INTRODUCTION

1. LLS CONCEPT

1.1 Objectives

The long-term vision of the Livelihoods and Landscape Strategy is that "*the world will have more extensive, more diverse and higher quality forest landscapes. These will meet human needs and aspirations fairly, while conserving biological diversity and fulfilling the ecosystem functions necessary for all life on earth".* Its goal is *"the effective implementation of national and local policies and programmes that leverage real and meaningful change in the lives of the rural poor, enhance long-term and equitable conservation of biodiversity and ensure the sustainable supply of forest-related goods and services in line with nationally-defined priorities"*.[1] It goes without saying that many policies and programmes shaping the use of forest lands may be part of other sectors.

1.2 Operational principles

The following mutually supportive operational principles are intended to guide decision making, priority setting and programme delivery through an adaptive management approach to learning and change management:

- ***Leverage***: ensuring that resources are used to secure demonstrable leverage in terms of finance, influence and up-scaling. The strategy's core resources are to support the outputs, acting as a value chain.[2] The core costs of the LLS will amount to € 16 million over four calendar years with an anticipated leverage factor of 1:3 over this total period, which IUCN is committed to raise from other donor agencies and other sources (€ 48 million).

- ***Learning***: to achieve real change strategic purposes needs to be balanced with adaptive management. Resources need to be made available to challenge assumptions that underpin interventions, to reflect on lessons learnt at strategic and operational levels and to transfer individual learning into organisational learning.

- ***Strategic Focus***: activities to be supported by the LLS need to contribute to strategic issues at field and policy level. The LLS Strategic Overview contains a number of criteria to help managers how to keep a strategic focus (e.g. alignment with national priorities, high biodiversity, high dependency of livelihoods on natural resources, etc.).

- ***Transparency***: central is the active participation of civil society, governments and private sector and trust building between these multiple stakeholders. Negotiation processes and decision making need to be open and transparent.

[1] "Livelihoods and Landscapes, part 1 : Strategic Overview" p.7, Gland, 2006

[2] (1) Stakeholder priority setting and outcome definition; (2) tools to help decision making and monitor change; (3) networks and coalitions of change; (4) making the policy-practice loop more responsive; and (5) steering change processes by campaigning for change.

- ***Partnerships***: particular emphasis will be particularly given to building the capacity of partners at a national or grassroots level, like government line agencies, NGOs, research institutions and the local private sector. A link will be made to the IUCN Netherlands Committee small grants efforts to optimise efforts in local partner capacity building.

- ***Performance Monitoring***: the strategy will focus more on measuring tangible outcomes in terms of impact.

1.3 Thematic Components

- ***Poverty Reduction***: Forest income is reported as an important safety net but equally having questionable value as a pathway out of poverty. The strategy accepts that the sustainable use and conservation of forest will seldom be enough in their own right to lift people out poverty. Often natural resources such as forests are the only resources for reducing poverty. The chance to get out of poverty may be increased by devolution of decision making power of natural resources to local communities. The operational components of LLS will therefore include activities to understand how forests can best make cost-effective contributions to poverty reduction.

- ***Markets and Incentives***: Markets, and the economic incentives that drive them, are the main linkage between landscapes and livelihoods in most of the world today. This component aims to ensure that markets and incentives support more sustainable management of landscapes, while also increasing the incomes and livelihood security of the rural poor. A distinction must be drawn between goods and services for which markets are relatively well established, and other significant landscape benefits for which markets are quasi non-existent such as Payment for Environmental Services (PES). The former category includes most agricultural commodities and timber, NTFP and high value tourism. The latter category includes a wide range of ecosystem services, such as watershed protection, carbon sequestration, pollination, landscape beauty and genetic diversity for which no markets exist. For both categories the IUCN has developed different strategies: (1) poverty reduction through markets for forest goods and services; and (2) developing pro-poor markets for forest ecosystem services (watershed protection, carbon sequestration, etc.). PES schemes should be re-oriented to be more pro-poor.

- ***Governance***: In order to achieve good governance and trade-offs across the landscape, the issue of property rights and tenure must be addressed. IUCN also supports the Forest Law Enforcement, Governance and Trade (FLEGT) processes developed as a response to the global problem of illegal logging. More recently IUCN has also supported the establishment of Voluntary Partnerships Agreements (VPAs) that have emerged from the EU's regulation on illegal logging. Illegal logging and the associated illegal trade cannot be solved by dysfunctional governance and therefore IUCN adheres to a tripartite approach promoting coordinated action between governments, civil society and the private sector.

- ***Transforming Landscapes***: Forest Landscape Restoration (FLR) builds on the principles of the CBD's Ecosystem Approach in order to manage interactions between people, natural resources and landscapes. FLR takes a landscape view, its spatial planning processes reflect societal choice, its restoration efforts need to result in both improved ecological integrity and enhanced human well-being, it is a collaborative process, and it can even apply to agricultural land. IUCN

was one of the founding members of the Global Partnership for Forest Landscape Restoration (GPFLR) promoting the idea of restoration as a conservation tool as a complement to forest protection.

- ***Facilitation***: To ensure that forests and trees in landscapes are managed in such a way as to improve livelihoods, it is often prudent to optimise the distribution and diversity of forest and other land cover types across the productive landscape. Scenario exploration and negotiation support tools can enhance the participation of stakeholders in these processes.

1.4 Strategic Outcomes

Poverty

SO1: Extreme poverty reduced by 25% in three rural areas where the strategy has programmatic activities;

SO2: household incomes, including those of the poorer social clusters, increased by 50% in one third of the areas where the strategy has programmatic activities.

Marketing and Incentives

SO3: Arrangements that facilitate sustainable local trade in forest products for the poor available in at least at three countries where the strategy is active;

SO4: At least one set of best practice guidelines for the investment in, and management of a forest-related commodity adopted by a major multinational corporation or other investor and promoted as a recognised industry standard or investment criteria.

Governance

SO5: RIGHTS & TENURE: The areas of land under some form of secure tenure (e.g. owned, leased, long-term management agreement) for local populations over forest-related resources increased by 25% in least five of the rural areas where the strategy has programmatic activities;

SO6: FLEG: National and sub-national tripartite activities on law enforcement and governance demonstrably reduce by one third the estimated rates of illegal logging in at least three rural areas where the strategy has programmatic activities.

Transforming Landscapes: Forest Landscape Restoration

SO7: A 10% net increase in forest-related, locally negotiated multifunctional land-uses in at least 5 rural areas where the strategy has programmatic activities;

SO8: Decision makers from government (both land-use and non-traditional ministries), civil society and the private sector demonstrate commitment to adopt the concepts, recommendations, tools and approaches generated by the strategy's activities in at least 3 countries.

1.5 Organizational model

The coordination and management structures are well designed, with an Independent Advisory Committee, an IUCN Forest Conservation Advisory Group, an Executive oversight Group, a Coordination Unit and an Implementation Team, with well described responsibilities and tasks, in which general overview and intra-institutional coherence, strategic and operational management are well defined and separated between secretariat and regional offices. (See 4.1 "Design").

2. REVIEW OBJECTIVES

2.1 Commissioning Authority and Intended Users

This review is commissioned by the Thematic Director, Environment and Development Group, as obliged by the aforementioned clause of the grant contract for Livelihoods and Landscapes with the Netherlands Ministry for Foreign Affairs (Paragraph 12a).

