



Strategy 2016-2025

Stepping up to the new climate
and development agenda



CIFOR Strategy 2016–2025

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and development agenda

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Abbreviations

AFOLU	agriculture, forestry and other land use
CBD	Convention on Biological Diversity
CFS	Committee on World Food Security
CIFOR	Center for International Forestry Research
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COFO	Committee on Forestry
COP	Conference of the Parties
CPF	Collaborative Partnership on Forests
ECOSOC	Economic and Social Committee of the United Nations
ESG	environmental, social and governance
FLEGT	forest law enforcement, governance and trade
GHG	greenhouse gas
GIS	geographic information system
GLF	Global Landscapes Forum
INCAS	ITS National Carbon Accounting System
INDC	Intended Nationally Determined Contribution
IPCC	Intergovernmental Panel on Climate Change
IUCN	International Union for Conservation of Nature
JMA	Joint Mitigation and Adaptation
LEDs	low emission development strategy
MDG	Millennium Development Goals
NAMA	Nationally Appropriate Mitigation Action
NGO	non-governmental organizations
PEN	Poverty Environment Network
REDD	reduce emissions from deforestation and degradation
REDD+	Reduced Emissions from Deforestation and Forest Degradation + enhanced carbon stocks
SDG	Sustainable Development Goals
TEM	technical expert meetings
UNCCD	United Nations Convention to Combat Desertification
UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests
WTO	World Trade Organization
WWF	World Wildlife Fund



1 Introduction

As CIFOR enters its 23rd year, we find ourselves in a world with continually evolving development and environment challenges. We see additional and increased risks to humanity but also new opportunities for improved livelihoods. In September 2015, Member Countries of the United Nations agreed a set of 17 Sustainable Development Goals (SDGs) as a global framework for our future. Forests and tree resources can contribute significantly to achieving all these goals. CIFOR's 2016–2025 strategy builds explicitly on this new development framework, defining intersectoral pathways for the contributions that forestry research, capacity development and engagement will make to a future our children deserve.

Since CIFOR last presented a 10-year strategy in 2008, the world has seen many key developments. The world's tropical forests, where CIFOR traditionally works, are changing fast. In the last 5 years, 65 million hectares of forests – five times the size of England – have been converted to agriculture and other land uses, leaving us with 3.7 billion hectares globally, about half of what once stood on earth. Degraded forest and agricultural landscapes amount to nearly 2 billion hectares, an area the size of Latin America. And the countries where forests are found have also changed, defying simple definitions like 'developed' and 'developing'. Indonesia – the location of CIFOR's headquarters – is now a G20 country, and yet it struggles with high rates of malnutrition. In countries North and South, inequality has become as important as absolute poverty.

Yet, there are ample reasons for optimism. Forest expansion and restoration are gaining ground and the rate of deforestation has slowed considerably over the past decades. Our knowledge of how forests function – how they contribute to rainfall, climate mitigation and adaptation, biodiversity, people's incomes, nutrition and health, as well as the welfare of women and communities – has grown immeasurably.

Awareness of the importance of forests has spread rapidly among governments, corporations and the general public across the world. Many among the corporate and finance sectors now stand ready to collaborate, and pledges to restore forest landscapes, build sustainable supply chains and achieve zero deforestation are abundant. Every day the tools and capacity to measure, monitor and verify compliance with those commitments, combat corruption and track wildlife traffickers, are improving. And the expansion of Internet and mobile communications will soon reach nearly every corner of the world, empowering communities, indigenous groups and non-governmental organizations (NGOs), and delivering information to policy makers and practitioners in minutes. The foundations for good governance of forests are in place.

In the face of this relentless change, CIFOR has undertaken to revise and update its current 10-year strategy. It is the product of a 16-month process that garnered the consultation of nearly 3000 stakeholders and partners from a broad range of institutions in more than 82 countries, as well as CIFOR's worldwide staff. Along the way, a clear consensus has emerged to point CIFOR in the direction on which it now embarks over the next decade. CIFOR, together with a diversity of partners and within a reformed CGIAR, will support and inform the emerging development agenda.

Alongside the SDGs, in December 2015 in Paris, governments at the United Nations Framework Convention on Climate Change (UNFCCC) 21st Conference of the Parties (COP 21) finalized a new climate deal, at the forefront of which is forestry and landscapes. CIFOR's strategy for 2016–2025 also highlights the key role that forestry has to play in climate regulation and the positive contributions that forestry makes to all aspects of the development agenda, at global, national, subnational and local levels.

2 Forestry for sustainable development – a short history

Forestry has evolved immensely since 1993 when the Government of Indonesia invited CIFOR to locate its headquarters in Bogor.

New global frameworks

At the UN General Assembly in 2015, the world's countries agreed on a new and universal framework for sustainable development. This is the latest step in a long process that started in 1972 with the UN Conference on the Environment, followed by the Brundtland Report in 1987, the UN Conference on Environment and Development in Rio in 1992, the Millennium Development Goals in 2000, and the renewed commitments at Rio+20 in 2012.

For the first time we have a global development framework and the accompanying SDGs that embrace – and challenge – all countries. Earlier models have distinguished between rich and poor, North and South, tropical and temperate. Today the world is united behind one set of aspirations and one overarching response to threats and opportunities ahead. This reflects both a greater unity and a heightened sense of urgency to deal with the critical social, economic and environmental challenges that are evident all around us.

In parallel with the post-2015 development agenda, COP 21 delivered a new global treaty on how to meet the climate challenge. Following more than 20 years of deliberations, the UNFCCC is now returning to converge with the sustainable development framework from which it was born.

Along the way, national and international leaders have become aware of the global nature of economic and environmental problems. However, new knowledge and innovation are needed to achieve the goals of development and sustainability while reducing the environmental footprint of our economic enterprises. Science has a special role to play in this, and applied research centers like CIFOR need to provide guidance so that development investments can be more cost effective and equitable. CIFOR contributes to the global debate through a wide range of partnerships (Box 1).

Box 1. Partners and processes

Since its was founded in 1993, one of CIFOR's greatest strengths has been its close collaboration with partners around the world at the global, national and subnational levels and through them, participation in and contribution to global processes governing forests and landscapes. In 2015, CIFOR and its stakeholders benefited from 77 Memorandums of Understanding in 33 countries. These partners included 9 universities, 33 research institutes, 13 development organizations and 13 government ministries. CIFOR also enjoys host country agreements with the Government of Indonesia, where CIFOR's headquarters are located, and the Government of Cameroon.

CIFOR and its partners contribute to the following global processes, frameworks, panels and conventions, among others.

- [CBD: Convention on Biological Diversity](#)
- [UNCCD: United Nations Convention to Combat Desertification](#)
- [UNFCCC: The United Nations Framework Convention on Climate Change](#)
- [IPCC: Intergovernmental Panel on Climate Change](#)
- [UNFF: United Nations Forum on Forests](#)
- [CITES: Convention on International Trade in Endangered Species of Wild Fauna and Flora](#)
- [WTO: World Trade Organization](#)
- [Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests](#)
- [CFS: Committee on World Food Security](#)
- [COFO: Committee on Forestry](#)

Looking back

The timing could hardly be better to define relevant and effective ways for CIFOR to meet development aspirations at global, national and, most importantly, local scales. CIFOR's mandate as an international organization is to inform policies and practices and produce measureable impacts aimed at conserving, restoring, managing and using forest resources for multiple benefits. At the current crossroads of sustainable development, it is important to revisit the challenges and opportunities for the forestry sector, in light of the new global framework.

Forests for production or protection

The policy contexts of forest management have come a long way since 1992. The primary focus was at that time mainly sectoral, highlighting protection, preservation and utilization related to conventional wood-based products. There was little discussion of the role of forests in mitigating or adapting to climate change, and forest legal frameworks in tropical countries were either limited or inherited via forest codes from former colonial governments. Laws and policies typically did not provide for the role of communities or women in forest management and access. Forest concession management plans, the first step in sustainable forest management, were rare. The importance of forests in ensuring food security, nutrition and health for many millions of people was largely overlooked. Biofuels were still limited to research labs and there were few oil palm plantations. Interlinkages between forestry, agriculture and other sectors operating in landscapes were often downplayed due to sectoral boundaries.

International environmental institutions

Vast changes swept across the world shortly after the 1992 United Nations Conference on Environment and Development – or the Rio Summit. Environmental issues moved to the forefront of the global agenda and four major agreements concerning forests emerged: the Convention on Biological Diversity (CBD), the Framework Convention on Climate Change (UNFCCC), the Convention to Combat Desertification (UNCCD) and the Forest Principles for the Sustainable Management of Forest Resources. While the three 'Rio Conventions' have provided the main focus on forest-related issues on the international scene – particularly over the past decade – the Forest Principles have also been important as they capture the general international understanding of sustainable forest management.

A focus on forests

Subsequently, the Earth Summit 2002 and Rio+20 spurred many more changes. Ministries dedicated to governing forests were introduced in country after country, along with supporting institutions. Officers went to work drafting new and extensive legal frameworks for forests. Policy makers introduced laws recognizing the roles of community groups and women in sustainable forest management.

The Forest Stewardship Council was born in 1993 – the same year that the governments of Australia, Indonesia, Sweden, Switzerland and the USA joined together to launch the Center for International Forestry Research (CIFOR), another child of the 1992 Rio Summit. In October 2000, the Economic and Social Committee of the United Nations (ECOSOC) established the United Nations Forum on Forests (UNFF), with the main objective to promote “the management, conservation and sustainable development of all types of forests.” International organizations, including CIFOR, formed the Collaborative Partnership on Forests (CPF), to support the work of the UNFF and to foster increased cooperation and coordination on forests. Not long after, the European Union launched the FLEGT (Forest Law Enforcement, Governance and Trade) Action Plan in 2003.

The link to climate change

The concept of wealthy countries making payments to forested countries for reducing deforestation and forest degradation first appeared in negotiations leading to the Kyoto Protocol; however, the proposal to reduce emissions from deforestation and degradation (REDD) was not taken up until the UNFCCC COP 13 in Bali in 2007.

CIFOR, on behalf of the CPF, launched Forest Day in Bali to convene like-minded organizations to inform the discussions on REDD, and to shape the global agenda on forests and climate change, with more than 800 people attending. Four Forest Days later, the UNFCCC included REDD+ in the climate agreement for the first time at COP 16 in Cancun in 2010.

Despite the many achievements made since 1992, tropical forests and the biodiversity they harbor have continued to disappear. Between 2002 and 2014 more than 1.5 million km² were lost, driven by the need to produce more food for the additional 1 billion people added between 2000 and 2014, and by a myriad other land uses, ranging from mining, agriculture and cattle farming to the expansion of cities and towns.

Slowing the loss

Yet, many positive changes are underway. Even though, globally, the total area of the world's forests continues to decline, the rate of net forest loss has been cut by more than 50 percent. At the same time, the attention paid to sustainable forest management has never been greater: more land is designated as permanent forest, more measurement, monitoring, reporting, planning and stakeholder involvement is taking place, and legal frameworks for sustaining forest management are nearly universal.

