



Global Goals
CONSULTING



Rights and Resources Initiative Independent Monitoring Report 2018

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1. Executive Summary

Last year's independent monitoring report referred to 2017 as a year of transition for RRI. That is still true for 2018, as many of the trends observed last year have continued during the current year under review. This report presents an assessment of RRI's implementation of its 2018 work plans as contained in the *2018 Program Book (PB'18)*, and consequently of the progress towards the achievement of the *Third Strategic Program 2018-2022 (SP III)*. 2018 is the first year of its implementation, and hence the work now aligns to a new results framework. The goal of *SP III* is to catalyze the legal recognition of an additional 150 million hectares of lands and forests, benefitting over 370 million people, using RRI's system-wide approach of combining evidence, advocacy, interaction and capacity.

RRI occupies a strategic niche in the area of forest and land rights advocacy and remains an important global player in the eyes of external stakeholders. RRI is regarded as an authoritative source of research and data, not least due to its work on tenure tracking. RRI's recent analysis titled "At a Crossroads" reveals significant gains in the legal recognition of Indigenous Peoples and local communities as forest owners and designated rightsholders over the past 15 years; however, the pace of recognition has generally remained slow since 2008. In some instances, positive change can be directly traced back to RRI's efforts, as in the case of the Global Climate Action Summit, where RRI's work resulted in international foundations joining a growing coalition of land rights defenders and pledging \$4 billion in support.

The Coalition's work spans from the global to the local level, which is of critical importance for many issues, not least climate change. The "Global Baseline on Carbon Storage in Collective Lands" report reveals that Indigenous Peoples and local communities manage at least 17 percent of the total carbon stored in the forestlands of assessed countries. The report's significance is also due to the fact that it allows other development actors, including government agencies and international organizations, to better understand, plan and measure the effects of their interventions. How better analysis can trigger action is exemplified by the report on the Democratic Republic of Congo's Mai-Ndombe province, which convinced other development actors to reframe and realign country-level REDD+ interventions to better protect the rights of Indigenous Peoples, local communities, and rural women.

Multi-stakeholder platforms play an increasingly important role in light of the 2030 Development Agenda with its Sustainable Development Goals. The Interlaken Group is one such platform bringing together companies, activists, investors and global organizations to develop new tools and approaches to engaging the private sector on land tenure.

Since research and advocacy are not sufficient to trigger large-scale change, the maturation of the Tenure Facility is a significant accomplishment to strengthen local capacities on land tenure issues.

The *PB'18* contains five **Priority Objectives**, a total of 83 **Outcomes** belonging to different thematic and geographic areas, as well as associated programmatic **Outputs** and **Activities**.¹ At the outcome level, RRI's performance during 2018 appears to lag behind the previous two years, with only 45 percent of outcomes achieved or on-track, compared to 73 percent for 2017 (see Chart 1). 23 percent of outcomes were never attempted, which is the highest number over the last few years. A similar picture emerges at output and activity levels, with significantly fewer reported achieved and a higher percentage not attempted during 2018.

¹ Several outcomes and activities are shared across work plans, so there are fewer unique outcomes. See section 5.2.3.



Based on interviews and in-depth analysis, two major issues impacted the level of achievement in 2018:²

- The level of ambition has increased in certain work plans compared to 2017. At the same time, the number of activities per outcome is approximately 12 percent lower in 2018, which means that a single, not attempted activity more frequently triggers a whole outcome to be rated as not attempted.
- Implementation with collaborating partners started late and was structured differently compared to previous years.

Over the course of five years, the intention is that progress builds up and delivers on the three **Log-Frame Outcomes (LOs)** defined in *SP III*. From the first year of implementation it is clear that not all LOs are pursued with equal intensity, with most effort dedicated to LO1 on peoples’ capacity, leadership and rights (70 percent), compared to LO2 on governments scaling up legal recognition (53 percent), and LO3 on investors and companies adopting international standards (36 percent) as illustrated in Chart 2.³ In any given year, not all Log-Frame Outcomes are expected to be pursued equally; however, future year’s planning exercises need to be cognizant of this.

The 2018 work plans reference the three LOs to various extent (see Chart 3). Except for the Africa work plan, LO1 is the dominant outcome in all reviewed work plans. Meanwhile, LO3 is missing completely in the Africa and the Gender Justice work plan.

Any assessment of progress needs to confront the counter-factual question: would the results have been achieved even without the activities under review? There is ample anecdotal evidence that RRI has been instrumental in catalyzing change; however, any attempt to quantitatively capture RRI’s contribution is handicapped by the fact that *PB’18* includes no measurable performance targets at any results level. While *SP III* contains 30 indicators at the sub-result level, no measurement methodologies have been defined, so any determination of progress would remain subjective.

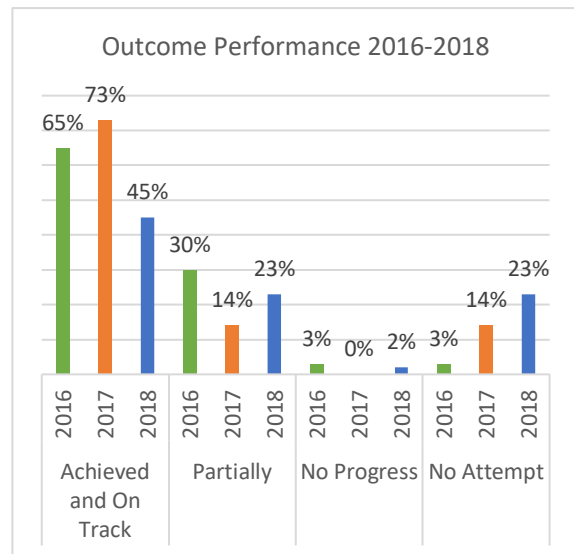


Chart 1: Outcome Performance Program Book 2018

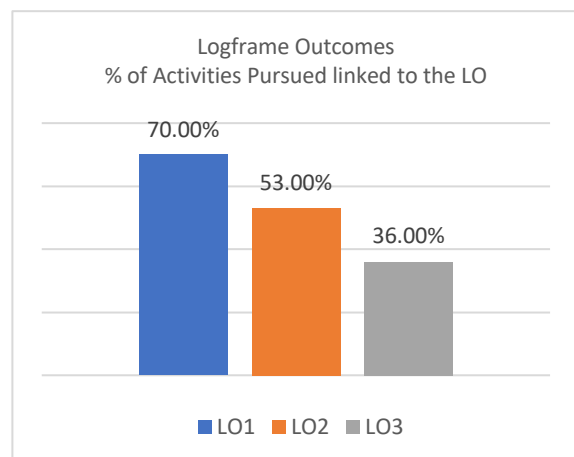


Chart 2: Activities Linked to Log-Frame Outcomes

² This IM report is based on 8 out of 12 work plans with slightly more than 20% of outcomes remaining unassessed. In addition, 8% of assessed outcomes have not been classified due to missing or ambiguous reporting.

³ Since individual activities frequently reference several LOs, the total exceeds 100%.

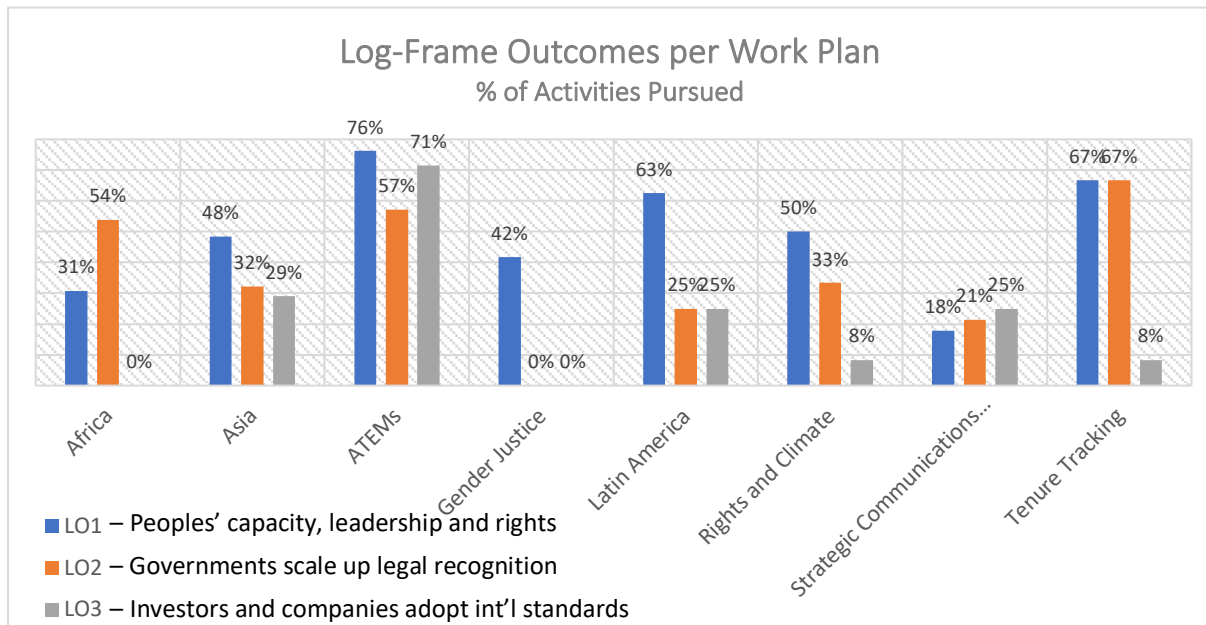


Chart 3: Log-Frame Outcomes Referenced in individual 2018 Work Plans

As a by-product of the independent monitoring exercise, a number of key observations were made:

- **Trust of partners:** In interviews, both funding and collaborating partners expressed trust in RRI and the quality of its work. Within the Coalition it is agreed that one of RRI's comparative advantages lies in its ability to convene and coordinate a multitude of stakeholders at country, regional and global levels. The IM country visits provided first-hand evidence of the crucial work conducted during the annual planning meetings to form, maintain and leverage sustainable collaborations, including personal relationships. RRI does not consider itself a funding or grant-making institution; still, for several of its collaborating partners it represents a significant source of income, and the annual planning process is a critical communications opportunity. A review of available grant funding indicated that the amount has reduced by half between 2013 and 2017, which coincided with the maturation of the Tenure Facility. Once the Tenure Facility is no longer part of RRG's financial reporting, the drop of grant funding to collaborating partners will become more visible.
- **Leadership and communication:** RRI's leadership and communication on land rights is recognized by partners and has been proven effective. RRI's comparative advantage on the substantive issues was identified in several interviews. RRI experienced the extended absence of several key leaders during 2018, which would be a challenge for any organization. The lesson here is the need to empower RRG staff to step into the breach, while external stakeholders are kept abreast, to avoid a leadership vacuum.
- **Level of ambition:** RRI set itself important goals and created a thoughtful five-year strategy with a detailed results architecture. However, given RRI's size and scope, the level of ambition is too high with too many outcomes that risk fragmenting RRI's response, particularly in the face of tightening resources. How day-to-day decision-making are influenced by the strategy is unclear.
- **Ownership of work plans:** When looking at the result frameworks, leadership internally is well anchored for individual work plans, but less clear for RRI-wide results. However, the Coalition's ability to leverage strategic collaboration and decision-making is limited by its



bottom-up approach, which permeates too unfiltered into the results frameworks, resulting in fragmentation of RRI's planning, programming and operations. The communication work plan somewhat compensates, as it plays a key coordinating role across the whole *PB'18*. While the activities under the communication work plan are quite distinct, most of its results are shared with other work plans, as in the case of the Mai-Ndombe report included in the Africa work plan, which makes results and progress delineation challenging. However, it remains unclear who is accountable for tracking and achieving RRI's contribution to *SP III* results.

- **Results architecture:** The work plans contained in the *PB'18* represent both a regional and a global/thematic logic. Since RRI's planning process is largely bottom-up, similar/same results appear in different work plans. In several cases outcomes are cross-referenced and funding is generally only provided once as part of either a regional or global work plan. However, due to the lack of a "master plan", several inconsistencies appear across individual work plans, with shared results and activities and differing assessments of progress by different RRG managers as part of year-end reviews. Success is hard to measure without a clear indicator measurement methodology and a consistent logic how *SP III* results are referenced in work plans.
- **Agility and responsiveness:** Strategic Response Mechanisms (SRMs) are regarded as important tools to increase flexibility and responsiveness. SRMs are designed to enable flexible, rapid response to unforeseen but strategic opportunities. They need to meet five criteria in order to be approved, which include a "political window of opportunity" and "new or newly expanded activities". 9 SRMs were approved and contracted during 2018 for a total of \$438,560. However, in some instances the purpose and value of SRMs has to be questioned. The Nepal SRM, for instance, had the objective to "convene, train and orient local government representatives" following the election. The fact that an election would occur was well known, and the Asia work plan already included an activity to "conduct local, regional and national meetings with elected local government" with the very same organization. Moreover, the 2017 Independent Monitoring Report already mentions that several workshops on "local level government's role in community-based forest management" were held, so the activity was not new.
- **Ongoing management change:** The introduction of a new Enterprise Resource Planning system is an important step to improve the tracking of activities and budgets. At this stage, RRI's project management tools do not allow the independent monitor to match financial performance with results performance. It is not realistic to expect that results can be observed within the same calendar year for which activities were planned. Due to donor commitments, RRI increasingly needs to track multi-year obligations based on multi-year activities. activities that could not be funded or completed should generally carry over into the next calendar year. All of this points to the need to strengthen the project management culture in RRI.

As part of its 2017 Annual Narrative Report, RRI reflected on its efforts to scale back from 15 focus countries to seven in response to the 2015 Mid-Term Evaluation:

"RRI's in-country engagement is vital to the success of its global analytics, outreach, and advocacy. While RRI's Coalition structure allows it to remain engaged in countries where it does not fund work, there are significant opportunities for advancing change at the national level that RRI is unable to meet due to funding constraints on country-level work."

There will always be more opportunities than the Coalition can take advantage of, and it is undoubtedly true that making choices is tough. RRI remains a highly relevant and respected institution that can leverage a broad set of stakeholders in support of its mission. The Coalition faces a number



of challenges to its strategy due to political changes at global, regional and local level; to its funding model due to increasing restrictions and earmarking; and to its structure due to changes in RRG's systems and staffing. All of these transitions present the Coalition with opportunities to readjust for the future and to secure and build on its success.



2. List of Acronyms and Abbreviations

ACRONYM	DESCRIPTION
ATEMs	Alternative Tenure and Enterprise Models
CBO	Community-Based Organization
CFE	Community-Based Forest Enterprise
Coalition	Rights and Resource Initiative
COP	Conference of Parties
CSO	Civil Society Organization
DRC	Democratic Republic of Congo
FECOFUN	Federation of Community Forestry Users Nepal
FP2/II	Framework Proposal 2013-2017
Grant	Agreement GLO-4226 QZA-16/0166
ILFTF	The International Land and Forest Tenure Facility
IM	Independent Monitor
LO	Log-frame Outcome (<i>SP III</i>)
MOU	Memorandum of Understanding
MTE	Mid-Term Evaluation
NICFI	Norway's International Climate and Forest Initiative
NGO	Non-Governmental Organization
NORAD	The Norwegian Agency for Development Cooperation
PB'18	Program Book 2018
REDD	Reducing Emissions from Deforestation and Forest Degradation
REDD+	The evolution of REDD to include sustainable forest management, conservation of forests, and enhancements of carbon sinks
RRG	Rights and Resources Group (legal entity registered in Washington DC)
RRI	Rights and Resources Initiative (the Coalition)
SAGE	Strategic Analysis and Global Engagement
SO	Strategic Objective (<i>SP III</i>)
SP III	Strategic Program 2018-2022
SRM	Strategic Response Mechanism
Strategy Document	Rights & Resources Initiative Framework Proposal 2013-2017
TA	Thematic Area (<i>SP III</i>)
TOR	Terms of Reference
UN	United Nations



3. Introduction

RRI is a global coalition of multiple international, national, and local partners, affiliated networks, collaborating organizations and others dedicated to forest and land policy reforms in Africa, Asia, and Latin America. Its goal is to advance forest tenure, policy and market reforms to reduce rural poverty, strengthen and improve forest governance, conserve and restore forest ecosystems and achieve sustainable forest-based economic development. More specifically, its *Third Strategic Program (SP III)*, which covers 2018-2022, seeks to catalyze the legal recognition of an additional 150 million hectares of lands and forests, benefitting over 370 million people.

As part of its governance and coordination function, RRI employs a comprehensive planning, monitoring and evaluation system comprising internal and independent mechanisms to track performance and draw lessons learned.

3.1 Purpose and Objectives

This report represents an independent assessment of RRI's implementation of its 2018 work plans, as contained in the *2018 Program Book (PB'18)*, and in consequence of the progress towards the achievement of the results in *SP III*. More specifically, the objectives of this report, in line with the Terms of Reference (see Annex VII), are to:

1. map reported program deliverables against activities, outputs and outcomes as defined in the work plans of the *2018 Program Book*;
2. analyze the extent to which delivered program level outputs, activities and outcomes achieved progress towards the annual Overarching Priority Objectives;
3. assess, whether and how achieved annual performance targets translate into the strategic objectives and outcomes defined in the *Third Strategic Program*;
4. present a narrative supported by evidence on progress.

Previous independent monitoring reports contained detailed analysis of progress for each outcome and output in units' work plans. The analysis was presented in tables that ran over several pages and included sophisticated charts of cumulative results achievement that turned out to be difficult to interact with. Based on feedback from individuals participating in RRI's governance, this report presents its findings in a somewhat simpler graphical format with less emphasis on tables. Instead of attempting to describe RRI's progress and achievements in detail, this report puts more emphasis on the judgment by the independent monitor based on the evidence presented. The descriptive details for each outcome and output are still included in the Annex.

3.2 Scope and Methodology

RRI uses an annual planning process, so results are defined, activities are undertaken, and progress is reported for each year separately. The scope of the report is limited to activities conducted and results observed in 2018. Progress is primarily assessed based on self-reporting by operational units and documentary evidence. This evidence base is complemented by 39 in-depth interviews and two country visits. Details on the TOR for the 2018 independent monitoring exercise, the methodology, document sources, and resource persons are included in the Annex.

As RRI consists of a coalition of partners, collaborators, affiliated networks, and fellows working in collaboration with others, delineating RRI's achievements is not trivial. Several entities receive funding through RRI as well as directly from their own donors and business operations for work in the same



area. As a principle, only work based on an agreement with and reported through RRI is considered in the context of the 2018 independent monitoring exercise.

Since this is not an evaluation, no assessment of the quality of RRI's theory of change or results frameworks is made. The work plans and results frameworks are considered required inputs for the assessment exercise but are not part of the assessment as such. The standard for evidence of progress is adapted to qualitative aspects since the results frameworks contain no indicator measurement methodologies or quantifiable targets. The report reflects on the results frameworks to the extent it is directly pertinent to the assessment of progress for 2018.

The year under review was characterized by several organizational changes affecting RRI. While this report is not a management review, it contains certain observations on management issues that are directly pertinent to RRI's performance in 2018.

3.3 RRI Background

Created in 2005, RRI currently comprises 15 partners, 7 affiliated networks, 150+ collaborators and 14 international fellows. At its core stands the Rights and Resources Group (RRG), a non-profit secretariat based in Washington, DC, that serves as the legal entity and formal coordination mechanism of the Coalition.

RRI's rationale of engagement starts from the argument that "research shows that – through the empowerment of local peoples – it is possible to achieve the seemingly irreconcilable goals of alleviating poverty, conserving forests and encouraging sustained economic growth in forested area." Accordingly, the Coalition shares the belief that "securing the rights of these individuals and communities to access and use natural resources, as well as participate fully in markets and political processes that regulate these lands, will achieve these goals."⁴

The Concept Note attached to RRI's Memorandum of Understanding (MoU) signed by the partners defines three major goals:

- To substantially increase the forest area under local ownership and administration, with secure rights to manage, conserve, use and trade products and services
- To prevent all changes to national laws and regulations that weaken the customary and statutory forest land rights of Indigenous Peoples and local communities, and simultaneously promote new laws that strengthen customary and statutory rights of Indigenous People.
- To dramatically reduce poverty in the forested areas of the world.

The Concept Note includes two targets for global indicators of progress which are both situated within the framework of the Sustainable Development Goals:⁵

1. "At least 50% of lower- and middle-income country forest area is owned or designated for use by Indigenous Peoples and local communities by 2030.
2. Indigenous Peoples and local communities have recognized rights to manage, conserve, use and trade forest products and services in 100% of the area under their ownership or designated use by 2030."

⁴ Overview RRI, Mission Statement and Rationale of Engagement.

⁵ SDG1: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land [...]. SDG5: Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land [...].



The Coalition emphasizes “that progress on the necessary tenure and policy reforms requires constructive participation by communities, governments and the private sector, as well as new research and analysis of policy options and new mechanisms to share learning between communities, governments and the private sector.”

Key activities include: (1) advocacy to mobilize global commitment to policy and tenure reforms; (2) research and analysis for generating new globally strategic research on key policy and market transitions; (3) a supporting role for policy, market and legal reforms at country and regional levels; and (4) the coordination and collaboration between strategic networks to engage more effectively at national, regional and international levels.

Overall, the Coalition serves as a proactively engaged global node to connect and coordinate between relevant constituencies at all levels – Indigenous Peoples’ and local community organizations, civil society, international organizations, governments, private investors, donors and other strategic change agents. Its value proposition is that “with limited incremental investments in strategic planning, analysis, and coordination across scales and sectors, RRI Partners, Affiliated Networks, and Collaborators can dramatically increase their impacts in favor of the world’s poor and disenfranchised.”⁶

3.3.1 Overview of RRI’s organizational structure

RRI’s network comprises a broad spectrum of organizations, such as community-based and Indigenous Peoples’ organizations, research institutions, development assistance organizations, and local and international advocacy and human rights groups.⁷ The Coalition comprises the following five categories:⁸

- *15 Partners:* Partners demonstrate commitment to RRI goals and mission, and signed RRI’s Memorandum of Understanding (MoU). In general, “Partners have a high degree of input into matters of RRI’s policy, program implementation, governance and research,” and are strongly involved in RRI’s governance and strategic planning of programmatic targets and activities.
- *150+ Collaborators:* Collaborators are individuals or organizations with a commitment to RRI objectives and who participate in the planning and implementation of RRI-sanctioned activities. National, and regional and global collaborators have less influence on RRI governance, but many play important roles in RRI’s planning process and implement the majority of RRI activities for which they receive funds direct from RRI.
- *7 Affiliated Networks:* These are institutional or informal networks of key constituencies (such as Indigenous Peoples, forest communities, women, policy-makers, academia and civil society) that complement RRI’s capacities and advocacy efforts. Affiliated Networks can be invited to participate in planning meetings at country, regional and global levels and are eligible to propose activities and broader initiatives for consideration by RRG and Partners.
- *14 Fellows:* The Fellows Program is designed to recognize international leaders in the area of forestry, land and resource tenure, poverty reduction, and human rights issues. It is an honorary position that adds to the pool of credible expertise and experience of the Initiative enabling long-term collaboration on subjects of mutual interest.
- *RRG with the Board of Directors:* The RRG is the secretariat that represents the Coalition’s coordination and leadership mechanism with four fundamental roles:
 - Provide coordination services for the RRI

⁶ SP III, 15.

⁷ cf. Website, Coalition.

⁸ Some documents refer to a Donor Support Group in addition



- Provide leadership to the RRI and its advocacy for the RRI mission and goals
- Conduct globally relevant analytical and program work of the RRI in collaboration with Partners
- Conduct other, global related, work that contributes to the overall goals of RRI, in collaboration with the Partners

While the independent monitoring exercise assesses progress of the Coalition, only those results and activities funded through and reported by RRG are being considered here.

3.4 Operational Model

In order to achieve RRI's ambitious goals as set out in the Concept Note, the Coalition uses a two-tiered planning system. The Strategic Program, currently in its third iteration, contains its Theory of Change, the results to be achieved, and sample intervention mechanisms for a five-year period. Each year, a series of work plans are prepared, which over the course of five years are supposed to deliver on the results contained in the *SP III*.

RRG as the secretariat of the Coalition spearheads the annual planning process, which combines a bottom-up planning at country and regional level with a global planning exercise. The result of the planning process is a series of work plans that last for 12 months aligned with the calendar year. The work plans reflect both a regional and a global/thematic logic, and in several instances the same or similar results appear in multiple work plans due to the predominantly bottom-up nature of the planning exercise.

Leadership and control of the work plans is vested with RRG managers in line with an Organizational Matrix (see Annex) that on the one hand looks at regional and core programs, and references five key topics (e.g. gender justice, rights and climate) on the other hand. The effect is that global work plans (e.g. SAGE) no longer appear as coherent plans, but in effect become semi-independent work authorizations that share results with regional work plans. Since the Organizational Matrix was introduced in/for 2018, it is unclear to what extent it serves as a reference for the duration of *SP III*. Also, while the matrix makes reference to Strategic Objectives listed in *SP III*, ownership of *SP III* Log-Frame Outcomes remains unclear (see more detailed discussion in Section 5).

The implementation of work plans is split between activities implemented by RRG directly and those implemented by collaborating partners on the basis of agreements with resource transfer. As a network, RRI implements significant aspects of the grant through collaborating partners. These are supported through flanking activities that RRG undertakes directly. It is understood that collaborating and network partners also pursue their own objectives aligned with the Coalition's overall ambition, and hence also implement resources they might have received directly. In addition, RRI also implements global activities, such as analysis and advocacy.

Reporting is done on a six-monthly basis, which includes both a narrative account of progress and fund utilization, as well as reporting against planned work plan activities. Year-end reports discuss achievements in relationship to the planned activities and reference *PB'18* outcomes and *SP III* linkage; however, they do not include any reference to resource utilization. While both *PB'18* and *SP III* include risks and mitigation strategies, the work plan reports make no reference to the extent these risks actually materialized and whether they affected performance.

3.5 Assumptions and Constraints

The work plans contained in the *PB'18* represent both a regional and a global/thematic logic with overlapping and/or similar results in some instances. In several cases outcomes are cross-referenced



and funding is only provided once as part of either a regional or global work plan. Prior to 2018, work plans in general did not consistently identify the source of funds for each activity, but instead all resources were pooled for each work plan. The assumption is that the same or similar results and related progress reporting can be tracked across different work plans.

RRI follows a strictly annual planning process, and activities that could not be funded or completed generally do not carry over into the next calendar year.⁹ Compared to previous years, agreements with collaborating partners to implement 2018 activities were largely only concluded in the second half of 2018. This has delayed implementation of RRI resources and raises questions to what extent collaborating partners used their own funding to advance the agenda. So, a key assumption is that progress and achievement of results can be observed within the same calendar year for which activities were planned.

The extent to which progress is due to RRI-sponsored activities is difficult to assess, as has been pointed out by prior IM reports. The assessment of progress and the achievement of results is based on self-reporting by RRG managers. To the extent feasible, claimed progress is validated through independent sources, such as supporting documents or testimonials. In select instances, it is clear that results can be directly attributed to RRI's work (e.g. Global Climate Action Summit), but in the majority of cases RRI has contributed to results.

Typically, an organization's theory of change can be used to test if its activities and outputs credibly contributed to the achievement of higher-level results. However, the quality of the results frameworks and the theory of change are outside the scope of independent monitoring. Hence, it is possible that RRI is not sufficiently credited for progress due to lacking evidence, just as it is possible that RRI receives credit for results that might have materialized without RRI's contribution.

A large part of RRI's activities are undertaken by entities that have their own objectives and resources. The Coalition expressly states that its members share common goals and pursue them in an orchestrated manner, but they are still distinct entities. As outlined above, only work based on agreement with and reporting through RRI is being considered. However, the assumption is that the work other entities perform on behalf of RRI and with RRI resources can be delineated from their non-RRI work funded from other resources outside the scope of the IM exercise.

During 2018 RRI implemented a new enterprise resource planning system that aims to enable the closer tracking of activities and financial resources. At this stage, RRI's project management tools do not allow the independent monitor to match financial performance with results performance. Moreover, during the period under review, RRI has changed the presentation of its financial statements.

RRI does not consider itself a grant-making institution and its systems are not geared towards the administration of grants; however, a significant portion of its resources are implemented by partners based on grant-like agreements.

The *PB'18* does not include any indicators *per se*, and only references *SP III* indicators in an annex. Progress reports at the mid-year and year-end mark indicate the link between *PB'18* results and *SP III* results, and so indirectly reference applicable indicators (either LOs or

Example of Year-End Review Inconsistencies:

<u>ATEM Act.2</u>	=	<u>Africa Outcome 4 Act.1</u>
3 outcomes linked		2 outcomes linked
7 indicators linked		4 indicators linked

⁹ In 2018 there are several exceptions where activities are planned into 2019; however, it is unclear to what extent this is a result of the delayed start of implementation.



SOs). The different ways of referencing results, indicators and thematic areas, together with multiple inconsistencies in results reporting, significantly impact the accuracy of the performance assessment.

Local stakeholders have collaborated with RRI for many years in many instances. Consequently, their feedback and observations often reflect RRI's work overall, and are not specific to activities funded in a particular year or from a particular source of funds.

4. Capturing Key Values and Results in RRI's Program – A Narrative Account

RRI occupies a strategic niche in the area of forest and land rights advocacy and remains an important global player in the eyes of external stakeholders. The Coalition is regarded as an authoritative source of research and data, not least due to its work on tenure tracking.

RRI's analysis reveals significant gains in the legal recognition of Indigenous Peoples and local communities as forest owners and designated rightsholders over the past 15 years; however, the pace of recognition has generally remained slow since 2008. Governments continue to maintain legal and administrative authority over more than 70 percent of forestlands, much of which is claimed by Indigenous Peoples and local communities.¹⁰

In some instances, positive change can be directly traced back to RRI's efforts, as in the case of the Global Climate Action Summit, where RRI's work resulted in international foundations joining a growing coalition of land rights defenders and pledging \$4 billion in support. The "Global Baseline on Carbon Storage in Collective Lands" report reveals that Indigenous Peoples and local communities manage at least 22 percent of the forest carbon stored in tropical and sub-tropical countries. The report's significance is also due to the fact that it allows other development actors to better understand, plan and measure the effects of their interventions.

The Coalition's work spans from the global to the local level. The Mai-Ndombe report illustrates well how country-level interventions by other actors, including government agencies and international organizations, can be reframed and realigned to better protect the rights of Indigenous Peoples, local communities, and rural women. Since research and advocacy are not sufficient to trigger large-scale change, the maturation of the Tenure Facility is a significant accomplishment as part of RRI's system-wide approach of combining evidence, capacity, interaction and advocacy. RRI's Theory of Change and Results Frameworks

Multi-stakeholder platforms play an increasingly important role in light of the 2030 Development Agenda with its Sustainable Development Goals. The Interlaken Group and MegaFlorestais are such platforms bringing together companies, activists, investors and global organizations to develop new tools and approaches to engaging the private sector on land tenure.

There is ample anecdotal evidence that RRI has been instrumental in catalyzing change; however, the assessment of progress in quantitative terms is less straight-forward. At the outcome level, RRI's performance during 2018 appears to lag behind the previous two years, with only 45 percent of outcomes achieved or on-track, compared to 73 percent for 2017. Due to higher levels of ambition in certain work plans and delays in country-level planning processes, 23 percent of outcomes were not attempted, the highest number over the last few years.

RRI remains a highly relevant and respected institution that can leverage a broad set of stakeholders in support of its mission. The Coalition faces a number of challenges to its strategy due to political changes at global, regional and local level; to its funding model due to increasing restrictions and

¹⁰ At a Crossroads, September 2018



earmarking; and to its structure due to changes in RRG’s systems and staffing. All of these transitions present the Coalition with opportunities to readjust for the future and to secure and build on its success.

5. RRI’s Theory of Change and Results Frameworks

The Strategic Program, currently in its third iteration, contains its Theory of Change, the results to be achieved, and sample intervention mechanisms for a five-year period. Each year, a series of work plans are prepared, which over the course of five years are supposed to deliver on the results contained in the *SP III*. For 2018, a total of 228 results statements¹¹ are contained in various work plans and programs.

5.1 The Logic of RRI’s Theory of Change

RRI’s *Theory of Change*, as defined in *SP III*, follows a system-wide approach which combines the four major elements of **evidence, capacity, interaction** and **advocacy**:

“The legal recognition and enforcement of rural land and resource rights, including the freedom to exercise and benefit from those rights, can be secured, strengthened and expanded through the synergistic combination of **evidence** (strategic analyses and tenure data), **capacity** (practical tools, solutions, and lessons learned), **interaction** (to raise awareness and create strategic partnerships across key constituencies), and **advocacy** (evidence-based engagement); which enables actors at multiple scales to create and take advantage of windows of opportunity to influence the policies, laws, and markets that affect the rights and livelihoods of Indigenous Peoples, local communities, and women.”

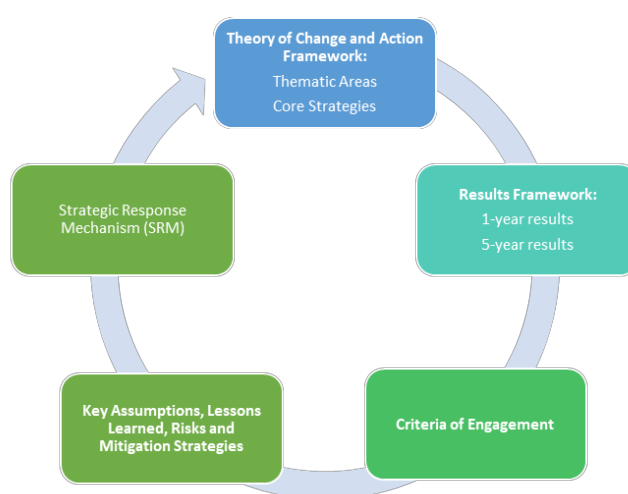


Chart 4: Logic of RRI’s Theory of Change

RRI’s Theory of Change is further detailed in the Action Framework, a system-wide approach consisting of four **Thematic Areas** and four **Core Strategies**, which together form the operational foundation and modalities of the Coalition’s Strategic Program:

Thematic Areas	Core Strategies
Gender Justice	1. Leverage strategic analyses and tenure data to raise awareness and strengthen advocacy on the barriers, opportunities, and benefits of securing Indigenous Peoples’, communities’, and women’s land and resource rights;
Private Sector Engagement	2. Connect and catalyze strategic actors and networks to enhance collective action across scales and sectors to advance rights-based legal frameworks and economic development models at local, national, and global levels;
Realizing Rights	3. Support change agents in Asia, Africa, and Latin America to advance national reforms and market transformations in favor of communities’ and women’s rights through joint planning, implementation, and learning; and

¹¹ 3 Log-frame Outcomes, 7 Log-frame Outcome sub-results, 4 Strategic Objectives, 5 Overarching Priority Objectives, 77 Outcomes, 132 Outputs



Rights and Climate	4. Catalyze change through strategic global initiatives (e.g., Interlaken Group, the Tenure Facility), and unanticipated but time-sensitive local opportunities or developments via RRI's Strategic Response Mechanism.
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Coverage of, as well as alignment with, RRI's Action Framework in the Coalition's programmatic operations represent important indirect measures to track progress towards targeted outcomes and objectives particularly when direct evidence is not sufficiently available within the assignment's timeframe. This is to be expected in the assessment of the high-level results defined in *SP III* since 2018 is the first year of implementation.

5.2 Results Frameworks

To achieve the overall impact, results and activities are planned in an iterative fashion. The intention is that over the course of five years, progress builds up as part of annual work plans that then deliver on the *SP III* results. All activities are mapped against planned 1-year and 5-year performance results as well as the four Thematic Areas of the Action Framework. At the program level, planned activities and outputs are intended to achieve specified program outcomes. Achieved program level outcomes then connect to higher-level outcomes and objectives. The *PB'18* and the *SP III* include various qualitative and quantitative statements and indicators. Together, these results frameworks represent the primary basis against which the performance of RRI's operations is assessed.

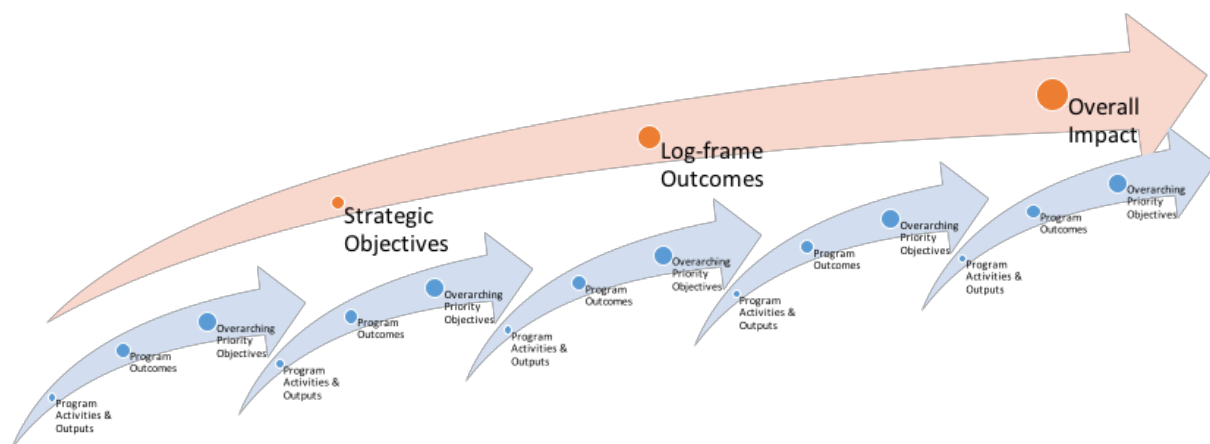


Chart 5: Results Frameworks

5.2.1 Third Strategic Program 2018-2022

SP III defines 3 **Log-Frame Outcomes** for the current five-year cycle, each with additional sub-results and so-called indicators per sub-result:

1. Indigenous Peoples, local communities, and rural women leverage their capacity, leadership, and rights to transform social, economic, and environmental agendas in support of inclusive and equitable development, sustainable land and resource governance, and accelerated climate actions. [3 sub-results and 14 indicators]
2. Governments scale-up the legal recognition and enforcement of land and resource rights for Indigenous Peoples, local communities, and women in those communities, as enabling conditions for democratic engagement, inclusive economic growth, sustainable development, and climate change adaptation and mitigation. [2 sub-results and 8 indicators]
3. Investors and companies at national and international levels adopt international standards and rights-based approaches recognizing customary tenure rights, and work with



governments, Indigenous Peoples, local communities, and rural women’s groups to (i) resolve land tenure disputes and conflicts; (ii) reduce deforestation and land degradation pressures; and, (iii) support community enterprises and locally determined business and conservation models that enhance livelihoods and sustainability outcomes. [2 sub-results and 8 indicators]

In addition to the Log-frame Outcomes, *SP III* contains four **Strategic Objectives** for this five-year period “to seize new and emerging global opportunities to address inequalities, advance gender justice, and scale up global efforts over the next five-year period.” Based on current threats and opportunities, these four objectives represent strategic focal points how to achieve the Log-frame Outcomes:

1. Scale-up global efforts to secure women’s property rights, voice, and leadership within community lands and forest.
2. Strengthen and connect “front-line defenders” to better defend their land and natural resources, and advance their agendas with stronger strategic analysis, communications, and networks.
3. Transform economic development and conservation practices to respect local land rights by “democratizing accountability,” and support locally defined development models and enterprises.
4. Connect, consolidate, and leverage the emerging suite of global instruments to dramatically scale-up the recognition of Indigenous Peoples’ and forest communities’ land and forest rights on the ground.

In total, the *SP III* lists 14 results statements at various levels and 30 indicators. However, none of the indicators include any measurement methodology or a specific target. Their formulation is such that the determination of whether a result is achieved is largely subjective.¹² Moreover, the indicators are not used in any discernible fashion as part of the planning of or reporting on activities, and hence their practicality in determining progress is questionable.¹³ Consequently, the performance assessment against *SP III* is restricted to a macro analysis of the results distribution.

Examples of Indicators:

- Global efforts to secure women’s property rights [...] are scaled-up.
- Indigenous, community, and women’s networks are better connected [...].
- The Interlaken Group expands its reach and influence to new sectors and constituencies [...]

5.2.2 Program Book 2018

The *PB’18* contains five **Overarching Priority Objectives**, a total of 83 **outcomes** belonging to different thematic and geographic areas, as well as associated programmatic **activities** and **outputs**. According to *PB’18* the four *SP III*, **Strategic Objectives** are supposed to align with the five **Overarching Priority Objectives** defined for 2018:

1. RRI data, tools, and networks are leveraged to advance gender equitable policy reforms in focus countries undergoing land and forest reforms (India, Indonesia, Nepal, DRC, Colombia, Liberia, and Peru); women’s leadership and rights to collective lands are included in the agendas of major global convenings related to sustainable development, climate change, and land reform (e.g. Oslo Redd Exchange, Global Landscape Forum, SDG Expert Group Meeting, Commission on the Status of Women); and the Gender Justice Advisory Group is re-

¹² The United Nations Evaluation Group considers indicators to be SMART if they are “specific, measurable, attainable, relevant, and, where possible, time-bound” (UNEG Handbook for Conducting Evaluations of Normative Work in the UN System, November 2013)

¹³ See also discussion in 2017 IM Report, section 12.1



established and recommendations are developed for a potential global partnership to scale up gender justice in collective tenure regimes.