The expected users of the review results are the Livelihoods and Landscapes team, broadly speaking, with specific responsibility for ensuring use resting with the Livelihoods and Landscapes Coordinator. The LLS Coordinator will be responsible for preparing the management response to this review and ensuring that an action plan is implemented responding to the agreed recommendations of the review. The review will be used more widely by IUCN through the Planning, Monitoring and Evaluation Unit and the Regional Support Unit under the Programme and Policy Coordination Group to ensure the IUCN organizational model and procedures supports, rather than hinders, the implementation of LLS. This review will also be used to share learning with other Thematic Groups attempting this type of programmatic intervention.

The findings of the review will also be used by DGIS, which is focused on 'results achieved and lessons that can be learned (through development assistance), and the relationship between the results and the Minister's policy objectives'. Findings will be also shared and feedback solicited from the LLS Independent Advisory Committee, which will convene in the first part of 2009.

The review is managed by the Coordinator of the Planning, Monitoring and Evaluation Unit independently from Livelihoods and Landscapes and the Environment and Development Group, however in collaboration with both to ensure the utility of this review.

2.2 Key Areas of Inquiry

As a synthesis of the input from the LLS Implementation Team Meeting in Morges, Switzerland (20-24 April 2009) and the objectives of the review with its review matrix, six key areas for inquiry were identified. They follow the logic of implementation, starting from the field level landscape process, the institutional arrangements and capacities and the institutionalisation of the approach in IUCN and their partners. The project management and the outcome logic are additional areas which are the enablers for the first four. The six areas are described in more detail below. We are not putting those as narrow questions, but rather as focal areas to look at and to understand the quality of implementation. Per area, critical issues are reflected in the attached review matrix (see annex 6).

1. **The core process in the landscapes, leading to a value added of the landscape approach compared to other approaches.** The field level process design, facilitation and management are the pivot points to create an impact at landscape level. Without a sound quality of process it will be very difficult to prove a point and to prove or disprove the assumptions and hypotheses of the programme.

2. **The implementation model of LLS to generate a landscape approach.** This involves two dimensions: a) the institutional arrangements and governance within the programme, and b) partnership arrangements and management in the landscapes

3. **Capacity of all actors to implement the landscape approach effectively and efficiently.** As a rather complex and dynamic programme, involving more than 20 countries and complex adaptive processes in the field, the right capacity is crucial for success.

4. **Institutionalisation of the landscape approach and implementation model in IUCN and the partner organisations (incl. governments).** The LLS project was seen as a frontrunner for IUCN as organisation. With the new structure of IUCN, an ideal ground has been created to institutionalise key elements of the approach and the implementation model.

5. **LLS project management.** Managing the complexity of LLS is a big challenge. The four points above raise issues indirectly affected by management. This point focuses on planning processes and procedures, the adaptive learning in the project, M&E, Knowledge management, governance in the programme, quality of adaptation, flexibility etc.

6. **Programme results and result chain / logic and sustainability.** The programme has highly ambitious results, particularly reflected in the strategic outcomes. If those are to be achieved, the results at different levels need to be well aligned to achieving the greater outcomes at programme level.

The key areas are not mutually exclusive. There is some natural overlap of systemic nature and therefore they will not be looked at in isolation. The critical issues defined serve as a checklist in formal and informal interaction with the parties involved.

2.3 Analytical Process

The analytical process of this review consists of three levels / stages:

Level 1:

a) Understanding and assessment of landscape interventions within their contexts in the countries.
b) Understanding and assessment of the cross-cutting themes and thematic support
c) Understanding and assessment of IUCN – HQ perspective on LLS and the programmatic integration

Level 2:

Once the assessments have been carried out, a cross- country /landscape analysis will be carried out, pulling out the overarching issues across sites, themes and IUCN-HQ. The analysis is driven by the 6 key areas spelt out above and brings out the strengths, weaknesses and lessons learnt. Recommendations are mainly made at this level – focusing predominantly on the 6 key areas. This analysis will was done by the consultants partly together with some key players in a workshop at the later stage of the review after the field visits have been completed.

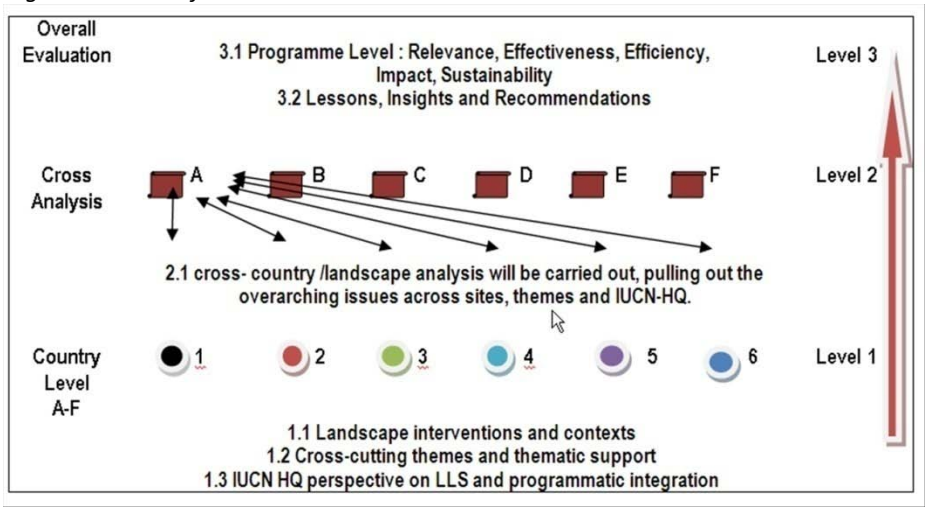
Level 3:

The next level of analysis looks at the whole programme from the angle of effectiveness, efficiency and relevance of the whole programme – the classical evaluation criteria. These can best be applied after the field level and cross-site level analysis has been completed.

The three levels were then integrated and provide a sound base to assess the different dimensions of this rather complex programme, without getting lost in details.

Recognizing the scale of LLS and effort required to commence implementation, this review emphasizes finding solutions to hasten implementation and deepen the sustainability of LLS outcomes.

Figure 1: Levels of External Review



2.4 Methodology

The review has used a mix of quantitative and qualitative methods to meet its objectives and to answer the questions contained in the review matrix (annex 6), including:

- Expert input (analysis and stock taking) from LLS Implementation team workshop.
- Selection of LLS landscapes visited or interviewed at distance - 3 categories of experience: (1) positive; (2) negative, reasons known; (3) negative, reasons not known. Numbers (1) and (3) included in field visits. Number (2) analysed through the help of documented evidence as well as teleconferences.
- Visits to a sample of maximum seven LLS landscapes to collect data from local stakeholders and national implementation partners; one in Latin America, four in Africa (two Francophone and two Anglophone) and two in Asia.
- In the case a self-assessment had already been done by IUCN staff and implementing partners, the review has been build upon this (see e.g. Indonesia, China, etc.).
- Per visited country two major events have been organised: (1) a participatory assessment with local partner organisations; and (2) a field visit and discussion with involved communities (to better understand their dependency on natural resource base for livelihood purposes, as well as their involvement with and opinions of LLS field activities).
- Attending seminars and workshops organised by IUCN to strengthen the capacities of its partners in programme cycle management and cross-cutting thematic issues.
- Individual interviews with key stakeholders operating in landscapes: (national and international NGOs, local and national government agencies, Dutch Embassies, etc.).

- An analysis of major strategic issues of biodiversity conservation at national level (needs, opportunities, threats and interventions).
- Document review; relevant IUCN and donor policies, programme documents, progress reports, budget-expenditure comparisons, etc.
- Interviews with senior IUCN head office, regional and local LLS staff, as well as key stakeholders within IUCN, on implementation arrangements, mutual programmatic support, institutional learning and programme ownership.
- At the end of each of the visits to the regions, a regional workshop was organised in Bangkok and debriefings were held in each country visited. LLS staff from Mali and Liberia were associated to meetings in Ouagadougou and Accra, respectively.
- Analytical review of open questions and ongoing consultation between the consultant team and key informants, during and after field visits.
- Close consultant team exchanges and feedback throughout the duration of the assignment.