While the global area of natural forest decreased between 2010 and 2015 by a net 6.6 million hectares per year, this represents a slowing in net annual loss from 8.5 million hectares per year between 1990 and 2000. Planted forest area has increased by more than 110 million hectares since 1990 and now accounts for 7 percent of the world's forest area.

Conservation has continued to be an ever more important management objective, with 13 percent of the world's forests designated primarily for conservation of biodiversity. The area of forest under management plans has increased from 27 percent of production forest area in 1953 to 70 percent in 2010. Forest area that has undergone internationally verified forest management certification has also increased dramatically from 18 million hectares in 2000 to 438 million hectares in 2014.

Changing forest communities

At the same time, the community of forest-dependent peoples – who are among the world's poorest and are a principal target group of CIFOR – has changed profoundly. Since 2008, half the world's population has come to live in urban areas. The communities and families that remain in rural places, close to forests, are now often heavily dependent on wages from off-farm employment, and on remittances from family members working in far-off countries or large cities. Global data show that household incomes of rural communities (including 'forest people') are increasingly constructed in very complex ways, from many and diverse sources. The diets of rural people now regularly include more urban-processed foods than home-grown crops or products collected from neighboring woodlands. And yet, CIFOR's research shows that forests continue to play an important and still little understood role in the well-being of many of the world's rural poor. Forests and other largely natural areas can contribute up to 28 percent of total household income – more than cropping – of families living in proximity to woodlands. And forests remain crucial to the intake of nutrients by children in some of the poorest areas of sub-Saharan Africa.

Box 2. Enhancing the role of forestry through the Sustainable Development Goals

In September 2015, world leaders came together in New York to adopt the Sustainable Development Goals (SDGs). Building on the Millennium Development Goals (MDGs), the SDGs are more ambitious in at least three ways: (i) they are universal in nature, which means they are applicable to developed and developing countries alike; (ii) they were agreed through a complex, bottom-up process that included national and regional consultations, an Open Working Group under the UN General Assembly, and inputs by various expert groups; and (iii) most importantly, they set out not only goals and targets, but also the way in which development should be achieved – through measures that help fight poverty and improve welfare without harming the environment.

The goals outline the actions necessary to put the world on a more sustainable course. Forests contribute to all of them, for example, through mitigating climate change (Goal 13), providing clean drinking water (Goal 6), and improving nutrition (Goal 2). The SDGs recognize the relationship between ecosystems, natural resources and human development in the targets designed to keep track of achievements.

With a total of 17 goals, 169 targets and 304 indicators, the SDGs provide a sophisticated framework, but also pose a considerable monitoring and implementation challenge. This is especially true for developing countries, some of which already struggled to compile indicators for the MDGs. Research organizations like CIFOR will play a crucial role in elucidating the complex relationships between environment and development, and in helping local partners build their capacity to track progress towards the goals. As the only forestry research institution with global capacity and local presence in multiple sites, CIFOR will work closely with national partners to ensure the role of forests in development is understood, monitored and supported.

Business gets on board

In recent years, key members of the global agricultural investment community, consumer goods companies and producers of agriculture commodities have made commitments to significantly reduce their impact on forests. The most far-reaching expression of these commitments came with the New York Declaration on Forests, made at the UN Climate Conference in September 2014, to eliminate deforestation from commodity supply chains by 2030. These ‘zero-deforestation’ pledges are driven by consumer concerns about the environmental and social impacts of goods such as palm oil, soy, beef and sugar; by advocacy organizations; and by a heightened awareness among investors of the reputational and market risks of pursuing agricultural production practices that destroy forests. These emerging non-state governance arrangements increasingly affect the way in which forest use is governed, with potentially far-reaching, positive implications for forest conservation and better social outcomes.

A view of the future

Looking ahead to 2050, the world and its forests will be very different again. We can expect an estimated 9.6 billion people on Earth. They will have changing consumption patterns. There will be continued economic growth and ever greater expectations of justice and equity. There will be migrations within countries and across regions and continents. And there will be increased climate variability with accompanying environmental, economic and political instability. We see these trends already today – CIFOR’s revised strategy is our response.

The emerging landscape

At the center of the new climate and development agenda are multifunctional landscapes – our terrestrial resource base where people interact through forestry, agriculture, fisheries, food and energy systems, mountain ecosystems, water management, conservation, value chains and infrastructure. Multifunctional landscapes are the home and resource base for the 500 million smallholder farms that produce 80 percent of the food consumed in Asia and sub-Saharan Africa. They provide water, energy and other resources for rural communities, nearby cities and the global economy. And forests are a fundamental cornerstone of these landscapes, providing invaluable ecosystem services, and supporting agriculture and people’s livelihoods, biodiversity, health and well-being.

Farms, forests, water bodies and settlements are not isolated elements but are part of wider landscapes in which land and resource uses are integrated. A landscape approach entails understanding and managing multiple objectives by multiple stakeholders, taking into consideration both the natural environment and the human systems that shape and depend on it.

The landscape approach allows stakeholders to identify policy options, investment opportunities and research priorities by:

- integrating policies across sectors and scales, negotiating competing demands, and understanding how land-use choices in one area affect other areas;
- recognizing changes in landscapes caused by migration, urbanization, economic growth, external shocks, and changing production and consumption patterns, among others;
- valuing the role of all the people in the landscape and recognizing that different groups benefit differently;
- leveraging private and public capital for investments in sustainable landscapes.



3 CIFOR's aspirations

Vision

CIFOR envisions a more equitable world where forestry and landscapes enhance the environment and well-being for all.

Mission

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.

Values

At CIFOR, the following values are embraced in all aspects of our work:

Commitment to impact

CIFOR's research is driven by a commitment to poverty alleviation, environmental sustainability, global understanding and informed policy engagement.

Innovation and critical thinking

CIFOR encourages innovative, creative and risk-taking solutions through credible and responsible scientific inquiry. CIFOR works with enthusiasm, maintains eagerness to learn and to think critically, and addresses challenges and issues from multiple perspectives to solve problems and advance knowledge.

Integrity and professionalism

CIFOR adheres to the highest scientific and ethical standards, and is transparent in its methods and honest in its results. CIFOR demonstrates accountability to its colleagues and partners. CIFOR respects organizational policies and procedures, and implements them consistently in a fair and transparent manner. CIFOR honors individual contributions and dedication to the highest standards of achievement.

Respect and collaboration

CIFOR acknowledges and respects diversity in terms of race, gender, culture, religion or belief, ethnic or social origin, age, sexual orientation, marital status or other aspects of personal status. CIFOR promotes equity, empowerment, and independence of thought and open participation. CIFOR treats colleagues and partners with trust, respect, fairness, integrity and sharing of credit.

4 What is CIFOR and why is it unique?

CIFOR's founders envisioned a small international center with a big voice and a wide reach – a center of knowledge for forest stakeholders. Today, the Center holds what has been described as the world's largest body of knowledge on global comparative research on tropical forests. Through collaboration with partners, CIFOR's 235 staff conduct research in more than 50 countries and are regularly called upon to advise governments, funding partners, universities, businesses and NGOs on forest policy and the latest research techniques. On any given day, its research is cited 23 times and its publications, excluding journal articles, are downloaded 2740 times. CIFOR's news journal, *Forests News*, receives more than 50,000 page views a month – with a peak of 95,000 over a 3-day period in October 2015 – while hundreds of thousands of stakeholders visit its social media pages and websites, and thousands more attend conferences convened by the Center on behalf of its partners. CIFOR has become a 'go to' place for journalists seeking independent analysis and opinion, and it is cited by the global and national media more than 1300 times each year.

There are a number of factors that contribute to CIFOR's unique comparative advantage:

CIFOR is the forestry research center of CGIAR. When it was established in 1971 as the Consultative Group for International Agricultural Research, CGIAR was an informal association of 58 public, philanthropic and private sector members supporting a small network of international agricultural research centers. Among the greatest achievements of CGIAR is the 'green revolution'. In 2008 CGIAR underwent a major transformation and is no longer the Consultative Group on International Agricultural Research but simply 'CGIAR'.

CGIAR is a unique worldwide partnership addressing agricultural research for sustainable development. Its work contributes to the global effort to tackle poverty, hunger and major nutrition imbalances, and environmental degradation and resilience. CGIAR has almost 10,000 scientists and staff in 96 countries, unparalleled research infrastructure and dynamic networks across the globe. The 15 CGIAR Research

Centers generate and disseminate knowledge, technologies and policies for agricultural development through the CGIAR Research Programs.

Since July 2011, CIFOR has led the CGIAR Research Program on 'Forests, Trees and Agroforestry', probably the world's largest integrated research program on forestry. As a member of CGIAR, CIFOR enjoys direct access to the highest levels of government and bilateral funding partners, and collaboration with CGIAR scientists and partner networks working on solutions to the greatest challenges facing sustainable agriculture and natural resource management today.

CIFOR is a global knowledge organization committed to enhancing the benefits of forests and forestry for people. The Center was established in response to global concerns about the social, environmental and economic consequences of loss and degradation of forests. It operates through a series of highly decentralized partnerships developed over two decades with key institutions and/or individuals throughout the developing and industrialized worlds. Its research agenda is under constant review and is subject to change as CIFOR's partners recognize new opportunities and challenges.

CIFOR's research, outreach and technology transfer are unbiased, neutral and do not champion any national or regional interests. CIFOR was established in response to, and continues to respond to, new scientific challenges and to society's changing needs for forests. CIFOR's founders believed that in tropical forestry there lay many 'national and international public goods', and its research continues to provide both.

CIFOR operates as a 'center without walls' to leverage precious resources for impact. As a result of its scientific recognition and of its *modus operandi* through partnership, CIFOR has an extensive network of partners ranging from outstanding individual scientists to global networks of research organizations and from national agricultural research systems to advanced research institutes and universities around the world.

CIFOR is one of the few international forestry research organizations with a deep integration of social, political and biological sciences. This unique blend gives CIFOR a strong comparative advantage in addressing the complex problems created by the unsustainable use of forest and tree resources or by the threats of climate change.

CIFOR's access to important policy processes, funding agencies, and partnerships for impact is facilitated by the large number of CIFOR 'alumni' who now occupy senior positions in relevant organizations and governments. In recent years, former staff and managers have moved from CIFOR to CEO-level and senior roles in government ministries, the UN-REDD Secretariat, the CGIAR Challenge Program on Climate Change, Agriculture and Food Security, the UNFF, World Wildlife Fund (WWF)-Indonesia and the Indonesian Ecolabelling Institute, while others now occupy senior positions in the Ford Foundation, UNEP and the International Union for Conservation of Nature (IUCN), or conduct research in the world's leading universities.

CIFOR focuses on public goods, rather than locality-specific or product-specific research, and its commitment is to working in collaborative partnerships and, in the process, enhance the capacity of national institutions and researchers to address their own research needs and to set their own agenda to effectively pursue their own scientific programs.

