

# CIFOR Priorities 2017

ADVANCING  
RESEARCH FOR  
FORESTS AND  
PEOPLE



CIFOR



CGIAR



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# Executive summary

The Center for International Forestry Research (CIFOR) has been producing science that impacts forests and people since 1993. Following the Paris Agreement in 2015 and its ratification in 2016, and the global concord on the Sustainable Development Goals (SDGs), the world now has clear, new targets and frameworks as we look to a more sustainable and equitable future.

With an eye to that bright future, *CIFOR Priorities 2017* lays out our goals for the year. The *CIFOR Strategy 2016–2025* describes our vision, mission and values, as well as six thematic work areas – all aligned to the SDGs – that define pathways for forestry research and its positive contributions to the new development agenda.

Our 2017 priorities follow from that 10-year strategy, defining our plans according to CIFOR's three pillars: research for impact, capacity development and outreach and engagement. Ongoing work and intentions for our thematic areas, and permanent and project-based locations are described, as are our capacity development and partnership efforts and goals.

As CIFOR looks to global efforts toward on-the-ground climate and development action in 2017, our priorities focus on long-term, positive impacts – as well as recognizing and evaluating those impacts. Theories of change will be developed at the project level so that monitoring and evaluation is always considered, and strong partnerships will continue to evolve to improve our impact at all stages of research.

CIFOR's exciting and innovative plans for 2017 include:

- Continuing to support countries across the globe as they develop their **Nationally Determined Contributions** (NDCs) and low-emissions standards, as well as actors in the international climate policy arena;
- **Researching gender, migration and forest management** in Burkina Faso, Ethiopia and Indonesia;
- Promoting scientifically robust and cost-effective approaches to identify, prioritize and monitor **forest landscape restoration activities**;

- Assessing the impact of **large-scale return migration** (especially in Tajikistan) on livelihoods and forests, and the effects of migration and the 'feminization' and 'geriatrification' of the countryside on social forestry programs (especially in Nepal);
- Understanding the **interplay between forests and trees, bushmeat and fish, and non-timber forest products (NTFPs)** for livelihoods and diets and for broader livelihood strategies;
- Studying the **role of responsible finance and its impact** on land use, business models and landscape dynamics, and how these shape the effectiveness of finance and investment interventions.

The **landscape approach** cuts across many of CIFOR's research themes, offering a strong framework for national and international development commitments that must reconcile competing claims and that require a holistic perspective. Multifunctional landscapes are at the heart of the intertwined challenges associated with conservation, development and climate change, and in 2017 the landscape approach will be further integrated into CIFOR's research, capacity development, and outreach and engagement work.

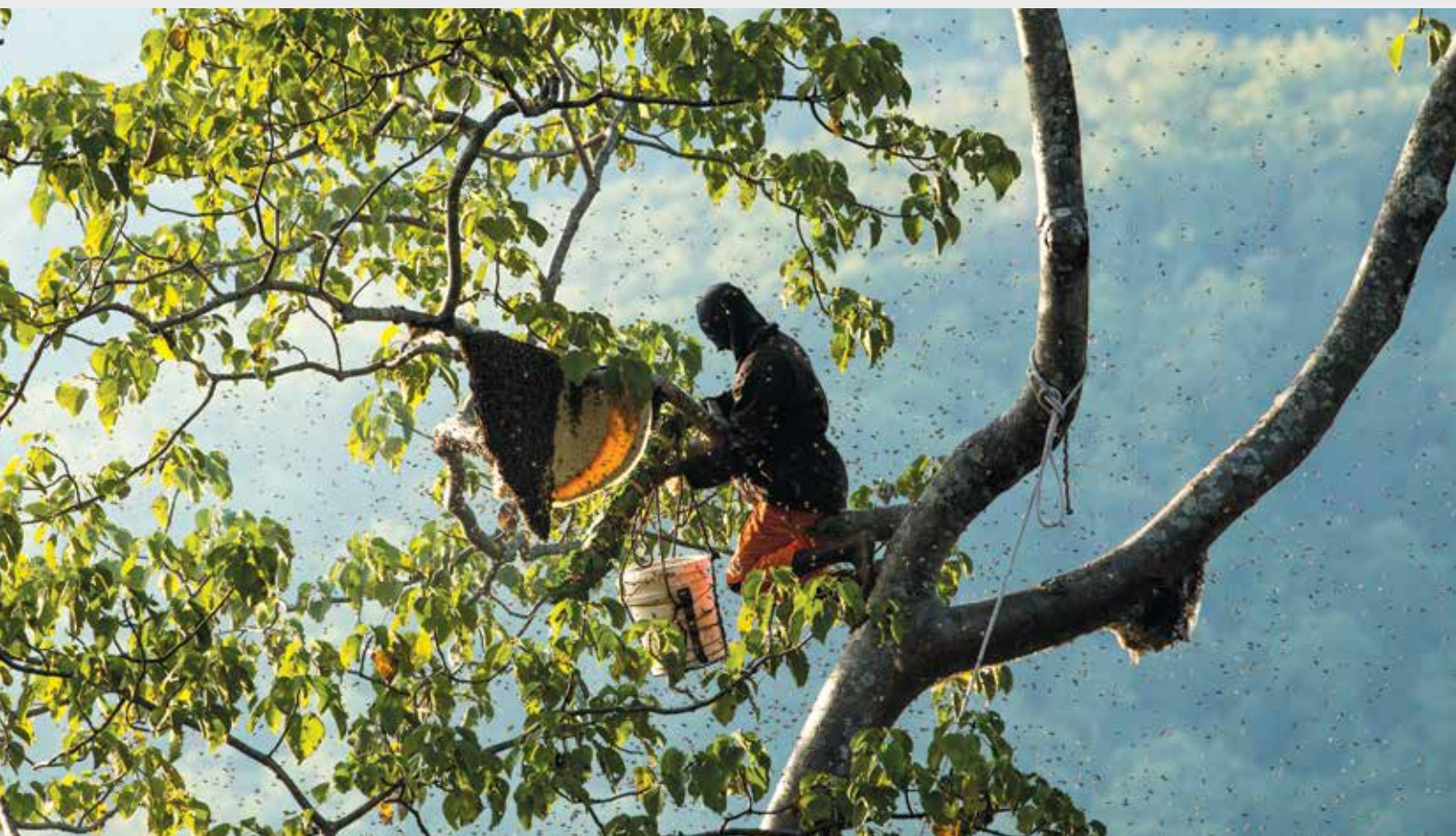
Reinforcing these efforts is the recent announcement of German support for a **Global Landscapes Forum** (GLF) hub in Bonn, Germany, for the next four years. This will position the Forum to further inform and encourage collaboration around the landscape approach and commitments to landscape-scale restoration.

In 2017, that work will happen at CIFOR locations across the globe. From Lima to Nairobi, to Indonesia, Vietnam and the Democratic Republic of the Congo (DRC), cutting-edge, dynamic research on forests and landscapes will continue to evolve. Major capacity-building efforts with students worldwide, as well as heading up a massive partnership involving multiple institutions and targeted data management initiatives are just some of the efforts we look forward to.

Find more details on CIFOR's plans for 2017 in this document. We look forward to advancing our research on forests, landscapes and people, and to bringing positive impacts to all of the landscapes and communities where we work.



# 1 INTRODUCTION



*CIFOR Priorities 2017* is a companion document to the *CIFOR Strategy 2016–2025*. Priorities are updated annually, and produced as an internal guide, for external consumption and to support fundraising goals. This 2017 edition, following CIFOR's research priorities documents in 2014 and 2015, is the first developed after the 2016–2025 strategy, and goes beyond just research. It presents the priorities for the year for CIFOR's three pillars (research for impact, capacity development, and outreach and engagement) in terms of both geography and content. It also provides a snapshot of CIFOR's engagement with the CGIAR via its research programs (CRPs) and system-wide efforts.

## Towards an impact culture

CIFOR aims to be much more than a research organization, seeking to create outcomes that contribute directly to long-term positive impacts. As our first guiding principle spells out, CIFOR conducts and applies **research for change** – not simply for knowledge. To reflect this, our strategy outlines a commitment to integrating capacity development and engagement with the continued production of high-quality science.

The 17 Sustainable Development Goals (SDGs) agreed by the Member Countries of the United Nations (UN) in September 2015 set out a global framework to guide and stimulate action over the coming years. Each of

## CIFOR thematic work areas



**Figure 1. The Sustainable Development Goals as addressed by CIFOR's thematic work areas**

CIFOR's thematic work areas supports specific, identified goals, contributing to meeting all 17 SDGs (Figure 1).<sup>1</sup>

To support this objective, CIFOR has adopted an integrated planning, monitoring, evaluation and learning (PMEL) strategy. This strategy acknowledges that there are inherent challenges to achieving, monitoring and evaluating projects that aim to create outcomes and impacts through knowledge generation. The challenges are multi-fold, as research is inherently unpredictable. In addition, knowledge-based interventions tend to operate early in results chains, with multiple stages and multiple actors required to achieve impacts on the ground.

These general challenges to achieving science-driven impact are further exacerbated in the context of policy-relevant research. Policy development is a complex and highly politicized process,<sup>2</sup> and

establishing causality between changes in policies and specific changes in practice is challenging.<sup>3</sup>

At the same time, knowledge creation processes are becoming increasingly inter- and trans-disciplinary, with interventions themselves combining multiple approaches.

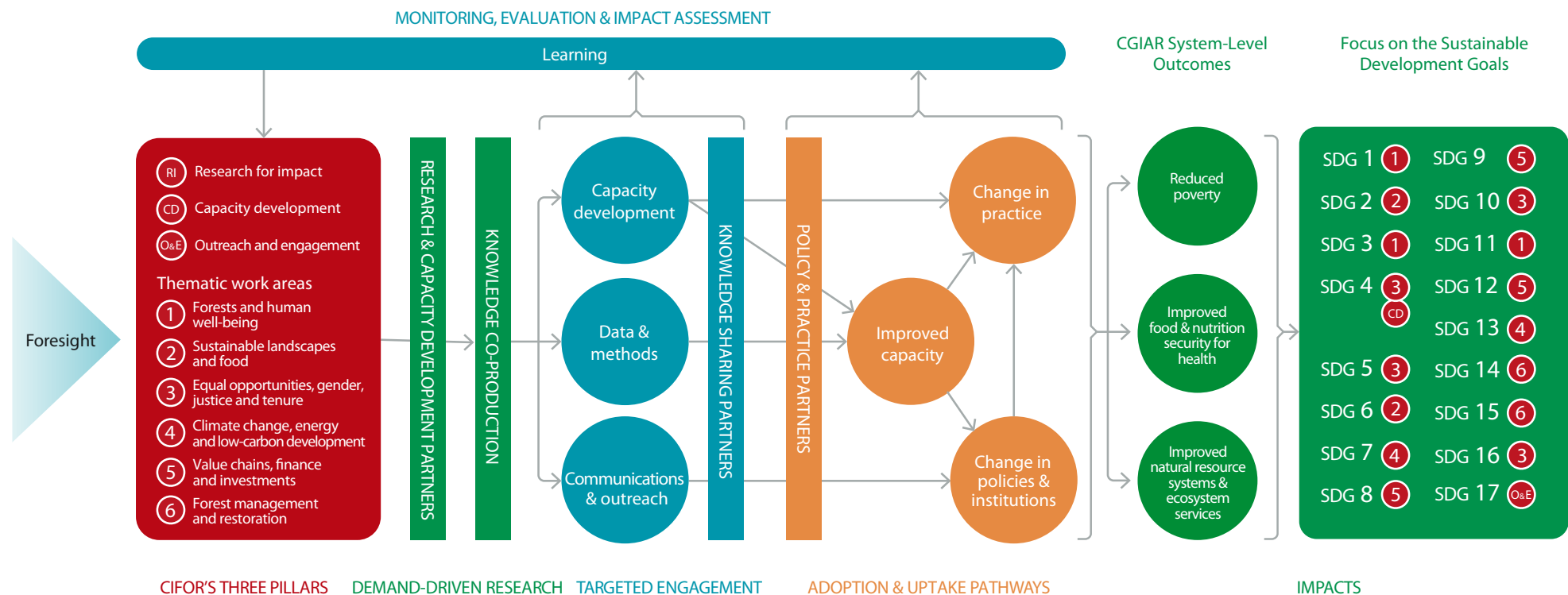
Working in complex systems with multiple actors, interventions, feedback loops and time lags, CIFOR accepts that it may not be possible or even desirable to demonstrate sole attribution for outcomes or impacts. Instead, the PMEL strategy focuses on achieving and demonstrating contributions through a theory-driven approach.

Central to this approach is the development of a shared **theory of change** that shows how the three pillars of CIFOR's work – research for impact, capacity development, and outreach and engagement – function together to achieve long-term impact (Figure 2). In CIFOR's theory of change,

1 See the full *CIFOR Strategy 2015–2016* for details on how CIFOR's six thematic work areas contribute to meeting each of the 17 SDGs.

2 Barnett C and Gregorowski R. 2013. *Learning about Theories of Change for the Monitoring and Evaluation of Research Uptake*. Institute of Development Studies. <http://www.ids.ac.uk/publication/learning-about-theories-of-change-for-the-monitoring-and-evaluation-of-research-uptake>

3 Mayne J and Stern E. 2013. *Impact evaluation of natural resource management research programs: A broader view*. ACIAR Impact Assessment Series 84. Retrieved from Australian Centre for International Agricultural Research (ACIAR). <http://aci.gov.au/publication/ias084>



**Figure 2. CIFOR's theory of change**

CIFOR's theory of change is based on three core hypotheses of forest landscapes:

1. Diversified landscapes with significant forest and tree cover are central to sustaining equitable and gender-sensitive local livelihood options, as well as the provision of ecosystem services.

2. A landscape approach provides tools and concepts for allocating and managing land to achieve social, economic and environmental objectives in areas where forestry, agriculture, mining and other productive land uses compete with environmental and biodiversity goals.

3. Social and ecological diversity at all scales increases resilience against global changes, and this benefits populations from the local to the global level.



ongoing foresight work informs thematic research foci, producing timely policy and practice-oriented research that is carried out in collaboration with partners to produce knowledge and build capacity. Through outreach and targeted engagement, CIFOR mobilizes with partners and shares knowledge, and supports target audiences to employ that knowledge in their policies and practices. In this way, CIFOR research contributes to all three of the CGIAR system-level outcomes: reducing poverty, improving food and nutrition security, and enhancing natural resource systems and ecosystem services.

Within this framework, each project and body of research develops its own model that clearly articulates how the research is being designed, implemented and managed responsively to achieve the intended policy, practice or institutional outcomes. Theories of change and results frameworks need to be particularly mindful of the scope of their influence, be grounded in a clear understanding of context and operating environments, and demonstrate a well-developed grasp of the incentives and networking and engagement processes required to create change. Acknowledging these challenges, CIFOR has adopted a **people-centered approach**<sup>4</sup> that unpacks the relational networks and pathways through which knowledge travels, and employs a range of appropriate monitoring and assessment approaches to understanding causality.

## Research for impact

CIFOR has invested heavily in fostering an impact-oriented culture in which scientific staff have the skills, commitment and support needed to effectively implement the PMEL strategy. The use of **theories of change** at the design stage is now institutionalized. Scientists have responded positively to framing project design as the development of theories to be tested. The focus on identifying the overarching hypothesis of how change will occur in a given context and identifying key assumptions to be investigated throughout project

implementation has inspired a new confidence in the rigor and utility of project monitoring.

The strategy has also driven improvements in how the translation of knowledge to policy and practice is understood and planned for within CIFOR. It has focused researchers' attention on their 'spheres of influence', i.e. those actors, processes and networks that they have influence over, and that are necessary links in the chains that connect their research to longer-term development impacts. **Outcome-level monitoring** – the systematic collection of evidence that substantiates CIFOR's influence – is becoming standard practice.

Concurrent with applying theories of change and outcome monitoring tools to new projects and programs, CIFOR has been applying theory-driven approaches to the evaluation of existing projects. Four evaluations using theories of change as the analytical framework for establishing CIFOR's contribution to outcomes have been undertaken, and an internal analysis of the findings has been conducted. These approaches and methodologies have increased the engagement of scientists with the learning potential of evaluations by ensuring the scope, findings and recommendations are aligned with their learning needs, and they relate to elements of the research-to-impact pathway that they are able to respond to by improving or altering their practices.

CIFOR's work to improve how we plan for, and demonstrate, our contribution to outcomes that are within our sphere of influence has been complemented by investment in new approaches to policy-oriented, *ex-post* and *ex-ante* impact assessments. Two policy-oriented impact assessment studies have been undertaken, and lessons from how to conduct these in the CIFOR context are being applied to research planning in 2017.

## Priorities for 2017: Impact and outcome assessment studies

In 2017, CIFOR will continue to embed the PMEL model into all of our work, with a focus on increasing the consistency and sophistication with which foresight, theories of change, outcome evaluations

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<sup>4</sup> The term 'people-centered' refers to the particular way program logic is created around key people targeted by the program, to avoid problems such as a lack of sensitivity to impacts on different participant groups. (Montague S. 1998. 'Build reach into your logic chart.' [http://pmn.net/library/build\\_reach\\_into\\_your\\_logic\\_model.htm](http://pmn.net/library/build_reach_into_your_logic_model.htm)).



and impact assessments are conducted. CIFOR will consolidate the approach to **foresight**, bringing together quantitative modeling and participatory practice experiences, and current partnerships into a coherent strategy.

We will strengthen our use of **theories of change** by enhancing the use of evidence in the models developed. We will seek to integrate social theory, existing research and emerging evaluation findings into CIFOR's network-driven theories of change at the program and project level.

For **outcome evaluations**, we will strengthen our approaches to testing the underlying assumptions about how change occurs in context, and make this the focus of our activities and evaluations. This will enhance our ability to identify the strategies and lessons that are transferable across projects and offer guidance for future CIFOR work.

Building on the policy-oriented **impact assessments**, we will integrate lessons from recent studies into ongoing assessments, and develop this suite of work into a publishable impact assessment series.

Thematically, our research for impact work will focus on the breadth of CIFOR work. Studies are planned for activities relating to agroforestry, food security, tenure, livelihoods and restoration.

Encompassing all of this is CIFOR's commitment to applying a research lens to planning, monitoring, evaluation and learning. Key to this process is a research partnership with Royal Roads University, which will facilitate cross-case analysis of CIFOR's evaluation work and link CIFOR project- and program-level evaluations to broader learning and research efforts relating to the use of scientific knowledge in policy and practice at different scales.

Annex 1 provides details on active projects, funding partners, and locations for each thematic area.

# 2 THEMES



## Climate change, energy and low-carbon development



### Core activities

More than a year after the Paris Agreement, there is teeming national and international activity to put the global climate agreement into action. CIFOR works on the mitigation of and adaptation to climate change, bioenergy, and the supporting forest and climate science and policy performance in these areas. Our work under this theme will continue to support policy makers and practitioner communities in countries that are developing their Nationally Determined Contributions (NDCs) and low-emission development pathways. It also supports actors working in the international climate policy arena with information, analysis and tools needed to: design and implement climate mitigation and adaptation action; create enabling conditions; and reliably assess to what degree

their action has delivered effective, cost-efficient, and equitable carbon and non-carbon benefits. The theme's 2017 priority work is summarized below.

## Emerging issues

CIFOR's climate change, energy and low-carbon development research works to produce outcomes in four key areas of climate change mitigation and adaptation:

### **1. Efficient, effective and equitable climate national and international mitigation policies and funding achieved.**

CIFOR's Global Comparative Study (GCS) on REDD+ (Reducing Emissions from Deforestation and Forest Degradation) has received funding for a new five-year phase of research towards achieving effective, efficient and equitable REDD+ results. We are taking up new research on the role of non-state actors, on linking REDD+ finance streams to REDD+ outcomes and low-emission development strategies (in collaboration with the theme *Value chains, finance and investments*), and in collaboration with the theme *Forest management and restoration*, we will be exploring the links between restoration and climate change (e.g. assessing the size of the carbon sink that can be generated with restoration globally). Our Sustainable Wetlands Adaptation and Mitigation Project (SWAMP) will continue its research and capacity development activities in 20 countries with 250 partners, and we are engaging closely with several international Blue Carbon initiatives where our work on mangroves, the immensely carbon-rich tropical peatlands and wetlands dovetails with the work of our partners on seagrass meadows and other sub-oceanic organic carbon sinks to create a coherent platform across disciplinary boundaries. We are refining new tools to develop carbon scenarios on the fly during stakeholder consultations. Recognizing that climate goals are often difficult to defend against more urgent local needs such as fighting hunger and malnutrition, we make sure through our research that climate objectives are aligned with development objectives for greater impact.