Samples of landscapes and stakeholders have been negotiated and discussed based on the above criteria. A final stakeholder list has been prepared, in collaboration with LLS, the Environment and Development Group, and the Planning, Monitoring and Evaluation Unit.

2.5 Country Selection

Based on the above criteria, it has been decided to pay field visits to the following seven LLS landscapes:

- Great Lakes: Burundi and Rwanda;
- Upper Guinean Forest and Sahelian Landscapes: Ghana (Liberia to be associated) and Burkina Faso (Mali to be associated);
- South East Asia: Indonesia;
- Eastern China: China;
- Meso-America: Guatemala.

The review of the remaining landscapes and countries has been based on analysis of documents and interviews by teleconference and questionnaires. It was originally foreseen to organize a regional LLS review workshop in Nairobi, just after having visited Burundi and Rwanda. At that particular moment in time, unfortunately no time could be made available by the regional LLS coordinator to accommodate the mission because of a full agenda. Efforts to plan an additional regional review meeting at a later moment met with a restricted budget. It is for these reasons outside of the mission's responsibility that LLS countries in the ESRAO region have hardly been taken along in the review.

REVIEW OF KEY AREAS

3. CROSS-COUNTRY LANDSCAPE ANALYIS

3.1 Introduction

With regards to the value added by LLS, most of our spokespersons stress the linkages established between poverty, livelihoods and biodiversity conservation as well as the potential to upscale best practices across different sites, countries and continents. They perceive the concept as being characterized by horizontal and vertical integration, model development and field testing, horizontal up-scaling, integration and mainstreaming of field experiences into national strategies, policies and legislation.

In spite of this shared understanding of the concept in all visited countries, differences and variations have been observed in the core processes at landscape level: the way in which they have been designed, facilitated and managed. These are the pivot points to create an impact at landscape level. Without a sound quality of process it will be very difficult to prove a point and to prove or disprove the assumptions and hypotheses of the programme.

Interventions and impacts vary according to: (1) size in landscape (from six hills to 2.5 million hectares); (2) importance and state of biodiversity; (3) dependence on forest-related resources as a coping mechanism for livelihoods resilience; (4) quality of natural resource-related governance (including secure user rights); (5) level of multi-stakeholder ownership and participation; (6) institutional presence of IUCN and its members; (7) degree of facilitation of landscape level planning cycle process and, last but not least, (8) the level of local organisational, technical knowledge as well as facilitation skills for improved landscape management.

For a detailed assessment of the visited countries, reference is made to annex 1. Based on the country analysis the following cross-country analysis has been made, in which a number of landscape-specific LLS intervention models in the visited countries are analysed, reviewing value addition against the strategy's outcomes, thematic components, operational principles and critical points as shown in the review matrix (annex 6).

On the basis of documentary analysis and a regional external review workshop held in Bangkok as well as by associating neighbouring LLS countries to the field visits also information from the countries not visited will be discussed. The visited countries were Burundi, Rwanda, China, Indonesia, Ghana, Burkina Faso and Guatemala; the associated countries (staff interviewed during those field trips) were: Liberia and Mali, during visits to Ghana and Burkina Faso respectively, and Laos, Vietnam, Cambodia, Thailand and India during the Regional Review Workshop held in Bangkok. Last but not least, for reasons of budget and time constraints, the mission could not visit any of the LLS countries in East Africa, nor hold the initially planned Regional Review Workshop in Nairobi. This lack of exposure has been compensated for by an interview with the regional LLS coordinator and study of project documentation. It goes without saying that within the given mandate and time span it was impossible to consider all available experiences from 23 countries. We are however confident that the country analyses in annex 1 provide valuable cross-cutting views of the LLS in all its diversity.

3.2 Value addition

The LLS project addresses a number of thematic components as reflected in the eight strategic outcomes. The team of global thematic advisors covers the following themes: poverty, market and incentives, rights and tenure, forest law enforcement and governance and forest landscape restoration. The team is complemented by a senior scientific advisor responsible for facilitating outcome definition and tracking performance at landscape level. Except for the global coordinator, the LLS core team includes regional coordinators for each Africa, Central America and Asia, an M&E officer, a knowledge management officer, a visualization officer and a two persons´ administrative team.

In the "value addition" tables in annex 2, for each of the visited countries, an assessment was made on value added regarding the abovementioned Thematic Components and Value Chain Components (stakeholder priority setting, the use of tools for decision making and change, networking for change, policy-practice loop and the steering of change processes). The strategy's "operational principles" and "critical points" are equally addressed.

3.2.1 Thematic components

With regards to poverty reduction (including income generation), good progress has been made with the development of a poverty tool kit, among others as seen in Ghana, China and Indonesia. This kit covers data collection on forest and park dependency as a livelihood strategy for poor people. It has the potential to help implementing partners with beneficiary selection according to equitable criteria. The thematic adviser has also supported the identification of income generating activities for the poor. In a number of countries she has trained local staff so that in the future she can make herself redundant. The magnitude of needed support in this domain is very high. Possibilities must be explored to assist LLS country teams to link up to already existing regional networks and advisors so that they can carry out these studies. The challenge is to develop ways and means to tackle poverty reduction systematically. So far, the implementation of income generating activities for poverty reduction is still in its early stages. The Indonesia and Ghana studies on dependency on forest-resources are highly recommended as a global methodological reference.

With regards to Markets and Incentives, in a number of countries schemes are under preparation for carbon sequestration and Payment for Environmental Services (PES) as part of upstream watershed management. PES options are being explored in China, Ghana and Guatemala. In Ghana and Guatemala some useful preparatory studies on REDD have been carried out. The LLS thematic advisor is assisting with the development of a number of options.

Governance activities with regards to FLEG(T) dialogues are being implemented in most of the countries visited, and equally in a number of associated countries (e.g. Liberia, Vietnam and Cambodia). The stakeholder negotiation process organized in Ghana and the way in which a regulation of logging practices and international timber trade has been supported in China deserve praise. The linkage and exchanges organized between African producer countries and China as importer of timber have been innovative.

With regards to Rights and Tenure, work with the Pygmies in the Great Lakes region needs support. The way in which in Papua customary land use rights are integrated into forest management is exemplary for emphasizing the rights of indigenous groups. Registering privately planted trees in Ghana has been a good intermediary measure to increase local incentives for tree planting. In most of the countries visited land tenure is regulated by indigenous authorities and it is very difficult and needs long term involvement to assist farmers to obtain formal land titles. However, in Lachua in Guatemala IUCN has been able to help farmers achieve titles. For community managed forest areas it has been possible to work with existing (traditional) tenure arrangements for the time being.

Transforming landscapes support covers the application of a variety of simulation models (e.g. Stella), silvicultural management techniques and integrated forest planning techniques (e.g. MLA in Papua). In several countries collaborative forest management is mainly conservation-oriented and income generating activities are implemented outside of resource boundaries (e.g. Great Lakes), whereas in other countries communities have negotiated access and user rights within resource boundaries (e.g. Burkina Faso, Papua).

All visited countries are either already participating in the GPFLR network or have shown an interest to do so. In most visited countries it is still too early to prepare and disseminate communication and advocacy products, but almost everywhere first lessons can be validated and disseminated. In Burundi, at the time of the review, the effective duration of the implementation agreements was a half a year only. It goes without saying that any claim to achieve impact within such a short period could be characterized as pretentious.