CIFOR benefits from an innovative communication/outreach strategy that applies a journalistic approach to science communication, blending outreach to traditional media (e.g. newspapers, radio and TV) with new, web-based digital media (e.g. Facebook, Twitter and YouTube, the *Forests News* journal and CIFOR TV). It has the capacity to convene and leverage the attention generated by its own and others' international events (such as Forest Days, Global Landscape Forums, UNFCCC, the World Forestry Congress) and to play a key role in smaller regional, national and local conferences and workshops.

CIFOR enjoys a reputation for thoroughness and objectivity in potentially controversial research, while its flexible institutional arrangements allow it to respond and adapt to changing conditions and new challenges.

CIFOR maintains a reputation among leading funding partners for strong management, world-class operating procedures and high quality and timeliness in product delivery. Between 2009 and 2015, its funding increased from USD 20 million to USD 49 million and was recently recognized by its successful achievement of the EC 7 Pillar Assessment.

CIFOR is known for its encouragement of diversity in disciplinary backgrounds, gender and cultures, and for its innovation among both its own staff and that of our research partners. This carries over into its commitment to South–South cooperation and the fostering of research capacity in the world's poorest countries.



5 How we work

CIFOR achieves impact that is grounded in science. Our approach rests on clearly defined principles and on our **three pillars** – research, capacity development and engagement – which are integrated through our **theory of change** and implemented through our six **thematic work areas** in order to positively influence the development trajectory (Figure 1).

CIFOR's principles and thematic work areas

Our research, capacity building and engagement activities are guided by the following principles:

- We conduct and apply research for change and not simply for knowledge.
- Our work is evidence-based and science-led.
- Our research methods combine primary and secondary data collection, analyses and syntheses.
- We apply systems approaches that integrate disciplines, sectors and scales.

- We seek gender relevance.
- We work with foresight to identify emerging issues of importance to forest stakeholders.
- We produce and inform improved tools, research methods and policies, and we build capacity to use them.

To use resources most efficiently, the Center focuses our research, capacity development and engagement activities on a limited number of thematic work areas that we believe have the greatest potential for impact. These were chosen during the extensive consultation process described above.

The six thematic work areas are:

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

Section 6 describes each thematic work area in relation to the three pillars, theory of change and related SDGs.

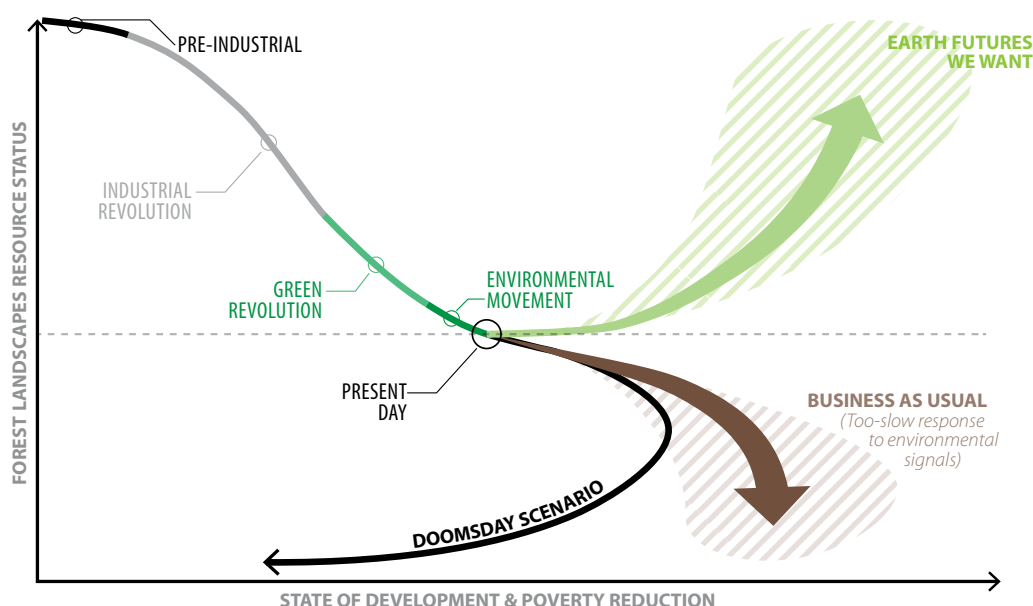


Figure 1. Potential future development pathways

Box 3. CIFOR's Constitution, Article 2 'Status', 1

The Center shall operate as a non-profit autonomous organization, international in status and non-political in management, staffing and operations. The Center shall be organized exclusively for the purpose of scientific research, information dissemination, and technology transfer in forestry.

CIFOR's theory of change

In order to integrate the three pillars of our work to achieve long-term impact, CIFOR has developed a comprehensive organizational theory of change (Figure 2). This illustrates the way in which our demand-driven research is shared, adopted and put into practice through capacity development and engagement, which are integrated throughout the program cycles. By explicitly supporting these adoption and uptake pathways, we can achieve long-term impact far beyond the forestry research community.

In CIFOR's theory of change, ongoing foresight work supports our strategic and thematic focus. This results in demand-driven research, which is carried out in collaboration with partners to co-produce knowledge and build capacity. Through outreach and targeted engagement, we help our partners to use, mobilize and share knowledge; and we support our target audiences to employ it in their policies and practices. In this way, CIFOR's research contributes to the three CGIAR System-level Outcomes – reduced poverty, improved food and nutrition security, and improved natural resource systems and ecosystem services – and directly addresses the new SDGs. Feedback and learning are facilitated throughout the process by ongoing monitoring, evaluation and impact assessment.

The theory of change provides a basis for evaluating longer-term outcomes and impacts, and to learn from our achievements. In essence, we are developing a system in which the contribution of research to development and conservation is deliberate, explicit and testable. This improves our ability to plan and implement projects, to gather evidence, and to assess, learn from and communicate our outcomes and impacts.

CIFOR's three pillars

The Center's scientists and supporting teams apply cutting-edge **research tools** to address emerging global forestry questions, with the ultimate aim of creating better policies to govern forests. Through partnership, we use our limited resources to provide international public goods that influence and shape the global forest agenda and contribute to the wider development and climate agendas.

We **build capacity** where it is needed and employ sophisticated monitoring and evaluation techniques to gather feedback and improve our pathways to impact.

We are passionate – but not prescriptive – in our **outreach and engagement** with a wide range of partners. Our activities are designed from the outset to deliver impacts and results for our stakeholders. We think locally and act globally by conducting research on the ground closest to the issues at hand, and by transmitting our findings upward to those who need them most at subnational, national and international levels. We apply the most up-to-date communication tools to ensure information is available to policy makers, funding partners, journalists, academics, NGOs and practitioners in the shortest possible time.

Pillar 1: Research for impact

CIFOR works in complex social, economic and ecological systems, with resources that have both fast and slow responses. The issues are not merely technical; solutions need to involve multiple stakeholders at multiple levels of governance. Intended users of our research include funding partners and development agencies, conservation organizations, government policy makers, NGOs, advocates, journalists, the private sector, other researchers and practitioners at all levels, as well as smallholders and farmers. Our research outcomes can therefore be realized at many different levels.

To deal with this complexity, CIFOR has developed and refined a theory-based planning, monitoring and learning approach to research, which is designed to:

- encourage an 'impact culture' within CIFOR in which research and accompanying activities are explicitly defined, designed and implemented to contribute to transformative change;
- ensure that CIFOR's work remains relevant and useful in a rapidly changing world;
- guide ongoing research and engagement to maximize effectiveness;
- provide a framework for CIFOR to learn from its own experience about what works and how;
- provide evidence that CIFOR's work is effective and that investments in our work produce competitive returns;

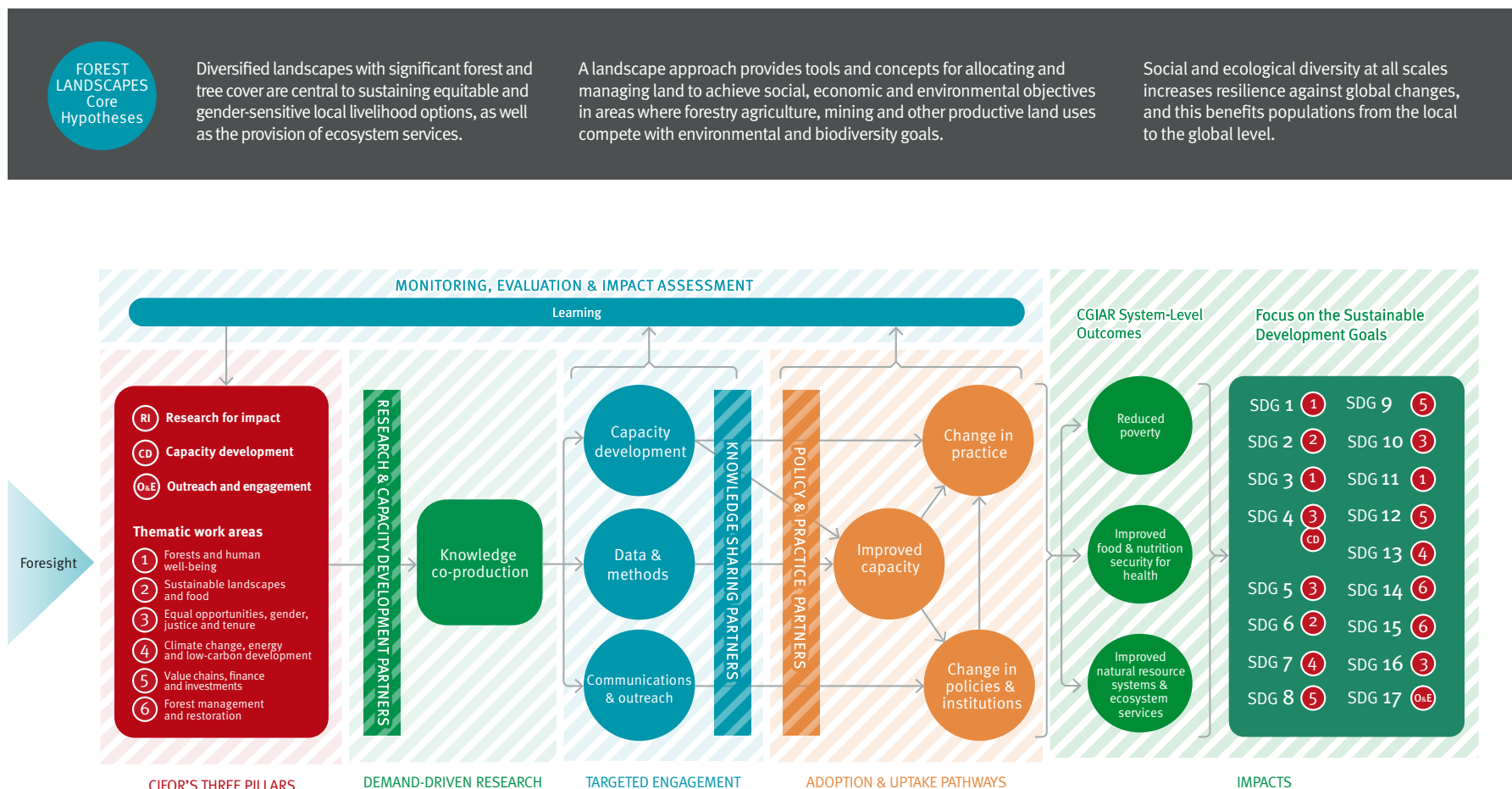


Figure 2. CIFOR's theory of change

- contribute to the global evidence base on returns to investments in natural resources management research, capacity strengthening and communications for poverty alleviation, human well-being and environmental sustainability.

