



RIGHTS AND RESOURCES INITIATIVE
2013 INDEPENDENT MONITOR'S REPORT



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EXECUTIVE SUMMARY

This Independent Monitoring (IM) report assesses the extent to which RRI achieved its stated objectives outlined in "RRI Program Strategies, Work Plans and Budgets 2013," and assesses the adequacy of RRI's internal monitoring system for tracking the implementation of its work plan. From these assessments, this report issues recommendations to improve future monitoring efforts.

The assessment of whether RRI achieved its objectives included a review of all relevant documents, interviews with key stakeholders and consultations with RRG senior management and staff.

Assessment of the internal monitoring system included verifying the consistency of the 2013 work plan in contributing key measurable results, outputs and activities; verifying the compliance of RRI's reported annual outcomes with the proposed outcomes; validating annual country objectives and outcomes, validating regional and global programs' strategic achievements; assessing alignment of resource allocation and budgets to outcomes; and verifying RRG staff and RRI coalition members' interpretation and use of the Annual Program Monitoring Report format.

Methodology included a review of all RRI background documents, country and global APMRs; interviews with RRG senior management, regional directors and staff; attendance at the RRI Regional and Global Program Planning Meeting for 2014; consultations and interviews with RRI coalition participants and other key country or regional contacts by phone, Skype and e-mail.

In validating objectives and outcomes by country, the IM found:

All the RRI 2013 FPPII but one of the Output targets were matched or exceeded and show significant progress to 2017 FPPII goals (see Figure).

Annual Country and Strategic Regional and Global Programs Outcomes

Contributing the 2013 FPPII Outputs Targets

OUTPUT	indicator	RRI'S FPPII 2013 TARGET	TOTAL Output Targets Validated 2013
OUTPUT 1	1.1	2	2
	1.2	1	1
OUTPUT 2	2.1		1
	2.2		
OUTPUT 3	3.1		4
	3.2		
OUTPUT 4	4.1	1	
	4.2		
		4	8

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The assessment of RRI's internal monitoring system found:

- RRI 2013 Global Programs Work Plan was remarkably effective. From the planning of the Work Program, to its execution, 24 out of 25 major outcomes identified as targets and for which resources were allocated were achieved.
- Country objectives and outcomes were validated. The IM successfully validated eight annual outcomes contributing to the 2013-2017 RRI FPII Outcome targets; six country outcomes, one regional and one global strategic outcome.
- RRI and its coalition partners remain on task. From the analysis made in all eleven Country APMRs, most of the approved and budgeted activities and proposed outcomes in the Regional Work Plans for 2013 were either validated or ongoing.
- The current use of the APMR format needs refining. Although the APMR format is generally adequate for RRI monitoring processes, a lack of precise business rules leaves open the possibility of errors in reporting and interpretation. Further, a lack of alignment between Country and Global Programs APMRs may introduce inaccuracies into reporting efforts.

Recommendations

To maximize RRI's Internal Monitoring efficiency and effectiveness, the IM Report submits the following recommendations:

1. Define APMR business rules. To improve the effectiveness of the APMR as an effective tool for the FPII monitoring process, RRI should:
 - Implement a Regional APMR for the three RRI regions.
 - Standardize the format of the report for Country and Global Programs, including common business rules addressing outcome formulation, linkages to Outputs, and Output indicators; establish common and consistent use of the progress scale assessment; and initiate a consistent timeframe for yearly performance assessment and monitoring of results.
 - Consider introducing outcome metrics or the expected target measurements to relate to the FPII Output indicator metrics in the outcome definition process. This will facilitate the link from outcomes to FPII Outputs.
2. Establish common financial tools. To better assess the alignment of resources with expected results, budgeting and program delivery needs on the country, regional and

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global level, RRI should standardize the Annual Work Program Budgeting format for Regional and Global Programs.

3. Establish mapping datasets. To address the Log Frame results chain issues identified between country outcomes, and FPII Outputs and Outcome indicators; RRI should assess the feasibility and time frame to make use of ongoing mapping datasets available in the RRI priority countries and RRI coalition regional interventions and global supporting projects as a monitoring tool. This would allow the RRI coalition, both at country and regional levels, to measure bottom-up results attributable to the coalition efforts. Such data sources may give proxy figures to be validated top-down with the rights forest tenure tracking methodologies in use implementation by RRI at the global level.
4. Develop a global monitoring system. Activity 7 of RRI's Log Frame defines the need for RRI to develop and maintain a global monitoring system on statutory tenure reform, poverty and livelihoods in forest areas in developing countries. As listed in Table 7, the Global Programs have developed and will develop a set of databases to that effect. Given the potential for dataset redundancies and the risk of creating multiple and disparate IT platforms, RRG should consider the development of an integrated data repository on a Business Intelligence platform to make it available to a entities involved in forest tenure, governance and market reforms and for RRI internal and independent monitoring and governance decision making support.
5. Establish APMRs supporting evidence. For the Independent Monitoring to be able to assess the extent to which RRI achieved the objectives outlined in the annual RRI program strategies, work plans and budgets, including comparing stated deliverables against outputs; and validate country, regional and global outcomes, RRG should consider including in the APMRs a link to specific evidence validating the reported results.
6. Strengthen RRG Internal Monitoring capacity. Recognizing the excellent RRG internal monitoring team support provided to the IM, it was evident that RRG needs to assess and strengthen its current internal monitoring mechanisms, organizational capacity and information system platform to capture, process and analyze key performance indicators (KPIs) and monitor RRI programs performance in support to RRG senior management and RRI governance bodies.

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GLOSSARY

ACOFOP	Petén Forest Community Association – RRI Collaborator
AIDSESP	Inter-ethnic Association for the Development of the Peruvian Jungle
ATEMs	Alternative Tenure and Enterprise Models (an RRI initiative to examine and promote pro-poor tenure and enterprise models in Africa, Asia and Latin America)
CED	Centre for Environment and Development – RRI Partner
CSO	Civil Society Organization
DFID	Department for International Development (UK)
DRC	Democratic Republic of the Congo
FCI	Foundation for Community Initiatives – RRI Collaborator
FECOFUN	Federation of Community Forest Users (Nepal) - RRI Partner
FIP	Forest Investment Program (World Bank)
FLEGT	Forest Law Enforcement, Governance and Trade Action Plan of European Union
FPP	Forest Peoples Programme - RRI Partner
IBC	Instituto del Bien Común – RRI Collaborator
ILFT	International Land and Forest Tenure Facility
IP	Indigenous Peoples
LSLA	Large-Scale Land Acquisitions
MDGs	Millennium Development Goals
MegaFlorestais	An informal network of public agency leaders from large forested countries to advance international dialogue and exchange on forest governance. A network guided and facilitated by RRI.
NGO	Non-Governmental Organization
NTFP	Non-timber Forest Products
PKU	Peking University
PRISMA	Salvadoran Research Program on Development and Environment - RRI Partner
RAISG	Amazon Socio-environmental Geo-referenced Information Network
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RRG	Rights and Resources Group (the coordination mechanism of the RRI)
RRI	Rights and Resources Initiative
Sida	Swedish International Development Cooperation Agency
SDI	Sustainable Development Institute
Tebtebba	Indigenous Peoples' International Centre for Policy Research and Education
UNREDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
VPA	Voluntary Partnership Agreement

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Rights and Resources Initiative

2013 Independent Monitor's Draft Report

Alberto Gonima, December 15, 2013

I. BACKGROUND OF THE RRI FPII AND MONITORING SYSTEM

From its inception, Rights and Resources Initiative (RRI) focuses on delivering measurable results. The main document in this regard is the RRI's Framework Proposal, now in its second phase (FPII) for the period 2013 - 2017. The 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 FPII articulates goals for the defined period and, with the Logical Framework, how these results are to be monitored. The Coalition's internal and independent monitoring mechanisms are responsible for assessing RRI's FPII progress and results achieved.

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

The independent monitoring (IM) provides an external performance assessment of RRI's achievement in the implementation of its 2013 work plan. The assessment looks at program delivery and implementation against agreed outputs and schedules; compares the planned with the achieved; and assesses the adequacy of the internal monitoring system developed by RRI's Rights and Resources Group (RRG), and makes recommendations to that effect.

Key components of the RRI monitoring system assessed in this report include:

- A. Monitoring progress on RRI Logical Framework outputs;
- B. Monitoring progress on strategic priorities (outcomes) based on the assessment of the Global Programs achievements and their contribution toward RRI's strategic outcomes by the end of the year;
- C. Monitoring progress on annual outcomes at the country program level based on the input collected from coalition actors during the planning process, and documented in the Annual Program Monitoring Report (APMR).
- D. Monitor and validate country, regional and global programs progress toward the achieving the FPII key outputs and their targets during the 2013-2017 period.

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The structure of RRI Log Frame include the following key outputs:

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.

Scope of Work:

To assess the effectiveness of the implementation of RRI's work plan for 2013, RRG terms of reference for the IM consisted of two primary tasks:

1. Assess the extent to which RRI achieved the objectives outlined in the document "RRI Program Strategies, Work Plans and Budgets 2013," including comparing stated deliverables against outputs; and
2. Assess the adequacy of RRI's internal monitoring system for tracking the implementation of the work plan and recommend adjustments to facilitate future monitoring efforts.

The assessment included:

- A review of all documents relevant to monitoring the implementation of the work plan;
- Interviews with key stakeholders (by telephone/email/peer-to-peer technologies);
- Consultations with other relevant stakeholders (Collaborators, and fellows).

To conduct the independent monitoring of the effectiveness of the implementation of the RRI 2013 work plan and its outcomes, the IM in coordination with RRG senior management and staff, performed the following activities:

- a) Verified the consistency of the 2013 work plan in contributing to the FPPI 2013-2017 key measurable results, outputs and activities contained in the RRI's Logical Framework for the period 2013-2017 in its three main levels:
 - Global Programs;
 - Regional Programs; and

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- Country Programs.
- b) Verified the compliance of RRI's reported annual outcomes in the respective APMRs with the proposed outcomes in the 2013 Work Plan through RRI's coalition action development process and prioritization criteria: i) Strategic; ii) Value-added; and iii) Synergistic.
- c) Validated annual country objectives and outcomes, and regional and global programs' strategic achievements (outcomes) included in the findings of the APMRs and supported by documented evidence and key stakeholder interviews.
- d) Assessed the alignment of resource allocation and budget approval to expected annual outcomes, and respective programmatic budgets and expenditure performance.
- e) Assessed current Internal monitoring cycle, planning and monitoring processes and instruments, and verified RRG staff and RRI coalition members' interpretation and use of the APMR format at country, regional and global levels.

The IM appreciates the collegiality, willingness, support and openness of RRI's key coalition actors and RRG senior management and staff in carrying out the 2013 Independent Monitoring process.

II. METHODOLOGY

- Desk review of all RRI background documents, country and global APMRs and additional evidence provided by RRG staff and key coalition actors, of results relevant to monitoring the implementation of the work plan;
- Interviews with RRG senior management, Regional Directors and staff;
- Attendance at the RRI Regional and Global Program Planning Meeting for 2014 in Washington DC;
- E-mail consultations and follow-up interviews with RRI coalition participants and other key country or regional contacts able to validate RRI's reported progress on outcome achievements;
- Phone and Skype interviews with selected interviewees as a follow-up to initial e-mail communication.
- Preparation of draft IM Inception and Interview reports and consultation with RRG staff on the findings and conclusions.

The phone and e-mail interviews were carried out with a selected number of coalition actors and stakeholders in RRI priority countries. The contact list was provided to the IM by RRG. Interviews aimed to capture the respondents' feedback on progress made and on the validation of annual outcomes. The interviews were carried out from November 26, 2013 to December 2,

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2013 with individuals from ten (three in Africa, four in Asia, and three in Latin America), out of the eleven countries suggested by RRG. Unfortunately, potential interviewees from Indonesia did not respond to the IMs repeated requests for information.

