



Strategy 2016-2025 Summary

Stepping up to the new climate
and development agenda



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 on 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.

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.

In the light of these new, unfolding processes CIFOR has undertaken to revise and update our 10-year strategy. It is the product of a 16-month process that garnered the inputs of nearly 3,000 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 we now embark for the next decade. CIFOR, together with our diverse partners and within a reformed CGIAR, will support and inform the emerging development agenda.

The emerging landscape

At the center of the new climate and development agendas are multifunctional landscapes – our terrestrial resource base where people interact through forestry, agriculture, fisheries, food and energy systems. 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.

CIFOR's strategy for 2016–2025 embraces this landscape approach.



**Global
Landscapes
Forum**

Since its inception in 2013 alongside UNFCCC COP 19, the Global Landscapes Forum (GLF) has become the world's leading platform for overcoming barriers between land-use sectors. The Forum brings together world leaders and global experts from all areas that have an impact on land-use decision making – including the corporate and finance sectors.

Building on the success of recent events, 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.



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.

How we work

CIFOR achieves impact that is grounded in science. Our approach rests on clearly defined principles and themes, and on our three pillars – research, capacity development and engagement – which are integrated through our theory of change.

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 their origin 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 current communication tools to ensure information is available to policy makers, donors, journalists, academics, non-governmental organizations (NGOs) and practitioners in the shortest possible time.

In order to integrate the three pillars of our work to achieve long-term impact, CIFOR has developed a comprehensive organizational theory of change.

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 in order to positively influence the development trajectory (Figure 1). Feedback and learning are facilitated throughout the process by ongoing monitoring, evaluation and impact assessment.

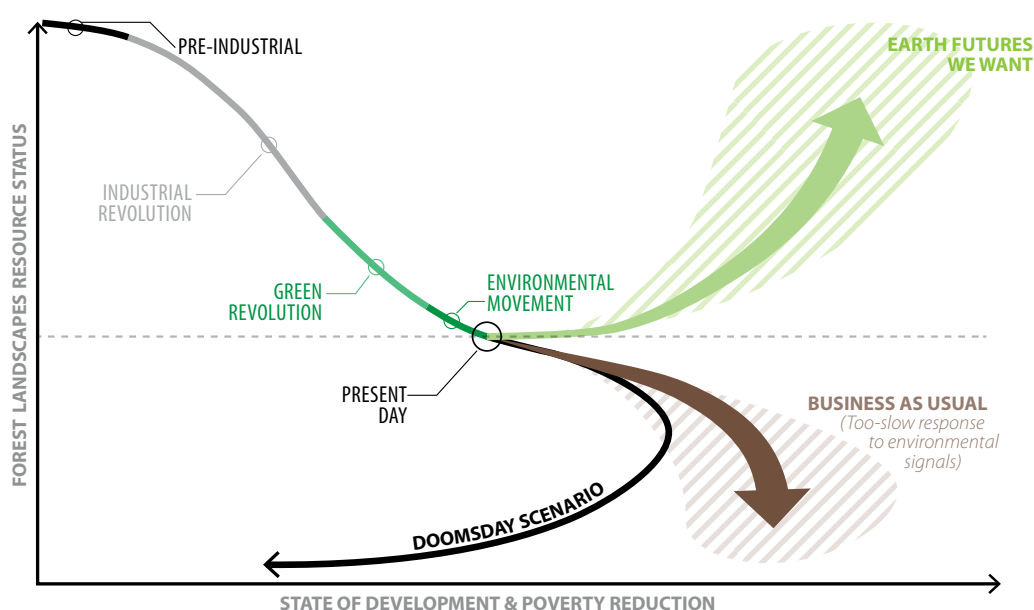


Figure 1. Potential future development pathways

CIFOR's three pillars



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, and solutions need to involve multiple stakeholders at multiple levels of governance. Intended users of our research include donor 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.



Pillar 2 **Capacity development**

Capacity development of our own staff, as well as our partners, stakeholders, journalists and students is central to our theory of change and fundamental to achieving the impacts we seek and that are expected of us. Human and institutional capacity development is an integral part of our overall research effort, integrated into all research programs and projects from their inception. We engage in a great variety of capacity development activities in partnership with implementing partners, including universities, government agencies and NGOs. Our capacity building with external partners supports the development of both academic and technical capacity.



Pillar 3 **Outreach and engagement**

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, extensive monitoring and analysis of data, and input from partners and policy makers, CIFOR has created knowledge-sharing pathways, a global presence and reach through a strategic suite of channels and products. At the core of these 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 national, regional, and international conferences, such as the Global Landscapes Forum.



What we work on – CIFOR's thematic areas

CIFOR has six thematic work areas that are designed to contribute to the global development and climate agenda, and produce measurable impact. They were chosen during the extensive consultation process described above, and describe the priority topics on which CIFOR works. In each one, CIFOR carries out research, capacity development and evidence-based engagement activities. Our thematic work areas all contribute to achieving the SDGs.

Forests and human well-being

SDGs in focus



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 interest in public forums. It also aims 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.

The SDGs recognize the relationship between ecosystems, natural resources and human development in the targets that are designed to keep track of achievements. Forests clearly have a prominent role to play in achieving the SDGs, and this represents a new opportunity to clearly define the link between forests and human well-being.

Targeted global research can provide scientific evidence to support policy decisions and enhance the contribution of forests to human well-being and prosperity. Our 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.

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 >10% 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 sectorial approaches to land management.

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

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. We also undertake research that provides the fine-grained analysis needed to describe the importance of particular forest products and attributes to specific nutrition needs.