3.2.2 Value Chain

Stakeholder priority setting is given a lot of weight in some African countries like Burundi or in the TNS. With the help of visualization techniques stakeholders at the grass roots level are accompanied to identify development and conservation indicators for landscape monitoring. These are also used for beneficiary and activity selection. In Papua the integration of customary land use rights shows to what extent stakeholder priorities are taken into account. Between landscapes, methods of stakeholder priority setting vary from being simply consulted to co-deciding.

Tools for decisions and/or change are developed/applied for scenario development, livelihoods assessments (e.g. the poverty toolkit), spatial planning, simulation modelling, PES, multi-landscape assessment, networking, advocacy, multi-stakeholder dialogue etc. Tools such as Stella modelling are useful in order to simulate the effects of different scenarios, thus enabling well-informed decision making. This is also relevant to simulate the effects of LLS trade-offs (effective changes in poverty and biodiversity) at the medium and long term. However, in some of the countries visited, LLS staff finds the Stella modelling too technology driven, beyond the capacity of local partners to continue it in the long term.

One of the strengths of the LLS project is its capacity to link its partners to a variety of knowledge networks, like GPFLR and FLEG(T)-related forums, REDD networks and other multi-stakeholder platforms.

The degree to which the practice-policy loop is functioning within LLS differs from country to country and depends on different factors, in particular the duration of the institutional presence of IUCN in the country. In a number of analyzed countries the loop is not yet fully functional, simply

because field activities initiated under LLS only started recently. In some countries where IUCN has been operating for a long time, like in Guatemala, IUCN is very much involved at policy level. In Ghana on the other hand, the ongoing negotiations around the FLEGT VPA opened up the opportunity to play a rather significant role in the policy making process. Yet, in other countries LLS builds on activities implemented by other organizations.

Another element addressed in the value chain is the ability to steer change processes. Given the complexity and the required time horizon to achieve a sustainable management of natural resources, "facilitating" change processes would sound more modest, closer to reality and better in line with the LLS participatory development philosophy. LLS has managed to promote multiple stakeholder dialogues and capacity strengthening through workshops and networks in which sharing and learning are key words.

3.2.3 Respect of operational principles

One of the most important principles in LLS is leverage. The donor requires financial leverage to be in the order of the ratio 1 : 3. The mission had interesting discussions with country offices, partners and regional coordinators on the definition of leverage. In several countries it was observed that already existing partner projects "to which LLS added value" were listed as leverage, under the category "parallel funding" (e.g. : the Sino German Watershed Management on Forest Land in China). In the IUCN Leverage Report per Component (June 2009) this parallel funding (€ 21.0 million) is 85% of the total confirmed leverage, which amounts to € 24.5 million.[3] The mission is of the opinion that a distinction ought to be made between linkage (already existing projects) and leverage. The leverage ratio as required by the donors appears unrealistic, especially in the first few years of implementation. Also, the ability for LLS country teams to raise financial leverage varies by country, depending on donor preferences, framework conditions in the environment sector, etc.

Learning beyond the landscapes is one of the basic principles of LLS. The LLS knowledge management (KM) officer labels this advocacy. The M&E system is an important basis for learning and so is the experience of thematic advisors and cross sector experts. The regional LLS coordinators are good integrators at a regional level. Self-assessment by the landscape teams themselves also forms a valuable source of information. The LLS implementation team (HQ staff and regional coordinators) regularly meets in Switzerland and the regional coordinators organize yearly learning events (e.g. workshops for capturing lessons in the Asia and Africa regions), capacity building workshops (e.g. on multi-stakeholder dialogues) and planning meetings for the LLS country staff within their regions. LLS is fully geared towards adaptive learning and it is reasonable to expect that after two years of implementation, in the most advanced landscapes first lessons can be formulated. However, at this point there is no policy on how to systematically organize knowledge management and how M&E, KM, and the dissemination of lessons learnt at different levels and for different audiences should be carried out. Obviously this affects learning negatively since no clear purpose, communication strategy and audiences are defined.

Strategic focus in the work-plans differs and is found weaker in landscapes where the work-plans were drafted on the basis of participatory field assessments. It is important to give a strategic

[3] Another € 27.4 million would be under negotiation (of which 87.4% parallel funding) and € 1.2 million under discussion.

orientation to field activities in order to influence relevant national policies and avoid a shopping list approach.

Transparency: good relations between the multiple stakeholders have been created in all landscapes visited. It goes without saying that there are considerable differences in the role played by civil society organizations- these differ considerably between countries with strongly centralized institutions (e.g. China) and countries with weak government institutions. Through the implementation of LLS, more space is created for dialogue, which stimulates the creation of more transparency and accountability as fundamental principles for resource governance.

Performance monitoring is done through locally owned M&E plans based on work-plans with countries at different stages of ownership. From 2009 onwards at global level, LLS will report to the donor following the revised LLS Monitoring Protocol recently agreed between the IUCN and DGIS. As requested by DGIS, this new protocol is very detailed up to an output level.

3.2.4 Critical points

The design of the landscape programmes is well done. However, not everybody experiences the introduction of the "theory of change" as a blessing as compared to the logical framework method that was used previously. As major reason for this was mentioned the ToC Planning Framework's weak horizontal and vertical logical structure and lack of clarity between the achievement of, as compared to the contribution to, expected results and sub-outcomes (the essence of the logical framework is that it makes a distinction between necessary and sufficient conditions to reach higher-level objectives in the planning hierarchy. In this manner, it is clear for staff what their project is supposed to fully achieve and to what extent to that effect interventions of other actors are needed). [4]

The facilitation and support of the landscape work through global and regional coordinators, (sub) regional staff, thematic advisors and cross-sector experts is highly appreciated. However, the magnitude of the programme is such that the pool of global thematic advisors either needs to be extended or another way has to be identified to supply the LLS country teams with high quality technical advice. Moreover it has been observed that the role of the global advisors was not made clear in the regions and that the advisors did not function as a global and mutually supportive team. The thematic model is perceived as a methodological approach that has evolved over the course of LLS to date and needs further review to assess how it has functioned and could be improved.[5]

A solution needs to be found to solve delays in approval procedures for work-plans and budgets in order to avoid bottlenecks in the end of the calendar year and subsequent delays in activity implementation by the start of the new budget year. As suggested here below, IUCN could consider a staggered approval procedure spread out over the year in semester-wise or quarterly tranches to in order to cope with this bottleneck.

[4] According to the M&E Officer the ToC applies the same logical approach as the logical framework but if that is true one could also have continued with a methodology with which most of our interlocutors were already familiar. As the mission observed in the field, the introduction of the ToC has met with mixed reactions and sometimes confusion.

[5] Observations based on written comment from the LLS coordinator to the first draft report.

Integration of multiple levels varies between landscapes and seems to depend on factors like physical distance to centres of decision (interior Papua), governance, government decentralization and most of all benefits that can be reaped from the resources, IUCN strategic partnerships with influential donors and, last but not least the physical presence of IUCN in any particular country (in order to give the necessary weight to policy issues). IUCN should particularly pay attention to lessons on how to effect changes in the national policy environment, covering the effective implementation of existing regulatory frameworks as well as effecting policies changes.

With a few exceptions, the motivation of stakeholders was found strong in all LLS sites visited. This reflects the fact that LLS staff is highly committed and believes in participatory processes and multi-stakeholder dialogues. The need of a balancing act between, on the one hand, the conservation of biodiversity and, on the other, the strengthening of livelihood systems has been internalized by staff, member organizations, partners and beneficiaries.