CIFOR's Planning, Monitoring and Learning Strategy contains more details on the approach.

Science can provide answers to some of the fundamental questions for future development, but it operates in a political context and research must respond to society's values and needs. CIFOR's research must integrate diverse disciplinary approaches to deal with this inherent complexity. Dialogue, engagement and exchange of ideas are crucial at all stages to avoid one-way, supply-driven 'research dissemination'.

Specific theories of change at the level of individual research projects and programs explicitly identify key system actors and appropriate engagement strategies, to help ensure that the research and associated knowledge sharing and capacity development are targeted and effective, with real-time learning and adaptive management. Projects aim to inform, support and influence these key individuals and organizations, in order to achieve higher-level outcomes. And by anticipating the practice changes that will indicate success, we have the means to monitor and adapt during the life of a project or program.

Through its thematic work areas, CIFOR's research contributes to all of the SDGs (see section 6).

Pillar 2: Capacity development

Capacity development of our own staff, as well as our partners, stakeholders, journalists and students is the second pillar of CIFOR's strategy. It is central to our theory of change and fundamental to achieving the impacts we seek and that are expected of us.

Capacity development constitutes a cross-cutting theme, supporting both research and engagement throughout our six thematic work areas. We undertake human and institutional capacity development as an integral part of our overall research effort, ensuring that it is integrated into all research programs and projects from their inception.

CIFOR addresses capacity building at a number of levels both within and outside our organization:

- At the **national level**, we carry out needs assessment studies in selected countries where we do research in order to identify capacity gaps that exist both at the human and institutional levels. Strategic opportunities will then be identified to maintain and develop existing capacity in-country.
- At the **organizational level**, CIFOR's efforts focus on infrastructure and resource planning, throughout our wide diaspora of scientists and support staff. This enables us to provide frameworks to develop and retain research capacity.
- CIFOR's capacity development efforts at the **individual level** combine a number of approaches, including short training courses and workshops based on CIFOR's research results, internships and mentoring by scientists. CIFOR also facilitates degree courses in forestry at the Masters level in partnership with universities in both developed and developing countries.

CIFOR engages in a great variety of capacity development activities in collaboration with implementing partners, including universities, government agencies and NGOs. Our capacity development with external partners supports the development of both academic and technical capacity.

Supporting academic training and institutions

CIFOR supports individuals to pursue academic research and education, as well as to develop and teach academic courses:

- CIFOR manages graduate scholarship programs, such as a 4-year grant from USAID/Indonesia (2015–2019). Under this program, CIFOR is placing 20 Indonesian Masters degree students in US universities to pursue degrees in forest conservation, natural resource management, and related fields. Students carry out their field research as members of CIFOR research teams.
- CIFOR designs and teaches curricula in partnership with universities in the countries where we work. Recent partner universities include Kisangani University in the Democratic Republic of Congo, the National University of Ucayali in Peru and Wondo Genet University in Ethiopia.
- CIFOR scientists serve as thesis advisors to graduate students and link students to CIFOR research projects.
- CIFOR organizes short courses on policy and technical issues, often in collaboration with academic and other partners. For example, CIFOR offers an annual intensive 2-week course on landscape governance, in partnership with Wageningen University and ICRAF.
- CIFOR scientists serve as lecturers for courses and workshops hosted by partners. For instance, a CIFOR scientist annually lectures at a short course on forest regulatory reform organized by CIFOR's partner, Rights and Resources Initiative.

Building technical capacity

Through our research, CIFOR builds capacity of individuals and institutions to carry out research and use its findings:

- CIFOR builds scientific and technical capacity of national institutions. For example, CIFOR supported Indonesia to complete the development of its National Carbon Accounting System.
- CIFOR's communication team trains and learns from staff from government ministries, journalism and boundary partners in the latest techniques in outreach, web design, social media and research communication strategies. CIFOR has conducted training programs on technical issues for more than 800 journalists from 30 countries in the past three years.
- CIFOR provides training in research methods – research design, data collection and analysis – for enumerators and staff of CIFOR projects and project partners.
- CIFOR organizes national networks of forest management practitioners, such as the Indonesia Peatlands Network. These networks support collaborative research and help shape coordinated approaches to sector development and reform.
- Learning generated by CIFOR research projects is shared with local forest user groups through training programs.

Pillar 3: Outreach and engagement

The third pillar of CIFOR's strategy is communication and engagement to and with our stakeholders. By combining journalistic approaches and techniques with those of science communication, the Center has become a widely recognized global leader in this arena. Guided by a tested strategy and knowledge-sharing model, by extensive monitoring and analysis of data, and by seeking input from partners and policy makers, CIFOR has created knowledge-sharing pathways, a global presence and reach well beyond what might be expected of an organization of its size. The communications strategy employs a strategic suite of channels and products, at the core of which are the *Forests News* journal, the corporate website and library (CIFOR.org), CIFOR TV, social media networks and extensive listservs. These tools support and build on our strategic approach to workshops and national, regional and international conferences, such as the Global Landscapes Forum. CIFOR will continue to build, maintain and invest in this infrastructure; strengthening the capacity of its staff and partners to leverage the immense value of these platforms to create opportunities for further outreach and engagement.

A fundamental component of our theory of change, our outreach informs all of the SDGs and specifically contributes to achieving SDG 17, which aims to support partnerships. An integral part of our work on each thematic area, the outreach and engagement strategy

Box 4. Global Landscapes Forum

SDG in
focus



Bringing together researchers, practitioners and policy makers is a key function of CIFOR'S engagement strategy. In recognition of the emerging multifunctional landscapes that encompass all

forestry and agricultural activities, CIFOR supports the continued development of the **Global Landscapes Forum** (GLF). This now provides a unifying voice across sectoral boundaries to push forward a holistic landscape approach.

Since its inception in 2013 alongside UNFCCC COP 19, the GLF has become the world's leading platform for overcoming barriers between land-use sectors. The Forum has a firm foundation in six Forest Days and five Agriculture and Rural Development Days – the leading sectoral events aimed at informing international climate policy. Today, the Forum has expanded well beyond the scope of these individual communities, bringing together world leaders and global experts from all areas that have an impact on land-use decision making – including the corporate and finance sectors.

The concept of the 'landscape approach' has entered UNFCCC discussions and is part of Ban Ki-moon's recommendations to the UN General Assembly Open Working Group on SDGs. The first thematic breakout of the Forum – **The Investment Case** – was held in London in June 2015 and brought together 200 key experts and practitioners involved in sustainable land-use finance.

GLF is unique for its collaborative approach, which is not tied to any single institution. For its third event in 2015, 16 leading international research and development organizations joined forces to organize the largest side event accompanying UNFCCC COP 21 in Paris. More than 3200 participants attended over the 2 days, and over 148 organizations were involved as hosts of sessions, exhibitions and launches.

Building on this success, Forum partners envision the future of GLF as a permanent platform for broad policy and practice engagement, featuring six components: (i) forum events, (ii) financing sustainable landscapes, (iii) landscape restoration, (iv) rights and governance, (v) foresight studies and progress measurement, and (vi) youth engagement.

is considered at the start of each research project. Later, potential activities are refined and elaborated in response to research outputs, developments in policy processes, news events (e.g. fire and haze in Indonesia, Ebola), and a learned understanding of target audiences' information needs and habits.

In the complex environments in which we work and the spheres where we seek to influence policy, CIFOR maintains the capacity to respond rapidly to and leverage external developments, policy processes and audience demands by actively looking for and capitalizing on opportunities for engagement and tailoring communications materials appropriately.

CIFOR does not advocate policies or practice prescriptive advocacy in its outreach and engagement, nor do we carry out activities that might be seen as interfering in the politics of any country. However, we do not shy away from correcting misinformation or incorrect information and assumptions, from gathering evidence relevant to policy makers, from sharing evidence-based opinions, or from offering a range of solutions to what are sometimes referred to as 'wicked problems' (i.e. those resistant to resolution). In all of its outputs and conferences, CIFOR will maintain its values of diversity and inclusiveness, be gender appropriate, and respect international laws and conventions.

Intermediaries

CIFOR will always engage with intermediaries and boundary partners to deliver messages to key policy makers and other stakeholders, to inform and achieve outcomes in targeted spheres, and conversely, to learn so as to enhance CIFOR's priorities and performance. Key among such intermediaries are civil society organizations, other multilateral or intergovernmental organizations, research partners and media. These are the intermediaries that can best reach policy makers in ways that magnify, complement and extend CIFOR's direct contact on the ground.

With a listserv of more than 4400 journalists worldwide, CIFOR has enjoyed success in scientific messaging and framing the discussion of current events. To enhance this, CIFOR closely monitors public discourse in relevant areas and responds rapidly where there is a clear intersection between the Center's work and its ability to inform discussion.

Science-led events

CIFOR will continue to convene large and small conferences and workshops as the centerpiece of its communication strategy to convey research results to policy makers, partners and peers; to break down barriers between stakeholders for more effective

knowledge exchange; to make substantive contributions to international and regional processes that affect forest landscapes and forest peoples; to build capacity of boundary partners; raise awareness of key issues; and to ensure that sustainable forestry remains high on the policy agenda.

Participation in important events raises CIFOR's profile as a credible player in the international forestry arena. It significantly raises the profile of the Center's research and findings, as well as those of its partners. Hence, CIFOR will be present at forums and high-level events that our target audiences are expected to attend and where there are opportunities to contribute to the global development agenda.

CIFOR will continue to convene, on behalf of its partners, workshops to create strong platforms for engagement and communications; locating both broad and topical events under the growing brand of the Global Landscapes Forum (GLF).

To ensure the voices of those who cannot afford to attend events are heard, CIFOR deploys a wide range of global communications activities to amplify the reach of its events well beyond the conference hall. In the future, as technology becomes available, the Center will seek to implement online conferencing at a large scale.

Science communications materials

While CIFOR's credibility depends on frequent publication in high-impact peer-reviewed journals, we understand that our core product is not necessarily academic, scientific outputs, but the key findings or knowledge they produce. These research findings can be packaged, conveyed and disseminated in a range of formats best suited to the needs and habits of our key audiences. Increasingly, policy makers and other target audiences require accessible, policy-oriented materials that distill and synthesize findings from a variety of studies and projects, often in response to a particular policy question or challenge.

CIFOR responds to such audience needs with tailored communications materials grounded in original research. These include policy briefs, fact files, and toolkits or multimedia (research news articles, videos, podcasts, infographics and webinars). The Center builds capacity and shares its knowledge of cutting-edge communication tools with key partners in developing countries. *Forest News* – with a readership that has grown from 200 to more than 60,000 per month in 2015, and which is regularly cited and read widely by policy makers and key stakeholders – will continue to be our principal outreach vehicle. We strive to adhere to the highest standards of reporting integrity and accuracy.