### **2. Risk-assessed ecosystem-based adaptation policy and practice in place, including joint mitigation and adaptation approaches.**

We are working together with the *Forests and human well-being* research theme on the adaptation of people and forests to climate change, for example in a project exploring the links of migration and forests in Indonesia, Peru and Tajikistan to increase our understanding of the changing 'human resource base' in forested areas affected by global change. We will continue to disentangle the trade-offs and synergies of adaptation and mitigation at the landscape scale, as a basis for multilevel governance decisions.

### **3. Integrated food and bioenergy production policy and practice realized.**

Building on past woodfuel research at CIFOR, we have bundled all work in this theme, and in 2017 are taking up new studies on bioenergy by looking into how woodfuel is addressed in the Intended Nationally Determined Contributions (INDCs) of sub-Saharan countries (where 70 percent or more of energy needs still come from woodfuel and charcoal), and by exploring ways to grow woodfuel trees on marginal (i.e. otherwise unproductive) lands in Indonesia. Sustainable bioenergy production will be central to low-emissions development. We are partnering with the Food and Agriculture Organization of the United Nations (FAO) and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in the Woodfuel Info Group for greater impact through joint analytical products. This work is done partly in collaboration with the *Value chains, finance and investments* team.

### **4. Performance assessment of mitigation and adaptation policy and practice widely implemented.**

Recognizing that there is increased scrutiny of climate data and performance of mitigation and adaptation action, we are expanding our work on the independent, transparent performance assessment of policies and interventions. This originated in our long-term research to assessment of REDD+ performance in 23 project sites, and our work on the monitoring, reporting,



and verification (MRV) of carbon emission reductions. We now expand this into a much broader assessment including commitments from the private sector and other non-state actors. This work will also assess important non-carbon outcomes, such as ecosystem services (biodiversity, water), equity and livelihood impacts, including the effects of REDD+ activities on gender.

All of this is underpinned by work on forest ecosystem function and the climate system, e.g. climate modeling for the Congo rainforest, the assessment of mitigation hotspots, and refining the forest and emissions reference levels based on a more diversified assessment of the emissions of different drivers. In the Lake Victoria watershed in Kenya, we are expanding an interdisciplinary project that makes environmental monitoring of water resources available to local water and forest resource management institutions to develop evidence-based natural resource policy and management of the water towers of Kenya. We also work on forest degradation and fires, particularly linking private sector initiatives to degradation (or preservation) in Borneo using a new assessment tool.

Our small but state-of-the-art lab facilities in Bogor, Nairobi, Yaoundé and Lima are central to supporting this work by making advanced analysis possible on the spot. We work closely with country partners to develop and refine forest reference and reference emission levels. Ultimately, this is work that countries should be doing; however maintaining sophisticated laboratories is often a challenge. Having our own labs in these strategic locations allows us to do this work, while training young professionals from developing countries in good laboratory practices and collaborating with first-class universities. Our facilities provide a crucial missing link between advanced research and development needs.

Climate change, energy and low-carbon development research is supported with long- and short-term grants by many funding partners. It is endorsed by the CGIAR Research Program on Forests, Trees and Agroforestry (FTA) Flagship 5 (Forests, trees and agroforestry for climate change adaptation and mitigation). Climate change will be a central part of the collaborative network of FTA Phase II, and hence

can draw on the partnerships and expertise of other FTA flagships, institutions and their partners. This context is important to embed our work over the next six years into the broader development agenda for multifunctional tropical landscapes.

We also are collaborating very closely with the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), e.g. partnering with the International Livestock Research Institute (ILRI) on greening the dairy sector by looking at offset potentials from forests for unavoidable emissions in milk production systems in Kenya and Tanzania, and with the *Value chains, finance and investments* theme on business solutions that address cattle production sustainability as a contribution to reduced deforestation.

## Cross-cutting issues

Climate change, energy and low-carbon development research operates, by the nature of climate change problems, in an interdisciplinary fashion across team boundaries. The work in 2017, funded with major grants from the International Climate Initiative (IKI), the Norwegian Agency for Development Cooperation (Norad) and FTA, typically straddles several of CIFOR's themes, namely *Forests and human well-being*; *Equal opportunities, gender, justice and tenure*; *Value chains, finance and investments*; and *Forest management and restoration*, because issues of livelihoods, equity, rights and gender, deforestation-free value chains and other private sector initiatives, and restoration initiatives are at the heart of action to implement the Paris Agreement and the SDGs.

Geographically, research under this theme in 2017 will align with funding partner emphasis and focus more strongly on a few key countries. We already have strong and reliable partnerships with Brazil, Ethiopia, Indonesia, Peru, Vietnam, and are expanding work in DRC, Guyana, Mexico, and Myanmar.

Our efforts in capacity development are a central element in our theory of change and focus on: strengthening the capacity of agencies, programs, national and subnational partners (e.g. that of national institutions developing emission estimates); enhancing the capacity of local partners (e.g. on bioenergy systems); or engaging with subnational governments such as in Mexico and Peru (e.g. on

multilevel governance processes). We study and interact with multistakeholder platforms and networks (e.g. the Governors Climate and Forests Task Force [GCF]) that may act as multipliers of our work. We invest considerable resources in partnerships with universities for the academic training (PhD, MSc and BA) of future developing country leaders. We also engage in multiple platforms and conferences, for example United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP), the Subsidiary Body for Scientific and Technological Advice (SBSTA), and the Global Landscapes Forum (GLF), for broader but targeted capacity building.

CIFOR's climate change research works under the hypothesis that effective, cost-efficient and equitable policies and practices (our 3E+ criteria) make use of forest resources and combine climate change mitigation and adaptation with economic development. They are furthered by major shifts in enabling governance, economic and policy incentives, values, discursive practices, power relations and technologies; they depend on multipurpose, climate-resilient landscapes, and their performance can be assessed, measured and documented. We work closely with research partners and stakeholders in our priority countries to ensure that climate change policy makers and practitioner communities have access to and use the information, analysis and tools needed to design and implement climate mitigation and adaptation policies that are effective, cost-efficient and equitable; create enabling conditions; and assess the outcomes in terms of carbon and non-carbon benefits. The expected outcomes can be summarized as integrated, equality- (gender-, youth-) sensitive climate change mitigation, adaptation and development strategies that follow the 3E+ criteria.

## Equal opportunities, gender, justice and tenure



### Core activities

In 2017, this theme's core activities are framed by the priorities set out in CIFOR's strategy. These are: understanding obstacles to the devolution of forest rights, assessing new forms of investment in forest landscapes and gender integration across CIFOR's work.

#### 1. Understanding obstacles to devolution of forest rights.

Among the most important – and controversial – forest policy questions of our time is the optimal distribution of forest use and management rights between government forest authorities and local communities. Historically, states have held the greater share of rights and governance authority, granting communities limited use rights and in some countries denying communities rights while granting extensive, long-term forest concessions to large companies. Debates revolve around the social and environmental benefits to be gained where communities hold a greater share of forest rights on the one hand, and concerns among officials and conservationists that communities will convert forests to agriculture and other non-forest uses. Where rights as a matter of national policy have been legally devolved, forest agencies often obstruct effective devolution of those rights.

Our work explores obstacles to effective forest rights devolution, particularly in countries that have undertaken high-level policy and legal

reforms committed to rights devolution. In 2016, the Global Comparative Study (GCS) on Tenure entered the late stages of its an extensive two-year period of field data collection and analysis on the experiences of forest rights devolution in Peru, Uganda and Indonesia. In 2017, the research team will be writing up results and disseminating findings through a variety of meetings, public events and media outreach initiatives. Several papers will be presented at the World Bank Land and Poverty Conference in Washington on 20–24 March 2017. The sidelines of the conference will provide a venue for a major CIFOR-organized South–South exchange workshop on forest rights devolution, with workshop participants drawn from the country advisory committees in Peru, Uganda and Indonesia that have helped guide the research from its inception in 2014. Committee membership is drawn from national forest agencies, civil society, community organizations and national research partners. Other participants will include project steering committee members from Colombia, Kenya and Nepal, as well as senior forestry officials, civil society organizations and funding partner representatives attending the conference or invited by CIFOR independently to attend. The World Bank has asked the *Equal opportunities, gender, justice and tenure* team to organize and lead a master class on forest rights devolution and governance on the ‘learning day’ scheduled for 25 March.

In late 2016, the tenure team completed a USAID-funded study on **mangrove tenure and governance**. Publications include a global review of literature on current rights and governance issues and field-based research reports on Tanzania and Indonesia. On the strength of this initial effort, USAID has provided funding for additional mangrove governance research in **SWAMP 2**, beginning in 2017, expanding and complementing the large bio-physical research focus in the first phase of SWAMP. A newly funded German Development Ministry (BMZ) study on the **co-benefits of East Africa’s regional-scale forest and water conservation initiatives** evaluates the effectiveness of Kenya’s new Community Forest Associations (CFAs) in managing forests for conservation and livelihoods

benefits. Kenya’s 2005 Forest Act established CFAs as decentralized community management bodies. This research represents one of the first opportunities to systematically study their performance in managing local forests in support of national conservation goals, while providing a greater array of benefits for local residents. Finally, the team, along with university research partners in the US, is examining **circumstances where indigeneity may be a factor** in community-level forest outcomes.

## 2. Assessing new forms of investment in forest landscapes.

While there have been obstacles to effective forest rights devolution in many countries, over the past two decades communities and indigenous people in some countries have secured stronger forest rights as a result of reform efforts. In 2017, the *Equal opportunities, gender, justice and tenure* team, with partners in selected countries and using seed funding provided by the CGIAR Research Program on Policies, Institutions and Markets (PIM)’s Flagship 5 (Property Rights Regimes for Management of Natural Resources and Assets), will evaluate the experience of forest communities in leveraging public and private investments in projects that aim to improve the sustainability of community forests and that generate higher levels of income and better food security for residents. Research will assess the significance of such factors as tenure security; benefit-sharing arrangements, including the distribution of benefits to women and marginalized groups; public regulation; forest user group governance, including the participation of women and marginalized groups; and social stratification and cohesion to the success of forest-based enterprises in generating livelihood opportunities and attracting internal and external investment. A number of countries are being considered as sites for use of PIM seed funding in 2017, including India, Vietnam, Guatemala, Kenya and Peru. Nepal has been a leader in devolving a wide range of forest use and management rights to community forest associations, and research on the effects of rights devolution in Nepal began in 2016, in partnership with ForestAction, a leading Nepal non-governmental organization (NGO),



with support from German-attributed funding. The research assesses how communities and local enterprises have leveraged new rights into new forms of investments in enterprises and livelihoods, and regulatory and other factors that may impede investment.

### **3. Gender integration across CIFOR's work.**

Forested landscapes across the developing world are changing rapidly due to a wide range of social, economic and environmental factors. These include: conversion of forests for the production of major globally traded commodities such as palm oil, soy, timber and beef; out-migration and the growing reliance of households in forested landscapes on remittance income; climate change; and the introduction of a great variety of conservation and development interventions. These changes have brought about greater fluidity in gender norms and policies. Interventions in the agriculture and forestry sectors are increasingly concerned with promoting gender equality, and the scope and variety of livelihood opportunities available to women are increasing. That said, many challenges for women and girls still remain, and new forms of discrimination and exclusion are emerging. Women's contributions continue to go unrecognized because they tend to be confined to informal sectors, concentrated in low-value areas and unpaid. Women often have limited voice and influence on negotiations over conversion of land, and the risks posed by climate change are unknown and still unfolding. It is questionable whether and how women's collective and individual capabilities can respond to these risks and adapt to changes. Many interventions continue to be designed and implemented at levels that often do not take account of the interests of women.

CIFOR research is documenting how these changes are affecting various categories of women and girls, and the degree to which alternative policy interventions, collective action by women and capacity building can foster greater gender equality and empower women. CIFOR works to integrate considerations of gender across all research, outreach and capacity

development activities, including in work on tenure security, climate change, food security and nutrition, and forest-based enterprises and supply-chain management, among others. For example, in an effort to integrate gender into ongoing research on governing oil palm for sustainable landscapes, we are partnering with Oxfam Novib, the Rights and Resources Initiative (RRI), the University of Indonesia and the University of Brighton to understand how different categories of women and men are engaging in processes of land acquisition; understanding implications of oil palm expansion on gender division of roles and responsibilities at the household level and beyond; and documenting under what conditions women's resource access can be safeguarded and enhanced.

We also undertake gender-specific work that combines research, action and adaptive learning. For example, in Uganda CIFOR is working alongside customary leaders, forest-dependent women, women's NGOs and government agencies to jointly define, implement and monitor activities to strengthen women's rights to forests and trees, increase participation in forest management and enhance gender equity in distribution of benefits. Gender research is underway across a wide range of geographies spanning Africa (Burkina Faso, Ethiopia, Kenya, Tanzania, Uganda, Zambia), Asia (Indonesia, Nepal, Vietnam, Tajikistan) and Latin America (Nicaragua, Peru).

The key issues to be examined in 2017 include:

- The impacts of land use changes on women's and children's food security and nutrition in Indonesia;
- How to design gender-responsive forest landscape restoration;
- Gender equity in REDD+ safeguards and investments;
- Women's participation along charcoal value chains in Zambia;
- A cross-country study on gender, migration and forest management in Burkina Faso, Ethiopia and Indonesia;

- Gender dimensions of agribusiness expansion in forested landscapes in Indonesia and Tanzania;
- Implications of Forest Law Enforcement, Governance and Trade (FLEGT) on women in the informal sectors in the Mekong Region;
- Women's voice and agency in customary tenure systems in Uganda and Nicaragua.

We partner with a wide variety of organizations at local, national and global levels, including women's ministries, CGIAR centers, international and national NGOs and coalitions, universities and research institutes, multilateral and bi-lateral funding partners and UN agencies. We convene events such as high-profile discussions at GLF and COP, synthesize research findings, develop guidelines and toolkits for undertaking gender-responsive research and produce tailored products for our target audiences. These efforts help to ensure that CIFOR research translates into action and brings about changes that advance the goals of gender equality and women's empowerment.

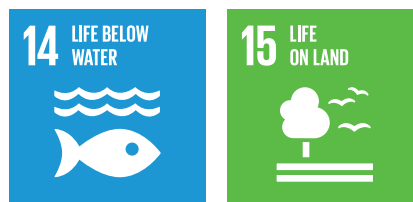
## Emerging issues

### 1. Restoring forests and restoring communities.

The international community and several developing countries have embarked on major initiatives to restore millions of hectares of deforested and other degraded landscapes to forests. For instance, the Bonn Challenge seeks to restore 150 million hectares of forest by 2030, and the Latin America Initiative 20X20 seeks to restore 20 million hectares by 2020. These largely top-down initiatives have not taken sufficient account of the significance of such factors as current ownership and land tenure arrangements, public and private financing arrangements, and the roles of national and local management authorities in program implementation. However, the initiatives, if implemented in ways that take fuller account of local interests, including by returning lost forest rights and developing effective free, prior and informed consent mechanisms, can catalyze local ownership of restoration efforts and restore the ability of communities to govern and manage their local resources effectively, and in ways that involve and benefit all group members equitably. Our research will inform the efforts of international NGOs, governments and

networks of forest user groups to reshape forest restoration efforts in ways that return rights to forest users, and strengthen their capacity for self-governance. PIM funding will help seed this research, with a possible initial focus on Nepal, Ethiopia, Tanzania, Peru and Kenya. The *Equal opportunities, gender, justice and tenure* team and the *Forest management and restoration* team are collaborating on this initiative.

## Forest management and restoration



### Core activities

Our work focuses on designing effective and equitable management approaches and tools for forest conservation, diversified production and restoration. We are evaluating institutions, incentive systems and safeguards for the management of natural and planted forests, including market-based and regulatory approaches in order to facilitate the design of more appropriate, equitable and environmentally friendly management rules.

### Emerging issues

Key issues for 2017 include the significant top-down demand and political commitment for recovering degraded lands through forest landscape restoration approaches (yet with limited in-country supply), and the limited efforts being directed towards characterizing the environmental and livelihood outcomes of different reforestation types (ecological restoration through natural regeneration, restoration plantings, woodlots, agroforests and large-scale monoculture plantations). This is important to fully understand both the potentials and limitations of each reforestation type, as well as to guide practitioners and decision makers to optimize alternative options in a spatial context and realize specific outcomes, including by hitherto timber-oriented forest certification systems of more

holistic and enhanced cross-sectorial views, which incorporate forest-based ecosystem goods and services into a multiple use mindset. This will require integrating certification schemes into landscape approaches by adapting existing forestry systems, as well as developing new types of certification models.

Our work will focus on:

1. **Promoting scientifically solid and cost-effective approaches to identify, prioritize and monitor forest landscape restoration activities** including both active and passive regeneration modes. To this end, we will synthesize the current state of knowledge of decision support tools available for assessing cost effectiveness and risk management of forest landscape restoration to generate sound guidance for international and national restoration efforts.
2. **Generating evidence-based assessments of lessons learned and implementation gaps for designing national restoration plans**, as many national governments are in need of strategic guidance to this end.
3. **Examining incentive structures and normative and policy bottlenecks at the interface between forest landscape restoration at large scales and smallholder systems**, while proposing participatory schemes that bridge both top-down and bottom-up approaches.
4. **Developing new methods to assess forest certification impacts as well as innovative verification systems**. This includes forest landscape restoration actions in order to guide investors, international and national organizations as well as practitioners, policy makers, planners and managers in reaching acceptable and verifiable ecosystem recovery outcomes. This includes working with partners to develop generic frameworks for certification of forest-based ecosystem services as a way of building national standards.
5. In addition, **we will continue or work on optimization of multiple forestry objectives** through targeted analyses at the country level. In particular, we will assess the effectiveness of the management of public forests through concession systems aimed at multiple use.

## Cross-cutting issues

Our work aims to generate and operationalize knowledge on forest landscape restoration to share in accessible formats and to target decision makers through carefully selected boundary partners at events such as GLF, the Convention on Biological Diversity COP and the Society for Ecological Restoration World Congress, which include both practitioners and decision and policy makers. Specific engagement activities will revolve around knowledge-sharing events and panel discussions. Capacity development will be prominent in our thematic work by linking training through research by Master's and PhD students in the DRC. In addition, we will engage with local and national institutions by linking research and development activities to forest management issues in which government institutions have a role to play. Our current work on participatory approaches to monitoring forest restoration will include lessons learned about how gender affects the success and outcomes of a given restoration practice, and how a successful local monitoring system needs to respond to gender sensitive goals. We will also continue our collaboration with key partners in mainstreaming gender into forest landscape restoration.

## Forests and human well-being



First, it is important to note that this research theme has recently changed leadership. While we expect that its general direction and approaches will not shift drastically in 2017, we do foresee that a new team leader will bring fresh expertise, experiences and understanding, and consequently there will be some change in the priorities and approaches outlined below.

Millions of rural households derive significant income, food, fuel, shelter and other goods from managing and harvesting forests and woodlands.



Yet the contribution of forests to human well-being, security and prosperity is often misunderstood, underappreciated or ignored. Most attempts to address poverty do not take into account the role of forests. As a result, opportunities to support or improve livelihoods in the developing world through more effective forest use and management are missed. Policies and practices intended to encourage economic development, poverty alleviation and better health frequently provoke unintended consequences that undercut livelihoods and cause forest loss or degradation.

Conservation programs that aim to protect forested landscapes from overuse may underestimate the opportunity costs for local people and again undercut their livelihoods and security in the face of multiple changes. Little is known about the impact of recent demographic changes, including changed urbanization and migration flows, on the well-being of communities and their relation to forests, especially in situations with rapidly changing labor pools and income sources. The scientists and support staff working on this theme are developing new approaches and asking new questions to understand these emerging patterns, and to put forests and landscapes more firmly onto the global poverty reduction and human well-being agendas.