2. Key RRI analyses on forest tenure, gender justice, carbon, and water rights are completed and/or leveraged. Strategies are developed and tested for 1) A more segmented dissemination and outreach system for RRI messaging and data that specifically identifies and targets priority change makers; and 2) Enhanced mapping and connecting of “front line defenders” and networks to identify opportunities for greater collaboration and impact.
3. The transformation of finance, business, and conservation practices in support of rights-based models and initiatives is scaled-up in key focus countries (Malawi, Liberia, Cameroon, Kenya, Indonesia, Laos, Peru, and Colombia); and a robust strategy is developed to accelerate the adoption of rights-based approaches by a critical mass of land-based investors, companies, governments, and conservation organizations.
4. The Tenure Facility is more firmly established in financial, programmatic, and governance terms, with significant support from RRG to build its administrative capacity, identify projects, engage with local stakeholders, and manage learning and communications. Furthermore, the Tenure Facility, the Interlaken Group, and MegaFlorestais are directly connected to each other through joint activities, and a high-level meeting of key donors and corporates to accelerate implementation is piloted. Together, these connected instruments and platforms demonstrate feasible opportunities to leverage promising change and best practice by companies and governments both at the international level and on the ground.
5. RRG’s capacity in donor relations is enhanced, leading to better reporting, grants management, and cultivation of new and existing revenue sources. Staffing, tools, and strategies to increase administrative efficiency and human resources capacities are deployed and a staff development plan is established and implemented to further expand and diversify skillsets. A satellite office in Montreal is set up to position RRI as an international organization with continued access to international staff.

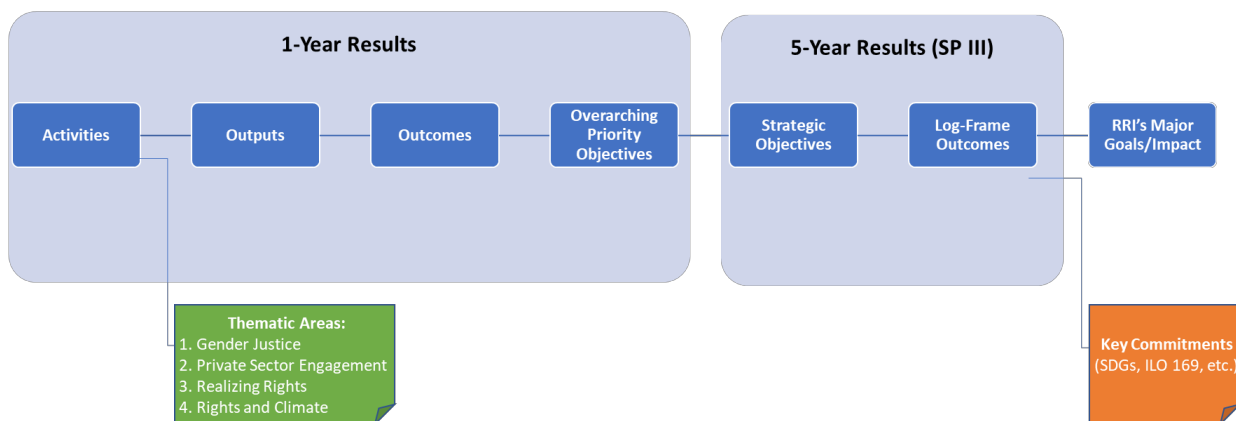


Chart 6: Linkage Between Results Frameworks, Thematic Areas and Results



PB'18 outcomes represent a condensed summary of the qualitative changes to be expected from planned outputs and their activities. Although the annual outcomes are distinct from the *SP III* Log-Frame Outcomes, they are indirectly linked to and align with the Log-Frame Outcome indicators through which progress is presumed to be measured. As such, they are an important measure of the annual performance, yet they also provide qualitative information which facilitates the process of mapping activities against *SP III* performance categories such as LO-indicators, SOs and TAs.

Yearly outcomes subsume between one and 15 outputs, and one and 15 activities; however, in about three-quarters of cases all three are in a one-to-one correspondence (see Chart 7 and 8). This raises the question how useful the definition of multiple results levels really is, particularly in view of the fact that the three categories are frequently used interchangeably across work plans (see Annex II for examples).

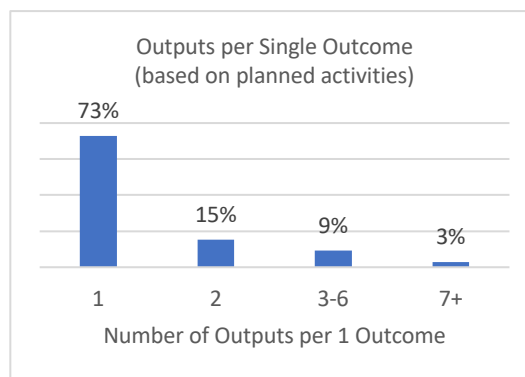


Chart 7: Linkage Between Outputs and Outcomes

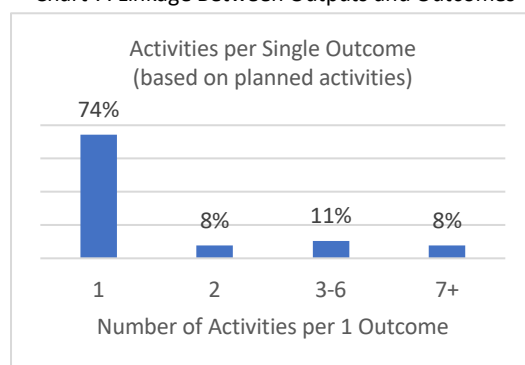


Chart 8: Linkage Between Activities and

5.2.3 Unit Work Plans¹⁴

The *PB'18* is an important reference document but largely only indicative of the specific activities and resources that are effectively implemented during any given year. As a result of RRI's planning process which is largely bottom-up, work plans contained in *PB'18* represent both a regional and a global/thematic logic:

Since *PB'18* combines a regional and a thematic logic, activities can be shared by up to three work plans. However, the total number of unique results and activities is not explicit and has to be inferred, either through the funding source or content analysis. In several cases outcomes are cross-referenced and funding is generally only provided once as part of either a regional or global work plan. Leadership and control of the work plans is vested with RRG managers in line with an Organizational Matrix (see Annex). Of the 137 unique activities in *PB'18*, 112 received a budget allocation, whereas 25 or 18% remained originally unfunded.

¹⁴ Based on the work plans for which we received EYRs. For CSN, Finance and Administration and the Tenure Facility no EYR were received, and for SAGE only individual parts, but no overall EYR were received.



2018 Work Plan Areas	Scope	Activities	Outputs	Outcomes
Africa		13	12	10
Forest and Land Governance Work Plan	Africa, Liberia, DRC, Ghana	5	5	5
Gender Justice Work Plan	DRC	1	1	1
Private Sector/ATEMs Work Plan	Burkina Faso, Cameroon, DRC, Ghana, Liberia, Malawi, Senegal	7	6	4
Asia		31	31	29
Regional Work Plan	Asia, Laos, Myanmar	4	4	4
India Work Plan	India	10	10	9
Indonesia Work Plan	Indonesia	12	12	12
Nepal Work Plan	Nepal	5	5	4
Latin America		8	8	8
Colombia Work Plan	Colombia	1	1	1
Peru Work Plan	Peru	2	2	2
Regional Work Plan	Latin America	4	4	4
Tenure Facility Work Plan	Latin America	1	1	1
Strategic Analysis and Global Engagement (SAGE)	Global	9	7	3
Tenure Tracking	Global	12	9	5
Strategic Communications and Donor Engagement	Global	28	28	5
Coalitions and Strategic Networks	Global	16	8	5
Alternative Tenure and Enterprise Models (ATEMs)	Global	21	6	2
Rights and Climate	Global	24	10	3
Gender Justice	Global	7	7	4
Finance and Administration	Global	5	5	5
The International Land and Forest Tenure Facility	Global	6	6	4
Total number of result statements		180	137	83
Total of unique result (estimate)		137	132	77

Chart 9: PB'18 Work Plan Overview

6. RRI Performance 2018¹⁵

Previous independent monitoring reports contained detailed analysis of progress for each outcome and output in units' work plans. Instead of attempting to describe RRI's progress and achievements in detail, this report puts more emphasis on the judgment by the independent monitor based on the evidence presented and the interviews conducted. The descriptive details for each outcome and output are still included in the Annex.

Any assessment of progress needs to confront the counter-factual question: would the results have been achieved even without the activities under review? There is ample anecdotal evidence that RRI has been instrumental in catalyzing change; however, any attempt to quantitatively capture RRI's contribution is handicapped by the fact that *PB'18* includes no indicators at any results level. While *SP*

¹⁵ The following performance assessment is based only on eight of the twelve work plans contained in *PB'18*. The eight assessed work plans list an absolute number of 144 activities or 106 unique activities, contributing to the achievement of approximately 60 unique outcomes.



III contains 30 indicators at the sub-result level, no measurement methodologies have been defined, so any determination of progress would remain subjective.

When RRI’s own ambition is used as a yardstick, it is apparent that performance clearly lags behind previous years. At the outcome level, only 45 percent of outcomes were achieved or are on-track, compared to 73 percent for 2017 and 65 percent for 2016 (see Chart 1). 23 percent of outcomes were never attempted, which is the highest number over the last three years. A similar picture emerges at output and activity levels, with significantly fewer reported achieved and a higher percentage not attempted during 2018.

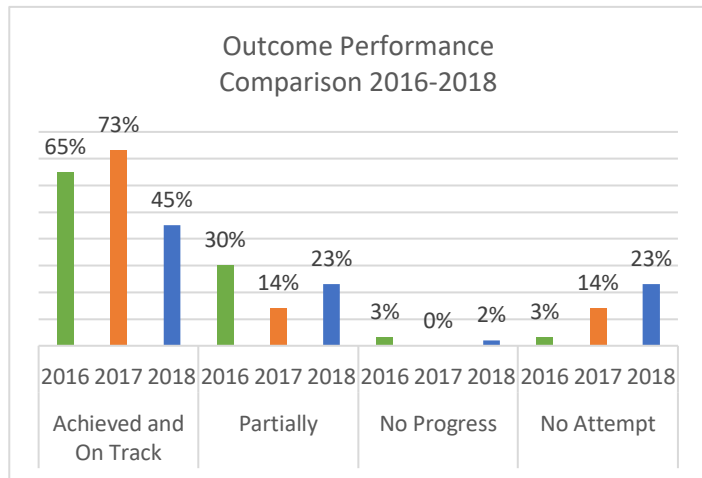


Chart 10: Outcome Performance Program Book 2018

A comparison with the previous strategy (FP II, 2013-2017) shows that it is not atypical for the first year under a new strategy to perform lower compared to later years.¹⁶ The strategic repositioning in line with a new plan often requires “setup time” and in itself does not jeopardize the achievement of five-year targets. Based on interviews and in-depth analysis, two major issues impacted the level of achievement in 2018:

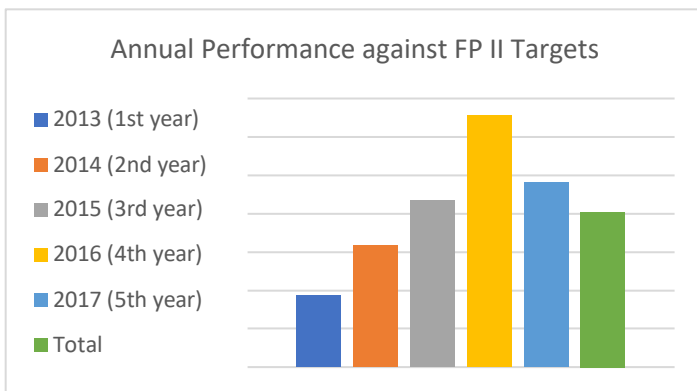


Chart 11: Annual Performance Trend for FP II from 2013 to 2017

- The level of ambition has increased in certain work plans compared to 2017. At the same time, the number of activities per outcome is approximately 12 percent lower in 2018, which means that a single, not attempted activity more frequently triggers a whole outcome to be rated as not attempted.
- Implementation with collaborating partners started late and was structured differently compared to previous years.

6.1 Annual Performance - 2018 Program Book

Compared to the 2017 Program Book and IM Report, the volume of planned activities remained almost the same, while the proposed budget was about 25% less.¹⁷

Category	2017	2018
Proposed Budget	\$8,377,806	\$6,349,096
Unfunded Budget	\$3,275,550	\$3,458,806
Total	\$11,653,356	\$9,807,902

¹⁶ This comparison is based on the 2017 IM Report, pp. 48-53. The performance against FP II targets does not necessarily correspond to annual performance against work plans. Given RRI’s performance under FP II, it is reasonable to assume that the performance in the first year of SPIII is sufficient to achieve SPIII outcomes.

¹⁷ Since expenditure data has only been partly received for this assessment and is not included in previous IM reports, no further analysis can be presented.



6.1.1 Status of Activities

Of the 106 assessed distinct activities for 2018, 70 percent have been pursued, while 19 percent were not pursued for several reasons. The remaining 11 percent of activities require further research and inquiry before they can be classified adequately.¹⁸

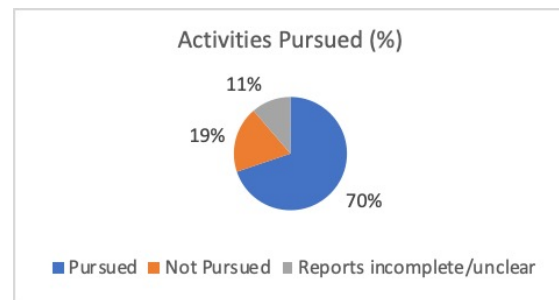


Chart 12: FP II Performance 2013-17

The majority of not pursued activities is in Asia (13 activities), followed by Rights and Climate (6 activities). The number of not pursued activities in Asia led directly to a high number of not attempted annual results, since the Asia work plan used a strict 1-on-1 relationship between activities, outputs and outcomes. In contrast, the Rights and Climate work plan subsume several activities under a single output or outcome and thus was less affected by

the high number of not pursued activities.

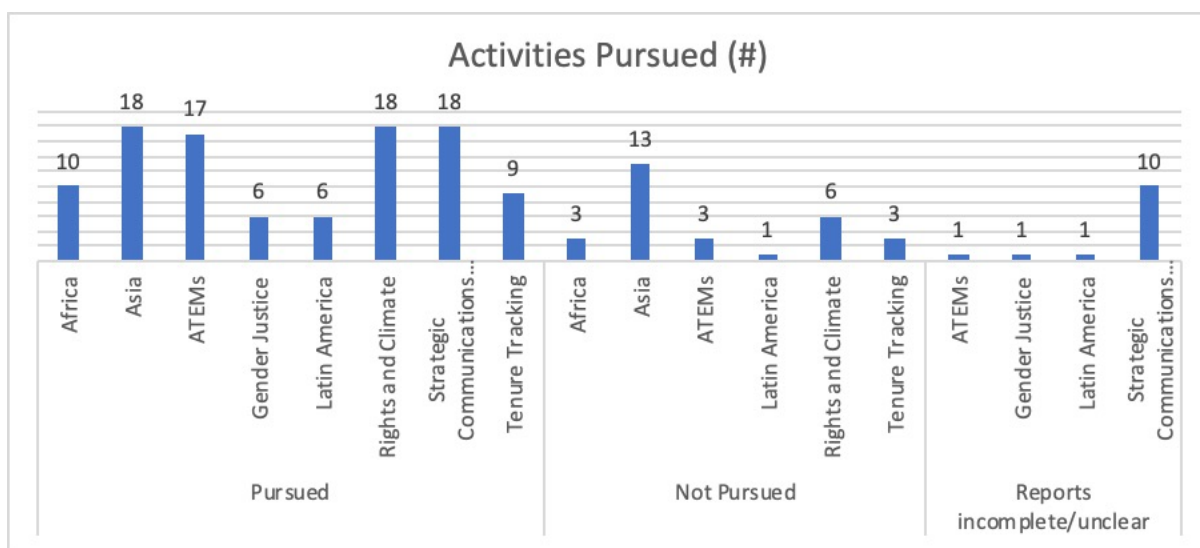


Chart 13: Status of Activities by Work Plan in 2018

6.1.2 Annual Output Performance

The comparison with last year is not favorable due to the reasons mentioned above. For the eight assessed work plans, *PB'18* lists an absolute number of 111 output statements that are supposed to deliver on the outcomes. Unlike last year, only 50 percent of outputs were either **achieved or are on track**. **Partially achieved** outputs stand at 19 percent, whereas 17 percent were **not attempted**.¹⁹ Not attempted outputs appear in a number of work plans, but are particularly prominent in Asia.²⁰ The indicated reasons range from a lack of funding (e.g. Asia, Tenure Tracking), pending contracts (e.g. India), decisions to repurpose the budget (e.g. Liberia, Asia), to external factors due to political unrest and violence (e.g. Cameroon).

¹⁸ The majority of unclassified activities belongs to the Strategic Communications and Donor Engagement work plan, which reported activities in an aggregated form, and hence it was not always possible to definitively identify which activity has been pursued.

¹⁹ For 12 percent of outputs progress was judged inconsistently by the concerned managers or further information is needed to make a clear determination.

²⁰ The comparison of output performance within and across Work Plans is somewhat limited since the number of activities per output varies significantly. Outputs with more than one activity still achieve partial progress as long as not all its activities remained unpursued.



There are only two cases where **no progress** towards the planned output has been achieved, one under the *Africa Forest and Land Governance Plan* and one in the *Latin America Regional Plan*. Both outputs are connected to a single activity. In case of Output 1 in the *Africa Forest and Land Governance Plan*, no progress was reported against the connected activity; however, the planning of a scoping mission for August 2018 was indicated. In Latin America, Output 1 of the *Regional Plan* did not progress due to: (1) funding shortage, which changed focus and scope of the activity; and (2) the decision that the conducted scoping study and methodology design does not meet the needs of the coalition. However, RRI requested the restructuring of the submitted study for future reference and thus the activity progressed partially towards a new output.

Partially achieved outputs appear in six of the eight assessed work plans. Partial progress of outputs resulted from unpursued activities subsumed under outputs with more than one activity, particularly under Rights and Climate. In addition, other reasons for partial achievement include external factors (e.g. Asia Regional, Nepal), or strategic changes in the scope of the activity (e.g. Tenure Tracking). Lastly, some outputs have achieved significant progress, but have not yet been completed (e.g. Asia Regional, Indonesia, Tenure Tracking).

6.1.3 Annual Outcome Progress

In the eight assessed work plans 45 percent of planned outcomes are expected to be fully achieved in 2018. In contrast, 23 percent of outcomes reported partial progress, and another 23 percent have not been attempted. In 8 percent of outcomes, progress could not be established yet, either because reports are outstanding or because of conflicting assessment of progress that needs to be resolved.

The distribution of and reasons for not attempted, not progressed and partially achieved annual outcomes are largely the same as for outputs, which confirms the close correspondence between outcomes, outputs and activities. The majority of not attempted outcomes is located in Asia and connected to unpursued activities, either due to originally unfunded activities or the reallocation of funding to other contracts. Partial achievement of outcomes is either linked to stalled activities, external factors (e.g. pending approvals, passing of legislation, pending agreements with external stakeholders), or the long-term nature of outcomes which require continuation.

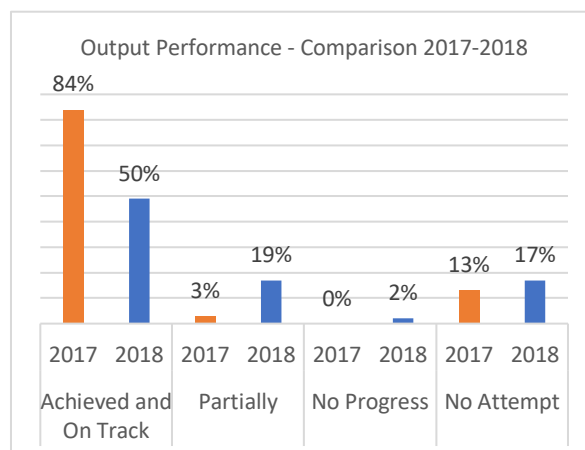


Chart 14: Comparison of Output Performance 2017-

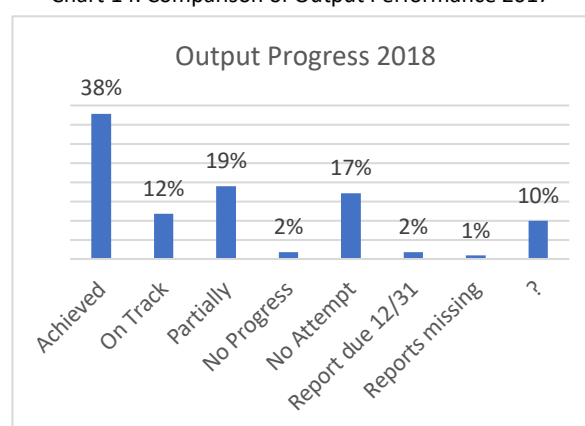


Chart 15: Output Progress 2018

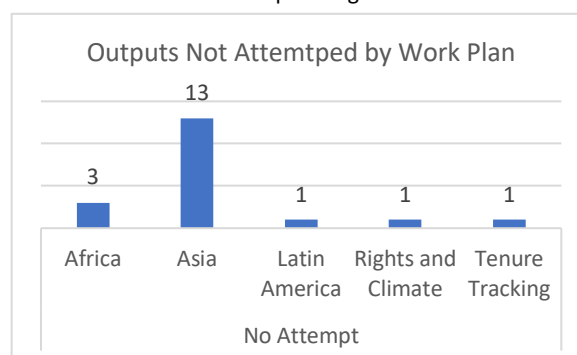


Chart 16: Outputs Not Attempted in 2018 by Work



As mentioned, the distribution of outcome progress is strongly influenced by the fact that outcomes subsume varying volumes of activities, ranging from 1 to 15 (see above). The comparatively high amount of not attempted outcomes in Asia results therefore not only from a higher amount of unpursued activities, but also from the direct 1-for-1 correspondence between outcomes and activities in most cases. If, for example, Rights and Climate or ATEMs would have followed a similar 1-for-1 correspondence, 6 and 3 outcomes respectively would figure in the statistic as not attempted.

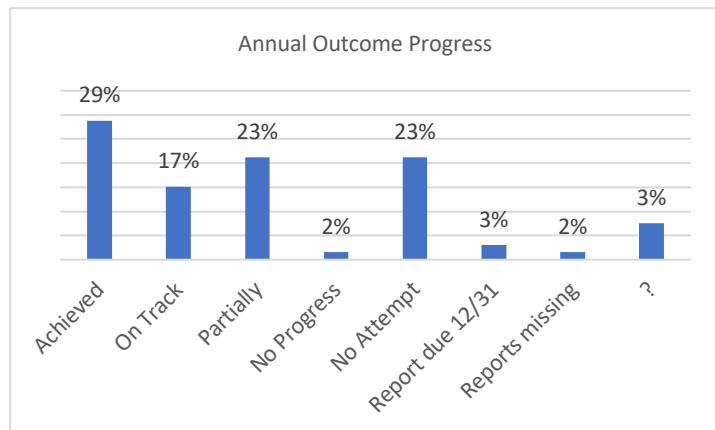


Chart 17: Outcome Progress in 2018

6.1.4 Strategic Response Mechanism

The Strategic Response Mechanism (SRM) is designed to enable flexible, rapid response to unforeseen but strategic opportunities. It complements the annual planning process by providing funding through a dedicated, unearmarked funding pool (up to US\$100,000). The objective of SRMs is to rapidly respond to specific situations, allowing RRI to be effective in shifting political landscapes. SRM proposals are evaluated and approved through a simple, accelerated process, and in order to qualify as an SRM, the activity must meet five criteria (see table).

SRM Approval Criteria:

1. Exploits a political window of opportunity;
2. Supports a critical moment in a social mobilization process;
3. Exploits higher-risk opportunities and could expand RRI relationships;
4. Is a new or newly expanded activity;
5. Is dependent on incremental funding/connectivity at the right strategic moment to produce outcomes.

In January 2018, the RRI Board authorized a budget of US\$435,000 for SRM activities; however, this amount fell short of the heavy demand for SRMs early in the year. Consequently, in February 2018 the Board adopted temporary measures for funding SRM proposals up to US\$50,000 per activity during 2018.

A total of 9 SRMs were approved and contracted during 2018 for a total of \$438,560. An additional 9 requests for SRM funding were received during the year but had to be declined in large part because of the budget shortfall. In addition, 6 SRMs and 1 SRM authorized in 2017 and 2016, respectively, were extended into 2018 and completed without additional funding.

Overall, SRMs performed very well with 12 out of 16 activities completed by the time of assessment, three still in progress and one activity (Indonesia, 2018) stalled due to insufficient reporting by the contractor. In terms of performance, 11 SRMs have achieved their results, three are on track, and two SRMs reported partial progress (aside from the stalled SRM in Indonesia, one SRM in Cambodia due to security risks).



Notwithstanding their strong performance, in some instances the purpose and value of SRMs has to be questioned. The Nepal SRM, for instance, had the objective to “convene, train and orient local government representatives” following the election. The fact that an election would occur was well known, and the Asia work plan already included an activity to “conduct local, regional and national meetings with elected local government” with the very same organization. Moreover, the 2017 Independent Monitoring Report already mentions that several workshops on “local level government’s role in community-based forest management” were held, so the activity was not new.

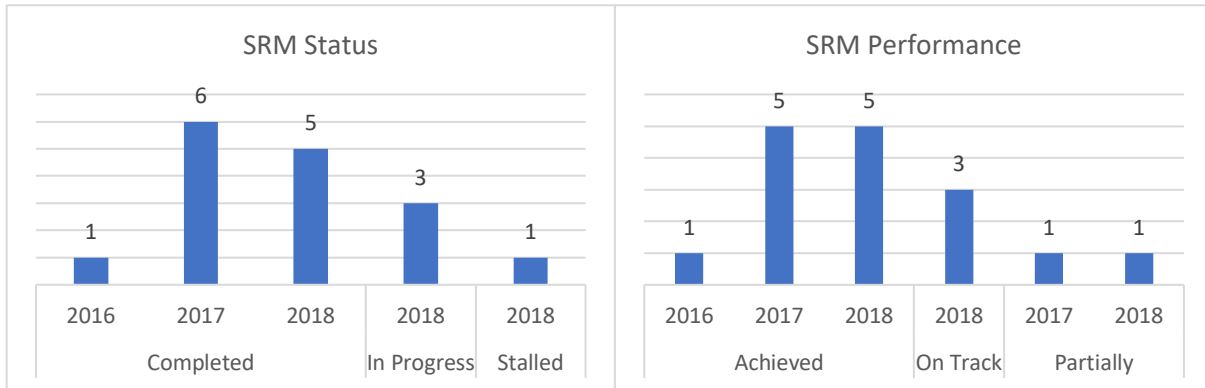


Chart 18: Outputs Not Attempted in 2018 by Work Plan

Chart 19: Outputs Not Attempted in 2018 by Work Plan

6.1.5 Institutional Aspects

RRG pursued a number of internal reform initiatives during 2018 in line with an organizational assessment conducted in March 2017. Processes to help RRG staff reflect on RRG’s strengths and build organization-wide consensus regarding areas for institutional strengthening started already in 2017 with the recruitment of a new director of finance and administration and a dedicated human resources manager. The subsequent restructuring of the Finance & Administration team aimed at better serving the needs of the program teams, including the hiring of grants and contracts administrator positions, which replaced a more generic F&A manager position, and the revision of the office manager position to provide more human resources assistance. In addition, a new COO was recruited and an Interim Executive Team (IET) was established to provide continuity of leadership during the RRI Coordinator’s sabbatical.²¹

RRI has implemented a new Enterprise Resource Planning system that allows for much closer tracking of results and activities, but while the system may be in place, RRI’s culture has not quite caught up yet. This is no surprise to donors who indicated in interviews that they are well aware of the RRI’s traditional funding model and the ongoing change process that is intended to better equip RRI for managing earmarked contributions.

So-called collaborative agreements are concluded between work plan managers and partner entities. Since RRI follows an annual planning process, these agreements are typically concluded and valid for a duration of less than a calendar year. Of the collaborating agreements provided for 2018, more than half of the initial agreements were concluded in May or June 2018. A fifth of the initial agreements were only concluded in the second half of 2018 and had to be revised to extend their timeline beyond 2018. In interviews local partners expressed frustration with the planning process during 2018, which was changed in the wake of the new SP III.

RRI does not consider itself a funding or grant-making institution; still, for several of its collaborating partners it represents a significant source of income, and the annual planning process is a critical communications opportunity. A review of available grant funding, based on RRG’s financial

²¹ RRI’s 2017 Annual Narrative Report



statements, indicates that the amount available for grants, excluding the Tenure Facility, has dropped by half between 2013 and 2017. Once the Tenure Facility is no longer part of RRG's financial reporting, the drop of grant funding to collaborating partners will become more visible.

6.2 Qualitative Performance Evidence from Country Visits

As part of the independent monitoring exercise, two 3-day country visits were undertaken to Nepal and Liberia to meet with local stakeholders and to participate in the country planning process. A mission to Indonesia was originally planned but had to be converted to a desk study due to the Sulawesi earthquake and tsunami on 28 September 2018.

6.2.1 Nepal

Approximately 45 percent of Nepal is covered by forests, roughly 30 percent of which is managed by Community Forestry User Groups (CFUGs). At present, more than 22,000 CFUGs comprise approximately 8.5 million people across Nepal.²² Nepal's new constitution of 2015 established a three-tier structure composed of federal, provincial and local government. The new three-tiered structure was implemented following the 2017 elections. Different CSO representatives participated in the formulation of the new constitution yet without much interaction. RRI is credited by collaborators and other stakeholders for creating awareness of their common goals and for bringing them together to jointly pursue their agendas.

This power shift of local governments taking on responsibility for community forestry for the first time posed both risks and opportunities for community forestry management. The promotion of a bottom-up, community-based forest management approach is a progressive and successful initiative; however, the lack of formal ownership, as well as legal and bureaucratic constraints, impede the establishment of forest-based enterprises. The economic empowerment of CFUGs, particularly the commercialization of non-timber forest products (NTFPs), remains handicapped.²³

RRI supported the visit of Nepalese parliamentarians, policy makers and civil society leaders to Mexico. With more than 70 percent of its land being forest, Mexico is a world leader in Community Forest Enterprises (CFE). Some of Mexico's community lands (*ejido*) date back to the 1920s. The *ejido* system provided Nepalese officials with examples how CFEs can be made productive and profitable through community forestry programs. The visit helped garner support for the Forest Rights Law and was referenced in discussions of CFE policies in Nepal.²⁴

FECOFUN, the umbrella organization of Nepal's vast CFUG network, spearheaded efforts to promote the Forest Rights Law at all three levels of government. With RRI funding, FECOFUN secured the support of national, regional and local government officials, raised the issue of community forest rights in parliamentary sessions together with allies, and established a committee to develop a gender strategy for the Forest Rights Law.

Green Foundation is leading a project to assemble and organize an Expert Advisory Group consisting of policy makers, political leaders, forestry experts and civil-society leaders. In addition to advocacy

²² <http://fecofun.org.np/introduction.php>

²³ Cf. https://www.iufro.org/download/file/27832/1317/private-forests-in-nepal-Amatya-Lamsal_pdf/
http://greenfoundationnepal.com/uploads/file/14_Policy%20Provisions,%20Gapsand%20Challenges%20of%20Community%20Based%20Forest%20Enterprise%20in%20Nepal.pdf
<https://www.nepjol.info/index.php/JFL/article/view/2307/7014>

²⁴ <https://rightsandresources.org/en/nepal-mexico-ejidos/>



and mobilization strategies, the project is intended to identify successful models of community-based forest management to be piloted in selected areas.

RRI's operations in Nepal are considerably smaller compared to the other two focus countries in Asia, i.e. India, Indonesia. RRI's activities focused on advocacy for, as well as finalization and passage of a new draft Forest Rights Law to catalyse improvements and to further promote community forestry in Nepal. The annual strategic planning meeting is an example of the Coalition's efforts to catalyse and coordinate change with minimal resources. The meeting was attended by civil society and government stakeholders, including those without RRI funding, and served as a constructive platform to develop and calibrate joint strategies.

Participants confirmed the utility of planning meetings for coordination purposes even for entities that had not received RRI funding. As a further example, the formation of the National Steering Committee for the Dedicated Grant Mechanism²⁵ in Nepal was mentioned, which benefited from RRI's ongoing effort to connect stakeholders, and thus featured more diverse and inclusive representation. However, CSO representatives and local stakeholders expressed mixed views regarding RRI's planning cycles on a yearly basis. There is the general understanding that the yearly format comes with certain trade-offs. However, while some clearly favoured the flexibility in view of the constantly changing political landscape, others would appreciate at least an option for more continuity in the planning of certain activities which require longer-term efforts even if funding remains on a yearly basis.

6.2.2 Liberia

In 2009 the Liberian government started a land reform process and established a land commission. Following the adoption of a land rights policy in 2013, the commission set out to draft the Land Rights Bill. Among its four categories of tenure, customary land is with significant implications for millions of rural Liberians without formalized land rights. After four years of debate the law was passed in August 2018. Foreign palm oil concessions were at the heart of reforms which the World Bank has credited with transforming Liberia into a promising country for agricultural producers to invest in. But land concessions - which now cover more than 45 percent of Liberian territory - have also provoked conflict in recent years. An estimated 90 percent of Liberia's civil court cases are related to land, and as many as two thirds of violent conflicts in the country have their root in land rights issues.²⁶ Several development partners have been active on land rights advocacy in Liberia for several years, including UNDP, the European Union, SIDA and USAID.

RRI's engagement in Liberia is structured along three working groups on land rights, palm oil, and rights & climate with participation of CSOs. Key objectives of the working groups are to advocate for community customary rights, help CSO representatives understand the REDD+ process, train communities in agricultural practices that reduce deforestation, and to promote alternative livelihoods so that forests are not converted.

RRI in cooperation with partners played a significant role in supporting civil society in the runup to the approval of the Land Rights Bill, including through an online campaign and video, a radio and social media outreach, and direct engagement with lawmakers and government officials²⁷ The land rights

²⁵ Dedicated Grant Mechanism for Indigenous People and Local Communities valued at US\$4,5m. Cf. <https://www.dgmglobal.org/nepal>

²⁶ <https://www.reuters.com/article/us-liberia-landrights-lawmaking/liberia-set-to-secure-ancestral-land-rights-with-long-awaited-law-idUSKCN1LC1PA>

²⁷ The online discussion was supported by Landesa, Sustainable Development Institute, Rights & Rice Foundation, Land Rights Now, Habitat for Humanity, and OXFAM International: <https://landportal.org/debates/2018/liberia-land-rights-act>



working group actively engaged across 15 counties, resulting in 41,000 signatures of a petition, plus an additional 30,000 signatures from 25 different countries. The results of the petition were handed over to parliament in a formal ceremony with traditional chiefs and civil society, women and youth representatives. The reflections of CSO representatives on RRI's contribution are very positive and acknowledge the importance of broadening the base of supporters and the active engagement with government, which were instrumental to persuade government to seriously consider CSO concerns.

However, CSO representatives are less familiar with the analytical products prepared by RRI. For instance, while global tenure tracking covers Liberia, little awareness exists locally among CSOs engaged on land tenure issues, which raises the question to what extent RRI's global knowledge products impact at the national level. Donor representatives regard RRI as the most cost-effective avenue to pursue the land rights agenda but raise questions on the level of RRI's continued attention to Liberia.

The working group on palm oil and rights & climate are closely connected thematically. Liberia has developed its REDD+ strategy and is accelerating the implementation of remaining REDD+ readiness activities. The Foundation for Community Initiatives has put in place the necessary components to conduct a broad review of the current state of the REDD+ implementation process in Liberia, including a literature review, stakeholder meetings, and a CSO REDD+ technical team. The Forest Development Authority has convened meetings at community level, and communities have not yet given their consent to REDD+. Through the working group eleven CSOs working on palm oil issues have met to discuss REDD+ activities and documents, and it has become apparent that most CSOs, particularly those in the oil palm sector, had little knowledge or REDD+ in Liberia. The RRI Liberia Coalition and Inclusive Development International (IDI) focused on completing a chain-mapping analysis, developing a strategy based on that analysis, and conducting advocacy to advance tenure rights in the context of private sector expansion. IDI completed the investment chain-mapping report of four oil palm companies active in Liberia and support the definition of a strategy and advocacy plans to communicate the results of the analysis to affected communities. Rapid Rural Appraisals were conducted to gather the inputs of local communities affected by large scale palm oil development. With the support of Green Advocates local communities brought a test case against one palm oil producer to the grievance process set up to protect customary tenure rights holders affected by private sector expansion. Using advocacy guidelines, pressure was exerted that resulted in the company lost a \$1.5 billion loan.²⁸

CSO representatives appear somewhat wary at this stage. They are critical of calls for them to change their small-scale practices while the government is granting large-scale concessions for the palm oil sector. They feel that their tradeoffs have not been sufficiently analyzed to assure them of the viability of alternative livelihoods. They expressed unease with RRI's ability to support their capacity building and felt the time provided to them for solid inputs was too short. From their point of view, a thorough understanding of the local situation was key for RRI's support to be meaningful. At the same time, they strongly appreciate RRI's grassroots approach and positively compare it with other actors. As one CSO representative put it, the World Bank forest project only engages with the government while RRI engages with the communities. From their perspective, RRI should focus on two things going forward: to continue influencing policies and to focus on bringing back the information to communities.

6.2.3 Indonesia

In Indonesia, fundamental policy changes are still pending following the landmark Constitutional Court Ruling (MK 35) from 2013 which converted customary forests (*hutan adats*) from state-owned forests

²⁸ <https://www.inclusivedevelopment.net/wp-content/uploads/2018/07/Letter-to-Westpac-1.pdf>



to forests subject to the rights of indigenous and local communities (*hutan hak*). Moreover, as part of the government's current five-year plan (2015-2019) the Social Forestry Program targets to allocate 12.7 million hectares of forest to community management by 2019. However, as of July 2018 social forestry permits were distributed to approximately 395,000 households for 1.75 million hectares, which corresponds to only 15 percent of the total target.²⁹ Against these developments, RRI's engagement in Indonesia remains centered around the implementation of tenure policies and the realization of pledges to accelerate recognition of customary lands and forests, agrarian reforms, corporate sector engagement and conflict mapping.

A major achievement of RRI was the formation and expansion of the Indonesia Tenure Coalition, an informal meeting mechanism which convenes and coordinates roughly 30 local CSOs, NGOs, other organizations that work with various branches of the Government. In 2018, the Tenure Coalition developed its own structure and bimonthly meetings in line with a hosting arrangement with RRI. Together with the President's Executive Office and the Ministry of Environment and Forestry (MoEF), the Tenure Coalition co-hosted the Jakarta Tenure Conference in October 2017 on the realization of people's rights in the context of Indonesian forest and land tenure reforms. The conference brought together over 600 participants from government, academia, civil society, local communities and international donors, and was the top 'trending' news of the month. The conference had 11 topic-specific panels based on highlighting the gaps between policy and action for advancing customary forest rights, tenure and peatland to the role of the private sector. The MoEF's announced the formal recognition of nine new village forests (*hutan desa*) as well as nine new customary forests (*hutan adat*), covering a total of more than 83,500 hectares. The conference put forth recommendations on next steps to address the gaps in implementation of the MK35 Constitutional Court decision, the social forestry targets, peatland protection, and the agrarian reform targets. These conclusions formed the basis for the creation of a Joint Action Plan by Tenure Coalition to identify joint priorities and strategies which directly permeate into RRI's planning. In the same vein, discussions started with the Ministry of Social Forestry to take up and fund various parts of the Joint Action Plan and to prepare for an Indonesia Tenure Facility Project.

However, delayed finalization of the Joint Action Plan by the Tenure Coalition also had negative side effects on RRI issuing contracts for 2018. As a result, funding of collaborators was postponed and budgets of activities had to be reallocated in some instances. This was flagged by RRI as an important lesson learned for future planning cycles.

2018 was seen as an important year for RRI's operations in Indonesia due to the country's upcoming general elections in 2019 and the biennial Global Land Forum (GLF) co-organized by the International Land Coalition (ILC) in Bandung in September. This major event convened over 700 activists, organizations and government agencies to learn from and contribute to international land governance successes and challenges. Among the panelists were several RRI Collaborators such as KPA and AMAN who discussed Indonesia's agrarian reform agenda and implementation, or SAINS on people-centered land governance. On its first day, Indonesia President Joko Widodo signed an instruction document to accelerate efforts towards local communities' greater control over land. In the same vein, several members of RRI and the Indonesia Tenure Coalition such as AMAN, HuMa or JKPP are actively participating in a Working Group headed by the Ministry of Environment and Forestry to accelerate the establishment of customary forests. As the Working Group was set-up only towards the end of last year, its objective was restricted to process only 89,000 ha by end 2018. This ambition seems to be only limited, particularly in view of the governments' overall targets and a potential 1.3 million ha

²⁹ Cf. <https://forestsnews.cifor.org/58344/taking-stock-of-indonesias-social-forestry-program?fnl=en>



which could be processed without delay according to an estimate of Tenure Coalition members. To a large extent, this slow progress is connected to the government's decision to provide new titles only in case of "clean and clear" ownership, resulting in the exclusion of all areas that are under dispute in one way or another. Within the same context, RRI has ongoing efforts through its collaborator HuMa to assess the impacts of the designation of customary forest in conservation areas, including a comparative study of the expansion rate of customary forests in collaboration with the Ministry of Environment and Forests (KLHK) and various other ministries and CSOs.

An important focal point of RRI's Indonesia operations are customary and fisher communities in coastal areas and small islands. The Indonesian archipelago consists of thousands of islands with roughly 81,000 km coastline and millions of people dependent on the sea.³⁰ Their livelihood has become increasingly threatened by climate change as much as reclamation projects, mining, conservation or ecotourism. KIARA's Data and Information Center recorded 38 reclamation projects, 1,895 maritime mining licenses and hundreds of tourism development projects, resulting in multiple conflicts and contested areas across Indonesia. Similarly, 2016 data collected by KIARA counted several thousand coastal villages struck by natural disasters such as landslides, floods, tsunamis or earthquakes. Among its interventions, RRI is providing training and capacity-building to local fishing communities and conducting research on traditional access and ownership rights in coastal and small islands communities. In 2018, RRI Collaborator KIARA initiated a pilot project for the legal recognition of coastal territories by supporting Pulau Pari's local community of 1,200 people in their fight against an illegal land grabbing attempt by a private company. This effort led to an external review of the case and an audit by the National Land Agency.³¹

In 2018, a general lack of funding in the Asia work plan also affected Indonesia, leading to a roughly 40 percent decrease in available budgets compared to the previous year (\$270,000 to \$160,000). This led to more limited engagement in RRI focus countries and was flagged by RRI collaborators as a critical obstacle for the future.