It is important to note that, due to time constraints, the number of responses received was severely limited. Past experience has shown that this type of assignment (i.e. one that requires interviews at a global scale with challenges in terms of scheduling, technology and language) would necessitate an additional one or two weeks for. Nonetheless, given the short timeframe available and the quality of the responses received through this accelerated process, it is the IMs opinion that the results obtained from 10 out of the 11 countries identified from the outset - 91%; and the number of interviews carried out (15 out of 18 contacted - 83%), are highly representative and relevant to the purpose of this assignment.

The interviews included questions (see interview format in Annex I) pertained to the following:

- The respondent's appraisal of progress made on the annual outcome (0-3), as compared to reported progress in the APMR, with regard to baseline. Where, values signify the following:
 - (0) Not attempted;
 - (1) No significant progress;
 - (2) Medium progress; and
 - (3) Advanced progress; and expected date of accomplishment;
- Provision of other evidence in addition to the one submitted by RRG;
- Verification on whether the RRI criteria of strategic, value-added and synergistic was applied to prioritize the country or regional interventions;
- Capture, if available, the current or future data in Hectares and IP and communities beneficiaries of the reported outcome, relative to the RRI Outcome indicators in the Log Frame;
- Other pertinent feedback referent to the Country and Regional RRI Coalition programs.

Validation of country annual objectives and outcomes:

As stated in the FPPII, RRI focuses its efforts in developing countries where: i) a significant global-level impact can be achieved by reforming rights; ii) there is a real political opportunity for substantial reforms; and iii) there is a strong demand from highly credible local civil society organizations and or governments with interest and capacity to engage and contribute.

For the 2013 planning cycle, the RRI coalition completed at the time of the 2103 IM process, eleven country APMRs out of the sixteen priority countries where the RRI coalition is currently operating, in the three regions as follows:

- **Africa:** Burkina Faso, Mali, Liberia. Cameroon and the Democratic Republic of the Congo (DRC) APMRs to be completed in the national planning workshops during December 2013 were not available for this IM draft report.

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- **Asia:** China, India, Indonesia, Lao PDR, and Nepal.
- **Latin America:** Bolivia, Guatemala, and Peru. Colombia, Honduras, and Nicaragua actions for the period 2013 Work Plan are included in the Latin America Regional Program.

At the request of RRG, it was agreed that the Independent Monitor (IM) would attempt to validate all annual outcomes rather than a selective sample of these. To that effect, RRG provided the IM with documentation for his perusal in the validation of achieved outcomes. Additional documentation was obtained from interviewees and has been included in the different country background evidence (see Annex 2).

The validation process was based on:

- The assessment of annual outcomes achieved as reported in the APMRs;
- The supporting documentation and evidence provided to that effect;
- The verified responses of the interviewees on the progress of country outcomes and their qualified scale (0-3); and
- The analysis of the available information against the definition of the annual country outcome to determine the feasibility of achievement within the annual country planning cycle.

Based on the pertinence of the supporting documentation and the interview results, the IM analyzed the achieved results of the annual outcome and validated either as completed, or ongoing when the generated outputs supported by the evidence provided, represented significant progress towards the achievement of country annual outcome contributing to one of the RRI's coalition strategic outputs within the FP-II. When two or more country outcomes contributed concurrently to the same FP-II Output, they counted as one; when two or more outcomes were independent, counted each as a unit. This approach was supported when needed, by the questions submitted and the responses provided by the country coalition members interviewed.

The adopted validation approach acknowledges that the RRI coalition progress made during a given year within the annual planning cycle, may not be sufficient to achieve the expected FP-II output or outcome target. Reaching such target will eventually occur at the end of FP-II.

As a caveat, it is worth noting that for some of the outcomes, no supporting documentation was provided to verify progress and results, and therefore explicit independent validation could not be made. It is also acknowledged as a limitation of the interview methodology, that the informant interviews were made with one or two persons in a country, and most likely their responses and the scale of progress provided, reflect their views rather than that of the RRI country platform.

Validation of regional and global strategic outcomes

The country strategies and outcomes are defined for the year, then reviewed and revised through a participatory planning process that takes place in countries in late August or early September during the formulation of country strategy and action development process where RRI is engaged, and the regional and global strategic outcomes are defined each year at the global level.

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During the RRI annual regional and global participatory planning process RRI coalition members revise RRG proposed strategies, outcomes and activities. From this planning, RRG 1 produces detailed workplans and further identify areas of synergy for the Regional Plans, and Global Programs plans to be submitted in January in the Annual Governance meetings for Partners and Board for review, amendments and endorsement.

The IM process set for in the 2013 RRI Work Plan, similar to the process followed at country APMRs, identified and validated the outcomes achieved by the regional and global programs of those reported in the APMRs or in the absence of the APMRs the proposed regional outcomes in the RRI 2013 Work Plan. The analysis of the available information and documented evidence and the verification of results in compliance with the initially proposed outcome supported the validation process.

Currently the RRG internal monitoring does not require an APMR from the regional teams. At the IM suggestion, the Latin America Regional Director agreed and provided the IM with an updated APMR. For the other two regions, the analysis of results were based in the evidence provided by RRG.

III. 2013 RRI PROGRAM DELIVERY AND KEY FPPII OUTPUTS

The IM described methodology allowed the identification of annual outcomes completed or ongoing in the period as reported in the APMR at country, regional and global programs level. Of those identified, the IM validated the outcomes with potential to contribute to the FPPII Outputs included in the RRI Log Frame developed for the period 2013 – 2017.

A summary of the validated outcomes at country, regional and global programs were then analyzed in the IM process against the Log Frame Output Indicators of the respective Output pointed out by the APMR as contributing to. Not all the validated country annual outcomes or regional and global strategic interventions and outcomes identified and validated, necessarily qualified as contributing to a given output's achieved target during the year. For example, research and policy oriented studies contributing to future policy or legislation decision making, although completed in the year did not pass the indicator 1.1 test, which requires the policy or legislation being adopted or implemented. For the validation of FPPII Output targets direct contribution to the respective indicator within the year, the IM process adopted needed direct evidence support and metrics compliance. However, analyzing the progress and results achieved in a particular country outcome in the annual country program, the outcome could be qualified as ongoing given its potential to contribute to the FPPII Output target in future years within the FPPII 2013-2017.

Table 1, summarize the list of validated outcomes contributing during 2013 towards the achievement of the FPPII Outputs and respective 2013-2017 targets.

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Table 1 - RRI FP II Log Frame Output 1 - 2013 Achievements

FP II – OUTPUT 1	INDICATOR	2013 TARGETS
<p>Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America.</p> <p>Impact Weighting 35%</p>	<p>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.</p>	2
		VALIDATED
		2
Validated Outcome	IM Validation Evidence	
<p>Guatemala: Influence the legislative agenda on climate change law to incorporate the demands of forest communities</p>	<p>Congress passed in September, the framework law to regulate the reduction of vulnerability, the compulsory adaptation to the effects of climate change and the mitigation of Greenhouse Gases. Coalition members made proposals for amendments in the wording of several of its articles. However, the approved version includes only some of these proposals including the recognition of the principle of civil society participation in the formulation of policies, the safeguards system and the creation of a National Council for climate change, which directly recognizes spaces for civil society participation. The general law open community sector opportunities to incorporate proposals in the specific regulations derived from the Law.</p>	
<p>Peru: Create social, political and institutional conditions to advance in the titling of indigenous and native communities</p>	<p>A key objective of the RRI coalition intervention was to influence the official recognition of the Regulator Entity (Ministry of culture, Intercultural Vice-ministry) recently created by Government to be in charge for the land titling of communities. The second complementary strategy was developed to support the prior consultation, required to obtain recognition of indigenous population, and therefore subjects of law. Five proposals for territorial reserves have been presented by AIDSESEP covering around 4'285, 985.94 hectares in the Peruvian Amazon to receive the favorable rating of the Ministry of Culture. The proposal for a TOR for the favorable rating of the Indigenous Reserve Yavarí Mirim was approved.</p>	
FP II – OUTPUT 1	INDICATOR	2013 TARGETS
<p>Tenure legislation, policy and regulatory frameworks that recognize and or strengthen the rights of local communities and Indigenous Peoples in a subset of countries in Africa, Asia, and Latin America.</p> <p>Impact Weighting 35%</p>	<p>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.</p>	1
		VALIDATED
		1
Validated Outcome	IM Validation Evidence	
<p>Indonesia: Pursue integrated government policy reform at district, provincial</p>	<p>In May, Indonesia's Constitutional Court ruled that indigenous peoples' customary forests should not be classified as "State Forest Areas". This landmark ruling for the recognition of indigenous</p>	

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and national levels utilizing newfound political clout of CSOs and UKP4 and emphasizing the need for transparent and accountable policy implementation	peoples' rights in Indonesia, was the Court response to petition filed by AMAN (Aliansi Masyarakat Adat Nusantara) coalition member in 2012, Forestry Law previously stated that "customary forests are state forests located in the areas of custom-based communities".	
FP II – OUTPUT 2	INDICATOR	2013 TARGETS
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. Impact weighting 20%	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.	0
		VALIDATED
		1
China: Ensure development of equitable policy for regulatory takings in collective forestlands	Supported by RRI's project, Landesa's efforts have been able to achieve effective results toward the outcome. The compensation paid by the Chinese national government for all collective-owned Natural Forest Protection Program is increased from 10 yuan per mu ¹ /per year to 15 yuan per mu per year. There are 340 million mu of such forest in China, which translates into an increase of total compensation to affected farmers and villages in the amount of 1.7 billion yuan per year. In addition, the idea of regulatory takings and proper compensation for affected forest owners and users are gaining wider recognition among policy makers and legislators. The newly released policy document of the Central Committee of the CCP also adopted a policy that directs central and local governments to establish a better compensation scheme for eco-services and regulatory takings.	
FP II – OUTPUT 3	INDICATOR	2013 TARGETS
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. Impact weighting 25%	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.	0
		VALIDATED
		4
Validated Outcome	IM Validation Evidence	
Latin America Region: National Afro-descendant peoples' organizations with collective territories have created regional linkages and developed a plan to highlight the threats to their collective rights to forest	Regional Project on Forests and Communities from the Pacific Coast. (South of Panama, Colombia, Ecuador and Northern Peru), covers an area of 28,909,957.5 Ha. (tropical, mangroves, and dry forest) and is inhabited by a large number of Afro-descendant communities, IPs and peasants. RRI's activity aims to produce information on investments in infrastructure and extractive industries. The ongoing regional and country activities have two	

¹ 1 mu equivalent to 0.0667 Ha.

