition of women's rights within collective tenure systems strengthens the position and tenure of indigenous and rural women	 On Track	 On Track	<ul style="list-style-type: none"> <i>Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests</i> was launched on May 25, 2017. The analysis concludes that national laws and regulations on the rights of indigenous and rural women to inheritance, property rights, community membership, community-level governance, community-level dispute resolution, and constitutional equal protection are consistently unjust, falling far below the requirements of international law and related standards, and renders more visible the gender dimensions of collective tenure systems while clarifying the implementation gaps between statutory law and the lived experiences of women around the world. Prior to the launch of this report, the findings of this analysis were presented in two panel events targeting international development professionals and stakeholders. RRI participated in a Parallel Event to the 61st session of the Commission of the 	A2.1 +1

Gender Justice				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>Status of Women on March 17, 2017, entitled “Secure Land Rights for Women: Essential Building Block for Women’s Economic Empowerment.” The panel, moderated by RRI Partner Landesa’s Center for Women’s Land Rights, provided the opportunity to highlight the importance of women’s tenure security within community-based tenure. The findings were also presented as part of a panel on “How to Ensure Gender Equality in Access to Communal Lands” at the 18th Annual World Bank Conference on Land and Poverty on March 22. RRI also presented on the conservation-oriented findings of the report to Conservation International at their headquarters on June 15.</p> <ul style="list-style-type: none"> Case studies delving into women’s land rights around the world (Indonesia, Bolivia, Peru, Zambia, Liberia, and Ethiopia) complemented the report, including an analysis on Women’s Leadership, Agency and Voice within Community-Based Tenure Systems and Gender-Differentiated Impacts of Large-Scale Land Acquisitions (LSLAs) on Women’s Land and Forest Tenure Rights. It also gathered stories from the Coalition, gained significant press coverage, and shared this message with women’s land rights advocates. The Coalition widely shared the report’s findings with its constituents and networks regionally and globally, including case studies and spokespeople for far reaching media outreach. Findings from <i>Power and Potential</i> and commissioned case studies will also be developed into policy briefs that address legislative best practices as well as rural and indigenous women’s inheritance rights to be published in 2018, and will be used to inform policy reform processes at the national level. 	
<p>2. Knowledge dissemination and advocacy -</p> <ul style="list-style-type: none"> Create new opportunities for dialogue and advocacy to advance Gender Justice within reforms involving collective tenure and customary governance systems Findings from the Tenure Tracking Gender Flagship Report are used by RRI Collaborators to inform national-level advocacy efforts for policy reforms 	 Achieved	 On Track	<ul style="list-style-type: none"> RRI’s communications team focused on sharing research from the Gender Flagship as well as case studies on Gendered Issues on LSLAs and Oil Palm in Indonesia, Women’s Agency and Leadership in Bolivia and Zambia, and Gendered Impacts of LSLAs in Indonesia and Ethiopia, in an easily digestible form; it also gathered stories from the coalition, gained significant press coverage, and shared this message with women’s rights advocates such as Women Deliver. Knowledge dissemination has also occurred through country-level sharing. On May 26, the event “How Much Does the Country Lose if Indigenous Women Lack Access to Land?” was held in Lima, Peru by co-organizers RRI, ONAMIAP, CIFOR, and ILC, drawing more than 120 participants from government and civil society sectors. Findings from <i>Power and Potential</i> and recent research by CIFOR and ONAMIAP were used to inform a discussion on gender inequalities in the implementation process for current titling projects, and the need for stronger legal protections for indigenous women’s tenure rights. As a result, at least four titling projects have been coordinating directly with ONAMIAP to follow up on the group’s demands. And, indigenous women from 9 of the 10 communities to be titled under the PTRT-3 project became members of the regional monitoring committees for this project. The <i>Power and Potential</i> findings from Indonesia were launched at a press conference in Jakarta on May 26 that was attended by journalists from major national and international media. The 	A7.1 +4