6.3 Five-Year Results Progress – Third Strategic Program

Transformational change is many years in the making and requires the collaboration of a multitude of stakeholders. Hence, success can rarely be traced back and attributed to any single actor. Development and environment organizations generally estimate that outcomes are achieved over three to five years, and higher goals, such as the SDGs, are planned to be achieved over a period of fifteen years. Therefore, to make a positive contribution to outcome-level change is the most RRI should realistically be expected to do in any given year.

The major results to be achieved in *SP III* are the 3 Log-Frame Outcomes and 4 Strategic Objectives. In addition, *SP III* defines 7 sub-results and a total of 30 indicators to measure progress towards the Log-Frame Outcomes, as well as 4 Thematic Areas to be covered by RRI's programmatic activities based on the Coalition's Theory of Change. The *PB'18* tags all activities according to Thematic Areas. The link between accomplished activity results and Log-Frame Outcome indicators and Strategic Objectives is a significant improvement that was introduced with *SP III's* planning cycle.

However, as outlined above, the utility of indicators is questionable and tracing them through various work plans reveals substantial inconsistencies, particularly in the context of shared activities. The majority of shared activities is linked to either completely or partially different sets of indicators in

³⁰ Cf. <https://www.reuters.com/article/us-indonesia-landrights-tourism/indonesian-islanders-fight-developer-with-snorkels-and-homestays-idUSKCN1MJ01L>

³¹ Status: October 2018.



each of the work plans they appear in. Work plans use different standards how to link reported results to *SP III*, which suggests that no consistent approach for tagging produced results to *SP III* indicators exists (see Annex II).

These inconsistencies, together with the lack of quantitative performance targets for five-year results, limit the assessment of progress against *SP III*. Consequently, the analysis is restricted to the following two macro-level aspects:

- Percentage of pursued activities linked to each LO to measure the relative distribution of Log-frame Outcomes
- Number of achieved outcomes linked to each LO to measure progress in absolute terms

Looking at the activities in support of *SP III*, it is clear that not all LOs are pursued equally in the eight assessed work plans. On average, a single activity is linked to 1.6 Log-Frame Outcomes, with most efforts dedicated to LO1 on peoples’ capacity, leadership and rights (70 percent), compared to LO2 on governments scaling up legal recognition (53 percent), and LO3 on investors and companies adopting international standards (36 percent).³² In reviewing individual work plans, LO3 is less prominent except in the Strategic Communications and ATEMs work plans. Looking forward to 2019 work planning, the lack of LO3 contributions in Africa, a relative lack of LO3 in Rights and Climate, and the exclusive focus of Gender Justice on LO1 are areas to be reviewed.³³

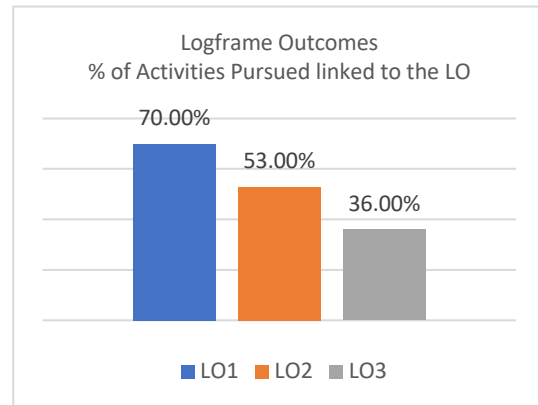


Chart 20: Activities Pursued by Log-Frame Outcome

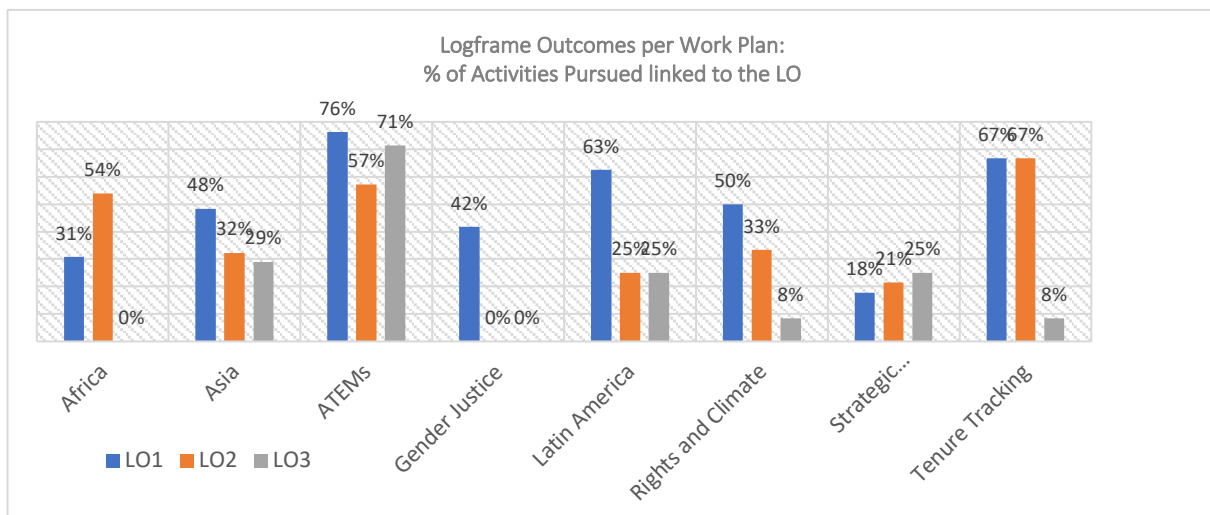


Chart 21: Distribution of Log-Frame Outcomes by Work Plan

³² Since individual activities frequently reference several LOs, the total exceeds 100%.

³³ Note, however, that Gender Justice Outcome 4 lacks linkage to LO-indicators although its content and reported results suggest a strong relation to LO3 and at least one of the two activities subsumed under this Outcome also figures in ATEMs. Interestingly, ATEMs only links LO1-indicators to this activity. This represents therefore another example of the subjective and inconsistent mapping of Activities against LO-indicators. In case Gender Justice Outcome 4 can be linked to LO3, 17% of Gender Justice’s programmatic activity (2 Activities subsumed under Outcome 4) contributes to the progress towards LO3.



Of 66 outcomes in the eight assessed work plans, roughly 45 contributed to the progress towards one or more LOs as either achieved, on track or partially achieved.

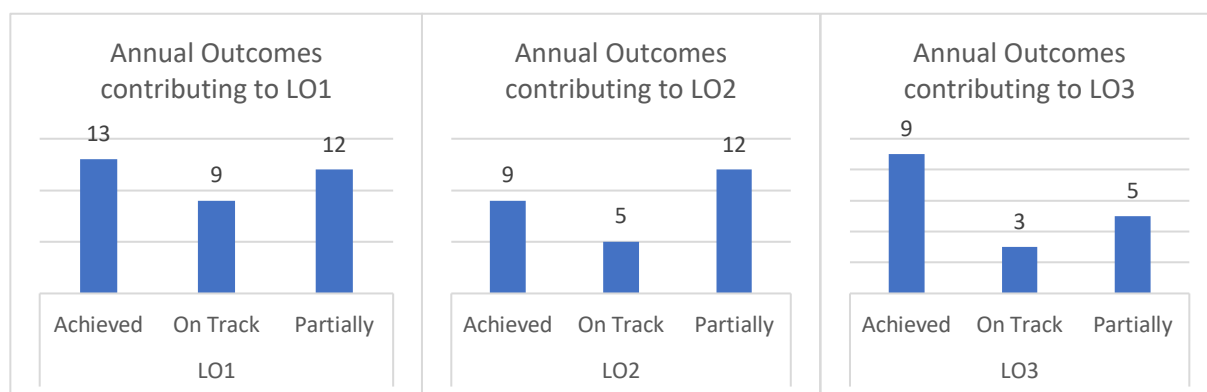


Chart 22: Status of Annual Outcomes contributing to Log-Frame Outcomes

Regarding RRI’s Strategic Objectives, a clear focus is on SO2, the strengthening and connecting of front-line defenders, with roughly 49 percent of pursued activities linked to it. This is followed by SO3, the transformation of economic development and conservation practices, which is tagged to approximately 20 percent of pursued activities. SO1 and SO4 both do not exceed 10 percent each, and roughly 14 percent of pursued activities have not been tagged to any Strategic Objective.

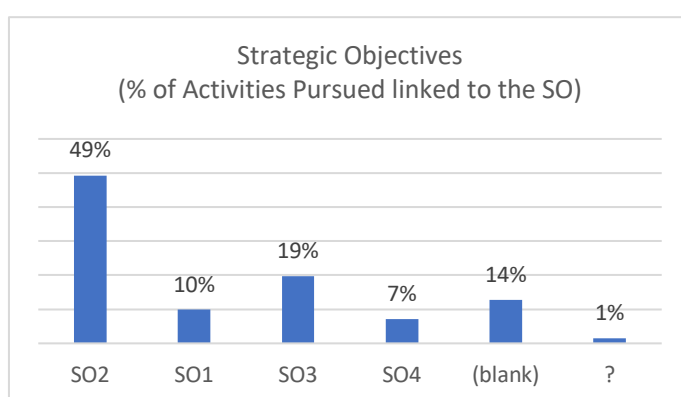


Chart 23: Pursued Activities by Strategic Objective

Based on the analysis of the definition of SOs and activities, as well as based on interviews, there is the question to which extent SO2’s dominance is the result of RRI’s programmatic focus or rather by design due to the very general and inclusive definition of SOs, particularly SO2 and the support of front-line defenders.

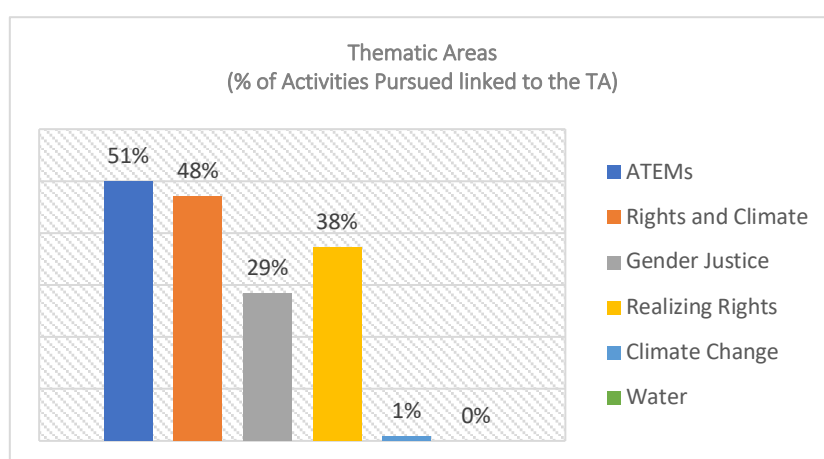


Chart 24: Pursued Activities by Thematic Area

RRI’s Theory of Change to advance legal recognition and enforcement of rural land and resource rights is based on a system-wide approach which covers four thematic areas. According to *PB’18*, ATEMs and Rights and Climate both are covered by roughly 50 percent of pursued activities. Realizing Rights and Gender Justice follow with 29 percent and 38 percent respectively.

Two more thematic areas, Climate Change and Water, figure in *PB’18* with negligible contributions and are to be considered either as remnants of previous strategic plans or errors. Overall, the thematic distribution of activities reveals significant coverage of all four areas. The general conformity of *PB’18*



performance with RRI's Theory of Change represents one important indicator for the achievement of RRI's long-term goals.

The comparison of five-year performance categories raises further questions about the consistency of RRI's Results Framework and the methodology to measure progress. In particular, the contrast between LO3 and ATEMs is striking in view of the fact that both are closely related to private sector engagement and the need to transform current economic and business practices. While ATEMs is the top Thematic Area covered by 51 percent of pursued activities, LO3 is the least followed Log-Frame Outcome with only 36 percent of the same activities tagged to it. In contrast, SO3 which is also related to the private sector is only tagged to 19 percent of pursued activities, which is, however, in part due to the fact that there is a strictly followed 1-on-1 correspondence between activities and SO links. Nonetheless, this example raises the question about the precise continuities and discontinuities between these categories, the requirement to have all three of them, and the reasons why their performance differs significantly despite thematic overlaps.

7. Conclusion and Recommendations

RRI remains a highly relevant and respected institution that can leverage a broad set of stakeholders in support of its mission. The Coalition faces a number of challenges to its strategy due to political changes at global, regional and local level; to its funding model due to increasing restrictions and earmarking; and to its structure due to changes in RRG's systems and staffing. All of these transitions present the Coalition with opportunities to readjust for the future and to secure and build on its success.

Overall, the 2018 Independent Monitoring strongly confirms RRI's significance and success, but also highlights that there will always be more opportunities than the Coalition can take advantage of. As a by-product of the independent monitoring exercise, a number of key observations were made:

- **Trust of partners:** In interviews, both funding and collaborating partners expressed trust in RRI and the quality of its work. Within the Coalition it is agreed that one of RRI's comparative advantages lies in its ability to convene and coordinate a multitude of stakeholders at country, regional and global levels. The IM country visits provided first-hand evidence of the crucial work conducted during the annual planning meetings to form, maintain and leverage sustainable collaborations, including personal relationships. RRI does not consider itself a funding or grant-making institution; still, for several of its collaborating partners it represents a significant source of income, and the annual planning process is a critical communications opportunity. A review of available grant funding indicated that the amount has reduced by half between 2013 and 2017, which coincided with the maturation of the Tenure Facility. Once the Tenure Facility is no longer part of RRG's financial reporting, the drop of grant funding to collaborating partners will become more visible.
- **Leadership and communication:** RRI's leadership and communication on land rights is recognized by partners and has been proven effective. RRI's comparative advantage on the substantive issues was identified in several interviews. RRI experienced the extended absence of several key leaders during 2018, which would be a challenge for any organization. The lesson here is the need to empower RRG staff to step into the breach, while external stakeholders are kept abreast, to avoid a leadership vacuum.
- **Level of ambition:** RRI set itself important goals and created a thoughtful five-year strategy with a detailed results architecture. However, given RRI's size and scope, the level of ambition is too high with too many outcomes that risk fragmenting RRI's response, particularly in the



face of tightening resources. How day-to-day decision-making are influenced by the strategy is unclear.

- **Ownership of work plans:** RRI largely adheres to a bottom-up approach in order to remain as flexible and responsive as possible to the needs of collaborators, local partners, and the communities they represent. When looking at the result frameworks, leadership internally is well anchored for individual work plans, but less clear for RRI-wide results. However, the Coalition’s ability to leverage strategic collaboration and decision-making is limited by its bottom-up approach, which permeates too unfiltered into the results frameworks, resulting in fragmentation of RRI’s planning, programming and operations. The communication work plan somewhat compensates, as it plays a key coordinating role across the whole *PB’18*. While the activities under the communication work plan are quite distinct, most of its results are shared with other work plans, as in the case of the Mai-Ndombe report included in the Africa work plan, which makes results and progress delineation challenging. However, it remains unclear who is accountable for tracking and achieving RRI’s contribution to *SP III* results.
- **Results architecture:** The work plans contained in the *PB’18* represent both a regional and a global/thematic logic. Since RRI’s planning process is largely bottom-up, similar/same results appear in different work plans. In several cases outcomes are cross-referenced and funding is generally only provided once as part of either a regional or global work plan. However, due to the lack of a “master plan”, several inconsistencies appear across individual work plans, with shared results and activities and differing assessments of progress by different RRG managers as part of year-end reviews. Success is hard to measure without a clear indicator measurement methodology and a consistent logic how *SP III* results are referenced in work plans. In its current form, RRI’s results framework, work plan structure and results reporting do not allow for a comprehensive and cohesive picture of its performance in quantitative terms. For example, basic information, such as the number of unique planned activities, outputs and outcomes, is not directly available in any documentation. Furthermore, shared activities reveal various inconsistencies between work plans. To a large extent, this is caused by the two competing work plan logics and the resulting complexity for planning and communication. Previous IM Reports avoided this issue by providing separate assessments for each logic, the downside being that the full picture of RRI’s overall performance in a given year remained mostly absent.
- **Agility and responsiveness:** Strategic Response Mechanisms (SRMs) are regarded as important tools to increase flexibility and responsiveness. SRMs are designed to enable flexible, rapid response to unforeseen but strategic opportunities. They need to meet five criteria in order to be approved, which include a “political window of opportunity” and “new or newly expanded activities”. 9 SRMs were approved and contracted during 2018 for a total of \$438,560. However, in some instances the purpose and value of SRMs has to be questioned. The Nepal SRM, for instance, had the objective to “convene, train and orient local government representatives” following the election. The fact that an election would occur was well known, and the Asia work plan already included an activity to “conduct local, regional and national meetings with elected local government” with the very same organization. Moreover, the 2017 Independent Monitoring Report already mentions that several workshops on “local level government’s role in community-based forest management” were held, so the activity was not new.
- **Ongoing management change:** The introduction of a new Enterprise Resource Planning system is an important step to improve the tracking of activities and budgets. At this stage, RRI’s project management tools do not allow the independent monitor to match financial performance with results performance. It is not realistic to expect that results can be observed



within the same calendar year for which activities were planned. Due to donor commitments, RRI increasingly needs to track multi-year obligations based on multi-year activities. activities that could not be funded or completed should generally carry over into the next calendar year. All of this points to the need to strengthen the project management culture in RRI.

Previous IM Reports also picked up on these issues, and over the years have made a number of recommendations, many of which got picked up and implemented by RRI. However, it is unclear if RRI agrees with some of the prior recommendations, and the following list deserves a fresh look by RRI.





Key Recommendations of Prior Independent Monitoring Reports	
Year	Recommendation
2014	“clarify the terms of reference for the internal monitoring function. These should specify what the Coalition aims to achieve through this function, identify the information needs of key constituencies, and address related implications in terms of planning, management and reporting.”
2015	“RRI should consider the benefits of a biennial or multi-year planning cycle with funds disbursed annually.”
2015	“RRI should clarify the information, tracking and learning needs of the Coalition as a whole, Secretariat, Partners and Collaborators, and develop a monitoring and evaluation system that meets these needs.”
2016	“For FPPI indicators, provide a basic description for scope, methodology, and relevant definitions.”; “foster more systematic learning, reflection, and knowledge sharing from monitoring.”; “Simplify monitoring and reporting templates and forms and align the capture of reporting content.”
2017	“The RRI approach to planning, monitoring, and learning is [...] flexible, loosely structured, and more qualitative than quantitative.”; “a more participatory approach to review and discuss qualitative progress and contributions may be of value for RRI to increase reflection and learning.”; “strategy for RRG staff hiring, development, and succession planning.”

Building on these previous recommendations, the 2018 IM Report suggests the following additional recommendations:



- Creation of a “master plan” as a single point of reference for results to which all work plans and end-of-year reports refer. This is intended to avoid any inconsistencies how results and activities are pursued by teams given the dispersion of staff members. In cases where several units need to work together to deliver an output, one unit should be designated the lead.
- Clarification and streamlining of results categories, such as the elimination of Overarching Priority Objectives and annual outcomes. Since annual outcomes, outputs and activities are not clearly distinguished, all three are used interchangeably throughout work plans and EYRs. So, the annual program book should define outputs that help deliver the outcomes contained in *SP III*. The driving logic should be that outputs contained in the program book are shared and only activities are distinct for each unit.
- Introduction of quantitative measures and performance targets at all levels of the Results Framework.
- Consistent methodology and procedures how activities should be linked to *SP III* categories.
- Clarify ownership and accountability of *SP III* results and results reporting.
- Review the need for a multi-year planning cycle at the level of outputs and activities to avoid delays, in particular with regards to collaborating agreements.







Annex I: 2018 Work Plans: Detailed Results

Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
AFRICA					
Africa Forest and Land Governance					
Outcome 1: Key actors engaged in national land and forest reforms in East Africa agree on principles for reforming regulations to address rights of Indigenous Peoples, local communities, and women in the context of protected areas	 No Progress	Recommendations on reforms and network for information-sharing on issues of protected areas and community rights in regulatory reforms	 No Progress	No progress has been made on this activity, however an RRG Scoping Mission in Kenya is planned for August 2018.	Realizing Rights SO2 2.1.3
Outcome 2: In Liberia, a pro-community LRA is a legislative priority in 2018 and remains in the national discourse	 Achieved	Stakeholder analysis; local community and youth awareness-raising; law-maker support	 Achieved	The WG has conducted advocacy in 15 counties, especially through a national petition that was circulated and garnered 41,000 signatures; an international petition garnered 30,000 signatures from 25 different countries. Following the finalization of the petition, a submission ceremony was organized at the capitol building where CSOs handed over the two petitions to the Upper and Lower House of Representatives. Diverse participation in the handover ceremony included 12 traditional chiefs, 20 community members from 6 counties, and youth and women representatives, totalling over 100 people. The ceremony and publicity led to an unprecedented invitation from the Senate to participate in a full house session, and to present the CSO case for a pro-community LRA. In cooperation with the Land Rights Now campaign, the Sustainable Development Institute (SDI) published a video about the LRA that was widely viewed in Liberia and abroad. The CSO Working Group on Land acknowledges that the international Land Rights Now campaign in combination with the national advocacy put pressure on the government to take the CSO position on the LRA into serious consideration before moving forward.	Realizing Rights SO2 2.1.2





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>On September 18, 2018, President Weah finally signed into law the LRA. Engagement with government actors was key to this final success. Though political transition initially proved challenging for advocacy, the working group was able to meet directly with law makers and decision makers in the executive and legislative branches in different settings. These include informal meetings and discussions, special working sessions dedicated to the bill, partnerships with other international actors (NDI for example), and cooperation with local chiefs and elders. Success was also possible because the CSO working group managed to extend their base of activists and participants to include mass organizations like women’s groups, religious groups, and even motor bike unions. Media outreach, particularly on radio and social media, also played an important role with the working group hosting programs on more than 25 stations nationwide.</p>	
<p>Outcome 3: Harmonized and active civil society advocacy to protect tenure in the context of REDD+ and Protected Areas</p>	<p style="text-align: center;">  Achieved </p>	<p>Recommendations on REDD+ and Protected Areas</p>	<p style="text-align: center;">  Achieved </p>	<p>FCI has put in place the necessary components to conduct a broad review of the current state of the REDD+ implementation process in Liberia. They have conducted literature reviews, three stakeholder meetings, and they established a CSO REDD+ technical team. The training on the REDD+ process for the CSO Technical Team will be led by a consultant and is slated to take place on August 21 and 22, 2018. Crucially, FCI and RRF have convened a broad group of civil society organizations to tackle this project; through the CSO OPWG and their network, to date, eleven CSOs working on palm oil issues have met to discuss REDD+ activities and documents. Thus far, the meetings have helped broaden the understanding and knowledge of participants. It has become plain that most civil society organizations, particularly those in the oil palm sector, had little knowledge or REDD+ in Liberia. Engagement with the FDA on government REDD+ policies and engagement with communities has also begun. As Liberia has moved beyond the drafting stage and into the planning phases for these policies, the CSO REDD+ team will continue to advocate for communities’ customary rights in implementation. Final Reports due 12/10.</p>	<p>Rights and Climate SO2 2.1.2 2.1.4</p>





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
<p>Outcome 4: REDD+ activities in Mai Ndombe are re-evaluated by REDD+ donors in light of the findings and recommendations of the RRI 2017 Mai Ndombe study</p>	 Achieved	Policy briefs and global advocacy strategy	 Achieved	<p>Launch of Mai-Ndombe and carbon rights reports: The March launch of these reports successfully opened space for dialogue on REDD+ between UN-REDD, governments, civil society, donors, and Indigenous People and local communities. This included direct outreach to funders of the World Bank’s Forest Carbon Partnership Facility program in DRC on the importance of community land rights to the program’s success. The public launch also garnered at least 35 press hits in 12 countries, with coverage consistently carrying the message that secure indigenous and community land rights are vital to the success of REDD+ projects in DRC and other countries.</p> <p><u>Rights and Climate report provides the following information on this activity:</u></p> <p>The Mai Ndombe analysis received widespread attention, including critical reviews from responsible institutions and wide-spread support from DRC civil society and global experts. A dedicated side event was held in the context of the Oslo Tropical Forest Forum, chaired by Lars Lavold and attended by donors and civil society representatives who reaffirmed the findings of the report and called on the international committee to carefully consider emerging lessons and recommendations for future REDD+ decisions. Report findings were supported by a recent survey over 400 CSO representatives in the DRC. In addition to supporting constituencies in the Congo basin, they will be used to inform the upcoming Weilburg Conference on the social inclusion in REDD+ processes, hosted by FCPF and the German Government. The report sets an important precedent for rigorous analysis that supports the advocacy needs of local communities and indigenous Peoples.</p>	Rights and Climate SO2 2.1.1 2.1.2
<p>Outcome 5: Community rights are recognized and communities regain control of degraded forest reserves in the draft(s) and final guidelines for the implementation of tree tenure, and so support</p>	 Partially	Revised guidelines for the implementation of tree tenure and awareness-raising to support implementation	 On Track	<p>In the first half of the year, Civic Response worked with the Technical Director of the Ministry of Land and Natural Resources (MLNR) to successfully reboot the government discussions on the Tree Tenure guidelines and the Benefit Sharing regulations. Ghana’s 1962 Concession Act places ownership of naturally occurring trees with the President, and with Civic Response’s advocacy, the MLNR has set up small teams to find a way around the Act to share financial benefits of timber with farmers.</p>	Realizing Rights Rights and Climate SO2 2.1.2





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
FLEGT/VPA and REDD+ objectives				<p>NGO colleagues working with Civic Response on the tree tenure task team have provided recommendations to the MLNR with practical steps for sharing tree tenure benefits with farmers before the government starts the legal reform process.</p> <p>After a legal working group was convened to discuss the implications of repealing the 1962 Concession Act, it was agreed that repealing the Act would be a long and arduous process requiring Cabinet approval. Recognizing that this effort would take significant time, the legal working group decided to push for a benefit sharing scheme in the interim period, before legal reform is implemented.</p> <p>Final Reports due 12/12.</p>	
Gender Justice					
<p>Outcome 1: Women effectively participate in the 2018 land reform process in DRC, and rural indigenous and local women’s tenure rights are documented and taken into account in the draft(s) and final version of the DRC Land Policy</p>	 On Track	<p>Memorandum to inform advocacy strategy, stating key recommendations from national-level conference, provincial studies and legal review findings</p>	 On Track	<p>CFLEDD has led a study to update the realities and rights of women and indigenous peoples in two provinces, Kongo Central and Sud Kivu. They have held meetings with administrative authorities in these same two provinces. Some 200 people were interviewed, and 40 administrative authorities participate in the meetings. CFLEDD estimates they worked with 40 indigenous peoples in Sud Kivu (they state there are no indigenous populations in Kongo Central). Additionally, CFLEDD hosted a multi-actor dialogue in Sud Kivu on women’s land tenure with 50 people, discussing the cultural nuances that impact women’s rights within their communities and nationally.</p> <p>Working with provincial assemblies and CONAREF, CFLEDD has noted several opportunities to capitalize on moving forward, including: 1) relative openness of several land chiefs could consolidate the land granting process for women 2) exchange with administrative focal points could indicate roles of authorities in reform implementation and application of norms. The studies/interviews CFLEDD conducted in these provinces also indicated the continued need for information dissemination and sensitization regarding women’s rights and the rule of law as stands. Interestingly, many people across provinces agreed that the matriarchal system should be abolished and that children regardless of legitimacy should have equal inheritance rights. Some believed</p>	<p>Gender Justice SO1 1.1.2 1.1.4</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>customary land should never be sold, while others decided there should be family or tribal consensus and the State should also be informed of the motivation to buy/sell.</p> <p>Moreover, CFLEDD has teamed up with Landesa to draft a technical note that will be presented to CONAREF as part of their list of recommendations to the government regarding the drafting of the new land policy. In addition to legal and technical expertise needed to draft this document, Landesa has tentatively offered to provide assistance with the following dissemination and consultation processes for the note that will occur early next year. On November 5, CFLEDD representatives presented the working technical note at a meeting with government officials held in Bukavu. The results of this meeting have yet to be reported.</p> <p>Final reports due 2/28/19.</p>	
Private Sector/ATEMs					
<p>Outcome 1: Harmonized civil society advocacy in national-level platforms on extractive industry in the Sahel on issues of community tenure and benefit sharing</p>	<p> On Track</p>	<p>Memorandum defining platforms, actors, and legal gap analysis on tenure and benefit-sharing in mining, oil, and gas laws of three Sahel countries</p>	<p> On Track</p>	<p>HELVETAS hired a consultant to conduct a Scoping Mission, and the consultant successfully completed the mission and submitted a report; the report analyses community rights and land tenure in the context of extractive projects, as well as providing a map of actors and initiatives working for community rights and land tenure in this context. This report included Guinea in addition to the three original project countries (Burkina Faso, Senegal and Mali). The consultant also included lines of action to influence decisions at the national and regional levels. The mission report informed the revision and expansion of the project’s concept note and budget, to allow for increased project funding from Column 2.</p> <p>A workshop and press conferences to disseminate the results of the study were planned for the month of September, along with internal sessions to prepare advocacy strategies, a media campaign, working sessions with decision makers and allies, as well as a regional meeting to discuss ways forward. These activities all take time to implement but will hopefully be realized by the project end date.</p> <p>Final reports are due 12/12.</p>	<p>ATEMs SO3 2.1.2</p>





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
<p>Outcome 2: Accountability mechanisms and multi-stakeholder initiatives that protect the rights of customary tenure in the context of private sector expansion have been applied, tested, and strengthened</p>	 On Track	Increased access to accountability mechanisms; greater inclusion of tenure rights in existing and emerging multi-stakeholder initiatives	 On Track	<p>To meet this objective, the RRI Liberia Coalition and Inclusive Development International (IDI) have created a three-pronged approach to complete a chain-mapping analysis, to develop strategy based on that analysis, and conduct advocacy to advance tenure rights in the context of private sector expansion.</p> <p>IDI completed the investment chain mapping report of the four oil palm companies active in Liberia: Sime Darby Plantation (Liberia); Maryland Oil Palm Plantation; Golden Veroleum Liberia (GVL); and Liberia Palm Developments. They have prepared a two-day workshop in Monrovia, in conjunction with the Liberia CSO Oil Palm Working Group (CSO OPWG), scheduled for August 7-8, 2018. During the workshop, IDI will support the CSO OPWG to define their strategy and advocacy plans, and to determine how to communicate the results of the analysis to affected communities. Following the workshop, members of the CSO OPWG and IDI will conduct two field visits to affected communities.</p> <p>The CSO OPWG has secured 5 NGO seats on the TFA2020 platform, as well as 3 seats for communities. In May, the CSO OPWG held a national workshop to train communities on the importance of their role as part of the TFA2020 platform, including discussions of how to effectively engage with TFA2020 to highlight communities’ expectations and experience. Furthermore, the CSO OPWG has secured a seat at Liberia’s TFA2020 APOI secretariat in order to ensure that CSO and community voices are represented in the implementation process; in this capacity they will be organizing nationwide outreach with communities and regional focal points on TF2020 and the palm oil sector.</p> <p>Final reports are due 12/12.</p> <p>Green Advocates has three major outcomes relating to accountability mechanisms and initiatives protecting the rights of customary tenure in the face of private sector expansion. These include researching and drafting a report to inform and advise Liberian civil society on the investment and supply chain behind the P.O. sector and identify potential company specific advocacy strategies; trainings for the OPWG</p>	ATEMs SO3 1.3.5



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>and local communities based on the investment mapping report; identifying a test case leading to a complaint that is brought to the grievance process. The report is partially completed; a draft has been created and is now being finalized to integrate comments from the training workshops held. Trainings for the OPWG have been completed, but local communities' have not. One test case has already been identified and brought through the grievance process.</p> <p>Local consultations have been conducted to update existing work on investment chain mapping, including with informants in government, civil society, and private sector. GA has also conducted Rapid Rural Appraisals (RRA) to gather the inputs of local communities affected by large scale palm oil development. A final report in conjunction with IDI is expected by mid-September. Trainings for OPWG have been completed. Simplification of info/outreach & awareness are ongoing; workshops will be hosted once the report is completed.</p> <p>A test case was identified using advocacy guidelines outlined in draft report (community complaint against MOPP). Community grievances were communicated to pressure points or advocacy targets. These include OECD, AfDB. The letter of complaint was returned to MOPP project management, creating new pressure. MOPP lost a critical loan (\$1.5 billion) because of the complaint. This drew ire, and harassment has been rampant. Project affected communities have asked for legal support at all times, which Green Advocates has provided throughout the process.</p>	
<p>Outcome 3: Improved understanding of mode of operation and negative impacts of small- and medium-sized Chinese mining companies in Sub-Saharan Africa on community tenure and natural resources</p>	<p style="text-align: center;">○ No Attempt</p>	<p>Monitoring report; memorandum; recommendations and advocacy strategy</p>	<p style="text-align: center;">○ No Attempt</p>	<p>This activity was not funded by the 2018 budget.</p>	<p>ATEMs SO3 1.3.5</p>



<p>Outcome 4: Influential companies and investors at the multinational, national, and local levels continue to shift business practices, investment processes, and supply chains by adopting and supporting inclusive models prioritizing community rights on the ground</p>	 Partially	<p>Pre-competitive dialogues in priority countries and regions to identify local constraints to respecting rights in supply chains, and build local company and investor demand for services/financing to implement alternatives and respect rights</p>	 Achieved	<p>Activity 1 Scoping: The Interlaken Group Secretariat with support from the Interlaken Group working group on Malawi retained Terra Firma to undertake a scoping mission to Malawi in March 2018 to gather information on the opportunity for a multi-stakeholder workshop on land-based investments and community land rights in Malawi. Workshop: The workshop was held in Malawi on July 3-4, 2018 and attended by 52 individuals from government, the private sector, and civil society. It was co-hosted by the Ministry of Lands, World Bank, FAO, Malawi Investment Trade Commission. The focus was the implications of the new Customary Land Act for land-based investments, and included a safe space dialogue, and training sessions for civil society and private sector participants. There is a clear appetite after this series of events amongst representatives from companies and from NGOs to develop more positive working relationships that can lead to responsible land-based investments that benefit both companies and communities. A company platform on responsible investments was suggested as a next step, with the Malawi Tea Association, Malawi Confederation of Commerce and Industry (MCCCI), and Landnet offering to host. The Interlaken Group has retained Terra Firma to lead the follow up to the workshop.</p> <ul style="list-style-type: none"> · Companies and industry bodies that attended the workshop: 11: Illovo Sugar Malawi, MCCCI, Malawi Mangoes, Coca-Cola, Tea Association Malawi, Tropha, Agricane, MDC, African Parks, Exagris Africa, Sovereign Metals · Companies engaged during the scoping/preparation for the workshop: 17: Malawi Mangoes, Illovo Sugar Malawi, Invegro, Mzuzu Coffee, Agricane, Limbe Leaf, Alliance One, Japanese Tobacco Industries, Pannar (Malawi), SEEDCO, Press Trust, Mtalimanja Holdings, Tetra Tech, Tapika Foods, Paramount, Auction Holdings Commodity Exchange, MCCCI <p>The workshop validated the IG’s theory that the “safe space” model represents a substantial opportunity for value-add at the country level, and that there is demand for local level solutions from companies. Also</p>	<p>ATEMs Rights and Climate Realizing Rights SO3 1.1.5 1.2.3 1.3.2 2.1.3</p>
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				<p>that local stakeholders must own the resulting process; managing ongoing engagement from Washington or Europe is inefficient and cost prohibitive.</p> <p>Since the workshop in July, a steering group consisting of representatives from Oxfam, Agricane, and FAO was formed. The steering group is currently developing a two year vision describing the goals and intended outputs for the Large Scale Land Based Investment Platform that was proposed in the Interlaken Group workshop. The steering group is also exploring developing case studies of corporate practice on securing land rights in collaboration with Landesa. The steering group will meet in late November to discuss the vision, workplan, and budget for 2019. The group will also discuss the design and management of a pooled fund to support the platform to ensure the neutrality of the platform. The development and use of pooled funding mechanisms was raised as a key area of interest at the Interlaken Group meeting in Luxembourg. In Malawi, both Coca-Cola and Oxfam have expressed interest in funding the platform.</p> <p><u>Activity 2</u></p> <p>Forest Peoples Programme and Chepkitale Indigenous Peoples Development Project (CIPDP), with RRI support, hosted and organized a Kenya Forest Dweller and Pastoralist Community Forum June 14-15, 2018. The objectives of the workshop were to enable communities impacted by infrastructure and conservation investment to engage with one another and form the basis of a community lands working group to collectively engage with these forces. Private sector practitioners from the Interlaken Group provided suggestions on what makes for a productive discussion/negotiation between communities and companies. Crucially, this activity sets the stage to bridge the gap between community actors and private companies working on land-based development - there is no coordinated pastoralist or forest dweller community voice in Kenya.</p> <p>This forum led to the formation of CLAN (Community Land Action Network), a platform to coordinate a unified voice for project affected communities, and with which the Interlaken Group can engage.</p>	
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				<p>33 participants from forest dweller and pastoralist communities attended the forum.</p> <p>CLAN's primary objectives for the remainder of the year and in 2019 include concluding three community tenure court cases, enabling county, agency and international support for a reorientation of forest policy, and ensuring the implementation of the Community Land Act. CLAN's activities focused on implementing the act include reconvening the pastoralists and forest peoples three times over the course of the year with discussions focused on community ability and skill to respond to investors, enabling CLAN to intervene on the Water Tower legislation, and enabling CLAN to mobilize their communities to develop benefit sharing and engagement frameworks to engage with investors and counties.</p>	
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		<p>Strategic analyses made available to companies, investors, communities, and government to address land tenure problems</p>	<p style="text-align: center;">  No Attempt </p>	<p>This activity was not taken forward in 2018 and the funding has been reallocated across ATEMs. There was limited appetite from FPP (the proposed partner) to take it ahead. In addition, there are other Liberia-focused activities underway that are likely more strategic, especially the investment chain mapping (i.e. Activity 6), the proposed SRM for monitoring of the RSPO CP decision on the GVL complaint, and a small amount of funding from the Africa budget has been made available to ensure coordination between the CS Working Group on Palm and TFT's Kumacaya Initiatives.</p> <p>IG Secretariat staff (Bryson) undertook a mission to Liberia in May 2018 to update CSO OPWG on the potential of the Interlaken Group to help support dialogues and sharing of best practices.</p> <p>Finally, IDH staff operating in Liberia in support of palm company landscape/smallholder strategies will present on experience at Interlaken Group meeting in Luxembourg as a resource person during a discussion centered on inclusive models of development that help secure rights.</p> <p>The ATEMs team participated in the Liberia planning meeting in October and learned that pilots of smallholder models are becoming more prevalent in the oil palm sector as well as the forestry sector. As a result we are reevaluating this concept for 2019 based on new intelligence from the field and demand from our collaborators.</p>	
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Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
		Tools and technical assistance made available to companies, investors, communities, and government to address land tenure problems	○ No Attempt	Proposal received from CED in June 2018. The project builds on the February 2017 IG workshop in Douala and aims to provide key inputs and learning to advance mutually beneficial outcomes around investment policy and practice, and community land tenure, for both the private sector and communities in Cameroon. The first phase of the project will develop and test tools to support improvement of local dialogues between HEVECAM and project affected communities in Ocean Division and the second phase will instigate a national-level conversation between private sector, government, civil society and communities to share challenges, lessons learned, and successes with respect to investment and community tenure. This work was not undertaken in 2018 due to the presidential election, civil unrest, and escalating violence in anglophone regions in Cameroon.	
ASIA					
Asia Regional					
Outcome 1: RRI coalition develops shared vision, strategies, and actions for realizing community land and forest rights in Asia	○ No Attempt	Asia regional strategies for realizing community rights in 2018 and the long term	○ No Attempt	This activity was originally unfunded, under Column III, and remains unfunded.	SO2 1.2.1, 2.1.1, 2.1.2, 1.3.5, 2.13
Outcome 2: Regional strategic plans to further women's collective land rights in Asia	○ No Attempt	Shared strategies and action plan for women and collective rights in 2018	○ No Attempt	This activity was originally unfunded, under Column III, and remains unfunded.	Gender Justice SO1 1.1.2 1.1.4 1.2.1 1.2.3 1.2.4 1.3.3
Outcome 3: IG's Voluntary Commitments for Responsible Agribusiness are implemented on the ground to create models	○ No Attempt	Private sector grounds IG's Voluntary Commitments for Responsible Agribusiness in collaboration with CSOs and RRI	○ No Attempt	This activities budget was absorbed into other contracts. ATEMs report provides the following information on this activity: This activity will not proceed in 2018 and the funding has been reallocated	ATEMs SO3 1.1.5 1.3.1





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
of responsible investments which respect IP and community rights				<p>across ATEMs. VFI was funded via an SRM to ensure provisions on responsible investment were included in the revision of the Land Law. VFI submitted a proposal to test and monitor the implementation of the VCRA via the Land Issues Working Group, however, with funding constraints and the existing SRM, we advised VFI that we would consider the proposal in 2019.</p> <p>Because the Lao National Land Law is still under revision, it is difficult to ascertain at this stage what provisions for sustainable land-based investment have been incorporated, or not. Several other pieces of legislation such as the Forestry Law are also currently under revision and the Focal Group on Sustainable Land-Based Investment hopes to influence policy beyond the Land Law.</p>	<p>1.3.2 1.3.4 3.1.1 3.1.2 3.2.1 3.2.2</p>
<p>Outcome 4: Companies adopt rights-based approaches and partner with local communities to support sustainable land and resource use and community enterprises</p>	<p> Partially</p>	<p>Partnership of local communities and private sector on forest governance and CFEs is established</p>	<p> Partially</p>	<p>Community Forest Enterprise (CFE) Development with the Private Sector in Myanmar</p> <p>In collaboration with the Asia program, the ATEMs team is funding and providing support in Myanmar for community forestry enterprise development with the private sector. Three local-level workshops are planned in Rakhine, Bago and Tanintharyi. At the local level, local stakeholders will discuss and identify key lessons in community forestry enterprises and private sector partnerships (specifically with the Myanmar Rattan and Bamboo Entrepreneurs Association). At the national level, a workshop is planned in Yangon to explore ways forward and provide further support needed for CFE development in partnership with the private sector. These workshops will increase the awareness of all stakeholders on the challenges and opportunities faced by CFEs and private sector parties in community-private sector partnerships in Myanmar locally and nationally.</p> <p><i>Activity Outputs:</i> The first local level meeting was held in Rakhine State during the week of July 23, 2018 and brought together thirty-five participants representing local government (forest, planning, agricultural land departments, etc), township traders and entrepreneurs, Rakhine Coastal Conservation Association, community members, and RECOFTC. Participants discussed the challenges and opportunities for the CFE development in Myanmar, with a specific focus on Rakhine state.</p>	<p>ATEMs SO3 3.1.3 3.2.3</p>




Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p><u>ATEMs report provides the following information on this activity:</u> RECOFTC is conducting regional workshops to link Community Forest User Groups in 3 states (Rakhine, Bago, and Tanintharyi) to national level private sector industry associations in bamboo, rattan, and timber. At the local level, local stakeholders will discuss and identify key lessons in community forestry enterprises and private sector partnerships. At the national level a workshop is planned in Yangon to explore ways forward and provide further support needed for CFE development in partnership with the private sector. These workshops will increase the awareness of all stakeholders on the challenges and opportunities faced by CFEs and private sector parties in community-private sector partnerships in Myanmar locally and nationally. These national level industry associations are important entry points to domestic companies and investors.</p> <p>The first local level meeting was held in Rakhine State during the week of July 23, 2018 and brought together thirty five participants representing local government, township traders and entrepreneurs, Rakhine Coastal Conservation Association, community members and RECOFTC. Participants discussed the challenges and opportunities for the CFE development in Myanmar with a specific focus on Rakhine state. The final national restitution meeting will take place in mid-November.</p>	
India					
<p>Outcome 1: Legal challenges to FRA which pose risks to hard won rights of Tribals and Forest Dwellers are effectively countered; violations of forest rights are addressed through legal interventions</p>	 On Track	Effective updates and inputs on cases, judgements and ruling to pro-bono lawyers supporting FRA in higher courts; effective capacity building and legal support provided to local activists and lawyers to address violations of forest rights	 On Track	<p>Legal Support and Capacity Building for Advancing Forest Rights Initiative. RRI is supporting efforts to create and strengthen local capacity for legal support and interventions on FRA toward democratization of forest governance in India. The ongoing project will monitor, research and prepare legal briefs; publish a guidebook on use of Atrocities Act for advancing FRA; and provide intensive training and workshops with lawyers and local facilitators.</p> <p><i>Activity Outputs:</i></p>	Realizing Rights SO2 1.2.3 1.3.1 1.3.4 2.1.2 1.3.2



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<ul style="list-style-type: none"> - A research associate was hired to monitor the Godavarman case, an ongoing Supreme Court case related to forests, and prepare notes on the hearings. Regular case monitoring was done for five months but has evolved into tracking applications listed and screening orders passed for important developments. - Important developments in case law on FRA have also been tabulated - A draft guidebook on use of Atrocities Act for advancing rights under FRA is ready pending design and publication - A preliminary draft of the guidebook on use of FRA has been under preparation; - Three trainings with lawyers and local facilitators are planned for November (for district court lawyers and activists from Odisha and Jharkhand), December (for lawyers and activists in Maharashtra), and January (lawyers and activists from Madhya Pradesh and Chhattisgarh) - Legal Inputs have been provided for a number of cases of rights violation on the ground- this is helping to create good legal precedence and block bad precedence. <p>Legal Monitoring of Forest Policy. A consultant is identifying key court proceedings and judgments in the higher judiciary courts, prioritizing and tracking those that are likely to have implications for the rights of forest-dwelling communities. The consultant will make this information available for organisations working on the FRA to use.</p>	
<p>Outcome 2: Relevant district and state level government actors and civil society organizations actively promote and rapidly scale up FRA implementation in 2018</p>	<p style="text-align: center;">  Achieved </p>	<p>Capacity of key actors built through orientation and trainings on FRA</p>	<p style="text-align: center;">  Achieved </p>	<p>Tenure Security and Rights in Recognition of FRA. TISS (Tata Institute of Social Sciences) with RRI support is working to assess the process and impact of tenure security and the rights to tenure in the FRA. This is being achieved through engaging with a variety of stakeholders including <i>gram sabha</i> members, sub-district and district committees, and state-level machinery to upscale and strengthen the process of FRA implementation; evaluating the process of implementation of FRA and the emerging governance structures in the post-FRA phase; and</p>	<p>Realizing Rights SO2 1.3.1 1.3.2 1.3.4 2.1.1</p>





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>analyzing the nature and process of compensatory afforestation programs and their impact.</p> <p><i>Activity Outputs:</i> - Draft field reports and case study document from different regions of Odisha and Maharashtra</p> <ul style="list-style-type: none"> - Training and capacity-building workshops on CFR management held for <i>Gram Sabha</i> in Korchi and Murbad Taluka; - NTFP governance workshop in Maharashtra on 25-26 May 2018 - Resource-mapping training for <i>Gram Sabha</i> members in Barwani District of Madhya Pradesh <p><i>Media:</i></p> <p>Minor forest produce, major returns</p> <p>A path through the forest</p> <p>New edge to agrarian distress</p> <p>Maharashtra Rejected over 60% of Land Claims by Tribals, Data Shows India Has Recognised Forest Rights but Intervention Is Still Necessary</p> <p>The Panchayats Mean to Protect Uttarakhand’s Forests are Under Threat;</p> <p>One-Day Workshop on Forest Rights Act held in Odisha</p> <p>Securing Community Forest Resource Rights of Pastoralists.</p> <p>RRI collaborator, Sahjeevan, is working to secure pastoralist rights over grazing resources in Kutch through advocacy with various levels of state government to identify and resolve CFR bottlenecks in the claims process and through extensive consultations and training with Rabari camel pastoralists to submit CFR claims.</p> <p><i>Activity Outputs:</i> Due to general delay in our contract cycle, Interim report is due on 11/19.</p>	
		<p>Effective guidance and inputs to district and state level functionaries, CSOs, and grassroots organizations are provided for effective implementation of the FRA</p>	<p style="text-align: center;"> Achieved</p>	<p>Same as above</p>	<p>Same as above</p>











Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
<p>Outcome 3: Land tenure conflict data and analysis is leveraged to create evidence to convince state and corporate actors to respect community land and forest rights</p>	<p>✓ Achieved</p>	<p>Updated land conflict database, map, and analysis</p>	<p>✓ Achieved</p>	<p>Land Conflict Watch. Landconflictwatch.org is continuing to grow. The online portal has verified over 600 land conflicts and the team has grown to 38 researchers tracking, recording and documenting conflicts across India. Media coverage of Land Conflict Watch: Alienation of Rights to Forest Seven Questions about the Salem-Chennai Expressway the Government Doesn't Want Us Asking Individual Land Rights to India's Indigenous People Could Be 'Disastrous', Expert Says Protests Planned against Opening of Mapithel Mega Dam in Manipur How Governments across India Are Violating Forest Rights The Story of One of the Biggest Land Conflicts Deadly Disputes over Land, Environment in India's Wealthiest States Massive Growth of Luxury Hotels in Goa in 10 Years Sparks Conflict Indigenous rights in the spotlight as Indian states head to polls Villagers lose homes, land to feed India's booming power sector As energy-hungry India seeks to fuel its growth, millions being robbed of their homes</p>	<p>ATEMs Realizing Rights SO2 1.1 1.2 1.3 3.1.1 3.1.2</p>
<p>Outcome 4: Research, analysis, and advocacy is carried out to protect and promote forest rights in Conservation Areas</p>	<p>✓ Achieved</p>	<p>Based on research and analysis, alternative rights-based conservation strategy is prepared and used for advocacy</p>	<p>✓ Achieved</p>	<p>Facilitation of people's organizations in realization of the potential of CFR based programmes in selected sanctuaries and national parks. Work is ongoing on awareness-building of PRI institutions and political representatives in Rajasthan, Jharkhand, Gujarat, and Odisha. Results of a previous study on protected areas and the FRA in the target districts is being shared with government officials and through media reports. Community mobilisation work is ongoing in several sanctuaries and national parks. <i>Activity Outputs:</i> <ul style="list-style-type: none"> - 4 media articles on the draft forest policy, gender justice under the FRA, forest rights in Rajasthan, and on the compensatory afforestation with wide-reaching audience. - Preparation of a preliminary report on Phulwari ki Naal and other areas of Jhadol Kotra and brochure/factsheet of the same </p>	<p>Realizing Rights SO2 1.1 1.2 1.3 3.1.1 3.1.2</p>





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>to be used in engaging the candidates of the Vidhan Sabha elections</p> <ul style="list-style-type: none"> - Ground work on post CFR activities relating to need for preparation of micro plans, control of fund by FRC, development of forest-based livelihood options. <p>Responding to legal and policy challenges to FRA RRI is supporting a project to respond to threats to the rights of forest-dwelling communities to their forests and the authority of the village assemblies (Gram Sabhas).</p> <p><i>Activity Outputs:</i></p> <ul style="list-style-type: none"> - Updating specific protected area level case studies, and two protected area level case studies in Mudumalai and Yawal Wildlife Sanctuaries to document co-existence and co-management strategies identified - Prepared statement against the CAF rules prepared and shared with state groups - Collection of data in Chhattisgarh and Odisha to support assessment of the implementation of FRA - Inputs from gender sub-group of CFR-LA being sought for all activities under project <p>Advocacy on CAF Rules, evictions of forest dwellers from protected areas, tracking policy changes ongoing</p>	
<p>Outcome 5: Research, analysis, and outreach is carried out to effectively advocate for rights based community forest restoration and negative emissions</p>	<p style="text-align: center;"> Achieved</p>	<p>Analysis, evidence and advocacy generated for an alternate rights based INDC, negative emissions, and forest restoration discourse</p>	<p style="text-align: center;"> Achieved</p>	<p>Putting communities at the center of INDC and negative emissions A consultant engaged with media, policymakers and the climate change community to create and mainstream discourse on rights-based INDC. Through data collection on the FRA, climate change and India’s INDCs, the consultant sought to articulate the central role for rights-based approach (through FRA) for negative emissions and carbon sequestration to media, climate change community, and key political players.</p> <p><i>Media:</i></p> <p>Revamp afforestation rules for climate change Compensatory Afforestation Fund Rules 2018 Changes to Afforestation Program Undercut India’s Climate Goals</p>	<p>Climate Change SO2 1.1 1.2 1.3 3.1.1 3.1.2</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				All trees are not words Draft Forest Policy 2018 India's NDC Pledge Strengthen local forest rights for best climate solutions India Climate Dialogue Strengthen Forest Rights for Climate Change Action: Draft Forest Policy Strengthen local forest rights for best climate solutions Six Degrees News	
Outcome 6: Niti Aayog support and advocates for Forest Rights Act	 No Attempt	Niti Aayog (India National Planning Commission) conducts research and creates reports supporting the FRA	 No Attempt	This activity's budget was absorbed into other contracts.	Realizing Rights SO2 1.1 1.2 1.3 3.1.1 3.1.2
Outcome 7: Effective advocacy and political and media outreach on the FRA through convenings and release of strategic reports and studies	 No Attempt	Publications, events, media outreach, and political outreach on the FRA	 No Attempt	This activity's budget was absorbed into other contracts.	Realizing Rights SO2 1.1 1.2 1.3 3.1.1 3.1.2
Outcome 8: RRI strategy is led by most informed and credible land and forest movement actors in India	 No Attempt	Proceedings and recommendations from India Advisory Group meetings	 No Attempt	Contract pending, awaiting budget and planning meeting constraints.	Gender Justice 2.1.2 2.1.3 1.1.1
Outcome 9: Women's rights in the FRA are promoted	 On Track	Prioritizing women's collective and individual rights under the Forest Rights Act	 On Track	Strengthening Women Farmers' Forest Rights in India Three regional workshops in the – Hill northern region; Western Region and Eastern Region, to strengthen the implementation of the Forest Rights Act for women by ensuring their independent and collective forestland claims are registered and duly recognized in collective forest	Realizing Rights Outcomes: 1.1.2 1.1.3





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				resource rights (CFR) implementation; and to ensure that women are represented in the decision making bodies under the Forest Rights Act (<i>Gram Sabhas</i> and various district/regional level committees). A regional preparatory planning meeting is planned to explore the customary rights and constitutional status of forest rights and gender issues in the North Eastern Region (Meghalaya, Assam, Nagaland, Manipur and Tripura) that have autonomous status. <i>Activity Output:</i> <ul style="list-style-type: none"> - The process of surveys and analyses of individual forest resource rights (IFR) claims has started in one region (specifically for Gujarat State by some members of the WGWLO network) and the surveys have been shared with other regions. - Once the survey covering more than 700 respondents for their IFR claims is completed and analysed results will be shared and other states encouraged to undertake similar analysis. - Where customary regimes prevail, and the implementation of FRA has received little attention (as in Hill/North East), gender concerns with the customary regimes, practices and their gender implications and impacts will be analysed under the contract. Meetings with Gram Panchayats in Udhamasinghnagar, reviewing budgets and forwarding forest rights claim to the social welfare department	1.1.4 1.1.5 1.2.1
Indonesia					
Outcome 1: Effective CSO support to the Joint Action Plan of government and CSOs on tenure reforms	 No Attempt	Joint priorities on tenure reforms are identified, road maps and strategic plans for meeting priorities are designed, and funding for the action plan for 2018 raised; and the 2018 action plan for achieving joint priorities is effectively implemented	 No Attempt	This activity's budget was absorbed into another contract.	Rights and Climate, Realizing Rights, ATEMs SO2 1.3.5 1.3.3 2.1.2



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
Outcome 2: Customary (<i>adat</i>) communities gain clear jurisdiction and governance over customary forests (<i>hutan adats</i>)	 Partially	Systems of customary forest recognition and post-recognition governance piloted to create models for learning, dissemination, and replication	 Partially	<p>Supporting and Monitoring Titling of Customary (Adat) Forest Rights RRI is supporting an impact assessment of the designation of customary (<i>adat</i>) forest in conservation area as well as a comparative study of the regional government/ regional legislative council (DPRD). The project is targeting government and regional legislative councils (DPRD), academics, women from marginalized communities, and civil society organizations with the eventual outcome that customary (<i>adat</i>) communities gain clear jurisdiction and governance over customary (<i>adat</i>) forests.</p> <p><i>Activity Output:</i> The project has carried out two activities thus far: assessing the impacts of designation of customary (<i>adat</i>) forest inside conservation area – working together with the Ministry of Environment and Forests (KLHK) and various other ministries and CSOs; and conducting a comparative study of the expansion rate of customary (<i>adat</i>) forests and the support of regional governments/legislative councils (DPRD) in priority '<i>hutan adat</i>' or customary forest locations.</p> <p>Interim reports for this activity are due 9/30.</p>	Rights and Climate SO2 1.3.5 2.1.1 2.1.3
Outcome 3: Substantive progress is achieved on agrarian reforms and land redistribution	 No Attempt	CSOs and government ministries collaborate effectively on piloting and scaling up agrarian reforms and land distribution	 No Attempt	This activity's budget was absorbed into another contract.	Realizing Rights SO2 1.3.5 2.1.1 2.1.3
Outcome 4: Rights based protection of indigenous territories in coastal areas with high carbon value are piloted to create models for learning, demonstration, and policymaking at national scale	Report due 12/31	Legal recognition of indigenous territories in coastal, small islands, and other marine areas is piloted and supports protection of HCV coastal ecosystem	Report due 12/31	<p>Customary Coastal Communities' Capacity to Adapt to Climate Change Work is beginning on a project in Indonesia's Ambon and Papua regions with coastal communities to strengthen policies to protect and fulfil the rights of coastal communities, strengthening fishers' organization, and through public education, promote fisherfolk initiatives. The project will conduct research on water-grabbing and adaptation and mitigation patterns in the face of climate change in coastal customary communities and small islands; provide education and training on tenure rights of customary communities; and campaign and advocate at the national</p>	Rights and Climate SO2 1.3.5 2.1.1 2.1.3







Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				level about the threat of water grabbing and climate crisis facing customary coastal community. Activity Outputs: Final reports are due on 12/31.	
Outcome 5: Communities and human rights defenders are protected from criminalization for accessing and governing customary territories	Report due 12/31	Initial costs of Anti-criminalization fund are met to ensure protection and preventive measure against criminalization; CSO coalition is able to raise additional financial from local donors for anti-criminalization funds and for lawyers	Report due 12/31	Anti-Criminalization of Land Rights Defenders KPA together with KNPA is managing an emergency fund for lands rights defenders; strengthening a response system for emergency situations and supporting victims in areas of agrarian conflict; and engaging with land rights campaigns and anti-criminalization of agrarian defenders. <i>Activity Outputs: Interim reports are due on 12/31.</i>	Realizing Rights SO2 1.2.1 2.1.3 3.2.3
Outcome 6: Effective implementation of tenure and human rights related commitments in corporate practice	 Achieved	Toolkit and training modules on business and human rights are prepared and used; Standard Operating Procedure (SOP) for operationalization of corporate commitments is tested; community capacity is built to independently monitor corporate sector	 Achieved	Support for the implementation of Business and Human Rights Principles in light of Tenurial Issues in Indonesia AsM is working on documenting the development status of the implementation of the Business and Human Rights Principles within businesses in the Forestry and Palm Oil Plantation sectors nationally, specifically with respect to tenure rights. AsM will create training modules for corporations on Standards of Respect for Tenure Rights (using the Interlaken Standards). <ul style="list-style-type: none"> - Creation of a report on developments in the status of fulfillment of the Business and Human Rights Principles for businesses in the Forestry and Palm Oil Plantation sectors nationally for the year 2018, specifically Tenure Rights. - relation of a film about the Business and Human Rights Principles, specifically covering issues of Tenure Rights (Interlaken Standards). - Creation of training modules for corporations on standards of respect for tenure rights (Interlaken Standards). - Creation of case-handling learning in the framework of Business and Human Rights Principles implementation, especially Tenure Rights (Interlaken Standards). 	ATEMs SO3 3.1.1 3.1.2 3.1.4



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p><u>ATEMs and Rights and Climate reports provide the following information on this activity:</u></p> <p>The objective of this project is to encourage private sector parties to implement tenure and human rights principles through strategic studies, public campaigns, and consultations. Training modules for companies were developed from the Interlaken Group’s VGGT guide, along with case studies of lessons learned from implementation. ASM is working on documenting the implementation of these principles within businesses in the Forestry and Palm Oil Plantation sectors nationally.</p> <p>Companies engaged in this work include SMART TBK a subsidiary of GAR (oil palm), PT Riau Andalan Pulp and Paper, a subsidiary of APRIL Group (pulp), and PT Arara Abadi, a subsidiary of APP (pulp).</p> <p>AsM presented the status and emerging lessons at the Global Land Forum in Bandung in September 2018. Interlaken Group Secretariat staff are working with the RRI regional staff to scope the potential to link this work to IG country engagement.</p> <p>ASM plans to continue this work in 2019 by introducing the Interlaken Group’s VGGT Guide to company associations and sustainability organizations such as The Association of Timber Plantation Company (APHI), The Association of Palm Oil Company (GAPKI), the RSPO, and the Forest Stewardship Council. ASM will also train CSOs and communities to evaluate corporate practice and the implementation of the VGGT.</p>	
<p>Outcome 7: Mapping portal Tanahkita.id becomes a valuable tool for communities, corporates, and policymakers for land conflict resolution and tenure reforms</p>	<p style="text-align: center;">○ No Attempt</p>	<p>Tanahkita.id is scaled up with large number of land conflict data points and shared ownership by the CSO Tenure Coalition is achieved; Tanahkita becomes a reference for government RAPS (Social Forestry & Agrarian Reform) implementation; CSO coalition raises funds to sustain Tanahkita</p>	<p style="text-align: center;">○ No Attempt</p>	<p>This activity’s budget was absorbed into another contract.</p>	<p>SO2 1.2.4 2.1.3 3.2.3</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
		website and data collection process			
Outcome 8: Legal action taken against concessions to protect customary land and forest rights	 On Track	More systematic approach is taken for legal action in tenure conflict involving communities	 On Track	<p>Using Legal Action against Legal Concessions. RRI is supporting work of SAFIR Law Offices to engage and generate an evidence base around strategic legal cases where illegal concessions have encroached on <i>wilayah adat</i> or customary territories. The collaborator will generate a legal analysis on the regulations to regulate business permits and of the procedures around cases on criminalisation of land rights defenders. The project will assess and develop practical guidance on the best legal option for Indigenous Peoples; train law students as paralegals, monitor trainees on the ground, and pilot one case against illegal concessions through the courts.</p> <p><i>Activity Outputs:</i></p> <ul style="list-style-type: none"> - On-going preparation of a 'Practical Guide to Concessions', for community paralegals. - Produced 'Brief Analysis on Plantation Business Permits and Community Rights,' providing analysis of the various legislation surrounding plantation businesses and the 'rights to exploit' or HGU within business permits, and how they are implemented. The analysis focused specifically on large-scale business plantations. <p>Due to the delay in payment – remaining activities under this contract (training of paralegals; training of law students for community paralegal work) has begun recently.</p>	Realizing Rights SO2 1.2.4 2.1.3 3.2.3
Outcome 9: Communities with <i>hutan adat</i> rights and social forestry licenses access state development and other related state funding for forest governance, CFEs, and other development activities	 Achieved	Communities who have received customary titles or social forestry licenses should be able to access the BLU and REDD+ funds for forest governance, CFEs, and sustainable development	 Achieved	<p>Strengthen the Capacity of Community Forest Cooperative “Cahaya Panca Sejahtera” in Developing Forest Coffee Business</p> <p>Support to AKAR Foundation, a partner and member of AMAN, has been primarily focused on increasing community access to government level funds (BLU) to support producer groups and; to support the creation of women-led coffee producer groups.</p> <p><i>Activity Output:</i></p>	ATEMs SO2 1.2.4 2.1.3 3.2.3





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<ul style="list-style-type: none"> - SAFIR has been assisting AKAR to collaborate with the Public Service Unit (BLU-Badan Layanan Umum) and Social Forest and Indigenous Forest Business Development (BUPSHA-<i>Bina Usaha Perhutanan Sosial dan Hutan Adat</i>) of Ministry of Environment and Forestry (HLHK) to garner support and resources to further develop HKM Bengkulu coffee businesses; - The Ministry of Environment and Forests has granted access for the Community Forest (HKM) in Bengkulu to receive funds from the Public Service Unit (BLU-<i>Badan Layanan Umum</i>). BLU and BUPSHA has given their commitment to support the business of Community Forestry (HKM-Hutan Kemasyarakatan) and Cooperative of CAHAYA PANCA SEJAHTERA (Koperasi CPS). - BLU is now doing the field verification upon the funding proposal of Koperasi CPS for the amount of IDR. 9.929.264.800 (US\$688,430.00) and BUPSHA has asked to AKAR-SAFIR to submit a request to get additional machine facilities for coffee production. - The funds have already been disbursed to the community, in early October. - Several workshops have been conducted to prepare the ‘Business Work Plan and Annual Working Plan (RKU and RKT)’ in 5 villages in Rejang Lebong. - Akar facilitated several trainings for women who have been involved in managing HKM/coffee producer groups, and in agroforestry principles for sustainable forest management, <p><u>ATEMs report provides the following information on this activity:</u> This activity encompasses two distinct efforts to pilot community led enterprise under Indonesia’s Social Forestry reform, with links to women and enterprise and a wide variety of commodities, including timber, coffee, cardamom, and others.</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>RMI will support a newly-formed cooperative, managed by women of Kasepuhan Karang by developing a financing scheme that can be accessed by the community so that when emergencies arise they can borrow money from the coop by giving collateral and will not have to transfer their rights to till to others.</p> <p>The AKAR Foundation will encourage women’s participation in community forest governance by building awareness and understanding of the importance of women’s perspectives in the development and management of community forests and will support the development of an Action Plan covering strategic issues related to strengthening the capacity of the cooperative HKm Cahaya Panca Sejahtera.</p> <p>SAFIR has been assisting AKAR to collaborate with the Public Service Unit (BLU-Badan Layanan Umum) and Social Forest and Indigenous Forest Business Development (BUPSHA-Bina Usaha Perhutanan Sosial dan Hutan Adat) of Ministry of Environment and Forestry (HLHK) to garner support and resources to further develop HKm Bengkulu coffee businesses.</p> <p>The ministry of Environment and Forests has granted access for the Community Forest (HKM) in Bengkulu to receive funds from the Public Service Unit (BLU-Badan Layanan Umum). BLU and BUPSHA has given their commitment to support the business of Community Forestry (HKm-Hutan Kemasyarakatan) and Cooperative of CAHAYA PANCA SEJAHTERA (Koperasi CPS).</p> <p>BLU is now doing the field verification upon the funding proposal of Koperasi CPS for the amount of IDR. 9.929.264.800 (US\$688,430) and BUPSHA has asked AKAR-SAFIR to submit a request to get additional machine facilities for coffee production.</p> <p>The funds have already been disbursed to the community in early October.</p> <p>Several workshops have been conducted to prepare the ‘Business Work Plan and Annual Working Plan (RKU and RKT) in 5 villages in Rejang Lebong.</p>	








Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>AKAR facilitated several trainings for women who have been involved in managing HKM/coffee producer groups, and in agroforestry principles for sustainable forest management.</p> <p>Rimbawan Muda Indonesia (RMI) is working to promote economic empowerment for the Indigenous community, the Kasepuhan Karang within their customary forest. The customary forest was one of the first 9 to be awarded by President Jokowi in 2016. The activity aims to facilitate the creation of forest-based producer groups, as a model for other recognized customary forest areas. The project will achieve this by conducting workshops and training women on micro-financing and value chains, facilitating the development of forest-commodity business plans; and creating and implementing a marketing development program.</p>	
<p>Outcome 10: Customary (<i>adat</i>) communities gain clear jurisdiction and governance over customary forests (<i>hutan adats</i>) leading to replicable models of rights based protection of forests with high carbon value</p>	<p>Reports missing</p>	<p>Advancement of community based forest enterprises in areas where customary forests are recognized (<i>hutan adat</i>)</p>	<p>Reports missing</p>	<p>Supporting Forest-based Economic Empowerment with Customary Forests of Kasepuhan Karang</p> <p>Rimbawan Muda Indonesia (RMI) is working to promote economic empowerment for the indigenous community, the <i>Kasepuhan Karang</i> within their customary forest. The <i>Kasepuhan Karang hutan adat</i> (customary forest) was one of the first 9 to be awarded by President Jokowi in 2016. The activity aims to facilitate the creation of forest-based producer groups, as a model for other recognised customary forest areas. The project will achieve this by conducting workshops and training women on micro-financing and value chains, facilitating the development of forest-commodity business plans; and creating and implementing a marketing development programme.</p> <p><i>Reports forthcoming. Interim reports due 9/30</i></p>	<p>ATEMs SO3 1.1 3.1 3.2</p>
<p>Outcome 11: Prevent tenure rights abuses in economic or climate related policies</p>	<p> Partially</p>	<p>Preventive measures taken to protect communities' land rights and governance to preserve their natural resources</p>	<p> Partially</p>	<p>Securing Access and Livelihoods for Fisher Communities in Coastal Areas</p> <p>Sajogyo Institute is providing training and capacity-building to local fisher communities and conducting research on traditional access and ownership rights in coastal and small islands communities with the aim of protecting and strengthening fisher communities' access and livelihood rights in coastal areas and of coastal resources in Indonesia.</p> <p><i>Activity Outputs:</i></p>	<p>Rights and Climate SO2 1.3.3 2.1.1 1.2.4</p>







Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<ul style="list-style-type: none"> - Literature study on fisher communities' access and livelihood within coastal use change and its resources - Preparation of research design - Provide training to enrich methodology designed in the research design phase - Field research conducted by two researchers with local facilitators from Kelola and Walhi Jawa Timut. 	
Outcome 12: Synergize and engage with FLEGT /VPN processes to leverage increased tenurial security	 No Attempt	Increased impact of FLEGT/VPN institutional process and improvements of timber licensing from forests under community management and ownership	 No Attempt	This activity's budget was absorbed into another contract.	Rights and Climate SO2
Nepal					
Outcome 1: Increased knowledge and attention on the draft Forest Rights Law and the potential passage of the Law	 Achieved	Adoption or passage of the Forest Rights Law	 Partially	<p>Organizing Expert Group Meetings to Revise Forest Law. Green Foundation, Nepal is working to organize expert group meetings to revise Nepal's forest law. The activities carried out under the project include arranging meetings and supporting advocacy and mobilization strategies as well as identifying strategic models of promising community-based forest management and pilot legal devolution in selected sites. The expert group comprises policy makers, political leaders, forestry experts, civil-society leaders and other related stakeholders.</p> <p><i>Activity Outputs:</i></p> <ul style="list-style-type: none"> - An expert group consisting of policy makers, political leaders, forestry experts, civil-society leaders with members nominated via consultation - Literature review for developing SFM model and developing CF enterprise model and screening of model CFUGs. - Model CFUGs were identified through FECOFUN's district chapters 	Realizing Rights SO2 1.2.3 1.3.1 1.3.4 2.1.2





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<ul style="list-style-type: none"> - Literature review, case study and draft are prepared focusing on model CFUGs for developing SFM and CFE models. 	
		Regular meetings with various government representatives to ensure their support for passing the Forest Rights Law	 Achieved	FECOFUN is carrying out a project to revise and pass the Forest Rights Law in three levels of government while advocating policy makers to adopt the forest rights law and to protect policies and legislation on land, forest rights and women’s rights. Through conducting national meetings with elected local government officials, creating a watchdog committee, and coordinating with local government officials to support women’s land rights, they are additionally working to develop a gender strategy for the Forest Rights Law. <i>Activity Outputs:</i> <ul style="list-style-type: none"> - There have been positive responses after recent meetings with elected government officials (one national, three regional level and one local level), particularly with the support of forest ministers to pass the Forest Rights Law. - Community forest rights have been raised in the Parliament Session by several strategic allies of FECOFUN, and a position paper on the draft Forest Rights Law has been submitted as supporting evidence. A watchdog committee of 15 members has been formed, and one meeting has already taken place.	SO2 1.3.4 2.1.2 2.1.3
Outcome 2: Identify promising models of locally-run community based forest management to support the passing of the Forest Rights Law	 No Attempt	Research and analysis conducted on potential models of community based forest management by CFUGs	 No Attempt	This activity’s budget and planned outcomes were absorbed into another contract.	SO3 1.3.3 1.3.4 1.3.5
Outcome 3: The Nepal RRI Coalition “watchdog” committee effectively influences policymakers to protect local, regional, and	 No Attempt	Support and advocate for media and community mobilization toward securing the rights of local and marginalized communities	 No Attempt	This activity’s budget and planned outcomes were absorbed into another contract.	SO2 1.3.3 1.3.4



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
national policies and legislations on land and forest rights					
Outcome 4: Nepal RRI Coalition effectively raises awareness on potential inclusion of women's land rights within new policies and legislations under the new government structure	 No Attempt	Develop clear gender strategy to further the recognition of women's collective rights at the local government levels	 No Attempt	This activity's budget and planned outcomes were absorbed into another contract.	Gender Justice SO1 1.1 1.2
LATIN AMERICA					
Colombia					
Outcome 1: IPs, Afro-descendant communities, and rural women's organizations strengthen international alliances to make land and development government entities accountable for the implementation of the Ethnic Chapter of the Peace Accord and FPIC rights	 Achieved	Comprehensive advocacy and communications strategy plan to promote the safeguards of Indigenous Peoples and Afro-descendant territories and the fulfillment of rural women's FPIC rights	 Achieved	Indigenous and Afro-descendant organizations have strengthened their role within the Ethnic Commission for Peace to ensure the proper implementation of the rural agrarian reform of the peace agreement. The National Organization of the Indigenous Peoples of Colombia (ONIC); Traditional Indigenous Authorities of Colombia, and the Platform of the Afro-Colombian Peace Council (CONPA) - finalized and will launch in December two reports on the commitments established with the government and their progress. The organization provided the current government with recommendations concerning how to implement the Ethnic Chapter in relation to: a) comprehensive rural reform and collective titling, the land fund and land restitution, b) the role of women in illicit crop substitution plans, c) and the implementation of the safety and protection plan for community leaders. Through their work in the High-Level Ethnic People Body (IEANPE in Spanish), IP and Afro descendant organizations reactivated and strengthened the role of the Commission of Verification of the Implementation of the Peace Agreement, (CSIVI in Spanish). Additionally, the Round Table for Permanent Consultation (MPC in Spanish) established an agreement with the new government for the inclusion of the Ethnic Chapter's commitments in the National Development Plan 2018-2022.	Realizing Rights Gender Justice SO2 1.2.1





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>IEANPE successful international advocacy contributed to creating of a new international entity in charge of monitoring the government’s accountability towards the implementation of the Peace Agreement and the Ethnic Chapter. The new entity, referred as the “inter-agency” , is composed of 27 agencies including i) Office the Coordinator of the United Nations Development Programme (UNDP), ii) International Organization of Migrations’ Inclusion for Peace Program (IOM), iii) UN Fund for Population Activities (UNFPA), iv) UN Ethnic Affairs Advisors in the Verification Mission , v) The UN Refugee Agency (UNHCR), vi) UN Women, vii) UN High Commission of Human Rights viii) World Food Program, ix) United Nations Children's Fund (UNICEF) . The inter-agency will be launched in December and work in coordination with the IEANPE. Most of the activities of this strategy were pushed back to August 2018 as a result of a changing political landscape including presidential election and the increases in criminalization and killing of community leaders that obliged the organizations to promote their own leaders running for public office and denounce the killing of their leaders at the national and international level.</p> <p>See links below: https://youtu.be/IPNPOQ04Zt0 https://twitter.com/MPCindigena/status/1057833222074236929?s=19, https://twitter.com/JairoOviedo1/status/1057738426429116416?s=19, https://twitter.com/MPCindigena/status/1060160608316862465?s=19, https://twitter.com/MPCindigena/status/1057745479654670338?s=19.</p>	
Peru					
<p>Outcome 1: Andean/Amazonian Indigenous Peoples’ and women organizations’ Common Agenda on the legal security of collective territories is included in the agendas of national and regional governments</p>	 On Track	<p>An established agreement between IP organizations and national government to use the Common Agenda to advance land tenure policy and programs</p>	 On Track	<p>This strategy comprises two set of activities: a) consolidation of an integrated proposal of public policy on indigenous economy and food security integrating the Amazon and Andean visions; b) ensuring the implementation of the gender safeguards in the titling project PTRT3 (Rural Land Titling & Registration Project in Peru - Third Phase). Both include advocacy strategies aimed at influencing future regional governors (2019-2022) to make them accountable for the promotion and</p>	<p>Rights and Climate Realizing Rights Gender Justice 1.2.1 1.3.3</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>respect of community tenure security, IPs economy, livelihoods, governance systems, and gender equity in decision-making.</p> <p>In 2017 Asociación interétnica de Desarrollo de la selva Peruana (AIDSESP) and (Confederación de Nacionalidades Amazónicas del Perú) CONAP, created a proposal on indigenous economy and food security from the Amazonian indigenous vision to promote community-based perspectives around development initiatives. In 2018, the Confederación Nacional Agraria (CNA) in coordination with the Pacto de Unidad (composed of Organización Nacional de Mujeres Indígenas Andinas ONAMIAP, Confederación Campesina del Perú, CCP; Central Única de Nacional de Rondas Campesinas, CUNARC; Federación de Mujeres Campesinas, Artesanas, Nativas, Indígenas y Asalariadas del Perú, FEMUCARINAP; Unión Nacional de Comunidades Aymaras, UNCA) sistematized the successful indigenous economic initiatives in the Andean region and their direct involvement in supply chain processes.</p> <p>To consolidate of the proposal of an integrated public policy on indigenous economy and food security, RRI's Collaborator will: a) hold a discussion workshop between Amazon-Andean indigenous organizations to establish the linkages between the experience of the two regions and define the scope of the public policy; b) create the proposal and present it to the national government in January 2018.</p> <p>The public policy proposal promotes that the State recognizes the value of the indigenous economies and their good living (Buen Vivir) perspective as an integral and dynamic component of the national market-oriented economy and as a viable alternative to sustainable development.</p> <p>Regarding the PTRT3, ONAMIAP in alliance with the Pacto de Unidad became members of the PTRT3 Working Group, which includes representatives from the Interamerican Development Bank (IDB) and consulting implementing firms. As members of this working group, ONAMIAP and Pacto de Unidad influenced the content of the guiding documents "instruments for the environmental aspects of the PTRT3 and procedures for complaints and controversies" where they included a) training women from the regions and communities to secure their</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>participation in projects decision-making b) awareness raising workshops with local authorities and community members on gender equity on decision-making about titling programs; c) training with local governments and implementing institutions on gender equity and interculturality to ensure understanding and compliance with gender policies. An impact of this strategy is ONAMIAP’s inclusion in the “Dialogue Table”, which is a consulting body for the implementation of other ongoing titling projects (MDE, Saweto and DCI MINAM) and where the organization has ensured the integration of indigenous women’s perspectives during the titling implementation process of these projects. AIDSESP, PACTO DE UNIDAD and CONAP in alliance with CEPES held meeting with candidates running for office in 6 regions to get their commitment to promoting and safeguarding IP;s territorial rights and economic initiatives.</p> <p>See links on ONAMIAP below: https://onamiap.org/2018/06/propuestas-mujeres-ptrt3/ https://onamiap.org/2018/06/onamiap-presenta-guias-para-incluir-a-las-mujeres-indigenas-en-los-procesos-de-titulacion-comunal/ http://www.cna.org.pe/representantes-organizaciones-indigenas-del-pacto-unidad-la-amazonia-construyen-propuesta-economia-indigena-andino-amazonica-taller-nacional-organizado-la-cna/ http://www.aidesepp.org.pe/index.php/noticias/pueblos-indigenas-presentan-propuestas-economicas-y-climaticas-para-la-vida-plenabuen https://onamiap.org/2018/10/madre-de-dios-candidatos-al-gobierno-regional-firman-acta-de-compromiso-con-pueblos-indigenas/</p>	
<p>Outcome 2: Leading civil society, community, private sector, and developing country government representatives collaborate to develop a shared agenda and identify priorities to promote and scale up rights-based models and approaches</p>	 On Track	Lessons to inform and opportunities to instigate coordination; communities empowered with knowledge, funds, and capacity support to capitalize on new and existing rights to land	 On Track	The implementation of the activity was delayed due to the constant and unexpected changes in the national government and Servicio Nacional Forestal y de Fauna (SERFOR) staff. Some significant steps and agreements were taken to ensure its implementation: A) General Directorate of Forest Knowledge Management and Wildlife and the International Cooperation Office SERFOR asserted their interest and commitment to move forward the project.	ATEMs SO3 1.2.1 1.2.4 1.3.3 2.1.3 2.2.1 2.2.2





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
to sustainable resource management and economic development				<p>B) SERFOR proposed a bigger goal: envision the definition of a long-term national level program to strength the community forestry sector in Peru, securing that the perspective of IP are included in the definition of the program.</p> <p>C) RRI-RA- SERFOR agreed on holding a two-day workshop with the participation of the indigenous leaders, AIDSESEP, CONAP to discuss about the principles and a road map to define the program.</p> <p>D) RRI has managed to bring in other actors that have been working on the subject, such us WWF, which is managing the MDE Saweto titling project. As part of this titling project, WWF has mapped 80 community forest management initiatives in the 10 Amazonian regions of the country, which constitutes a good starting point for defining the potential participants in the workshop.</p> <p>Also, RRI involved the new direction of AIDSESEP which has a proposal on community forestry (part of the Indigenous Economy proposal developed with RRI support in 2017-2018).</p> <p>SERFOR-RA-RRI-AIDSESEP-WWF agreed upon the planning of a bigger Forum of Community Forest Management to discuss the country’s projects/ initiatives of community forest management and to demand the forest legal framework and wildlife and to socialize the proposal for the support of indigenous economy initiatives. The forum/workshop will be held late January 2019.</p> <p>Difficulties: SERFOR lacks an indigenous affairs directorate hence there is not budget assigned to the subject of IPs and community forestry. There is, however, an explicit mandate from the SERFOR’s Executive Director to look for funds from international cooperation to work on this issue.</p> <p><u>ATEMs report provides the following information:</u> This activity will not take place during 2018, and funds will be used to support two other activities. <i>Community Forest Enterprise Strategy Workshop – Oaxaca, Mexico, August 2018:</i> It has been adapted to comprise efforts to develop RRI’s strategy/niche/and role to support community led enterprises. To this</p>	<p>2.2.3 3.2.3</p>





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>end, RRI and Rainforest Alliance, with steering support from IIED, FFF, and the Tenure Facility hosted a workshop in Oaxaca August 27-29 to develop a collective agenda to influence the policy and regulations inhibiting the broader success of CFEs. Participants included resource persons from Interlaken Group and Megaflorestais.</p> <p>The workshop was oriented around a stocktaking study/assessment of the policy constraints to the greater success/scaling up of CLEs, being conducted by Indufor. The paper draws on research done by RRI Collaborators in the regions.</p> <p><i>SERFOR Proposal:</i></p> <p>The implementation of the activity was delayed due to the constant and unexpected changes in the national government and Servicio Nacional Forestal y de Fauna (SERFOR) staff. Some significant steps and agreements were taken to ensure its implementation:</p> <p>A) General Directorate of Forest Knowledge Management and Wildlife and the International Cooperation Office SERFOR asserted their interest and commitment to move forward the project.</p> <p>B) SERFOR proposed a bigger goal: envision the definition of a long-term national level program to strength the community forestry sector in Peru, securing that the perspective of IP are included in the definition of the program.</p> <p>C) RRI-RA- SERFOR agreed on holding a two-day workshop with the participation of the indigenous leaders, AIDSEP, CONAP to discuss about the principles and a road map to define the program.</p> <p>D) RRI has managed to bring in other actors that have been working on the subject, such us WWF, which is managing the MDE Saweto titling project. As part of this titling project, WWF has mapped 80 community forest management initiatives in the 10 Amazonian regions of the country, which constitutes a good starting point for defining the potential participants in the workshop.</p> <p>Also, RRI involved the new direction of AIDSEP which has a proposal on community forestry (part of the Indigenous Economy proposal developed with RRI support in 2017-2018).</p>	