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<p>territories, both before national governments and in negotiations on REDD+ and FLEGT.</p>	<p>components: an analytical study of the investments being carried out in the Pacific Coast and the legal framework in which they are implemented. A geo-referenced map is under development with the leadership and technical guidance of IBC (Instituto del Bien Común) RRI coalition member, applying RAISG (Socio-environmental Geo-referenced Information Amazon Network) protocols developed in the Amazon region. Mapping includes infrastructure and investment (oil concessions, forestry, mining, roads, etc.) and forest and local community overlays. Five community-based and eight civil society organizations are working collectively to define a platform agenda and coordinated interventions in each of their countries.</p>
<p>Liberia: Women and men's rights and perspectives are equally included in forest and land policy: Rural women's platforms are structured and members have acquired skills in advocacy and engagement that inform interactions with relevant stakeholders, the media, CSOs and donors in 5 counties; and grassroots actors lead forest management and enterprise</p>	<p>Five platforms have been established with their leadership, constitutions and byelaws and are functioning with an average of 25 members from women groups and the larger community. FCI (Foundation for Community Initiatives) RRI's coalition member was able to provide inputs to the Land Commission's draft policy brief through a multi-stakeholder dialogue meeting at national level organized by SDI (Sustainable Development Institute) also RRI collaborator. The Platform at the national level, is also working in coordination with the five networks and grassroots community interventions.</p>
<p>Guatemala: Generate a process of awareness at national and regional level on economic, social and environmental contributions generated by the various community natural resource management models</p>	<p>The Petén awareness campaign, aims at promoting expansion on rights and time tenure of contracts granting community concessions. This pilot scheme will benefit the members of ACOFOP (Petén Forest Community Association), including 22 organizations base, with more than 2,000 direct beneficiaries and close to 70,000 indirect beneficiaries. The area of influence covers 350,000 Ha. and has influence on more than 1.5 million Ha., within the Maya Biosphere reserve.</p> <p>At the regional level, the strategy aims at identifying key experiences like Petén pilot, on integrated collective forest and territorial management in collective regimes, and promotes exchange among community leaders to strengthen their governance and advocacy capacities. This ongoing project brings together participants representing over 20 organizations from Mexico, Guatemala, Nicaragua, Colombia, Peru and Bolivia.</p>
<p>Networking Support Global Program In 2013, RRI will expand the Megaforestais network to new countries, put attention on its branding, and work with Partners and Collaborators to select more influential participants.</p>	<p>Achievements in 2013 included the continued support to several "constituency-oriented" networks: 1. Government networks, 2. IP/CSO networks, 3. Land rights legal experts.</p> <p>MegaFlorestais network is gathering forest agencies of the largest forested countries and now represents 75% of the world's forests (80% with all the countries that have been involved in its activities). The three activities of the network were conducted successfully with strong results and higher-level participants. A website dedicated to the MegaFlorestais network (www.megaforestais.org) was created as a one-stop shop for information and integrates a Google Translate tool that makes its content available in more than 60 languages.</p>

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As shown on the summary table 2 below, out of four targets expected for 2013 according to the PFII, eight annual outcomes have been validated, and contribute to the achievement of the respective target. Of those, six were country targets; one was regional and one global; with the majority contributing to the number of SCOs platforms actively engaged. Being the first year of the new FPPII, and with a reformulated Log Frame, the achieved results are well ahead of those initially planned.

Except for Output 4, Indicator 4.1 “Number of tenure or governance-related commitments, or systems of standards, adopted or implemented by investors or firms”, all other results were equal to or exceeded expectations. This Indicator in particular had four 2013 annual country outcomes in Africa and Asia regions identified and validated as country outcomes. None were validated in Latin America.

Although potentially reaching to the target level in the future FPPII 2017, most focused in completed or ongoing research and policy studies, awareness, training workshops and other sensitization campaigns. None of which, at the levels of adoption or implementation required by the indicator metrics.

*Table 2 – Annual Country and Strategic Regional and Global Programs Outcomes
Contributing the 2013 FPPII Outputs Targets*

OUTPUT	indicator	RRI'S FPPII 2013 TARGET	TOTAL Output Targets Validated 2013
OUTPUT 1	1.1	2	2
	1.2	1	1
OUTPUT 2	2.1		1
	2.2		
OUTPUT 3	3.1		4
	3.2		
OUTPUT 4	4.1	1	
	4.2		
		4	8

Consistent with the Impact Weighting given in the Log Frame to Tenure legislation, policy and regulatory frameworks (Output 1), and Strategic national-level coalitions of CSOs or global climate or forest trade initiatives (Output 3) with 35% and 25% respectively, the 2013 RRI coalition programs, succeeded in achieving and exceeding the expected results, almost doubling the 2013 targets.

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IV. CONSISTENCY OF THE 2013 RRI WORKPLAN AND THE FPPII

Regional and Country Annual Outcomes and the APMRs

As a measure of consistency between planned annual country outcomes achieved or with some measure of progress, a comparison was made with both the validated outcomes and those qualified in the validation process as ongoing with a progress scale of 2 or above. From the analysis made in all eleven Country APMRs, most of the approved and budgeted activities and proposed outcomes in the Regional Work Plans for 2013 were either validated or ongoing. Only three out of a total of 38 planned (see table 3) demonstrated no significant progress, and only one showed (0) Not attempted, which was cancelled due to the challenging situation in Lao PDR, with the budget being reallocated by RRI. Those results demonstrate the commitment and resilience of the coalition members in the implementation process. These outcomes also indicate the effectiveness of the planning and resource allocation process among RRI partners and the collaborators' consistency in pursuing the achievement of annual country agreed objectives and outcomes.

Table 3 - Validated 2013 Annual Country Outcomes

Contributing to RRI FPPII Outputs 2013 - 2017

REGION	Country Outputs Target	Country Outcomes Validated	Percentage of Country Outcomes Validated
AFRICA	13	9	69%
ASIA	18	6	33%
LATIN AMERICA	7	6	86%
TOTAL REGIONS	38	21	55%

Key findings include:

- The Regional result in Table 3 shows 55% of the outcomes of the three regions as validated. Of those twenty-one, six contributed to the FPPII 2013 Outcome Targets.
- Although progress made during a given year may not be sufficient to achieve all the annually programmed country outcomes, it is feasible to assume that ongoing outcomes will effectively contribute to achieve Output target validation by FPPII on or before 2017.
- When excluding the four outcomes with no progress or cancelled, close to 90% were either, validated or with medium or advanced progress, which reflects a very high implementation performance.
- Maintaining that level of performance at regional and country programs will assure their contribution toward the achievements of the RRI Output targets during FPPII.

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- From this analysis, RRI appears well on its way to reaching the targets outlined in its FPII. Careful recording of progress made will be required to include the cumulative targets in future IM reports, while preventing double counting and duplication of data.
- Social and political challenges are responsible primarily for slow progress of interventions and differences among regions. In a few cases, these challenges were severe enough to prevent attempts from being made.

To confirm the above conclusions relative to the effectiveness of the RRI coalition planning and implementation process, the interviews included verification on whether the RRI criteria² was applied to prioritize country activities, by determining whether an activity is:

- **Strategic** (e.g., takes advantage of (or creates) a new political opportunity, brings multiple actors together to achieve RRI goals, considers the environment and builds on what is being done by other actors, without duplicating, neutralizes opponents' narratives, or provides new narrative for rallying supporters and new key constituencies, influences key decision makers, and has high probability of achieving a distinct outcome within a short time frame;
- **Value-added** by achieving effective policy reform at national level to create: i) commitment, or recognize and establish rights, or enjoy rights or prevent rollback; ii) a domino effect by bumping one country into a process because of actions visible or demonstrated in other country
 - Forced linkages beyond the "comfort zone" by linking individuals and or networks which would not link under existing circumstances.
 - Enabled a further level of analysis (e.g. cross border political, economy, market, investment)
- **Synergistic** Activities that combine global, regional and national programs/activities/key players to maximize influence on policy; take advantage of the inherent comparative advantage of various actors comprising the Coalition and interested in the goals of the Coalitions (Partners, Collaborators, RRG and others); ensure that viewpoints, efforts, and aspirations of civil society organizations, local communities, and Indigenous Peoples are heard at the national, regional and global level.

All respondents confirmed using RRI criteria in the annual planning and intervention selection process. RRI's approach is helping to build local coalitions to be able to obtain synergy and maximize the effect of the interventions. The proposed interventions align with RRI priority criteria and the strategy follows the right approach.

Among the successes reported, RRI activities:

- Led strategic initiatives focusing on key land tenure related political and legislative processes, and also generate reforms in current economic policies.

² Source: RRI presentations in the RRI 2014 Regional and Global Program Planning Meeting, November 2013.

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- Enabled work to secure tenure of lands and forests, secure rights of vulnerable groups and fight against poverty, while emphasizing work of local communities and land rights.
- Provided studies that informed the selection of a strategy to empower those populations in the ground on land rights.

In two countries, local challenges inhibited the effectiveness of RRI interventions. In Mali, RRI's coalition interventions did not involve the State, due to the country's political and security crisis. In Lao PDR, country challenges in a very difficult year have changed the focus of RRI interventions to analytical work.

Table 4, details the annual country outcomes validated and supporting evidence.

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Table 4 – 2013 Regional and Country Annual Outcomes Validated

FPII Output		Region/Country	Validated Annual Country Outcomes – 2013 Work Plan	Validated Evidence	
OUTPUT 1	Indicator	AFRICA			
	Indicator 1.1 7 country outcomes validated	Burkina Faso	Build capacity for women, community leaders and officials charged with natural resource management on the guides for implementation of local land charters (CFL), regional development plan (PRD) and commune development plan (PCD) as well as new laws.	Radio broadcasting, training sessions on the law 034 and methodological guides for local planning have been completed.	
		Mali	Analyze the political/security crisis' impacts on land tenure.	Study on the sociopolitical impacts of the political crisis on community rights to land & natural resources completed. Establishment of a Study's Evaluation Commission created reflecting the strong interest this study has generated at a high level; will continue in 2014.	
			Consolidation and dissemination of prior gains on existing Local Conventions in a peri-urban context and identify the threats posed by urbanization.	Capitalization document produced including papers for each of the focus zones also identified the need for a Global Convention to be established.	
		Liberia	Women and men's rights and perspectives are equally included in forest and land policy.	Ongoing study address that Women and men's rights and perspectives are equally included in forest and land policy. Findings being analyzed; conference is planned, and a national group is working on women land rights.	
			Land and forest legislation and policy recognize and protect community rights.	Ongoing forums, workshops with stakeholders, policy makers, urban farmers, universities and community leaders to share Sustainable Development Institute (SDI's) inputs on the national land policy (NLP).	
		ASIA			
		China	Inform all stakeholders of current and second generation issues in collective forest reforms, and influence revision of Forest Law and regulatory frameworks.	With RRI support, PKU has spent 2013 compiling research conducted in two extensive surveys of collective forest tenure reform, most of the book chapters are complete and will be published in 2014 Spring.	

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FPII Output		Region/Country	Validated Annual Country Outcomes – 2013 Work Plan	Validated Evidence
		India	Outcome: Strengthen the implementation of Forest Rights Act (FRA) and Panchayats (Extension to Scheduled Areas) Act (PESA) and Reform forestry institutions and programs to align them with the FRA and PESA	Desk review and field work done, the draft is being final report is anticipated by the end of December.
		LATIN AMERICA (Guatemala and Perú annual country outcomes validated as Output targets (see table 1))		
	Indicator 1.2	ASIA (Indonesia annual country outcome validated as Output target (see table 1))		
OUTPUT 2	Indicator 2.1	ASIA (China annual country outcome validated as Output target (see table 1))		
	Indicator 2.2	N/A		
OUTPUT 3	Indicator 3.1 One (1) regional strategic outcome	LATIN AMERICA		
		Regional	<p>GENDER: Identify regional organizations working on gender, collective tenure and territorial rights, establish possible synergies and value added actions among these organization that could strengthen a gender perspective within RRI work.</p>	<ul style="list-style-type: none"> The mapping exercise identified 48 organizations in nine different countries (Guatemala, Nicaragua, Costa Rica, Panamá, Peru, Bolivia, Colombia, Ecuador and Mexico) that are working with gender, collective tenure rights and forests issues. The second regional workshop on gender justice and collective tenure rights took place in Nicaragua with representatives from 8 LA countries, and 23 different organizations including indigenous organizations, rural women organizations; afro-descendant organizations, and Latin America network organizations, national and international NGOs, national academia and international research institutions.

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FPPI Output		Region/Country	Validated Annual Country Outcomes – 2013 Work Plan	Validated Evidence
Indicator 3.1 and 2 country annual outcomes validated	Bolivia	Generate an integrated gender equity development model as an alternative to the extractive model.	The two studies on the contribution of women to the local economy and community forest management system developed at the Monteverde study area are completed. The results of these studies are under review by indigenous and CSOs and will be subject to the national meeting on the extractive model in December 2013. The SCO platform includes the participation of four local indigenous organizations and 10 social organizations working in the area, and the INIAP (National Institute for Agro-livestock Research) a governmental entity.	
	AFRICA (Liberia annual country outcome validated as Output target (see table 1))			
	Mali	Promote Small and Medium Community Forestry Enterprises (SMCFE) and agroforestry as alternatives to Large Scale Land Acquisitions.	The capitalization document address the barriers facing SMCFEs (market access, financing etc.) and how are they involved in decision making around NR management. Stakeholders' action plan formulation to take place in restitution workshop scheduled for the end of November	
	ASIA (India, Indonesia and Nepal have ongoing country outcomes contributing to this indicator)			
Indicator 3.2 Two (2) country annual outcomes validated	LATIN AMERICA			
	Guatemala	Position the collective rights of communities forest tenure in the discussions and national agreements on climate change (REDD +), territories, forests and forest legality (Lacey Act and FLEGT).	Documentation of cases on community forest management including: i) cases of collective forest management models; and ii) the potential of collective management of resources in rural development as alternative to the challenges of climate change, have been presented at national and regional meetings to advocate for and inform decision makers.	