Gender Justice				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>event focused on the findings of the research and the importance of secure tenure rights for women in Indonesia's forest communities. Speakers included the RRI Facilitator; Rukka Sombolinggi, Secretary-General of AMAN, who highlighted the importance of forests for adat women and the challenges they are facing; Mia Siscawati, Gender Studies Center of Universitas Indonesia, who explained how these issues relate to everyone; and Saur Tumiur Situmorang, Komnas Perempuan, who linked the research results to the Komnas HAM National Inquiry.</p> <ul style="list-style-type: none"> Regional findings were shared at RRI's regional workshops on gender in Africa (20-21 July), Asia (23-24 August), and Latin America (31 August), and used as a baseline for the identification of the most salient thematic issues facing each region. In Africa, the major concerns voiced by participants were consistent with the <i>Power and Potential</i> regional findings—that discriminatory inheritance laws and the lack of community-level participation are the most salient obstacles to securing women's tenure rights. Therefore, strategies to overcome these barriers must not only address legal obstacles, but also social and cultural ones, as enduring patriarchal institutions foster environments that constrain women's opportunities and voice, thereby contributing to their lack of economic empowerment—particularly with respect to access to land and resources. The Asia workshop, in turn, recommended that RRI's gender work in the region should focus developing a regional narrative, based on research, networking, and piloting, defining a long-term goal on how women's issues and knowledge are framed, producing data to inform the narrative. Finally, the major outcomes of the Latin America workshop were that territorial governance and women's political participation must be priorities moving forward—and even more, that the integration of a gendered perspective into the recognition of collective rights as well as into strategies for access to land and resources, are essential to making progress on women's tenure rights in the region. 	
3. Networking support/Advocacy - strengthen women's networks and civil society's capacity to leverage and convene multi-level actors	 Achieved	 Achieved	<ul style="list-style-type: none"> In 2017, RRI convened three regional workshops on "Gender Justice, Indigenous and Rural Women's Collective Land and Resource Rights" in Africa, Asia, and Latin America. These workshops aimed to map and develop strategic alliances between existing regional initiatives, expand regional networks, and identify regionally pertinent themes that can contribute to the development of complementary regional strategies on gender. Further, the discussions of these workshops also facilitated the development of comprehensive regional perspectives on the issues facing gender and tenure rights in the region, and in doing so, identified where the RRI Coalition could add value moving forward. In Africa, the RRI Technical Expert Workshop on Gender Justice, Indigenous and Rural Women's Collective Land and Resource Rights was held from 20-21 July in Accra, Ghana, and co-hosted with RRI Partner Civic Response. Participants representing over 10 countries in the region attended and were comprised of a diverse group of experts, RRI Partners (FPP, Landesa, and CIFOR), Collaborators (TENFOREST), and affiliated networks (REFACOF, NRW). The workshop focused on strategic 	A3.1 + 4, A7.1 + 4



Gender Justice				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>networking and alliance building, connecting existing regional initiatives and improving their coordination to effectively implement existing regional and global commitments. Further, the major issues raised were that sociocultural norms and practices, customary inheritance regimes, legal barriers, and state-enforcement vacuums significantly hinder the advancement of women's tenure rights in Africa. In addressing these, women's economic empowerment, engagement with government and private sector, and the production of evidence-based research were all identified as critical opportunities for RRI's engagement with gender in the region moving forward.</p> <ul style="list-style-type: none"> • In Asia, the Asia Regional Gender and Tenure Workshop was held from 23-24 August at the headquarters of RRI Partner and co-host RECOFTC in Bangkok, Thailand. Participants representing 12 different countries across Asia as well as 20 different regional organizations and coalitions attended, and hailed from various RRI Partners (CIFOR, FECOFUN, FPP, Landesa, Samdhana, Tebtebba), affiliated networks (AIPP, AMAN), academia and other grassroots organizations. The workshop focused on brainstorming and strategic mapping, as well as identifying both regional and global trends related to gender and forest tenure. Accordingly, the key thematic issues that emerged were LSLAs and land-grabbing, private sector engagement, anti-criminalization and conflict resolution, and economic empowerment. The diversity of issues across the region reinforced the need to address gaps in action and research by creating spaces for collective engagement, and to connect ground realities with regional themes to form a broader narrative on gender in Asia. • In Latin America, the workshop on "Gender Justice: A Vision for the Future in Latin America" was held on 31 August in Bogotá, Colombia, and convened RRI Partners, Collaborators, Fellows, and affiliated networks from over 8 countries across the region, representing a variety of sectors including civil society, indigenous and afro-descendent women's organizations, academia, the government, and international organizations. The workshop made clear that integral recognition of collective rights with a gender perspective, territorial governance, protection and defense of land and human rights defenders, and women's political participation are the key issues facing the region. Further, in addressing these issues, steps must be made to collaborate with the government, the media, the private sector, and religious institutions; the development of mechanisms for communication and coordination, as well as the definition of key moments for collective action are essential in meeting these ends, and are areas where RRI can add value moving forward. • At RRI's Stockholm Conference, findings from the workshops informed a gender strategy session on "Rural and Indigenous Women's Rights and Leadership in Collective Lands", which was co-organized by RRI Partners and Affiliated Networks including CADPI, CIFOR, Landesa, REFACOF, ONAMIAP, and FECOFUN. The session worked towards the articulation of a new global partnership on indigenous and rural women and community land rights to showcase and document the increasing role and 	