## Core activities

*Forests and human well-being* scientists have identified a broad set of issues that form the core of the team's work. These are areas of research, capacity development and outreach where, given present expertise and funding availability, we expect to have the most important and effective impacts on policy and practice affecting human well-being. These include:

1. **Income and livelihoods from forests.** Our overall goal is to enhance incomes and human well-being, especially in communities that depend on forest and tree products. We work towards that goal by improving the availability and uptake of accurate data and useful insights into the many forms and variable potential of forests and woodlands to contribute to the well-being of forest-dependent smallholders and others who are inadequately served by development and other institutions.
2. **Quantifying and realizing forest benefits using large datasets.** Building upon several large CIFOR datasets on the role of forests in incomes and livelihoods, we endeavor to maximize the impact of our research and outreach by scaling up the use of our research instruments through work with other institutions that may have far greater reach and potentially global impacts.
3. **Coping with risk in smallholder landscapes.** The risks smallholders take on in the face of both economic and environmental changes are often exacerbated by external forest conservation and management initiatives. With a variety of partners, we explore opportunities to mitigate those risks by better understanding risk and redesigning programs appropriately.
4. **The farm-forestry interface: social forestry, smallholder commercial forestry.** The diverse ways that smallholders integrate agricultural production and forest management are poorly understood and often disparaged by government and international development and conservation initiatives. Our goal is to generate accurate data and insights into these often productive and resilient systems, and ensure that regulations and extension activities support rather than impair the functioning of these systems by informing local and national efforts.
5. **Effects of increased mobility, urbanization and remittances.** Recent changes in the rates and scales of human mobility and related remittances offer new opportunities for improvement in well-being and in the contributions that forests can make. We contribute to opportunities for positive outcomes of increased migration by clarifying the poorly understood linkages between mobility and its effects on forest cover and use, as well as on household labor and investment.
6. **Benefit sharing.** CIFOR's major research and outreach efforts to identify and promote effective mechanisms and practices for more equitable distribution of net gains from the implementation of REDD+ and other such initiatives are continuing to engage national stakeholders and to develop partnerships with national and regional institutions. Through these and other

mechanisms we are contributing to broader and more informed discourses on these issues, and the better design and implementation of appropriate benefit-sharing mechanisms.

## Emerging issues

In 2017, despite shifts in leadership and staff, we do not expect the core work under this research theme to move significantly away from the above-noted core areas. All scientists are, however, moving their work forward in innovative directions in response to continuously shifting needs and opportunities. Within the broad core priorities, we expect that new directions will include:

1. **Safeguards to manage and monitor risks in REDD+ benefit sharing.** The Cancun safeguards under the UNFCCC are to ensure that REDD+ does no harm to local people and the environment, and to verify that new institutions put into place under REDD+ are complementary to other environment and development policies. To be eligible for results-based payments, REDD+ countries must develop national-level safeguard information systems to monitor and regularly report on adherence to safeguards. Our research on safeguards will generate essential knowledge on the linkages between REDD+ benefit-sharing mechanisms, safeguards and policy-learning processes to support implementation of carbon-effective, cost-efficient and equitable REDD+ activities.
2. **Scaling up the assessment of welfare contributions from forests to the national level.** The contribution of forests to human well-being and prosperity is often underappreciated. Building upon the Poverty Environment Network (PEN), and with a focus on moving forward with the launch of the joint FAO/CIFOR/International Forestry Resources and Institutions (IFRI)/Program on Forests (PROFOR) forestry module for the World Bank's Living Standard Measurement Study (LSMS), we will continue to, and assist with, pilot applications of our approaches and models by national statistical bureaus that measure poverty and income.
3. **Scoping the contribution of results-based payments for smallholders managing their forest resources.** Continuing and integrating our work on payments for environmental
4. **Focus on effects of rapidly changing migration rates and patterns.** Continuing our focus on changing demographic patterns, labor pools, investment strategies and their effects on forest use, we will begin to include the assessment of the impact of large-scale return migration (especially in Tajikistan) on livelihoods and forest cover and management. Effects of migration and the 'feminization' and 'geriatrification' of the countryside on social forestry programs, especially in Nepal, will also become a focus of our research.
5. **Assessing and minimizing environmental impacts of refugee camps in East Africa.** Again, building upon our ongoing research on migration, we will work toward enabling policy makers and aid agencies by informing ways to provide more effective humanitarian assistance to refugees, especially in sub-Saharan Africa, without compromising local environments. We will work on effective ways of producing necessities such as woodfuel, while also providing employment and healthier environments by generating reliable data on the extent, characteristics and consequences of existing changes surrounding refugee camps at regional and local levels, and by providing landscape restoration and woodland management options.
6. **The farm-forestry interface with a focus on small-scale commercial plantations.** We will continue building upon our research into the biophysical, economic and policy processes that link crops and timber in locally developed production models that serve smallholder farmers with limited resources of capital and labor, at the forest-farm interface. Our work in 2017 will focus on evaluating value chains and markets, technical and institutional innovations and appropriate tenure reform for smallholders, especially in Amazonia and the Sahel. These efforts build upon the dry forest initiatives that have long been central to CIFOR's work on 'poor peoples' forestry'.

services (PES), REDD+ and certification, we will further examine what smallholder communities and governments can expect from the sum of contributions from such initiatives.

7. **Understanding the dynamism of risk-coping strategies.** We will build upon our expertise in risk-coping among smallholders to assess the role of social networks, migration and remittances in how forest communities and smallholders deal with and adapt to market, policy and climate risks in Southeast Asia. This work will complement knowledge of how forests and ecosystems contribute to, and are affected by, community resilience and adaptation in dynamic contexts. This information will be critical for the design of policies that are relevant to local contexts to ensure effective and equitable outcomes.

## Cross-cutting issues

Research in 2017 will not only focus on the above areas of research but will also feature strong and multifaceted collaboration with other teams working in cross-thematic areas such as adaptation, alternative peatland livelihoods, forest management unit management issues and changing gender roles and problems, especially in the context of migration and urbanization.

We will continue to use a multiplicity of approaches to outreach and capacity development, including as noted above, working to incorporate the forestry module into the World Bank's LSMS household surveys and national statistical surveys. We will fully collaborate with CIFOR's Communications, Outreach and Engagement (COE) team in making use of a broad spectrum of media and platforms, including academic publishing, blogging and social media. We are committed to making sure our research results reach all our stakeholders and potential beneficiaries, especially smallholders and their representatives.

In the capacity development area, we will continue to engage as many students as our work makes feasible and our funding allows. We are especially committed to including students and researchers from less privileged institutions, such as provincial universities in Indonesia and national universities in poorer countries, for example the National University of Laos. These approaches to capacity development have recently featured prominently and successfully in our work.

# Sustainable landscapes and food



In the past few decades, tree cover in agricultural lands has increased, with almost half of agricultural land maintaining over 10 percent tree cover. Despite this, the concept of 'trees outside of forests' has only recently appeared in policy agendas. With the adoption of the SDGs in 2015, world leaders are now setting targets for simultaneous progress on: poverty reduction; security of water, energy, food, diet and nutrition; climate resilience; livelihoods; governance and gender equity. Reconciling forests, trees and agroforestry with other land uses at the landscape scale will be key to such progress. However, this requires a transition from ineffective sectoral approaches to land management. Landscape transitions are rarely orderly, and contestation rather than consensus is often the norm. Progress with the SDGs will depend upon national governments' ability to balance demands for domestic growth with international commitments to curb biodiversity losses and meet emissions reduction targets. Countries need a framework to ensure equitable and sustainable use of land while strengthening measures and capacity to mitigate and adapt to climate change. Adopting landscape approaches that attempt to simultaneously address such national and global challenges through integrated policies and practices to resolve competing land uses is increasingly being recognized as a tool to achieve such integration.

Forests and tree-based agricultural systems contribute directly and indirectly to the secure livelihoods and dietary diversity of an estimated one billion people globally. Foods from forests are especially important for improved nutrition and food security for many of the world's most vulnerable people, while trees and forests are vital for their role in providing a suite of ecosystem services to both subsistence and industrial farming systems. Despite this, the role of forests in supporting human food security and nutrition



remains under-researched and little understood. The policy arena does not currently recognize the importance of a 'food systems' approach, which would integrate multifunctionality at the landscape scale into a 'new agriculture'. With food security concerns high on the agenda in many political and scientific spheres, it is crucial to document and understand the contribution of forests and trees to a dietarily diverse and food-secure future.

CIFOR responds to this complex web of food security and nutrition interactions by providing a broad perspective and landscape-scale comparisons across sites of the contribution that forests and tree-based agricultural systems make to healthy and diverse diets. CIFOR undertakes research that provides the fine-grained analysis needed to describe the importance of particular forest products and attributes to specific nutrition needs. Thus, CIFOR's research provides the evidence needed to ensure that forests and biodiversity conservation in the context of sustainable landscapes remain on the agenda of policy makers and practitioners in the fields of conservation, agriculture and nutrition. Our in-depth studies provide a robust evidence base, which is crucial for understanding the optimized landscape configurations for forestry, food production and other land uses.

## Core activities

The theme has adopted a 'body of work' approach, whereby each individual project contributes to the overall understanding of how landscapes can be managed sustainably for both the direct provision for food (with associated dietary benefits), ecosystem services and other land uses. Through multi-site comparisons and using primary and secondary data, CIFOR's research in this thematic area focuses on achieving the following outcomes:

1. **Integration of diverse communities of practice in the sustainable landscapes debate.** To be achieved by reconciling the principles of multifunctionality with the practice of managing sustainable landscapes for food security and nutrition and other benefits.
2. **Increased policy recognition of the need to integrate the forestry and agricultural sectors.** To be achieved by using the landscape approach as the convening factor

(cf. simultaneous yet separate declarations on forestry and agriculture).

3. **Increased availability of diverse nutrient-rich foods.** To be achieved by increasing the on-farm production of a diversity of nutritious foodstuffs and the collection of wild resources including fruits, vegetables, bushmeat, insects and fish from forests and multifunctional landscapes.
4. **Increased access to diverse nutrient-rich foods.** To be achieved by improving the integration of farmers and collectors into markets and value chains, to increase value-addition to nutrient-rich food products from forests and agroforests in mosaic landscapes. This will also include better decision making by stakeholders on land-use changes after raising their awareness on the contribution of forests to diverse diets.
5. **Capacity building.** We have a strong commitment to capacity building and student support. There are seven students associated with the Agrarian Change Project (as below), and nine other graduate students currently supervised by researchers. These come from diverse institutions such as Charles Darwin University, James Cook University and Bogor Agricultural University, among others. We have recently instituted a visiting scholar scheme whereby researchers interested in being based at CIFOR come and work with us a period of time on a specific project. Last year, we welcomed Mirjam Ros-Tonen from the University of Amsterdam and we currently host Kaysara Khatun from the University of Barcelona. In addition, researchers have guest lectured at James Cook University and the University of British Columbia in the past year. Further, in Indonesia, CIFOR has been collaborating with the four NGOs in four project sites in western and eastern Indonesia, in enhancing their research capacities for delivering scientifically-justified policy advocacy for improved integrated watershed management approach.

## Emerging issues

### 1. **Operationalizing the landscape approach.**

As an attempt to reconcile multiple and often competing claims on land and land use, the landscape approach has become a dominant discourse in the current conservation and development lexicon. Multifunctional landscapes and land uses are at the heart of the intertwined challenges associated with conservation, development and climate change. In recent years, and as part of zero deforestation commitments, the private sector has also expressed a strong interest in working at a broader landscape scale. While strong conceptual frameworks and principles for landscape-scale implementation exist, and these have guided the design for a number of initiatives in Indonesia, assessment of progress on the ground remains incomplete. This is especially exacerbated by the limited reporting of the actual implementation of landscape-focused projects in the current literature.

In order to bridge this science–implementation gap, we are proposing to engage with a wide range of stakeholders from conservation, development and the private sector to share their experiences, both positive and negative, in attempting to address the multiple challenges of a landscape approach. This knowledge sharing will then inform the conceptual frameworks and policy environment, feeding back from implementation to theory and back again.

### 2. **Agrarian change in tropical landscapes.**

Agricultural expansion has transformed and fragmented forest habitats at alarming rates across the globe, but particularly so in tropical landscapes. The resulting land use configurations encompass varying mosaics of tree cover, human settlements and agricultural land units. Meanwhile, global demand for agricultural commodities is at unprecedented levels. The need to feed nearly 10 billion people by 2050<sup>5</sup> in a world of changing food demands is causing increasing agricultural intensification. As such,

market-orientated production systems are now increasingly replacing traditional farming practices, but at what cost?

We are supporting seven graduate studies in seven multifunctional landscapes in Zambia, Ethiopia, Cameroon, Indonesia, Nicaragua, Bangladesh and Burkina Faso. We are investigating various scenarios of changing forest cover, agricultural modification and integration with local and global commodity markets. Responses to agrarian change processes at household, farm, village and landscape levels with a focus on poverty levels, food security, dietary diversity and nutrition, agricultural yields, biodiversity, migration and land tenure will be recorded. This research provides much-needed insights into how landscape-scale land-use trajectories manifest in local communities and advance our understanding of multifunctional landscapes as socio-ecological systems. Early indications are that the forest-agriculture transition yields uncertain benefits for both livelihoods and the environment, but particularly for diets.

### 3. **Understanding the interplay between forests and trees, bushmeat and fish, and non-timber forest products (NTFPs) for livelihoods and diets and for broader livelihood strategies.**

While there is a clear understanding of the role of forests, trees and wild meat to rural and urban diets, the role of freshwater fish that rely heavily on forested river basins is muddier. All of these resources play an integral role in rural diets and broader livelihood strategies, but understanding how seasonality and local economic and environmental changes play a role in how these resources interact in terms of livelihood strategies will be key in devising a more cogent strategy for policy and implementation frameworks for forests and food security and nutrition.

### 4. **Forest-based ecosystem services and agricultural production.**

The ability of forests and agricultural landscapes to maintain ecosystem services, such as pollination, remains highly uncertain. We do not know what landscape configurations may provide the best outcomes for achieving multiple goals, and how such outcomes

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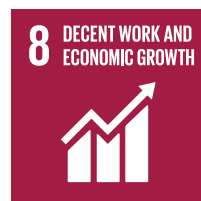
5 Population Reference Bureau. 2016. *World population data sheet*. Accessed 18 January 2017. <http://www.prb.org/Publications/Datasheets/2016/2016-world-population-data-sheet.aspx>

might be linked to initiatives that intend to address climate change and improve outcomes for both people and the environment. We know, for example, that monocultures of oil palm do not provide viable habitats for most forest-dependent species, though many species may be able to use them to a limited extent. Likewise, the decline in wheat yields in Ethiopia in fields that are farther from forest patches may be related to the loss of benefits of climate regulation from forests. We will be initiating a series of studies addressing ecological processes and services that will contribute to improved productive landscapes that combine forests, trees and agricultural production while maintaining environmental, conservation and economic values and benefits.

## Cross-cutting issues

The landscape approach cuts across many of CIFOR's research themes. Tenure, rights, poverty alleviation, climate change mitigation and adaptation, gender issues, value chains and finance and forest restoration can all be substantially rooted in a more holistic landscape perspective. Drawing on those synergies, it would be desirable to further integrate our existing landscape approach frameworks into the other CIFOR themes, and work more collaboratively on the development of a series of landscape metrics that can inform monitoring and evaluation efforts at the landscape scale (i.e. measuring landscape performance). Our work also informs that of the GLF and broader outreach and capacity development efforts. This will become increasingly important as the GLF segues into a more static annual event with research-based spinoffs. Our work on the gender composition of forests and fishery resources has broader cross-cutting impacts and has been integrated into the gender work of CIFOR.

## Value chains, finance and investments



Commercial agriculture drives significant deforestation, mainly linked to the expansion of high-value tree crops like oil palm and cocoa, agricultural crops like soy and sugarcane, and the beef supply for national and international markets. Unsustainable logging leads to forest degradation, and often logged-over forests are replaced with agricultural cash crops, tree-crops or tree plantations. These dynamics lead to biodiversity loss and increased greenhouse gas (GHG) emissions, and erode livelihoods, yet they also contribute to economic growth and rising income for farmers who are increasingly connected to markets, generating positive spillover effects in local economies. In recent years, public and private policy responses have emerged to mitigate the negative social and environmental impacts of the agricultural and timber supply, notably private standards aimed at promoting more sustainable production and corporate commitments to sustainability, including zero deforestation. In addition, some governments in consumer countries like the European Union (EU) and the US have introduced regulations to limit imports of illegal timber and biofuels. Financial service providers (FSPs) are integrating environmental, social and governance criteria into their financial products and services to advance responsible finance.

The work conducted under this theme is aimed at facilitating innovations in public policy, business models, private investments and finance to stimulate the sustainable and inclusive supply of timber from natural and planted forests, enhance sustainable production of high-value tree crops and reduce the impacts of agricultural expansion in forests. It does this by:

- Supporting governance arrangements that combine private and public interventions



enabling improved governance of value chains, thus reducing pressures on forests;

- Identifying options on inclusive, gender-responsive and sustainable business models that create shared value and improve the benefits for smallholder farmers and small- and medium-sized enterprises (SMEs);
- Informing responsible finance and investment options that support agricultural and forest management systems that comply with higher social and environmental standards.

## Core activities

This theme is organized around three main areas of work:

1. **Governance arrangements for sustainable supply.** This research assesses the goals and scope of private-driven sustainability standard systems and commitments – including certification, zero deforestation and legal supply initiatives – and the effectiveness in their implementation. Our research looks at the impacts that timber certification and legality supply that initiatives such as the FLEGT Voluntary Partnership Agreement (FLEGT-VPA) have on smallholder and chainsaw small-scale milling in the domestic markets, and looks for improvements in the regulatory frameworks to enhance the integration of these actors in the legal markets. In addition, our research examines the public and private institutional arrangements to improve the governance of global supply chains with emphasis on oil palm in Indonesia, and soy and beef in Brazil, and their effectiveness in reducing deforestation.
2. **Inclusive business models in global value chains.** This research assesses the social, economic and environmental outcomes of different agricultural and timber-related business and investment models, under different institutional and economic contexts. Our current research focuses on the palm oil sector in Indonesia, Cameroon and Brazil, as well as sugarcane and timber in Mozambique and Tanzania. We compare different partnership and contractual agreements between companies and smallholders, as well as the role of intermediaries,

and input and service providers in shaping specific production systems and benefits capture schemes, and options to upgrade the production systems of smallholders to comply with more stringent production standards. We also assess market and regulatory options to improve the engagement of smallholders and SMEs in domestic timber markets across the tropics.

3. **Responsible finance and investment.** We are building research on responsible and innovative finance and investment, aware of the potential of the financial sector for triggering change in the adoption of more sustainable social and environmental practices by upstream suppliers. Our current research examines the potential benefits and risks associated with finance on the palm oil sector in Indonesia and Malaysia. We are analyzing the role of international and domestic FSPs, the services and products provided to finance plantation companies, mills and trades, and smallholders in the palm oil sector in Indonesia and Malaysia, and their adherence to international sustainability initiatives. In addition, we are assessing the obstacles preventing the adoption of more sustainable practices for oil palm production across smallholder types, and the role of finance to support uptake.

## Emerging issues

The emerging topics around the three areas of work are as follow:

1. **Governance arrangements for sustainable supply.** This work will expand on the conditions influencing the implementation of corporate commitments to sustainability, and their effectiveness in order to achieve expected outcomes, mainly in reducing deforestation but also in the associated incentive systems to trigger more sustainable land use and intensification. The main emphasis will be:
  - Political economy shaping implementation of private commitments to sustainability (and zero deforestation) with emphasis on oil palm in Indonesia and soy and beef in Brazil;
  - Social and environmental impacts (direct and indirect) of zero deforestation commitments,

and trade-offs, in the context of broader public-private governance interventions;

- Effectiveness of different public and private supply chain interventions to sustainable land use and commodity supply including territorial and jurisdictional approaches.