CIFOR deploys its communications infrastructure, know-how, tools and events to disseminate these research materials, and uses them to facilitate global, national and local engagement. All of our outputs, photographs, news articles, infographics, film footage and videos, and data are freely available for wider use (pursuant to creative commons licenses) and viewed as public goods. In research, CIFOR will continue to favor publishing via open- and closed-access refereed journals over internal publishing. We strive, through negotiated or purchased rights, to share our findings as widely as possible. Internally, we focus our greatest efforts on those refereed publications with the highest potential for fostering change. CIFOR emphasizes outcomes and impacts, rather than publishing for the sole purpose of producing funding partner deliverables or large numbers of outputs.

Engagement

CIFOR's communication program is its principal platform for engagement. Our staff collaborate closely with scientists to actively identify and leverage

opportunities for sharing knowledge by engaging with policy processes, relevant networks and other channels (e.g. those already established by boundary partners), and existing forums attended by our target audiences. When global challenges arise from forests and landscapes where CIFOR works, the communication team draws on the Center's body of knowledge in combination with its latest findings and scientific expertise to provide and disseminate independent sources of information for policy makers and practitioners to call upon. This information is used by its scientists to provide advice and convene evidence-based and solution-oriented dialogues. Emerging knowledge products are used to support targeted training and capacity building and are made widely available to educators.

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.



6 Thematic work areas

CIFOR has six thematic work areas that are designed to contribute to the global development and climate agenda, and to produce measurable impact. The thematic work areas describe the priority topics on which CIFOR works. In each thematic work area, CIFOR carries out research, capacity development and evidence-based engagement activities. Our thematic work areas will all contribute to achieving specific SDGs.

Forests and human well-being



Tens of millions of rural households in developing countries derive a portion of their income from managing and harvesting forests. Forests and woodlands contribute to human well-being through a vast range of services and products, which underpin rural people's livelihoods.

The contribution of forests to human well-being and prosperity is, however, often misunderstood or underappreciated. Attempts to address poverty have commonly failed to take into account the role of forests and, as a result, opportunities to support or improve people's livelihoods in the developing world through forest use and conservation have been missed. Policies intended to encourage economic development and poverty alleviation can have unintended consequences that drive forest loss and undercut rural livelihoods. Strict conservation measures that aim to protect forests from overuse may in practice exclude local people from access to important forest resources.

CIFOR's research in this thematic area will illustrate and validate the diverse contributions of forests to the multi-faceted dimensions of human well-being across the tropics. A better understanding of these interactions will give policy makers the evidence base they need for effective and appropriate decision making, ensuring that relevant policy processes fully consider the role of forest resources in rural livelihoods and the dynamics that drive change.

Capacity building in this area will address multiple scales by providing local forest farmers with skills and information to actively represent their management and livelihood interests in public forums. We also aim to provide technicians and policy makers with an appreciation of the local management knowledge and tools developed for forest livelihoods. Finally, CIFOR aims to provide national researchers with expertise and new approaches to analyze and monitor the role of forests in human well-being in their countries.

Targeted global research can provide scientific evidence to support policy decisions and enhance the contribution of forests to human well-being and prosperity. CIFOR's research aims to supply this evidence and put forests more firmly on the global poverty reduction agenda by informing and influencing forest policy, both regionally and globally.

Under this thematic area, CIFOR will address the nexus between forests and human well-being through four linked sub-themes:

Managing the forest–farm interface to benefit smallholders: Smallholder farmers continue to produce most of the world's food, and their production systems yield multiple goods and ecosystem services. These systems frequently feature mosaic landscapes where agriculture and forests are interspersed over both space and time. Many government policies, however, are poorly adapted to these systems and provoke unintended consequences for the environment, the economy and the well-being of the households involved. As a result, smallholder forest–farm landscapes

are threatened, along with the socioecological resilience they bring and the diversity of species, productive opportunities, and irreplaceable knowledge systems they contain. CIFOR's research seeks to document and understand smallholders' management of the forest–farm interface, to enable these systems to generate more income, conserve germplasm of threatened forest species, and better supply commodities to regional and national markets.

Effects of increased mobility, urbanization and remittances on forests and communities: Migration and urbanization in the forested tropics appear to be more important and complex than national censuses and general overviews suggest. The specifics of migration flows, including aspects of gender, age and ethnicity are, however, still rarely taken into account in policy decisions. The effects of these processes on the resilience of both forest landscapes and communities in the face of environmental change and growing insecurity of agriculture are also little known. Understanding them could transform the way development aid and migration policies are shaped, and would also provide important data on effective future forest management and conservation. CIFOR's research focuses on filling this important gap.

Quantifying and realizing forest benefits using large-scale datasets: CIFOR's Poverty Environment Network (PEN) helped to accurately assess forests' contributions to rural incomes, with the result that their roles in household economies are now better understood. However, to actually assess whether and how forest management can help lift people out of poverty requires updated, broad-based, comparative data. CIFOR will build upon the existing PEN database and work with a broad range of local, national and international partners to help provide the evidence to underpin improvements to the design and implementation of natural resource and poverty-related policies and projects. Policy makers at the national or local level can then form realistic views on the pro-poor roles of forests, and associated effective and strategic interventions. Funding partners and multilateral agencies will better understand development–conservation synergies and trade-offs, thus informing their investments. Central Bureaus of Statistics and the World Bank will also be able to refine their national household survey designs and strengthen data collection on forest and environmental income, furnishing a solid evidence base for more effective policy.

Coping with risks in smallholder landscapes:

The incomes of smallholder farming households in developing countries are notoriously low and uncertain. Insecurity of land tenure, unpredictable weather patterns, pests and diseases, unreliable or lack of access to fair credit and insurance, unstable market prices, conversion

of smallholder landscapes to large-scale commercial plantations, and policies unfavorable to smallholders are some of the risks and factors affecting farming livelihoods. Smallholders have quite different coping strategies to manage these risks, given their different assets and constraints – and these strategies are likely to have varying direct and indirect impacts on forests. Understanding the dynamics of risk-coping strategies within a rapidly changing forest–agriculture landscape provides critical information for the design of: (i) forest-based incentive programs, such as payments for environmental services, REDD+ and conservation offsets, to ensure that the incentives fit within local contexts of change; (ii) development programs that improve the capacity of smallholders to adapt to change; and (iii) risk and insurance mechanisms and programs for supporting the management of risk related to weather, markets and investment policies.

Sustainable landscapes and food

SDGs in focus



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, but this requires a transition away from ineffective sectoral approaches to land management. Landscape transitions are rarely orderly, and contestation rather than consensus is often the norm. Progress towards the SDGs will depend upon national governments' ability to balance demands for domestic growth with international commitments to curb biodiversity losses and meet emissions reductions 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 such an approach.

Forests and tree-based agricultural systems contribute directly and indirectly to the secure livelihoods and dietary diversity of an estimated 1 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 farmers. 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 dietary 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 also 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 food production and other land uses.

CIFOR's research in this thematic area will focus on achieving the following outcomes:

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.

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).

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.

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.

Increased consumption of diverse wild foods: To be achieved by combining the approaches described above with nutrition education, and behavior and policy change through communication with high-level partners from different sectors, and in particular espousing the importance of multifunctionality at the landscape scale.

Equal opportunities, gender, justice and tenure

SDGs in focus



Communities living in or near forests often have weak rights to land and forest resources. Practices and laws can deny women and marginalized groups equal tenure rights and full voice in decisions affecting forest use. These all contribute to poverty and injustice. Communities have deep and intimate knowledge of forests, and are effective stewards of forest resources when given free rein to exercise their fair share of use and management rights. Unclear land and forest tenure also inhibits local and outside investment in sustainable forest-based enterprises.

CIFOR's research in this thematic work area will focus on three areas:

Understanding obstacles to the devolution of forest rights: In many developing countries the state holds *de jure* ownership rights over the vast majority of forests. In recent years many countries have adopted policies and laws to devolve forest rights to indigenous peoples and local communities, but actual devolution of rights has lagged behind policy and legal change, except in parts of Latin America. Communities and smallholders exercise rights on a customary or *de facto* basis, but *de facto* rights in particular can be easily taken away

through administrative action. This leaves communities vulnerable to the arbitrary transfer of land and forests to other uses and users. Tenure insecurity remains prevalent in communities where rights have not been devolved, undermining effective collective governance at the local level and reducing the incentives for local users to undertake long-term investments in forests and agroforestry.

CIFOR's Global Comparative Study on Tenure seeks to understand more fully the factors that inhibit effective rights devolution. The research, ongoing in Indonesia, Peru and Uganda works to a theory of change where CIFOR research findings are used by partners in government, NGOs and local organizations to understand the political, legal and administrative bottlenecks to devolution. It examines sources of security and insecurity, including differentiated outcomes for women and marginalized groups. Importantly, CIFOR works closely with partners in shaping the research questions, better assuring that the research addresses questions of immediate, tangible concern to partners. The research findings help partners to modify and sharpen their reform strategies. CIFOR helps partners to share the research among their own networks, using various media.

Legitimate concerns are often raised that even with secure rights, communities and smallholders may choose to clear forest for other income opportunities and will remain vulnerable to powerful outside actors, due to lack of capital and governance and management capacity. Through systematic reviews, case studies and local engagement, this research will evaluate the effects of devolution on forests and conservation outcomes, differentiated livelihoods and local governance, including women's participation.

Promoting investment in forest landscapes: CIFOR's research on decentralization, devolution and forest tenure over the past decade has drawn attention to the relative weakness of rights to forests and land held and used collectively by communities, indigenous peoples and marginalized sections of those communities. CIFOR's research has helped frame policy and legal remedies, which have been taken up by NGOs, governments and affected communities. Many communities and indigenous people have secured stronger rights as a result of reform efforts.

While legal protections afforded by collective land tenure arrangements have improved in many parts of the world, such arrangements are unfamiliar to many outside investors. Typically, collective ownership models prevent using land as loan collateral, as rules prohibit alienation of land and transfer of land rights to investors in the event of loan default.

CIFOR's research will explore innovative approaches for leveraging external public and private investments in commercially viable projects that improve the sustainability of community use of forests and other natural resources and that generate higher levels of income and food security for residents. Key themes will be the evaluation and development of co-investment models between forest users, their community and/or local government institutions and investors. Appropriate local institutional arrangements for developing and managing business relations with outside enterprises and investors are often missing, weakening local bargaining power and the likelihood that benefits are shared equitably. CIFOR research will evaluate business and investment models that provide assurance to investors of the tenure security of local rights holders, and that assure investors and local enterprises of the financial viability of joint ventures.

An important vehicle for this work is CIFOR's Landscape Fund, a cross-CIFOR initiative which will serve as a co-investment laboratory for financially and environmentally sustainable landscape investment models.

Gender integration across CIFOR's work: Rural women and girls play a crucial role in the forestry sector in many developing countries, and yet gender inequities remain pervasive in the governance of forests and forested landscapes. This undermines local resource conditions, and constrains the ability of women and girls to realize the full range of their capabilities. CIFOR seeks to advance gender equity and the empowerment of women and girls by deepening, expanding and strengthening gender integration into its research and action initiatives.