Gender Justice				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>leadership of women in community lands and forest management, addressed the critical gaps in securing indigenous and rural women's land rights, and identified actions to advance this partnership. In reaching this end, the session focused on the stock-taking of strategies and tools being used to secure indigenous and rural women's rights and promote their leadership in communities, as well as on the discussion of current issues, challenges, commitments and "gaps" in securing women's land rights.</p> <ul style="list-style-type: none"> The regional perspectives defined at these workshops are essential to rooting RRI's global strategy on gender justice in regional and country realities, and their inputs will inform 2018 planning processes in all regions to further mainstream gender across the RRI Coalition, as well as RRI's upcoming Global Advisory Group meeting to take place in early 2018. This meeting will convene gender experts from across the world to develop an overarching gender strategy that will inform RRI's Gender Justice work for the next 3-5 years and speak to the projected SPIII outcomes. 	
<p>4. Support country gender justice activities -</p> <p><u>Indonesia</u>: Learnings on linking forest rights based CFEs with economic and Political Empowerment of women's groups</p> <p><u>Colombia</u>: Indigenous, Afro-descendant and peasant women provide guidelines to the government for the creation of the future National Policy on Rural Women</p> <p><u>Liberia</u>: increase women representation, engagement, leadership and participation in community forest institutions</p>	 Achieved	 Achieved	<ul style="list-style-type: none"> <u>Indonesia</u>: RRI collaborated with Coalition Partner CIFOR on the study "Gender Issues in Large Scale Land Acquisitions: Insights from Oil Palm in Indonesia," which was released in coordination with the launch of <i>Power and Potential</i> this May. The study laid the foundation for a series of publications on "Transforming the roundtable on sustainable palm oil (RSPO) for greater gender equality and women's empowerment," and on "The social impacts of oil palm in Indonesia: a gendered perspective." These were followed by events, press releases, and blog articles aimed at initiating multi-stakeholder policy dialogues on palm oil governance and gender equality, and identifying gender gaps in Indonesia's palm oil industry. <u>Colombia</u>: Rural, indigenous, and ethnic women's groups collaborated to advance the creation and implementation of the National Public Policy on Rural Women; building on this advocacy, these groups were subsequently jointly appointed to be part of the National Commission, enabling them to become members of a high-level body monitoring the inclusion of a gender perspective in the implementation of laws resulting from the Peace Accords (see Outcome 6 Colombia). <u>Liberia</u>: FCI is working to increase community dwellers' (especially women and youth) knowledge of REDD+ programs to strengthen their participation in the program and in their development and implementation in 4 districts in Sinoe County. To date, the FCI has conducted two local consultations and held 4 community meetings in Greenville, Butaw, Kpayan and Kabada districts and reports that roughly 300 people, including 195 women and 105 men, participated in both the consultations and the meetings. These activities created the opportunity for women, men, and youth in Sinoe County to receive information on REDD+ and climate change that will be used by them to engage in the process. The FCI is currently engaging and mobilizing stakeholders and participants for the national dialogue on REDD+ and Climate Change to be held in November 2017. FCI has concluded discussions with the FDA 	O3.1 + 3, A7.1 + 3





Gender Justice				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>and has signed a Memorandum of Understanding for the holding of four regional consultations on REDD+ and Gender.</p> <ul style="list-style-type: none"> Nepal: Nepal, which currently has laws in-progress concerning land and forest rights to be formulated in 37 local bodies, has strong opportunities to endorse women's land rights. The passing of these laws has created opportunities for coordination with local governments to promote local recognition of women's and collective land rights, as well as advocate for women's leadership, while simultaneously laying the foundation for country-level engagement. Additionally, RRI participated in a CGIAR-hosted webinar covering gender issues in the face of agribusiness expansion, in which it shared the findings of the CIFOR-commissioned study on large-scale land acquisitions in Indonesia and Ethiopia and discussed the role these findings have played in RRI's broader gender justice advocacy strategy. Finally, RRI as well as Coalition Partners and Collaborators worked together to finalize and develop a study by IFRI on the gendered impacts of large-scale land acquisitions in Ethiopia into a journal article, "Capital, labor, and gender: The consequences of large-scale land transactions on household labor allocation," which is currently pending publication. Unplanned achievement: In October 2017, RRI was invited to participate in a "coordinating committee" (alongside UN Women, ILC, Landesa, Oxfam, Huairou Commission, and the Global Land Tool Network- GLTN) on advocacy to promote women's land rights within the Sustainable Development Goals. RRI contributed to a collaborative advocacy messaging document and strategy for retaining the land rights indicators and advancing women's land tenure within implementation of the SDGs. This unexpected collaboration allowed RRI to raise the community/customary tenure aspect within this broader global process and to start laying the foundation for the work on gender and the SDGs in SP3. 	O3.2 +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. Targeted communications and advocacy support advances the national agenda in priority countries	 Partially	 On Track	<ul style="list-style-type: none"> Following the launch of <i>Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests</i> in May 2017, RRI conducted several events and communications vehicles, arranged by RRI regional teams and the Gender Justice team, to establish recognition of women's rights and considerations in forest and land tenure issues. At the regional and national levels, 	