## 2. **Inclusive business models in global value chains.**

New approaches and perspectives are emerging about the analysis of business models with more integrated system perspectives. Main approaches have to do with an improved understanding of the adaptive capacity of business models and options for replicability and scaling up. Specifically, emerging research angles will explore the following:

- Outcomes from business models, from informal to formal, identifying those that may enable formalization while including local actors and supporting compliance of sustainability standards;
- Identification of mechanisms to enhance social learning and adaptive capacity of business models systems, and their potential to improve replicability and scaling up options;
- Developing and testing tools that allow for unpacking organizational dynamics of business model systems, and how these lead to more sustainable development outcomes.

## 3. **Responsible finance and investment.** There is increasing attention being paid to the role of responsible finance and its impact in practice. Emerging topics to embrace under this specific theme will look at barriers to support change, and the potential of innovative schemes. Main issues to look at are:

- Impacts of finance and investment schemes in land use, business models and landscape dynamics, and how these shape the effectiveness of finance and investment interventions;
- Potential and limits of innovative financial mechanisms adopted by FSPs to make financial goods and services more accessible and affordable to smallholders and SMEs;

*Value chains, finance and investments* research is supported by many funding partners. It is endorsed by FTA Flagship 3 (Sustainable value chains and investments to support forest conservation and equitable development). This Flagship provides a solid institutional platform to build partnerships with several other groups working around sustainable supply, finance, investments and business models. In addition, we maintain strong collaborative links with CCAFS, e.g. by implementing a project on sustainable beef supply under enhanced landscape management perspectives in the Brazilian Amazon. We also establish links with the work on inclusive value chains undertaken under PIM.

## Cross-cutting issues

Our research includes the gendered implications of cash-crop expansion, product certification schemes, business models and financial services. The collection and analysis of disaggregated socioeconomic data (gender, age, class, ethnicity, etc.) is of crucial importance for both identifying synergies and managing potential trade-offs between social, economic and environmental outcomes of value chains and business models. We have begun to ask gender-specific research questions in our work on oil palm and timber, and we are mainstreaming gender-explicit research approaches. The purpose is to provide policy makers, companies, producer organizations and service providers with gender-responsive policy options and business models for actively promoting gender equity. Our approach to equity includes both gender and intergenerational equity through emphasizing opportunities for women and youth.

In regard to capacity development, we have begun to establish partnerships for knowledge sharing, for example with the Netherlands Development Organisation and the Finance Alliance for Sustainable Trade, and are strengthening our links with projects focused on sustainable oil palm in Indonesia and sustainable forest management in Central Africa. We also emphasize the development of future research leaders through integrating Master's and PhD students from partner universities linked to our research projects. In addition, we are making efforts to integrate gender-explicit criteria into sustainability standards such as the Roundtable on Sustainable

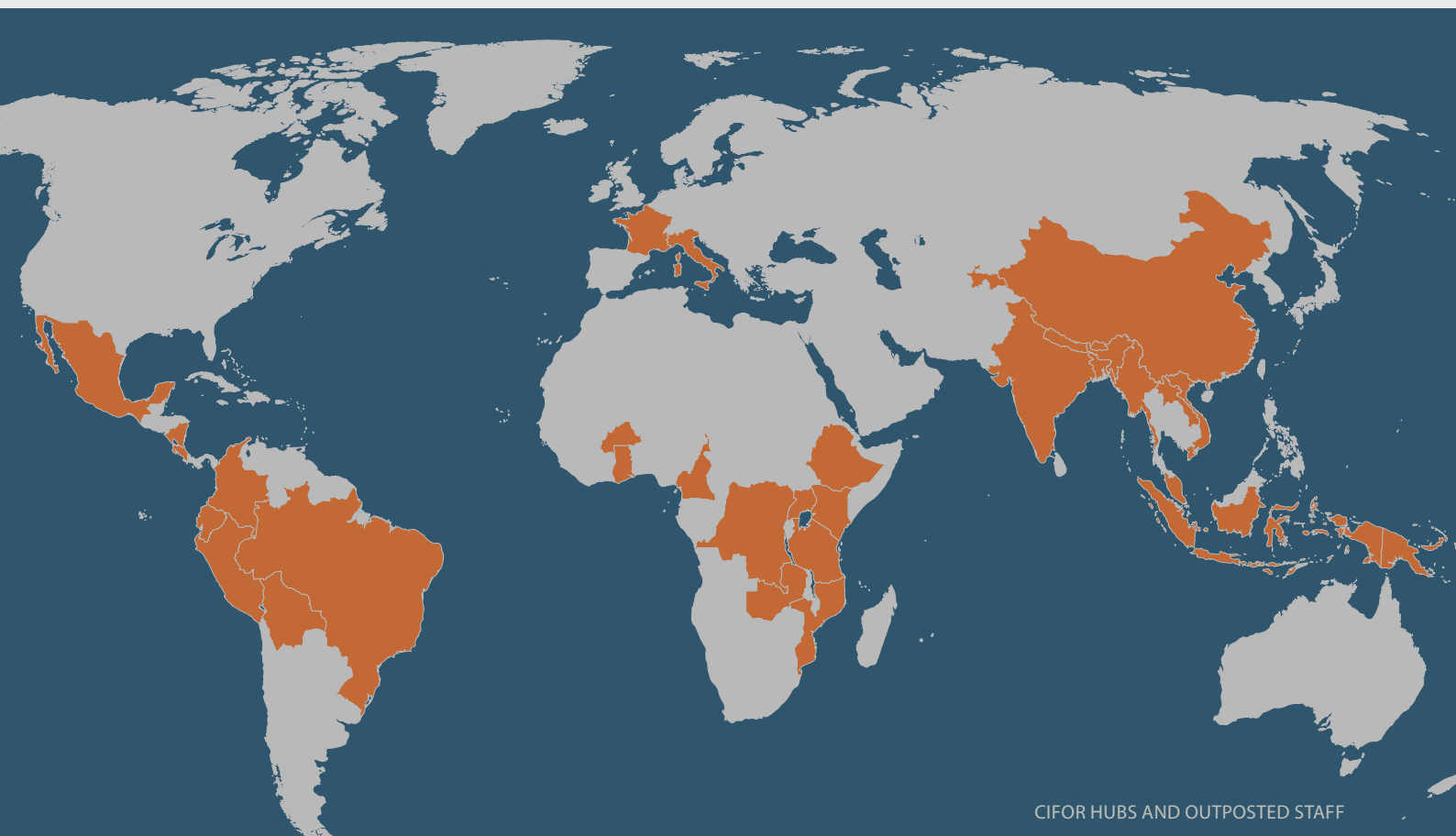
Palm Oil (RSPO), and to invest more in developing learning tools around the effectiveness of private standards, zero deforestation commitments and options for more inclusive business models. We will emphasize the support of communities of practice around these different topics.

Finally, we are active in policy engagement and outreach. We emphasize engagement with government policy dialogues on sustainability at different levels, such as on legal timber in Central Africa and the western Amazon, oil palm

development in several countries (e.g. Indonesia, Cameroon and Colombia), and fire and haze at the national and subnational level in Indonesia. We engage with private sector initiatives to support more sustainable supplies such as the Tropical Forest Alliance 2020. In addition, we inform debates and dialogues held within multistakeholder platforms, such as participating in working groups in the Forest Stewardship Council (FSC), RSPO and the Brazilian Roundtable on Sustainable Livestock and informing dialogues in the ISEAL Alliance. We also privilege some global fora to promote dialogues such as GLF.



# 3 GEOGRAPHIC FOCUS



CIFOR HUBS AND OUTPOSTED STAFF

## Permanent locations

**Bogor, Indonesia  
(headquarters)**

### Thematic work areas

- Climate change, energy and low-carbon development
- Equal opportunities, gender, justice and tenure
- Forest management and restoration
- Forests and human well-being
- Sustainable landscapes and food
- Value chains, finance and investments

### Countries

CIFOR currently has research projects underway across the Indonesian archipelago, as well as in Myanmar, Laos, Vietnam, India, Nepal, Bangladesh, Papua New Guinea, China, Bhutan and Tajikistan.

### Partners and processes

Scientists based at CIFOR's headquarters in Bogor work closely with the government and its ministries. All research projects in Indonesia are conducted in collaboration with national or local institutions, including the Ministry of Marine Affairs and Fisheries, the Ministry of Environment and Forestry, the Forest Research and Development Agency (FORDA), Bogor Agricultural Institute and the University of Lampung. In order to ensure the relevance of our research for

policy and ease the adoption of our findings, we communicate actively with the Directorate General of Forest Protection and Nature Conservation and the Directorate General of Social Forestry and Environmental Partnerships.

## Results

Key outcomes generated in Indonesia in recent years include:

- Assisting the local government in South Sulawesi with customary forest rights protections, with the Indonesian government recognizing those rights for the very first time.
- Key findings on climate change impacts from a study of the mangrove forests along the country's coasts.
- A map and database that tracks 40 years of land-use change and deforestation on the island of Borneo.
- Strengthening small-scale furniture production in Jepara for export following Indonesia's FLEGT certification in 2016.
- Analysis of the impact of the oil palm transition on men, women and their diets.
- Contributing to the development of Indonesia's national work plan for sustainable smallholder oil palm development.

### 2017 priorities

Specific research, capacity development and outreach priorities in 2017 include:

- Promoting integrated watershed management to enhance local livelihoods and biodiversity conservation.
- Developing and promoting market-based agroforestry options and integrated landscape management for smallholder forestry.
- Operationalizing the landscape approach by promoting resilient institutional arrangements supported by relevant policy frameworks that ensure the synergy between various government programs in forest and non-forest areas.

- Managing a fellowship program for 25 Indonesian forestry students to receive Master's degrees in the United States, including research and advising support.
- Studying food security and nutrition impacts of oil palm in Kalimantan and Papua.
- Assessing the ways in which the private and public sector can work together to achieve sustainability objectives in the palm oil sector.
- Training and capacity development programs for forest tenure reform implementers, including tenure orientation training, conflict resolution and gender mainstreaming.
- Engaging with national as well as subnational government alliances to strengthen the Indonesian Sustainable Palm Oil (ISPO) certification systems.
- Assessing, evaluating and promoting livelihoods that minimize the deforestation and degradation of peatland areas and limit the use of fire in livelihood activities in Sumatra.
- Understanding patterns of migration and remittances in border regions of Kalimantan to improve forest management projects and policies.
- Understanding how existing shifting cultivation systems in Indonesia contribute to carbon sequestration and stocks as well as to other REDD co-benefits.
- Assessing how well national REDD+ policies focus on 3E+ solutions, including mechanisms for REDD+ benefit sharing and safeguards.
- Assessing the performance of REDD+ subnational initiatives implemented by governments and NGOs at various levels.
- Measuring carbon emissions, determining forest and carbon reference levels, and research on the monitoring, measurement, reporting and verification of forests and carbon.
- Understanding the synergies and trade-offs in joint mitigation and adaptation, and addressing the challenges of multilevel and multisector governance and carbon management in landscapes.

- Advancing knowledge-sharing dedicated to partner engagement and dissemination.
- Assessing GHG emissions due to mangrove conversions as well as the potential of restoring degraded mangrove and conserving intact mangroves for climate change mitigation.
- Working with government agencies at national and subnational levels, as well as civil society, on adaptation coping strategies for sea level rise, food security and tenure security.
- Engaging with government agencies, under the Ministry of Environment and Forestry and Ministry of Marine Affairs and Fisheries, through our participation in the Blue Carbon Scientific Working Group and the International Partnership for Blue Carbon.
- Assessing the potential of bioenergy production on degraded land in Indonesia.
- Conducting action research and demonstration trials of key selected bioenergy tree species and determining the fuel/energy productivity and efficiency of various tree species.

## How we work

CIFOR has been based in Bogor since it was founded in 1993. A representative from the Indonesian government automatically holds a seat on CIFOR's Board of Trustees.

Resources: Of a total of 191 staff, CIFOR currently employs 113 Indonesian staff, of whom 26 are scientific researchers. CIFOR has enabled more than 100 of its Indonesian employees to pursue further study, and the office in Bogor has accepted more than 250 Indonesian students as interns.

## Lima, Peru

### Thematic work areas

- Climate change, energy and low-carbon development
- Equal opportunities, gender, justice and tenure
- Forest management and restoration
- Forests and human well-being

### Countries

Peru, Colombia, Brazil and Mexico

### Partners and processes

Lima hub scientists work closely with national and subnational governments, national research institutes, universities as well as regional organizations and processes. These include GCF, the Iberoamerican Model Forest Network, the Peru Amazon Governors Association (CIAM), the World Resources Institute (WRI)'s Initiative 20x20 on forest restoration, the National Organization of Andean and Amazonian Indigenous Women of Peru (ONAMIAP).

In July 2016, a new government was installed in Peru. Strategic re-engagement – most notably with the environment and agriculture ministries – is in process.

Substantial international financing is expected to arrive in Peru to secure community land tenure, providing a clear opportunity to access funds to this end. In addition, the forest restoration agenda in Latin America is expected to keep up its momentum, and CIFOR will capitalize on this through involvement in regional and global restoration initiatives and generating key outputs. In 2017, Lima is expected to receive a Center for International Migration and Development expert to focus on research uptake across various activities.

### Results

Key outcomes generated in Lima from 2015–2016 include:

- Influencing the drafting of Peru's National Strategy on Forests and Climate Change;
- Deregulating harvesting and transport of timber from managed smallholder fallows in the Peruvian Amazon;



- Inserting technical norms for optimization of timber and Brazil nut harvesting for the first time ever in the Department of Madre de Dios.

## 2017 priorities

- Carrying out a global comparative desk review of multistakeholder forums and design of conceptual framework for study and site selection in Peru and Brazil.
- Undertaking comparative analyses of policy frameworks and assessing research capacities on forest landscape restoration in Latin America.
- Generating a global synthesis on spatial prioritization tools to guide sound implementation of forest landscape restoration.
- Finalizing a national assessment on gaps and needs on forest landscape restoration in Mexico to feed its national restoration plan.
- Continuing our work on transformation pathways and transformative adaptation in the context of forest ecosystem services in Peru.
- Assessing the effectiveness of subnational REDD+ projects in Peru.
- Assessing the effectiveness of the concession system in Brazil-nut rich forests in the Peruvian Amazon.
- Carrying out subnational workshops in Peru and Mexico to present REDD+/multilevel governance results with subnational governments and other relevant stakeholders.
- Implementing capacity-building events on tenure rights, conflict management and gender in the context of our ongoing forest tenure reform project, and organizing workshops on ecosystem services and landscape planning.
- Engaging with subnational governments and subnational alliances for the development of a 'landscape governance' tool.
- Enhancing our collaboration with relevant actors on jurisdictional approaches to low-

emissions development while reinforcing awareness of the role of wetlands in national climate strategies.

- Partnering with Peru's Ministry of Environment and indigenous groups on community monitoring for REDD+ outcomes.
- Partnering with Mexico's National Biodiversity Commission (CONABIO) to develop its national restoration plan.
- Organizing multistakeholder dialogue in Peru on the constraints and challenges of its national commercial reforestation plan.

## How we work

The Lima hub is officially hosted by the International Potato Center (CIP). Since 2014, the Lima hub has been in the process of obtaining international legal status for CIFOR in Peru, with expected approval in early 2017.

Resources: Five CIFOR scientists, one seconded scientist (from the French Agricultural Research Centre for International Development [CIRAD]), two research assistants, three support staff and three PhD students.

## Nairobi, Kenya

### Thematic work areas

- Equal opportunities, gender, justice and tenure
- Forest management and restoration
- Value chains, finance and investments

### Countries

Kenya, Uganda, Tanzania and Mozambique

### Partners and processes

The Nairobi hub is hosted by the World Agroforestry Centre (ICRAF) and is strategically located amid the offices of multiple regional and international conservation organizations such as the United Nations Environment Programme (UNEP), FAO, the International Fund for Agricultural Development (IFAD), the International Union for Conservation of Nature (IUCN) and the World Wide Fund for Nature (WWF).

The national policy setting is dynamic, with ongoing or recently completed policy and legal reforms in various sectors such as forestry, land, land use and climate change. Priorities in Nairobi are designed to inform these processes, and have been validated through intensive consultations and interactions with government, legislatures, civil society, development partners and the private sector.

## Results

CIFOR's place in the national setting has allowed us to respond swiftly to national and regional policy needs and demands, such as contributing to the development of Kenya's National Forestry Program and leading input into the draft of the East African Legislative Assembly's forest bill.

Further, the recent promulgation of the Forest and Land Acts has resulted in requests to support the drafting of legislation in various domains, such as community participation in forest management, community representation in forestry boards and conservation committees, and mechanisms for crafting participatory management agreements. The National Community Forestry Association and the Kenya Forest Service are key partners in this endeavor, and CIFOR's 2016–2025 strategy spurred further interest in our work from the UN Poverty and Environment Initiative, as well as from the East African Community's Legislative Assembly.

### 2017 priorities

- **Evaluating the impacts of land use and land cover change** in selected 'water towers' (highlands that provide water downstream), with the provision of critical environmental services such as water supply and quality, nutrient cycling and carbon sequestration. This work brings together the human and biophysical elements and drivers of land cover change to more comprehensively support the identification of policies, practices and capacities necessary to ensure that the role of forests in delivering critical landscape services is maintained or restored. This work also builds synergies with the FTA Nile-Congo Sentinel Landscapes initiative.

- **Assessing governance arrangements** and identifying opportunities for reducing negative environmental, social and economic impacts in the transition to inclusive business models in the agriculture and forestry sector. Models that encourage investment in smallholder participation, intensification and the adoption of sustainable production practices are of particular interest. These activities will focus on the identification of mechanisms to generate complementarities between inclusive business development projects and platforms and integrated development and land-use planning, climate change adaption and mitigation, and sustainability certification initiatives.
- **Forest commodities value chains**, in particular timber, charcoal and woodfuel, with a focus on their sustainability and livelihoods impacts at local, national and regional scales of operation, and on opportunities for more equitable governance arrangements and enforcement of trade and trade agreements (e.g. EU-FLEGT, Southern Africa Development Community [SADC]-FLEGT). This work builds on longstanding clusters of activities conducted in sub-Saharan Africa, and bridges several dimensions of interest, such as cross-border trade, local or informal timber trade, SMEs and effects of formalization on smallholders and timber enterprises. This work will also be informed by the ongoing evidence-based forestry review of wood-energy.
- **Effects of devolution and decentralized policies** on the governance of forest landscapes, tenure and rights of resource users and the capacities of implementing agencies to fulfill their mandates. A central concern of this research is the role of governance innovations such as collaborative regimes between multiple stakeholders or collaboration across government sectors as critical decision mechanisms for sustainable and equitable forest landscape use and governance.
- **Assessing gender dimensions** across our research portfolio, especially to examine how land cover change, forest-related value chains, business interventions and devolution are

related to gendered norms, institutions and power relations. Particular focus is devoted to assessing men and women's use, management and control over forest landscape resources, and their relative involvement in decision making and leadership in relation to each of the above research domains. Identifying innovative pathways towards increasing women's participation, leadership and economic benefits while safeguarding against negative, unintended consequences is prioritized.

- In terms of policy engagement, the priority is to contribute to the development and implementation of policies and practices that promote sustainable and equitable use and management of forested landscapes, and be the go-to place for policy guidance, problem solving and information support on forested landscape matters. This objective will be animated and entrenched through partnerships with local communities, civil society, the media, government agencies, national research institutes (including CGIAR) and legislative organs at subnational, national and regional levels.

## How we work

The Nairobi hub is hosted by ICRAF.

Resources: Six scientists, one United Kingdom-based senior research associate and several interns and students from local and international universities.

## Yaoundé, Cameroon

### Thematic work areas

- Climate change, energy and low-carbon development
- Forest management and restoration
- Value chains, finance and investments

### Countries

Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of the Congo, Equatorial Guinea, Gabon Republic of the Congo and Rwanda.

## Partners and processes

We work in partnerships with national government, national research institutes such as the Institute of Agricultural Research for Development (IRAD) in Cameroon and local universities such as the University of Kisangani in DRC, the Universities of Yaoundé I and Dschang in Cameroon, and Marien Ngouabi in the Republic of Congo. In addition we are involved with regional initiatives and organizations such as the Congo Basin Forest Partnership for which CIFOR is a registered member, the omission for the Forests of Central Africa (COMIFAC) and the Economic Community of Central African States (ECCAS).