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				<p>SERFOR-RA-RRI-AIDSESEP-WWF agreed upon the planning of a bigger Forum of Community Forest Management to discuss the country's projects/ initiatives of community forest management and to demand the forest legal framework and wildlife and to socialize the proposal for the support of indigenous economy initiatives. The forum/workshop will be held late January 2019.</p> <p>Difficulties: SERFOR lacks an indigenous affairs directorate hence there is not budget assigned to the subject of IPs and community forestry. There is, however, an explicit mandate from the SERFOR's Executive Director to look for funds from international cooperation to work on this issue.</p>	
Regional					
<p>Outcome 1: Coalition informed with concrete data on the economic, social, environmental, and cultural value of the collective territories to strengthen advocacy strategies at the national level</p>	 Partially	<p>Baseline analysis demonstrating the environmental, sociocultural, and conservational value of collective territories</p>	 No Progress	<p>Since the funding of this activity fell short considering the scope of work envisioned, it was adjusted to focus on the design of the methodology for building a baseline on the environmental, sociocultural, economic, and conservational value of collective lands, and a scoping study on the research carried out in the region on this regard.</p> <p>Consultant Almeida Dohrn Consultoria Ltda, which has supported RRI global tenure data analysis and has expertise on the legal framework of community-based tenure worked on the scoping study and methodology to conduct a based-line analysis in 10 countries of Latin America.</p> <p>After several revisions and meetings around the proposals submitted, we concluded that unfortunately the methodological proposals do not fully address the needs of the coalition and therefore we have decided not to continue with the plan to conduct a baseline study in Latin America in 2019. Aspects that make the coalition to make this decision are:</p> <p>The Consultants proposed three methodologies based on Total Economic Value (TEV): 1) one proposal included socialization with communities to determine goods and services to be measured in their territory; 2) the second indicated that all the work would be carried out by a consultant team, without communal socialization. 3) The third proposal would be based on previous analysis. None of the proposals detailed the economic value methodology for each type of good, service, or details to collect data in the field, selection of study areas, standardization of variables, etc.</p>	<p>Rights and Climate ATEMs Realizing Rights SO2 1.2.3 2.2.2</p>







Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>The preliminary results were presented at the "Workshop of successful experiences of community territorial management and its effectiveness in the fight against climate change". The participants pointed out the difficulties of assessing the territory in a comprehensive manner (knowledge, tradition, culture, TEV), questioned the absence of relevant studies on the subject in the bibliographic review phase and the lack of methodological details needed for a strong comparative analysis across 10 countries.</p> <p>However, RRI requested the restructuring the study for future reference for other type of research at the community level, as it won't be used for the baseline. In particular, RRI asked he consultant to focus on the specific economic, ecological, cultural, and/or social values that have been identified and could be measured through monetary or other means, keeping in mind the particular request by the coalition to deepen the attention to quantitatively or qualitatively capturing cultural values. The finalization of this restructuring of the study is still pending.</p>	
<p>Outcome 2: Community alternatives for climate change and development initiatives are actively promoted and amplified at the national level</p>	<p> Achieved</p>	<p>Reports on lessons learned and plan for next steps to leverage community contributions</p>	<p> Achieved</p>	<p>RRI in coordination with Collaborator DAR (Derecho, Ambiente y Recursos Naturales) held a two-day workshop in Peru on "Lesson learned on community territorial and forest governance and its effectiveness to tackle climate change." More than 30 representatives from Perú, Bolivia, Nicaragua, Guatemala, Panamá, Brazil, Colombia, Honduras y México, including community leaders, academics, and environmental NGOs discussed the successes, obstacles, and steps needed to strengthen community-driven forest governance and economic alternatives. The participants developed mapping exercise to identify pressures on community lands from the extractive sector and the strategies to challenge them such as awareness raising and advocacy strategy to influence the government.</p> <p>Participants identified and provided recommendations for strengthening community governance and forestry management alternatives, that included a) establishment of alliances between community organizations, civil society and media b) production of data on community contributions local economy, environment to support advocacy and messaging; c) provide technical and legal support to</p>	<p>Rights and Climate ATEMs SO2 1.2.3 1.2.4</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>communities; d) capacity building on IP and local communities rights and legal strategies e) support and strengthen women’s capacities and participation.</p> <p>At the workshop, preliminary findings of the studies “Methodology for a base-line analysis of the environmental, economic, cultural value of community territories,” and “Legal security of private investment and their impacts of FPIC rights.”</p> <p>The analysis on the legal security of investments provided participants with new evidence about legal business mechanisms that communities can use to defend their tenure and resource use rights. In particular, the preliminary findings help ACOFOP to identify a new line of work to advocate for the rights of the community concession in Petén, Guatemala as investors. Currently, ACOFOP and the environmental NGO, Ambiente y Sociedad are coordinating a plan for future collaboration on community investments rights.</p>	
<p>Outcome 3: Communities empowered by new evidence based analysis to foster dialogue with private sector and government to secure collective tenure</p>	<p> Achieved</p>	<p>Evidence based analysis as a tool for community advocacy</p>	<p> Achieved</p>	<p>The study covers three countries (Colombia, Peru and Honduras) and includes a review of the historical context of the Free Trade Agreements (FTAs) in Latin America, an analysis of the FTA in countries that modify their legislation to guarantee business investments in collective territories and a regional evaluation of the laws that guarantee private sector investments in the collective territories.</p> <p>Some of the findings point at the coercive nature of free trade related legislation as it allows investors to sue the States leading to a myriad case brought before the dispute resolution mechanisms, without any kind of democratic control. Also, the responsibilities of investors are limited to the so-called "soft law" such as voluntary codes of conduct that are not legally binding. In contrast, the human rights instruments that protects indigenous peoples and legal human rights spaces that are not legally binding. The social movements have been denouncing, and demanding in global spaces, but they lack legislation with coercive capacity for their claims.</p> <p>The States offer the best options and protections for investments, while obstructing policies that guarantee the human, economic, social and</p>	<p>ATEMs SO3 3.1.3</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				cultural and environmental rights of the population, including Free, Prior and Informed Consultation to restrict the titling of collective territories. Additionally, ACOFOP developed a new strategy to defend its rights where companies and community-based initiatives are presented to demand their rights as investors. The action plan includes supporting the evaluation proposed by the UN Special Rapporteur to include in the political agendas the request to reform the spaces within the United Nations that work with free trade issues to incorporate human rights norms, promote the Amicus Curiae within arbitration processes, use the Inter-American Human Rights System and monitor of the Environmental Councils' vigilance of the FTAs through citizen interventions.	
Outcome 4: Afro-descendant and indigenous women increase their synergies to craft strategies to ensure gender perspectives in the application of FPIC	 No Attempt	Guidelines with a gender perspective on the application of FPIC in the region	 No Attempt	[In EYR, replaced by an SRM in Colombia and Brazil (see SRM 8)]	
Tenure Facility					
Outcome 1: The Tenure Facility projects contribute to advancing the implementation of land tenure reforms and long-standing collective land claims in key countries	 Achieved	New Tenure Facility projects are identified in Latin America to advance land and forest reform	 Achieved	The Latin America team continues to provide technical assistance to the Tenure Facility to assess strategic opportunities in the region. As part of this effort, in Colombia, the LA team has helped assess two opportunities. The first is the recently approved “Collective Land Title of Afro-descendant Ancestral Territories in Colombia” project with a US \$1’662,487 budget, which aims to secure collective tenure rights for 271 Afro-Colombian Community Councils throughout Colombia, benefiting 251,607 families or an estimated 1’509,643 people. The second opportunity refers to the approved concept note submitted by the Commission Nacional de Territorios Indigenas (CNTI). The proposed project, which would count with a US \$1’000,000 budget is titled “Reinforcing the land rights of Indigenous Peoples in Colombia” and would help create the Observatory of the Land Rights of Indigenous Peoples in order to monitor, advise and promote the process of legalizing indigenous land with the Colombian government. CNTI has submitted a proposal for grant preparation for USD\$ 30,000 to the TF. LA	1.3.2






Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>director at RRG provided first comments on the proposal and the TF staff will continue the review, guidance and approval.</p> <p>In August, RRI's in collaboration with Afro-descendant organizations, helped launch the project at an event in Bogota. The event included the signing of two agreements: the symbolic signing of the agreement between Hileros Corporation-PCN and the Tenure Facility; and the official signing of the agreement between the Black Community's Process (PCN) and the National Land Agency (ANT), which will help secure the implementation of the project after the new government takes office.</p> <p>This project is implemented by Hileros Corporation-PCN, in collaboration with the Observatory for Ethnic and Campesino Territories (OTEC) of the University Javeriana and the National Land Agency (ANT), through which the applicant and associates will provide support to 192 Community councils working towards collective titling and will help finalize the collective title of 50 Community Councils. Moreover, the presence of national and international media helped document the agency's commitment to this work. The timing of the public signing was critical, as it took place less than a week before the new administration assumed power. Media coverage was critical at this moment, as it is needed to position this project and the Afro-descendant agenda. With the launch event, RRI assisted Afro-descendant organizations raise awareness about the importance of the project in the current political context.</p> <p>In Peru "Titling of indigenous territories in Peru" project, approved in 2017 successfully titled of 200,080 hectares benefitting a total of 19 native communities in Loreto region. Other outcomes included i) elicited participation of the public and private actors; ii) strengthened the institutional framework for formalizing collective land titles; iii) supported relevant changes to the current policies; iv) and v) Strengthened the legal security of the territories of Indigenous Peoples in voluntary isolation and initial contact at the national level. SPDA established agreements with indigenous organizations AIDSESP, FENAMAD ONAMIAP; governmental agencies General Directorate of Indigenous People's Rights of the Ministry of Culture, DGPI; General</p>	








Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>Directorate of Sanitation of the Agrarian Property and Rural Cadaster of the Ministry of Agriculture and Irrigation, DIGESPARC; Directorate of Legal Physical Sanitation of Agrarian Property of the Regional Government of Loreto, DISAFILPA; Ministry of Agriculture and Irrigation, MINAGRI; provided support of additional experts to various institutions and regional government Loreto.</p> <p>On November 28, 2018, a significant step has been taken to consolidate and secure the land titles in two indigenous communities in Madre de Dios, Puerto Luz community with an area of 61,969.88 hectares and Boca Pariamanu with an area of 4,408.92 hectares have the titles, geo-reference information and registration in the regional/national governmental data.</p> <p>In Panama, the TF approved the project “Strengthening the territorial security and organizational capacity of the Indigenous Peoples of Panama” managed by the national Coordinating Body of Indigenous Peoples in Panama (COONAPIP) to support titling efforts of indigenous communities. An important step toward the recognition of IP tenure rights is that the Panamanian Congress approved Law 656 for the creation of the Comarca Naso Tjërdi of Naso people, who has struggled for territorial recognition for decades. The pilot project strongly contributed to this achievement by assisting the Naso in the formal processes for seeking recognition of their ancestral land rights. The creation of the Comarca still must be signed by the President. COONAPIP and allies are advocating to overcome possible oppositions from the Ministry of Environment given that the Comarca overlaps with the national protected area known as La Amistad.</p>	
TENURE TRACKING					
<p>Outcome 1: Global baseline tracking the recognition of Indigenous Peoples’ and local communities’ water tenure rights is completed and strategically positioned to be</p>	 Partially	<p>A global database and methodology are established to track the formal recognition of Indigenous Peoples’ and local communities’ freshwater rights under national laws, and a</p>	 Partially	<p>In 2018, RRI has continued to work with the Environmental Law Institute (ELI) toward the development of a globally comparative framework and related analysis tracking the national recognition of community-based freshwater rights in 16 countries. By the close of 2018, RRI anticipates concluding the peer review and finalization of all data for the 16</p>	<p>All Themes SO2 1.2.2 1.2.3 1.3.3</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
leveraged by communities and human-rights defenders to advance collective freshwater rights in the context of community-based water tenure regimes at national, regional, and global levels		flagship report presenting global findings is completed		countries featured in the analysis and beginning to draft the analytical baseline report that will be launched in 2019. RRI and ELI presented the updated methodology as well as high-level preliminary findings of the study during an August 2018 Showcase Event at Stockholm International Water Institute (SIWI) World Water Week. This Showcase Event provided a critical opportunity for RRI to engage with key constituencies within the water rights space, to receive critical feedback that can be incorporated into the forthcoming report, and to leverage preliminary findings in order to bolster support for RRI's methodology, forthcoming analysis, and related advocacy efforts. Building on connections forged at World Water Week and throughout RRI's and ELI's networks, RRI's Tenure Tracking Program has also identified a number of opportunities to promote the forthcoming report at the global and regional levels, including the World Summit on Leaving No One Behind (February 2019), the World Bank Land Conference (March 2020), the UN Commission on the Status of Women (March 2020), the 17th International Association for the Study of the Commons (IASC) Global Conference (July 2019), a CIFOR event in Nairobi Kenya convening government actors, civil society and local communities surrounding the integrated governance of forest and freshwater resources (date unknown), and the Women and Rivers conference being organized by International Rivers in Nepal (date unknown)	2.1.1
		Critical constituencies are mobilized through engagement in the analytical, review, and outreach processes surrounding the report, in order to maximize the use and impact of the report once it is launched	 Achieved		
Outcome 2: Awareness of the recognition of women's rights within community-based tenure systems is promoted and enhanced to strengthen the ability of indigenous and rural women to advocate for their tenure rights, and to increase awareness throughout the global development	 Partially	Three briefs produced drawing on findings of <i>Power and Potential</i> , including briefs on indigenous and rural women's inheritance and governance rights, and a brief identifying "legislative best practices" for formally recognizing indigenous and rural women's rights to community lands	 Partially	In March 2018, RRI released <i>Legislative Best Practices</i> , a brief highlighting key attributes of national laws that protect indigenous and rural women's rights to community forests and other community lands. This brief was promoted—alongside the findings of <i>Power and Potential</i> —in two events at UN CSW 2018. RRI's presentation at the CSW event entitled "Roots of Empowerment: Land Rights to Rural Women" placed particular emphasis on the principles of legislative reform outlined in the brief. In late 2018, the Tenure Tracking Program will author a brief analyzing and aggregating national and local level strategies that have been	Gender Justice SO2 1.1.4 1.1.5 1.2.2 1.3.3 1.3.5 2.1.1 2.1.2







Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
community of the issues facing women’s rights to community lands		Disseminated findings of three follow-up briefs to Power and Potential at the national, regional, and global level, targeting governments, women’s rights organizations, and members of the development community that may be less familiar with issues surrounding women’s land rights	 Partially	successfully employed by RRI Coalition members and other organizations to strengthen indigenous and rural women’s rights to govern community lands, both via participation in community-wide decision-making bodies and through participation in community-level leadership institutions. In order to better tailor Tenure Tracking activities to the Gender Justice priorities and to accommodate capacity constraints within the Tenure Tracking program, RRI will not be authoring the originally envisaged brief on indigenous and rural women’s inheritance rights. Due to funding constraints in 2018 and expected opportunities in future years, the addition of the gender data to RRI’s Online Tenure Tool has been postponed and will not take place during 2018.	
		Online Tenure Data Tool is updated to feature the contents of the Gender Database	 No Attempt		
Outcome 3: An updated and expanded Forest Area Database is leveraged by the RRI Coalition and other constituencies at national and international levels to guide advocacy efforts and monitor progress toward the legal recognition of community forest rights in the context of key global commitments on climate and development, and in relation to RRI’s SPIII targets	 Partially	RRI’s Forest Area Database is updated and a strategic analysis of global trends on the recognition of community-based forest tenure is developed	 Achieved	Throughout 2017 and early 2018, RRI staff with the assistance of two consultants conducted desk research and carried out a peer review process in support of updating RRI’s database tracking the forest area formally recognized as administered by governments, designated for Indigenous Peoples and local communities, owned by Indigenous Peoples and local communities, and privately owned by individuals and firms. The 2017 update of RRI’s Forest Tenure Tracking database includes 52 countries previously assessed, as well as 6 new countries: Chile, Ecuador, Mali, Mongolia, Panama, and Senegal—with all 58 countries cumulatively covering nearly 92 percent of global forest area. In addition to adding new countries to this database, RRI has added nuance to its existing statutory forest tenure typology by disaggregating data concerning the forest area privately owned by smallholder individuals/families/family-owned businesses from the forest area privately owned by legal persons and individuals with large landholdings where possible, and conducting desk research on government-endorsed definitions of smallholder forest ownerships. <i>At a Crossroads: Consequential Trends in Community-Based Forest Tenure from 2002-2017</i> was launched on September 10, 2018 in advance	SO2 1.2.2 1.2.3 1.3.3 1.3.5 2.1.1
		Data on the recognition of community-based forest tenure is disseminated in key convenings at national and international levels (e.g., the Oslo Tropical Forest Exchange, and COP24) and used in the realization of strategic analyses by RRI and others (e.g., 2018 NYDF Assessment Report)	 Partially		












Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>of the Global Climate Action Summit in California and in conjunction with A Global Baseline of Carbon Storage in Collective Lands. At a Crossroads finds that the forest area legally recognized for Indigenous Peoples and local communities across countries with continuous data has grown nearly 40 percent since 2002—to a total of 15 percent of forests globally. Although the rate of recognition has remained slow since 2008, forests that were recognized between 2013-2017 have much stronger protections for community rights than those recognized during the previous 5 years (under RRI’s methodology, more forests were “owned by” rather than “designated for” indigenous and local communities), signaling a potential upswing in recognition of community forest ownership.</p> <p>The data featured in <i>At a Crossroads</i> has been leveraged as the basis of significant contributions to two additional publications. New Forest Tenure data contributed towards updated estimates of aboveground, belowground, and soil organic carbon stored in community forests around the world. A Global Baseline of Carbon Storage in Collective Lands was produced in collaboration with the World Resources Institute, Woods Hole Research Center, the Environmental Defense Fund, AMAN, AMPB, and COICA and launched in conjunction with <i>At a Crossroads</i> in advance of the Global Climate Action Summit. In addition, a forthcoming New York Declaration Progress Assessment of Goal 10 (expected to be released in advance of the COP in November 2018) will also draw on RRI’s forest tenure data in order to monitor progress on the recognition of Indigenous Peoples’ and local communities’ forest tenure. Throughout 2018, RRI participated in ongoing discussions regarding the integration of its update Forest Tenure data into the NYDF Progress Assessment on Goal 10.</p> <p>Due to funding constraints in 2018, and because the update RRI’s Depth of Rights Data in the Tenure Data Tool to reflect 2016 will necessarily be closely tied to the addition of 2016 Gender Data, this activity has been postponed and will not take place in 2018. The Tenure Tracking and Communications Teams are currently exploring the possibility of</p>	




Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>updating the Tenure Data Tool to incorporate RRI’s forthcoming 2017 Forest Tenure Data this year.</p> <p>Due to shifting priorities and limited staff resources, a brief has not yet been developed presenting findings from the 2016 Depth of Rights analysis.</p> <p>[Reviews added and assessed 2 more activities which are not in the Work Plan]</p>	
<p>Outcome 4: The LandMark platform’s governance structure and overarching strategy are strengthened, the platform’s potential is fully assessed, and the viability of the platform is better secured</p>	 Partially	<p>Findings and recommendations of RRI-supported independent evaluation of LandMark are leveraged through Steering Group engagements in order to strengthen the platform’s governance structure, develop its long-term strategy, and support donor outreach</p>	 Achieved	<p>The Tenure Tracking Program reviewed the RRI-commissioned evaluation of LandMark in early 2018 and participated in discussions concerning how the report’s findings might be leveraged during the March 2018 Steering Group meeting. The Program reviewed the revised and final version of the report, which was then circulated to the Steering Group in August 2018 to be used as a reference by the two consultants hired by the Transition Team to revitalize LandMark’s institutional framework.</p>	SO4
<p>Outcome 5: Key RRI constituencies—including tenure rights advocates, influential companies and investors, and governments—are better informed and equipped to secure community land rights and strengthen progress toward the Sustainable Development Goals and global climate change priorities</p>	 On Track	<p>Strategic analyses made available to companies, investors, communities and government to address land tenure problems</p>	 On Track	<p>[Missing in Tenure Tracking]</p> <p><u>ATEMs and Rights and Climate reports provide the following information on this activity:</u></p> <p>The purpose of the paper is to establish a methodology and assess the extent of concessions in 10 countries as well as establish a methodology to measure the overlap between concessions. It can potentially be used as a new data point to leverage support of private sector to influence governments to provide a clear and transparent operating environment in terms of land rights and the potential to link to the measurement of corporate commitments to reduce deforestation (as in the Climate Focus stocktaking of NYDF’s Goal 10) and the SDGs.</p> <p>The report is expected to be completed in December.</p>	ATEMs
STRATEGIC COMMUNICATION AND DONOR ENGAGEMENT					
<p>Outcome 1: Targeted communications seize opportunities to raise greater</p>		<p>Targeted comms strategies and relevant materials based on the opportunity presented</p>	?	<p>Criminalization: When UN Special Rapporteur on the Rights of Indigenous Peoples Victoria Tauli-Corpuz was criminalized by the Philippines government for advocating for the rights of Indigenous</p>	<p>All Themes All SOs</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
global awareness of and earn support for RRI’s agenda	 Partially	Media lists	?	Peoples in Mindanao, the RRI Coalition mobilized to support her. At her request, RRI focused not only on her situation but on the wider impacts and root cause of criminalization of indigenous and community human rights defenders. RRI engaged in media outreach and direct outreach to key stakeholders, changing tone and tactics depending on the audience. This led to high-level media outreach including a feature in the New York Times and an op-ed in the Financial Times; a resolution from the European Parliament on the Philippines situation; and numerous statements of support, including from private sector actors. RRI also supported an op-ed in the Washington Post that highlighted the criminalization of Indigenous Peoples in Guatemala. The Special Rapporteur has since been removed from the terrorist list. In July, RRI responded to the uptick in extrajudicial killings of community and social leaders, including indigenous and Afro-descendant leaders, in Colombia. Actions included producing an urgent alert for the RRI Coalition; media outreach to key journalists; and authoring an op-ed on the increasing criminalization of indigenous and Afro-descendant leaders across Colombia that was published in the New York Times. In late August 2018, RRI supported the launch of the Special Rapporteur’s new UN report on the impact of criminalization on Indigenous Peoples, including through the creation of a dedicated website at www.theyshouldhaveknownbetter.com in both English and Spanish. The cornerstone of the website is testimonies from Indigenous Peoples themselves. Through media outreach, collaboration with those within and beyond the land and indigenous rights community, and paid and organic social media promotion, RRI drew significant international attention to this crucial issue. The website has been viewed over 9,000 times by visitors from 91 countries and outreach led to high-level media hits, including in Reuters, Huffington Post, El Pais, among others. Perhaps most critically, those whose testimonies were featured on the website asked for their stories to be shared publicly, noting that such attention could help prevent violence and criminalization.	All LOs and sub-results
		Relevant media/outreach materials	 Achieved		
		Concession data report and visuals	?		
		Forest Area data report and visuals	?		
		Relevant media/outreach materials	 Achieved		
		Carbon Rights report	 Achieved		
		Relevant media/outreach materials	 Achieved		
		Brief and peer-reviewed paper	 Partially		
		Relevant media/outreach materials	 Partially		
		UNSRRIP Conservation Paper	 Partially		
		Water Flagship	?		
		3 briefs and relevant outreach materials	 Partially		
		Negative Emissions brief	?		



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
		New crisis comms plan	 Achieved	<p>Women’s Rights: In the context of the Commission on the Status of Women (CSW)—the theme of which was empowering rural women and girls—and International Women’s Day in March, RRI took advantage of key partnerships and relationships to promote women’s community land rights. This included sending key messages and social media content to the RRI Coalition, key networks, and participants in CSW and the World Bank Land and Poverty Conference; authoring op-eds and guest posts on women’s leadership and political participation; and creating multimedia storytelling around successful case studies. RRI also contributed inputs on women’s community land rights to the “Her Land Her Stories” campaign to raise awareness of women’s land rights in conjunction with International Women’s Day in March.</p> <p>Also coinciding with the CSW, RRI launched a new brief on the legislative best practices for securing women’s community land rights. The brief analyzes over 400 laws captured in <i>Power and Potential</i> to isolate legislative elements that best fortify women’s rights to community lands, and highlights 10 key recommendations for constitutions, land and forest laws, and laws governing civil rights, succession, and marriage. Key findings from the brief and from <i>Power and Potential</i> were shared and circulated at CSW. RRI staff participated in a parallel event led by WRI on “Engaging Rural Women in Forest Governance in Liberia and Around the World,” and in a side event titled “Roots of Empowerment: Land Rights to Rural Women” that brought together global, national, and local perspectives (RRI, Action Aid, WOCAN, Landesa, Groots Kenya, PWESCR, Columbia Center on Sustainable Investment). Panelists highlighted the need to address both comprehensive legal reforms and patriarchal norms, as well as to harness the power of women’s leadership to collect local-level data, sensitize communities, and create multi-stakeholder bodies to discuss women’s tenure rights. These calls to action were included in a formal submission of joint recommendations for member states to take immediate steps toward the realization of their commitments to the “<i>quality, legality, and effective implementation, participatory nature, and enforceability</i> of women’s rights to land.”</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>In the second half of the year, members from RRI’s communications team supported a learning event held in Ottawa, where a diverse group gathered to discuss the inextricable links between women’s rights to community land and resources and a host of interconnected development goals. Together, we identified promising practices to collectively drive progress toward these goals—grounded in the leadership of Indigenous Peoples, local communities, and rural women.</p> <p>Support to Spokespeople: To better meet the needs of our spokespeople and collaborators, RRI is in the process of creating “action kits”—a structured resource library that will help equip our spokespeople and collaborators with high-quality, up-to-date, and instantaneously accessible materials, including data, talking points, graphics, video, and other tips and guidance. Built on the foundation of RRI’s existing communications materials, this tool will play a key role in bridging the connection between land rights and the Sustainable Development Goals. It will also help spokespeople generate awareness around rapidly developing human rights situations with information that is accurate, cogent, and ready for the press. Action kits are expected to be available by early 2019.</p> <p>Conservation: RRI launched its brief on the impact of conservation on Indigenous Peoples and local communities at the Oslo Tropical Forest Forum in June. The launch ensured that news stories around the event included not only the importance of forests but also the key role of the Indigenous Peoples and local communities who protect them. It also leveraged previous RRI research on the role of community land rights in mitigating climate change.</p> <p>RRI created a branded website—www.CorneredByPAs.com—to house the brief and accompanying materials. As of the end of July 2018, the website had been viewed 6,230 times by 1,734 visitors from 93 countries and 595 cities around the world, including Washington, London, New York, Oslo, Sydney, Quito, Brasilia, and New Delhi. On social media, RRI’s suite of tweets and Facebook posts promoting the website launch received over 47,300 impressions, over 1,000 retweets and shares, and more than 300 link clicks. The launch also earned RRI 68 new subscribers</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>to its English mailing list; an email announcing the launch of the brief and website, sent as a letter from Victoria Tauli-Corpuz, was opened over 1,400 times.</p> <p>Launch of Mai-Ndombe and carbon rights reports: The March launch of these reports successfully opened space for dialogue on REDD+ between UN-REDD, governments, civil society, donors, and Indigenous People and local communities. This included direct outreach to funders of the World Bank’s Forest Carbon Partnership Facility program in DRC on the importance of community land rights to the program’s success. The public launch also garnered at least 35 press hits in 12 countries, with coverage consistently carrying the message that secure indigenous and community land rights are vital to the success of REDD+ projects in DRC and other countries.</p> <p>Launch of new forest tenure data and carbon baseline: On September 10, 2018, RRI released <i>At a Crossroads: Consequential Trends in Recognition of Community-Based Forest Tenure from 2002-2017</i> at the Global Climate Action Summit in California. The fourth in a series of reports on the distribution of global forest tenure, the report published available data for 58 countries encompassing nearly 92 percent of global forest area and 6 new countries. RRI’s 2017 Forest Tenure Database also contributed to <i>A Global Baseline of Carbon Storage in Collective Lands</i>, which was produced in collaboration with Woods Hole Research Center (WHRC), World Resources Institute (WRI), Environmental Defense Fund (EDF), Alliance of Indigenous Peoples of the Archipelago (AMAN), Mesoamerican Alliance of Peoples and Forests (AMPB), and Coordinator of Indigenous Organizations of the Amazon River Basin (COICA). Indigenous leaders from AMAN, AMPB, COICA, and other organizations used the research in their interviews with media and in direct advocacy with changemakers—including the governor’s task force (34 governors from 9 countries), which announced at the Summit a commitment to partner with forest peoples to advance action on climate change. The collaborative engagement with other organizations around this message led to hundreds of media hits, and RRI’s new research was included in several reports coming out during and shortly after the Summit.</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
<p>Outcome 2: Strategic dissemination and leveraging of RRI’s messaging and products reaches key constituencies vital to advancing community land rights (women’s rights organizations, private sector, etc.) and mobilizes key champions/influencers from these constituencies (within and beyond the RRI Coalition) to facilitate progress on RRI priorities and rights recognition at the global, regional, and national levels</p>	<p style="text-align: center;">✓ Achieved</p>	RRI Messaging Repository	?	<p>Of note, a new communications strategy—based on learning garnered in FP2 and activities below—is currently being developed to better leverage communications as a strategic driver of the mission and to align with its third Strategic Program (SPIII). In brief, the strategy is: “Leverage RRI assets to drive the narrative and meaningfully engage existing and new stakeholders that influence and advance their work.” Consultations are underway with members of the RRI Coalition, and a full draft of the strategy will be shared at the January Governance meetings.</p> <p>Strategic Distribution: RRI’s Independent Monitor report on Framework Program II (2013-2017) noted that RRI has successfully “made the case” for indigenous and community land rights at the global level. Moving forward, it will be increasingly important to reach the “unconverted” and those who support community land rights but are not taking sufficient action to secure their recognition. For RRI, these audiences include the gender justice community, the climate community, private sector audiences, the global development community, and different regional audiences, among others. Yet the same types of content do not speak to all these audiences, and therefore RRI is making efforts to better “meet people where they are” by framing community land rights as a way to advance their goals and values.</p> <p>In order to implement this learning, RRI is increasingly looking beyond its own media launches and platforms to more effectively influence the global narrative and reach key constituencies (See: “Women’s Rights,” below); adjusting tactics by audience (see “Criminalization” under Outcome 1 and “Big Ideas. In Brief” below); engaging in efforts to arm spokespeople (see “Support to Spokespeople” under Outcome 1); and elevating its Digital Strategy (see below).</p> <p>Big Ideas. In Brief: The new “Big Ideas. In Brief.” (BIIB) series directly targets key audiences by placing short, punchy op-eds and articles in outlets they read. It replaces the longer Annual Review, which sought to speak to RRI’s many audiences with one publication. Each BIIB is produced in several different forms of media: as an opinion piece or article in a top news outlet; as an email sent to our entire mailing list</p>	<p style="text-align: center;">All Themes All SOs All LOs and sub-results</p>
		New Strategic Dissemination Strategy; list of community land rights “champions”; calendar of opportunities	✓ Achieved		
		New “At A Glance” Series	✓ Achieved		
		Further developed Interlaken Group mailing list	✓ Achieved		
		2 IG case studies and summary	✓ Achieved		
		RRI/LRN cross promoted materials	✓ Achieved		
		RRG managed websites maintained (RRI, MF, IG, CLR)	?		
		RRG brand mailing lists, social media, relationships with key comms networks and collaborators	✓ Achieved		
		RRI branded materials	?		



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>under the name of the piece’s author; and as a photo story hosted on our website. The BIIBs have been consistently popular with our audiences; each has been opened more than 1,300 times by our newsletter subscribers and viewed close to 300 times on our website. There are numerous benefits to this approach: it takes advantage of the fact that people increasingly consume information in short form; it allows RRI to be more opportunistic around key moments and drive the narrative throughout the year; and it furthers our efforts to segment our message and distribution tactics to reach key audiences. Through these pieces and the social promotion that accompanies them, we are learning more about how to reach each audience.</p> <p>To date, six BIIBs were published in: 1) PLACE (to emphasize the importance of indigenous and rural women’s land rights to those already interested in community land rights); 2) the Financial Times (to target the business and global development community with messages on the impacts of criminalization); 3) the World Economic Forum (to target the private sector community with the message that secure community land rights is vital to achieving the 2020 agenda on deforestation); 4) Devex (to target the development sector with messages about the potential and amplification effect of the Tenure Facility, using the India project as an example); 5) the New York Times (to target the Colombian government regarding the need to protect community land rights in Colombia if the country is to succeed in forging a lasting peace); and 6) Devex (to target the development community and highlight the contributions of IP/LC/rural women to food security)</p> <p>Digital Strategy: The retooled RRI newsletter is shorter and sharper, often sent in the name of an individual to elicit engagement, and distributed with catchier and audience-targeted subject lines. This has led to increased open rates and engagement. RRI has begun crafting and soliciting original content for its blog, allowing it to better influence ongoing conversations in between major media launches. The blog has a separate mailing list with the second highest open rate of any of RRI’s lists (RRI’s Gender Justice Digest—see below—has a slightly higher open</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>date). RRI has also incorporated photo stories into our website as a new and engaging form of storytelling.</p> <p>On the social media front, RRI is increasingly using paid channels on social media platforms to strategically boost our content in the feeds of key audiences. For example, to draw private sector audiences to our May 2018 op-ed on engaging businesses to protect community land rights, RRI used LinkedIn to target those who worked in certain industries, such as Renewables and Environment and Logistics and Supply Chain, and Twitter to target those who follow prominent business leaders, as well as followers of the World Economic Forum and the International Finance Corporation. This particular campaign generated over 100,000 impressions on Twitter, and over 1,000 clicks on the op-ed; it also taught RRI valuable lessons about how private sector audiences react to our messaging. This allows us to better craft our messages for this audience (as well as to distribute our advertising budget more effectively).</p> <p>Regarding the website, RRI has undergone initial brainstorming / scoping for how to revamp and update its online tenure tracking tool.</p> <p>Internally, RRI has undergone efforts to organize communications constituents and contacts and create a roster of “influencers” to target on social media. RRI has also expanded its internal capacity to create videos. The first internally produced video on indigenous and rural women’s land rights will be “launched” through the “Deliver for Good” platform in Q4 of 2018 (as well as shared with the RRI list serv as a BIIB). RRI is also in the process of creating a video on the role of Indigenous Peoples and local communities as a solution to climate change, which will also be completed in Q4.</p> <p>Women’s rights: RRI has made progress toward creating a “globally accepted narrative” around the importance of both women’s community land rights and rural and indigenous women’s leadership with respect to achieving global development goals. A new communications strategy was established for the gender justice program, which outlines priority audiences, messages, and opportunities for engagement. A new “RRI Gender Justice Digest” was also established and is being sent monthly to a list of subscribers to share news stories and general resources</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>regarding indigenous and rural women’s land rights. It currently has the highest open rate of any of RRI’s newsletters. RRI, alongside other key partners, began a process of creating an agreed-upon set of key messages on women’s community land rights.</p> <p>In order to promote women’s community land rights in the more dominant global development and women’s rights narratives, RRI officially joined the Women Deliver “Deliver for Good” campaign in May 2018. As a formal campaign “Ally,” RRI will have the ability to provide inputs for advocacy efforts to engender the SDGs; equip influencers in the women’s rights community with usable data and key messages; and reach new audiences through co-branded content. RRI also agreed to be a co-convener of two sessions on rural issues during Women Deliver’s global conference in 2019, and plans to launch a new video on indigenous and rural women’s land rights through the “Deliver for Good” platform.</p> <p>Private Sector: Over the last several years, RRI’s private sector communications have largely made the case that insecure community land rights pose an operational risk for companies and investors with substantial holdings in land. However, many companies and investors have still not committed to addressing that risk in their supply chains, while others have done so but are struggling to implement these commitments across sprawling global supply chains. RRI communications to support the objectives of the Alternative Enterprise Models (ATEMs) program and the Interlaken Group revolves around reaching both these audiences in outlets and venues that speak to their interests through credible messengers. To this end, RRI placed an op-ed on the World Economic Forum blog on the importance of addressing community land rights as a means to better environmental and social performance more broadly; continued to disseminate key information through the Interlaken Group newsletter; and equipped the Interlaken Group co-chair with talking points for a conference on deforestation and the private sector. RRI has also drafted a communications plan for communicating to the private sector to leverage the credibility of respected private sector “champions” who “speak the language” of the</p>	






Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>private sector and can better persuade other private sector actors; and to burnish the Interlaken Group’s brand as a purveyor of learning and tools that can be quickly deployed to address tenure risk. RRI is also considering the creation of a narrative and key messages for the emerging suite of work regarding alternative economies (e.g. ATEMs and locally controlled forest enterprises work).</p> <p>Land Rights Now: RRI supported a country-level mobilization aimed at increasing government support for the Land Rights Bill in Liberia, which was signed by President George Weah in September. This included media outreach, which led to coverage in Reuters and AFP, as well as creating materials to share on social media. RRI also supported a global mobilization around World Food Day--aimed at increasing understanding of the link between secure indigenous and community land rights and global food security—with the development of digital materials, messaging, and blogs, as well as paid promotion. As part of the launch, RRI produced an opinion piece for Devex, co-authored by Paul de Wit and Fany Kuiru, to target the development community and highlight the contributions of IPLCs and rural women to food security.</p>	
<p>Outcome 3: The Tenure Facility’s communications program is solidified, established in Stockholm, and necessary knowledge is transferred from RRG to the Tenure Facility team</p>	<p>?</p>	<p>See detailed Tenure Facility work plan</p>	<p>?</p>	<p>Tenure Facility: As responsibility for the management of the Tenure Facility shifts to Stockholm, RRI’s communications support to the Tenure Facility has played a key role in refining and implementing an integrated “Communication, Knowledge, and Learning Strategy” which lays out the long-term vision for how the Tenure Facility communicates as a learning organization devoted to providing technical and financial support to indigenous- and community-led projects. Based on that Strategy, RRI supported the development of Brand Guidelines and a highly interactive website with strengthened storytelling, information and knowledge management, and learning components. The Strategy guided the development of a suite of branded templates and new content for communicating about the Tenure Facility, as well as branded templates and new content for communicating about the achievements and lessons learned through Tenure Facility-funded initiatives. Highlights include an online interactive template for “learning notes,” which support the capture and dissemination of lessons learned by the</p>	<p>-- SO4 1.3</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>organizations and those it serves. These advances lay the groundwork for the Tenure Facility’s global positioning while also ensuring the consistency of brand, voice, and institutional vision during this transition. RRI supported the development of project portfolios for all the pilots, as well as the new projects in Peru and India. These include timelines, country pages, project pages (online), as well as printable factsheets. These are illustrated with maps, photos, and videos, featuring the stories and voices of the Tenure Facility’s indigenous and local partners. The new portfolios also feature scaling sections to show how Tenure Facility investments catalyze the upscaling of collective land and forest rights. Scaling sections are now developed for Indonesia and Peru. The Indonesia scaling section features an animated video as a prototype for showing how the Tenure Facility scales rights recognition.</p> <p>RRI’s communications team also supported traditional media outreach about Tenure Facility initiatives. RRI contracted Devex to produce content on the potential of the Tenure Facility initiative in India to secure community forest rights at scale. Staff from RRI’s communications and Latin America programs also supported a media launch for the project in Colombia with Afro-descendant communities, in order to generate press coverage of the development and human rights benefits of the project and demonstrate that value to the newly elected government. These efforts lay the groundwork for the Tenure Facility’s efforts to bolster its global positioning by emphasizing the results from the projects in India and Colombia. The new media center, backgrounder, and other resources are now available on the Tenure Facility website to inform journalists and others during forthcoming media efforts.</p> <p>RRI also co-hosted and supported communications outreach, along with the Tenure Facility and the Indian School of Business, around a Learning Exchange hosted in Hyderabad, India, that convened project leaders from 9 countries. The exchange offered RRI and Tenure Facility communications staff an opportunity to learn from and build relationships with project leaders as well as scope opportunities for collaborating on storytelling that will advance the Tenure Facility’s global positioning and show complementarity between the Tenure Facility and</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>RRI. RRI also supported outreach to national-level media in India through the production of press materials, resulting in several press pieces underscoring the business case for securing community land rights and highlighting the unique collaboration between the civil society organizations leading the Tenure Facility project in India and the Indian School of Business.</p>	
<p>Outcome 4: Planning, monitoring, and reporting frameworks are synergized to better enable a focus on results, track progress, and facilitate donor reporting</p>	 On Track	Independent Monitor report, APMRs	 On Track	<p>The Independent Monitoring consultant, Global Goals Consulting, was hired and the exercise is currently underway. The initial deliverable, an inception report, was received and accepted. A site visit took place in Liberia in October 2018 and the IM conducted interviews over the course of the Global Strategy Meetings in November 2018. Initial findings will be made available in early January and a presentation on the initial findings will be made at the RRI Governance Meetings in January 2019 to the Donor Support Group and the RRI Board of Directors. The final report will be submitted no later than March 2019 and will be uploaded to RRI’s website.</p> <p>The planning, monitoring, and results frameworks have been updated to reflect the objectives of Strategic Plan III (SPIII) by linking annual work plans to the associated logical framework (results framework) created to track RRI’s goals over the next five years. The new logframe has resulted in alignment across the organization and an improved independent monitoring process was accepted by the Coalition and current donors, and allows for an annual assessment of progress against SPIII, an important measurement of programmatic impact and a fundraising tool to ensure alignment between mission and revenue. In addition, a new strategy for global engagement, rooted in how we plan—and aimed at increasing synergies and amplifying the connections between country/global work—is in development and will be shared with all staff soon.</p> <p>The 2017 Annual Narrative Report focused on examples of RRI’s impact in nine different areas in 2017 as well as lessons learned. The annual narrative report was completed on time and with a lower transaction cost to all staff than in previous years.</p>	All Themes All SOs All LOs and sub-results
RRI Annual Narrative Report		 Achieved			




Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
<p>Outcome 5: RRI Resource Mobilization strategy is implemented, new fundraising approaches are piloted, and additional streams of funding are secured</p>	<p>✓ Achieved</p>	<p>Updated Resource Mobilization Strategy, concept notes, and updated donor brochure</p>	<p>✓ Achieved</p>	<p>RRI’s Resource Mobilization Plan has been updated, resulting in a five-year development strategy that aligns with programmatic priorities, maximizes revenue potential, strengthens RRI’s position in the field, and minimizes risk. In November, the plan was presented to RRI Partners and Affiliated Networks. Feedback from those meetings were incorporated into an implementation plan that prioritized activities for 2019 and informed recommendations for how the RRG development function will interact with coalition members. The latter is important to ensure a focus on collaboration and increasing the amount of funds available to the whole coalition as opposed to competition over existing funds. To support implementation, RRG’s fundraising function has been significantly improved with new communications tools and administrative processes that support a more strategic approach to fund development. Communications tools include new concept notes and marketing materials aligned with RRI priorities. Administrative processes include knowledge management and reporting mechanisms. All have resulted in identifying and cultivating new donors and more effective stewardship of existing donors. Specific outcomes include:</p> <ul style="list-style-type: none"> • a commitment from a new donor • 8 new prospects being actively pursued • 20+ new prospects identified for cultivation • 27 additional new prospects “on hold” pending research • an increase from an existing donor • prospective renewal from two existing donors whose grant period will close in Q1 of 2019 • a partnership with a donor advised fund to generate additional dollars available to coalition members 	<p>All Themes All SOs All LOs and sub-results</p>
ATEMS					
<p>Outcome 1: Influential companies and investors at the multinational, national, and local levels collaborate with civil society and government</p>	<p>✓ Achieved</p>	<p>Strategic expansion of the Interlaken Group to engage and coordinate at the international level with a broader set of multi-national companies,</p>	<p>✓ Achieved</p>	<p><i>Bi-Annual Meetings of the Interlaken Group at the global Level:</i> The Interlaken Group, hosted by Proparco, met on March 15, 2018 in Paris. Participants updated one another on recent experiences and discussed and identified next steps on the following four topics: the ongoing development and use of next generation due diligence tools to</p>	<p>All Themes 1.1.5 1.2.2 1.2.3</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
<p>representatives to consider, begin to implement, and share lessons from alternative business practices, investment processes, and supply chains which prioritize and are inclusive of secure community rights on the ground</p>		<p>investors, and high-level policy dialogues, to advance tenure rights and support a “race to the top”</p>		<p>recognize and address land tenure risks; the different models, scaling, and wider use of alternative land use agreements; the value-add for the IG on gender; and a new strategic initiatives to take stock of and facilitate SDG objectives and 2020 sustainability commitments.</p> <p>After the Interlaken Group meeting in October 2017 in Stockholm, the Group decided to repurpose meetings to be deep dives into topic areas. In September, the Interlaken Group, hosted by EIB, met on September 28, 2018 in Luxembourg. The Group discussed the following: increasing the capacity of companies, investors, and communities to assist in securing land, models of inclusive development which help secure rights, tenure rights and gender, and Interlaken Group engagement at the country level. This meeting was held alongside the annual meetings of Development Finance Institutions Social Specialists, and was immediately preceded by a day long workshop on land rights and due diligence jointly organized by the EIB and Landesa on September 27.</p> <p><i>Leveraging the influence of the Group in key international forums:</i></p> <p>The TFA 2020 invited the Interlaken Group and Tenure Facility to organize a joint panel at the TFA General Assembly on May 16 in Accra. The panel participants included Mark Constantine (IFC), Christopher Stewart (Olam), Bryson Ogden (Tenure Facility/Interlaken Group), Kate Mathias (Illovo Sugar), and Scott Schang (Landesa). The audience consisted of agriculture and forestry company staff, civil society, and practitioners. The panel discussion focused on trends in corporate adoption of tools and solutions to secure rights on the ground as well as emerging finance mechanisms newly available to advance the recognition of IPs and LCs land and forest tenure rights (the Tenure Facility). Land rights are a key constraint to deforestation reduction targets.</p> <p>The Interlaken Group Secretariat presented at the Second Annual Mekong Regional Land Governance Forum in Bangkok, held in May 2018. The panel focused on new tools and approaches to engaging the private sector on land tenure. The audience consisted of regional practitioners, CSOs, and a few companies operating in the Laos, Cambodia, Myanmar, Vietnam, and Thailand.</p>	<p>1.3.1 1.3.2 1.3.4 1.3.5 2.1.1 2.1.2 2.1.3 2.1.4 2.2. 2.3.2 3.1.1 3.1.2 3.1.3 3.1.4 3.2. 3.2.1 3.2.2 3.2.4</p>



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>The Interlaken Group was represented at the November Innovation Forum and made important new connections with companies who have not yet participated in the Group. There was demand for country and regional initiatives from these organizations particularly in Indonesia around palm oil.</p> <p>On August 27-29, Interlaken Group and Megaflorestais participants participated in a workshop entitled “Scaling up locally controlled forest enterprises: Institutional collaboration to strengthen networks and field-based support.” The workshop was held in Oaxaca, Mexico and was co-organized by RRI and Rainforest Alliance, with steering support from FAO/FFF, IIED, and the Tenure Facility. The workshop brought together practitioners, donors, knowledge leaders, and private sector representatives in locally controlled forest enterprises to identify policy challenges to scaling up different categories of local controlled forest enterprises, and align priorities and identify how to strengthen institutional capacities for supporting local forest enterprises globally that deliver on opportunities to scale up. It represents a critical link to the emerging Interlaken Group discussion on “alternative land use agreements and models”.</p> <p>The Group supported presentations at the GLF in Indonesia and at the 8th annual human rights and business conference in Thailand, as well.</p> <p>In the media: Finally, the Interlaken Group has a number of strategic communication pieces in progress with the WEF, Innovation Forum, and Value Talk to raise awareness about the IG/land rights and link with parallel initiatives.</p>	
		<p>Pre-competitive dialogues in priority countries and regions, to identify local constraints to respecting rights in supply chains, and build local company and investor demand for services/financing to implement alternatives and respect rights</p>	<p style="text-align: center;">  Achieved </p>	<p><u>Activity 1</u> <i>Scoping:</i> The Interlaken Group Secretariat with support from the Interlaken Group working group on Malawi retained Terra Firma to undertake a scoping mission to Malawi in March 2018 to gather information on the opportunity for a multi-stakeholder workshop on land-based investments and community land rights in Malawi.</p> <p><i>Workshop:</i></p>	




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				<p>The workshop was held in Malawi on July 3-4, 2018 and attended by 52 individuals from government, the private sector, and civil society. It was co-hosted by the Ministry of Lands, World Bank, FAO, Malawi Investment Trade Commission. The focus was the implications of the new Customary Land Act for land-based investments, and included a safe space dialogue, and training sessions for civil society and private sector participants. There is a clear appetite after this series of events amongst representatives from companies and from NGOs to develop more positive working relationships that can lead to responsible land-based investments that benefit both companies and communities. A company platform on responsible investments was suggested as a next step, with the Malawi Tea Association, Malawi Confederation of Commerce and Industry (MCCCI), and Landnet offering to host.</p> <p>The Interlaken Group has retained Terra Firma to lead the follow up to the workshop.</p> <ul style="list-style-type: none"> - Companies and industry bodies that attended the workshop: 11: Illovo Sugar Malawi, MCCCI, Malawi Mangoes, Coca-Cola, Tea Association Malawi, Tropha, Agricane, MDC, African Parks, Exagris Africa, Sovereign Metals - Companies engaged during the scoping/preparation for the workshop: 17: Malawi Mangoes, Illovo Sugar Malawi, Invegro, Mzuzu Coffee, Agricane, Limbe Leaf, Alliance One, Japanese Tobacco Industries, Pannar (Malawi), SEEDCO, Press Trust, Mtalimanja Holdings, Tetra Tech, Tapika Foods, Paramount, Auction Holdings Commodity Exchange, MCCCI <p>The workshop validated the IG’s theory that the “safe space” model represents a substantial opportunity for value-add at the country level, and that there is demand for local level solutions from companies. Also that local stakeholders must own the resulting process; managing ongoing engagement from Washington or Europe is inefficient and cost prohibitive.</p> <p>Since the workshop in July, a steering group consisting of representatives from Oxfam, Agricane, and FAO was formed. The steering group is currently developing a two year vision describing the goals and intended</p>	



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				<p>outputs for the Large Scale Land Based Investment Platform that was proposed in the Interlaken Group workshop. The steering group is also exploring developing case studies of corporate practice on securing land rights in collaboration with Landesa. The steering group will meet in late November to discuss the vision, workplan, and budget for 2019. The group will also discuss the design and management of a pooled fund to support the platform to ensure the neutrality of the platform. The development and use of pooled funding mechanisms was raised as a key area of interest at the Interlaken Group meeting in Luxembourg. In Malawi, both Coca-Cola and Oxfam have expressed interest in funding the platform.</p> <p><u>Activity 2</u> Forest Peoples Programme and Chepkitale Indigenous Peoples Development Project (CIPDP), with RRI support, hosted and organized a Kenya Forest Dweller and Pastoralist Community Forum June 14-15, 2018. The objectives of the workshop were to enable communities impacted by infrastructure and conservation investment to engage with one another and form the basis of a community lands working group to collectively engage with these forces. Private sector practitioners from the Interlaken Group provided suggestions on what makes for a productive discussion/negotiation between communities and companies. Crucially, this activity sets the stage to bridge the gap between community actors and private companies working on land-based development - there is no coordinated pastoralist or forest dweller community voice in Kenya. This forum led to the formation of CLAN (Community Land Action Network), a platform to coordinate a unified voice for project affected communities, and with which the Interlaken Group can engage. 33 participants from forest dweller and pastoralist communities attended the forum. CLAN's primary objectives for the remainder of the year and in 2019 include concluding three community tenure court cases, enabling county, agency and international support for a reorientation of forest</p>	



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				<p>policy, and ensuring the implementation of the Community Land Act. CLAN’s activities focused on implementing the act include reconvening the pastoralists and forest peoples three times over the course of the year with discussions focused on community ability and skill to respond to investors, enabling CLAN to intervene on the Water Tower legislation, and enabling CLAN to mobilize their communities to develop benefit sharing and engagement frameworks to engage with investies and counties.</p>	
		<p>Strategic analyses made available to companies, investors, communities, and government to address land tenure problems</p>	<p> Achieved (though Activity 4 not pursued)</p>	<p><u>Activity 1</u> The purpose of the paper is to establish a methodology and assess the extent of concessions in 10 countries as well as establish a methodology to measure the overlap between concessions. It can potentially be used as a new data point to leverage support of private sector to influence governments to provide a clear and transparent operating environment in terms of land rights and the potential to link to the measurement of corporate commitments to reduce deforestation (as in the Climate Focus stocktaking of NYDF’s Goal 10) and the SDGs. The report is expected to be completed in December.</p> <p><u>Activity 2</u> HELVETAS hired a consultant to conduct a Scoping Mission, and the consultant successfully completed the mission and submitted a mission report; the report analyses community rights and land tenure in the context of extractive projects, as well as providing a map of actors and initiatives working for community rights and land tenure in this context. This report included Guinea in addition to the three original project countries (Burkina Faso, Senegal and Mali). The consultant also included lines of action to influence decisions at the national and regional levels. The mission report informed the revision and expansion of the project’s concept note and budget, to allow for increased project funding from Column 2. A workshop and press conferences to disseminate the results of the study were planned for the month of September, along with internal sessions to prepare advocacy strategies, a media campaign, working</p>	



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				<p>sessions with decision makers and allies, as well as a regional meeting to discuss ways forward. These activities all take time to implement but will hopefully be realized by the project end date. Final reports are due 12/12.</p> <p><u>Activity 3</u> To meet this objective, the RRI Liberia Coalition and Inclusive Development International (IDI) have created a three-pronged approach to complete a chain-mapping analysis, to develop strategy based on that analysis, and conduct advocacy to advance tenure rights in the context of private sector expansion. IDI completed the investment chain mapping report of the four oil palm companies active in Liberia: Sime Darby Plantation (Liberia); Maryland Oil Palm Plantation; Golden Veroleum Liberia (GVL); and Liberia Palm Developments. They have prepared a two-day workshop in Monrovia, in conjunction with the Liberia CSO Oil Palm Working Group (CSO OPWG), scheduled for August 7-8, 2018. During the workshop, IDI will support the CSO OPWG to define their strategy and advocacy plans, and to determine how to communicate the results of the analysis to affected communities. Following the workshop, members of the CSO OPWG and IDI will conduct two field visits to affected communities. The CSO OPWG has secured 5 NGO seats on the TFA2020 platform, as well as 3 seats for communities. In May, the CSO OPWG held a national workshop to train communities on the importance of their role as part of the TFA2020 platform, including discussions of how to effectively engage with TFA2020 to highlight communities’ expectations and experience. Furthermore, the CSO OPWG has secured a seat at Liberia’s TFA2020 APOI secretariat in order to ensure that CSO and community voices are represented in the implementation process; in this capacity they will be organizing nationwide outreach with communities and regional focal points on TF2020 and the palm oil sector. Final reports are due 12/12. Green Advocates has three major outcomes relating to accountability mechanisms and initiatives protecting the rights of customary tenure in</p>	



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				<p>the face of private sector expansion. These include researching and drafting a report to inform and advise Liberian civil society on the investment and supply chain behind the P.O. sector and identify potential company specific advocacy strategies; trainings for the OPWG and local communities based on the investment mapping report; identifying a test case leading to a complaint that is brought to the grievance process. The report is partially completed; a draft has been created and is now being finalized to integrate comments from the training workshops held. Trainings for the OPWG have been completed, but local communities' have not. One test case has already been identified and brought through the grievance process.</p> <p>Local consultations have been conducted to update existing work on investment chain mapping, including with informants in government, civil society, and private sector. GA has also conducted Rapid Rural Appraisals (RRA) to gather the inputs of local communities affected by large scale palm oil development. A final report in conjunction with IDI is expected by mid-September. Trainings for OPWG have been completed. Simplification of info/outreach & awareness are ongoing; workshops will be hosted once the report is completed.</p> <p>A test case was identified using advocacy guidelines outlined in draft report (community complaint against MOPP). Community grievances were communicated to pressure points or advocacy targets. These include OECD, AfDB. The letter of complaint was returned to MOPP project management, creating new pressure. MOPP lost a critical loan (\$1.5 billion) because of the complaint. This drew ire, and harassment has been rampant. Project affected communities have asked for legal support at all times, which Green Advocates has provided throughout the process.</p> <p><u>Activity 4</u></p> <p>This activity was not taken forward in 2018 and the funding has been reallocated across ATEMs. There was limited appetite from FPP (the proposed partner) to take it ahead. In addition, there are other Liberia-focused activities underway that are likely more strategic, especially the</p>	




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				<p>investment chain mapping (i.e. Activity 6), the proposed SRM for monitoring of the RSPO CP decision on the GVL complaint, and a small amount of funding from the Africa budget has been made available to ensure coordination between the CS Working Group on Palm and TFT's Kumacaya Initiatives.</p> <p>IG Secretariat staff (Bryson) undertook a mission to Liberia in May 2018 to update CSO OPWG on the potential of the Interlaken Group to help support dialogues and sharing of best practices.</p> <p>Finally, IDH staff operating in Liberia in support of palm company landscape/smallholder strategies will present on experience at Interlaken Group meeting in Luxembourg as a resource person during a discussion centered on inclusive models of development that help secure rights.</p> <p>The ATEMs team participated in the Liberia planning meeting in October and learned that pilots of smallholder models are becoming more prevalent in the oil palm sector as well as the forestry sector. As a result we are reevaluating this concept for 2019 based on new intelligence from the field and demand from our collaborators.</p> <p><u>Activity 5</u></p> <p>The study covers three countries (Colombia, Peru and Honduras) and includes a review of the historical context of the Free Trade Agreements (FTAs) in Latin America, an analysis of the FTA in countries that modify their legislation to guarantee business investments in collective territories and a regional evaluation of the laws that guarantee private sector investments in the collective territories.</p> <p>Some of the findings point at the coercive nature of free trade related legislation as it allows investors to sue the States leading to a myriad case brought before the dispute resolution mechanisms, without any kind of democratic control. Also, the responsibilities of investors are limited to the so-called "soft law" such as voluntary codes of conduct that are not legally binding. In contrast, the human rights instruments that protects indigenous peoples and legal human rights spaces that are not legally binding. The social movements have been</p>	



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				<p>denouncing, and demanding in global spaces, but they lack legislation with coercive capacity for their claims.</p> <p>The States offer the best options and protections for investments, while obstructing policies that guarantee the human, economic, social and cultural and environmental rights of the population, including Free, Prior and Informed Consultation to restrict the titling of collective territories. Additionally, ACOFOP developed a new strategy to defend its rights where companies and community-based initiatives are presented to demand their rights as investors. The action plan includes supporting the evaluation proposed by the UN Special Rapporteur to include in the political agendas the request to reform the spaces within the United Nations that work with free trade issues to incorporate human rights norms, promote the Amicus Curiae within arbitration processes, use the Inter-American Human Rights System and monitor of the Environmental Councils’ vigilance of the FTAs through citizen interventions.</p> <p><u>Activity 6</u></p> <p>The IG Secretariat staff developed a concept note and light gap analysis of the Interlaken Group’s Land and Forest Rights Guidance. The approach was proposed during the Interlaken Group meeting in Paris and received the endorsement of the Group. An RFP was developed and circulated in July and as of July 27, 2018.</p> <p>In October the IG Secretariat staff selected Resource Equity’s proposal and is developing the agreement. Work is expected to begin in November and the Guide will be updated by February 2019.</p> <p><u>Gender Justice report provides the following information on this activity:</u></p> <p>The IG Secretariat staff developed a concept note and light gap analysis of the Interlaken Group’s Land and Forest Rights Guidance. The approach was proposed during the Interlaken Group meeting in Paris and received the endorsement of the Group, a consultant has been hired to conduct this update. (More details see ATEMS)</p>	



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				<p><u>Activity 7</u> The case study document summarizes experiences from sugar and plantation forestry companies in Malawi, Mozambique, and Malaysia who are seeking to support secure community tenure in and around their concessions. The case study document was delivered in July 2018 and responds to the Interlaken Group mandate to share emerging (good) practice. This report will form the basis for future collection of cases of emerging practice and sharing. This final document responds to robust comments from the Interlaken Group participants and required substantial engagement and communication with the profiled companies. Sign-off has been received from the companies and we are proceeding with our internal review. The immediate use of the report will be to support communication efforts of the global IG in opinion pieces, blogs, etc.</p> <p><u>Activity 8</u> A concept note has been developed with input from Oxfam, Landesa, DFID, the IFC, and other experts. A consultant has been identified who will work with RRG staff to further define the ToRs, develop, and deliver the monitoring framework. This framework will respond to a major gap, wherein civil society has had success in engaging the private sector to implement best practices on land rights but is not actually prepared to report on the impacts of that success.</p>	
		Tools and technical assistance made available to companies, investors, communities and government to address land tenure problems	 Partially	<p><u>Activity 1</u> This activity will not proceed in 2018 and the funding has been reallocated across ATEMs. VFI was funded via an SRM to ensure provisions on responsible investment were included in the revision of the Land Law. VFI submitted a proposal to test and monitor the implementation of the VCRA via the Land Issues Working Group, however, with funding constraints and the existing SRM, we advised VFI that we would consider the proposal in 2019. Because the Lao National Land Law is still under revision, it is difficult to ascertain at this stage what provisions for sustainable land-based</p>	



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				<p>investment have been incorporated, or not. Several other pieces of legislation such as the Forestry Law are also currently under revision and the Focal Group on Sustainable Land-Based Investment hopes to influence policy beyond the Land Law.</p> <p><u>Activity 2</u> RECOFTC is conducting regional workshops to link Community Forest User Groups in 3 states (Rakhine, Bago, and Tanintharyi) to national level private sector industry associations in bamboo, rattan, and timber. At the local level, local stakeholders will discuss and identify key lessons in community forestry enterprises and private sector partnerships. At the national level a workshop is planned in Yangon to explore ways forward and provide further support needed for CFE development in partnership with the private sector. These workshops will increase the awareness of all stakeholders on the challenges and opportunities faced by CFEs and private sector parties in community-private sector partnerships in Myanmar locally and nationally. These national level industry associations are important entry points to domestic companies and investors.</p> <p>The first local level meeting was held in Rakhine State during the week of July 23, 2018 and brought together thirty five participants representing local government, township traders and entrepreneurs, Rakhine Coastal Conservation Association, community members and RECOFTC. Participants discussed the challenges and opportunities for the CFE development in Myanmar with a specific focus on Rakhine state. The final national restitution meeting will take place in mid-November.</p> <p><u>Asia work plan provides the following information on this activity:</u></p> <p>Community Forest Enterprise (CFE) Development with the Private Sector in Myanmar In collaboration with the Asia program, the ATEMs team is funding and providing support in Myanmar for community forestry enterprise development with the private sector. Three local-level workshops are</p>	





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				<p>planned in Rakhine, Bago and Tanintharyi. At the local level, local stakeholders will discuss and identify key lessons in community forestry enterprises and private sector partnerships (specifically with the Myanmar Rattan and Bamboo Entrepreneurs Association). At the national level, a workshop is planned in Yangon to explore ways forward and provide further support needed for CFE development in partnership with the private sector. These workshops will increase the awareness of all stakeholders on the challenges and opportunities faced by CFEs and private sector parties in community-private sector partnerships in Myanmar locally and nationally.</p> <p><i>Activity Outputs:</i></p> <p>The first local level meeting was held in Rakhine State during the week of July 23, 2018 and brought together thirty-five participants representing local government (forest, planning, agricultural land departments, etc), township traders and entrepreneurs, Rakhine Coastal Conservation Association, community members, and RECOFTC. Participants discussed the challenges and opportunities for the CFE development in Myanmar, with a specific focus on Rakhine state.</p> <p><u>Activity 3</u></p> <p>The objective of this project is to encourage private sector parties to implement tenure and human rights principles through strategic studies, public campaigns, and consultations. Training modules for companies were developed from the Interlaken Group’s VGGT guide, along with case studies of lessons learned from implementation. ASM is working on documenting the implementation of these principles within businesses in the Forestry and Palm Oil Plantation sectors nationally. Companies engaged in this work include SMART TBK a subsidiary of GAR (oil palm), PT Riau Andalan Pulp and Paper, a subsidiary of APRIL Group (pulp), and PT Arara Abadi, a subsidiary of APP (pulp). AsM presented the status and emerging lessons at the Global Land Forum in Bandung in September 2018. Interlaken Group Secretariat staff are working with the RRI regional staff to scope the potential to link this work to IG country engagement.</p>	




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				<p>ASM plans to continue this work in 2019 by introducing the Interlaken Group’s VGGT Guide to company associations and sustainability organizations such as The Association of Timber Plantation Company (APHI), The Association of Palm Oil Company (GAPKI), the RSPO, and the Forest Stewardship Council. ASM will also train CSOs and communities to evaluate corporate practice and the implementation of the VGGT.</p> <p><u>Asia report provides the following information on this activity:</u> Support for the implementation of Business and Human Rights Principles in light of Tenurial Issues in Indonesia AsM is working on documenting the development status of the implementation of the Business and Human Rights Principles within businesses in the Forestry and Palm Oil Plantation sectors nationally, specifically with respect to tenure rights. AsM will create training modules for corporations on Standards of Respect for Tenure Rights (using the Interlaken Standards).</p> <ul style="list-style-type: none"> - Creation of a report on developments in the status of fulfillment of the Business and Human Rights Principles for businesses in the Forestry and Palm Oil Plantation sectors nationally for the year 2018, specifically Tenure Rights. - relation of a film about the Business and Human Rights Principles, specifically covering issues of Tenure Rights (Interlaken Standards). - Creation of training modules for corporations on standards of respect for tenure rights (Interlaken Standards). - Creation of case-handling learning in the framework of Business and Human Rights Principles implementation, especially Tenure Rights (Interlaken Standards). <p><u>Activity 4</u> Proposal received from CED in June 2018. The project builds on the February 2017 IG workshop in Douala and aims to provide key inputs and learning to advance mutually beneficial outcomes around investment policy and practice, and community land tenure, for both the private sector and communities in Cameroon. The first phase of the project will</p>	



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				<p>develop and test tools to support improvement of local dialogues between HEVECAM and project affected communities in Ocean Division and the second phase will instigate a national-level conversation between private sector, government, civil society and communities to share challenges, lessons learned, and successes with respect to investment and community tenure.</p> <p>This work was not undertaken in 2018 due to the presidential election, civil unrest, and escalating violence in anglophone regions in Cameroon.</p> <p><u>Activity 5</u></p> <p>IIT was tested and refined during 2018 with a Beta Group of DFIs and observers including the development of a new layout of the Results page and a ‘polar’ chart that displays different risk factors separated into each dimension of risk: environmental, social, and governance.</p> <p>IIT was publicly launched alongside the September Interlaken Group meeting in Luxembourg and the international gathering of DFI Social Specialists. During the Interlaken Group meeting, TMP demoed the tool and explained the logic behind the outputs of the tool. Spending and activities are on track with the agreed upon work plan. As co-grantees, RRG program managers have noted synergies with TMP Systems including helping to strengthen relationships with IG participants, providing subject matter expertise during the March discussion of due diligence tools, and supporting the IG pitch to institutional investors such as GreenWood Resources, NY Pension Fund and others.</p>	
<p>Outcome 2: Leading civil society, community, private sector, and developing country government representatives collaborate to develop a shared agenda and identify priorities to promote and scale up rights-based models and approaches to sustainable</p>	 <p>Partially</p>	<p>Redefine medium-term priorities for supporting community-led economic development in emerging environment of better data, more robust tools, and greater capacity of local organizations to monitor ground level impacts</p>	 <p>Partially</p>	<p>The purpose of this activity is to develop a platform to influence sustainable economic development priorities post-2020 corporate deforestation targets, and 2030 achievement of the SDGs.</p> <p>Context: RRI prepared a concept note in February 2018 to detail approach (“Transforming Social and Economic Development to Meet the SDGs: Enhancing Corporate Performance and Strengthening Public-Private Coordination”) and decided to adopt a 2-step approach:</p> <ol style="list-style-type: none"> 1. Convene a stock-taking meeting in early 2019. Prior to this stock-taking meeting ATEMs has consulted Meridian Institute, Climate Focus, Forest Trends, TFA 2020, and the Accountability 	<p>All Themes</p> <p>1.2.1</p> <p>1.2.2</p> <p>1.2.3</p> <p>1.2.4</p> <p>1.3.1</p> <p>1.3.2</p> <p>1.3.3</p> <p>2.1.2</p>



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resource management and economic development				<p>Framework Initiative to better understand similar efforts currently underway and to assist with the framing of a stock-taking study to convene the stock-taking meeting around. A brainstorming session with local organizations will take place in DC in early September to endorse the approach for the stock-taking analysis.</p> <p>2. Convene a “blue-skies” meeting in Q2 or Q3 2019 to review potential means and mechanisms for helping companies achieve their commitments by realigning efforts behind a more “social” approach in which land plays a major role.</p> <p>Funds have been used for a consultant contract for Avrim Lazar to develop the concept of the stock taking meeting and provide feedback on the initiative as it develops.</p> <p>In the latter half of the year the team had additional conversations on this topic gathered more intelligence, and refined the concept note for this initiative further. The team also gathered current available material on corporate commitments and developed the elements required to develop a concept note for a stocktaking analysis. During this intelligence gathering the team solicited feedback from Nestle and was advised to engage in already developed platforms that are moving forward with developing guidance (such as TFA 2020).</p> <p>We are currently identifying the most strategic way to take forward this work in 2019.</p>	<p>2.1.3</p> <p>2.1.4</p> <p>2.2.1</p> <p>2.2.2</p> <p>2.2.3</p> <p>3.2.2</p> <p>3.2.3</p>
		Develop lessons and information on the opportunities, challenges, and potential of rights-based economic development to inform global efforts and support coordination	 Partially	<p>Activity 1</p> <p>This activity will not take place during 2018, and funds will be used to support two other activities.</p> <p><i>Community Forest Enterprise Strategy Workshop – Oaxaca, Mexico, August 2018:</i></p> <p>It has been adapted to comprise efforts to develop RRI’s strategy/niche/and role to support community led enterprises. To this end, RRI and Rainforest Alliance, with steering support from IIED, FFF, and the Tenure Facility hosted a workshop in Oaxaca August 27-29 to develop a collective agenda to influence the policy and regulations</p>	



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				<p>inhibiting the broader success of CFEs. Participants included resource persons from Interlaken Group and Megaflorestais.</p> <p>The workshop was oriented around a stocktaking study/assessment of the policy constraints to the greater success/scaling up of CLEs, being conducted by Indufor. The paper draws on research done by RRI Collaborators in the regions.</p> <p><i>SERFOR Proposal:</i></p> <p>The implementation of the activity was delayed due to the constant and unexpected changes in the national government and Servicio Nacional Forestal y de Fauna (SERFOR) staff. Some significant steps and agreements were taken to ensure its implementation:</p> <p>A) General Directorate of Forest Knowledge Management and Wildlife and the International Cooperation Office SERFOR asserted their interest and commitment to move forward the project.</p> <p>B) SERFOR proposed a bigger goal: envision the definition of a long-term national level program to strength the community forestry sector in Peru, securing that the perspective of IP are included in the definition of the program.</p> <p>C) RRI-RA- SERFOR agreed on holding a two-day workshop with the participation of the indigenous leaders, AIDSESEP, CONAP to discuss about the principles and a road map to define the program.</p> <p>D) RRI has managed to bring in other actors that have been working on the subject, such us WWF, which is managing the MDE Saweto titling project. As part of this titling project, WWF has mapped 80 community forest management initiatives in the 10 Amazonian regions of the country, which constitutes a good starting point for defining the potential participants in the workshop.</p> <p>Also, RRI involved the new direction of AIDSESEP which has a proposal on community forestry (part of the Indigenous Economy proposal developed with RRI support in 2017-2018).</p> <p>SERFOR-RA-RRI-AIDSESEP-WWF agreed upon the planning of a bigger Forum of Community Forest Management to discuss the country's projects/ initiatives of community forest management and to demand the forest legal framework and wildlife and to socialize the proposal for</p>	



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				<p>the support of indigenous economy initiatives. The forum/workshop will be held late January 2019.</p> <p>Difficulties: SERFOR lacks an indigenous affairs directorate hence there is not budget assigned to the subject of IPs and community forestry. There is, however, an explicit mandate from the SERFOR’s Executive Director to look for funds from international cooperation to work on this issue.</p> <p>Latin America report provides the following information on this activity:</p> <p>The implementation of the activity was delayed due to the constant and unexpected changes in the national government and Servicio Nacional Forestal y de Fauna (SERFOR) staff. Some significant steps and agreements were taken to ensure its implementation:</p> <p>A) General Directorate of Forest Knowledge Management and Wildlife and the International Cooperation Office SERFOR asserted their interest and commitment to move forward the project.</p> <p>B) SERFOR proposed a bigger goal: envision the definition of a long-term national level program to strength the community forestry sector in Peru, securing that the perspective of IP are included in the definition of the program.</p> <p>C) RRI-RA- SERFOR agreed on holding a two-day workshop with the participation of the indigenous leaders, AIDSESEP, CONAP to discuss about the principles and a road map to define the program.</p> <p>D) RRI has managed to bring in other actors that have been working on the subject, such us WWF, which is managing the MDE Saweto titling project. As part of this titling project, WWF has mapped 80 community forest management initiatives in the 10 Amazonian regions of the country, which constitutes a good starting point for defining the potential participants in the workshop.</p> <p>Also, RRI involved the new direction of AIDSESEP which has a proposal on community forestry (part of the Indigenous Economy proposal developed with RRI support in 2017-2018).</p> <p>SERFOR-RA-RRI-AIDSESEP-WWF agreed upon the planning of a bigger Forum of Community Forest Management to discuss the country’s</p>	



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				<p>projects/ initiatives of community forest management and to demand the forest legal framework and wildlife and to socialize the proposal for the support of indigenous economy initiatives. The forum/workshop will be held late January 2019.</p> <p>Difficulties: SERFOR lacks an indigenous affairs directorate hence there is not budget assigned to the subject of IPs and community forestry. There is, however, an explicit mandate from the SERFOR’s Executive Director to look for funds from international cooperation to work on this issue.</p> <p><u>Activity 2</u></p> <p>RRI in coordination with Collaborator DAR (Derecho, Ambiente y Recursos Naturales) held a two-day workshop in Peru on “Lesson learned on community territorial and forest governance and its effectiveness to tackle climate change.” More than 30 representatives from Perú, Bolivia, Nicaragua, Guatemala, Panamá, Brazil, Colombia, Honduras y México, including community leaders, academics, and environmental NGOs discussed the successes, obstacles, and steps needed to strengthen community-driven forest governance and economic alternatives. The participants developed mapping exercise to identify pressures on community lands from the extractive sector and the strategies to challenge them such as awareness raising and advocacy strategy to influence the government.</p> <p>Participants identified and provided recommendations for strengthening community governance and forestry management alternatives, that included a) establishment of alliances between community organizations, civil society and media b) production of data on community contributions local economy, environment to support advocacy and messaging; c) provide technical and legal support to communities; d) capacity building on IP and local communities rights and legal strategies e) support and strengthen women’s capacities and participation.</p> <p>At the workshop, preliminary findings of the studies “Methodology for a base-line analysis of the environmental, economic, cultural value of</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>community territories,” and “Legal security of private investment and their impacts of FPIC rights.”</p> <p>The analysis on the legal security of investments provided participants with new evidence about legal business mechanisms that communities can use to defend their tenure and resource use rights. In particular, the preliminary findings help ACOFOP to identify a new line of work to advocate for the rights of the community concession in Petén, Guatemala as investors. Currently, ACOFOP and the environmental NGO, Ambiente y Sociedad are coordinating a plan for future collaboration on community investments rights.</p> <p><u>Activity 3</u></p> <p>Since the funding of this activity fell short considering the scope of work envisioned, it was adjusted to focus on the design of the methodology for building a baseline on the environmental, sociocultural, economic, and conservational value of collective lands, and a scoping study on the research carried out in the region on this regard.</p> <p>Consultant Almeida Dohrn Consultoria Ltda, which has supported RRI global tenure data analysis and has expertise on the legal framework of community-based tenure worked on the scoping study and methodology to conduct a based-line analysis in 10 countries of Latin America.</p> <p>After several revisions and meetings around the proposals submitted, we concluded that unfortunately the methodological proposals do not fully address the needs of the coalition and therefore we have decided not to continue with the plan to conduct a baseline study in Latin America in 2019. Aspects that make the coalition to make this decision are:</p> <p>The Consultants proposed three methodologies based on Total Economic Value (TEV): 1) one proposal included socialization with communities to determine goods and services to be measured in their territory; 2) the second indicated that all the work would be carried out by a consultant team, without communal socialization. 3) The third proposal would be based on previous analysis. None of the proposals detailed the economic value methodology for each type of good, service, or details to</p>	



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				<p>collect data in the field, selection of study areas, standardization of variables, etc.</p> <p>The preliminary results were presented at the "Workshop of successful experiences of community territorial management and its effectiveness in the fight against climate change". The participants pointed out the difficulties of assessing the territory in a comprehensive manner (knowledge, tradition, culture, TEV), questioned the absence of relevant studies on the subject in the bibliographic review phase and the lack of methodological details needed for a strong comparative analysis across 10 countries.</p> <p>However, RRI requested the restructuring the study for future reference for other type of research at the community level, as it won't be used for the baseline. In particular, RRI asked he consultant to focus on the specific economic, ecological, cultural, and/or social values that have been identified and could be measured through monetary or other means, keeping in mind the particular request by the coalition to deepen the attention to quantitatively or qualitatively capturing cultural values. The finalization of this restructuring of the study is still pending.</p> <p><u>Activity 4</u></p> <p>This activity encompasses two distinct efforts to pilot community led enterprise under Indonesia's Social Forestry reform, with links to women and enterprise and a wide variety of commodities, including timber, coffee, cardamom, and others.</p> <p>RMI will support a newly-formed cooperative, managed by women of Kasepuhan Karang by developing a financing scheme that can be accessed by the community so that when emergencies arise they can borrow money from the coop by giving collateral and will not have to transfer their rights to till to others.</p> <p>The AKAR Foundation will encourage women's participation in community forest governance by building awareness and understanding of the importance of women's perspectives in the development and management of community forests and will support the development of</p>	





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>an Action Plan covering strategic issues related to strengthening the capacity of the cooperative HKm Cahaya Panca Sejahtera.</p> <p>SAFIR has been assisting AKAR to collaborate with the Public Service Unit (BLU-Badan Layanan Umum) and Social Forest and Indigenous Forest Business Development (BUPSHA-Bina Usaha Perhutanan Sosial dan Hutan Adat) of Ministry of Environment and Forestry (HLHK) to garner support and resources to further develop HKm Bengkulu coffee businesses.</p> <p>The ministry of Environment and Forests has granted access for the Community Forest (HKM) in Bengkulu to receive funds from the Public Service Unit (BLU-Badan Layanan Umum). BLU and BUPSHA has given their commitment to support the business of Community Forestry (HKm-Hutan Kemasyarakatan) and Cooperative of CAHAYA PANCA SEJAHTERA (Koperasi CPS).</p> <p>BLU is now doing the field verification upon the funding proposal of Koperasi CPS for the amount of IDR. 9.929.264.800 (US\$688,430) and BUPSHA has asked AKAR-SAFIR to submit a request to get additional machine facilities for coffee production.</p> <p>The funds have already been disbursed to the community in early October.</p> <p>Several workshops have been conducted to prepare the 'Business Work Plan and Annual Working Plan (RKU and RKT) in 5 villages in Rejang Lebong.</p> <p>AKAR facilitated several trainings for women who have been involved in managing HKM/coffee producer groups, and in agroforestry principles for sustainable forest management.</p> <p>Rimbawan Muda Indonesia (RMI) is working to promote economic empowerment for the Indigenous community, the Kasepuhan Karang within their customary forest. The customary forest was one of the first 9 to be awarded by President Jokowi in 2016. The activity aims to facilitate the creation of forest-based producer groups, as a model for other recognized customary forest areas. The project will achieve this by conducting workshops and training women on micro-financing and value</p>	



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				<p>chains, facilitating the development of forest-commodity business plans; and creating and implementing a marketing development program.</p> <p>Asia report provides the following information on this activity: Strengthen the Capacity of Community Forest Cooperative “Cahaya Panca Sejahtera” in Developing Forest Coffee Business Support to AKAR Foundation, a partner and member of AMAN, has been primarily focused on increasing community access to government level funds (BLU) to support producer groups and; to support the creation of women-led coffee producer groups.</p> <p><i>Activity Output:</i></p> <ul style="list-style-type: none"> - SAFIR has been assisting AKAR to collaborate with the Public Service Unit (BLU-Badan Layanan Umum) and Social Forest and Indigenous Forest Business Development (BUPSHA-<i>Bina Usaha Perhutanan Sosial dan Hutan Adat</i>) of Ministry of Environment and Forestry (HLHK) to garner support and resources to further develop HKm Bengkulu coffee businesses; - The Ministry of Environment and Forests has granted access for the Community Forest (HKM) in Bengkulu to receive funds from the Public Service Unit (BLU-<i>Badan Layanan Umum</i>). BLU and BUPSHA has given their commitment to support the business of Community Forestry (HKm-Hutan Kemasyarakatan) and Cooperative of CAHAYA PANCA SEJAHTERA (Koperasi CPS). - BLU is now doing the field verification upon the funding proposal of Koperasi CPS for the amount of IDR. 9.929.264.800 (US\$688,430.00) and BUPSHA has asked to AKAR-SAFIR to submit a request to get additional machine facilities for coffee production. - The funds have already been disbursed to the community, in early October. - Several workshops have been conducted to prepare the ‘Business Work Plan and Annual Working Plan (RKU and RKT)’ in 5 villages in Rejang Lebong. 	