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 a 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.

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. CIFOR’s research will evaluate the effects of devolution on forests and conservation outcomes, differentiated livelihoods and local governance, including women’s participation.

CIFOR’s Global Comparative Study on Tenure seeks to more fully understand 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.

CIFOR seeks to advance gender equity and the empowerment of women and girls by deepening, expanding and strengthening gender integration into our research and action initiatives. Through our multi-sited research across Africa, Asia and Latin America we unravel the interplay between power, institutions and practices that generate 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, as well as through dissemination of key policy and practice lessons.

Climate change, energy and low-carbon development

SDGs in focus



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 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.

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 put pressure on producer and processing companies to significantly reduce or eliminate deforestation in their land-use practices, and 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 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 main goal for the work to be conducted under 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.

Forest management and restoration

SDGs in focus



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 biodiverse 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 ha of forest land in the tropics.

The Bonn Challenge, launched by world leaders in September 2011, is a global aspiration to restore 150 million ha 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.

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.

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 in at least 70 million ha.

Where we work

At this time, CIFOR is headquartered in Bogor, Indonesia, maintains three hubs in Nairobi, Kenya, Yaoundé, Cameroon, and Lima, Peru, and has ongoing research in more than 50 countries. Figure 2 shows CIFOR's geographic presence in 2016.

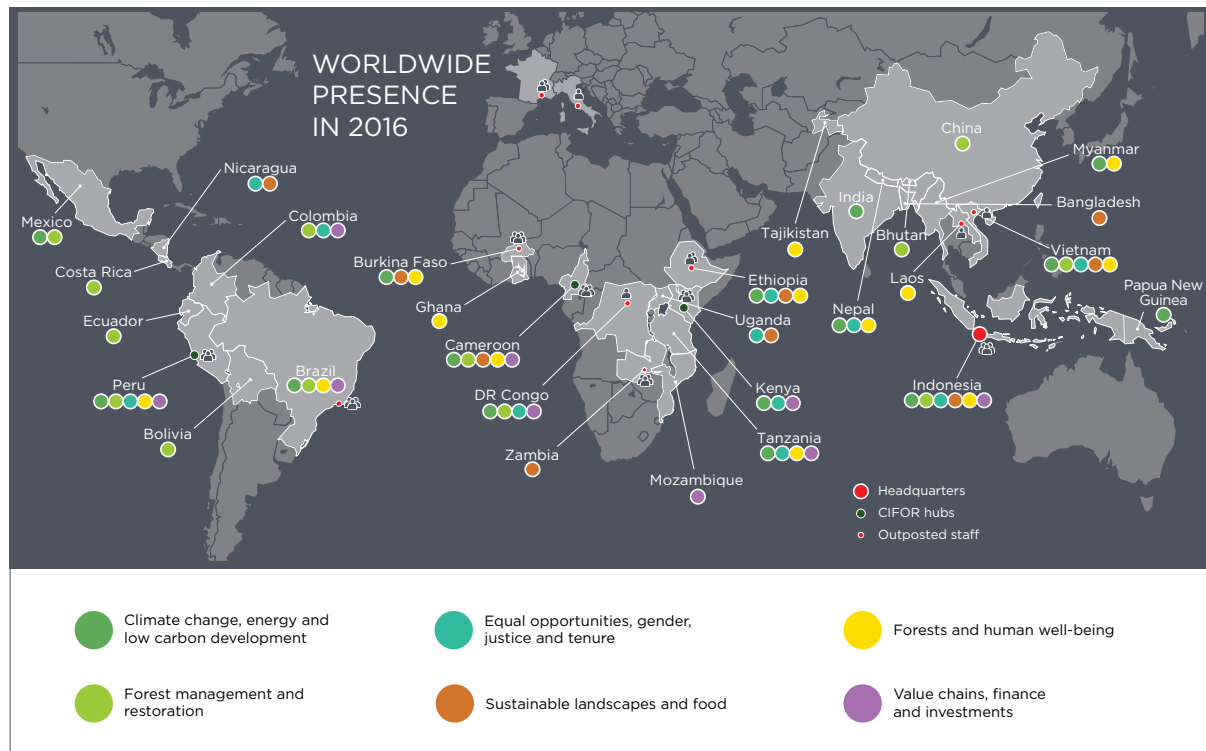


Figure 2. CIFOR's global research network, 2016

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



IFAD
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.

Cover photos by Aulia Erlangga/CIFOR, Johnson Nkem/CIFOR, Jeff Walker/CIFOR, Ollivier Girard/CIFOR, Mokhamad Edliadi/CIFOR, Terry Sunderland/CIFOR, Marco Simola/CIFOR, Kristen Evans/CIFOR



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

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Mission

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CIFOR and the SDGs

FORESTS & HUMAN WELL-BEING



SUSTAINABLE LANDSCAPES & FOOD



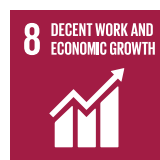
EQUAL OPPORTUNITIES, GENDER, JUSTICE & TENURE



CLIMATE CHANGE, ENERGY & LCD



VALUE CHAINS, FINANCE & INVESTMENTS



FOREST MANAGEMENT & RESTORATION



GLOBAL LANDSCAPES FORUM



CIFOR's three pillars

Research for impact



Capacity development



Outreach & engagement



COMMITMENT
TO IMPACT

INTEGRITY &
PROFESSIONALISM

INNOVATION &
CRITICAL THINKING

RESPECT &
COLLABORATION