## Results

The work of CIFOR on domestic timber value chains has raised the profile of domestic timber markets in all countries of the Congo Basin. In Cameroon, a committee comprising representatives of the Forestry Administration, domestic timber associations, a few local NGOs and CIFOR has been established to reflect on how to implement a domestic timber market monitoring system that can be used by all domestic timber actors based on the results of CIFOR work.

The work on intra-African trade in timber products has shown that, in contrast with tropical timber markets in developed countries, the demand for timber products in regional markets in Africa has been growing steadily. However, an important share of African regional markets is supplied through informal channels that are not accounted for by formal national statistics in exporting as well as importing countries of timber products, especially in the case of overland timber fluxes. The African Development Bank is expected to publish a report on the subject based of CIFOR's work and to launch an initiative to promote legality and governance in intra-African trade of timber products.

In 2016, CIFOR was involved in 10 small-scale research projects with topics including:

- Legality in domestic timber markets
- Intra-African trade of timber products
- Observatory of the Central African Forests (OFAC)
- Oil palm value chain
- Climate change
- Knowledge dissemination.

## 2017 priorities

Specific research, capacity building and outreach priorities for 2017 include:

- Developing a system that provides the best available scientific and technical information to decision makers and actors involved in the management of forest ecosystems in the Congo Basin.
- Strengthening knowledge on wood-energy supply and consumption in major urban centers of the Congo Basin, as well as quantification of transboundary wood-energy fluxes between selected African countries.
- Assessing timber products value chains in Côte d'Ivoire, and developing domestic timber product value chains in Liberia.
- Assessing the impacts of FLEGT on forest governance, with special emphasis on the domestic timber markets within VPA countries (Cameroon, the Central African Republic and the Republic of Congo).
- Assessing national climate change response in the forestry sector of central African countries.
- Building capacity in forestry research and forestry expertise in the Republic of Congo.
- Assessing impacts on biodiversity and its contribution to pilot landscape management activities in the Yagambi area of DRC.
- Assessing plantation forestry initiatives in several central African countries.

## How we work

The Yaoundé hub is hosted at the International Institute of Tropical Agriculture (IITA) Nkolbisson campus, with CIFOR having a host country agreement with the Cameroon Government.

Resources: Five research staff, four support staff, one PhD candidate and six MSc interns. We intend to reinforce staffing in Yaoundé in 2017 by at least one research officer.

# Project-based locations

## Burkina Faso

### Thematic work areas

- Climate change, energy and low-carbon development
- Forests and human well-being

### Partners and processes

To ensure that research results achieve impact, CIFOR collaborates with multiple and diverse partners and stakeholders, including: state institutions and intergovernmental bodies (the Permanent Secretariat of the National Council for Sustainable Development within the ministry in charge of forests and the Permanent Secretariat of Agricultural Sectoral Policy Coordination within the ministry in charge of agriculture); international and national research institutions (ICRAF and the Institute of Environment and Agricultural Research [INERA] of Burkina Faso); and NGOs (Tree Aid and Association Tiipaalgá). IFAD and DFID KnowFor 2 provide significant support for our activities.

Burkina Faso is one of eight countries selected as part of the Forest Investment Programme to develop and implement a REDD+ policy. CIFOR's research outputs, namely from GCS REDD+ and from the KnowFor Safeguards and REDD+ benefit sharing project, continue to inform this process, and the first draft of Burkina Faso's REDD+ policy is expected by the end of 2017.

## Results

CIFOR created a multi stakeholder science–policy–civil society dialogue platform that has been taken up by stakeholders and embedded into the institutional framework of a governmental body to assure its legitimacy and sustainability. This platform was designed to deliver research outputs from CIFOR and other organizations to policy makers and practitioners.



## 2017 priorities

Opportunities exist for CIFOR to address the main drivers of change in Burkina Faso and the Sudano-Sahelian area of West Africa; for example, urbanization and the subsequent rising demand for food in cities, including non-timber forest products and other forest products (fodder and woodfuel). Forest and tree cover restoration options and conditions would need to be investigated in order to address this issue. Resource development efforts for Burkina Faso in 2017 will target this research theme, among others.

Specific research, capacity building and outreach priorities for 2017 include:

- Supporting smallholder forest-farm interface management in Burkina Faso and in Ghana in order to identify practices and innovations that enable smallholders to adapt to climate change and variability, with a focus the role of gender in forest/tree product value chains.
- Researching patterns of migration and remittances and their relationships with changes in forest cover, forest resource management and gender roles in order to inform relevant policy and development practices in Nepal, Ethiopia and Burkina Faso.
- Generating knowledge on the linkages between REDD+ benefit-sharing mechanisms, safeguards and policy learning processes to support implementation of carbon-effective, cost-efficient and equitable REDD+.

## How we work

CIFOR has operated in Burkina Faso since 2003, and has had a host country agreement with the government since 2007. The country occupies a strategic position at the center of the West Africa region, with a great diversity of forests and trees, and where forest and tree resources provide crucial products and services for rural and urban populations.

Resources: One scientist based in Ouagadougou, collaborating with researchers based in Indonesia and Lima, plus one part-time administrative officer.

## Democratic Republic of the Congo (DRC)

### Thematic work areas

- Climate change, energy and low-carbon development
- Equal opportunities, gender, justice and tenure
- Forest management and restoration
- Capacity development
- Value chains, finance and investments

### Partners and processes

DRC is key to the development of several research topics at CIFOR. This is because of its position and geographic extension, in the heart of the Congo basin and functioning as a bridge country between east, west and southern Africa; its vast forest coverage; its implication on most major forest policy discourses (legality, certification, community forestry, carbon sequestration); its long-term engagement with CIFOR in terms of capacity development at the University of Kisangani.

Major partners include the national and local governments; the Ministry of Environment, Nature Conservation and Sustainable Development; the University of Kisangani; CIRAD; ICRAF; WWF; INERA; and Resources and Synergies for Development (R&SD).

### Results

- A total of 44 MSc students and 11 PhD students have been trained through CIFOR projects in DRC.
- Over 20 courses on climate change have been held to build capacity and knowledge among Ministry officials and representatives from related agencies, reaching for more than 1,000 participants.
- Through the course of our activities, nearly three million trees have been planted over an area of 3000 hectares, representing about 50,000 tons of carbon sequestered.

## 2017 priorities

Specific research, capacity building and outreach priorities for 2017 include:

- Piloting innovative capacity development activities with a new cohort of MSc and PhD students, as well as new research and development activities on value chains (timber, charcoal, rubber, bamboo) and agroforestry activities in the Yangambi reserve, some 100 km west of Kisangani along the Congo river.
- Continuing assessments of the timber trade between the DRC and its eastern neighbors (Uganda, Kenya, South Sudan).
- Assessing the timber trade and creating linkages between the southern part of DRC in Lubumbashi and its southern neighbors.

## How we work

The University of Kisangani and R&SD host CIFOR's staff when they are deployed in DRC. At the start of 2017 there was one international scientist based in Kisangani, with two more international and two national staff expected by the end of the year.

## Ethiopia

### Thematic work areas

- Climate change, energy and low-carbon development
- Forest management and restoration
- Forests and human well-being
- Sustainable landscapes and food

### Partners and processes

CIFOR's Ethiopia office plans and implements its research in collaboration with national institutions, researchers and students. Our key partners are the Federal Ministry of Environment, Forests and Climate Change (for policy dialogue and to influence national planning for the forestry sector), the Ethiopian Environment and Forestry Research Institute (as lead partner in forestry research), and Wondo Genet College of Forestry and Natural Resources

(to influence higher level forestry education in the country). The Ethiopia office will also work towards actively engaging CIFOR in the site integration process of the CGIAR centers in Ethiopia.

## Results

Ethiopia has identified forestry as a means to fight desertification. We supported the Federal Ministry in their development of the five-year (2016–2020) forestry sector development plan. The Ministry is now finalizing a 10-year forestry sector development plan as well as a national REDD+ strategy.

Our active engagements with the Federal Ministry of Environment, Forests and Climate Change enabled us to contribute to the revision of the National Forest Law, which is expected to be enacted very soon, as well as in the framing of the country's 2016–2020 forest sector development plan.

## 2017 priorities

Specific research, capacity building and outreach priorities for 2017 include:

- Generating more information on the links between migration, remittances and forest dependence of communities living near forested areas, with a particular focus on the effects of migration on gender dynamics and on the impact of refugee camps on forest resources, and implications for management and biodiversity conservation.
- Studying the landscape-level land use and land cover changes along the forest-farm gradient and its implications for forests and local livelihoods.
- Determining ways to improve community involvement in and benefits from tree planting on communal lands, land rehabilitation and natural forest management schemes, and assessing the links between catchment rehabilitation efforts and irrigation schemes in Ethiopia and Kenya to reduce conflicts and ensure sustainability of positive impacts.
- Examining the drivers and implications of smallholder plantations expansion on agricultural landscapes and its implications for

household income, food security and intra-household gender relationships, as well as options for improvement.

- Assessing tree and forest products value chains and innovation systems to support the development of forest-based enterprises as well as domestic and export markets, with a view to identifying missing roles and actors and aspects requiring technical and institutional interventions to make markets work better for smallholders. This is also in line with the government's youth employment creation scheme.
- Continuing to engage national stakeholders and support their country-level efforts in REDD+.

CIFOR's Ethiopia office is also working on a proposal to IFAD that will include Kenya and aims to examine the links between better management of forests and rehabilitation of upper catchment areas to ensure sustainable water flow for small scale irrigation schemes. In addition, our staff are engaged in supporting the proposal development work of a CIFOR-led project that aims at improving management of ecosystems for better livelihoods and conservation outcomes in Tanzania, to be submitted to the Global Environmental Facility (GEF) by mid-2017.

## How we work

CIFOR has been working in Ethiopia since 2005. The Ethiopia office is hosted by ILRI on its Addis Ababa Campus.

Resources: Three scientists, two consultants and five graduate students are engaged in our projects.

## Vietnam

### Thematic work areas

- Climate change, energy and low-carbon development
- Equal opportunities, gender, justice and tenure
- Forests and human well-being

## Partners and processes

CIFOR in Vietnam has signed Memoranda of Understanding (MoU) with: government agencies (Ministry of Agriculture and Rural Development [MARD], Son La Forest Protection and Development Fund, Dien Bien Forestry Protection and Development Fund, Ministry of Planning and Investment, Vietnam Forest Protection and Development Fund); research institutes (Hanoi Agriculture University, Vietnam Academy of Forest Science); international organizations (Japan International Cooperation Agency [JICA], Winrock International); media (Vietnam National Television); and the civil society organizations (CSOs) Centre of Research and Development in Upland Areas and Centre for Sustainable Development in Mountainous Areas.

As the country is now revising its forestry law, national REDD+ program and national payment for forest environmental services, CIFOR can contribute its expertise and research findings in this process. Other potential funding opportunities could be for research on climate change adaptation, regional trade agreements, green growth strategies, lower emission development pathways and biodiversity conservation. CGIAR site integration would help CIFOR develop better partnerships with other centers to access different sources of funding.

## Results

In 2016, CIFOR was awarded by the Minister of MARD for its significant contribution to Vietnam's forestry sector and for the development and implementation of payments for environmental services (PES). CIFOR has been working closely with MARD, providing its latest research findings, tools and analysis for policy makers to support the design of forestry policies. As a result, CIFOR research has influenced the drafting of the new Vietnam Forestry Law, along with the design and revision of National Policy for Payment for Forest Environmental Services and the design and implementation of payment for forest environmental services in Son La province. CIFOR is a member of the national working group on social forestry and is a leading agency in the national payment for forest environmental services network.

## 2017 priorities

Specific research, capacity building and outreach priorities for 2017 include:

- Developing and integrating social forestry approaches into the climate change adaptation and mitigation strategies of the Association of Southeast Asian Nations (ASEAN) and the member states, while enhancing the inclusion of communities, women and vulnerable groups in social forestry and climate change adaptation and mitigation measures.
- Providing REDD+ policy makers and practitioners with information, analysis and tools to reduce carbon emissions while creating co-benefits such as poverty alleviation and biodiversity conservation. Understanding power and politics of REDD+ in national and international policy arenas.
- Quantifying and defining the roles of tropical wetland ecosystems in climate change adaptation and building capacity in both the policy community (through dialogues and briefings) and the scientific community (through research and technical transfer activities).
- Gaining a better understanding of how to achieve effective implementation of FSC certification at landscape scale.
- Supporting the development of a monitoring and evaluation framework for PES in Vietnam.
- Understanding the importance and impact of multilevel governance in climate change mitigation and adaptation policy and practice.

## How we work

CIFOR has been working in Vietnam since 2000, with a working license issued by the Ministry of Foreign Affairs. The Vietnam office is officially hosted by ICRAF, an agreement that is revisited annually.

Resources: One scientist, two research assistants.

## Zambia

### Thematic work areas

- Climate change, energy and low-carbon development
- Sustainable landscapes and food
- Value chains, finance and investment

### Partners and processes

CIFOR ongoing engagement in the region fills institutional gaps that would otherwise remain unaddressed. The Zambia office collaborates with: universities such as Copperbelt in Zambia and Eduardo Mondlane in Mozambique; National Agricultural Research Systems (NARS) across the Miombo countries; the Miombo Network; the FAO sub-regional office; CIRAD; Biodiversity Hub (BoHub); the Common Market for Eastern and Southern Africa (COMESA) and the SADC. The office also provides leadership in forestry research within the parameters of CIFOR's priorities.

### Results

Recent studies have been carried out together with MSc and PhD students and have contributed to policy dialogue on forest foods and livelihood improvement, China and the informal timber trade, and charcoal production (including gender aspects of the charcoal value chain).

## 2017 priorities

In 2017 the office will continue to generate information on forests, landscapes and livelihoods with a view to contributing to the development of policy instruments that can be used to address deforestation and forest degradation; forest based livelihoods; and better management of forest landscapes.

Specific research, capacity building and outreach priorities for 2017 include:

- Assessing sustainable forest management livelihood practices in 144 plots in three landscapes across the country.



- Assessing the contribution of charcoal production to land use and land cover changes, as well as social and institutional arrangements for charcoal production, across six districts in the eastern province of Zambia.
- Assessing the volume of charcoal involved in the informal trade between Zambia and DRC as well as under the bilateral agreement between the two countries.
- Assessing the contribution of informal and cross-border charcoal to local livelihoods in several districts.
- Examining the role of cross-border trading associations (Zambia) in the movement of charcoal.
- Developing a study for the Sustainable Wildlife Program in the Kavango-Zambezi Transfrontier Area.
- Developing research on a forest investment program for Mozambique with a focus on sustainable charcoal production.
- Developing research on sustainable management of Miombo woodlands through improved livelihood strategies covering Zambia, Mozambique, Malawi and Tanzania.

## How we work

CIFOR has been operating in Zambia since 2006 through a MoU with the host country's Forest Department. The office occupies a strategic position on forests and woodlands in the southern Africa region, especially the Miombo, which provide key products and services to both rural and urban populations.

Resources: One scientist, one researcher (consultant) and four interns.

# 4 CGIAR INVOLVEMENT



## Lead center of CGIAR Research Program on Forests, Trees and Agroforestry (FTA)

Following the approval of the portfolio of 11 CRPs by the CGIAR System Council during its second meeting in Mexico, the second phase of FTA (2017–2022) is approved with CIFOR as the lead center.

For the second phase of FTA, Trobenbos International (TBI) and the International Organization for Bamboo and Rattan (INBAR) have joined ICRAF, Bioversity International, CIRAD and the Tropical Agricultural

Research and Higher Education Center (CATIE) around CIFOR in the circle of core program partners.

After a successful Phase I, in Phase II FTA will look to better understand and enhance the contributions of forests, trees and agroforestry:

- to ensure food security and nutrition;
- to address climate change adaptation and mitigation;
- to address landscapes challenges for sustainable development.

The second phase is articulated around five priorities or Flagship Projects (FP): Tree genetic resources to bridge production gaps and promote resilience (FP1), Enhancing how trees and forests contribute to

smallholder livelihoods (FP2), Sustainable value chains and investments to support forest conservation and equitable development (FP3), Landscape dynamics, productivity and resilience (FP4), and Forests, trees and agroforestry for climate change adaptation and mitigation (FP5). The program is supported by a platform to deliver impact and inclusion.

**Tree genetic resources to bridge production gaps and promote resilience (FP1).**

The effective use of tree genetic resources is crucial for several dimensions of food security and sustainable development from livelihoods to landscapes, especially given the need to adapt to climate change, bridge production gaps, ensure profitability and contribute to sustainable intensification of agriculture. It is essential to reversing current cycles of land degradation, and a key component of landscape approaches. FP1 will provide solutions to address: the cultivation of trees not matched to context; trees with poor yields and low-quality traits; and the lack of coordination and priority setting in investment and in relevant research. It will also provide models, tools and support mechanisms for effective testing and up-scaling.

**Enhancing how trees and forests contribute to smallholder livelihoods (FP2).**

Food security, nutrition and income for smallholder households in Africa, Asia and Latin America can be significantly increased through better management of the tree and forest resources underpinning their livelihood systems. FP2 aims to develop forest and agroforestry options, including innovations in management, markets and policies for sustainable livelihood development associated with the tree cover used by smallholders in various systems: smallholder timber, fruit and non-timber forest products; smallholder tree-crop commodity production (cocoa, coffee, rubber, oil palm); trees supporting agroecological intensification (e.g. integrated pest management, landscapes approaches) and sylvo-pastoral systems. It adopts a 'research-in-development' approach, and will develop specific methods to embed research into development, with co-learning and up-scaling.

**Sustainable value chains and investments to support forest conservation and equitable development (FP3).**

The enhanced governance of commodity chains from production to consumption is key to ensuring the sustainability of production of

timber, and high-value tree crop (oil palm, rubber, cocoa, coffee and coconut) production, and to reducing the impacts of agricultural expansion (soybean and beef) in forests. FP3 will develop options in policies and public-private institutional arrangements to enhance the governance of global value chains, as well as options of business models and interventions aimed at improving smallholder inclusion in the value chains, and improved distribution of benefits. FP3 will also promote the uptake of more sustainable and integrated agricultural production and forest management systems that comply with higher social and environmental standards, support forest conservation and improve the integration and value capture by smallholder and SMEs.

**Landscapes dynamics, productivity and resilience (FP4).**

Currently, landscapes operate substantially below their potential for long-term food security, for reaching SDGs and for addressing climate change. Developing and implementing landscape approaches – as systemic approaches and actions integrating social, ecological, economical and institutional dimensions within a particular area – will be key to addressing these multiple challenges. FP4 will provide knowledge and solutions to leverage the multiple functions of landscapes and manage the related trade-offs. It will provide observations of patterns and intensities of changes in land cover and use; generate better understanding of their consequences on the provision of ecosystem services (provisioning, regulatory, cultural, supportive/regenerative), as well as on food security and nutrition; and investigate how more inclusive and effective decision processes, tools and instruments (including at the policy level) can be designed to that aim.

**Forests, trees and agroforestry for climate change adaptation and mitigation (FP5).**

The land-use sector, and in particular forests and trees within landscapes, is key to climate change mitigation and adaptation, as recognized by the UNFCCC, the Paris Climate Agreement and the related NDCs. Also, sustainable bioenergy production will be central for low-emission development but might compete with other functions of land-use. FP5 will look into solutions for assessing and managing synergies and trade-offs at the land-use

level for climate change mitigation, adaptation, and sustainable bioenergy production. How can effective land-based mitigation of climate change be achieved? How can people and forests effectively adapt to climate change? How can bioenergy in developing countries be produced sustainably? How can the performance of policy and practice addressing these goals be reliably assessed? FP5 will work on these issues in complement to the other flagship programs of FTA, and to CCAFS (see below), by specifically tackling forests, trees, agroforestry, land use and bioenergy components of climate change mitigation and adaptation action.