Strategic Communications				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>communications and launches were adapted to the local context, including regional and national spokespersons. RRI convened three regional workshops on “Gender Justice, Indigenous and Rural Women’s Collective Land and Resource Rights” in Africa, Asia, and Latin America. These workshops aimed to map and develop strategic alliances between existing regional initiatives, expand regional networks, and identify regionally pertinent themes that can contribute to the development of complementary regional strategies on gender. The discussions of these workshops also facilitated the development of comprehensive regional perspectives on the issues facing gender and tenure rights in the region, and in doing so, identified where the RRI Coalition could add value moving forward.</p> <ul style="list-style-type: none"> • In Indonesia, RRI Partners and Collaborators were part of a major conference, the Tenure Conference (Konferensi Tenurial) 2017, held in Jakarta. The conference focused on the “Agrarian Reforms and Social Forestry,” and supported the recognition of customary (indigenous) forests to push government to remove the bottlenecks and agree to a concrete action plan. During the opening ceremony, the President of Indonesia, Joko Widodo announced establishment of nine new Village Forests (Hutan Desa) covering a cumulative area of 80,228 hectares – a step towards achieving the Governments’ target of 12.7 million hectares under the Social Forestry program by 2019. Additionally, he awarded nine Customary Forests (Hutan Adat), covering 3,341 hectares in total to 9 adat communities. Both the Office of the President and the Ministry of Environment and Forests were co-hosts of this major conference, involving as well other relevant Ministries such as the Agrarian Minister, and by the end of the Conference the government had reiterated its commitment to achieve its target, despite the low level of implementation so far. The Tenure Conference was covered extensively in Indonesian media, with over 90 media articles, primarily in Bahasa Indonesia, and trended number three in Indonesian Twitter feed during the days of the conference. Over 800 people watched Conference live streaming from Norway, Malaysia, US, Australia, and Indonesia and 78% watched it for the duration of the Conference. The media coverage was primarily an output of RRI national level activity led by partners and collaborators. • In Liberia, Collaborators successfully rallied the public to participate in advocacy around a pro-community land reform especially by advocating for the passage of a pro-community LRA. The Working Group produced several memos, position statements, press statements, and press conferences targeted to various stakeholders, especially lawmakers, international partners, policy makers, and the Liberian people. CSOs shared their pro-community position with lawmakers, religious leaders, students, traditional chiefs, and over 75 CSOs. This made the LRA a national legislative issue. The Working Group has distributed over 400 pro-community LRA T-Shirts, produced and distributed 25,000 flyers, conducted educational forums/workshops with CSOs and youth groups, newspaper stories on the LRA, held radio programs, and commissioned a 	

Strategic Communications				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			pro-community LRA song. The Working Group has also held awareness workshops/forums with traditional chiefs leading to a pro-community position statement. The Working Group set up a Facebook page pushing for the passage of the LRA. Collectively, these outputs made the LRA a constant national issue.	
2. RRI's communications initiatives mobilize key actors, generate greater global awareness of RRI's priority issues and possible solutions, and facilitate progress on these issues	 On Track	 On Track	<ul style="list-style-type: none"> Following the launch of <i>Power and Potential: A Comparative Analysis of National Laws and Regulations Concerning Women's Rights to Community Forests</i> in May 2017, RRI conducted several events and communications vehicles to establish recognition of women's rights and considerations in forest and land tenure issues. The Annual Review in Dakar in February, "The State of Rights and Resources," took advantage of the international press pool in Dakar. The launch included a focus on the Senegal land law, therefore many ministers from Senegal were in attendance as well as ministers from other countries. This mobilized international attention and provided new press pool relationships for RRI. The launch of the Tenure Facility in October 2017 in Stockholm aligned with the third international conference on indigenous, community, and women's land tenure rights. The Tenure Facility launch in partnership with Sida drew large media attention, with the launch and conference generating over 90 media hits across 20 countries and in seven languages. 	
3. Communications processes, vehicles, and tools are updated and streamlined to ensure coordinated messaging, facilitate engagement across the coalition, and better equip key stakeholders to advocate for community land rights at both the global and national levels	 On Track	 On Track	<ul style="list-style-type: none"> In order to make the most use of RRI's research and publications, RRI focused on ensuring its utility for our Partners, Affiliated Networks, and Collaborators at the regional and national level. For example, with the launch of the gender flagship, RRI produced regional level factsheets and broke out country-level data for use in regional and national advocacy. Infographics, quote graphics, and a social media package were also shared with communications counterparts in RRI's Partners, Collaborators, and Affiliated Networks, increasing the reach of the publication as well as its utility for the RRI Coalition. RRI also supported regional launches of the gender flagship in Indonesia and Peru, assisting with increasingly targeted messaging, press materials, and outreach. This model for launching RRI's analytical work proved extremely successful, and there was unprecedented engagement from the Coalition. Breaking down data and messaging to support national and regional advocacy will be a key part of RRI's communications strategy moving forward. Similarly, for the Stockholm Conference, RRI focused on using global data and messaging to tell local stories, particularly in Tenure Facility pilot project countries. RRI's new website, launched in February 2017, serves as a prominent outreach tool, containing a wealth of data and resources that address the needs of RRI Coalition members, researchers, governments, indigenous and local communities, the private sector, and others. The site is streamlined, user-friendly, and designed to reflect the RRI brand identity; it currently receives approximately 11,000 to 15,000 page visits every quarter. Additionally, increased digital engagement—including a new focus on original blog pieces—helps strengthen 	