It is yet too early to claim that, with the possible exception of Laos (Malva nut) and a few other landscapes, economies of scale have been created by LLS intervention. The feasibility of resource-based economical activities needs to be carefully tested at field level.

3.3 Implementation Model

Institutional and partnership arrangements within LLS vary between landscapes as a function of cultural, economical, political and social context. They largely depend on IUCN's physical presence and previous experience and networks established in the sector, the presence of member organisations, stakeholder ownership, and maturity of civil society, political will and the capacity of all actors.

The implementation model differs between landscapes in terms of a wide variety of national framework conditions in the environment sector including the state of the policy process towards sustainable and participatory resource governance, the presence of donors, methodologies used, types of implementing partners, institutional maturity of community based organizations and other stakeholder organizations, the availability of suitable and high value livelihood alternatives, the state of natural resources degradation, etc. One of the most deciding factors for IUCN to assume the moderating role is the long term presence of IUCN itself in the country. IUCN's core competency and institutional niche is to accompany multi-stakeholder dialogues. Not in all countries is this role assumed in an optimal manner because of the lack of physical presence of IUCN, like the mission observed in Rwanda and Burundi.

The support systems generally function well. Inputs of thematic leaders are appreciated but do not cover the needs. A way must be found to extend the thematic advice beyond its present level of intensity. One could devise a system (like in the case of the thematic advisor poverty), where regional and national experts are trained to support clients in their area. Plugging clients and partners into international and regional expert networks would be another more cost-effective solution. The development of methodological manuals that allow for a certain variety in methodological approaches offered would provide more angles to analysis and solution of problems and hence to learning (i.e. as compared to the uniform use of methodologies like the "theory of change" - ToC).

Another issue is the optimal integration of all the different programme elements at country level. It takes considerable skill on the part of LLS staff to be able to oversee and steer all the different themes, topics and types of intervention while linking the whole to the policy making process. The mission was invited as observer to the advocacy workshop for LLS Africa staff in Burundi and noted that a number of LLS country managers only just beginning to think about topics for and ways how to do policy advocacy- two years into the project implementation phase. The LLS management team should stimulate the drafting of a number of Best Practice documents and other topics of general interest.

The quality of work-plans and budgets is generally satisfactory. For the Great Lakes region for example the work-plan and budget are concise, whereas the participatory landscape monitoring and evaluation plan for Burundi is extremely detailed, which will certainly help the implementing agencies in the implementation of their activity programmes. Impact measurement at a landscape level runs parallel to work-plan monitoring and for the moment it is only practiced in Burundi and TNS. The work-plans for China and Indonesia are descriptive and broken down in activities and thus provide enough information. Certain LLS projects struggle with the ToC methodology because the output – outcome chain has not been defined in terms of necessary and sufficient conditions for the achievement of higher level objectives and indicators are mainly defined at an activity-output level, it will be difficult to monitor the achievement of both, national sub-outcomes and global strategic outcomes. It would be useful to compare both methods in terms of value added and shortcomings with emphasis on accountability and intervention logic.

3.4 Capacity Strengthening

The (sub) regional offices are the hubs for programme development, monitoring and learning. The regional LLS coordinators in Bangkok, Nairobi and Costa Rica play an important role. Their key duties are to provide leadership, advice and support at all levels of LLS delivery; to assemble plans and report at regional level, to maintain oversight and quality control of geographic components; to assist geographic components to plan and budget and to develop M&E plans; and to contribute to knowledge products and communication materials.

The regional coordinators are no line-officers in the hierarchical sense. Both are facilitators and sparring partners, provide new ideas and initiatives, connect with knowledge networks in and outside of IUCN, and instil an attitude of sharing and learning. The mission was very much impressed with the way in which they stimulate the country teams and operate as integrators at regional level. However, the situation in francophone West Africa was not optimal because of the language barrier (all communication is in English) and the lack of time and support that the coordinator in Nairobi can allocate[6] specifically to francophone LLS country teams in the sub/region.

One specific feature of LLS is that capacity building is not only done for partners but also for the LLS country staff itself through regular regional training sessions, workshops, seminars and dialogues. Considerable support is provided by global thematic advisors in their various disciplines, by members of the global and (sub)-regional teams on cross-cutting issues like advocacy (workshop attended in Bujumbura), M&E, ToC (sessions attended in Burundi). The workshops attended by the

[6] If the regional LLS coordinator were to spend 10 days per landscape per year and one would add travel to HQ this makes 160 days per year away from the office.

mission team were carried out in a highly professional manner and the relevance of the subject matter was obvious.

In cases of LLS projects that have not received the visit of a certain thematic adviser, for example on poverty, the LLS teams have developed various strategies to get the advice needed, like for example ask other LLS global staff to assist them on the theme or use local consultants. Up to date, there are not enough publications dedicated to covering the core thematic advice. Not all thematic advisers publish their results, be it in freely accessible reports or in Scientific Journals, like some advisors do. The KM officer plans to pair up with the advisers who do not write up their material.

3.5 Institutionalisation of landscape approach and implementation model

3.5.1 Programmatic integration

According to participants of the LLS External Review Workshop in Bangkok, so far, LLS is influencing overall national IUCN programmes in Asia more than it is influencing the design and delivery of other regional or global programmes. Although there is potential for synergies between LLS and other IUCN initiatives, exchanges and cross-learning between the programmes has still been weak.

Also, the learning processes across various levels within LLS are still weak. The specificities and variability between landscapes are pronounced and the time of implementation is much too short to claim that an effective, efficient and sustainable approach integrating the conservation of biodiversity and the promotion of human wellbeing has been successfully tested and proven. As in the case of WANI one cannot expect that within two years the assumptions and working hypotheses underlying the strategy will have been tested. In WANI it took the entire first phase of eight years to prepare, test and demonstrate impact. Moreover, the strategy really needs to make a difference to convince sceptics that the LLS approach can provide an added value.

In the regions and countries visited LLS is well integrated into both regional and national strategies and work-plans. Moreover, the LLS strategy has been well internalized by IUCN staff, LLS coordinators, members and partners. However, LLS is an ambitious programme; the stakes are placed high and some modesty is needed so that expectations remain within reasonable proportions. With this we mean that at medium-term IUCN programme management needs to be in a position to measure a positive impact on both biodiversity and well-being. In this review we can merely indicate whether IUCN is on the right track to do so. As a participant in the Bangkok LLS review workshop put it: "*Because I am not yet convinced that we have really demonstrated a true LLS approach [..] it is not really meaningful to tell […] how this approach has been institutionalized".*

Already now, based on discussions in visited countries and at the occasion of the Bangkok regional review workshop it can be said that LLS could bring into IUCN as a whole: (1) holistic approach reconciling livelihoods and development with conservation; (2) horizontal (field-national-regional-global) and vertical (policies-development plans-legislation) integration. However, the usefulness of the LLS approach needs to be increased by clearly defining what a "landscape" is. Certain participants in Bangkok were of the opinion that the LLS framework has a potential for institutionalisation in: (1) forest management and work plan; (2) watershed management; (3) protected area management; (4) district-level planning and rural development; as well as in (5) natural resources planning and management.

3.5.2 Institutional ownership and internalisation of landscape approach

Development practitioners have been familiar for over two decades with holistic, integrated and participatory approaches to natural resource management. Of a more recent origin, the LLS strategy seems to have succeeded to grasp the attention of the conservation community as a learning ground for understanding the completeness of the sustainable livelihood approach in a holistic sense … and that appears to be a break through! Wherever the mission went, IUCN staff, members and partners without many reservations seem to have adhered to LLS and not much criticism was heard on the concept and underlying holistic and participatory approaches.