**Supporting platform.** Embedded into the program, a support platform will: (i) ensure gender, youth and other inclusion issues are mainstreamed meaningfully into FTA research; (ii) apply relevant monitoring, evaluation, learning and impact assessment tools and approaches to support the larger program and project teams to improve research design and effectiveness in achieving outcomes and impacts; (iii) support uptake by decision makers and practitioners through complementary communications and outreach activities; and (iv) facilitate scaling up and out through capacity development and the brokering of strategic partnerships. In addition to leading the program, CIFOR leads the Management Support Unit, the supporting platform and two flagships (FP2 and FP5), and participates in all five flagships. Eighty-five percent of the work carried out by CIFOR in 2017 contributes directly to FTA, with the program remaining CIFOR's principal channel for delivering on the CGIAR Strategy and Results Framework, and a key tool for partnerships and impact (see previous section). FTA interfaces with other CRPs, especially with PIM in the areas of policies, institutions and markets, and with CCAFS in the area of climate change.

For 2017 the priorities for CIFOR as lead center will reside in steering the program to ensure its integrity and maximum delivering against the operational plan in the face of a more volatile funding environment, to strengthen partnerships, and to make FTA even better known in the international development arena in the perspective of the implementation of both the SDGs and the Paris Agreement. Also, the internal mechanisms will be streamlined with the set-up of improved program and project reporting and monitoring tools.

## Participation in other CRPs

### Policies, Institutions and Markets (PIM)

#### **Forest investment effects of rights devolution.**

Over the past two decades many communities and indigenous people have secured stronger forest rights as a result of reform efforts. This research evaluates emerging approaches for leveraging public and private investments in projects that improve the sustainability of community use of forests and other natural resources, and generate higher levels of income and food security for residents. A key theme will be the identification and assessment of co-investment models between forest user groups and investors. Research will assess the significance of such factors as tenure security; benefit-sharing arrangements, including the distribution of benefits to women and marginalized groups; public regulation; forest user group governance, including the participation of women and marginalized groups; and social stratification and cohesion to the success of forest-based enterprises in generating livelihood opportunities and attracting internal and external investment. (Possible countries: Nepal, India, Vietnam, Guatemala, Kenya.)

**Restoring forests, restoring communities.** Major restoration initiatives, such as the Bonn Challenge and the Latin America Initiative 20X20, aim to restore millions of hectares of deforested and other degraded landscapes to forests. However, these have not taken sufficient account of factors such as current ownership and land tenure arrangements, public and private financing arrangements and the roles of national and local management authorities in program implementation. But if they are implemented in ways that return lost forest rights, these initiatives can catalyze local ownership of restoration efforts, restoring the ability of communities to govern and manage their local resources effectively and in ways that involve and benefit all group members equitably, including women and marginalized groups. CIFOR's research in this area will inform the efforts of international NGOs, governments and networks of forest user groups to reshape forest restoration efforts in ways that return



rights to forest users and strengthen their capacity for self-governance. (Possible countries: Nepal, Ethiopia, Tanzania, Peru, Kenya.)

### **Rebalancing public and community responsibilities in implementing forest governance reforms.**

In recent years forest policy reforms and legislation in many countries have provided for transfer of a significant share of forest use and management rights, and governance responsibilities from state authorities to local communities. However, effective implementation of these reforms has been limited by the imposition of regulatory burdens that have severely limited the ability of community user groups to exercise their new rights and responsibilities. This research seeks to understand the barriers within forest agencies to adjusting their policies and practices toward forest oversight in ways that would enable communities to exercise their new rights and responsibilities as intended by law, while enabling forest agency staff to carry out their own forest stewardship responsibilities effectively. The program will work closely with leadership of forest authorities in shaping new regulations and providing training in appropriate forms of forest community engagement. (Possible countries: Kenya, Uganda, Peru, Nepal, Indonesia, Guatemala.)

## **Climate Change, Agriculture and Food Security (CCAFS)**

In 2017, CIFOR's work on the theme of *Climate change, energy and low-carbon development* under CCAFS will predominantly focus on a new joint project with ILRI and the University of Lancaster and Wageningen on assessing emissions from the dairy sector in Kenya and Tanzania, and finding approaches to reduce those emissions. But meat and milk production are key activities in reducing food and nutritional insecurity, and their emissions cannot be completely avoided. Hence, we will explore how to offset emissions from the livestock sector by exploring opportunities based on expanding forest restoration.

Our work on *Value chains, finance and investments* will contribute to CCAFS Flagship 3: Low-emissions agricultural development. We are implementing a project aimed at supporting public-private

partnerships in the Brazilian Amazon by linking options that foster sustainability of beef cattle production under enhanced landscape management. Our work focuses on the State of Pará, with emphasis in the Municipality of Paragominas, Brazil's first 'Green Municipality', and aims at scaling up our actions and policy options to five other municipalities in Southern Pará. Our work in 2017 will focus on supporting a multistakeholder platform at the local level, and informing policy dialogues at the state level for enhancing territorial governance and management, building on an approach that aims to develop a process of mechanisms in support of territorial certification. Primary activities will focus on: (i) conducting assessments of the economic and technical performance of different production systems for cattle production and their potential for increasing land use and pasture productivity, and (ii) agreeing, through participatory consultations, on indicators to put in place a monitoring system to assess landscape dynamics, with a focus on land use change, production efficiency and associated ecological dynamics, and trade-offs.

FTA and CCAFS have laid out their complementarity and collaboration plans in a joint document that is an annex to both the FTA and CCAFS proposals for Phase II. Being represented in CCAFS allows CIFOR to coordinate our work and cooperate with landscape- and agriculture-oriented partners across the CGIAR, e.g. on restoration, livestock emissions and food security. This collaboration complements CIFOR's climate change mitigation and adaptation agenda in an important way. The *Climate change, energy and low-carbon development* team provides the interface to CCAFS. A major priority in 2017 will be to fortify the engagement by re-hiring a program coordinator to support project implementation and fundraising.

# Participation in system-wide initiatives

The **CGIAR Data Management Task Force** provides oversight of data standards and protocols to create a strategic and systematic approach to data collection, archiving and dissemination across CGIAR, with a view to quality control, interoperability, comparability and effective management of intellectual property rights for open access implementation. It will be responsible for defining the appropriate standards and protocols to be implemented and applied in CGIAR open access repositories. The task force is charged with assessing data management needs across all domains of agricultural research in order to make proper recommendations for data standards and support strategic data management, from trial planning to data collection, and ultimately to deposit that data in interoperable open access repositories.

The **Open Access Implementation Working Group** helps to enable open access implementation. It assists in overseeing and guiding the implementation of the CGIAR Open Access and Data Management Policy 2014–2018, and manages appropriate communications around the policy.

The **CGIAR Evaluation Community of Practice (ECOP)** is organized under the leadership of the Independent Evaluation Arrangement (IEA), as called for in the 2012 CGIAR Policy for Independent External Evaluation. Membership is open to “all those in the CGIAR having significant evaluation responsibilities as part of their job descriptions.” In practice, it includes evaluators from all CRPs and centers. The ECOP has held annual meetings since 2013 to discuss evaluation issues and offers trainings and professional development opportunities. As such, it provides a forum and good opportunities to meet with colleagues, to share information and approaches and to learn. The group’s emphasis has been on evaluation as set out in the Evaluation Policy. As such, the ECOP works to inform about CGIAR evaluation requirements, and CIFOR and FTA have been represented at every ECOP meeting since 2013.

The **CGIAR Monitoring Evaluation and Learning Community of Practice (MEL CoP)** developed out of a recommendation of the Cross CRP Monitoring, Evaluation & Learning workshop in Paris from 30 June to 2 July 2015. The MEL CoP, hosted by the System Management Office (formerly by the Consortium Office) held its first annual face-to-face meeting in November 2015. It is co-chaired by a permanent chair from the System Management Office and a MEL CoP member from a CRP on a rotating basis. The MEL CoP Terms of Reference focus on strengthening the ability of the CGIAR and CRPs to generate, capture and disseminate knowledge from CRP monitoring and evaluation in order to learn and contribute to better results, and to build strong evidence for decision making and learning. The membership overlaps almost completely with the ECoP. In practice, the MEL CoP has been very active in reviewing and providing feedback and guidance on the overall CGIAR Strategy and Results Framework and, in particular, on elements related to results-based management. We have reviewed and provided feedback on various iterations of the guidance documents for the second phase of CRP proposals on harmonized indicators and on various aspects of monitoring, evaluation and learning. The group holds ongoing working groups, frequent remote meetings and sends regular e-mail updates. CIFOR has been represented at both annual meetings and in several working groups.

CIFOR has been an active member of the **CGIAR Legal and IP Network (CLIPnet)** since 2011. CIFOR’s CLIPnet representatives have participated in most of CLIPnet’s Annual Meetings and activities whenever input was requested by the CGIAR or CLIPnet. At the most recent CLIPnet 2015 Annual Meeting, CIFOR’s representative shared and presented ideas on the implementation of CIFOR’s intellectual property and intellectual asset management systems. CIFOR participation in CLIPnet has been very rewarding for keeping abreast of the latest news, policies and procedures for intellectual property and intellectual asset management, reporting and knowledge. As a result, CIFOR’s knowledge and management have improved over the years.

CIFOR participates in the **Corporate Services Executive (CSE)** meetings, usually held twice a year to review a wide range of finance and administrative issues of common interest to all centers. These

include reviews of the Financial Guidelines (FG) Series (of specific interest are FG2 on Accounting Policies, FG5 on Cost Allocation Guidelines and FG6 on Procurement Guidelines). The initiative to move to International Financial Reporting Standards to ensure that center financial statements are comparable was one common initiative. The CSE also discusses hosting

and cost-sharing mechanisms, investment policies, common procurement for goods and services, funding partner reporting, policies on use of funds including Windows 1/2, information technology, internal and external audits, systems and security. The CSE also sponsors the annual peer review process of the audited financial statements.

# 5 CAPACITY DEVELOPMENT



## Background

Many low- and middle-income countries continue to be confronted with a complex of serious economic, social and environmental challenges and generic capacity constraints. Organizational capacities remain one of the most common bottlenecks in the development process. Capacity development through official development assistance-financed projects has been, at best, partially successful.<sup>6</sup> Capacity development may include formal (basic and higher) education and distance learning, internships, advisory and extension services, partnerships, knowledge networks and leadership

development for individuals and organizations to effect change. Conceptual frameworks and indicator sets for capacity development are still largely inspired by a ‘technocentric’ (or linear connection system) results-based approach rather than a complex adaptive system (CAS) approach. CAS approaches tend to give greater emphasis to changes in the behavior of, and relationships between, the participants of the capacity development process rather than pre-specified outcomes. CAS also facilitates more reflection about the assumptions underpinning capacity development activities and the conditions needed for change to occur, and to be sustained.<sup>7</sup>

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6 [OECD-DAC] Organisation for Economic Co-operation and Development Assistance Committee. 2000. *Donor support for institutional capacity development in environment: Lessons learned*. Evaluation and Aid Effectiveness 3. Paris: OECD-DAC. 225 pp.

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7 See, for example, Vallejo B and When U. 2016. Capacity development evaluation: The challenge of the results agenda and measuring return on investment in the global south. *World Development* 79: 1–13. <http://dx.doi.org/10.1016/j.worlddev.2015.10.044>



Capacity development was reinstated as a pillar in the *CIFOR Strategy 2016–2025* following a CIFOR Board of Trustees decision in April 2015. The CGIAR also initiated a process in 2015 to develop a capacity development indicator set for the second-generation of CRPs starting in 2017. A systematic approach went into creating a concise number of optional indicators (14), making them results-based management compatible. The indicators were assessed in 2016 for their validity, reliability, usability and feasibility, and considering user needs, such as the time, effort and cost implications for CRP data collection. An inception report of the CGIAR capacity development evaluation was published in June 2016. The second phase of FTA will respond to the capacity development evaluation recommendations in 2017 and strengthen how capacity development activities are anchored in CIFOR's new organizational structure.

## Priorities for 2017

In 2017, CIFOR will develop a capacity development strategy and harmonize a new approach to how capacity development activities are recorded and monitored, so as to better populate the FTA capacity development database. This will encompass: tracer studies of formal (Master's and PhD) and *ad hoc*, informal training courses and internships, identifying future research leaders; events such as the annual University of Kisangani/CIFOR 'Science Week' and GLF; curricula reforms; in-house mentoring; on-the-job learning (including an assessment of existing professional development efforts); development of an interactive capacity development global map with locations and partners; and establishment of a database of FTA capacity development partners and courses.

### Strengthening capacity development activities in FTA Phase II

Working across the five flagships and themes of FTA Phase II, the Capacity Development theme will continue to identify and address critical knowledge-related gaps in research and with boundary partners. This is important for both successful project implementation and extending impact well beyond the end of specific research projects.

FTA Phase II will develop capacity in a number of ways, including: supporting future research leaders through integration of Master's students and PhD candidates from partner universities and NARS into research projects; hosting visiting scientists and interns at FTA Phase II research projects; designing and delivering learning tools, content and approaches for audiences that range from farmers to policy analysts to implementers; undertaking collaborative research projects with National Agricultural Research and Extension Systems involved across FTA Phase II; establishing and working in communities of practice for knowledge sharing, application and learning; and developing and testing frameworks for strengthening public-private partnerships.

Short-term training opportunities were provided to 49,500 people (28 percent women) and 195 long-term trainees (43 percent women) by the six FTA institutions in 2015 in subjects ranging from calculation of Reference Emission Levels to plant breeding (ICRAF), from the development of a Regional Training Center on forest genetic resources (Bioversity International) to understanding Indonesia's fire and haze crisis (CIFOR). CATIE supported a high-level negotiation table on the nexus of education, development and science. A set of recommendations developed during an expert meeting and based on CIFOR research on fire and haze was presented to panels consisting of government, the private sector and civil society.

Across the FTA centers, capacity development practices, systems and data will continue to be developed with partner universities and NARS to ensure knowledge gaps are identified and addressed in all FTA Phase II flagships. The program will also continue to establish and populate platforms for sharing learning resources with partners. Emphasis will be given to strengthening a hybrid approach to capacity development and identifying what needs to be done to ensure capacity development activities achieve impacts by adopting, for example, the so-called 70:20:10 rule (70 percent on-the-job learning, 20 percent through mentoring and 10 percent through formal training and education). Tracer studies will be conducted to improve monitoring of what happens to CIFOR's interns and trainees including the future use of tools such as LinkedIn to facilitate *ex-post* assessments.

The proposed set of CGIAR capacity development indicators is a mix of nine quantitative and five complementary qualitative indicators. They cover all the 'capacity development' Sub-Intermediate Development Outcomes of the CGIAR Strategy and Results Framework 2016–2030. The indicators follow the standard principles defined by the UN Sustainable Development Solutions Network working group. Each indicator was defined to explain the level of disaggregation, outlining the limitations, preliminary assessment of data availability, the primary data source and who will be responsible for data collection. It is important to note that the proposed indicators are still a work in progress, with the intention to test and refine indicators for FTA Phase II in 2017 while continuing discussions with other CRPs, MEL Cop and the Indicators Task Force.

## Training a new generation of Congolese forestry researchers

Years of conflict and economic instability left the DRC with only six forestry researchers in 2005. A series of European Commission (EC)-financed projects have since aimed to strengthen the country's forestry sector by supporting the emergence of a new generation of forestry and agroforestry researchers in the country. To date, 119 MSc students have graduated and more than 30 PhDs were granted or are ongoing. In support of formal training, additional applied research by FTA scientists in partnership with WWF and INBAR has resulted in the development of tools for evaluating tree and bamboo planting and management options for local farmers. As a result, development partners in North Kivu Province are now promoting over 50 tree and 3 bamboo species to suit different types of farmers, especially women, in the buffer zone around the Virunga National Park.

## USAID-funded Master's degree fellowships for Indonesians

USAID will continue in 2017 to fund Master's degree opportunities in the US for up to 25 highly qualified Indonesian candidates to study forest and biodiversity conservation, natural resource management and related disciplines. The program is administered by CIFOR and participating universities include the University of Florida, University of Missouri, Northern Arizona University and Yale University. The first group of 13 scholars supported by the program began their courses in August 2016, with a new round of student selections for 2017 already begun.

The grant enables all students to return to Indonesia between their first and second year of studies to carry out thesis field research. CIFOR and ICRAF scientists serve on student thesis committees, and advise students on all aspects of their research. Several of the projects are linked with ongoing CIFOR and ICRAF research work in Indonesia.

## Curriculum development

To enhance the teaching effectiveness of forestry instructors, curriculum development will be undertaken in 2017 to improve the understanding, practice and access to new knowledge about multiple-use forestry. Harnessing the Virtual Learning Environment of the University of Cambridge, their efforts will help improve understanding of the multifunctionality of forests by faculty, staff and their students by providing teaching modules on interdisciplinary topics that are not usually taught in traditional forestry programs. The curriculum development will encompass up to 45 knowledge products in three languages (Spanish, English and French) and will promote South–South cooperation in the development of innovative and open access teaching materials for faculty, staff and students in Latin America, DRC and the Congo Basin.

# 6 COMMUNICATION, OUTREACH AND ENGAGEMENT

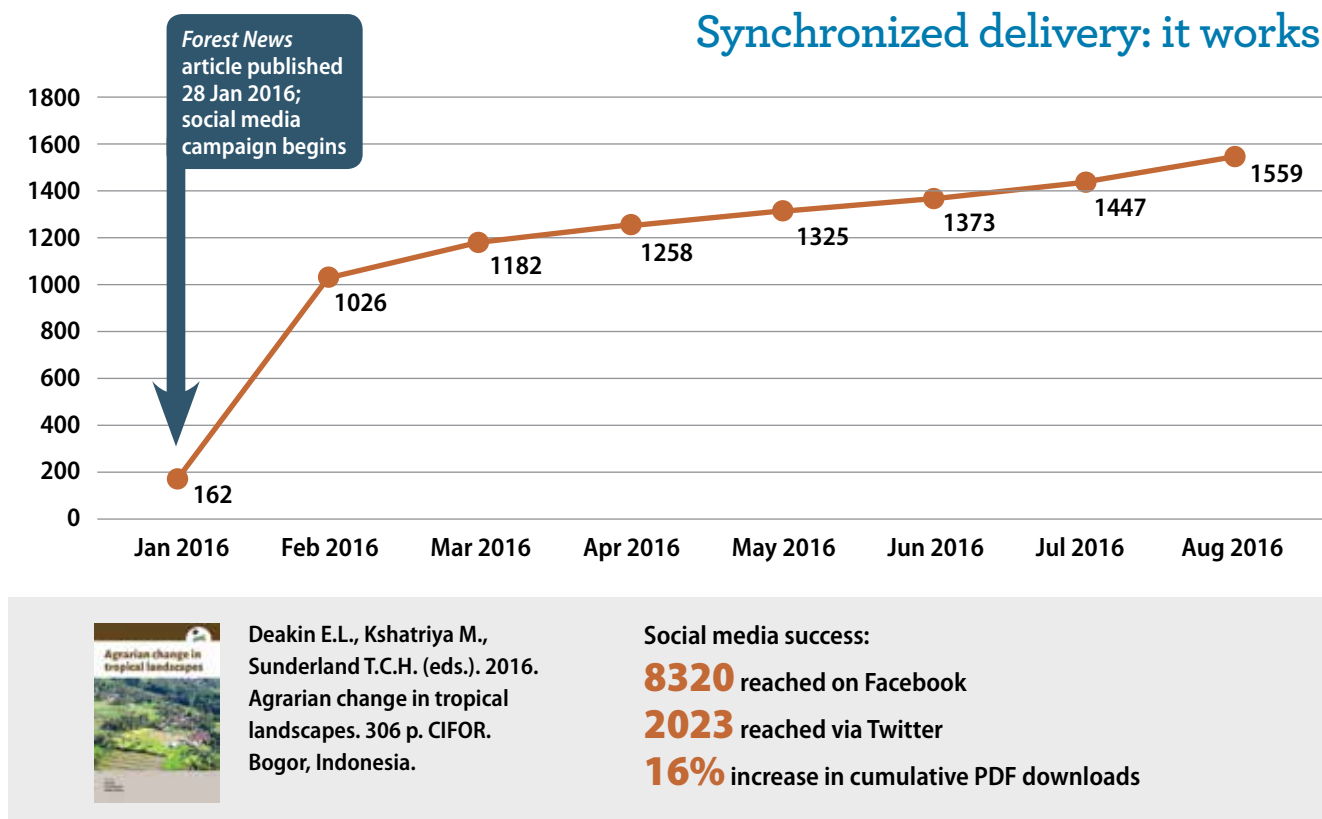


In 2017, Communication, Outreach and Engagement (COE) will leverage its assets to promote outreach, engagement and capacity building, and ensure optimal project outputs and knowledge archives to produce measureable outcomes.