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FPII Output		Region/Country	Validated Annual Country Outcomes – 2013 Work Plan	Validated Evidence
				The other component on technical characterization of the contribution of communities in the processes of deforestation control and forest conservation, has made progress through community assemblies called for by Ut'z Che' RRI coalition member, and in the National Conference of the National Alliance of community forestry organizations in Guatemala (AOFC). Both REDD+ and Climate Change Act have been discussed with community representatives; will continue in 2014.
		Peru	<p>Create social, political and institutional conditions to advance in the titling of indigenous and native communities through interventions in the REDD+ negotiation framework.</p> <p>IM Note: This annual country outcome was included in the country APMR as part of Output 1. Due to the REDD+ scope and results, it is suggested to be classified as contributing to Output 3, Indicator 3.2</p>	AIDSESEP RRI coalition member leadership has achieved significant indigenous communities' involvement in formulating their REDD+ vision and demands in negotiation boards, in particular on indigenous land titling, community forest management and governance and the strengthening of Amazonian indigenous organizations and communities. All efforts have been coordinated with the national indigenous organization as interlocutor on REDD + in Peru. Among the achievements are the agreements reached with the Forest Investment Program (FIP) Committee in Peru, to allocate funds up to \$14.5 million for titling of indigenous territories, community-based forest management and governance processes.

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FPII Output	Region/Country	Validated Annual Country Outcomes – 2013 Work Plan	Validated Evidence
Indicator 4.1 Four (4) country annual outcomes validated	AFRICA (Mali has ongoing country outcomes contributing to this indicator)		
	Burkina Faso	Research/action on enterprises related to Non Timber Forest Products (NTFP) supply chains (production, transformation, and commercialization); and develop advocacy tools demonstrating the comparative advantage of these enterprises as opposed to mining and agro industry.	Document for the diagnostic study on the rights of farmer models (paysans modèles) was developed. Information/sensitization activities as well as the advocacy campaign is ongoing, including meetings with the Directors of the economic growth poles (DGAT) in Ouagadougou, and in Bagré with the town hall, agents of Bagré growth poles, local actors and resources persons. A provisionary report on the inclusion of the gender dimension in Burkina's mining code has been delivered and observations/amendments following the restitution workshop are being included in the report.
	Liberia	Government and private sector respect rights. Objectives: (Potential for) Reform and transformation of large scale concession land development in Liberia, profile supply chains of selected logging and agro-industrial businesses; and Facilitate community organizing to build inclusive local citizen-led structures in each district.	Ongoing activities include workshops on human rights instruments, multi stakeholder dialogue, manuals and brochure to inform on processes of the Liberian Round Table on Sustainable Palm Oil (RSPO). Regular community radio show is being hosted and ground level community meetings held using materials produced by SDI RRI coalition member.
	ASIA		
	India	Develop standards and accountability mechanisms for Indian investors.	RRI supported process for monitoring of Indian investment practices in African countries is ongoing as planned, This work will eventually create a system to track and categorize Indian policies on overseas investments. In parallel, RRI is updating its map of land conflicts within India, with regular documentation year to year.

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FPII Output		Region/Country	Validated Annual Country Outcomes – 2013 Work Plan	Validated Evidence
		China	Investigate Chinese and international investments (in China and abroad) in land and forests to improve understanding of corporate practices.	<p>China Investments: The extended review process of Landesa's research on APP in China has pushed back the dates for editing. RRI, Landesa, and Stora Enso are finalizing the report. and the project has therefore been extended until the end of December 2013.</p> <p>Chinese investments abroad: The Chinese Academy of Forestry (CAF) completed a desk review to report on the scale of Chinese overseas investments; followed by a pilot field research in Cameroon to analyze compliance with national and international forest and land tenure policies. Completed; RRI is currently rethinking how to expand this work in 2014</p>
	Indicator 4.2	N/A		

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Global Programs Annual Strategic Achievements (Outcomes)

A significant achievement made in the year by the Strategic Analysis Program will have relevant impact in the FPPII Log Frame monitoring. The data generated by the updating and refinement of RRI's Spatial Extent and Depth of Rights Forest Tenure Tracking methodologies in the production of RRI's 2013 Flagship Report "Who owns and who decides?" will provide evidence for the 2013 target, compared to the base line of Indicator 1, of FPPII Log Frame Outcome as shown in Table 5. The report assessed the progress in the transition of forest tenure from 2002-2013 for over 45 countries on the Spatial Extent and 27 of the world's most forested developing countries for the Depth of Rights analysis, including RRI's priority countries.

According to the Strategic Analysis Program team responsible for carrying out the methodology and the production of the Flagship Report "this is the best available data up to 2013 in the sense that the data point can be anywhere between 2008 and 2013 depending on availability and reliability of the data". Once the report is completed and presented to the RRI Board in the Annual Governance Meetings in early 2014, Indicator base line data and progress made in 2013 in the Outcome will be determined.

Other ongoing study commissioned by RRI in collaboration with the International Forestry Resources and Institutions group (IFRI) under the project Poverty-Tenure Tracking Methodology is expected to develop and implement a methodology to measure poverty in forest areas and identify correlations with tenure and forest cover for the period 2000-2010. The results of the ongoing project will also contribute to the update of the baseline data for indicator 2 of the FPPII Outcome shown in Table 5.

Table 5 RRI FPPII Log Frame - Outcome Targets 2013 - 2017

IMPACT/OUTCOME		INDICATORS	RRI'S FPPII 2017 TARGETS	RRI'S 2013 TARGET
OUTCOME	Tenure, governance and market reforms that secure local rights to own control and benefit from natural resources.	1. Hectares of forest lands under formally recognized ownership or control of Indigenous Peoples, forest communities and or households.	+25 million (for a total additional 100 million hectares in developing countries)	+15 million
		2. Number of people in indigenous territories and forest communities in developing countries that benefit from strengthened rights to forest lands and resources.	+ 125 million (for a total additional 500 million people benefitting)	+25 million

The contribution of the Global Programs and the results reported in their respective APMRs, for RRI 2013 Work Plan, had a remarkable performance in the implementation of the FPPII and the achieved strategic outcomes. From the planning of the Work Program, to its execution, 24 out of

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25 major outcomes identified as targets and for which resources were allocated were achieved. Two of them are contributing: one to the FPPII Outcome (Spatial Extent and Depth of Rights Forest Tenure Tracking methodologies) and one to the Output 3 Target as previously noted in Table 1 (Megaforestais Network). The majority of them, 22 activities, contribute to the 2013 activity Targets as listed in Table 7 below. Only the one contributing to Activity 6, Global Monitoring System, is counted as ongoing, as expected in the FPPII Log Frame, and did not specify completion date. In the assessment of Log Frame results compared to the indicator metrics, it was evident that most Global Programs act as enablers of country and regional programs, contributing strategically to the RRI coalition agenda within the FPPII. Of the 2013 validated outcomes, twenty-one were from country programs, two from regional programs and only one from Global Programs. However, most of the 2013 Global Programs strategic achievements (outcomes) were measure of results of the eight Log Frame Activities (see Table 7).

Except for Activities 1, part of 2 and Activity 8, which can be directly linked to the Log Frame Outputs, all the other activities are enablers: Communications (part of Activity 2), regional and global convenings (Activity 3), capacity building (Activity 4), global monitoring system (Activity 6). Gender Analysis, which bears a direct relation with the RRI Thematic Program Gender and Justice, is itself a cross-cutting activity. The standalone Program, Strategic Response Mechanism (Activity 5) is mostly enabler. Although all of them contribute to all FPPII outputs and outcome achievements, some do not have a direct relation with the Log Frame results chain, making it difficult to capitalize those results directly to the Output targets.

In summary, out of the 24 targets (counting 75 earned media coverage as 1 for the Communications and Outreach Program) set for in the FPPII planning for 2013, 34 were achieved as follows:

Table 6 – FPPII Log Frame Activities – 2013-2017 Targets and 2013 Achieved Targets

Activity	Indicator	2013 Target	2013 Achieved	2017 Target
1	1.	2	2	2, (Target 16)
2	2.a	4	9	4 (total 20)
	2.b	75	480	175 (total 625)
3	3.	4	5	4 (total 24)
4	4.		5	12
5	5.	8	7	8 (total 40)
6	6.		Ongoing	System Developed
7	7.	5	6	5 (total 25)
8	8.		1	1 (total 4)

In all the Activities the 2013 targets were matched or exceeded, contributing already to the 2017 targets some of which like the Indicator 2.b earned media coverage is already close to achieve the 2017 target. In Activity 5, the SMR with 7 or 8 targets completed, has one proposal already approved, and two more in the pipeline.

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Table 7 Log Frame 2013 Activities and Global Programs Strategic Achievements and Contributing Regional Outcomes

Activity	Indicator	2013 Target	Strategic Achievements
1	1. National-level, multi-stakeholder platforms for strategic collaborations established, that actively advance tenure, governance and market reforms in favor of forest-dependent communities, as a result of capacity building with RRI.	2	<p><u>Global Programs</u> <u>Network Support:</u></p> <ul style="list-style-type: none"> • Megaforestais Network (Validated in Output 3.1 Target) • Community Tenure Rights Legal Reference group, a network of international legal practitioners and experts <p><u>Country Annual Outcome:</u> <u>Peru:</u> Not accounted for in the APMR but fully operational:</p> <ul style="list-style-type: none"> • Indigenous and Civil Society Organizations Collaborative platform; 25 civil society organizations including RRI coalition members
		Achieved	
		2	
2	2a. Number of RRI strategic analytical and communications products promoting tenure, governance and market reforms produced.	Target	<p><u>Regional Strategic Outcomes:</u></p> <ul style="list-style-type: none"> • Africa: Land and Forest Tenure Reforms in Central and West Africa, Preliminary Assessment of Progress Made since Yaoundé 2009, March 2013. • Asia: Agribusiness large-scale land acquisitions and human rights in Southeast Asia - Updates from Indonesia, Thailand, Philippines, Malaysia, Cambodia, Timor-Leste and Burma, Aug. 2013. • “A sweetness like unto death”: Voices of the indigenous Malind of Merauke, Papua, Forest Peoples Programme, Pusaka and Sawit Watch, 16 October, 2013 • LA: Impact of the Extractive Industry on the Collective Land and Forest Rights of People and Communities in Colombia, Peru, Guatemala, and Panamá. Rights and Resources Initiative and Asociación Ambiente y Sociedad 2013. <p><u>Strategic Analysis Program:</u></p> <ul style="list-style-type: none"> • Country-specific research on major investors in agribusiness, infrastructure and extractive sectors in the global tropics including Liberia (January 2013) and Cameroon (March 2013); Reports examining plantation operations of Stora Enso and APP in China. • In partnership with Forest Trends, evaluated the ‘conversion timber’ potential of agricultural and mining concessions, and the impact of VPA processes on promoting the recognition of community land rights;
		4	
		Achieved	
		9	
2. Strategic analyses and communications products promoting tenure, governance and market reforms target influential constituencies and raise public awareness of importance of forest tenure and governance reforms.			