Strategic Communications				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			<p>RRI's message and voice. RRI also created a new mailing list for the blog, which has the highest open and click rates of any of our mailings.</p> <ul style="list-style-type: none"> In February 2017, RRI dedicated significant time and resources to expanding its Communications Focal Point (CFP) group and listserv beyond Coalition Partners to Partners, Fellows, Affiliated Networks, donors, and other loosely affiliated organizations (e.g. Global Witness, If Not Us Then Who, Purpose, Ford Foundation). Regional meetings and this expanded network have provided a platform for increased information-sharing, allowing for greater collaboration than ever before. Examples include the launch of <i>Power and Potential</i>, the Stockholm Conference, and the campaign around COP 23 in Bonn. The RRI Messaging Repository, begun in 2012, was launched in 2017 in English, Spanish, and French. The repository is accessed by Focal Points (all Coalition plus others), and includes all data by report, theme, or process. 	
4. RRI is equipped with a resource mobilization strategy that will enable it to pursue diversified funding sources, in a steady manner and meet the financial needs of the organization	 Achieved	 Achieved	<ul style="list-style-type: none"> The need to diversify funding sources is regarded as an institutional priority and RRI is continually examining potential new sources of funding. The Board has approved a new Resource Mobilization Strategy, which identifies more than 20 prospective funding sources for further investigation, and RRI has hired a consultant to develop concept notes specifically targeted toward the 10 top Foundation prospects. This work, and the further refine the Resource Mobilization Strategy will continue in 2018 to ensure RRI is able to successfully implement Strategic Plan III. 	
5. Planning, monitoring and reporting frameworks enable focus on results, track progress, and learning by the coalition, and facilitate donor reporting	 On Track	 On Track	<ul style="list-style-type: none"> The planning process was overhauled in 2017, alongside the donor reporting/relations strategy. The new processes, focal points, and templates are designed to allow greater integration of annual work plans and Strategic Program III; allow RRI to more easily track progress towards Strategic Program III objectives and existing donor commitments; provide greater opportunity to capture lessons learned and missed opportunities; and limit and leverage the amount of reporting being done for a variety of internal and external communications purposes, including the Independent Monitor's annual report. In sum, for the first time in RRI history, all elements of annual planning, monitoring, donor reporting, budgeting, and contracting have been designed to "speak" to one another – which should allow for significant reduction in the staff time dedicated to these processes in Strategic Program III. 	
6. FPIII is completed with strong endorsement by RRI Partners, Affiliated Networks, and Fellows, and attracts new commitments	 Achieved	 Achieved	<ul style="list-style-type: none"> Strategic Program III has been finalized with the endorsement of RRI Partners, Affiliated Networks, and Fellows. This 5-year plan seeks to catalyze the legal recognition of an additional 150 million hectares of lands and forests, benefitting over 370 million people. This Strategic Program exhibits RRI's repositioning (moving beyond the coordination and leveraging of its own Coalition toward connecting and leveraging the ecosystem of initiatives and institutions that have emerged in the past decade), creation of a new global initiative on indigenous and rural women's tenure rights, new body of work 	







Strategic Communications







Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
			on community freshwater rights, and expanded support to “front-line defenders” to name a few. RRI has begun reaching out to prospective new donors and is awaiting notification on new funding commitments as of December 2017.	

Coalition and Strategic Networks Work Plan

The following table outlines an assessment of progress achieved against the Coalition and Strategic Networks 2017 work plan objectives.