COE will continue to work closely with scientists, and with the Research to Impact and Program Management and Coordination teams to ensure there are communications plans in place to support research uptake. COE will be involved at project start-up meetings (between proposal and signing) and this partnership will ensure COE develops different 'products/vehicles' at their disposal for different strategic purposes and targeted audiences. The CIFOR

website will support CIFOR's programmatic strategic progress and help tell the story of success and impact. COE's role will be to map the progress of the research findings through relevant content packages that can be used to inform policy-makers and include outreach to communities and media, knowledge products, feedback and learning tools. We continue to innovate, and train and adapt to new developments in communications, led by data and user demands and the CIFOR strategy.

In support of the CIFOR strategy, COE seeks to create content featuring CIFOR science and research, demonstrating how that research can contribute directly to long-term positive impacts and meet the



**Figure 3. COE's integrated approach to increasing the impact of research publications**

SDGs. We focus on who our target audiences are, and tailor our messages so that we can support **research for change** and not simply for knowledge. To reflect this focus, COE's communication strategy integrates research, evidence, capacity development and engagement using high-quality science.

To implement this communication strategy, COE has adopted an integrated approach to monitoring, evaluation and knowledge sharing through **synchronized delivery of content** using various creative external platforms, e.g. websites, Forests News, media trainings, social media and events, to reach target audiences (Figure 3).

A recent example is coverage of the annual harvesting of wild honey in the Mount Mutis Nature Reserve in West Timor, Indonesia. COE's 'Wild Honey Harvest' coverage of the Kanoppi project, a combined effort between CIFOR and ICRAF, involved the simultaneous publication and promotion of a photo essay on Forests News, a three-minute film on YouTube and a media advisory in English and Indonesian. As of November 2016, the photo essay was viewed 963 times and generated 470 shares on Facebook and Twitter, while the video generated 732 views on YouTube and 923 views on Facebook.

We work closely with team leaders and the Research for impact team to support the three pillars of our work and to achieve long-term impact. Using communications, outreach and targeted engagement, we work with partners, the media, civil society, youth and non-state actors to mobilize them and share knowledge; and we support our target audiences to employ that knowledge in their policies and practices.

CIFOR continues to be the go-to resource on tropical forestry and landscapes for both regional and international media. Our 2017 outreach strategy will align with an editorial calendar to meet our objectives, vision and goals – and we will build supporting activities, including:

- **Journalist training:** to provide opportunities to engage and build relationships with key journalists, to bridge the gap between journalists and information sources on forest-related issues and to improve and increase media coverage and dissemination of CIFOR's scientific work and knowledge products.
- **Social media monitoring:** recognizing that social media plays a pivotal role in the promotion of CIFOR science and is one of the largest drivers of



traffic to CIFOR's websites and publications, we will adjust the evaluation mechanism of social media performance, i.e. expanding statistics gathering and qualitative evaluation, to generate input with an eye to specific improvements for each social media platform.

- **Integrated multimedia content packages:** fine-tuning our new look and approach by combining text, photos, video and media advisories, allowing for readers to have a 360-degree experience.
- **Increased video production:** focusing on stories on the ground, enhanced videos will show the human side of CIFOR science and its potential impacts.
- **Conferences and workshops:** continuing CIFOR's strong presence at conferences and workshops, the communications team will coordinate regional and global events while supporting numerous other conferences, workshops, seminars, meetings and field trips.

At all levels of engagement, CIFOR will continue to gather feedback, through surveys and other means, from target audiences to assess their information needs and to tailor future events and communications materials.

## Global Landscapes Forum (GLF)



CIFOR and its partners develop knowledge products and platforms that feed into and guide GLF activities and Forum events. Founded in 2013, as a result of the merging of the global climate conferences [Forest Day](#) and [Agricultural and Rural Development Day](#), the GLF, coordinated by CIFOR with founding partners the World Bank and UN Environment, has championed the landscape approach and become the world's largest multi-stakeholder platform of its kind, reaching and engaging millions of people, and thousands of organizations annually. In 2016, the German government committed to funding the scaling up

of GLF over the next four years and supporting the establishment of a secretariat in Bonn, Germany.

A key outcome of the expansion will be the development of the GLF community of practice (COP) to act as global accelerator of best practices to create sustainable landscapes that are more resilient, climate friendly, diverse, equitable and productive. The global COP will create economies of scale by connecting, promoting sharing and learning, and accelerating action among multiple communities already working on issues under GLF's five themes of Food, Finance, Restoration, Rights (of communities, indigenous groups, women and children), and Measurement of progress.

The GLF's growth and movement over the next four years seeks to impact one billion people who will benefit from a global application of the landscape approach in policy and practice. The project also aims to facilitate collaboration amongst organizations and initiatives engaged in restoration efforts, leveraging long-term restoration results of degraded forests, landscapes and watersheds by 2020, in order to avoid duplication and streamline diverse international restoration efforts.

GLF priorities 2017-2020 will focus on the following activities:

- Knowledge hub
  - Science committee
  - Briefing and policy papers, fact sheets
  - Linkage to international processes
  - Youth in Landscapes
- Engagement and collaborative platforms
  - Events (global, regional, thematic)
  - National dialogues, science and policy dialogues
  - Online conferences, webinars and Landscapes talks
- Outreach
  - Media outreach
  - GLF web presence
  - Social media campaigns to drive membership (including photos, videos, blog competitions)
- Learning laboratory
  - Training programs
  - Library and learning institute, toolkits, interactive maps, infographics
  - Reflective practice through monitoring and evaluation

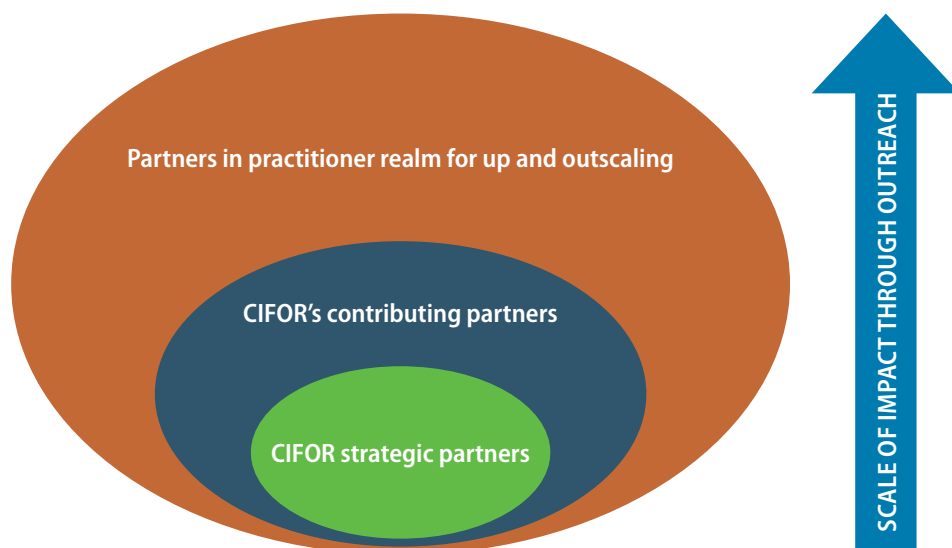
# 7 PARTNERSHIPS



CIFOR delivers international public goods (IPGs) – high-quality publications, tools and methods, datasets, options for policy reforms and strengthening institutions – that require working with partners in different capacities and at varying levels of intensity. Partnerships are critical to achieving research outputs and outcomes at scale. Co-designing, implementing and delivering CIFOR research together with strategic partners enhances our internal capacity to generate demand-driven and relevant research results. Participating in creating salient, credible and reliable research results further strengthens the outreach partner's capacity to deliver research findings and approaches in their outreach and influence spheres. In addition, through our strategic partnerships, we develop capacities of relevant actors in FTA geographies at various scales to benefit from and apply CIFOR-generated research results.

Our research portfolio is based on several types of partnership at two levels: managing or strategic, and contributing and scaling up/out (Figure 4). We distinguish between partners and service providers.

**Partners** are strategic and long-term 'allies', e.g. organizations that share our vision and mission, and are willing to contribute their own resources to achieving the mission. Partners bring complimentary research and development skills and/or outreach opportunities that may otherwise be lacking within the CIFOR team. Based on their strengths and interests, partners have defined roles to play that contribute to achieving CIFOR's priorities. Partners are mutually accountable to each other. Collectively, our strategic partnerships must be able to influence the thinking, practice and attitudes of decision makers at various levels.



**Figure 4. CIFOR's conceptual partnership model for achieving impacts at scale**

- **Strategic research partners** play important roles in the CGIAR Research Programs – FTA, PIM, and CCAFS – where CIFOR is involved and/or that have a significant investment in FTA Phase II. They include external organizations, such as CATIE, CIRAD, INBAR and TBI, as well as CGIAR centers including ICRAF, ILRI and the International Food Policy Research Institute (IFPRI). The FTA partnerships, led by CIFOR, represent the world's largest gathering of publicly funded institutions concerned with the sustainability of forest, tree and agriculture systems and committed to delivering IPGs.
- **Contributing partners** play a significant role in achieving our goals but do not participate in achieving CIFOR priorities. Global contributing partners include: agricultural research institutes (ARIs) such as the International Institute for Applied Systems Analysis (IIASA), the Center for Development Research – Zentrum für Entwicklungsforschung (ZEF), and several major universities; CGIAR centers such as Bioversity International and the International Center for Tropical Agriculture (CIAT); and international organizations such as FAO, UNEP, the World Bank, IUCN and WRI. These partners offer cutting-edge science and modeling capacities, complementary expertise or geographies.
- At the **country level** we continue investing significant resources working with National Agricultural Research Extension Systems such as: the Forestry and Environment Research, Development and Innovation Agency (FOERDIA) in Indonesia; the Kenya Agricultural Research Institute (KARI) and Kenya Forestry Research Institute (KEFRI) in Kenya; IRAD in Cameroon; the Institute for the Investigation of the Peruvian Amazon (IIAP) in Peru; and FORDA and Bogor Agricultural University in Indonesia. We also engage with the relevant ministries and government agencies of our important geographies.
- In 2017 we expect to expand our collaborations and engagement with the **private sector**, implementing our recent policy about involvement with the private sector and recognizing that in several places private action is outstripping or has the potential to outstrip public action in terms of impact. Collaboration with **global agribusiness, financial institutions** and **business platforms** offers ways to improve the sustainability of production systems and value chains that contribute to the livelihoods of millions of farmers associated with large-scale agriculture and national and global value chains.
- Through engagement with our **knowledge-sharing partners**, we will continue to share results and lessons learned with potential users through dissemination activities and direct engagements with development or policy partners.

**Service providers** are project/grant-specific organizations or individuals (i.e. consultants) sub-contracted for a limited time to perform one or more defined tasks. Service providers can be engaged and disengaged based on needs and opportunities in the external environment. Accountability is upward only in the sense that service providers are accountable to CIFOR management for delivering specific outputs and limited to the scope of the assignments/tasks entrusted to them.

The aim of various partnerships may include one or more elements of: achieving excellence in research and scientific capacity development (discovery); testing and adaptation of concepts, tools, management options (proof of concept); and scaling (policy advocacy, advice and/or influence and developmental implementation).



# Annex 1. Active grants

Thematic area <sup>a</sup>	Project title	Period	Location(s)	Funder(s)
DDG-R	CRP 6 – Forests, Trees and Agroforestry: Livelihoods, Landscapes and Governance	01-Jul-2011 to 31-Dec-2016	Asia-Pacific, Africa and Latin America	CGIAR
DDG-R	CRP 6 – Forests, Trees and Agroforestry: Livelihoods, Landscapes and Governance – Cross-cutting themes	01-Jul-2011 to 31-Dec-2016	Asia-Pacific, Africa and Latin America	CGIAR
DDG-R, COE	DFID Knowfor	01-Jul-2012 to 30-Sep-2017	Global	Department for International Development (DFID) – United Kingdom
DDG-R, CCE	Strategic Report: Transformational impact of land-use sector through REDD+ Projects of GCF	20-Dec-2016 to 31-May-2017	Global	Food and Agriculture Organization of the United Nations (FAO)
CCE	CGIAR Research Program: Climate Change, Agriculture and Food Security (CCAFS)	01-Jan-2011 to 31-Dec-2016	Latin America, East Africa, West Africa, Southeast Asia, South Asia	International Center for Tropical Agriculture (CIAT)
CCE	GCS-REDD: Research to support design and implementation (Phase 2)	01-Jul-2012 to 30-Jun-2015	Cameroon, Indonesia, Tanzania, Vietnam, Brazil, Peru	Australian Agency for International Development (AusAID)
CCE, HWB, EGT, RTI, COE,	GCS-REDD: Learning from REDD+ – An enhanced global comparative analysis	01-Jan-2013 to 31-Dec-2015	Cameroon, Indonesia, Tanzania, Vietnam, Brazil, Peru	Norwegian Agency for Development Cooperation (Norad)
CCE, HWB, VFI	GCS-REDD: A Global Comparative Study for achieving effective, efficient and equitable REDD+ results	01-Jan-2016 to 31-Dec-2020	Brazil, Democratic Republic of the Congo, Ethiopia, Guyana, Indonesia, Myanmar, Peru and Vietnam	Norad
CCE	Workshop for the International Blue Carbon Scientific Working Group	08-Aug-2016 to 28-Feb-2017	Indonesia	David and Lucile Packard Foundation
CCE	Measuring carbon sequestration in agroforestry systems in Indonesia	01-Feb-2015 to 31-Aug-2017	Indonesia	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
CCE	Operational Potential of Ecosystem Research Applications (OPERAs)	01-Dec-2012 to 30-Nov-2017	Peru	European Commission – Headquarters
CCE	Low-cost methods for monitoring water quality to inform upscaling of sustainable water management in forested landscapes in Kenya	01-Jan-2016 to 31-Dec-2017	Kenya	GIZ
CCE	Baseline for the Initiative for Sustainable Landscapes (ISLA): The South-West Mau landscape	23-Nov-2015 to 16-Sep-2016	Kenya	IDH, the Sustainable Trade Initiative
CCE	Support to the Kenya Water Tower Climate Change Resilience Program	15-Aug-2015 to 15-Dec-2016	Kenya	US Forest Service – International Programs
CCE	Socio-economic and environmental benefits of bioenergy production in degraded land in Indonesia	01-Oct-2015 to 30-Sep-2017	Indonesia	National Institute of Forest Science (NIFoS)
CCE	Strengthening independent monitoring of GHG emissions from land activities for publishing, comparing and reconciling estimates	16-Dec-2014 to 15-Dec-2016	Global	Öko-Institut e.V.
CCE	Developing systems for reducing emissions from land use	01-Oct-2012 to 30-Sep-2016	Burkina Faso	United States Agency for International Development (USAID)

<sup>a</sup> CCE: Climate change, energy and low-carbon development; EGT: Equal opportunities, gender, justice and tenure; FMR: Forest management and restoration; HWB: Forests and human well-being; SLF: Sustainable landscapes and food; VFI: Value chains, finance and investments; COE: Communications, Outreach and Engagement; DDG-R: Deputy Director General, Research; RTI: Research to impact

Thematic area <sup>a</sup>	Project title	Period	Location(s)	Funder(s)
CCE	Improving policies for forest plantations to balance smallholder, industry and environmental needs in Lao PDR and Vietnam	04-Jan-2016 to 30-Apr-2019	Lao PDR, Vietnam	University of Melbourne
CCE	Sustainable Wetlands Adaptation and Mitigation Program (SWAMP)	01-Oct-2016 to 30-Jun-2018	Asia-Pacific, Africa and Latin America	USAID
CCE	Forest conservation and the Sustainable Wetlands Adaptation and Mitigation Program (SWAMP)	15-Aug-2013 to 14-Mar-2018	Asia-Pacific, Africa and Latin America	US Forest Service – International Programs
CCE	Vietnam forests and deltas project to support implementation of Payments for Forest Environmental Services (PFES)	01-Dec-2016 to 30-Nov-2017	Vietnam	Winrock International - Headquarters
CCE, HWB, EGT, RTI, CCE	From climate research to action under multilevel governance: Building knowledge and capacity at landscape scale (internal acronym: MLG)	01-Jul-2014 to 31-Dec-2017	Indonesia, Mexico, Peru and Vietnam	German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB)
CCE, VFI	Greening livestock: Incentive-based interventions for reducing the climate impact of livestock in East Africa	01-May-2016 to 28-Feb-2019	East Africa	International Livestock Research Institute (ILRI) – Kenya
COE	Global Landscapes Forum – The Investment Case (2016 London)	06-Apr-2016 to 31-Jul-2016	Global	Credit Suisse Group
COE	Asia-Pacific Rainforest Summit (APRS), Brunei Darussalam 2016	29-Apr-2016 to 16-Dec-2016	Asia-Pacific	Department of Environment – Australia
COE	Global Landscape Forum – Climate Action for Sustainable Development in Marrakech, Morocco, November 2016	11-Nov-2016 to 10-Jun-2017	Global	United Nations Environment Programme (UNEP); International Water Management Institute (IWMI)
COE	Global Landscape Forum – London and Paris (2015)	24-Apr-2015 to 28-Feb-2016	Global	UNEP
COE	Global Landscapes Forum – The Investment Case (2016 London)	06-Jun-2016 to 30-Sep-2016	Global	World Bank – Headquarters
EGT	Addressing the gender gap in participation and representation in community forestry: Consolidation of research and action on gender, tenure and community forestry in Uganda and Nicaragua	01-Sep-2013 to 30-Nov-2016	Nicaragua, Uganda	Austrian Development Agency (ADA)
EGT	The ‘Water Towers’ of East Africa: Policies and practices for enhancing co-benefits from joint forest and water conservation	02-Jan-2017 to 31-Dec-2019	Kenya, Uganda	German Development Ministry (BMZ)
EGT	New Partnerships for Sustainability (NEPSUS)	01-Apr-2016 to 31-Mar-2020	Tanzania	Copenhagen Business School
EGT	DFID Knowfor – Property Rights	31-Mar-2013 to 30-Sep-2015	Global	DFID
EGT	DFID Knowfor 2: Gender integration and gender-responsive research	01-Oct-2015 to 30-Sep-2017	Global	DFID
EGT (+VFI + RTI)	Impacts of trade and investment on forest and people	01-Jan-2016 to 31-Dec-2016	Global	GIZ
EGT	Activity 1 – Land tenure assessment in Colombia (Tier 2 country in GCS-Tenure)	01-Jan-2016 to 31-Dec-2016	Colombia	GIZ
EGT	Activity 2 – Comparative assessment of gender and tenure in collective regimes	01-Jan-2016 to 31-Dec-2016	Peru, Indonesia, Uganda	GIZ
EGT	Activity 3 – Analysis of Nepal Forest User Association Investment and Livelihoods Initiatives	01-Jan-2016 to 31-Dec-2016	Nepal	GIZ