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Activity	Indicator	2013 Target	Strategic Achievements				
			<ul style="list-style-type: none"> • The Financial Risks of Insecure Land Tenure: An Investment View; The Munden Project, Dec. 2012 • Landowners or Laborers: What choice will developing countries make? <p><u>Strategic Initiatives Program</u></p> <ul style="list-style-type: none"> • Global Capital, Local Concessions: A Data-Driven Examination of Land Tenure Risk and Industrial Concessions in Emerging Market Economies, The Munden Project, Sep. 2013 <p><u>Strategic Analysis Program</u></p> <p>Note: RRI's Spatial Extent and Depth of Rights Forest Tenure Tracking methodologies in the production of RRI's 2013 Flagship Report "Who owns and who decides?" (already validated in FPII – Outcome)</p>				
	2b. Number of instances of earned media coverage.	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Target</td> </tr> <tr> <td style="text-align: center;">75</td> </tr> <tr> <td style="text-align: center;">Achieved</td> </tr> <tr> <td style="text-align: center;">480</td> </tr> </table>	Target	75	Achieved	480	<p><u>Communications and Outreach Program:</u></p> <ul style="list-style-type: none"> • RRI acknowledged and/or quoted in over 480 media mentions across 27 countries (up from 21 in 2012) in 13 languages (up from 11 in 2012). Source of coverage included: the International Herald Tribune; Associated Press; BBC, The Guardian; Reuters AlertNet; AlJazeera; Inter Press Service; Agencia EFE; Le Monde; Radio France Internationale, Deutsch-Welle; Mongabay, O'Globo; Huffington Post; Bangkok Post; the Jakarta Post; US News & World Report; Washington Post; Economic Times India and Bloomberg News. • For the Interlaken Conference, in particular, the program: <ul style="list-style-type: none"> ○ Placed three opinion pieces in highly visible news newswires to promote the event, targeting a broad audience base inclusive of the private sector; ○ Garnered 18,000 views on RRI Interlaken social media count-down campaign; ○ Created and disseminated two videos
Target							
75							
Achieved							
480							
3	3. RRI-promoted regional	3. Number of regional and	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Target</td> </tr> </table> <p><u>Regional and Global Programs:</u></p>	Target			
Target							

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Activity	Indicator	2013 Target	Strategic Achievements
<p>and global convenings of government, civil society and private sector entities are held to shape narratives and strategies towards supporting forest tenure, governance and market reforms.</p>	<p>global convenings held to shape narratives and strategies that support action towards forest tenure, governance and market reforms.</p>	4	<ul style="list-style-type: none"> • Thirteenth Dialogue on Forests, Governance, and Climate Change: Harmonizing Tenure and Resource Policies in Central and West Africa's Changing Landscape from March 5-7, 2013 in Yaoundé, Cameroon. • Fourteenth Annual Latin America Dialogue on Forests, Governance, and Climate Change from March 21-22, 2013 in Bogotá, Colombia. • Global Conference on Community Participatory Mapping on Indigenous Peoples' Territories. SAMOSIR, NORTH SUMATRA (30 August 2013) • Global Strategies for Strengthening Community Land Rights Bellagio Center, Italy, 19-21 March 2013. <p><u>Networking Support Program:</u></p> <ul style="list-style-type: none"> • International Conference on Scaling-Up Strategies to Secure Community Land and Resource Rights, 19-20 September 2013 in Interlaken, Switzerland.
		Achieved	
		5	
<p>4. RRI organizes capacity building for national, regional and global networks in forest tenure, governance, market trends and reforms.</p>	<p>4. Number of RRI-organized training/capacity building events held for national, regional and global networks and leaders of government agencies, community organizations, CSOs, and IPs.</p>	Target	<p><u>Regional and Global Programs:</u></p> <ul style="list-style-type: none"> • South East Asian National Human Rights Institutions and CSOs 4 September, 2013. • Exchange visits and training activity in Petén, Guatemala, November 2013. Twenty CSOs organizations from Mexico, Guatemala, Nicaragua, Colombia, Peru and Bolivia. • Regional Workshop on Studies and Mapping of Investment Projects in Infrastructure, Energy, Extractive Activities affecting forests and communities of the Pacific Coast Region (South of Panamá, Colombia, Ecuador and Northern Peru); October 30th and 31 in Bogotá, Colombia. <p><u>Networking Support Program:</u></p> <ul style="list-style-type: none"> • International workshop on “Opportunities and lessons for a rights based perspective on FLEGT and VPA processes in Latin America” with representatives from Africa, Asia, in collaboration with Forest Trends and Grupo Faro, Quito, Ecuador, October, 2013. • Rethinking Forest Regulations: International training workshop for
		Achieved 5	

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Activity		Indicator	2013 Target	Strategic Achievements
				forest agency officials and civil society representatives; Missoula, USA, July 22, 2013 - July 26, 2013.
5	5. RRI's strategic response mechanism (SRM) supports timely advocacy efforts.	5. Number of instances when RRI partners and collaborators undertake timely advocacy efforts as a result of access to RRI's strategic response mechanism.	Target	<p>Global Conference of Indigenous Peoples on Lessons and Good Practices on Community Participatory Mapping, 25-27 August in Lake Toba, North Sumatra, Indonesia: .Participants from 17 countries jointly signed the Toba Declaration, which reiterates the solidarity of IPs and initiates the formation of a global IP network to provide support to territorial mapping processes.</p> <ul style="list-style-type: none"> SRM support to the conference provided opportunities to share good practices in using maps generated through community participatory means to assert and claims IPs rights to their land, territories and resources; and to <u>how these can help in the policy advocacy work to get governments and the dominant societies to recognize and respect these rights.</u> <p><u>Preserving the Rule of Law in Southern Belize:</u> The SRM supported two legal processes to build a strong legal case before the Supreme Court of Belize in order to reaffirm the rights of the Mayan Q'eqchi' Indigenous People of Southern Belize to their lands and resources, as well as to Free Prior and Informed Consent (FPIC):</p> <ul style="list-style-type: none"> To press forward a decision of the Court of Appeals on the 2010 Supreme Court Case which recognizes the individual and collective rights to customary land and resources; Lawsuit was formally filed on July 2013 for violations of environmental law, and indigenous rights in regards to approval for oil drilling activities in customary lands. <p><u>Leveraging key international support at a critical juncture for indigenous rights in Panamá:</u></p> <ul style="list-style-type: none"> SRM supported through PRISMA the advocacy strategy of the Coordinadora Nacional de los Pueblos Indígenas de Panamá (COONAPIP) to influence the UN-REDD Program operations in
			8	
			Achieved	
			7³	

³ The Board approved an additional SMR proposal from Cameroon, and two are in the pipeline. One is in Senegal to strengthen the position of CSOs in relation to the current land reforms in the country; and the other is on REDD, Rights and Tenure in Burkina's national REDD+ strategy.

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Activity	Indicator	2013 Target	Strategic Achievements
			<p>Panamá to respect the Indigenous Peoples of Panamá's rights to Free, Prior, and Informed Consent (FPIC) for any REDD activities planned in their territories. PRISMA's support of COONAPIP in the preparation and implementation of their international and national advocacy strategy ensured the representation and participation of COONAPIP in the UN Permanent Forum in New York, preparatory meetings for the World Indigenous Peoples Conference in Guatemala, as well the UN-REDD Board meeting in Indonesia.</p> <p><u>Securing Tenure and Rights of Indigenous Peoples in South-Eastern Cameroon Against New Extractive and Conservation Pressures:</u></p> <ul style="list-style-type: none"> SRM is supporting with CED partnership the IP in Cameroon to document their lands and territorial claims and publicize them nationally to secure the land rights in areas targeted by mining, logging concessions and agribusiness. To date a general community mapping methodology has been designed; Local community mapping methodologies have been elaborated in 21 villages/communities; Some 80 community cartographers were trained to map their territories claims and rights; All the data has been collected and the maps validated by the concerned communities. Several meetings have already been held with national authorities and the private sector. <p><u>Large Scale Acquisition by International Companies:</u></p> <ul style="list-style-type: none"> To exploit a critical opportunity for RRI to influence corporate and government practice in LSLAs by bringing global attention to two of the world's largest forest companies, SRM support will contribute to the assessment and evaluation of forestland acquisitions by Stora Enso and APP in order to identify key issues concerning farmers' forestland rights in LSLAs in China. Currently, RRI, Landesa, and Stora Enso are finalizing the report. Because of this work, Stora Enso has emerged as a key ally for RRI's work in the private sector and as an indicative example of corporate willingness to revise land acquisition practices to mitigate local conflicts and investment risk.

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	Activity	Indicator	2013 Target	Strategic Achievements
				<p><u>Advocating for secure territorial rights for the Kichwa de Pastaza Nation in the Ecuadorian government's new expansion of oil concessions:</u></p> <ul style="list-style-type: none"> • With the support from SRM, KICHWA produced a proposal to promote the KichwaPastaza Nation's integrated territorial management plans during the bidding process for oil concessions on their lands in the Ecuadorian Amazon, as a vehicle for negotiation with Government to guarantee the exercise of their territorial rights. The final report was received and the intended objective was accomplished. As a result, the space to discuss oil exploitation policies over indigenous territories has been strengthened for the effective participation of Indigenous Peoples in order to arrive to consensual agreements.
6	<p>6. RRI develops and maintains a global monitoring system on statutory tenure reform, poverty and livelihoods in forest areas in developing countries.</p>	<p>6. RRI's global monitoring system on statutory tenure reform, poverty and livelihoods in forest areas in developing countries is available to entities involved in forest tenure, governance and market reforms.</p>	<p>Target</p> <hr/> <p>Achieved</p>	<p>Ongoing and programmed RRG Global Monitoring efforts:</p> <p><u>Strategic Analysis:</u></p> <ul style="list-style-type: none"> • Spatial Extent and Depth of Rights Forest Tenure Tracking • Create a baseline of data on IP & other communities' statutorily held rights in forest and non-forest areas. • Develop a framework and database to track the extent of areas and rights identified by local communities as being "contested" in RRI priority countries. <p><u>Strategic Initiatives Program:</u></p> <ul style="list-style-type: none"> • Develop database of industrial agriculture, mining, and timber concessions in cooperation with Forest Trends; • Develop a database of industrial concessions in emerging market economies, including geo-referenced overlays with community claims and demarcated areas; • Expand global database and analysis of forest tenure changes to include other ecosystems as well as community lands that have not been formally recognized; <p><u>Networking Support Program:</u></p> <ul style="list-style-type: none"> • Database of RRI Coalition contacts;

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	Activity	Indicator	2013 Target	Strategic Achievements
7	<p>7. Gender analysis, women's networks and experiential learning activities that engage policy makers, REDD and FLEGT processes, CSO networks and community leaders benefit from program support.</p>	<p>7. Number of instances of gender-related activities, including gender analysis, support for women's networks, and/or direct engagement with REDD, FLEGT or national-level processes, as a result of RRI program support.</p>	<p>Target 5</p> <hr/> <p>Achieved 6</p>	<p><u>Africa Region:</u></p> <ul style="list-style-type: none"> • Real and Resilient Green Growth in Africa, Increasing the capacity of small-scale loggers and supporting women's green business initiatives; Solange Bandiaky-Badji. DANIDA, May 28-29, 2013. • <u>Liberia:</u> The Gbarpolu platform advocacy plan to mobilize and engage the clan chief in on the need for women's involvement in land decision-making processes; and capacity building. • <u>Burkina Faso:</u> Report on the inclusion of the gender dimension in Burkina's mining code. <p><u>Asia Region:</u></p> <ul style="list-style-type: none"> • Landesa's work on gender to enhance women's forestland tenure security and promote policy change and legal reform in collaboration with the All-China Women's Federation, and the Cultural Development Center for Rural Women (CDCRW), <p><u>Latin America Region:</u></p> <ul style="list-style-type: none"> • Second regional workshop on gender justice and collective tenure rights, Nicaragua. Represented by 23 different organizations from Guatemala, Nicaragua, Costa Rica, Panamá, Peru, Bolivia, Colombia and Ecuador. <p><u>Networking Support Program:</u></p> <ul style="list-style-type: none"> • RRI Gender Justice Scoping Meeting, November 7 - 8, 2013, with experts from Africa, Asia and Latin America to share best practices and provide tools for addressing gender justice in forest and land tenure.
8	<p>8. RRI provides advice and analysis and serves as a catalyst for new initiatives and investments that leverage public and private capital for tenure reforms and support of community-</p>	<p>8. Number of new initiatives and investments that leverage public and private capital for tenure reforms and support of community-based forest production and management created at least in part as a</p>	<p>Target</p> <hr/> <p>Achieved 1</p>	<ul style="list-style-type: none"> • RRI's initiative to establish an International Land and Forest Tenure Facility (the Facility, ILFTF), with major strategic achievement in the period, with the completion of the scoping phase of the ILFTF, including: <ul style="list-style-type: none"> ○ Country specific research on major investors in agribusiness, infrastructure and extractive sectors in the global tropics; ○ Establishment of the Facility Technical Committee defining a

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Activity	Indicator	2013 Target	Strategic Achievements
	<p>based forest production and management.</p>	<p>result of RRI's advice and analytical work.</p>	<p>set of institutional options for the proposed Facility;</p> <ul style="list-style-type: none"> ○ Development of a Design Document, informed by the results of the Facility Technical Committee, which detailed structure, function, governance, and future steps for launching a scaled-up, operational Facility; ○ Establishment of a Facility Advisory Committee composed of RRI Board Members and subject matter experts for evaluation of the Design Document and progress on the Facility to date. ○ Consultation through virtual meeting with regional partner organizations as a prelude to broader consultations, to review the concept and institutional options for the Facility.