Our research spans a wide spectrum of issues, from assessing the substantive effect of women's participation on local resource conditions to tracking the implications of migration on women's influence over forestry decision-making processes. We engage with the changing landscape of forest governance, for example by studying the effects of agribusiness expansion on women's access to land, income, and division of care work. We track the extent and nature of gender inclusion in REDD+ process, and shed light on the roles of women in globalized and illegal timber value chains.

CIFOR's research is multi-sited across Africa, Asia and Latin America; it employs a wide variety of methods, and spans global to local levels. We unravel the interplay between power, institutions and practices that lead to gender disparities, and examine how gender intersects with multiple social relations, such as caste, age, wealth and ethnicity. Our approach is to integrate gender across the research cycle, from priority setting, through budgeting, implementation of research and partnerships, and dissemination of key policy and practice lessons.

Climate change, energy and low-carbon development



Although the roots of climate change date back at least two centuries, the current development paradigm has aggravated and deepened these patterns, posing a fundamental challenge to sustainable development and poverty reduction. As pressure builds for international action on climate change, the new agreement in the UNFCCC (Box 5) and the international commitment to the SDGs will open new doors to collaboration.

Agriculture and forestry have a special place in the climate change and development policy arena: both depend on the carbon cycle to produce food, feed, energy, timber and other products, while together they account for 25 percent of global emissions. And they are central to people's livelihoods and incomes, particularly in rural areas, where the poorest people often live.

In response to these challenges and opportunities, CIFOR will carry out research that improves our technical understanding of climate change and its interactions with forests and landscapes; as well as our understanding of the social and equity implications of climate change to ensure that the interests of rural land users are reflected in decision making. Our research aims to support a new development paradigm, combining effective and efficient climate actions with equitable outcomes that generate development benefits – including poverty reduction, protection of local livelihoods, rights and tenure, and enhancement of ecosystem services. This thematic work area will adopt a policy learning approach, which provides integrated ecological, social and economic information to policy makers to support effective evidence-based change. Developing these approaches as we advance will be a significant contribution to evidence-based environmental governance.

CIFOR will address the climate change, energy and low-carbon development nexus through four linked sub-areas:

Climate adaptation: Rather than gradual, long-term temperature increases, we expect climate change to lead to extreme events and pattern changes that perturb ecosystem services, livelihoods and economic activities.

Box 5. The Paris climate agreement

The legally binding climate agreement reached at the UNFCCC COP 21 in Paris in December 2015 signals a new era in global climate action. This agreement will improve both mitigation and adaptation actions when it comes into effect in 2020. But member states will need new information and innovative approaches in order to implement their Intended Nationally Determined Contributions. The next 5 years will be a critical time for preparing countries to undertake these actions and to achieve the long-term goal of striking a balance between cutting emissions from human sources and removing greenhouse gases (GHGs) through carbon sinks in the second half of this century. The land sector, forests and natural ecosystems will play a central role in this effort, both as sinks and sources of GHG emissions.

The UNFCCC undertook a Technical Examination Process of mitigation potential in the land sector (including forestry and agriculture) prior to 2020 through its Technical Expert Meetings (TEMs), and this process will continue through to 2020. In 2014, CIFOR participated in the land-use TEM and throughout 2015 contributed actively to the UNFCCC Standing Committee on Finance discussions concerning forests and finance. Both of these processes provide guidance on the financial mechanisms of the Convention, particularly the Green Climate Fund, as it now moves into project and program approvals. Given the SDG commitments, including to halt deforestation by 2020, it will be essential to prioritize finance for the protection and sustainable management and restoration of forests, including greater participation of forest-dependent people.

Because of the complex interactions between climate and livelihood systems, and because climate change is not the only stressor on these systems, our approach focuses on climate risk and risk management. We will develop risk assessment methodologies to support decision making that increases the resilience of land and development investments. We will look at institutional and technical options to reduce climate risk; analyze synergies and trade-offs to understand the consequences of decisions on people and ecosystems, and to help us identify win-win opportunities; and assess how public and private funds can be used to achieve sustainable outcomes.

Climate change mitigation: Unsustainable, extractive forestry accounts for 60 percent of tropical land-based carbon emissions. Our research will support the development of policies and measures (e.g. REDD+, NAMA, INDC, JMA or LEDS) that reduce these emissions, by learning what works as communities, governments, civil society and the private sector gain experience. We will help countries develop effective and cost-efficient data collection and reporting systems for different drivers of emissions and approaches to abatement, tailored to national circumstances. We will evaluate economic incentives; assess the sharing of benefits and burdens to improve the performance of investment in mitigation; examine how public and private funds can complement each other for effective and efficient mitigation; and provide knowledge to support safeguard systems that avoid undesired side effects and the displacement of emissions.

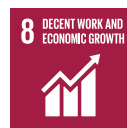
Bioenergy: Energy emissions are a principal driver of anthropogenic climate change. Population increase, economic growth, and climate change all intensify interactions in the water–energy–land (or food) nexus: bioenergy production and delivery require water and land; water projects require energy and land; agriculture and forestry depend on land, energy and water. There are opportunities and risks associated with bioenergy production in the tropics. We will study how the costs and carbon footprint of bioenergy vary by world region, feedstock type and scale; and how bioenergy development affects social and environmental outcomes (e.g. health, poverty and biodiversity). Research will also address indirect land-use change associated with the displacement of other agricultural activities by bioenergy, and the question of land availability. Finally, we will work to understand future energy developments, including the role of biofuels.

Forest ecosystem function and the climate system: Many initiatives are underway to increase agricultural production, reduce deforestation, sustain natural capital and promote a switch to the green economy. We will work on the ecology of the carbon cycle to understand the impacts of tropical landscape management and different land-use decisions on atmospheric carbon. In particular, we will focus on the role of managed forests, degraded, secondary and planted forests, and swidden systems in carbon and non-CO₂ greenhouse gas emissions and sinks.

Through CIFOR's research we will improve our understanding of the climate system, including uncharted carbon dynamics, sources and sinks, and the links between climate and water in coupled human–environmental systems. We will develop tools and methods for assessing and mapping multiple ecosystem services and their values in a context of climate change at the landscape scale.

Value chains, finance and investments

SDGs in focus



Growth in commercial commodity production has been the main anthropogenic driver of deforestation in Indonesia, Brazil and other major producer countries of commodities such as palm oil, soy, sugar and beef over the past 30 years.

Global markets, finance and investments bring about two key challenges for sustainability and social inclusion. The first is achieving more sustainable value chains, which secure commodity supply, contribute to low-carbon rural development and maintain ecosystem services provision. The second is ensuring that smallholders and small- and medium-scale enterprises are able to successfully compete in and benefit from their integration in global value chains under higher environmental standards.

These challenges have to be faced in the context of emerging private sector commitments to sustainability. Major consumer and producer companies have begun to adopt environmental standards and certification, and lately have made individual and collective pledges to 'zero deforestation', such as the September 2014 New York Declaration on Forests. These commitments involve different actors, including: consumer goods companies with requirements for crop commodities to be produced sustainably; advocacy groups that catalyze consumer expectations by calling public attention to companies that do not meet sustainability standards; and investors who are reassessing their estimates of risk associated with investments that do not meet more rigorous social and environmental standards. These commitments put pressure on producer and processing companies to significantly reduce or eliminate deforestation in their land-use practices, and to protect local people's rights.

Responsible finance and investment is one of the key factors that can contribute to supporting change in the value chains, and stimulate a wider adoption of sustainable production and management practices. Financial service providers, including development and commercial banks, are increasingly adopting practices that embrace environmental, social and governance (ESG) frameworks. Investors are also looking for ways to invest a significant amount of resources in activities that contribute to sustainable development and

generate financial, environmental and social returns in a sustainable manner. However, there are multiple obstacles: unclear tenure rights, excessive and unknown risks, and inadequate returns on investment. Further, capital markets currently incentivize short-term horizons, as environmental and social costs are not properly internalized. New financial instruments and funding mechanisms are needed, and new ways of managing and mitigating risks. In short, we need a new approach to bridge the supply of, and demand for, private capital.

The new emerging governance arrangements that aim to ensure sustainability in commodity supply and promoting social inclusion through smallholder integration in the value chains take different forms and increasingly involve a variety of public and private actors at multiple levels. Thus, the main goal for this thematic area is to support public, private and public–private governance arrangements that are effective in achieving sustainability, along with inclusive business models that could improve benefit sharing and upgrading of smallholder systems, and responsible finance. This will be achieved by conducting research, building capacities, and undertaking outreach and engagement activities to reach key actors in the public and private sector, as well as multistakeholder platforms.

CIFOR's work in this area will address three sub-areas:

New governance arrangements for sustainable supply: CIFOR's research will assess the goals and scope of private sector-driven sustainability standards and commitments – including certification, zero deforestation and legal supply initiatives. Our research aims to support the implementation of these initiatives and to increase their effectiveness in ensuring supply that complies with social and environmental standards, while rewarding the adoption of improved practices, and better integration of smallholders into the value chains. Our main focus is on agricultural and tree-crop commodities whose expansion places significant pressure on forests (e.g. oil palm, sugar, soy, beef), and on those with the potential to improve smallholder's livelihoods (e.g. cacao, coffee, rubber). Complementary government initiatives will be assessed, such as those requiring that imports are verified as legal (e.g. FLEGT), public incentives and frameworks that support the adoption of sustainability practices, and emerging public–private institutional arrangements that promote sustainable supply as part of broader transitions to low-carbon development under territorial or jurisdictional approaches. Research will assess opportunities for more effective public, private and public–private governance arrangements to reconcile and harmonize their sustainability goals and standards. Our research will inform governments, business platforms and supporting

organizations on ways to address the implementation challenges to sustainable supply, and we will undertake capacity development efforts to improve the monitoring, assessment and reporting of progress.

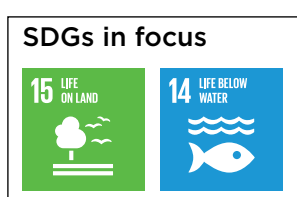
Inclusive business models in global value chains:

Global value chains, incorporating higher social and environmental production standards, have the potential to exclude large numbers of smallholder producers of global commodities such as soy, palm oil and beef, who are unable to meet the added production costs and traceability requirements associated with the new standards. In contrast, well-targeted interventions, involving public and private actors, can contribute to upgrading smallholders' production systems, and thus support their integration into the value chains while enhancing their ability to compete. These interventions need to build the capacity of resource-poor smallholders and rural small- and medium-sized enterprises, and improve benefit-sharing mechanisms between them and downstream buyers and processors. CIFOR's research will contribute to the design and implementation of business models that distribute risks and benefits, and build more inclusive relationships along value chains, while reducing pressure on forests. Our research will also evaluate the performance of value chains under a variety of business models, and identify the conditions in which different business models deliver improved social and environmental benefits. We will engage with businesses and service providers to increase their awareness of business models that improve the social and environmental performance of their operations, and NGOs and policy makers to promote a wider uptake of inclusive business models.