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				- Akar facilitated several trainings for women who have been involved in managing HKM/coffee producer groups, and in agroforestry principles for sustainable forest management.	
RIGHTS AND CLIMATE					
<p>Outcome 1: Governments in key tropical forest countries accelerate the legal recognition and enforcement of forest land rights for Indigenous Peoples, local communities, and women, as enabling conditions for REDD+, sustainable livelihoods, and green growth.</p>	 Partially	Country-specific analyses of the tenure rights of IPs, LCs and women are developed and gaps relative to REDD+ ambitions and other sustainable development goals are identified	 Partially	<p>Activity 1 Since the funding of this activity fell short considering the scope of work envisioned, it was adjusted to focus on the design of the methodology for building a baseline on the environmental, sociocultural, economic, and conservational value of collective lands, and a scoping study on the research carried out in the region on this regard. Consultant Almeida Dohrn Consultoria Ltda, which has supported RRI global tenure data analysis and has expertise on the legal framework of community-based tenure worked on the scoping study and methodology to conduct a based-line analysis in 10 countries of Latin America. After several revisions and meetings around the proposals submitted, we concluded that unfortunately the methodological proposals do not fully address the needs of the coalition and therefore we have decided not to continue with the plan to conduct a baseline study in Latin America in 2019. Aspects that make the coalition to make this decision are: The Consultants proposed three methodologies based on Total Economic Value (TEV): 1) one proposal included socialization with communities to determine goods and services to be measured in their territory; 2) the second indicated that all the work would be carried out by a consultant team, without communal socialization. 3) The third proposal would be based on previous analysis. None of the proposals detailed the economic value methodology for each type of good, service, or details to collect data in the field, selection of study areas, standardization of variables, etc. The preliminary results were presented at the "Workshop of successful experiences of community territorial management and its effectiveness in the fight against climate change". The participants pointed out the difficulties of assessing the territory in a comprehensive manner (knowledge, tradition, culture, TEV), questioned the absence of relevant studies on the subject in the bibliographic review phase and the lack of</p>	All Themes 1 1.1 1.2 1.3 1.2.1 1.2.3 1.3.3 1.3.5 2.1.1 2.1.2 2.1.3 2.1.4 3.1.1 3.1.2



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				<p>methodological details needed for a strong comparative analysis across 10 countries.</p> <p>However, RRI requested the restructuring the study for future reference for other type of research at the community level, as it won't be used for the baseline. In particular, RRI asked he consultant to focus on the specific economic, ecological, cultural, and/or social values that have been identified and could be measured through monetary or other means, keeping in mind the particular request by the coalition to deepen the attention to quantitatively or qualitatively capturing cultural values. The finalization of this restructuring of the study is still pending.</p> <p><u>Activity 2</u> [18 PANDA 01] Putting communities at the center of INDC and negative emissions A consultant engaged with media, policymakers and the climate change community to create and mainstream discourse on rights-based INDC. Through data collection on the FRA, climate change and India's INDCs, the consultant sought to articulate the central role for rights-based approach (through FRA) for negative emissions and carbon sequestration to media, climate change community, and key political players. Media: Revamp afforestation rules for climate change Compensatory Afforestation Fund Rules 2018 Changes to Afforestation Program Undercut India's Climate Goals All trees are not words Draft Forest Policy 2018 India's NDC Pledge Strengthen local forest rights for best climate solutions India Climate Dialogue Strengthen Forest Rights for Climate Change Action: Draft Forest Policy Strengthen local forest rights for best climate solutions Six Degrees News</p> <p><u>Activity 3</u> <i>This activity's budget was absorbed into another contract.</i></p>	




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		Strategic road maps to accelerate community tenure reforms and minimize risks of reversals are produced	 Partially	<p><u>Activity 1</u> In the first half of the year, Civic Response worked with the Technical Director of the Ministry of Land and Natural Resources (MLNR) to successfully reboot the government discussions on the Tree Tenure guidelines and the Benefit Sharing regulations. Ghana’s 1962 Concession Act places ownership of naturally occurring trees with the President, and with Civic Response’s advocacy, the MLNR has set up small teams to find a way around the Act to share financial benefits of timber with farmers. NGO colleagues working with Civic Response on the tree tenure task team have provided recommendations to the MLNR with practical steps for sharing tree tenure benefits with farmers before the government starts the legal reform process. After a legal working group was convened to discuss the implications of repealing the 1962 Concession Act, it was agreed that repealing the Act would be a long and arduous process requiring Cabinet approval. Recognizing that this effort would take significant time, the legal working group decided to push for a benefit sharing scheme in the interim period, before legal reform is implemented. Final Reports due 12/12.</p> <p><u>Activity 2</u> This strategy comprises two set of activities: a) consolidation of an integrated proposal of public policy on indigenous economy and food security integrating the Amazon and Andean visions; b) ensuring the implementation of the gender safeguards in the titling project PTRT3 (Rural Land Titling & Registration Project in Peru - Third Phase). Both include advocacy strategies aimed at influencing future regional governors (2019-2022) to make them accountable for the promotion and respect of community tenure security, IPs economy, livelihoods, governance systems, and gender equity in decision-making. In 2017 Asociación interétnica de Desarrollo de la selva Peruana (AIDSESP) and (Confederación de Nacionalidades Amazónicas del Perú) CONAP, created a proposal on indigenous economy and food security from the Amazonian indigenous vision to promote community-based</p>	



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				<p>perspectives around development initiatives. In 2018, the Confederación Nacional Agraria (CNA) in coordination with the Pacto de Unidad (composed of Organización Nacional de Mujeres Indígenas Andinas ONAMIAP, Confederación Campesina del Perú, CCP; Central Única de Nacional de Rondas Campesinas, CUNARC; Federación de Mujeres Campesinas, Artesanas, Nativas, Indígenas y Asalariadas del Perú, FEMUCARINAP; Unión Nacional de Comunidades Aymaras, UNCA) sistematized the successful indigenous economic initiatives in the Andean region and their direct involvement in supply chain processes.</p> <p>To consolidate of the proposal of an integrated public policy on indigenous economy and food security, RRI's Collaborator will: a) hold a discussion workshop between Amazon-Andean indigenous organizations to establish the linkages between the experience of the two regions and define the scope of the public policy; b) create the proposal and present it to the national government in January 2018.</p> <p>The public policy proposal promotes that the State recognizes the value of the indigenous economies and their good living (Buen Vivir) perspective as an integral and dynamic component of the national market-oriented economy and as a viable alternative to sustainable development.</p> <p>Regarding the PTRT3, ONAMIAP in alliance with the Pacto de Unidad became members of the PTRT3 Working Group, which includes representatives from the Interamerican Development Bank (IDB) and consulting implementing firms. As members of this working group, ONAMIAP and Pacto de Unidad influenced the content of the guiding documents "instruments for the environmental aspects of the PTRT3 and procedures for complaints and controversies" where they included a) training women from the regions and communities to secure their participation in projects decision-making b) awareness raising workshops with local authorities and community members on gender equity on decision-making about titling programs; c) training with local governments and implementing institutions on gender equity and interculturality to ensure understanding and compliance with gender policies.</p>	



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				<p>An impact of this strategy is ONAMIAP's inclusion in the "Dialogue Table", which is a consulting body for the implementation of other ongoing titling projects (MDE, Saweto and DCI MINAM) and where the organization has ensured the integration of indigenous women's perspectives during the titling implementation process of these projects. AIDSESP, PACTO DE UNIDAD and CONAP in alliance with CEPES held meeting with candidates running for office in 6 regions to get their commitment to promoting and safeguarding IP;s territorial rights and economic initiatives.</p> <p>See links on ONAMIAP below: https://onamiap.org/2018/06/propuestas-mujeres-ptrt3/ https://onamiap.org/2018/06/onamiap-presenta-guias-para-incluir-a-las-mujeres-indigenas-en-los-procesos-de-titulacion-comunal/ http://www.cna.org.pe/representantes-organizaciones-indigenas-del-pacto-unidad-la-amazonia-construyen-propuesta-economia-indigena-andino-amazonica-taller-nacional-organizado-la-cna/ http://www.aidese.org.pe/index.php/noticias/pueblos-indigenas-presentan-propuestas-economicas-y-climaticas-para-la-vida-plenabuen https://onamiap.org/2018/10/madre-de-dios-candidatos-al-gobierno-regional-firman-acta-de-compromiso-con-pueblos-indigenas/</p> <p>Activity 3 This activity's budget was absorbed into another contract.</p>	
		<p>Opportunities to strengthen community tenure rights, to reduce deforestation and enhance local livelihoods, are identified and pursued in targeted countries</p>	<p style="text-align: center;">  Achieved </p>	<p>Activity 1 FCI has put in place the necessary components to conduct a broad review of the current state of the REDD+ implementation process in Liberia. They have conducted literature reviews, three stakeholder meetings, and they established a CSO REDD+ technical team. The training on the REDD+ process for the CSO Technical Team will be led by a consultant and is slated to take place on August 21 and 22, 2018. Crucially, FCI and RRF have convened a broad group of civil society organizations to tackle this project; through the CSO OPWG and their network, to date, eleven CSOs working on palm oil issues have met to discuss REDD+ activities and documents. Thus far, the meetings have</p>	





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				<p>helped broaden the understanding and knowledge of participants. It has become plain that most civil society organizations, particularly those in the oil palm sector, had little knowledge or REDD+ in Liberia. Engagement with the FDA on government REDD+ policies and engagement with communities has also begun. As Liberia has moved beyond the drafting stage and into the planning phases for these policies, the CSO REDD+ team will continue to advocate for communities' customary rights in implementation. Final Reports due 12/10.</p> <p><u>Activity 2</u> The Mai Ndombe analysis received widespread attention, including critical reviews from responsible institutions and wide-spread support from DRC civil society and global experts. A dedicated side event was held in the context of the Oslo Tropical Forest Forum, chaired by Lars Lavold and attended by donors and civil society representatives who reaffirmed the findings of the report and called on the international committee to carefully consider emerging lessons and recommendations for future REDD+ decisions. Report findings were supported by a recent survey over 400 CSO representatives in the DRC. In addition to supporting constituencies in the Congo basin, they will be used to inform the upcoming Weilburg Conference on the social inclusion in REDD+ processes, hosted by FCPF and the German Government. The report sets an important precedent for rigorous analysis that supports the advocacy needs of local communities and indigenous Peoples.</p> <p><u>Regional work plan provides the following information on this activity:</u> Launch of Mai-Ndombe and carbon rights reports: The March launch of these reports successfully opened space for dialogue on REDD+ between UN-REDD, governments, civil society, donors, and Indigenous People and local communities. This included direct outreach to funders of the World Bank's Forest Carbon Partnership Facility program in DRC on the importance of community land rights to the program's success. The public launch also garnered at least 35 press hits in 12 countries, with</p>	





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				<p>coverage consistently carrying the message that secure indigenous and community land rights are vital to the success of REDD+ projects in DRC and other countries.</p> <p><u>Activity 3</u> Supporting and Monitoring Titling of Customary (Adat) Forest Rights RRI is supporting an impact assessment of the designation of customary (adat) forest in conservation area as well as a comparative study of the regional government/ regional legislative council (DPRD). The project is targeting government and regional legislative councils (DPRD), academics, women from marginalized communities, and civil society organizations with the eventual outcome that customary (adat) communities gain clear jurisdiction and governance over customary (adat) forests. Activity Output: The project has carried out two activities thus far: assessing the impacts of designation of customary (adat) forest inside conservation area – working together with the Ministry of Environment and Forests (KLHK) and various other ministries and CSOs; and conducting a comparative study of the expansion rate of customary (adat) forests and the support of regional governments/legislative councils (DPRD) in priority ‘hutan adat’ or customary forest locations. Interim reports for this activity are due 9/30</p> <p><u>Activity 4</u> Customary Coastal Communities’ Capacity to Adapt to Climate Change Work is beginning on a project in Indonesia’s Ambon and Papua regions with coastal communities to strengthen policies to protect and fulfil the rights of coastal communities, strengthening fishers’ organization, and through public education, promote fisherfolk initiatives. The project will conduct research on water-grabbing and adaptation and mitigation patterns in the face of climate change in coastal customary communities and small islands; provide education and training on tenure rights of customary communities; and campaign and advocate at the national</p>	





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				level about the threat of water grabbing and climate crisis facing customary coastal community. Activity Outputs: Final reports are due on 12/31.	
<p>Outcome 2: International climate initiatives and financing mechanisms, and developing country governments adopt institutional safeguards and standards to scale up the recognition of forest and land tenure rights, as a conditional requirement to REDD+ and other joint mitigation and adaptation approaches</p>	 On Track	Strategic analyses of the linkages between collective tenure security and climate change mitigation and adaptation are produced, disseminated and leveraged	 On Track	<p>Activity 1 The report titled “A Global Baseline of Carbon Storage in Collective Lands” was launched ahead of the California Global Climate Action Summit. Authored by RRI and the WHRC, supported by WRI and EDF, and endorsed by the Indigenous Peoples Alliance of the Archipelago (AMAN), the Mesoamerican Alliance of Indigenous Peoples and Forests (AMPB), and the Coordinators of the Indigenous Organizations of the Amazon Basin (COICA). It is endorsed by the Association for Indigenous Women and Peoples of Chad (AFPAT) and the Indigenous Peoples of Africa Coordinating Committee (IPACC). The report was referenced in over 150 news and media outlets. It is actively being leveraged in the advocacy efforts of the “Guardians of the Forest” initiative and has since been used to inform a number of complimentary analyses, such as the Climate-Land-Ambition-Rights-Alliance.</p> <p>Activity 2 Established working relationship with IFRI and ISB to carry out three key deliverables, the first of which will be completed in December 2018, and the other two in first quarter of 2019.</p> <ol style="list-style-type: none"> 1. Data collected for identifying population and population density of communities living within and around the two billion hectares of degraded forests identified in the Global Opportunities Map. Emerging evidence is now being synthesized into a short publication; 2. Conduct data analysis of existing data sets from the International Forestry Resources and Institutions (IFRI) to quantify the restoration benefits of community ownership or areas where communities have secure tenure rights and prepare report on the findings, and a peer-reviewed article – to be finalized in 2019. 	Rights and Climate SO2 1.2 1.2.3 1.2.4




Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>3. Compile and analyze quantitative case studies of successful Forest Landscape Restoration by communities with secure tenure rights (at least one case study per region in Asia, Africa and Latin America) and prepare report on the findings – to be finalized in 2019.</p>	
		<p>Dialogues or events on collective tenure security in the context of climate change and sustainable forest governance are held to accelerate learning and consensus on effective and equitable climate actions in tropical forest countries</p>	<p style="text-align: center;">  Achieved </p>	<p>In collaboration with RFN, RRI conducted a side event ahead of the Oslo Tropical Forest Forum, focused on the RRI-led analysis of REDD+ investments in the Mai Ndombe province of DRC. The event was attended by Norad, civil society and indigenous peoples’ representatives. In September, RRI presented the results of the Global Carbon Analysis in California during the Global Climate Action Summit and RRI Dialogue in Ottawa, Canada. The report (A Global Baseline of Carbon Storage in Collective Lands) is credited with influencing the joint commitments of 18 private foundations and donors supporting Forests, Rights, and Lands for Climate. Engagement in the GLF (RRI) and COP24 (through partners and collaborators) will feature results from RRI’s contributions in 2018.</p>	
		<p>Advocacy in key climate decision-making arenas and engagement with climate financing institutions and implementation mechanisms are leveraged to strengthen collective tenure rights as conditional requirements to effective and equitable climate actions</p>	<p style="text-align: center;">  Achieved </p>	<p><u>Activity 1</u> RRI is an active contributor to the Climate Land Ambitions Rights Alliance (CLARA) and Climate Change and Human Rights Working Group, having participated in knowledge exchanges and complementary planning sessions. In addition to supporting the data needs of key international rights and climate organizations, RRI is actively responding to the information needs of indigenous groups and alliances, to strengthen their voices and demands in critical decision making arenas at local, regional and global levels. RRI Forest Tenure Data and Carbon Analysis informed CLARA’s report Missing Pathways to 1.5°C: The role of the land sector in ambitious climate action, and will be prominently featured in several dedicated events during COP 24.</p> <p><u>Activity 2</u> Current priority is to develop a peer-review submission of the Global Carbon Analysis. Following this, relevant data will be transcribed into regional / national fact sheets for local use.</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
<p>Outcome 3: Influential companies and investors commit to rights-based approaches and standards, and work with governments, CSOs, and rural communities to reduce tenure risks and enhance social and environmental outcomes in key tropical forest countries.</p>	 Partially	<p>Strategic analyses on tenure risks in key tropical forest countries are developed and made available to companies, investors, communities and governments to appraise and address land tenure problems</p>	 Partially	<p><u>Activity 1</u> This activity was not taken forward in 2018 and the funding has been reallocated across ATEMs. There was limited appetite from FPP (the proposed partner) to take it ahead. In addition, there are other Liberia-focused activities underway that are likely more strategic, especially the investment chain mapping (i.e. Activity 6), the proposed SRM for monitoring of the RSPO CP decision on the GVL complaint, and a small amount of funding from the Africa budget has been made available to ensure coordination between the CS Working Group on Palm and TFT’s Kumacaya Initiatives. IG Secretariat staff (Bryson) undertook a mission to Liberia in May 2018 to update CSO OPWG on the potential of the Interlaken Group to help support dialogues and sharing of best practices. Finally, IDH staff operating in Liberia in support of palm company landscape/smallholder strategies will present on experience at Interlaken Group meeting in Luxembourg as a resource person during a discussion centered on inclusive models of development that help secure rights. The ATEMs team participated in the Liberia planning meeting in October and learned that pilots of smallholder models are becoming more prevalent in the oil palm sector as well as the forestry sector. As a result we are reevaluating this concept for 2019 based on new intelligence from the field and demand from our collaborators.</p> <p><u>Activity 2</u> Securing Access and Livelihoods for Fisher Communities in Coastal Areas Sajogyo Institute is providing training and capacity-building to local fisher communities and conducting research on traditional access and ownership rights in coastal and small islands communities with the aim of protecting and strengthening fisher communities’ access and livelihood rights in coastal areas and of coastal resources in Indonesia. <i>Activity Outputs:</i></p>	<p>Rights and Climate, Realizing Rights, ATEMs SO2 SO3 1 1.2 1.1.5 1.2.3 1.2.4 1.3.1 1.3.2 1.3.3 1.3.5 2.1.1 2.1.3 3.1.3 3.2.3</p>





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<ul style="list-style-type: none"> - Literature study on fisher communities’ access and livelihood within coastal use change and its resources - Preparation of research design - Provide training to enrich methodology designed in the research design phase <p>Field research conducted by two researchers with local facilitators from Kelola and Walhi Jawa Timut.</p> <p>Activity 3 The purpose of the paper is to establish a methodology and assess the extent of concessions in 10 countries as well as establish a methodology to measure the overlap between concessions. It can potentially be used as a new data point to leverage support of private sector to influence governments to provide a clear and transparent operating environment in terms of land rights and the potential to link to the measurement of corporate commitments to reduce deforestation (as in the Climate Focus stocktaking of NYDF’s Goal 10) and the SDGs. The report is expected to be completed in December.</p>	
		Pre-competitive networks of companies, investors, CSOs, and government representatives are established at national and international levels to promote rights based business models for commodities and sectors driving deforestation	 Achieved	<p>Activity 1 The purpose of this activity is to develop a platform to influence sustainable economic development priorities post-2020 corporate deforestation targets, and 2030 achievement of the SDGs. Context: RRI prepared a concept note in February 2018 to detail approach (“Transforming Social and Economic Development to Meet the SDGs: Enhancing Corporate Performance and Strengthening Public-Private Coordination”) and decided to adopt a 2-step approach:</p> <ol style="list-style-type: none"> 1. Convene a stock-taking meeting in early 2019. Prior to this stock-taking meeting ATEMs has consulted Meridian Institute, Climate Focus, Forest Trends, TFA 2020, and the Accountability Framework Initiative to better understand similar efforts currently underway and to assist with the framing of a stock-taking study to convene the stock-taking meeting around. A brainstorming session with local organizations will take place in 	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>DC in early September to endorse the approach for the stock-taking analysis.</p> <p>2. Convene a “blue-skies” meeting in Q2 or Q3 2019 to review potential means and mechanisms for helping companies achieve their commitments by realigning efforts behind a more “social” approach in which land plays a major role.</p> <p>Funds have been used for a consultant contract for Avrim Lazar to develop the concept of the stock taking meeting and provide feedback on the initiative as it develops.</p> <p>In the latter half of the year the team had additional conversations on this topic gathered more intelligence, and refined the concept note for this initiative further. The team also gathered current available material on corporate commitments and developed the elements required to develop a concept note for a stocktaking analysis. During this intelligence gathering the team solicited feedback from Nestle and was advised to engage in already developed platforms that are moving forward with developing guidance (such as TFA 2020).</p> <p>We are currently identifying the most strategic way to take forward this work in 2019.</p> <p><u>Activity 2</u></p> <p>RRI in coordination with Collaborator DAR (Derecho, Ambiente y Recursos Naturales) held a two-day workshop in Peru on “Lesson learned on community territorial and forest governance and its effectiveness to tackle climate change.” More than 30 representatives from Perú, Bolivia, Nicaragua, Guatemala, Panamá, Brazil, Colombia, Honduras y México, including community leaders, academics, and environmental NGOs discussed the successes, obstacles, and steps needed to strengthen community-driven forest governance and economic alternatives. The participants developed mapping exercise to identify pressures on community lands from the extractive sector and the strategies to challenge them such as awareness raising and advocacy strategy to influence the government.</p>	





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>Participants identified and provided recommendations for strengthening community governance and forestry management alternatives, that included a) establishment of alliances between community organizations, civil society and media b) production of data on community contributions local economy, environment to support advocacy and messaging; c) provide technical and legal support to communities; d) capacity building on IP and local communities rights and legal strategies e) support and strengthen women’s capacities and participation.</p> <p>At the workshop, preliminary findings of the studies “Methodology for a base-line analysis of the environmental, economic, cultural value of community territories,” and “Legal security of private investment and their impacts of FPIC rights.”</p> <p>The analysis on the legal security of investments provided participants with new evidence about legal business mechanisms that communities can use to defend their tenure and resource use rights. In particular, the preliminary findings help ACOFOP to identify a new line of work to advocate for the rights of the community concession in Petén, Guatemala as investors. Currently, ACOFOP and the environmental NGO, Ambiente y Sociedad are coordinating a plan for future collaboration on community investments rights.</p>	
		<p>Community-based sustainable forest management and conservation models and approaches that support climate and development priorities are identified, promoted and scaled at national and international levels</p>	 No Attempt	<p>This activity’s budget was absorbed into another contract.</p>	
		<p>Tools and practices (e.g., investment screens, due diligence protocols) are developed and adopted by companies, investors and</p>	 Partially	<p>Activity 1 Proposal received from CED in June 2018. The project builds on the February 2017 IG workshop in Douala and aims to provide key inputs and learning to advance mutually beneficial outcomes around investment policy and practice, and community land tenure, for both the private</p>	




Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
		governments to manage/ resolve tenure risks in key tropical forest countries		<p>sector and communities in Cameroon. The first phase of the project will develop and test tools to support improvement of local dialogues between HEVECAM and project affected communities in Ocean Division and the second phase will instigate a national-level conversation between private sector, government, civil society and communities to share challenges, lessons learned, and successes with respect to investment and community tenure.</p> <p>This work was not undertaken in 2018 due to the presidential election, civil unrest, and escalating violence in anglophone regions in Cameroon.</p> <p><u>Activity 2</u> This activity’s budget was absorbed into another contract.</p> <p><u>Activity 3</u> The objective of this project is to encourage private sector parties to implement tenure and human rights principles through strategic studies, public campaigns, and consultations. Training modules for companies were developed from the Interlaken Group’s VGGT guide, along with case studies of lessons learned from implementation. ASM is working on documenting the implementation of these principles within businesses in the Forestry and Palm Oil Plantation sectors nationally. Companies engaged in this work include SMART TBK a subsidiary of GAR (oil palm), PT Riau Andalan Pulp and Paper, a subsidiary of APRIL Group (pulp), and PT Arara Abadi, a subsidiary of APP (pulp). AsM presented the status and emerging lessons at the Global Land Forum in Bandung in September 2018. Interlaken Group Secretariat staff are working with the RRI regional staff to scope the potential to link this work to IG country engagement. ASM plans to continue this work in 2019 by introducing the Interlaken Group’s VGGT Guide to company associations and sustainability organizations such as The Association of Timber Plantation Company (APHI), The Association of Palm Oil Company (GAPKI), the RSPO, and the Forest Stewardship Council. ASM will also train CSOs and communities to evaluate corporate practice and the implementation of the VGGT.</p>	



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>Asia report provides the following information on this activity: Support for the implementation of Business and Human Rights Principles in light of Tenurial Issues in Indonesia AsM is working on documenting the development status of the implementation of the Business and Human Rights Principles within businesses in the Forestry and Palm Oil Plantation sectors nationally, specifically with respect to tenure rights. AsM will create training modules for corporations on Standards of Respect for Tenure Rights (using the Interlaken Standards).</p> <ul style="list-style-type: none"> - Creation of a report on developments in the status of fulfillment of the Business and Human Rights Principles for businesses in the Forestry and Palm Oil Plantation sectors nationally for the year 2018, specifically Tenure Rights. - relation of a film about the Business and Human Rights Principles, specifically covering issues of Tenure Rights (Interlaken Standards). - Creation of training modules for corporations on standards of respect for tenure rights (Interlaken Standards). - Creation of case-handling learning in the framework of Business and Human Rights Principles implementation, especially Tenure Rights (Interlaken Standards). 	
GENDER JUSTICE					
<p>Outcome 1: Indigenous and rural women’s rights and leadership roles within community-based tenure systems are more broadly recognized, and their ability to advocate for their tenure rights is strengthened</p>	 Achieved	Three follow-up policy briefs on findings of Power and Potential, (inheritance, governance, “legislative best practices”)	 Partially	In March 2018, coinciding with the 62 nd CSW, RRI launched a follow-up brief to highlight legislative best practices for securing women’s community land rights. The brief aims to provide globally informed guidance to national law and policy makers with respect to legislative reforms, and to support the advocacy and information needs of indigenous and rural women residing in rural areas, community leaders, civil society organizations, researchers, and governmental agencies operating at various levels. In late 2018, the Tenure Tracking Program will author a brief analyzing various national and local level strategies that have been successfully employed around the world to strengthen indigenous and rural women’s rights to govern community lands, both via participation in community-wide decision-making bodies and through participation in community-	Gender Justice SO1 1.1.4 1.2.3



Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>level leadership institutions. The release of this brief has been planned for Q1-Q2 2019. (See Tenure Tracking for details)</p> <p>Tenure Tracking report provides the following information on this activity: In March 2018, RRI released Legislative Best Practices, a brief highlighting key attributes of national laws that protect indigenous and rural women’s rights to community forests and other community lands. This brief was promoted—alongside the findings of <i>Power and Potential</i> – in two events at UN CSW 2018. RRI’s presentation at the CSW event entitled “Roots of Empowerment: Land Rights to Rural Women” placed particular emphasis on the principles of legislative reform outlined in the brief.</p> <p>In late 2018, the Tenure Tracking Program will author a brief analyzing and aggregating national and local level strategies that have been successfully employed by RRI Coalition members and other organizations to strengthen indigenous and rural women’s rights to govern community lands, both via participation in community-wide decision-making bodies and through participation in community-level leadership institutions. In order to better tailor Tenure Tracking activities to the Gender Justice priorities and to accommodate capacity constraints within the Tenure Tracking program, RRI will not be authoring the originally envisaged brief on indigenous and rural women’s inheritance rights.</p> <p>Due to funding constraints in 2018 and expected opportunities in future years, the addition of the gender data to RRI’s Online Tenure Tool has been postponed and will not take place during 2018.</p>	
		<p>Messaging documents around indigenous and rural women’s tenure rights and leadership roles</p>	<p> Achieved</p>	<p>RRI developed and implemented a communications outreach strategy specifically for the promotion of women’s community land rights, which included key messages and social media content shared with the RRI Coalition; authoring op-eds and guest posts on women’s leadership and political participation; and creating multimedia storytelling around successful case studies. RRI also contributed inputs on women’s community land rights to the “Her Land Her Stories” campaign—</p>	





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				<p>spearheaded by Cadasta—which aimed to raise awareness of women’s land rights.</p> <p>To promote ideas in the more dominant global development narratives concerning gender justice, RRI officially joined the Women Deliver “Deliver for Good” campaign in May 2018. As a formal campaign “Ally,” RRI provides inputs for advocacy efforts to engender the SDGs; equips influencers in the women’s rights community with usable data and key messages; and reach new audiences. RRI partnered with Women Deliver during side events at CSW and the High Level Political Forum. Moving forward, the RRI Coalition is also coordinating with its Partner Landesa on two side events on rural women and access to land within community based tenure as part of the 2019 Women Deliver Global Conference, the world’s largest conference on gender equality (<i>See Communications for details</i>)</p> <p>In June 2018, RRI’s Gender Justice Director participated in the expert exchange on Gender and Forests of European Tropical Forestry Advisors Group in Finland. The exchange looked at why gender is important for forests and forests tenure, followed by discussion on how to convert gender considerations into practice. The Director of RRI’s Gender Justice program gave a presentation on the importance of land rights / tenure for women by region, including an update on RRI’s forest tenure data on gender.</p> <p>During the Oslo Tropical Forest Forum 2018, in June, RRI co-organized with Landesa the Parallel session: <i>The Gendered Dimensions of REDD+. Rural and Indigenous women’s tenure rights and participation in climate change agreements and programs</i>, which brought perspectives from intergovernmental and governmental specialists to develop effective measures to engage women and vulnerable groups in the REDD+ process. It also provided a global platform for rural and indigenous women from Africa and Latin America to showcase their vital role on management and protection of forest and as bearers of solutions to climate change mitigation.</p> <p>At the 2018 Global Landscape Forum (GLF) held in Kenya, RRI co organized the side session “Social inclusion, equity and rights in the</p>	




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				<p>context of restoration – lessons from the ground” with the objective of sharing and discussing concrete actions and conditions that have hindered or facilitated success in terms of rights, equality and wellbeing of local and indigenous women and men in the context of land restoration efforts. The presentations and discussions demonstrated the indispensable connection between rights, equity, livelihoods and wellbeing on one hand and long-term restoration targets on the other. Empirically grounded recommendations to practitioners included need to increase women’s leadership in governance and decision-making, recognition of women’s roles in community and forest management, inclusion of both women and men in capacity building to change cultural approaches on land restoration efforts. Following this collaboration and in partnership with the Global Landscapes Forum (GLF), the different stakeholders are developing the idea of a GLF Gender Constituency aimed at ensuring that gender equality, women’s rights and empowerment as defined in global commitments are addressed in an effective and sustainable manner through – and in the context of – restoration policy and action. A concept note will be developed in the upcoming months.</p> <p>To contribute to advancing rural and indigenous women’s property, rights, voice, and leadership within community lands and forests, RRI brought together representatives from the Canadian government, men and women members of indigenous communities from Africa, Asia and Latin America, NGOs, donors and the UN Special Rapporteurs on the Rights of Indigenous Peoples, Victoria Tauli-Corpuz to be part of the Dialogue Land rights as a gender justice and climate change mitigation strategy in September at the International Development Centre’s headquarters in Ottawa, Canada. This international platform allowed participants to engage in constructive conversations and raise awareness around the unique experiences and contributions of indigenous and rural women to sustainably managing their resources, revitalizing food systems, and protecting their communities from climate change, while identifying potential opportunities of engagement to advance of women’s access to land and resources.</p>	





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				Organized by the Food and Agriculture Organizations (FAO) of the United Nations, the official opening of the 45th Committee on World Food Security (CFS) coincided with the International Day of Rural Women on October 15 in Rome, Italy. Of the 58 side-events planned only the session entitled “Indigenous peoples’ communal access to land: tenure rights and country experiences” , focused on the collective tenure rights of Indigenous Peoples and was co led by RRI, FAO, EU, RMI, Ekta Parishad, UNPFII, and CADPI and showcased experiences from different stakeholders in the context of indigenous peoples' communal access to land and the Responsible Investment in Agriculture and Food Systems (RAI). The session provided an opportunity to focus specifically on indigenous women's rights as well as to present the Global Campaign for the Empowerment of Indigenous Women for Zero Hunger, launched by the FAO in 2018, where RRI was invited to be part of this campaign in 2019.	
Outcome 2: RRI Gender Advisory Group is re-convened; a global strategy for RRI is defined and established; the possibilities to establish a global partnership to advance indigenous and rural women’s rights to community lands are explored	 Achieved	Road map for RRI Gender Justice Strategy for 2018-2021	 Achieved	In May 2018, RRI held the Strategy Meeting on Gender Justice in Community Lands and Forests , which brought together representatives from RRI Partners, Collaborators, Affiliated Networks and Fellows from Africa, Asia and Latin America. Participants agreed on the main themes for the strategy outcomes including addressing the criminalization of women land defenders/human rights defenders; promoting greater economic opportunities for rural and indigenous; increasing women’s leadership and participation in decision-making/community level processes; supporting advocacy and policy reform process; and platform building around these issues. The Gender Justice Strategy document is currently under review and RRI is planning to launch it during the first semester of 2019. The review, implementation and monitoring of the Gender Justice Strategy will be one of the mandates of the recently reconvened Gender Justice Advisory Group , composed of Coalition members from Africa, Asia and Latin America. Following the regional and global meetings to agree upon the main areas of engagement leading RRI’s Gender Justice Strategy for the next five years, the Gender Justice Program recently launched the Gender Justice	Gender Justice SO1 1.1 1.1.1 1.1.3



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				<p>in Community Lands and Forest Digest. This is a monthly publication to share with its subscribers information on relevant studies, articles, convenings and news related to the essential contributions of rural and indigenous women in economic activities directly related to their roles in food security, their standing as climate change agents and their ongoing efforts to fully participate as decision makers within their communities. This publication directly responds to one of the main areas of engagement of the strategy around evidence-based and narrative building concerning women’s contribution and essential roles within their communities’ collective lands. Initially, the newsletter was distributed via email to a list of individuals affiliated with RRI; to transform this into a public-facing product, and to help better manage subscribers, the list was transferred to Mailchimp. Since then, the audience of the Gender Justice Digest has grown and currently has the highest open and click rates out of any RRI newsletter.</p> <p>Concerning the operationalization of the strategy, last September the Gender Justice Team, along with members of the Gender Justice Advisory Group, introduced the main areas of engagement to Global Affairs Canada in Ottawa. The presentation “Voices from the ground: How rural and indigenous women from Africa, Asia and, Latin America are claiming their territorial rights and advancing global development goals” included women from Tanzania, Colombia, Bolivia, and Peru sharing their challenges and opportunities when targeting the improvement of legal frameworks, organizational structures, climate mitigation efforts and peace processes to secure their access to land rights and active participation in decision-making. This effort is opening new doors to engage with prospective stakeholders and donors the critical role women play within communities and “make the case” for greater recognition of their community land rights and more collaborative advocacy strategies.</p>	
		Document with preliminary ideas, feedback, and recommendations for the possible establishment of a	 Achieved	Building on RRI’s experience in creating new initiatives and platforms, RRI will spearhead the creation of a Global Initiative to advance indigenous and rural women’s rights to community lands and forests , this is, the second pillar of RRI’s Gender Justice Strategy. During the	



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		global partnership or process to advance indigenous and rural women's rights to community lands, forests, and enterprises		meeting in May, members of the Coalition agreed on pursuing this Global Initiative aiming at better connecting diverse initiatives on gender justice in collective lands and forests for greater impacts. After the consultation process and launch of RRI's Gender Justice Strategy, this activity will be conducted in 2019.	
<p>Outcome 3: Groups working on gender justice in focus countries (DRC, India, Nepal, Colombia, Peru, Liberia) are better armed with the information needed for effective advocacy, capacity for meaningful participation, and support for convenings to develop common goals and parallel strategies</p>	 Partially	<p>DRC: Memorandum to inform advocacy strategy, stating key recommendations from national-level conference, provincial studies, and legal review findings</p> <p>India: Gender advisory group for implementation of the FRA</p> <p>Nepal: Clear gender strategy for women's collective rights developed, particularly within the draft Forest Rights Law and at the local government level</p> <p>Colombia: Comprehensive advocacy and communications strategy to promote the safeguards of vulnerable IPs and Afro-descendant territories and the fulfillment of rural women's FPIC rights</p> <p>Peru: Advocacy strategy to ensure government response to Andean/Amazonian IPs' territorial claims and to implement gender policies and safeguards in titling projects</p> <p>Liberia: Women are involved in the passage of the Land Rights Act (LRA)</p>	 Partially	<p>DRC: CFLEDD has led a study to update the realities and rights of women and indigenous peoples in two provinces, Kongo Central and Sud Kivu. They have held meetings with administrative authorities in these same two provinces. Some 200 people were interviewed, and 40 administrative authorities participate in the meetings. CFLEDD estimates they worked with 40 indigenous peoples in Sud Kivu (they state there are no indigenous populations in Kongo Central). Additionally, CFLEDD hosted a multi-actor dialogue in Sud Kivu on women's land tenure with 50 people, discussing the cultural nuances that impact women's rights within their communities and nationally.</p> <p>Working with provincial assemblies and CONAREF, CFLEDD has noted several opportunities to capitalize on moving forward, including: 1) relative openness of several land chiefs could consolidate the land granting process for women 2) exchange with administrative focal points could indicate roles of authorities in reform implementation and application of norms. The studies/interviews CFLEDD conducted in these provinces also indicated the continued need for information dissemination and sensitization regarding women's rights and the rule of law as stands. Interestingly, many people across provinces agreed that the matriarchal system should be abolished and that children regardless of legitimacy should have equal inheritance rights. Some believed customary land should never be sold, while others decided there should be family or tribal consensus and the State should also be informed of the motivation to buy/sell.</p> <p>Moreover, CFLEDD has teamed up with Landesa to draft a technical note that will be presented to CONAREF as part of their list of recommendations to the government regarding the drafting of the new land policy. In addition to legal and technical expertise needed to draft</p>	<p>Gender Justice</p> <p>SO1</p> <p>1.1.2</p> <p>1.1.4</p> <p>1.2</p> <p>1.3</p>



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				<p>this document, Landesa has tentatively offered to provide assistance with the following dissemination and consultation processes for the note that will occur early next year. On November 5, CFLEDD representatives presented the working technical note at a meeting with government officials held in Bukavu. The results of this meeting have yet to be reported. Final reports due 2/28/19.</p> <p><u>India:</u> Contract pending, awaiting budget and planning meeting constraints.</p> <p><u>Nepal:</u> This activity’s budget and planned outcomes were absorbed into another contract.</p> <p><u>Colombia:</u> Indigenous and Afro-descendant organizations have strengthened their role within the Ethnic Commission for Peace to ensure the proper implementation of the rural agrarian reform of the peace agreement. The National Organization of the Indigenous Peoples of Colombia (ONIC); Traditional Indigenous Authorities of Colombia, and the Platform of the Afro-Colombian Peace Council (CONPA) - finalized and will launch in December two reports on the commitments established with the government and their progress. The organization provided the current government with recommendations concerning how to implement the Ethnic Chapter in relation to: a) comprehensive rural reform and collective titling, the land fund and land restitution, b) the role of women in illicit crop substitution plans, c) and the implementation of the safety and protection plan for community leaders. Through their work in the High-Level Ethnic People Body (IEANPE in Spanish), IP and Afro descendant organizations reactivated and strengthened the role of the Commission of Verification of the Implementation of the Peace Agreement, (CSIVI in Spanish). Additionally, the Round Table for Permanent Consultation (MPC in Spanish) established an agreement with the new government for the inclusion of</p>	




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				<p>the Ethnic Chapter’s commitments in the National Development Plan 2018-2022.</p> <p>IEANPE successful international advocacy contributed to creating of a new international entity in charge of monitoring the government’s accountability towards the implementation of the Peace Agreement and the Ethnic Chapter. The new entity, referred as the “inter-agency” , is composed of 27 agencies including i) Office the Coordinator of the United Nations Development Programme (UNDP), ii) International Organization of Migrations’ Inclusion for Peace Program (IOM), iii) UN Fund for Population Activities (UNFPA), iv) UN Ethnic Affairs Advisors in the Verification Mission , v) The UN Refugee Agency (UNHCR), vi) UN Women, vii) UN High Commission of Human Rights viii) World Food Program, ix) United Nations Children's Fund (UNICEF). The inter-agency will be launched in December and work in coordination with the IEANPE. Most of the activities of this strategy were pushed back to August 2018 as a result of a changing political landscape including presidential election and the increases in criminalization and killing of community leaders that obliged the organizations to promote their own leaders running for public office and denounce the killing of their leaders at the national and international level.</p> <p>See links below: https://youtu.be/IPNPOQ04Zt0 https://twitter.com/MPCindigena/status/1057833222074236929?s=19, https://twitter.com/JairoOviedo1/status/1057738426429116416?s=19, https://twitter.com/MPCindigena/status/1060160608316862465?s=19, https://twitter.com/MPCindigena/status/1057745479654670338?s=19</p> <p><u>Peru:</u> This strategy comprises two set of activities: a) consolidation of an integrated proposal of public policy on indigenous economy and food security integrating the Amazon and Andean visions; b) ensuring the implementation of the gender safeguards in the titling project PTRT3 (Rural Land Titling & Registration Project in Peru - Third Phase). Both include advocacy strategies aimed at influencing future regional</p>	



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				<p>governors (2019-2022) to make them accountable for the promotion and respect of community tenure security, IPs economy, livelihoods, governance systems, and gender equity in decision-making.</p> <p>In 2017 Asociación interétnica de Desarrollo de la selva Peruana (AIDSESP) and (Confederación de Nacionalidades Amazónicas del Perú) CONAP, created a proposal on indigenous economy and food security from the Amazonian indigenous vision to promote community-based perspectives around development initiatives. In 2018, the Confederación Nacional Agraria (CNA) in coordination with the Pacto de Unidad (composed of Organización Nacional de Mujeres Indígenas Andinas ONAMIAP, Confederación Campesina del Perú, CCP; Central Única de Nacional de Rondas Campesinas, CUNARC; Federación de Mujeres Campesinas, Artesanas, Nativas, Indígenas y Asalariadas del Perú, FEMUCARINAP; Unión Nacional de Comunidades Aymaras, UNCA) sistematized the successful indigenous economic initiatives in the Andean region and their direct involvement in supply chain processes.</p> <p>To consolidate of the proposal of an integrated public policy on indigenous economy and food security, RRI's Collaborator will: a) hold a discussion workshop between Amazon-Andean indigenous organizations to establish the linkages between the experience of the two regions and define the scope of the public policy; b) create the proposal and present it to the national government in January 2018.</p> <p>The public policy proposal promotes that the State recognizes the value of the indigenous economies and their good living (Buen Vivir) perspective as an integral and dynamic component of the national market-oriented economy and as a viable alternative to sustainable development.</p> <p>Regarding the PTRT3, ONAMIAP in alliance with the Pacto de Unidad became members of the PTRT3 Working Group, which includes representatives from the Interamerican Development Bank (IDB) and consulting implementing firms. As members of this working group, ONAMIAP and Pacto de Unidad influenced the content of the guiding documents "instruments for the environmental aspects of the PTRT3 and procedures for complaints and controversies" where they included a)</p>	