Thematic area <sup>a</sup>	Project title	Period	Location(s)	Funder(s)
EGT	Securing tenure rights for forest landscape-dependent communities: Linking science with policy to advance tenure security, sustainable forest management and people's livelihoods (GCS-Tenure)	08-Oct-2015 to 07-Oct-2018	Indonesia, Uganda, Peru, Nepal, Colombia, DRC	FAO
EGT	Securing tenure rights for forest-dependent communities: A global comparative study of design and implementation of tenure reform (GCS-Tenure)	28-Jan-2014 to 31-Dec-2016	Indonesia, Uganda, Peru, Nepal, Colombia, DRC	International Fund for Agricultural Development (IFAD)
EGT	Impacts of large-scale land acquisitions on local women's land and forest tenure rights: Case studies from Indonesia	30-Jun-2016 to 15-Dec-2016	Indonesia	Rights and Resources Initiative (RRI)
EGT	Assessment of natural resource governance including land and forest tenure in coastal mangrove forests of Southeast Asia and Africa	01-Oct-2015 to 05-Sep-2016	Indonesia, Tanzania	Tetra Tech International Development
EGT	CGIAR Research Program: Policies, Institutions, and Markets (PIM)	22-Nov-2016 to 31-Dec-2016	Global	International Food Policy Research Institute (IFPRI)
EGT	Communication Support to Collective Action and Property Rights (CAPRI)	01-Jan-2016 to 31-Dec-2016	global	IFPRI
EGT	PIM – Analysis on the role of contextual factors in determining environmental outcomes of property regimes	22-Nov-2016 to 31-Dec-2016	Global	IFPRI
EGT	Master's program – Governing Oil Palm Landscapes for Sustainability (GOLS)	01-Oct-2015 to 30-Sep-2019	Indonesia	USAID
EGT	PostDoctoral gender research	23-Mar-2015 to 31-Jul-2018	Global	CGIAR; IFPRI; IWMI
EGT	Natural Resources Governance Framework (NRGF) conceptual papers	14-Oct-2016 to 09-Dec-2016	Global	International Union for Conservation of Nature (IUCN) – Switzerland (Headquarters)
EGT	Engendering the RSPO standards for more gender equality and better performance on smallholder oil plantations	12-Oct-2015 to 29-Feb-2016	Indonesia	OXFAM Novib (Netherlands)
EGT, FMR	Establishment of a prototype of a regional forest observatory (database and website, report on the State of Forests and REDD+ activities) in East Africa, including the countries of Kenya, Mozambique, Tanzania and Uganda	22-Nov-2016 to 16-Mar-2018	Kenya, Mozambique, Tanzania and Uganda	European Commission – Joint Research Center
FMR	Contribution à l'observatoire des forêts d'Afrique centrale	01-May-2015 to 31-Dec-2016	Burundi, Cameroon, Central African Republic, Chad, Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Rwanda, Sao Tome en Principe	French Agricultural Research Centre for International Development (CIRAD) – Paris
FMR	Technical assistance for the Facilitation of the Congo Basin Forest Partnership (CBFP)	29-Mar-2016 to 31-Jul-2017	Congo Basin	AGRECO G.E.I.E.
FMR	Forets et Changement Climatique au Congo (Forests and Climate Change in Congo – FCCC)	25-Jan-2013 to 24-Dec-2016	Democratic Republic of the Congo	Delegation of the European Union in DRC; European Commission's Directorate-General for International Cooperation and Development (DG DEVCO); Global Climate Change Alliance (GCCA)
FMR	REFORCO (Appui à la politique Nationale de conservation et gestion des forêts et de la biodiversité en république démocratique du Congo)	30-Oct-2009 to 30-Jun-2016	Democratic Republic of the Congo	European Commission – Headquarters

Thematic area <sup>a</sup>	Project title	Period	Location(s)	Funder(s)
FMR	FORETS (Formation, Recherche, Environnement dans la Tshopo)	20-Dec-2016 to 19-Dec-2021	Democratic Republic of the Congo	European Commission – Headquarters
FMR	FAO/GEF Sustainable management of the wildlife and bushmeat sector in Central Africa project	01-Aug-2013 to 15-Jun-2017	Central Africa	FAO – Forestry Department
FMR	Expanding FSC certification at landscape level through Incorporating additional ecosystem services	23-Feb-2012 to 30-Jun-2017	Vietnam, Nepal, Chile, Indonesia	Forest Stewardship Council (FSC) – Germany/Headquarters
FMR	Developing a sustainable value chain of Brazil nuts for Swiss consumers: An interdisciplinary approach (SUSTAIN)	01-Sep-2016 to 31-Aug-2018	Peru	Institute of Terrestrial Ecosystems (ITES) – ETH Zurich
FMR	Sloping lands in transition (SLANT): Land use change and smallholder adaptive capacity in Bhutan	01-Jul-2016 to 30-Jun-2019	Bhutan	ADA
FMR	DFID Knowfor 2: Sloping Landscape in Transition (SLANT)	01-Oct-2015 to 30-Sep-2017	China, Nepal, Ethiopia	DFID
FMR	DFID Knowfor 2: Forest Landscape Restoration (FLR) in South America	01-Oct-2015 to 30-Sep-2017	South America	IUCN – Switzerland (Headquarters); DFID
FMR, CCE	Restoring forest landscapes: Building national contexts and global knowledge for effective restoration with livelihood and climate outcomes	01-Oct-2016 to 30-Sep-2017	Global	USAID
FMR, HWB, CCE	Supporting collaborative projects in China	01-Jan-2014 to 31-Dec-2016	China	Chinese Academy of Agricultural Sciences (CAAS)
FMR, VFI	Réalisation et publication d'un Etat du secteur forêts-bois en République Centrafricaine – 2015	21-Nov-2016 to 20-May-2017	Central Africa	FAO
HWB	Engaging the forest-farm interface: Improving livelihood and environmental outcomes in Ethiopia's mosaic landscapes	01-Jul-2015 to 31-Oct-2017	Ethiopia	ADA
HWB	Threats to priority food tree species in Burkina Faso: Drivers of resource losses and mitigation measures	19-Mar-2013 to 31-May-2016	Burkina Faso	Bioversity International
HWB	DFID Knowfor 2: Poverty Environment Network (PEN)	01-Jan-2016 to 30-Sep-2017	Global	DFID
HWB	DFID Knowfor 2: Safeguards	01-Jan-2016 to 30-Sep-2017	Indonesia, Peru, Burkina Faso	DFID
HWB, EGT	DFID Knowfor 2: Migration and gendered landscapes: Adding a gender dimension to CIFOR's research on mobility	01-Jan-2016 to 30-Sep-2017	Nepal, Ethiopia, Burkina Faso	DFID
HWB, CCE	Understanding migration and remittances to improve forest management projects and policies	01-Jan-2016 to 31-Dec-2018	Indonesia, Peru, Tajikistan	BMZ
HWB	Migration, remittances and forest dependence in Ethiopia: Implications for food security, gender and forest conservation	01-Feb-2016 to 30-Sep-2018	Ethiopia	Ethiopian Economics Association (EEA)
HWB	Enhancing the role of forestry in Ethiopia's Climate Resilient Green Economy (CRGE): A knowledge, action research and innovation project	30-Jul-2013 to 20-Jan-2016	Ethiopia	KPMG East Africa Ltd
HWB	Opportunities and challenges to developing REDD+ benefit sharing mechanisms in developing countries	01-Feb-2012 to 31-Jul-2016	Brazil, Cameroon, Indonesia, Peru, Tanzania and Vietnam	European Commission – Headquarters
HWB	Adaptation to Climate Change and Forests in West Africa (ACFAO): Supporting the development of policies and adaptation projects based on the ecosystems at different scales in West Africa Savannahs	01-Jun-2011 to 28-Feb-2017	West Africa	French Global Environment Facility



Thematic area <sup>a</sup>	Project title	Period	Location(s)	Funder(s)
HWB	AdaptEA: Adaptation of people to climate change in East Africa: Ecosystem services, risk reduction and human well-being	01-Dec-2011 to 31-Mar-2016	East Africa	Rockefeller Foundation
HWB	Enhancing smallholder food security, incomes and gender equity within West Africa's forest-farm interface	31-Mar-2016 to 30-Mar-2019	West Africa	IFAD
HWB	Green rubber: Alleviating poverty and enhancing environmental integrity through restoring ecosystem services in a tropical plantation crop in the Upper Mekong Region	01-Apr-2014 to 31-Dec-2016	Mekong region	World Agroforestry Centre (ICRAF) – Headquarters
HWB	Initial collection and preliminary analysis of the PFES data for the Northwest provinces in Viet Nam	20-Feb-2016 to 31-Mar-2016	Vietnam	Japan International Cooperation Agency (JICA) – Vietnam
HWB	The development of KHPs: National policies and a case study of KPH Wae Apu	01-Aug-2015 to 31-Mar-2017	Indonesia	NIFoS
HWB, VFI	Haze-Free Sustainable Livelihoods Project (HFSLP)	18-Mar-2016 to 31-Dec-2018	Indonesia	IFAD
HWB	ASEAN – Swiss Partnership on Social Forestry and Climate Change (ASFCC) Phase 2	01-Jan-2014 to 31-Mar-2017	Southeast Asia	Swiss Agency for Development and Cooperation (SDC)
RTI	Evidence-Based Forestry (EBF)	01-Oct-2012 to 30-Sep-2017	Global	DFID
RTI	DFID Knowfor 2: MEIA	01-Oct-2015 to 30-Sep-2017	Global	DFID
RTI	Impacts of trade and investment on forest and people: Outcome evaluations of two research-to-policy influence projects	01-Jan-2016 to 31-Dec-2016	Global	GIZ
RTI, HWB	Forest co-management in Guinea: A multiscale multi-output ex-post impact analysis	21-Mar-2016 to 30-Jun-2017	Guinea	Virginia Tech
SLF	Liberia Forest Incomes for Environment Sustainability (FIFES)	15-Dec-2016 to 14-Dec-2017	Liberia	ACDI VOCA
SLF	Impacts for local livelihoods of CITES decisions on bushmeat species	26-Oct-2015 to 15-Dec-2016	Colombia	UNEP - Geneva
SLF	DFID Knowfor 2: Bushmeat, Forest Fragmentation and Ebola	01-Oct-2015 to 30-Sep-2017	Cameroon, DRC, Sudan, Uganda, CAR, Gabon, Congo, Guinea, Liberia, Ghana, Sierra Leone	DFID
SLF	DFID Knowfor 2: Food Security Strategy	01-Jan-2016 to 30-Sep-2017	Burkina Faso, Cameroon, Ethiopia, Indonesia, Uganda, Zambia	DFID
SLF	Nutritional and Ecological Benefits of Forest and Tree Cover on Vegetable Collection, Production and Consumption in Semi-Arid Areas. A comparative study in Ethiopia and Burkina Faso.	01-Sep-2013 to 31-Jan-2016	Ethiopia, Burkina Faso	ADA
SLF	From Growing Food to Growing Cash: Understanding the Drivers of Food Choice in the Context of Rapid Agrarian Change in Indonesia	01-Sep-2016 to 31-Aug-2017	Indonesia	University of South Carolina
SLF	Providing technical and scientific support to the programme on COMESA Climate change adaptation and mitigation in eastern and southern Africa (COMESA-EAC-SADC)	01-Sep-2014 to 31-Mar-2016	Southern Africa	Common Market for Eastern and Southern Africa (COMESA)
SLF	Integrated watershed management for enhancing local livelihoods and biodiversity conservation in Indonesia	01-Nov-2015 to 31-Oct-2017	Indonesia	National Academy of Sciences (NAS) – USA

Thematic area <sup>a</sup>	Project title	Period	Location(s)	Funder(s)
SLF	Conservation and sustainable use of tropical forest biodiversity	01-Oct-2012 to 30-Sep-2016	Bolivia, Brazil, Colombia, Peru, Ecuador, DRC, Cameroon, Congo, Gabon	USAID
SLF	Agroforestry and Forestry in Sulawesi: Linking Knowledge with Action	31-Jan-2012 to 31-Dec-2016	Indonesia	ICRAF – Headquarters
SLF	Building Biocarbon and Rural Development in West Africa (BIODEV)	01-Jan-2014 to 31-Jan-2017	West Africa	ICRAF – Headquarters
SLF	Development of timber and non-timber forest products' production and market strategies for improvement of smallholders' livelihoods in Indonesia	01-Apr-2013 to 24-Mar-2017	Indonesia	ICRAF – Headquarters
SLF	Integrated Research in Development for improved Livelihoods Programme in Northern Province, Zambia (IRDLP)	25-Sep-2013 to 31-Dec-2016	Zambia	WorldFish Center
VFI, SLF, RTI	Research – Governing Oil Palm Landscapes for Sustainability (GOLS)	01-Oct-2015 to 30-Sep-2019	Indonesia	USAID
VFI	Oil Palm Adaptive Landscapes (OPAL)	01-Mar-2015 to 28-Feb-2018	Indonesia, Cameroon, and Colombia	Swiss National Science Foundation (SNSF)
VFI	Sustainable Development of Palm Oil Production: Designing strategies from Improved Knowledge on Oil Palm Cropping Systems	01-Mar-2012 to 31-Aug-2016	Indonesia and Cameroon	CIRAD
VFI	DFID Knowfor 2: Corporate Commitments to Sustainability	01-Oct-2015 to 30-Sep-2017	Global	DFID
VFI	Aligning plantations and smallholders with best management practices to reduce the greenhouse gas emissions from oil palm development in East Kalimantan, Indonesia	01-Jan-2015 to 31-Dec-2016	Indonesia	CIAT
VFI	Supporting local regulation for sustainable oil palm in East Kalimantan	01-Jul-2015 to 31-Mar-2017	Indonesia	Climate and Land Use Alliance (CLUA)
VFI	Activity 1 – Possibilities and limits of public-private governance arrangements in the palm oil sector in Indonesia	01-Jan-2016 to 31-Dec-2016	Indonesia	GIZ
VFI	Activity 2 – Support stakeholder engagement (in support to KnowFor CCS)	01-Jan-2016 to 31-Dec-2016	Global	GIZ
VFI	Activity 3 – Support the analysis of the effectiveness of private commitments to sustainability with a territorial perspective	01-Jan-2016 to 31-Dec-2016	Global	GIZ
VFI, RTI	Collaboration agreement between the International Food Policy Research Institute (IFPRI) and the Center for International Forestry Research (CIFOR) in the review of current and future trends of production, consumption and trade of oil palm	01-Oct-2015 to 30-Apr-2017	Global	IFPRI
VFI, RTI	DFID Knowfor 2: Political economy of fire and haze	01-Oct-2015 to 30-Sep-2017	Indonesia	DFID
VFI	Climate change governance and finance	01-Jan-2016 to 31-Jul-2017	Indonesia	USAID
VFI	La rédaction du rapport de synthèse de suivi des accords des clauses sociales entre les populations riveraines et les concessionnaires forestiers pour la période de Janvier 2011 à Décembre 2015	23-Sep-2016 to 18-Nov-2016	DRC	World Wide Fund for Nature (WWF) – Congo (DRC Programme Office)
VFI, FMR	Cibler et promouvoir les demandes de sciages légaux sur les marchés intérieurs de bois du Cameroun	22-Jun-2015 to 31-Jul-2016	Cameroon	Centre de Recherche et d'Action pour le Développement Durable en Afrique Centrale (CERAD)

Thematic area <sup>a</sup>	Project title	Period	Location(s)	Funder(s)
VFI, FMR	Appui technique au Ministère des Forêts et de la Faune pour l'opérationnalisation de la page web et la collecte de données dans le cadre de la mise en œuvre de l'Annexe VII de l'APV/FLEG	09-Jul-2015 to 30-Jun-2016	Cameroon	FAO – Forestry Department
VFI, FMR	DFID Knowfor 2: SMEs and informal sectors	01-Oct-2015 to 30-Sep-2017	Indonesia, Cameroon, Zambia	DFID
VFI, FMR	Africa-China Informal Resource Trade (ACIRT)	19-Jan-2015 to 18-Jan-2018	Africa, China	International Institute for Environment and Development – London
VFI	The dynamics and governance of Uganda's informal timber value chains: Identifying appropriate formalization options	01-Jul-2016 to 30-Jun-2019	Uganda	ADA
VFI	Supporting technical options and innovative public-private partnerships by linking sustainable beef cattle production and enhanced landscape management	01-Jan-2015 to 31-Dec-2016	Brazil	CIAT
VFI, HWB	Forests in the global bioeconomy: developing multi-scale policy scenarios	01-Apr-2015 to 31-Mar-2018	Brazil, Indonesia	BMZ

# CIFOR's funding and strategic partners

## Funding partners\*

African Development Bank (AfDB)  
Australian Centre for International Agricultural Research (ACIAR)  
Australian Department of Foreign Affairs and Trade (DFAT) / Australian Aid  
Australian Government, Department of Environment  
Austrian Development Agency (ADA)  
CGIAR Fund  
Chinese Academy of Agricultural Sciences (CAAS)  
Climate and Land Use Alliance (CLUA)  
Common Market for Eastern and Southern Africa (COMESA)  
Department of Foreign Affairs and Trade (Irish Aid)  
European Union (EU)  
French Global Environment Facility (FFEM)  
German Federal Ministry for Economic Cooperation and Development (BMZ) and German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB)  
Global Environmental Facility (GEF)  
Government of Japan  
Ministry of Foreign Affairs of the Netherlands  
International Fund for Agricultural Development (IFAD)  
Norwegian Agency for Development Cooperation (Norad)  
Program on Forests (PROFOR)  
Swedish International Development Cooperation Agency (Sida)  
Swiss Agency for Development and Cooperation (SDC)  
UK Government, Department for International Development (DFID)  
United States Agency for International Development (USAID)

## Strategic partners\*

Bioversity International  
Centro Agronómico Tropical de Investigación y Enseñanza (CATIE)  
Centre of Research and Development in Upland Area (CERDA)  
Credit Suisse  
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH  
Ethiopian Environment and Forestry Research Institute  
Finance Alliance for Sustainable Trade (FAST)  
Food and Agriculture Organization of the United Nations (FAO)  
Forest Stewardship Council (FSC)  
Forestry and Environmental Research, Development and Innovation Agency (FOERDIA)  
French Agricultural Research Centre for International Development (CIRAD)  
Governor's Climate and Forests Task Force (GCF)  
Instituto von Humboldt (IAVH)  
International Center for Tropical Agriculture (CIAT)  
International Institute for Environment and Development (IIED)  
International Organisation for Bamboo and Rattan (INBAR)  
International Tropical Timber Organization (ITTO)  
International Union for Conservation of Nature (IUCN)  
Kenya Forest Service  
Ministry of Environment of Kenya  
Ministry of Environment, Forest and Climate Change of Ethiopia  
Netherlands Development Organization (SNV)  
Oxfam  
Rights and Resource Initiative (RRI)  
Sociedad Peruana de Derecho Ambiental (SPDA)  
The International Food Policy Research Institute (IFPRI)  
Tropenbos International  
UN Environment (UNEP)  
United States Forest Service (USFS)  
World Agroforestry Centre (ICRAF)  
World Bank

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\* These lists are accurate at the time of publication but still indicative, and are likely to change during the year.



Aligned with CIFOR's 2016–2025 Strategy, this document serves as a 'road map' to putting the strategy in practice through our impact-oriented research, capacity building, and outreach and engagement activities. Produced on a yearly basis and reviewed at CIFOR's Annual Meeting, it aims to guide funding partners, implementing partners and staff on CIFOR's current and future plans to meet the most pressing challenges of forest and landscape management around the world.

In 2017, our work will happen at CIFOR locations across the globe. From Lima to Nairobi, to Indonesia, Vietnam and the Democratic Republic of the Congo, cutting-edge, dynamic research on forests and landscapes will continue to evolve. Major capacity building efforts with students worldwide, heading up a massive partnership involving multiple institutions and targeted data management initiatives are just some of the efforts we look forward to.

Find more details on CIFOR's plans for 2017 in this document. We look forward to advancing our research on forests, landscapes and people, and to bringing positive impacts to all of the landscapes and communities where we work.



RESEARCH  
PROGRAM ON  
Forests, Trees and  
Agroforestry

This research is carried out by CIFOR as part of the CGIAR Research Program on Forests, Trees and Agroforestry (FTA). This collaborative program aims to enhance the management and use of forests, agroforestry and tree genetic resources across the landscape from forests to farms. CIFOR leads FTA in partnership with Bioversity International, CATIE, CIRAD, INBAR, Tropenbos International and the World Agroforestry Centre.

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The Center for International Forestry Research (CIFOR) advances human well-being, equity and environmental integrity by conducting innovative research, developing partners' capacity and actively engaging in dialogue with all stakeholders to inform policies and practices that affect forests and people. CIFOR is a CGIAR Research Center, and leads the CGIAR Research Program on Forests, Trees and Agroforestry (FTA). Our headquarters are in Bogor, Indonesia, with offices in Nairobi, Kenya, Yaounde, Cameroon, and Lima, Peru.