Responsible finance and investment: Financial service providers are increasingly aware of the social and environmental outcomes of their operations, and increasingly adopting ESG frameworks. In addition, new financial products and services (e.g. project finance, equity capital, impact investment, debt capital markets) are helping shape transformative changes along value chains toward social and environmental sustainability. Yet these progressive moves are uneven between regions of the world, and international banks currently have more advanced policies than domestic banks. CIFOR's research will, on the one hand, identify best practices for integrating ESG standards into investment schemes geared towards tree crops and forest-based activities. It will also explore ways to promote the adoption of more progressive policies by domestic actors, with the aim of achieving more consistent sustainability standards across national and international businesses. On the other hand, our research will examine and support innovative financial architectures and arrangements for sharing and mitigating risks, as well as

opportunities for pooling investments in tree-crop and forest-based investment schemes involving both public and private sectors, with the aim of bringing schemes to scale. We will engage financial institutions and platforms, and the NGOs supporting them, to contribute to efforts towards improved transparency and reporting requirements in international financial frameworks. We will also inform decisions of financial service providers on the risks and opportunities regarding sustainable lending in tree crops and forest-based operations.

Forest management and restoration



Managing and restoring forests for conservation and the sustainable production of wood and non-wood products is at the center of SDG 15. CIFOR focuses mainly, but not exclusively, on the tropical domain, working across multiple scales and functions. Tropical forests represent about 51 percent of the world's forested lands and are the most biodiversity-rich suite of terrestrial ecosystems on earth. More than 350 million people live in or at the edge of these forests, including the world's 60 million forest-dependent indigenous peoples. Many of these people are affected by the management of production forests, which represent up to 80 percent of the forest estate in some tropical regions. Degradation and deforestation represent a challenge and an opportunity for restoration across an estimated 1 billion hectares of forest land in the tropics.

The Bonn Challenge, launched by world leaders in September 2011, is a global aspiration to restore 150 million hectares of forest by 2020. It is just one of a number of major initiatives aiming to dramatically increase the extent and quality of the world's forests. Restoring forests in degraded landscapes will increase the provision of ecosystem services (such as clean drinking water and crop irrigation), capture and store atmospheric carbon, protect biodiversity and improve livelihoods. Forests provide great economic benefits, but sustainable access to, and use of, forest resources requires improved and equitable management of landscapes, incorporating new approaches for forest conservation, management and restoration.

To address the issues of access to forest resources by rural people in developing countries, and to contribute to increasing forest production through more equitable multiple resource management, this work focuses on two main areas: diversified forest management and forest landscape restoration. Through these efforts, CIFOR aims to improve forest management and restoration over at least 70 million hectares.

Diversified forest management: There is growing evidence of the potential for forest people's traditional management systems to contribute to forest management. Powerful tools, such as geographic information system (GIS) and remote-sensing imagery, improve all the time. Yet the basic tenets of timber-harvesting models applied to all forests persist. Constraints to multiple-use forest management across the tropics are rooted in technical and managerial capacities that differ for different forest products and actors; challenges for communities in adjusting traditional practices to meet timber-biased regulations; and a lack of consideration of local socioecological contexts.

Major reforms in policies and practices are needed for a more transparent forestry sector. New governance regimes are emerging for tropical forests, including public–private partnerships, NGO partnerships and non-state governance market systems, such as certification processes, and these have the potential to facilitate wider change.

CIFOR's research will re-examine existing management approaches for tropical production forests to facilitate the design of more appropriate, equitable and environmentally friendly management rules.

We envision three main research streams in diversified forest management: (i) assessing the effectiveness of public policies and market-based instruments in reducing the social and environmental footprints of production forest harvesting; (ii) enhancing forest multifunctionality by improving silvicultural, harvesting and monitoring practices, including refinement of locally relevant norms and regulations; and (iii) developing methods and tools to enhance equity in decision making, and minimize local conflicts in multiple-use of forests.

Forest landscape restoration: Increased forest cover can be a result of natural regeneration of abandoned land, intentional tree planting, and/or various forms of forest protection and management. However, in many newly reforested or afforested areas, the quality of tree cover is suboptimal, with poor growth and survival rates, low biodiversity and minimal incremental

provision of ecosystem services. The challenge of forest restoration is to identify, prioritize, monitor and promote landscape approaches that optimize the ecological and social benefits of increased tree cover. These include: (i) improved plantation forestry that incorporates more tree species suited to specific sites; (ii) management of natural regeneration, which may be assisted by local landholders; (iii) enrichment planting using locally appropriate tree species; and (iv) adapting forestry practices using local knowledge and generating greater livelihood benefits to local stewards of the landscape.

CIFOR's research will examine the links between forest landscape restoration programs and key environmental and socioeconomic interests, including biodiversity conservation, carbon storage, water and soil protection,

forest production, and the functioning of credit and compensation schemes that bring economic opportunities to local communities.

CIFOR's research on carbon-rich wetlands, including mangroves and peatlands, provides much-needed data on their value in climate mitigation and adaptation, flood and erosion control, nutrient cycling, storm surges and other ecosystem services.

We will work on three main research streams in forest landscape restoration: (i) increasing the sustainability of restored forests; (ii) balancing interests in multi-scale, multi-actor forest restoration and use; and (iii) enhancing ecosystem service supply using forest landscape restoration through better processes of prioritization and socioecological mapping.



Photo by Ramadian Bachtiar

7 CIFOR's outcomes and impacts

Through CIFOR's three-pillar approach, incorporating research, engagement and capacity development, we aim to be much more than a research organization: We seek to create outcomes that contribute directly to long-term positive impacts. As our first guiding principle puts it, we conduct and apply research for change and not simply for knowledge.

In September 2015 the Member Countries of the UN agreed the 17 SDGs. Together these set out

a global framework to guide and stimulate action over the next 15 years. CIFOR's work will contribute to meeting all 17 Goals and each of CIFOR's thematic work areas supports specific, identified SDGs.

Table 1 shows the key 10-year measureable impacts resulting from CIFOR's six thematic work areas and how these will contribute to meeting each of the 17 SDGs.

Table 1. CIFOR's 10-year outcomes and impacts, with related Sustainable Development Goals

CIFOR research contribution by thematic area	Relevant SDG
Forests and human well-being	
<ul style="list-style-type: none"> In at least 10 countries poverty alleviation strategies and policies include explicit recognition of the role and importance of forest resources and management in sustaining rural livelihoods. At least five Central Bureaus of Statistics and the World Bank have refined national household surveys designed to strengthen data collection on forest and environmental income. 	1. No poverty End poverty in all its forms everywhere
<ul style="list-style-type: none"> CIFOR's research, illustrating and quantifying the role of forests in increasing incomes and improving health, is recognized and cited by policy makers, practitioners and scientists in at least 10 countries. 	3. Good health and well-being Ensure healthy lives and promote well-being for all at all ages
<ul style="list-style-type: none"> National monitoring programs in at least 10 countries incorporate indicators defined by CIFOR research to track impacts of remittances and migration on forests and forest use 	11. Sustainable cities and communities Make cities and human settlements inclusive, safe, resilient and sustainable
Sustainable landscapes and food	
<ul style="list-style-type: none"> At least 10 countries have implemented tree-based systems on farms, which has resulted in a 20 percent reduction in food-insecure months for 7 million people. National policies include a recognition of the ways in which forests, trees and agroforestry at the landscape scale contribute to food security and nutrition across forest transition stages. 	2. Zero hunger End hunger, achieve food security and improved nutrition and promote sustainable agriculture

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Table 1. Continued

CIFOR research contribution by thematic area	Relevant SDG
<ul style="list-style-type: none"> Institutional, ecological and financial challenges to applying landscape approaches in sustainable water resource management have been overcome, resulting in more holistic management of land and water resources to meet the multiple needs for ecosystem services. 	<p>6. Clean water and sanitation</p> <p>Ensure availability and sustainable management of water and sanitation for all</p>
Equal opportunities, gender, justice and tenure	
<ul style="list-style-type: none"> Forestry training programs at universities in 10 countries incorporate CIFOR research on the role of forests in human well-being, poverty alleviation and health. Forest managers, academics and practitioners have the knowledge, tools and approaches to support the multifunctional management of natural and planted forests. 	<p>4. Quality education</p> <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>
<ul style="list-style-type: none"> Women and men living in forested landscapes have equitable access to productive assets and forest resources. Forest-dependent women and youth have strengthened capacity to participate in decision-making. 	<p>5. Gender equality</p> <p>Achieve gender equality and empower all women and girls</p>
<ul style="list-style-type: none"> Communities in 10 countries are exercising their rights (and responsibilities) to forests, land and trees to generate value and (equitably distributed) benefits, and have sufficient knowledge and capacity to address threats to tenure security. Women, in particular, are able to articulate their rights and to take full advantage of legal and informal opportunities to strengthen and defend them. 	<p>10. Reduced inequalities</p> <p>Reduce inequality within and among countries</p>
<ul style="list-style-type: none"> In at least 10 countries, CIFOR is closely engaged with relevant partners who are implementing well-resourced sectoral or cross-sectoral strategies, which aim to guarantee the rights of local men and women to forest, tree and landscape resources. 	<p>16. Peace, justice and strong institutions</p> <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p>
Climate change, energy and low-carbon development	
<ul style="list-style-type: none"> CIFOR's research and capacity building have substantially increased the share of sustainably produced renewable energy in the energy mix of at least five countries. 	<p>7. Affordable and clean energy</p> <p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>
<ul style="list-style-type: none"> CIFOR's research and outreach has raised the capacity for effective climate change-related planning and management in at least seven least developed countries, including a focus on women, youth and local and marginalized communities. CIFOR's research has informed negotiations toward financing the global REDD regime (and other agriculture, forestry and other land use (AFOLU) schemes as they emerge), and has contributed to the design and implementation of national-level REDD schemes in 10 countries so that they meet these criteria. 	<p>13. Climate action</p> <p>Take urgent action to combat climate change and its impacts</p>
Value chains, finance and investments	
<ul style="list-style-type: none"> Best practices of inclusive business models in relevant commodities are extensively adopted by the private sector, contributing in significant ways to the livelihoods of smallholders involved in raw material supply and value adding. 	<p>8. Decent work and economic growth</p> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>