3.5.3 Critical systemic factors

During field visits, the mission has attempted to make an inventory of factors hindering planning and implementation of LLS activities. During the regional workshop in Bangkok and during visits to Burundi, China and Indonesia, complaints were launched about delays in approval of international agreements and in cash transfers. The China country office has no delegation of authority to sign off partners which causes three weeks delay. The financial authority is with the finance director at the regional office who is authorized to sign for three countries in the region. Some uneasiness has equally been voiced towards the lack of a communication / advocacy strategy for LLS at the global level, for example for use during the World Forestry Conference: "ideas for knowledge products are there but the LLS knowledge management strategy is lacking a purpose". According to observations in the field, the institutional status of the LLS project and national LLS coordinators, in countries without IUCN country office, needs to be upgraded. In such countries high level policy dialogues are taken care of by senior staff from (sub) regional office which happens perhaps a few times per year. In order to make host country governments adhere to principals of equitable conservation, it needs a more permanent institutional presence.

3.6 Programme management

Processing of internal agreements is not happening in time. This resulted in 1.5 to 3 months of no cash and no sub-contracts at the start of the year. According to information from the programme manager, many proposals were only submitted mid to late December so that it was physically impossible to process them by the end of 2008.

According to Bangkok Review Workshop participants, lack of accurate information about available funds would have led to re-budgeting and revised work-plans by the end of 2008. At the time of the review, there was a projected shortfall of € 1.4 million for 2009/2010 because the budget requests exceeded available resources. This is why only the 2009 budgets were approved so that adjustments could be made to ensure a balanced budget in 2010. By mid-October, the projected overrun has been pared to € 700,000 and a process is in place to come into balance.

In general, a more consultative / participatory decision making process is needed, in particular with regards to the allocation of funds to regions and countries, knowledge management and M&E. According to the M&E Officer, the M&E system was discussed through one global meeting followed by four months for circulation of the document. The methodology would have been adapted from

feedback during application. In spite of this, interviewed LLS staff in several countries informed us that they did not feel sufficiently associated.

Because it was still too early to validate first experiences and to disseminate first lessons, knowledge management is still in its initial stages. In countries where it has not yet been done, there is an apparent need to explain the knowledge management concept and its relation with advocacy[7] and to invite national, regional and global LLS staff to participate in the further development and fine-tuning of knowledge instruments. In none of the visited countries there was clarity as yet on the state of the arts in knowledge management.

In spite of their recent origin and innovative modus operandi, LLS national programmes are achieving interesting results and learn much as they go along. The internal LLS learning process, inside and between countries, is systematically pursued through continued support from the (regional) coordinators.

Linkage LLS and WANI has proved very fruitful in Guatemala as they mutually reinforce each other. Learning between WANI and LLS could be more actively pursued.

Monitoring of landscape indicators (a pilot applied only in TNS and Burundi) should not be confused with result monitoring as reported in the four monthly progress reports.[8] The former mentioned participatory LLS landscape monitoring system is appreciated as a tool used by local stakeholders. The question however remains whether such an environmental monitoring system allows for enough learning on how and why changes are occurring. Visualization has been extensively applied in African landscapes as a strategic stage to identify changes and based on that the work and M&E plans have been formulated. Regular monitoring of LLS activities is run in a manner parallel to landscape monitoring.

Monitoring: the LLS project strategic outcomes and corresponding indicators as stated in the Monitoring Protocol are highly ambitious and the question is whether they can be achieved within the current funding period. Even though the work-plans contain more realistic sub-outcomes, one can still argue about their achievability. LLS does achieve excellent results, but some of these are qualitative and cannot be expressed within the current DGIS Monitoring Protocol. There is an apparent need to complement a reduced number of quantitative indicators at (sub)outcome level with stories and case studies demonstrating the impact of interventions on the livelihoods of the population. Even though the use of the theory of change has reduced the number of indicators, it should be avoided to address everything under the sun.

[7] According to the KM Officer, at a landscape level knowledge management has been emphasized as an activity called advocacy (capturing lessons and transforming them into policy messages) rather than a concept.

[8] Through a participatory process, during a workshop held in Burundi 10 indicators have been identified for both, changes in the well-being of the population as well as in changes in the environment. These indicators are monitored at regular intervals in order to track changes in parameters relating to well-being and environment.

3.7 Programme results

3.7.1 Reduction of extreme poverty (SO1)/ Increase in household income (SO2)

With the valuable assistance of the thematic advisor on poverty a poverty tool kit has been prepared[9] which, according to the author, can be used for the identification of village forest use and differences caused by varying market access and resource dependence (which are used as a proxy indicator for poverty variation across the landscape). The toolkit insists on a simplification of DFID's livelihood analysis methodology (measuring different types of assets at a household level), geared to the role that forests can contribute to poverty reduction. The LLS working group on poverty rightly states that "*the sustainable use and conservation of forests will seldom be enough in their own right to lift households out of poverty"* and therefore natural resources such as forests may be the only asset to immediately reducing poverty.[10] This can be understood as: limiting oneself to forest-related activities is not a sufficient condition for lifting households out of poverty, which might backfire, resulting in a continued unsustainable use of forest resources. In order to serve as a sufficient condition to overcome poverty, (and thereby enabling sustainable use) forest-generated income and eco-system services must be compensated by other economical activities. This is a strong argument to extend the area of activities to a larger economical space (like e.g. watershed) or to a more pronounced diversification of economical activities, (e.g. outside of the forestry sector.

The paper quoted here above, equally states that "*the chance to get out of poverty may [thus] be increased by the decentralization of decision making power over the use and management of natural resources to the men and women from local communities*". Although it is indispensable to involve local communities in decision making regarding the management of "protected natural resources", the maintenance of biodiversity and the quality of eco-system functions are prerogatives which go beyond priorities expressed at a community level. Since the quality of downstream ecosystem services, like hydrological retention capacity for irrigation or drinking water, depends on upstream management of resources, the national interest should prevail over local stakeholder priority setting for livelihood activities. This would be another strong justification to enlarge the radius of action of the landscapes well beyond forest and park boundaries (see e.g. landscape restoration in Rwanda in which tree plantation and soil protection on private land are emphasized, or the watershed protection for drinking water in China).

In most landscapes, concrete support to poverty reduction and income generation has now modestly taken off. It is important that studies spelling out methodologies for assessment of livelihoods and dependency on forest resources[11], and opportunities for income generation will be translated into operational terms. Prospects are certainly not bleak but an effective operationalization beyond at times only marginal activities requires an ongoing support by the thematic advisors and their regional knowledge networks.

[9] World Bank, PROFOR, 2007.

[10] « Improving livelihoods/wellbeing in LLS », LLS working group on poverty; Gill Sheperd et al., November 2008.

[11] See e.g. Gill Shepherd : « People and Forest-Based Livelihoods in Kaimana District: Planning a Sustainable Future; 2009.