Coalition and Strategic Networks

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
1. The expanded RRI coalition is further strengthened and coalition members are effectively leveraging each other to achieve major changes on forest and tenure rights	 On Track	 Achieved	<ul style="list-style-type: none"> During the year, The Coalition and Strategic Networks Team (CSN) organized two Partner meetings in January and October, and invited Affiliated Networks to participate in those discussions. CSN has also been working actively to ensure a fluid communication and information sharing among coalition members. This led to many Coalition members endorsing the "Statement of Indian Conservationists on Forest Rights Act" and the Indigenous Peoples Policy for the Green Climate Fund. Coalition members also supported the new vision for RRI laid out in SPIII, participated actively in the launch of <i>Power and Potential</i>, and were actively involved in the upcoming international conference in Stockholm as strategy session organizers or participants in the Innovation zone. 	
2. The transition to a new leadership in the Board of Directors is successfully completed and its members are equipped with the proper tools and information to effectively support the governance of the Coalition	 On Track	 On Track	<ul style="list-style-type: none"> RRG's Board of Directors has been renewed this year with 4 members rotating off, and 2 new members. All Board Committees have been renewed and welcome new members. The newly appointed Chair, Nonette Royo, had to step down to avoid conflict of interest since she became the executive director of the Tenure Facility and an interim Chair was appointed until January 2018. The Board has met 3 times this year (January, May, and October), and the Executive Committee will meet twice (July and November). The Board has remained responsive and an essential resource for the proper governance of RRI, as well as providing guidance toward the independence of the Tenure Facility. Given the tight schedule and lack of funding in 2017, Board trainings have been postponed to January 2018. The Governance Meeting was held successfully at the Airlie Center (Warrenton, VA), on January 10-12th, 2017, preceded by meetings of the RRI Donor Support group and Coalition Partners & Affiliated Networks in Washington, DC. The purpose of this meeting, similar to years past, was to evaluate program proposals and present a final version of RRI activities for review and approval by the RRG Board of Directors. 	
3. The impact of RRI activities is amplified	 On Track	 On Track	<ul style="list-style-type: none"> Amplifying our work on CFEs: CSN contributed to push forward RRI's work on CFEs through its matrix involvement in ATEMs, 	

Coalition and Strategic Networks				
Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
by mobilizing coalition members and leveraging RRI's networking expertise	On Track	On Track	<p>the community-to-community exchange detailed below (that led to further collaboration with the Rainforest Alliance), the MegaFlorestais meeting focusing on this topic, and discussions around applying lessons learned on community forestry from Mesoamerica to South America.</p> <ul style="list-style-type: none"> Engagement with government officials: leveraging the experience of the MegaFlorestais network, CSN worked closely with the Africa team in the organization of a meeting of the African Land Commissions (held in July). Lastly, CSN facilitated outreach to coalition members when needed (i.e., tenure tracking, COP events). 	
4. Indigenous leaders and other key stakeholders from Indonesia built their capacity on self-determined development models through community-to-community exchange	 Achieved	 Achieved	<ul style="list-style-type: none"> A community-to-community exchange between Indonesia and Guatemala is successfully took place in April 2017, in partnership with different members of the coalition, such as AMAN and the Samdhana Institute, and new collaborators, such as Rainforest Alliance, who provided funding and technical assistance for the realization of the exchange. Indonesian delegates learned about community forest management and community forest enterprises and developed road maps for action to implement upon their return, with the support of the Rainforest Alliance. This exchange also opened the way for a new partnership with Rainforest Alliance on their CFE Frontier initiative (5-year project to promote CFEs in 6 countries). 	O3.1 +1, A4.1 +1
5. Public agencies' commitment to support the rights of Indigenous Peoples and new development models is strengthened through peer-to-peer learning and exchange	 Achieved	 On Track	<ul style="list-style-type: none"> The annual meeting of MegaFlorestais was successfully organized in October with the participation of forest leaders from 8 countries (Brazil, Cameroon, Canada, China, DR Congo, Peru, Sweden, and the USA). The overarching theme of the meeting was "Communities, Commerce and Climate Change: Innovations to Sustain the World's Forests", and enabled deep discussions on the need for forest agencies to engage with local stakeholders, encourage CFEs and promote local innovations in forest governance. The workshop on Rethinking Forest Regulations was postponed to 2018. 	A3.1 +1
6. The global development community identified new opportunities to scale up recognition of indigenous and community land rights, and mobilized new actors and sectors	 Achieved	 Achieved	<ul style="list-style-type: none"> The 3rd International Conference was organized in October, with over 300 participants from approximately 60 countries. Three strategy sessions—on rural and indigenous women's rights and leadership in collective lands, strategies and mechanisms to scale up implementation from local to national level, and connecting and leveraging the existing international support structures to advance indigenous and community land rights—developed action plans to increase rights recognition. In addition, the conference featured an "Innovation Zone", an open space designed to promote new technologies and other innovative strategies to scale up recognition of community, indigenous, and rural women's land rights. During the two days, conference participants jointly identified ways to connect and leverage global and grassroots efforts to drive progress on the recognition of indigenous and community land rights. In the lead to the conference, specific efforts were made to ensure participation of a broader set of NGOs, IP/LCs, donors, and private sector actors, to set the stage for a solid discussion and commitments to push this agenda forward. 	A3.1 +2