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V. EFFECTIVENESS OF RRI OUTCOMES AND BUDGETING ALLOCATION

At the IM request, the RRG Finance and Administration Department provided the comparison of budget vs. actuals from the current RRG budget. The data provided allows the analysis of the beginning of year board approved budget and its comparison with the revised budget approved by the Board.

In addition, the table included the actual expenditure recorded to date. However, the following caveats indicated by RRG, should be considered in the analysis:

- Actual expenditures do not reflect payments which will be made on activities for the remainder of the year, or accrued unpaid liabilities which will be paid in early 2014 for activities concluding in 2013;
- Most RRI activities for 2013 conclude in November or December 2013, therefore final financial accounting from the Partners and Collaborators are not reflected in the actuals;
- Some RRI activities have been extended into 2014, similarly the final financial accounting are not reflected in the actuals;
- Some periodic administrative accruals such as Fixed Asset Depreciation are done quarterly, therefore, some portions of the Operation section reflect 9 months rather than 11 months of expenditure;

To include in the analysis a comparison between the approved budget and programmatic funding request resultant from the Regional and Global Programs respective annual workplans, the IM had available:

- The 2013 Regional Work Program including Country and Regional Outcome/Objectives Interventions and Activity Costs;
- 2013 Global Programs Budget by Activity including participating coalition partners and collaborators.

a) Variance analysis by Global Programs, Regional Programs and Country Programs between annual budget requests resultant from Workplans and Board-approved budget:

Figure 1, shows the variances between the programmatic requests from the Annual Workplan 2013, from regional and global programs compared with the Board approved budget for the same period.

Except for the Strategic Initiatives Global Program, which had a full Workplan budget request approved, most programs were adjusted down between 26% for Latin America and 14% for Strategic Analysis, Communications & Outreach. Total RRI budget approved was 88% of the proposal. With the exception of the Latin America program, no major differences are observed among regional and global programs, showing a balanced approach between budgetary requests and the approval process.

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Figure 1 – Workplan Budget Requests and Board Approved Budget

	Annual Planning Workplans Budget	Board- Approved Budget Jan 2013	Variance
Total Country Initiatives	\$ 5,215,914	\$ 4,226,264	81%
Asia	\$ 1,702,373	\$ 1,454,373	85%
Africa	\$ 2,061,185	\$ 1,692,185	82%
Latin America	\$ 1,452,356	\$ 1,079,706	74%
Strategic Analysis	\$ 1,690,923	\$ 1,461,513	86%
Strategic Initiatives	\$ 719,525	\$ 719,525	100%
RRI-supported Networks	\$ 785,000	\$ 640,000	82%
Total Communications & Outreach	\$ 1,033,521	\$ 889,305	86%

b) Alignment of resource allocation with expected results:

From detailed program request analysis, most of the country, regional and global programs had selective reductions in the initial request and very few activities cancelled. From interviews with Regional Directors, in general the resource allocations and approved budget were in line with resources required to implement proposed activities and achieve expected results.

Although the RRG chart of accounts and budgetary reports are adequate to assess programmatic budgeting and expenditure performance, it was not possible to analyze resource allocation to expected results ratios. To determine the level of alignment between expected results and resource allocation by outputs from the budgetary report and respective chart of accounts, the budget and expenditure activity line items should be codified according to the RRI FPPII Log Frame Output or Activity Indicator. Therefore, it was not possible to determine if the allotted resources were consistent with the Impact Weighting given in the Log Frame to the FPPII RRI Outputs.

Figure 2 presents the final budget allocation by program YTD – September 2013. It is noticeable that Country and Regional Programs with about 35% allocation is close to that of Global Programs (37.4%), showing an RRI balanced approach between field programs and global programs, with a discretionary allocation via the strategic priorities defined by the Strategic Response Mechanism of 4%

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Figure 2 – Revised Budget Allocation by Program (Sep. 2013)

PROGRAM	Board- Approved Revised Budget Sept 2013	Program Allocatio n
TOTAL	\$ 11,255,637	100.0%
Total Country Initiatives	\$ 3,932,899	34.9%
Strategic Analysis	\$ 1,429,606	12.7%
Strategic Initiatives	\$ 1,124,019	10.0%
RRI-supported Networks Total	\$ 760,245	6.8%
Total Communications & Outreach	\$ 897,095	8.0%
Total Coalition Coordination	\$ 652,436	5.8%
Strategic Response Mechanism	\$ 751,472	6.7%
Strategic Partner Initiatives	\$ 451,371	4.0%
Total Operations	\$ 1,256,495	11.2%

c) **Estimated overhead expenditures as a percentage of total annual budget.**

Assuming that most programmatic delivery funding is taking place within those mentioned programs, and that the additional cost allocated for Coalition Coordination and Strategic Partners Initiative, belongs to RRI coalition governance and coordination mechanisms; the balance under total operations equivalent to 11.2% corresponds to administrative, financial and other overhead costs. Such percentage, when compared to the 2013 RRI’s effective programs performance assessed through the IM process, reflects the efficiency of RRG in carrying accounting & auditing, human resources, information technology & telecommunications, and other facility and financial expenditures.

Due to the RRG provided expenditure report limitations, and considering that year to date reported expenditures accounted only to 72% of the approved budget, unless prospective data would be available it is too early to assess RRI financial performance. Due consideration will be given at the time of IM final report preparation in early 2014.

VI. RRG INTERNAL MONITORING SYSTEM ASSESSMENT

Internal Monitoring and the Annual Planning Cycle

RRI’s monitoring process is part of a detailed five-year Framework Proposal now in its second phase (FP II), which obligates the Coalition to pursue the internal and independent monitoring commitments outlined in Framework Proposal I. RRI’s Framework Proposal (FP) identifies strategic objectives and results to be achieved within the structure of a Logical Framework. FP II articulates what results are to be achieved for 2013-2017 and, with the Logical Framework, how these results are to be monitored. The new 2013-2017 Logical Framework set yearly targets to be implemented according to the annual planning cycle. Country-level planning meetings in early fall, allow the coalition members to assess progress and articulate challenges in implementing country Work Plan and results achieved, and to identify opportunities and select interventions in line with RRI’s criteria: being strategic, value-added and create synergies toward the achievement of Strategic Outcomes and FP II targets. The coalition prepares the Annual Program

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Monitoring Report (APMR) for its respective country and defines priority activities and interventions for engagement and estimated budgets.

At the Global Level, RRG prepares strategy notes for RRI's cross-cutting themes, regional plans, and Global Programs for discussion with RRI's partners and collaborators in the November Planning Meeting, followed by detailed workplans and budget for the Regional Plans, and Global Programs plans. In January, Annual Governance meetings Partners and Board to review amend and endorse these plans.

IM analysis compared planned and program delivery and implementation processes with achievements confirming the effectiveness of RRI's annual planning process. The next step in the independent monitoring is to assess the adequacy of RRGs internal monitoring system and make recommendations to that effect.

Annual Program Monitoring Reports (APMRs)

The APMR serves as a critical tool in the internal and independent monitoring process to measure progress toward the PFII set targets. At the regional and global levels only the Global Programs are required to prepare their APMRs. Each has a different format and progress assessment scale.

In addition to the APMR, RRG senior management receives progress reports quarterly or biannually according to contract stipulations.

1. Country APMRs

The format and scope of the country APMR, is generally adequate to the RRI monitoring process. The source for the monitoring elements is found in the Regional Annual Work Program which includes: Outcome/Objective; Strategic areas of intervention; and Activities. Cost of Activities becomes part of the annual program budget once approved; The Annual Work Program format contains a column for actors including RRI partners and collaborators. A final column provided in the Regional Work Plan relates the potential of the intervention to become multi-year.

The common link of the APMR with the Regional Work Program is, in most of the cases, the Objective/Outcome, which then link that outcome to the desired RRI FPII Output listed in the column named "Contribution the RRI Output (1 to 4). However, due to lack of precise business rules on how to proceed, the interpretation of the monitoring mechanisms is left to the Regional Director or the coalition partners and collaborators at country level. For example, the Asia and Latin America Regions follow the intended approach; Africa Region opted for placing the Log Frame Output in the space for Objective/Outcome, leaving the Contribution to APMR column to describe the outcome or objective of the interpretation. The differences may lead to confusion or errors in data interpretation.

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The APMR column for “Explanation of progress/results (for the current reporting period)” is also left to interpretation. There are examples of outcome-oriented APMRs and others of process-oriented or combination of both, making somewhat difficult to the IM to assess and validate if the outcome was achieved or not, particularly when the outcome definition is lacking precision or specific metrics for its measurement.

The Progress Assessment Scale used to determine progress made relative to the baseline, was also measured by different approaches depending on the region; Asia and Latin America used a 0 to 3 scale; Africa used a 0 to 4 scale.

The APMR does not require a link with the specific indicator and respective target of objectives and outcomes, and the decision to match them is left either to the internal monitoring, or to the IM in the validation process.

Inconsistencies in the Outcome formulation used at country level made it difficult to analyze the results and validate the achievement. Among them:

- One country chose an outcome contributing to two FPPII Outputs, which prevented one of the targets to be validated unless the results were explicit enough to validate the two targets.
- Other unacceptable combinations included one outcome, with multiple objectives, some of which were not described in the results, eventually preventing the full validation of the outcome.
- Also, when several outcomes contribute to the same FPPII Output it is not clear if they are mutually exclusive, which could bring more than one output target; or concurrent, and be counted as validation towards the Output target achievement.

2. Global Programs APMRs

The Global Program APMR has no specific format, which causes difficulty identifying which Output each strategic outcome contributing to achieve. The source of the reported strategic outcomes, contrary to the Country APMRs, comes from the description of the RRI Global Program Annual Work Program narratives. The budget structure, although fully compatible with the RRG Chart of Accounts and respective budget and expenditure reports, does not contain the strategic outcome but the description of the activity.

The Global Program Budget includes also a matrix approach to capture the thematic and cross-cutting programs and their contribution to the core program. However, the link made does not include the amount of resources going toward the Thematic Program, and in some cases the budget allocated to the activity is linked to the four themes, ATEMs, Rights & Climate, Realizing Rights and Gender.

This multiple choice also presents difficulty determining which core program is claiming the target achieved. For example The released reports detailing investments in the agribusiness, extractive, and infrastructure sectors of Liberia and Cameroon are showing up in the following Programs:

- In Strategic Analysis under ATEMs; and

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- In Strategic Initiatives under Scoping Phase of the ILFT

Differences in reporting dates may lead to inaccurate tabulation. While the Country APMRs cover a calendar year the Global Programs APMRs cover from October to September. This poses risks of overlaps in monitoring reporting and potentially double counting results.