3.7.2 Sustainable trade in forest products (SO3)

LLS is particularly working on strengthening of the regulatory frameworks for the sustainable trade in medicinal plants (see e.g. examples from Burundi, Rwanda and China). This domain still needs substantial support in assessing the potential for sustainable extraction (in-vitro) and cultivation (ex-vitro), processing, preservation and marketing of NTFP and entrepreneurial skill training. In both, Africa and Asia and to a lesser degree in Central America, SO3-linked results are actively pursued. As examples can be mentioned: (1) in Africa: several feasibility and market studies on NTFP, ecotourism and agro-forestry, and small enterprise development for timber, medicinal plants, charcoal, crafts etc. Particularly worthwhile mentioning is the experience with *Alanblackia* in Ghana, in partnership with Unilever and funded by the Swiss State Secretariat for Economic Affairs. In Lao PDR, LLS focuses on the sustainable management of the Malva nut (*Scaphium macropodum)* a plant with medicinal properties, through the introduction of an innovative sustainable management system with direct involvement of the communities. In Burkina Faso

3.7.3 Best practice guideline for investment (SO4)

As already evoked here above, work and income generated through community forestry or joint forest management is only limited and has a limited potential to lift households out of poverty. Apart from extending environmental sound and economically beneficial activities to land beyond forests boundaries, another opportunity to contribute to poverty reduction is the payment of environmental services (PES).[12] The design of PES schemes is incorporated in a number of landscapes. As stated by the Market and Incentives advisor, the feasibility of PES depends on scientifically-proven link between land uses and ecosystem services. That condition is fulfilled in China, where with the support of the thematic advisor M&I a PES scheme is under development to finance watershed protection.

An interesting LLS publication on PES [13] provides a wealth of literature references on the subject. LLS provides a welcome opportunity to clarify to what extent PES schemes can be accessed by the poor. It seems that such is dependent on the security of property rights and access to the commons. With regards to the poverty reduction potential of PES, a recent issues paper of RECOFTC[14] states that it "*is perhaps best considered on a site specific basis in the context of the other options available, to enable the most effective options for sustainable livelihoods and resource management to be supported in an integrated way".*

Apart from involvement in PES under this strategic outcome good practice policies for investment are advocated. This is for example being done in Papua with regards to oil palm expansion on Bomberai peninsula or in several African countries with regards to FSC.

[12] PES is the generic name of a variety of arrangements through which the beneficiaries of ecosystem services pay back to the providers of those services.

[13] D. Huberman "A gateway to PES; using payments for ecosystem services for livelihoods and landscapes"; IUCN, 2008.

[14] Erica Lee and Sango Mahanty: "Payments for Environmental Services and Poverty Reduction: Risks and Opportunities"; p.24, Bangkok, 2009.

3.7.4 Increase in secure tenure of forest resources (SO5)

Under this particular strategic outcome, the protection of the rights of indigenous peoples (e.g. Pygmies, Papuans) is addressed. The protection of the rights of indigenous peoples is either taking into account customary land use rights (Papua) or does not (Pygmies) but in both cases an effort is made to improve livelihoods. However, in the later case the result appears to be relatively marginal.

LLS proves to be competent in accompanying dialogues on regulatory frameworks for a secure tenure of forest resources. In order to feed such dialogues with practical experiences, there is an opportunity for LLS to experiment and test community forest management regimes. This opportunity is availed in a convincing manner under entirely difficult forms, from participation in silvicultural interventions by community members in a state forest (China), to integration of customary rights into modern forest management law (Papua), to joint forest management in India.

These management regimes have in common that communities are involved in the management of the forest resource within the forest boundaries. In countries where fences remain insurmountable and where there is neither a legal space for a secure tenure of forest resources, nor a political will for a trade-off between conservation values and livelihoods, the chances for a successful implementation of the LLS project appear meagre. Although there are differences between the landscapes, this basic premise of LLS is now generally accepted but certain countries remain reluctant in guaranteeing a secure tenure of forest resources. However, as the case of the case of Doi Mae Salong in Chiang Rai Province, a security zone in North Thailand, shows, despite of a lack of formal tenure the military have developed a participatory approach to land use planning which has greatly increased the people's confidence in access to land. After 18 years of debate in Thailand a community forestry bill was passed by the parliament last year but it was challenged in the Constitutional Court and with the change in government it has now lapsed. These forest laws and policies were very restrictive in terms of rights. From this it can be seen that new legislation does not automatically lead to more secured land tenure and that sometimes accommodating within the limits of existing legislation can be more beneficial.

3.7.5 Improved law enforcement and governance on logging (SO6)

In all visited countries LLS is supporting dialogues on FLEG(T) and to a lesser degree on VPA (e.g. Ghana). The way in which in China the problem of unsustainable logging by Chinese enterprises operating in Africa, as well as that of the African-China timber trade has been tackled deserves respect.

With regards to studies on the illicit exploitation of timber and mineral in the east DRC it is questionable what value LLS still can add to multiple existing studies offering analyses and solutions of the problems.

3.7.6 Area increase in multi-functional land-use (SO7)

Forestry Landscape Restoration starts to be accepted as a means to restore the biodiversity and eco-system functions. Different tools are being disseminated and practiced varying from simulation models, to participatory multi-disciplinary assessment of forest land and resources (MLA) and techniques for silvicultural treatment. An overall enthusiasm has been observed with governments

and partners for joining the Global Partnership for Forest Landscape Restoration (GPFLR). As said before in certain countries with a low potential for trade-offs between, on the one hand forest resources and, on the other, livelihoods and ecosystem services, the landscape to be restored ought to go beyond forest boundaries (e.g. Rwanda with relatively little forest but huge needs for energy based on biomass, watershed protection for hydrological retention, and income complementary to the one based on the exploitation of forest resources). Areas with multi-functional land-use both within and beyond park and forest boundaries are gradually increasing to a level where first lessons can be drawn for influencing national land use policies. However, not everywhere a critical mass has been reached as yet.

3.7.7 LLS approach adopted by multiple stakeholders (SO8)

Advocacy workshops are organized on all continents and communication products are designed and implemented (e.g. through multi-stakeholder dialogues and communication products such as flyers) in order to take lessons to scale to influence policy and decision makers across levels. LLS should take out sufficient time to carefully test innovative approaches before communicating and advocating any result. IUCN should avail the opportunity to emphasize the close relation between on the one hand, poor natural resource management and climate change and, on the other, conflict. The IUCN is well versed to facilitate the participatory analysis and solution of natural resource based conflicts. As a result of interactions with LLS, FAO's recent five-yearly Forest Resources Assessment reflects a different look at livelihoods and forests.

3.7.8 Summary

The results achieved reflect the strategic outcomes. In the countries visited a lot of attention is paid to the development of participatory methodologies for problem identification and planning, poverty reduction assessment and income generation for livelihoods improvements, mainly based on forest-related resources. In most countries concrete poverty reduction and income generation activities are still in their initial stages and need some more clout to develop a critical mass for learning lessons and for scaling up. The lessons learnt in countries that have had substantial experience in income generation like Guatemala should be used to compile best practice documents. Also, more tailor made support is needed for the development of marketing strategies and the provision of financial services.

LLS does useful work on strengthening of regulatory frameworks for the sustainable trade in medicinal plants in China. In a few landscapes, PES schemes are under development but their impact on poverty is not yet clear. Therefore it is important that at least a "no harm policy" will be followed. Activities on improved law enforcement and governance on logging are skilfully supported in most of the LLS landscapes. The issue of African-Chinese timber trade has been dealt with in a diplomatic manner. With regards to rights of indigenous peoples, approaches differ between permanently securing user rights and a more social orientation based on relatively marginal income generating activities.

Stakeholders in most of the countries visited seems to generally accept the basic premise of LLS that there are trade-offs between biodiversity and secure livelihoods, which will create the possibility to restore the landscapes. Areas with multi-functional land-use, both within and beyond park and forest boundaries are gradually increasing so that first lessons can be drawn for influencing land use

policies. However, LLS should carefully test the first impacts of this type of intervention before advocating and communicating results for scaling up.