Coalition and Strategic Networks

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPPI Indicators
			<ul style="list-style-type: none"> Taking advantage of the momentum created by this conference, a high-level event on land rights hosted by Sida was added on October 3, in collaboration with RRI and the Ford Foundation to raise awareness on the importance of land rights to achieve global development goals. 	

Tenure Facility Work Plan

The following table outlines an assessment of progress achieved against Tenure Facility 2017 work plan objectives.

Tenure Facility

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPPI Indicators
1. TF is effectively governed and managed	 Achieved	 Achieved	<ul style="list-style-type: none"> The ILTF, is a new institution that has a practical approach for leveraging public capital via collaboration with government agencies who contribute resources and staff toward the law and policy implementation goals achieved by TF projects. Registration of ILTF as an independent entity in Sweden was achieved in January 2017. The ILTF Board is fully functioning, and the first Executive Director was recruited, selected, and hired to start work in November 2017. RRI Transition team has proven effective, and will continue to operate until management is transferred in 2018 according to the Transition Plan, as per Progress Evaluation by Universalis. The first stage of Operational Readiness Assessment found TF transition plan is good; second stage will be done 3 months after COO is recruited and has established sound Swedish systems for office and financial administration. External evaluation found Board and governance of ILTF is strong. RRI raised an additional \$8M funds for TF in 2018, and an additional long-term funding of \$35M for TF is being signed before end of 2017. 	O4.2 +1, A8.1 +1
2. Practical approaches for implementing land and forest tenure reforms are shared and leveraged by practitioners and stakeholders to enable greater support and investment in securing IP/LC land rights	 Achieved	 Achieved	<ul style="list-style-type: none"> In Indonesia, an “engendered mapping” tool was applied in over 30 communities across Indonesia. Trainings included 50 capacity building events for communities and IP leaders in 6 countries, including new university courses on IP rights in two countries. In Cameroon, 4 trainings were held to share new mapping methodology. In Liberia, 35 trainings were held to share the self-identification process. In Indonesia, 13 trainings were conducted on mapping procedures and regulation development in ten sub-provinces. Two International Pilot Leaders Learning Exchanges were held, in Dakar and Stockholm, and lessons applied to refining procedures and design of the Tenure Facility. In addition, two regional learning exchange meetings were held between Mali and Burkina Faso. 	A3.1 +4, A4.1 +52
3. The land and forest rights of Indigenous Peoples and local communities are made more secure by governments in	 Achieved	 Achieved	<ul style="list-style-type: none"> The Tenure Facility supported efforts to achieve implementation of country specific laws and policies thru pilot projects in Peru, Panama, Indonesia, Mali, Cameroon and Liberia. All pilots were completed in 2017, and produced significant outputs in each of these 6 countries. Due to uncertainties around availability of long-term funding, only 	A1.1 +6, A2.1 +3 A7.1 +1, A8.1 +1, O1.2 +1,











Tenure Facility

Outcome	Outcome Progress	Activity and Output Progress	Evidence of Progress	Progress Against FPII Indicators
targeted developing countries			one full size, two-year project was initiated in Peru in late 2017.	O3.1 +10, O3.2 +1, O4.2 +1

Finance & Administration Work Plan

The following table outlines an assessment of progress achieved against Finance & Administration 2017 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	 On Track	 On Track	<ul style="list-style-type: none"> An accounting system was purchased, training began in September, and the system will be active by Jan 1, 2018. A human resources system will be in by early November and includes time reporting integrated with the accounting system. Contract management is supported through SharePoint, although there is a future option to use the accounting system workflow functions. 	
2. Organizational control environment is improved to strengthen accountability and efficiency of controls	 On Track	 On Track	<ul style="list-style-type: none"> RRI received a clean audit, and the organization's 990 return was completed. Human resource policies are now under review, and RRI now produces quarterly budget-to-actual reports. 	
3. Financial services are strengthened to bolster organizational cost effectiveness and value for money	 Partially	 Partially	<ul style="list-style-type: none"> Activities associated with this outcome were not fully completed due to lack of internal capacity. 	
4. Organizational funding sources are diversified to ensure funding sustainability to support mission	 Partially	 On Track	<ul style="list-style-type: none"> A resource mobilization strategy was completed, and a TOR for a fundraising position; both to support and enable diversified funding sources expected to be in place by next year. 	
5. Management and staff skills are strengthened to better deliver organizational and coalition mandate	 No Attempt	 No Attempt	<ul style="list-style-type: none"> The activities associated with this outcome, training and development in support of the matrix organizational structure, were not conducted due to a lack of resources. 	