The scale used for the Global Programs APMRs is different than the one of Country APMRs as can be noted in the Figure 3 as follows:

Figure 3 – Assessment Scales Differences between Country APMRs and Global Programs APMRs

Country APMRs	Global Programs APMRs
<p><i>Progress assessment scale:</i></p> <p>(0) <i>Not attempted</i></p> <p>(1) <i>No significant progress</i></p> <p>(2) <i>Medium progress, in line with intended outcome</i></p> <p>(3) <i>Advanced progress, in line with intended outcome</i></p>	<p>Program Assessment:</p> <p>(0) Outcomes not attempted</p> <p>(1) Outcomes/Strategic Achievement achieved with demonstrated impact</p> <p>(2) Expectations met, outcomes achieved</p> <p>(3) Progress made, but outcomes not fully achieved</p> <p>(4) No significant progress made on these outcomes</p>

Contrary to Country APMRs, the Global Program assessment scale is assigned to the program rather than to each outcome. This is reasonable if the monitoring tool is not requiring the Global Program to identify the outcome but just the activity, without pointing to a given FPII Output or target indicator. Nonetheless, the differences between Global Program and APMRs and Country APMRs may lead to unnecessary confusion.

The Log Frame Results Chain.

The FPII Log Frame results chain is critical to the internal and independent monitoring process to verify the attribution and added value of activities that contribute to outputs and from outputs to outcomes and impact.

The RRI Log Frame results chain, from Country annual outcomes to FPII Outputs, is well structured in the 2013-2017 Log Frame and respective targets, despite the need to align APMRs measurements for countries and Global Program.

The issues that limit linking Activities and the Outputs are feasible to resolve and would improve the results chain between Activities and FPII Outputs.

Although data currently available does not permit accurately linking country annual outcome to FPII Outputs and from Outputs to FPII Outcomes, the RRI coalition is well prepared with its methodology to reach such a stage.

The Global Conference of Indigenous Peoples on Lessons and Good Practices on Community Participatory Mapping, in Indonesia this year, and multiple mapping outcomes in progress in the three regions attest to the feasibility of the proposition. The potential to obtain the number of

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current or future data in Hectares and IP and communities beneficiaries of the reported outcomes, and possible contribution to the RRI Outcome indicators in the Log Frame, and interviews with collaborators from 10 out of the 11 planned countries combined to provide the results shown in Table 8 below:

Table 8– FPII Log Frame Outcome Indicators and Possible Examples to Capture Country Data from Ongoing Mapping efforts worldwide within the RRI Coalition.

IMPACT/OUTCOME		INDICATORS	RRI'S FPII 2017 TARGETS	RRI'S 2013 TARGET
OUTCOME	Tenure, governance and market reforms that secure local rights to own, control and benefit from natural resources.	1. Hectares of forest lands under formally recognized ownership or control of Indigenous Peoples, forest communities and or households.	+25 million (for a total additional 100 million hectares in developing countries)	+15 million
		2. Number of people in indigenous territories and forest communities in developing countries that benefit from strengthened rights to forest lands and resources.	+ 125 million (for a total additional 500 million people benefitting)	+25 million
Examples of country responses to the interview question to provide if available, the number of current or future data in Hectares and IP and communities beneficiaries of the reported outcome, relative to the RRI Outcome indicators in the Log Frame;				
Region/Country		Example or response provided		
AFRICA:				
Burkina Faso		Examples of benefit measures include: <ul style="list-style-type: none"> • 25 hectares of forest on the outskirts of the town of Ouahigouya protected by a communal Decree suspending the originally allocated parcels; 50 hectares being secured for the benefit of 1,200 women from 15 groups supported by the Attestation of Land Possession (ALFs); • About 80 people receive training on the land law and methodology of local planning guide, incorporating the gender rights; • 72 communities covered by radio broadcasts on the 034 law on rural land tenure in East Central and West Central regions. 		
Liberia		<ul style="list-style-type: none"> • SDI considers it feasible to estimate the number of hectares and IP and communities benefiting from ongoing interventions. The inclusion of such indicators will improve SDIs reporting on progress made; 		
Mali		HELVETAS: Examples of population benefited by the RRI Coalition interventions in Mali include: <ul style="list-style-type: none"> • In the 3 land Commissions there are 3 communities represented (90 leaders); members of 3 land commissions (elected representatives, heads of villages, technical services, local administration with 110 people); and 65 villages with 45,500 people; 		

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	<ul style="list-style-type: none"> • In the 3 sites participating in the capitalization of local conventions: <ul style="list-style-type: none"> • San local convention (estimated at 60,000 inhabitants); • Nafanadougou / Bougouni local Convention (16'000 ha forest/ 10'000 persons); • Council of Kati cercle and 3 communities participating in the study; although not affected by the study but representing 100'000 people in the peri-urban areas that are under land tenure pressure; and • those populations covered by the study of crisis impact on the management of natural resources including the Mopti Region (Youwarou, Mopti and Douentza: 90'000 people); Koulikoro Region (Nara: about 20,000 people in the communities adjacent to the forest of Wagadou); Sikasso Region: no population directly affected by the crisis, but about 15'000 IDPs hosted in the region. <p>Sources: personal data; study reports; activity reports; map of the communes of Mali; the massif of Nafanadougou management plan; document of capitalization.</p>
ASIA	
China	<ul style="list-style-type: none"> • PKU: The purpose of the collective forest tenure reform survey focuses on the progress of reform to increase the share of tenure and such increase can be measured. RRI can be credited for the support on the survey and the sharing of international experience. However, it is very difficult to determine how many increased IP and community beneficiaries and hectares are attributable to RRI coalition interventions; • Landesa: We cannot give out an estimate of acreage of forestland benefited from the RRI interventions because the design is to influence legal and policy reforms and quantifiable indicators may not be the adequate standard to assess the achievements. Policy and legal change is incremental in a country like China; you cannot claim an improvement in numbers until the final change actually takes place. However, you cannot rule out either if these incremental improvements will lead to the final change. It applies also to the number of people benefited.
India	<ul style="list-style-type: none"> • It would be very difficult to link progress in any Indian state, due to limited RRI interventions in the country. Except on the Odisha mapping project, which will take some time to be able to measure beneficiaries and involved Hectares due to the cyclone, the other interventions are targeted studies, which are difficult to claim direct attribution to the RRI Outcome indicators.
Lao PDR	<ul style="list-style-type: none"> • Very difficult to determine the numbers of population and hectares benefiting from RRI interventions, since at this time no increase in secure land rights have been achieved. The NLP will reveal a lot of what has been achieved, and it would be possible to measure RRI's contribution to the indicators then; It will also encourage and provide more leverage to support continuity in terms of work.
Nepal	<ul style="list-style-type: none"> • Current progress in policy cannot be accounted only as an RRI achievement. RRI knowledge sharing about tenure and community rights is contributing to human capital but does not have direct attribution in Nepal to measurable indicators on increasing the hectares or the number of IP and communities benefiting from strengthened rights to forestlands and resources. Causal relationship is difficult to establish.
LATIN AMERICA	

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Bolivia	<ul style="list-style-type: none"> The measurement and attribution is complex due to limited RRI resources in Bolivia. For example, the territory of Monteverde, which is one of the study areas, the last measurements in 2012 showed increased levels of deforestation. Part of the territory has unbundled the management of forests including autonomy and self-management, etc. The need for mapping as part of the monitoring process is an option for discussion on verification means on forest product demands, for example.
Guatemala	<ul style="list-style-type: none"> ACOFOP: Legislation was passed in Guatemala benefiting community forest initiatives like PINFOR (Forestland tenure with right holders) and led to the transfer community forest rights in the order of 100,000 Ha in the period 1998-2012. PINPEP (small forestland owners without right holders) in the period 2007-2012 benefited more than 16,000 people with 19,000 Ha, and other 50,000 people benefited indirectly. The new Pro-Forest Law initiative would benefit close to 50% additional people according to ACOFOP estimates. Utz Che: Agree that the outcome of the legislation will be measurable, once the data is updated and made available.
Peru	<ul style="list-style-type: none"> AIDSESEP: Under the RRI 2013 Program in Peru, and contributing to Output 1, indicator 1.1, the Outcome addressing the Incidence in the Ministry of culture, five proposals for territorial reserves have been presented by AIDSESEP covering around 4'285, 985.94 hectares in the Peruvian Amazon to receive the favorable rating of the Ministry of Culture. The proposal for a TOR for the favorable rating of the Indigenous Reserve Yavarí Mirim was approved. IBC: Also, concur that the number of beneficiary among native populations and peasant communities (ex-IPs) is measurable. Current estimates indicate that the total number of Has, is close to 23 million Has.

Recommendations for Future Monitoring Efforts

To maximize RRI's Internal Monitoring efficiency and effectiveness, the IM Report submits the following recommendations:

- 1. Define APMR business rules.** To improve the effectiveness of the APMR as an effective tool for the FPII monitoring process, RRI should:
 - Implement a Regional APMR for the three RRI regions.
 - Standardize the format of the report for Country and Global Programs, including common business rules addressing outcome formulation, linkages to Outputs, and Output indicators; establish common and consistent use of the progress scale assessment; and initiate a consistent timeframe for yearly performance assessment and monitoring of results.
 - Consider introducing outcome metrics or the expected target measurements to relate to the FPII Output indicator metrics in the outcome definition process. This will facilitate the link from outcomes to FPII Outputs.

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2. **Establish common financial tools.** To better assess the alignment of resources with expected results, budgeting and program delivery needs on the country, regional and global level, RRI should standardize the Annual Work Program Budgeting format for Regional and Global Programs.
3. **Establish mapping datasets.** To address the Log Frame results chain issues identified between country outcomes, and FPPII Outputs and Outcome indicators; RRI should assess the feasibility and time frame to make use of ongoing mapping datasets available in the RRI priority countries and RRI coalition regional interventions and global supporting projects as a monitoring tool. This would allow the RRI coalition, both at country and regional levels, to measure bottom-up results attributable to the coalition efforts. Such data sources may give proxy figures to be validated top-down with the rights forest tenure tracking methodologies in use implementation by RRI at the global level.
4. **Develop a global monitoring system.** Activity 7 of RRI's Log Frame defines the need for RRI to develop and maintain a global monitoring system on statutory tenure reform, poverty and livelihoods in forest areas in developing countries. As listed in Table 7, the Global Programs have developed and will develop a set of databases to that effect. Given the potential for dataset redundancies and the risk of creating multiple and disparate IT platforms, RRG should consider the development of an integrated data repository on a Business Intelligence platform to make it available to a entities involved in forest tenure, governance and market reforms and for RRI internal and independent monitoring and governance decision making support.
5. **Establish APMRs supporting evidence.** For the Independent Monitoring to be able to assess the extent to which RRI achieved the objectives outlined in the annual RRI program strategies, work plans and budgets, including comparing stated deliverables against outputs; and validate country, regional and global outcomes, RRG should consider including in the APMRs a link to specific evidence validating the reported results.
6. **Strengthen RRG Internal Monitoring capacity.** Recognizing the excellent RRG internal monitoring team support provided to the IM, it was evident that RRG needs to assess and strengthen current internal monitoring mechanisms, organizational capacity and information system platform to capture, process and analyze key performance indicators (KPIs) and monitor RRI programs performance in support to RRG senior management and RRI governance bodies.