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
				<p>training women from the regions and communities to secure their participation in projects decision-making b) awareness raising workshops with local authorities and community members on gender equity on decision-making about titling programs; c) training with local governments and implementing institutions on gender equity and interculturality to ensure understanding and compliance with gender policies. An impact of this strategy is ONAMIAP’s inclusion in the “Dialogue Table”, which is a consulting body for the implementation of other ongoing titling projects (MDE, Saweto and DCI MINAM) and where the organization has ensured the integration of indigenous women’s perspectives during the titling implementation process of these projects. AIDSESP, PACTO DE UNIDAD and CONAP in alliance with CEPES held meeting with candidates running for office in 6 regions to get their commitment to promoting and safeguarding IP;s territorial rights and economic initiatives.</p> <p>See links on ONAMIAP below: https://onamiap.org/2018/06/propuestas-mujeres-ptrt3/ https://onamiap.org/2018/06/onamiap-presenta-guias-para-incluir-a-las-mujeres-indigenas-en-los-procesos-de-titulacion-comunal/ http://www.cna.org.pe/representantes-organizaciones-indigenas-del-pacto-unidad-la-amazonia-construyen-propuesta-economia-indigena-andino-amazonica-taller-nacional-organizado-la-cna/ http://www.aidesep.org.pe/index.php/noticias/pueblos-indigenas-presentan-propuestas-economicas-y-climaticas-para-la-vida-plenabuen https://onamiap.org/2018/10/madre-de-dios-candidatos-al-gobierno-regional-firman-acta-de-compromiso-con-pueblos-indigenas/</p>	
<p>Outcome 4: Companies and investors engaged in the responsible governance of tenure adopt or incorporate gender sensitive approaches in their interactions with local and indigenous communities, and women have access and are</p>	<p>?</p>	<p>Gender sensitive -guidelines for companies and investors working with local communities are developed and incorporated into key IG tools and guidelines</p>	<p> On Track</p>	<p>The IG Secretariat staff developed a concept note and light gap analysis of the Interlaken Group’s Land and Forest Rights Guidance. The approach was proposed during the Interlaken Group meeting in Paris and received the endorsement of the Group, a consultant has been hired to conduct this update. (More details see ATEMS)</p> <p>ATEMS report provides the following information on this activity: The IG Secretariat staff developed a concept note and light gap analysis of the Interlaken Group’s Land and Forest Rights Guidance. The approach</p>	<p>Gender Justice, ATEMS SO1</p>





Outcome	Outcome Progress	Output	Output Progress	Evidence (as reported in EYRs)	SP III Link
involved in the development and management of community forestry in Indonesia				<p>was proposed during the Interlaken Group meeting in Paris and received the endorsement of the Group. An RFP was developed and circulated in July and as of July 27, 2018.</p> <p>In October the IG Secretariat staff selected Resource Equity’s proposal and is developing the agreement. Work is expected to begin in November and the Guide will be updated by February 2019.</p>	
		Model of forest management and publication on gender-based forest management in Indonesia	?	[Gender Justice refers to ATEMs and Asia Work Plans, referenced activity unidentifiable]	



Annex II: 2018 Strategic Response Mechanisms: Detailed Results

SRM Project and Objectives	Countries	Status	Progress	Evidence
<p>Project Proposal: Securing Indigenous Peoples, women's, and local communities' rights under a new legal land framework in CAR, and support for the establishment of REPAR-CAR to monitor the land reform process</p> <p>Objective: gather feedback for inclusion on the new draft land law from IPs and civil society. Establish a parliamentary network to champion and monitor the land law</p>	Central African Republic (CAR)	<p>Completed</p> <p>Contract End Date: 30 June 2018</p>	<p> Achieved</p>	<p>CIEDD made significant progress in evaluating and responding to the proposed land law demonstrating the need for a comprehensive land law that supports the rights of marginalized people including Indigenous People and women in CAR. Furthermore, CIEDD successfully fostered a network of CAR parliamentarians (REPAR-CAR) to champion the land law. Social unrest and insecurity prevented the lawmakers from deciding on the draft land law before the end of their session, however, CIEDD will continue to foster relationships with members of REPAR-CAR and civil society to keep this crucial piece of legislation in the limelight. They planned to continue to work with lawmakers during several extraordinary sessions scheduled post the SRM period to push for the passage of a comprehensive land law that supports the rights of IPs, women, and rural communities.</p>
<p>Project Proposal: Respond to evictions of Sengwer by Kenya Forest Service during 2017 end of year holidays</p> <p>Objective: to secure the tenure rights of customary forest dwelling communities in Kenya, through advocacy at the national and EU level, and to advance Sengwer and Ogiek applications for community land titles</p>	Kenya	<p>Completed</p> <p>Contract End Date: 30 November 2018</p>	<p> On Track</p>	<p>Local advocacy activities were bolstered by national and international advocacy, including the Amnesty International report launch in May 2018 and related press. Local and international outcry at the 2017 Christmas Day evictions, coupled with FPP's ongoing direct engagement with the EU led to the EU's suspension and review of its WaTER Programme and funding the Kenya Forest Service (KFS), this contributed to the firing of the Director of the KFS and the local officer responsible for evictions' demotion. Furthermore, the EU has agreed to continue with the project suspension until it is restructured with a human rights approach.</p> <p>In terms of the activities focused on obtaining community land titles for the Ogiek and the Sengwer, Court cases have not yet been settled but should be resolved early 2019. Both groups have made significant advances in mapping and registering lands, as well as applying for land titles. More Sengwer community leaders and activists are willing to be named as petitioners and witnesses in this and future cases, including a significant number of women. Three briefs have been prepared and published. There is momentum behind the creation of a Bungoma County Forest Act which would address the issues of community land titles.</p>



SRM Project and Objectives	Countries	Status	Progress	Evidence
<p>Project Proposal: ‘Supporting CSOs’ efforts to integrate sustainable land-based investment and responsible agricultural investment (RAI) principles into the National Land Law revision of Lao PDR’</p> <p>Objective: To form a Focal Group that will include representatives from various government entities, CSOs, private companies and development partners who have been working on responsible investment and community land rights in Laos, and to develop a policy brief that can feed into the Land Law revision process</p>	Laos	<p>In progress</p> <p>Extended Contract End Date: 25 February 2019</p>	 <p>On Track</p>	<p>A multi-stakeholder ‘Focal Group on Sustainable Land-Based Investment’ was formed under the Land Sub-Sector Working Group (LSSWG) which created a TOR and Action Plan required for the Focal Group to gain official approval. At present, the Focal Group is waiting on the official letter from the Ministry as a final endorsement and ‘on paper’ authorization of the Group and its work. The TORs will help to continue the Group’s work even after the SRM period ends. LSSWG guided the Focal Group to define Responsible Agricultural Investment (RAI) principles, and to focus on an output-based structure. The Focal Group created the Turning Land Into Capital Report, and is currently working on revising a policy brief related to the Land Law revision process. The report has led to the increased collaboration with Institute of Legislative Studies (ILS) under the National Assembly and has led to several small-scale studies on cases of land compensation. VFI, in collaboration with the Land Issues Working Group (LIWG), has been using the report and draft policy brief to influence the ongoing legislation, like the Forestry Law, that is also undergoing revisions.</p> <p>The SRM has been delayed because the National Land Law is still in a draft form, and revisions or changes have not been made public. Another LSSWG meeting is planned to be held by the first quarter of 2019, with hopes of providing clarity and content of the revised National Land Law.</p>
<p>Project Proposal: Support the United Nations Expert Meeting on “Criminalization, violence and other risks faced by indigenous peoples defending their rights: Proposals for action.</p> <p>Objective: raise global awareness of the criminalization of Indigenous Peoples and spur government and institutional responses to minimize the threats Indigenous Peoples face</p>	Global	<p>Completed</p> <p>Contract End Date: 30 September 2018</p>	 <p>Achieved</p>	<p>The overall objective for this SRM was for the UN Special Rapporteur on the Rights of Indigenous Peoples to produce and submit to the UN Human Rights Council a thematic report on criminalization and attacks against Indigenous Peoples in order to raise global awareness on the issue and spur government and institutional responses to minimize the threats to IPs. The consultation meeting conducted under this project directly contributed to this objective by providing empirical evidence to the thematic report, especially in cases where Indigenous Peoples were criminalized or attacked because of their defense of or assertion of their rights to their lands, territories, and resources. This meeting also demonstrated how the capacity of IPs to assert these rights are being undermined by actions taken by States and other non-state actors. The thematic report which was produced includes recommendations addressed to States, corporations, CSOs, and IPs on measures needed to protect IPs from being subjected to criminalization and impunity. The</p>






SRM Project and Objectives	Countries	Status	Progress	Evidence
				<p>meeting was essential for the participants to learn from each other's experiences. The report has since been officially submitted to the UN Human Rights Council and a website about the report and key findings has been created and circulated. It can be accessed at www.theyshouldhaveknownbetter.com.</p>
<p>Project Proposal: Engaging with and capacity building of local governments in Nepal to support community forestry</p> <p>Objective: convene, train and orient local government representatives on the community forestry issues to ensure that the interests of the Community Forest User Groups (CFUGs) are protected and enhanced in the local government regulations and policies; and to create model community forest laws to empower CFUGs and remove regulatory barriers and initiate implementation of the model laws within their jurisdiction</p>	Nepal	<p>In Progress</p> <p>Contract End Date: 31 December 2018</p>	<p>✓ Achieved</p>	<p>Through the SRM, RRI is supporting work to engage with newly-elected government officials since Nepal's transition to a three-tier government structure. Results to date include:</p> <ul style="list-style-type: none"> • One national level, and three regional forums were held with various government officials, FECOFUN and Green Foundation Nepal's leadership, forestry experts and other CSOs to clarify the role of local government officials and FECOFUN under the new government structure. It was decided that sustainable forest management and forest protection will be nationally led by FECOFUN. Discussions around technical implementation of the local level model Act at the regional level were also held. • Ten municipalities were selected to participate in the implementation of the model community forest law, and five local governments have begun collaborating with the mayors and deputy mayors to prepare for implementation. • An awareness raising event was held in Kathmandu, attended by the Federal Minister of Forestry, where details around restructuring the forestry sector to be more oriented towards local and indigenous communities was discussed in-depth. • 'Women First Campaign' was attended by over 200 women from CFUGs, CSOs and government officials. The campaign celebrated the contributions that women have made to forestry in Nepal and focused on knowledge sharing about the draft Forest Rights Law and the specific caveats for women's individual and collective forest rights.



SRM Project and Objectives	Countries	Status	Progress	Evidence
<p>Project Proposal: Follow up on the RSPO Complaints Panel (CP) decision on GVL's Complaints in Liberia</p> <p>Objective: make affected communities aware of the RSPO Complaints Panel (CP) decision, to engage with GVL, and to support communities to monitor Golden Veroleum Liberia's (GVL) implementation of the RSPO CP decision</p>	Liberia	<p>Completed</p> <p>Contract End Date: 15 December 2018</p>	<p>✓</p> <p>Achieved</p>	<p>In July 2018, following the RSPO CP's rejection of GVL appeal, and GVL's subsequent withdrawal from the RSPO, the CSO OPWG was forced to adapt quickly and change some of the activities without straying from the spirit and overall objective of the SRM. Widespread conscious-raising has been conducted at target counties to make community members aware of their rights in the areas that GVL is working. At the national level, a campaign to raise awareness with government institutions about CSO work in the oil palm sector, and the realities for communities on the ground was conducted. This was based on frank conversations with key actors and resulted in requests from different government entities for more information on the sector, including, most notably, a request from the Ministry of Agriculture (chair of the oil palm technical working group) for a review of the concession agreement between GVL and the government of Liberia.</p>
<p>Project Proposal: Congolese Environmental Civil Society's advocacy around the major ongoing reforms in the forest sector: Drafting of the new Forest Policy, the Revision of the Forest Code, and the Lifting of the Moratorium on the Issuance of new Logging Concessions</p> <p>Objective: To integrate women's rights into the Forest Code and the new national forest policy, and to ensure that local communities and Indigenous Peoples' tenure rights are considered when the moratorium on logging concessions is lifted</p>	DRC	<p>Completed</p> <p>Contract End Date: 1 October 2018</p>	<p>✓</p> <p>Achieved</p>	<p>There were an initial series of meetings attended by approximately 115 participants dedicated to the creation, editing and finalizing a strategic advocacy plan and consensual action plan for use by civil society groups to ensure community involvement in the revision of DRC's national forest codes.</p> <p>In 3 corresponding revision meetings, some 20 delegates from regional environmental networks, NGO's, and civil society groups participated. These activities received ample media coverage.</p> <p>CFLEDD then hosted a national validation meeting to affirm the policy notes (formatted into user friendly brochures, which can be more widely distributed to the public). To conclude their validation processes, CFLEDD had exchanges with FONAREDD (Fonds National REDD+) and Congolese parliament.</p> <p>As a result of the work of this SRM, civil society is much more strongly implicated in the advocacy process for the forest governance policies. Moving forward, the biggest concerns are that civil society not only stays involved but stays informed.</p>



SRM Project and Objectives	Countries	Status	Progress	Evidence
<p>Project Proposal: Fostering governmental commitments towards the collective titling of Quilombola and Afro-Descendant community lands in Brazil and Colombia”</p> <p>Objective: Influence the drafting of a plan to resume the collective titling processes of Quilombola communities’ land in Brazil as instructed by the Brazilian Federal Supreme Court ruling on the constitutionality of the Decree 4887 of 2003</p>	Brazil/Colombia	<p>In Progress</p> <p>Contract End Date: 31 December 2018</p>	 <p>On Track</p>	<p>CONAQ, PCN, INCRA, ANT Colombia and Brazil, held their first meeting to distil the existing lessons and challenges of collective ownership and institutions of the two countries. As part of the CONAQ advocacy strategy before the new government of Brazil, a second exchange meeting is scheduled to be held on December 13-15, where it is planned to create a proposal to be presented to the new government (the Public Ministry of Brazil.)</p>
<p>Project Proposal: Strategic Support for Creating Co-Management Forest Systems within Protected Areas and National Parks</p> <p>Objective: Support Development of co-management agreements and systems for protected areas in collaboration with IP/LC and private sector in protected areas of Indonesia</p>	Indonesia	<p>Stalled</p> <p>Contract End Date: 30 June 2018</p>	 <p>Partially</p>	<p>Thus far, through the SRM Rakata has organized a meeting with Atainamu Organization and other influential people in which they identified Naususu camp as a key focal area and created a plan for tourism activity and fresh water installation. The project also identified the potential of ecotourism in Tambora and Lore Lindu national parks. The Ministry of Environment and Forestry Conservation agreed to provide office space which will also be used to collect information and knowledge related to national parks to be shared with interested parties.</p> <p>This project was slated to end in June 2018. As project implementers have failed to communicate progress no additional information can be reported at this time. Should this situation continue, the activity will be suspended, and no additional payments will be made.</p>
<p>Project Proposal: Supporting Collective Movement of Indigenous Kui and other Communities to Claim their Rights over Land and Natural Resource in Preah Vihear</p> <p>Objective: To protect land and forest rights of Cambodia’s Kui indigenous communities affected by 36,000 hectares</p>	Cambodia	<p>Completed</p> <p>Extended Contract End Date: March 30, 2018</p>	 <p>Partially</p>	<p>This SRM was approved in June 2017. To counter the detrimental effects of the ELC, this activity supported a training of 20 Indigenous Youth from Preah Vihear on local, national and international law, various policies pertaining to Indigenous Peoples and the utilisation of social media as a monitoring tool. The youth were supplied with smart phones and cameras to monitor ELCs and the expansion of concessions. CYIA, together with local community members organised several meetings with community members, government officials, and CSOs to create a petition against the ELC. CIYA mapped the land of the Kui</p>




SRM Project and Objectives	Countries	Status	Progress	Evidence
<p>of Economic Land Concessions (ELCs) granted to sugarcane plantation companies in Preah Vihear</p>				<p>communities on the border of the ELC, the coordinates were added to the petition and sent to the UNOHCHR in Phnom Penh.</p> <p>CIYA was able to build the capacity of the Kui Indigenous Youth by conducting legal and social media trainings and initiating a radio talk program to discuss Indigenous land issues. It has strengthened the Indigenous Youth Network in remote areas of Cambodia, and built solidarity among indigenous youth, local communities and local authorities. Due to the enforcement of the Law of Associations and NGOs (LANGO), an inter-ministerial committee to manage the activities of international NGOs including the Interior Ministry established on December 5th, 2017, activities of this SRM were stalled and restricted. The project team faced safety and security risks while on the ground and thus faced challenges reaching the final outcomes for this SRM.</p>
<p>Project Proposal: Strategic Support to Kendeng Communities in Their Struggle to Defend Their Lands Against Construction of a Cement Factory</p> <p>Objective: Conduct a test case to illustrate whether rule of law and respect for indigenous rights would prevail over those who protect industry and allow a culture of impunity and make the company and governor of Java accountable to laws protecting indigenous rights</p>	<p>Indonesia</p>	<p>Completed</p> <p>Contract End Date: 31 March 2018</p>	<p> Achieved</p>	<p>Through this SRM, approved in August 2017, a coalition of legal aid organizations including Indonesia Legal Aid Foundation (YLBHI), the Semarang Legal Aid Institute, and various public interest lawyers were able to successfully work on two specific cases of community members who had been criminalized during the Kendeng protests: the Joko Prianto Case – pertaining to an environmental land rights defender and the Surokonto Case – a class action case pertaining to three villagers. Multi-stakeholder coordination meetings were key to the success of these cases. LBH collaborated and consulted with a diverse set of actors, ranging from: environmental lawyers & organizations, local community members and CSOs, and the Ministry of Law and Human Rights. LBH created a large repository of documents, infographics and analysis about the environmental and social impact of the proposed cement project, to garner support and raise awareness. The activity also supported several cultural events, trainings and workshops that incorporated traditional practices of the Kendeng and created awareness of PT Semen Indonesia case. Attended by hundreds of community members, the event was closed by the ritual <i>lamporan</i>, to repel pests from agricultural fields (including PT Semen). Under this activity, other mass mobilizations were organized to increase public awareness and support for the case. Because of this SRM, the Indonesian public and civil society is more aware and involved in the Kendeng case, and the Kendeng communities have built internal capacity and knowledge on litigation strategy and mass mobilization to hold PT Semen accountable.</p>



SRM Project and Objectives	Countries	Status	Progress	Evidence
<p>Project Proposal: Support for a Provincial Legal Framework to Recognize and Secure Local Communities' and Indigenous Peoples' Land Rights in South Kivu Province</p> <p>Objective: The objective of the project was to integrate women's rights into the Forest Code and the new national forest policy, and to ensure that local communities and Indigenous Peoples' tenure rights are considered when the moratorium on logging concessions is lifted</p>	DRC	<p>Completed</p> <p>Contract End Date: 1 May 2018</p>	<p>✓</p> <p>Achieved (comp. DRC SRM above)</p>	<p>This SRM was approved in August 2017. As a result of the implementation of the project: (a) a consensual advocacy strategy document of Congolese CSOs to influence the drafting of the new forest policy, the revision of the forest code, and the lifting of the moratorium on the issuance of new logging concessions is made available and validated; (b) 3 technical notes/position papers have been produced and validated by CSO nationally as CSOs' contributions to the 3 processes mentioned above. These position papers contribute for the integration of women's rights as well as local communities and indigenous peoples' tenure rights into the forest code and the new national forest policy, while providing recommendations regarding the conduction of the geographic planning (zoning process) prior to the lifting of the moratorium on the issuance of new logging concessions. The position papers have been officially discussed with and submitted to the national parliament, the Ministry of environment and sustainable development, and the DRC National Fund for REDD+ (FONAREDD) – which are, at different levels, involved in and in charge of the 3 targeted processes. The contributions are received and accepted by the 3 bodies, and a monitoring work by CSOs is being conducted now by CSOs to ensure that the contributions are well taken into consideration and integrated.</p>
<p>Project Proposal: Seizing Opportunities for Advancing the Rights of Guinean Communities Affected by AngloGold Ashanti</p> <p>Objective: Support mediation between AngloGold Ashanti (AGA) and rural community members forcibly displaced by the extension of the company's mining operations in the remote area of Kintinian, Guinea, near the border with Mali</p>	Guinea	<p>Completed</p> <p>Contract End Date: 30 September 2018</p>	<p>✓</p> <p>Achieved</p>	<p>This SRM was approved in August 2017.</p> <p>The use of the SRM by IDI resulted in 1) mapping of community interactions with AngloGold Ashanti, which informed preparation for mediation between communities and the mining company; 2) intensive capacity building and evidence collection activities with communities and finally; 3) pre-mediation meetings and formal mediation sessions with AngloGold Ashanti, IDI and local communities. Overall, the project has informed IDI's outlook on mediation, and allowed the communities of Kintinian to understand the approach of AngloGold Ashanti moving forward. For the company and its investors, mediation is a conciliatory method of problem solving, while for the communities it is a process for determining reparations for the injustices they've suffered. These differences have meant that private companies like AngloGold and the communities they interact with often clash. Nevertheless, the work carried out by IDI has allowed Kintinian communities to approach the mediation process and future conflict resolution mechanisms from a position of strength, with clearly delineated complaints and requests</p>



SRM Project and Objectives	Countries	Status	Progress	Evidence
				<p>as well as an understanding of effective negotiation tactics. Already, communities have reached a preliminary agreement concerning water access at a resettlement site. A second round of mediation was scheduled after the end date of the SRM in which community members hoped to discuss infrastructure, transparency, loss of assets and income, and human rights abuses.</p>
<p>Project Proposal: Campaign to Safeguard Tribal and Forest Dwellers Rights in the Compensatory Afforestation Fund Rules</p> <p>Objective: Support the CSOs in India in their struggle to ensure that the Compensatory Afforestation Fund (CAF) rules incorporate safeguards including FPIC, and to protect the rights and powers of local governance bodies (Gram Sabhas) and right holders vested under FRA and control of Gram Sabhas over the CAMPA funds</p>	<p>India</p>	<p>Completed</p> <p>Contract End Date: 30 September 2018</p>	<p> Achieved</p>	<p>This SRM was approved in October 2017, activities and results included:</p> <ul style="list-style-type: none"> • 130 documented cases studies on the impact of Compensatory Afforestation plantations on land and forest rights, livelihoods, and the environment across the states of Odisha, Jharkhand, Chhattisgarh, Maharashtra, Andhra Pradesh and Gujarat • Interactive website of satellite imagery from 17 select CA plantation sites in Jharkhand, Chhattisgarh, Odisha, Madhya Pradesh and Andhra Pradesh launched – indiacaf.wix.com/mysite • One-day consultation on Compensatory Afforestation and Rights of Forest-Dwelling Communities organized in Delhi, attended by more than 60 state groups, community representatives, activists, researchers, lawyers, journalists and NGOs working on forest rights • Reached 45-50 parliament members, state legislatures and political parties' functionaries to seek their support of ensuring compliance of CAF rules with FRA • workshop for 10 research fellows of members of parliament on Forest Rights Act: Prospects and Challenges on 18 March 2018 • Submitted several petitions and objections to relevant government bodies including a petition demanding MoEFCC deliver on its assurance ensuring compliance of CAF rules with FRA <p>Large Media coverage achieved</p>



SRM Project and Objectives	Countries	Status	Progress	Evidence
<p>Project Proposal: Safeguarding Protected Forests through Mapping and NTFP Harvesting and Community Forest Enterprises</p> <p>Objective: Strategically respond to an immediate and sustained threat to <i>adat</i> and local communities' traditional lands, forests, and rich biodiversity posed by the expansion of palm oil in Riau Province in Sumatra within the Bukit Batabuh Forest Reserve</p>	Indonesia	<p>Completed</p> <p>Contract End Date: 31 March 2018</p>	<p>✓ Achieved</p>	<p>This SRM approved in October 2017 was completed in March 2018.</p> <p>The project successfully mapped 550 hectares of Bukit Batabuh protected forest to complete the application for a Social Forestry permit, as well as planting approximately 30 hectares of jernang, an important forest product in the area. Forest farmer groups are patrolling the jernang with the added benefit of monitoring illegal logging and encroachment in the protected forest. Because of this project's activities, a new forest farmer group with 27 members was formed in a neighbouring village. Finally, the project identified NTFPs with the potential of being cultivated in the protected forest. Of the initial nine proposed, community members settled on sialang (<i>Koompassia excelsa</i>) tree cultivated honey.</p> <p>Media coverage: Protecting Forests, Protecting Dragon's Blood</p>
<p>Project Proposal: Exposure Visit of Nepali Parliament Members, Policymakers, and Civil Society Leaders to Mexico</p> <p>Objective: Nepali Parliament members and senior bureaucrats learn, review, and reflect on the processes and mechanisms of the current forest management systems and policies in Mexico, to assist in the creation of the drafted Forest Rights Law in Nepal and the incorporation of forest-based enterprises within the Law</p>	Nepal	<p>Completed</p> <p>Extended Contract End Date: 30 April 2018</p>	<p>✓ Achieved</p>	<p>This SRM was issued in October 2016.</p> <p>In April 2018, after a three-year delay as a result of political changes in Nepal, eight elected officials from federal, provincial and local levels of government travelled to Mexico for a week-long exchange. The Nepali delegation met with Mexican government counterparts, held a press conference about community forestry and visited four community forestry areas around Puebla del Norte province.</p> <p><i>Media coverage</i> If Not Us Then Who interview with Mayor Ghanshyam Pandey If Not Us Then Who web article RRI Photoblog by Natalie Campbell Recorded Press Conference with Mexican delegates (SPANISH)</p>



Annex III: Table of Inconsistent Activities Across Work Plans and EYRs

The following table tracks activities which appear in more than one work plan across the eight available EYRs and the *PB'18*. It includes information on the inconsistencies between the different sources of RRI's results and, in obvious instances, the activity description. The table also includes deviations in the reporting of results in EYRs. The observed inconsistencies range from partial overlaps to no overlaps between work plans/EYRs regarding LO-indicators, TAs, SOs and results reporting. With regards to deviating results reporting, it is difficult to assess whether differences in language amount to a difference in reported results, since this is mostly a matter of content analysis and interpretation.

In addition to observed inconsistencies, different standards exist across work plans:

- 5 work plans link SP III results to **activities**, while Gender Justice, Tenure Tracking and Communications link them to **outcomes**.
- ATEMs references LO-indicators, but no SOs; other Work Plans also occasionally omit SOs, LOs or both.
- Work plans (e.g. Tenure Tracking) do not provide reported results for each activity, but for each outcome or output in an aggregated manner. The separation of reported results into paragraphs seem to indicate activities, but this approach remains ambiguous and was not consistently followed in all instances.

<i>Shared Activities: Inconsistencies between Workplans</i>		
Type of Inconsistency	Frequency	Frequency (%)
LO-indicators don't match	18 ³⁴	47%
TAs don't match	12	32%
SOs don't match	7	18%
EYR reporting differs	9	24%

Different reporting standards not only impede the performance assessment in general, but in certain instances also the ability to track inconsistencies regarding the LO-indicators.

Place A	Place B	Place C	Inconsistencies (across EYRs and PB'18 Work plans)
Africa 3 (Africa FLG Outcome 3)	Rights and Climate 7		SO missing in Rights and Climate
Africa 4 (Africa FLG Outcome 4)	Rights and Climate 8		SO missing in Rights and Climate, activity description differs, EYR report
Africa 5 (Africa FLG Outcome 5)	Rights and Climate 4		SO missing in Rights and Climate, activity description differs
Africa 6 (Africa GJ Outcome 1)	Gender Justice 5		LO-indicators don't match (?),
Africa 7	ATEMs Activity 5		SO missing in ATEMs, LO-indicators don't match

³⁴ 3 instances of inconsistent LO-indicators have been excluded because it is unclear whether they are truly inconsistent or the difference is due to inconsistent reporting standards, as Gender Justice links LO-indicators to Outcomes and not to Activities.



(Africa PS/AEMs Outcome 1)			
Africa 8 (Africa PS/AEMs Outcome 2)	AEMs Activity 6		SO missing in AEMs, LO-indicators don't match
Africa 10 (Africa PS/AEMs Outcome 4)	AEMs Activity 2		SO missing in AEMs, activity description differs, LO-indicators don't match
Africa 11 (Africa PS/AEMs Outcome 4)	AEMs Activity 3		SP III link missing in Africa
Africa 12 (Africa PS/AEMs Outcome 4)	AEMs Activity 7	Rights and Climate 16	SO missing in AEMs, LO-indicators don't match
Africa 13 (Africa PS/AEMs Outcome 4)	AEMs Activity 15	Rights and Climate 22	SO missing in AEMs, activity description differs, LO-indicators don't match, TAs don't match
Asia 3 (Asia Regional Outcome 3)	AEMs Activity 12		SO missing in AEMs, LO-indicators don't match, EYR report
Asia 4 (Asia Regional Outcome 4)	AEMs Activity 13		SO missing in AEMs, LO-indicators don't match, EYR report
Asia 6 (India Outcome 2)	Asia 7 (India Outcome 2)		to be clarified if this is indeed the same
Asia 10 (India Outcome 5)	Rights and Climate 2		SO missing in Rights and Climate, India Outcome = Rights and Climate Activity, TAs don't match (if "Climate Change" is indeed a separate, perhaps old (?) TA)
Asia 13 (India Outcome 8)	Gender Justice 5		SO missing in Asia, activity description differs, LO-indicators don't match
Asia 15 (Indonesia Outcome 1)	Rights and Climate 6		SO missing in Rights and Climate, Indonesia Output = Rights and Climate activity, LO-indicators don't match
Asia 16 (Indonesia Outcome 2)	Rights and Climate 9		SO missing in Rights and Climate, activity description differs
Asia 17 (Indonesia Outcome 3)	Rights and Climate 3		SO missing in Rights and Climate, TAs don't match
Asia 18 (Indonesia Outcome 4)	Rights and Climate 10		SO missing in Rights and Climate
Asia 20 (Indonesia Outcome 6)	AEMs Activity 14	Rights and Climate 24	SO missing in AEMs, Indonesia Outcome = AEMs and Rights and Climate Activity, LO-indicators don't match, SOs don't match, TAs don't match, EYR report



Asia 21 (Indonesia Outcome 7)	Rights and Climate 23		TAs don't match (as a consequence, wrong reference to ATEMs EYR in Rights and Climate EYR)
Asia 23 (Indonesia Outcome 9)	ATEMs Activity 21		SO missing in ATEMs, LO-indicators don't match, different funding under both Work plans, EYR report
Asia 25 (Indonesia Outcome 11)	Rights and Climate 17		SOs don't match, TAs don't match (as a consequence, wrong reference to ATEMs EYR in Rights and Climate EYR)
Asia 26 (Indonesia Outcome 12)	Rights and Climate 21		LO-indicators missing in Asia, SOs don't match, TAs don't match (as a consequence, wrong reference to ATEMs EYR in Rights and Climate EYR)
Asia 31 (Nepal Outcome 4)	Gender Justice 5		LO-indicators don't match (?)
Latin America 1 (Colombia Outcome 1)	Gender Justice 5		SOs don't match, LO-indicators don't match (?)
Latin America 2 (Peru Outcome 1)	Rights and Climate 5	Gender Justice 5	SO missing in Rights and Climate, SOs don't match, LO-indicators don't match
Latin America 3 (Peru Outcome 2)	ATEMs Activity 18		SO missing in ATEMs, EYR report
Latin America 4 (Latin America Regional Outcome 1)	ATEMs Activity 20	Rights and Climate 1	SO missing in ATEMs and Rights and Climate, LO-indicators don't match, TAs don't match
Latin America 5 (Latin America Regional Outcome 2)	ATEMs Activity 19	Rights and Climate 20	SO missing in ATEMs, LO-indicators don't match, SOs don't match
Latin America 6 (Latin America Regional Outcome 3)	ATEMs Activity 8		SO missing in ATEMs, LO-indicators don't match, TAs don't match
Tenure Tracking 4 (Tenure Tracking Outcome 2)	Gender Justice 1		SOs don't match, LO-indicators don't match (?), Tenure Tracking Output 3 = Gender Justice Activity, EYR report
Tenure Tracking 12 (Tenure Tracking Outcome 5)	ATEMs Activity 4	Rights and Climate 18	SO missing in ATEMs, Activity and Outcome missing in Tenure Tracking EYR, # of Activities different in Tenure Tracking Work plan and EYR, LO-indicators don't match, TAs don't match, EYR report
ATEMs 9 (ATEMs Outcome 1)	Gender Justice 6		SO missing in ATEMs, (LO-indicators missing in Gender Justice), activity description differs (?), EYR report



ATEMs 17 (ATEMs Outcome 2)	Rights and Climate 19		SO missing in ATEMs, LO-indicators don't match, TAs don't match
Gender Justice 5 (Gender Justice Outcome 3)	Liberia ?		unable to verify reference
Gender Justice 7 (Gender Justice Outcome 4)	Indonesia ?		unable to verify reference
Strategic Communications and Donor Engagement 25 (Communications Outcome 3)	Tenure Facility Work Plan		to be clarified (Tenure Facility EYR not received)



Annex IV: Methodology

The methodology includes the following tasks in accordance with the *Independent Monitoring 2018 TORs*:

1. Conduct the independent monitoring of the effective implementation of the RRI 2018 work plan and its outcomes;
 - review all documents relevant to the implementation of the work plans;
 - interview key stakeholders either in-person or by telephone/email/Skype/etc.;
 - conduct site visits and participate in planning meetings in Washington DC in November 2018;
 - consult other relevant stakeholders, such as partners, collaborators, affiliated networks, donors, fellows, etc.;
2. Identify any internal and external obstacles to progress and make specific recommendations to address those obstacles;
3. Draft and present an Independent Monitoring Report that will
 - inform the Coalition on progress in the implementation of strategic activities and make recommendations for adjustments and modifications in processes and within RRI's internal monitoring system;
 - validate the RRI-generated information from the APMRs to assess the implementation of the 2018 work plan and its contribution to the achievement of log-frame outputs;
 - assess overall progress towards achieving log-frame outputs and outcomes;
 - assess if the Initiative is, in the above respect, cost-effective and synergistic, and avoids duplication of efforts;
 - present a narrative (incl. testimonials) on RRI's 2018 operations with key results.

Tracking Progress

Document reviews, interviews and consultations, as well as site visits and meeting participations provide the evidentiary basis to identify and assess effectiveness and progress in RRI's 2018 operations. As major sources of input they include both, the measure or target state against which performance is assessed (SP III and Program Book), as well as the evidence of the actual state to be measured in form of reports, data, interviews, etc.

Performance Assessment Criteria

In accordance with the outlined objectives and the proposed general methodology, the monitoring exercise applies two complementary sets of criteria to assess RRI's performance and progress.

1. It uses the same five criteria developed for the 2016 independent monitoring report and used again in the 2017 report. Based on qualitative and quantitative analysis, these five criteria represent a quantitative scale to measure RRI's progress.

Progress Criterion	Description
1) Achieved	The targeted result was achieved.
2) On Track to Achieve	Progress was made and achievement of the targeted result is expected by the end of 2018.
3) Partially Achieved	Some progress was made against the targeted result.
4) No Progress	No progress was made against the targeted result.



Progress Criterion	Description
5) Not Attempted	No effort was made against the targeted result (typically due to changes in plans or external factors).

This scale tracks progress towards annual performance targets, particularly at program level (i.e. program activities, outputs and outcomes defined in the work plans). The independent monitoring takes place before 2018 activities are concluded, and hence certain assumptions on likely completion will have to be made.

2. A direct assessment of RRI's performance towards the defined outcomes and objectives above the annual program level is not fully feasible, as assessment and assessed activities are running in parallel and thus the time interval between them may be too short for directly measurable evidence in certain contexts. In particular, this holds true for high-level targets defined in SP III, since 2018 is the first year of implementation. In order to track progress towards outcomes and objectives above program level, the first set of criteria will be accompanied by the following two criteria:

Progress Criterion	Description
1) Distribution of LOs, SOs, TAs across pursued Activities	Percentage of pursued Activities linked to a specific Log-Frame Outcome, Strategic Objective or Thematic Area. This provides a relative measure which allows to assess RRI's programmatic focus with regard to the five-year results.
2) Distribution of Annual Outcomes across LOs.	Number of achieved, on track and partially achieved Annual Outcomes associated with each Log-Frame Outcomes to measure absolute progress. These numbers represent a baseline for upcoming years.

Rationale of Performance Assessment

The assessment of RRI's performance is divided into two major parts, i.e. the annual performance and the progress towards five-year goals:

1. Annual performance is measured by comparing reported results in EYRs with planned annual Outputs and Outcomes in *PB'18* which have been subsequently rated according to the achievement scheme mentioned above. In those instances, in which a single Output or Outcome subsumes more than one Activity or Output, a mixed approach has been followed considering the following factors: (1) the extent to which an Output or Outcome has been achieved in general, (2) the number of subsumed Activities/Outputs, (3) the average of their individual ratings, (4) the relative importance of individual Activities/Outputs for the achievement of an Output/Outcome. However, the overall lack of measurable targets or indicators confines the assessment of reported results mostly to content analysis, bearing the risk of subjectivity, misinterpretation, and inconsistent application of the mentioned factors.
2. In view of the lack of a concrete measurement methodology and the irregularities across Work plans and EYRs, the performance assessment against *SP III* targets has to remain at a macro level with the focus on the general distribution of Log-Frame Outcomes, Strategic Objectives and Thematic Areas across programmatic activities. A more detailed assessment of the 30 indicators across work plans runs into the danger of subjectivity and severe misrepresentations, if not arbitrary results, which cannot provide an adequate basis for strategic decision-making. However, it has to be noted that also a more generalized presentation of RRI's *SP III* performance is to be treated cautiously, since not all inconsistencies can be "buffered" through this approach.



Annex V: Stakeholders Consulted

Name	Affiliation
Andy White	Rights & Resources Group
Alan Landis	Rights & Resources Group
Solange Bandiaky-Badji	Rights & Resources Group
Omaira Bolanos	Rights & Resources Group
Alain Frechette	Rights & Resources Group
Claire Ciason-Lohier	Rights & Resources Group
Jenna DiPaolo-Colley	Rights & Resources Group
Arvind Khare	Rights & Resources Group
Carol Carlson	Rights & Resources Group
Patrick Kipalu	Rights & Resources Group
Natalie Campbell	Rights & Resources Group
Stephanie Keene	Rights & Resources Group
Chloe Ginsberg	Rights & Resources Group
Jamie Kalliongis	Rights & Resources Group
Matthew Gonzales	Rights & Resources Group
Anne-Sophie Gindroz	Rights & Resources Group
Margareta Nilsson	International Land Tenure Facility
Paula Alvarado	International Land Tenure Facility
Luca Miggiano	Oxfam
Peter Veit	World Resource Institute
Sally Collins	MegaFlorestais/Rights & Resources Group
Mark Constantine	International Finance Corporation
Scott Schlang	Landesa
Annalisa Mauro	International Land Coalition
David Kaimowitz	Ford Foundation
Kevin Currey	Climate and Land Use Alliance
Francis Colee	Green Advocates
Moses Nywoeh	Sustainable Development Institute
Marit Fikke	NORAD
Torstein Taksdal Skjeseth	NORAD
Julie Weah	Foundation for Community Initiatives
Francis Colee	Liberia Land Working Group
Michael Wells	Independent Environmental Consultant
Penny Davis	IDinsight
Andiko Mancayo	AsM Law Office
Bharati Kumari Pathak	FECOFUN
Pasang Dolma Sherpa	CIPRED Nepal
Racchya Sha	IUCN Nepal
Arati Pathak	Ashmita Nepal



Annex VI: RRG Organizational Matrix 2018

Executive Team		Regional Programs			Core Programs			
Andy, President Alan Landis, COO		Africa	Asia	Latin America	Strategic Analysis & Global Engagement	Comms	Coalition/ Networks	Finance & Administration
		Dir: Solange Bandiakly Badji	Dir: Kundan Kumar	Dir: Omaira Bolanos	Dir: Alain Frechette	Dir: Jenna DiPaolo Colley	Dir: Claire BIASON-Lohier	Dir: Carole Carlson
		Patrick Kipalu, Caroline	Natalie Campbell, Wendy Atieno	vacant	Bryson Ogden, Stephanie Keene, Chloe Ginsberg, Christina Healy	Jamie Kalliongis, Lindsay Bigda, Lai Sanders, Luke Allan	Joe Bono, Eric Teller	Pengju Lu, Mat Gonzales, Johnathan Erves, Solveiga Jaskunas
Gender Justice (SPIII SO 1) Lead: Solange and Silene	Solange, Silene	Kundan, Natalie, Silene	Silene	Stephanie	Lindsay			
	Supporting and Leveraging Community Advocacy (SPIII SO 2) Lead: Kundan and Jenna	Caroline	Kundan	Vacant	Alain, Stephanie, Chloe,	Jenna, Jamie, Lai, Lindsay, Luke	Claire, Eric	
	ATEMs (SPIII SO 3) Lead: Bryson	Patrick	Natalie, Wendy	Omaira	Bryson, Christina	Luke	Joe	
	Advancing Recognition by Key Actors (SPIII SO 4) Lead: Claire	Patrick	Kundan, Wendy	Omaira	Alain, Bryson,	Jamie	Claire, Joe, Eric	
	Rights and Climate Lead: Alain	Solange	Kundan, Natalie	Omaira	Alain	Jenna	Claire	
Tenure Facility Support Program Arvind Khare, Sandra Leon Bolourian, Rachel MacFarland	Solange, Caroline	Kundan, Wendy Natalie	Omaira, Monica	Alain	Jenna, Luke	Claire, Joe, Eric		
Reporting & Donor Relations Teams	Dfid FGMC	NICFI	Wellspring	Ford	Sida	Finland	Dfid Legend	
	Lead: Solange Support: Jamie	Lead: Alain Support: Mat G	Lead: Solange Support: Silene	Lead: Claire Support: Joe, Eric	Lead: Jenna Support: Mat G	Lead: Solange Support: Patrick	Lead: Bryson Support: Christina	

* RRG—the Secretariat of the RRI Coalition—fully transitioned to a matrix organization in January 2016 to better reflect the integration of RRI thematic and regional priorities. In January 2018, RRG updated the matrix to better reflect the Strategic Objectives in Coalition's 3rd Strategic Plan (SPIII 2018-2022).

Annex VIII: Terms of Reference