Annex II : Stakeholders Consulted

Name	Organization	Location
1. Janis Alcorn	Senior Director, Programs; and Interim Director, The Tenure Facility, RRI	USA
2. Solange Bandiaky-Badji	Director - Africa, RRI	USA
3. Angélica Beltrán	Asociación Ambiente y Sociedad	Colombia
4. Claire Biason-Lohier	Director - Coalition and Strategic Networks, RRI	France
5. Cécile Bibiane Ndjebet	President, REFACOF	Cameroon
6. Omaira Bolaños	Director - Latin America, RRI	USA
7. Kevin Currey	Climate and Land Usage Alliance	USA
8. Lien De Brouckere	Deputy Director – Africa, RRI	USA
9. Jenna DiPaolo Colley	Director - Strategic Communications, RRI	USA
10. Alain Frechette	Director – SAGE, RRI	USA
11. Anne-Sophie Gindroz	Southeast Asia Regional Facilitator, RRI	Indonesia
12. John Hudson	Former Chairman, RRG Board of Directors	UK
13. Chris Kidd	Forest Peoples Programme	Canada
14. Kundan Kumar	Director - Asia, RRI	USA
15. Anne Larson	Principal Scientist, CIFOR	Peru
16. Avrim Lazar	Independent Consultant, ExCo2	Canada
17. Sandra Léon Bolourian	Senior Manager – Finance and Administration, RRI	USA
18. Andiko Mancayo	ASM	Indonesia
19. John Nelson	Mentor, TFT	UK
20. Samuel Nguiffo	Member, RRG Board of Directors	Cameroon
21. Margareta Nilsson	Senior Program Specialist - Natural Resources, Sida	Sweden
22. Bryson Ogden	Senior Analyst – Private Sector	USA
23. Don Roberts	Former Member, RRG Board of Directors	Canada
24. Nonette Royo	Executive Director, ILFTF	Stockholm
25. Madhu Sarin	RRI Fellow, Asia	India
26. Dewi Sutejo	JKPP	Indonesia
27. Peter Veit	Director, Land and Resource Rights Initiative - World Resources Institute	USA
28. Andy White	Coordinator, RRI	USA
29. Matt Zimmerman	Chief Operating Officer, RRI	USA

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Annex IV : Terms of Reference

Independent Monitoring 2017/FP2

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 for Strategic Program III (SP3) for the period of 2018-2022. 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 2017 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:

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.

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.

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.

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 2017 work plan by checking deliverables against annual RRI Strategic Priorities and annual program Priority Outcomes; as well as assessing the progress RRI made towards achieving the objectives of FPII from 2013-2017. 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, 2014 and 2016, 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 2017 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 2017 work plan and its outcomes, including constituencies of engagement;
2. Use information gathered by RRI, including APMRs, donor reports and Contract Narrative reports from 2017 to monitor and report on the Coalition's achievement of FPII logframe outputs, 2017 RRI Strategic Priorities and program outputs and outcomes;
3. Building upon the previous IM reports from 2013-2014 and 2016, and the 2015 Mid-Term Evaluation, to assess progress made towards achieving the stated objectives and intended results of FPII;
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 2017 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 (TBD) and an Interlaken Group meeting;
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 11, 2017;
2. A **first draft report** that will include all findings, due November 27, 2017;
3. A **second draft report** that incorporates RRG comments on first draft of report, due December 8, 2017
4. A **PowerPoint presentation of findings**, due December 15, 2017
5. An **interim financial report**, due December 31, 2017
6. **Presentation of findings** at the 2015 governance meeting, January 10, 2018
7. A **final report** that incorporates input from the January Governance meeting and any additional RRG management input and comments, due February 12, 2018.

8. A **financial report** and invoice detailing work performed, dates worked and expenses, with copies of receipts, due March 1, 2018

Timeline

- | | |
|---|---------------------------|
| 1. Inception Report | July 18 – August 11, 2017 |
| 2. Staff Interviews in DC | August 21-23, 2017 |
| 2. Desk review and fieldwork | September-October, 2017 |
| 3. First draft report | November 27, 2017 |
| 4. Second draft report | December 8, 2017 |
| 5. Power point presentation | December 15, 2017 |
| 5. Interim financial report for 2017 | December 31, 2017 |
| 6. Presentation at the Governance Meeting | January 10, 2018 (TBC) |
| 7. Submission of final report | February 12, 2018 |
| 8. Submission of financial report | March 1, 2018 |