***RIGHTS AND RESOURCES INITIATIVE
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ANNEXES

ANNEX 9: Independent Monitoring of RRI's 2013 work plan implementation; Key RRI Stakeholders Interview Format

ANNEX 2: Independent Monitoring of RRI's 2013 work plan implementation; RRI 2013 Annual Program Documentation and Evidence Submitted

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ANNEX 10 - Independent Monitoring of RRI's 2013 work plan implementation

Key RRI Stakeholders Interview Format

COUNTRY: BURKINA FASO	Annual Outcomes		INTERVIEWED: COLLABORATOR, NAME and e-mail:
	Planned	Validated	
<p>Respondent's opinion on progress made on the annual outcome (0-3) as compared to that reported in the APMR with regards to the baseline</p> <p>(0) not attempted; (1) no significant progress; (2) medium progress; (3) advanced progress</p>	3	2	<p>RRI Log Frame:</p> <p>Output 1, Indicator 1.1 /1.2:</p> <p>Output 2, Indicator 2.1/ 2.2:</p> <p>Output 3, Indicator 3.1/3.2:</p> <p>Output 4, Indicator 4.1/4.2:</p>
<p>Other available evidence in addition to the one submitted by the RRI Internal Monitoring;</p>			
<p>Verification on whether the RRI criteria of strategic, value-added and synergistic) was applied to prioritize the country or regional interventions</p>	<p><u>Examples:</u></p> <ul style="list-style-type: none"> • Strategic: • Value-added: • Synergistic: 		
<p>Capture, if available, of the current or future data in Hectares and IP and communities beneficiaries of the reported outcome, relative to the RRI Outcome indicators in the Log Frame;</p>	<p>Include examples of benefit measures:</p>		
<p>Other pertinent feedback referent to the Country and Regional RRI Coalition programs;</p>			

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ANNEX 2:

Independent Monitoring of RRI's 2013 work plan implementation: RRI 2013 Annual Program Documentation and Evidence Submitted by RRG and Collaborators Country & Regional Programs:

- ✓ RRI Regional and Global Programs Planning - Presentations 2013

❖ ASIA

▪ China:

- ✓ ACWF Raises Proposal on Protecting Women's Land Rights (news article). March 19, 2013. <http://www.womenofchina.cn/html/womenofchina/report/150078-1.htm>
- ✓ Draft presentation – Impacts of NFPP and Forest Tenure Reform in Western China Minority Regions

▪ Lao PDR:

- ✓ [Land guidelines aim to ensure fairness](#). Vientiane Times. 10 June 2013.
- ✓ Observations on the Changes within the Land Use Policy (drafted by RRG and submitted via RRI Collaborators and FAO to the National Assembly and line ministries)

▪ Indonesia:

- ✓ [Indonesia's Constitutional Court returns customary forests to indigenous peoples](#). REDD-Monitor. 17 May 2013.
- ✓ [Constitutional Court ruling restores indigenous peoples' rights to their customary forests in Indonesia](#). Forest Peoples Programme. 16 May 2013.
- ✓ ['A Sweetness Like Unto Death:' Voices of the Indigenous Malind in Merauke \(West Papua, Indonesia\) \(Forest Peoples Programme\)](#)
- ✓ [Constitutional Court Agrees on Judicial Review of UUK](#). AMAN.or.id 16 May 2013
- ✓ [Indonesia: Forest Rights of Indigenous Peoples Affirmed](#). Global Legal Monitor. Library of Congress. 3 June 2013.
- ✓ Report on RRI Strategy Development, Review and Planning Meeting for Indonesia, 4-5 September 2013, Hotel Santika, Bogor;
- ✓ Cooperation Expansion with Various Parties to Accelerate the Implementation of Forestry Tenure Reform in Indonesia, Workshop Proceeding, 17–18 April 2013 at Hotel Grand Cemara, Jakarta
- ✓ Current Status of Community Forest Enterprise Products and its Correlation to Community Based Forest Management in Indonesia, Drafted by 2 June 2013, Christine Wulandari and Wisnu Caroko

▪ Nepal:

- ✓ [Annapurna Post: Interviews with Arvind Khare and Ganga Ram Dahal on RRI's advocacy work with top political leaders](#)
- ✓ [FECOFUN claims Nepal government has ignored the successful community forestry program \(FECOFUN\)](#)
- ✓

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■ **Asia Regional:**

- ✓ [Montien Resolution on Human Rights and Agribusiness in Southeast Asia. September 4, 2013.](#)
- ✓ Regional: [Indigenous communities deploy high tech mapmaking to staunch global land grab](#) (Tebtebba)
- ✓ Regional: PUBLICATION - [Agribusiness large-scale land acquisitions and human rights in Southeast Asia - Updates from Indonesia, Thailand, Philippines, Malaysia, Cambodia, Timor l'Este, and Burma](#) (Forest Peoples Programme)

❖ **AFRICA**

■ **Liberia:**

- ✓ We who live here own the land
http://www.forestpeoples.org/sites/fpp/files/publication/2013/03/we-who-live-here-own-landliberiafinaljan2013lowres_1.pdf
- ✓ Forest Peoples Programme: Land reforms in Liberia must learn from and protect communities' customary land and resource rights
<http://www.rightsandresources.org/blog.php?id=1723>
- ✓ www.sdiliberia.org

■ **Mali:**

- ✓ HELVETAS: Study on the sociopolitical impacts of the political crisis on community rights to land & natural resources. October 2013; Distribution included all technical and financial partners of «Thematic Group on the Environment (Composed of: Sweden (leader), Germany, USAID, FAO, UNDP, WB, EU, Switzerland, Canada, Netherlands, and Norway).
Television broadcast in the Journal televised from 8 pm October 08, 2013 www.ortm.ml

■ **Africa Regional Dialogue:**

- ✓ 13th Regional Dialogue on Forests, Governance & Climate Change: Harmonizing Tenure and Resource Policies in Central and West Africa's Changing Landscape
 - <http://www.rightsandresources.org/events.php?id=814>
- ✓ 13th Regional Dialogue on Forests, Governance & Climate Change: Journal of the Dialogue <http://www.rightsandresources.org/blog.php?id=1662>
- ✓ Opening Comments at the 13th Regional Dialogue in Yaoundé, Cameroon
http://www.rightsandresources.org/documents/files/doc_5901.pdf
- ✓ Closing Remarks at the 13th Regional Dialogue in Yaoundé, Cameroon
http://www.rightsandresources.org/documents/files/doc_5902.pdf
- ✓ [Final Communique from the Cameroon Parliament-Government dialogue June 11-12, 2013.](#)
- ✓ Regional/outreach: [DANIDA Development Days List of Presenters](#). Page 9.
- ✓ Regional/outreach: [Real and Resilient Green Growth in Africa: Increasing the capacity of small-scale loggers and supporting women's green business initiatives](#). Solange Bandiaky-Badji. May 28-29, 2013.

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❖ LATIN AMERICA

▪ **Guatemala:**

- ✓ Dictamen Ley Marco CC (Congreso de la república de Guatemala), Ley marco de Cambio Climático Decreto 7-2013;
- ✓ <http://www.estrategiaynegocios.net/blog/2013/09/05/guatemala-aprueba-ley-sobre-cambio-climatico/>
- ✓ <http://www.guatemala.gob.gt/index.php/2011-08-04-18-06-26/item/5317-guatemala-aprueba-ley-para-mitigar-efectos-del-cambio-clim%C3%A1tico>
- ✓ Análisis Art21 Julio 2012 VL3;
- ✓ <http://www.elperiodico.com.gt/es/20130905/pais/234044/>

▪ **Perú:**

- ✓ Ministerio de Cultura--Oficio Circular No. 001-2013/Comisión Multisectorial http://www.rightsandresources.org/documents/files/doc_6297.pdf
- ✓ Oficio Circular N° 001-2013/Comisión Multisectorial, que da calificación favorable de reconocimiento de las propuestas de Reservas Territoriales de AIDSESEP.
- ✓ Acta de la aprobación para el Estudio de reconocimiento de la propuesta de Reserva Indígena Yavarí Mirim, de fecha 23 de Octubre del 2013
- ✓ R.VM N° 008-2013-VMI-MC, que aprueban la Directiva N° 001-2013-VMI/MC. Publicado en el diario Oficial El Peruano de fecha 31 de setiembre del 2013.
- ✓ Acta de IV reunión de la plataforma de organizaciones indígenas para la protección de los pueblos autónomos (o en aislamiento y contacto inicial), realizado en la ciudad de Quillabamba, Cusco, los días 16 y 17 de Agosto

▪ **Latin America Regional:**

- ✓ 14th Latin America Regional Dialogue on Forests, Governance & Climate Change: Extractive Industries, Communities, and Territorial Rights: Implications for poverty reduction and climate change <http://www.rightsandresources.org/events.php?id=828>
- ✓ Regional: Impacto de las Industrias Extractivas en los Derechos Colectivos sobre Territorios y Bosques de los Pueblos y las Comunidades http://www.rightsandresources.org/publication_details.php?publicationID=5914
- ✓ Regional: Map of the Choco Region, 'bosques y comunidades de la vertiente del Pacifico (sur de Panamá, Colombia, Ecuador y norte del Perú)
- ✓ MAPEO_Draft_version_for_discussion

Global Programs:

- ✓ RRI Regional and Global Programs Planning - Presentations 2013

❖ **Strategic Analysis Program:**

- ✓ Changing Context of Investment & Demand: Implications for Finance and Business Models. Presentation by Augusta Molnar, RRG. February 7, 2013.
- ✓ <http://www.illegal-logging.info/uploads/Molnar080213.pdf>
- ✓ Publication-- Landowners or Laborers: What choice will developing countries make?
- ✓ http://www.rightsandresources.org/documents/files/doc_5714.pdf
- ✓ Publication—The Financial Risks of Insecure Land Tenure: An Investment View
- ✓ http://www.rightsandresources.org/documents/files/doc_5715.pdf

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- ✓ Press Release—New Reports: Global Land Grab Brings Significant Risk to Investors As Communities Respond to Economic Harm, Human Rights Abuses
- ✓ http://www.rightsandresources.org/documents/files/doc_5713.pdf
- ✓ Full video recording of February 5 event
- ✓ <http://www.rightsandresources.org/events.php?id=818>
- ✓ [Global Capital, Local Concessions: A Data-Driven Examination of Land Tenure Risk and Industrial Concessions in Emerging Market Economies](#). The Munden Project. September 2013.

❖ **Networking Support Program:**

- ✓ [MegaFlorestais website](#): Contains all proceedings and documentation from three RRI-led MegaFlorestais network event: Annual meeting of MegaFlorestais; Next Generation of Forest Agency Leader Seminar; Rethinking Forest Regulations Workshop.
- ✓ MegaFlorestais blog: <http://megaflorestais.drupalgardens.com/blog>
- ✓ MegaFlorestais LinkedIn group:
<http://www.linkedin.com/groups?gid=4475626&mostPopular=&trk=tyah&trkInfo=tas%3Aamegaflores%2Cidx%3A1-1-1> (request to join)
- ✓ CSAG agenda on ITTO website: http://www.itto.int/workshop_detail/id=2946

❖ **Strategic Initiatives Program:**

- ✓ Global Strategies for Strengthening Community Land Rights (Bellagio Center, Italy)
- ✓ http://www.rightsandresources.org/documents/files/doc_6041.pdf
- ✓ International Conference: Scaling-Up Strategies to Secure Community Land and Resource Rights:
 - Interlaken Conference Summary: http://www.communitylandrights.org/wp-content/uploads/2013/09/IISD-Summary_EN.pdf
 - http://www.rightsandresources.org/documents/files/doc_6329.pdf
 - <http://bit.ly/1bsD1Cu> - Blog
 - <http://www.communitylandrights.org/resources-2/> - Photos
 - <https://www.youtube.com/watch?v=Iu0UFeGe5pI> – Video (short)
 - <http://www.youtube.com/watch?v=-FZu8iumKHo> – Video (long)
- ✓ Investments in the Agribusiness, Extractive, and Infrastructure Sectors of Liberia.
- ✓ http://www.rightsandresources.org/publication_details.php?publicationID=5772
- ✓ Similar report finalized and circulated to partners/interested parties for Cameroon but not available online.
- ✓ Report for un-insurability of tenure risk is still in draft format. Will be released formally before year-end.
- ✓ Database of mining, agricultural, and timber concessions available internally.

❖ **Communications and Outreach Program:**

- ✓ [2013 Coalition-wide Communications Meeting](#): Materials for participants and draft Communications Strategy (*username: rri; password: right*)***RRI media coverage, please visit: <http://www.rightsandresources.org/pressroom.php>