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Table 1. Continued

CIFOR research contribution by thematic area	Relevant SDG
<ul style="list-style-type: none"> Financial flows, from international and national sources, are expanded in land-use options, and associated infrastructure and services, that reduce social and environmental risks, and deliver higher benefits for smallholders. Best practices are identified for integrating ESG standards into investment schemes, and innovative financial architectures are developed to support sustainable investments in tree crops and forest-based activities. 	<p>9. Industry, innovation and infrastructure</p> <p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>
<ul style="list-style-type: none"> Global sustainability initiatives exist with the capacity to effectively implement and monitor progress in their commitments across Asia, Africa and Latin America. Effective public-private governance arrangements are designed and implemented that ensure sustainable and inclusive commodity supply. 	<p>12. Responsible consumption and production</p> <p>Ensure sustainable consumption and production patterns</p>
Forest management and restoration	
<ul style="list-style-type: none"> New approaches to forest governance are in use that emphasize small-scale production and local adaptation, and which move away from regulatory intervention. Integrated public and private governance approaches are developed, which incorporate complementary policy, regulatory and market-based arrangements, are adapted to local conditions, and support effective and equitable management in at least three production forest landscapes. National governments in five countries use CIFOR research to promote policies towards diversified forest management, taking into consideration timber, non-timber products and bushmeat, as well as women's and men's roles and benefits, resulting in more than 40 million hectares of more sustainably managed forests. CIFOR's research contributes to the restoration of 30 million hectares of degraded forests (including 1 million hectares in peat-swamp forests and mangroves). 	<p>15. Life on land</p> <p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>
<ul style="list-style-type: none"> The Government of Indonesia, where a quarter of the world's mangroves are located, used CIFOR's research findings to develop national strategies related to climate change mitigation actions. CIFOR's research findings on wetlands research have been largely adopted in the IPCC Guidelines and UNFCCC documents. 	<p>14. Life below water</p> <p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>
Global Landscapes Forum	
<ul style="list-style-type: none"> Through the Global Landscapes Forum and other outreach events, increased partnerships between research, private sector and policy in the landscape have resulted in more efficient land-use decision making among stakeholders and improved knowledge on the latest research and metrics to track progress toward SDG targets. 	<p>17. Partnerships for the goals</p> <p>Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>

8 Implementation and geographic focus

The importance of forests to the well-being of the rural poor, the regulation of the global climate and as a reservoir of biodiversity is widely recognized. At the same time, there is mounting pressure on forests to provide increasing volumes of fuelwood, timber, non-timber products, watershed protection, and land and environmental services for agriculture. Amidst the growing recognition of the many diverse values of forests, the dominant demand is shifting from timber to a much wider range of social, economic and environmental benefits, which are provided to a much wider range of beneficiaries, including in other sectors and across landscapes. CIFOR's strategy addresses these issues in a holistic manner, and in the context of broad development aspirations as expressed by the SDGs.

To achieve its strategic outcomes, CIFOR's organizational structure is aligned with the thematic work areas and theory of change outlined in this strategy.

Six research teams correspond to the six thematic work areas above. Each research team has a primary focus on SDGs related to their thematic work area, while at the same time integrating their efforts with other teams and SDGs. A seventh research team is organized around 'research for impact', focusing on monitoring, evaluation and impact assessment, as well as coordination of evidence-based approaches and data management.

Further, a team dedicated to outreach and engagement continues to advance CIFOR's efforts in this area, with a special focus on the GLF as a renowned platform. Effective operations are achieved through a team that provides management support to all projects. Finally, CIFOR's resource mobilization and partnerships team coordinates relations with all major funders to ensure cohesion and consistency in key institutional partnerships.

CIFOR works extensively through research partnerships to expand our capacity and reach, as well as to develop impact pathways. At least one third of CIFOR's research and outreach activities defined by this strategy will be delivered through partners.

CIFOR will continue to give priority to research in seven focal ecological regions: the tropical moist forests in Central and West Africa and the Congo Basin; the drier forests, such as the Miombo woodlands of eastern and southern Africa; the rainforest–dry forest continuum in southern India (such as the Western Ghats); the tropical moist forests in insular Southeast Asia; the uplands of Southeast Asia; the tropical moist forests of the western Amazon; and the mixed forest systems of Central Africa and Central America.

The Center will also carry out research in countries where new approaches are emerging (such as restoration efforts in China) and in the other regions, North and South, to investigate issues related to demand and drivers of deforestation.

CIFOR operates as one global team. While research and outreach staff are located across regions, they also take an active part in projects and activities worldwide through their roles within the global research and outreach teams. The location of CIFOR's research staff is guided by its Global Presence Policy, which provides for long-term commitments in hubs and limited-term commitments in locations where important research is needed to yield solutions to the challenges facing the world's forests. At this time, CIFOR is headquartered in Bogor, Indonesia, maintains three hubs in Nairobi, Kenya, Yaoundé, Cameroon, and Lima, Peru, and conducts ongoing research in more than 50 countries.

Figure 3 illustrates CIFOR's geographic presence in 2016.

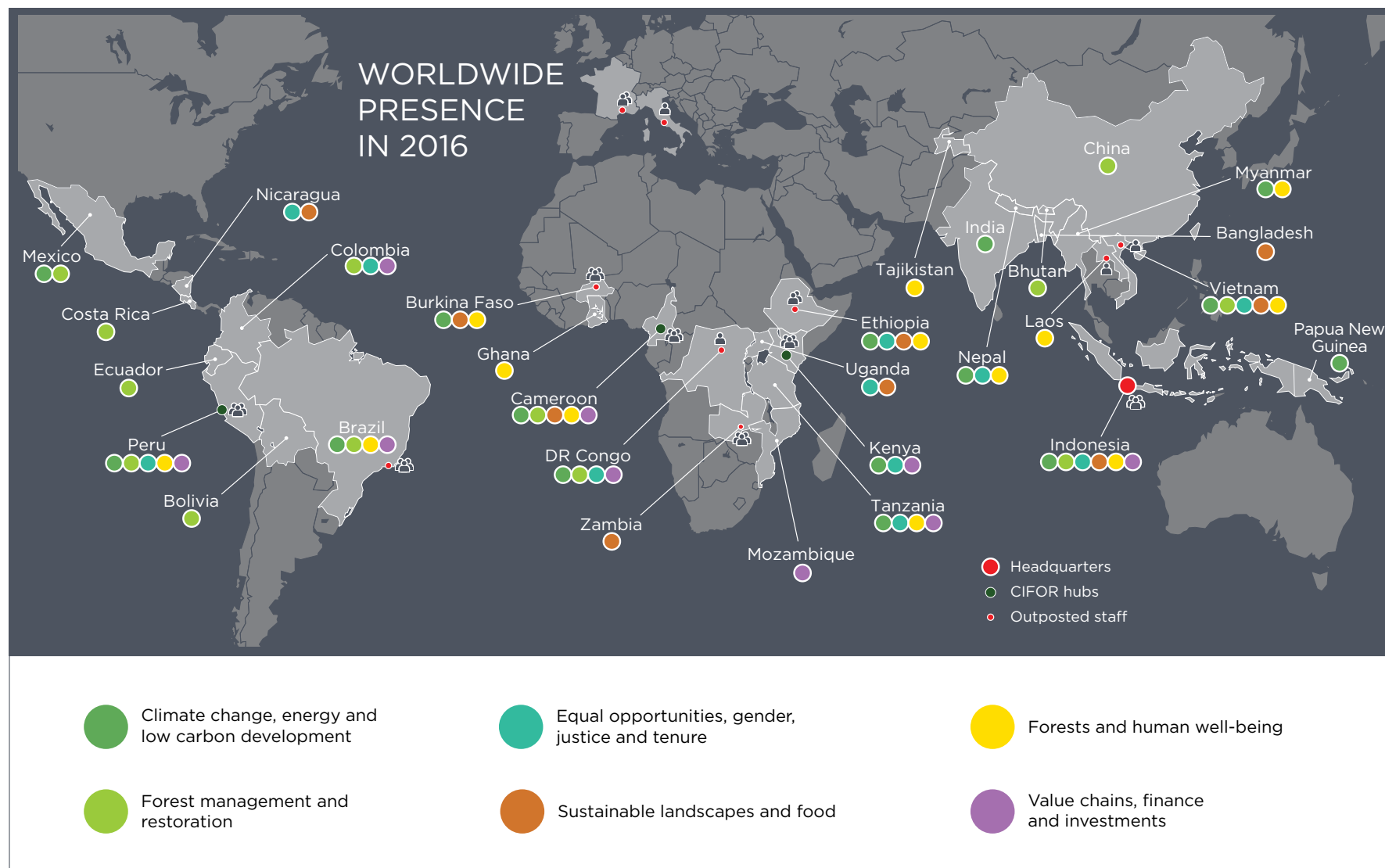


Figure 3. CIFOR's global research network, 2016

CIFOR's top funding partners



Fund



Norad



USAID
FROM THE AMERICAN PEOPLE



Australian Government

Department of Foreign Affairs and Trade

Australian
Aid



Federal Ministry
for Economic Cooperation
and Development



Federal Ministry for the
Environment, Nature Conservation,
Building and Nuclear Safety



Investing in rural people



Austrian

Development Agency



Sida



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC



Fonds Français pour
l'Environnement Mondial



CIFOR is the forestry research center of the CGIAR

CGIAR is a unique worldwide partnership addressing agricultural research for sustainable development, whose work contributes to the global effort to tackle poverty, hunger and major nutrition imbalances, and environmental degradation and resilience. CGIAR has almost 10,000 scientists and staff in 96 countries, unparalleled research infrastructure and dynamic networks across the globe. The 15 CGIAR Research Centers generate and disseminate knowledge, technologies and policies for agricultural development through the CGIAR Research Programs.

Since July 2011, CIFOR has led the CGIAR Research Program on 'Forests, Trees and Agroforestry', probably the world's largest integrated research program on forestry. As a member of CGIAR, CIFOR enjoys direct access to the highest levels of government and bilateral funding partners, and collaboration with CGIAR scientists and partner networks working on solutions to the greatest challenges facing sustainable agriculture and natural resource management today.



RESEARCH
PROGRAM ON
Forests, Trees and
Agroforestry

The CGIAR Research Program on Forests, Trees and Agroforestry (CRP-FTA) aims to enhance the management and use of forests, agroforestry and tree genetic resources across the landscape from forests to farms. CIFOR leads CRP-FTA in partnership with Bioversity International, CATIE, CIRAD, the International Center for Tropical Agriculture and the World Agroforestry Centre.



Center for International Forestry Research (CIFOR)

CIFOR advances human well-being, environmental conservation and equity by conducting research to help shape policies and practices that affect forests in developing countries. CIFOR is a member of the CGIAR Consortium. Our headquarters are in Bogor, Indonesia, with offices in Asia, Africa and Latin America.

cifor.org
blog.cifor.org

CIFOR Strategy 2016–2025



Vision

CIFOR envisions a more equitable world where **forestry and landscapes** enhance the environment and well-being for all.

Mission

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 and the SDGs

FORESTS & HUMAN WELL-BEING



SUSTAINABLE LANDSCAPES & FOOD



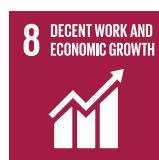
EQUAL OPPORTUNITIES, GENDER, JUSTICE & TENURE



CLIMATE CHANGE, ENERGY & LCD



VALUE CHAINS, FINANCE & INVESTMENTS



FOREST MANAGEMENT & RESTORATION



GLOBAL LANDSCAPES FORUM



CIFOR's three pillars

Research for impact



COMMITMENT
TO IMPACT

Capacity development



INTEGRITY &
PROFESSIONALISM

Outreach & engagement



INNOVATION &
CRITICAL THINKING

RESPECT &
COLLABORATION