Seen the relatively short duration of programme implementation effectiveness is reasonable. Where results have not yet been sufficiently achieved, the development of partnerships and the preparation of intervention methodologies have taken time. It is assumed that generally speaking efficiency is low (further detailed in chapter 4) especially in landscapes where allocation of financial resources to field level activity implementation is only a fraction of the financial allocation to consultation, support and capacity building costs. In order to achieve physical impact a critical mass of output activities are needed. Once output and impact is realized field experience can be offered to inform the policy level. It is yet too early to measure any tangible impact but indications are clear enough to state that LLS is on the right track. Measures for sustainability of the LLS approach need to be based on concrete results of both improved livelihoods and biodiversity conservation outcomes, not merely on assumptions. Such results cannot be achieved over night and need careful monitoring against baselines.

A variety of tools is being developed and used for priority setting, decision making and change. IUCN is linking its partners up to regional knowledge networks and facilitates multi-stakeholder dialogues on FLR and FLEG(T).

Figures on financial leverage show € 24.5 and 27.4 million for confirmed and still negotiated commitments[15], respectively, out of which approximately 85% in the form of parallel funding. According to review workshop participants and staff in visited landscapes, the strategy for knowledge management needs further clarity. In principal, monitoring and evaluation plans should be based on the monitoring framework agreed with the donor.

[15] IUCN-LLS : « Leverage Report per Component; as of 3 June 2009".

4. REVIEW AT A PROGRAMME LEVEL

4.1 Strategic design

The design of the Strategy is innovative but also ambitious and its underlying assumptions will have to be tested. The strategy is conceived to more actively invest in key forest-related partnerships, with networks like CPF, GPFLR, RRI, international institutions like ITTO, CIFOR, ICRAF, World Bank-PROFOR, FAO, WWF and companies like Unilever and Royal Dutch Shell. The vision is to build a solid network of partners and collaborators to further strengthen the capacity to learn, assist and influence international agreements on the conservation of biodiversity and to maintain ecosystem functions.

The goal of the strategy is to effectively implement national and local policies and programmes that (1) "*leverage real and meaningful change in the lives of the rural poor, (2) enhance long-term and equitable conservation of biodiversity; and (3) ensure the sustainable supply of forest-related goods and services in line with nationally defines priorities*"[16]. Except for what is meant by a "*real and meaningful change in the lives of the rural poor",* the goal is clearly formulated. The thematic components: (1) poverty reduction, (2) governance, (3) FLR, (4) marketing and incentives, as well as the facilitating component (facilitating outcome and performance tracking at the landscape level), are in line with IUCN's four thematic priorities and are internally coherent and mutually supportive.

Modalities for delivery are innovative and challenging, emphasizing constant learning and adaptive management which requires a "*robust monitoring system to measure change and capture new learning".* As will be further substantiated here below, designing a functional monitoring and evaluation and learning system remains a challenge.

The value chain and operational principles provide valuable guidance as criteria for partner, activity and beneficiary selection. The decision to leverage the core costs with an anticipated factor of 1:3 over the total of the period seems somewhat questionable for a new and highly innovative programme, which certainly needs at least one phase, if not more, to demonstrate its "*raison d'être*". The notion of "parallel funding" does not figure in the original strategy but is mentioned in the contract between IUCN and DGIS.[17] It is nevertheless recommended to fine-tune the statement "… in support of the delivery of LLS outcomes". While "adding value" to already existing activities through leverage, it needs excellent partnerships, and often a physical presence and diplomatic skills in order to negotiate a common understanding and acceptance. The introduction of the so-called "adaptive management approach" is another challenge and needs further guidelines and examples.

The coordination and management structures are well designed, with an Independent Advisory Committee, an IUCN Forest Conservation Advisory Group, an Executive oversight Group, a Coordination Unit and an Implementation Team, with well described responsibilities and tasks, in

[16] « Livelihoods and Landscapes, Part 1: Strategic Overview, p.7; 2006.

[17] "The budget shall contain an overview of the grant recipient's estimated revenue (including the grant, the grant recipient's own contribution, funds provided by third parties, parallel contributions of collaborating partners in support of the delivery of LLS outcomes ….".

which general overview and intra-institutional coherence, strategic and operational management are well defined and separated between secretariat and regional offices.
It appears that the Independent Advisory Committee is not functioning and in spite of the fact that DGIS and IUCN have yearly meetings on LLS, the Executive Oversight Group as such does not function either. However, Coordination Unit and Implementation Team (with participation of thematic experts, Regional LLS Coordinators and the Global Coordination Unit) are operational and meet at regular intervals. The Regional Coordinators are very effective in addressing operational issues, in networking, promoting innovations and facilitating learning across levels.

The Monitoring and Evaluation system as proposed in the Strategy is expected to be linked to the Strategy's learning framework, to track progress towards achieving Strategic Outcomes and delivering operational outputs. It is not very common that M&E systems aiming to provide accountability towards donors are expected to report progress at an output level, which generally speaking is the prerogative of the implementation agency. It is judicious to test the validity of the assumptions underlying the strategy to measure how the Strategy influences the Key Result Areas of the FCP.

The Strategy includes a chapter on Sustainability, in which a number of opportunities are mentioned that are susceptible for enlarging the chances of a successful continuation of LLS upon completion. The Strategy emphasizes, among others, the importance of a sound knowledge management and communication strategy as an essential element for long term application of results, products and tools which have been developed during the Strategy's lifetime. Moreover, all geographic components are expected "*to develop from the onset an exit strategy for all associated projects and time-bound core activities*". Last but not least, it is expected that participatory approaches will be adopted in order to establish a critical mass needed to continue the efforts for sustainable forest management. The full package of options, out of which this is a selection, show that due thought has been given to the Strategy's sustainability.

In summary: the Strategy has been skilfully designed, it is innovative and ambitious and thereby challenging. There is coherence between vision, goal, strategic outcomes, thematic components, value chain elements, operational principles, and co-ordination and management structures. One can argue on the degree of detail required in the M&E system and on the leverage ratio of 1:3.

4.2 Programme management

4.2.1 Implementation modalities

Processing of internal agreements is not happening in time resulting in 1.5 to 3 months of no cash and no sub-contracts at the start of the year (see comment in section 3.6). According to information from the programme manager, many proposals were only submitted mid to late December so that it was impossible to process them physically by the end of 2008 (hence the decision made by the LLS coordinator on 30 December 2008, to approve all 2009-2010 work-plans and the 2009 budgets). Whatever the cause of delays, and in spite of above mentioned decision, complaints on "administrative slowness at all levels" (including regional offices) reached us in most countries visited and for that reason it is important enough to streamline the procedure. It is suggested to incorporate the approval of agreements, work-plans and budgets in the work-plan of the IUCN secretariat. Moreover it is suggested to consider staggered approval procedures to avoid that too much work is concentrated at

both (sub) regional and secretariat levels during the last quarter of the year (with for example up to four different batches per calendar year).[18]

4.2.2 Work-plans

Work plans in different landscapes differ in degree of detail. Since the numeric indicators which are an integrated part of the strategic outcomes are highly unrealistic, programme management has agreed on an adjusted reformulation of landscape-specific sub-outcomes and results. Notwithstanding this flexibility, there are still differences in the way in which original strategic outcomes, reformulated country-specific sub-outcomes, results, and activities relate to each others, in a causal and in a chronological manner and in integrating numeric progress indicators.

The mission is not convinced that through the introduction of the theory of change and abandoning the logical framework, logic causality and a chronological order can be easily demonstrated between inputs, outputs and outcomes, as easily as this was the case with logical frameworks. Together with the M&E Officer, we are of the opinion that to measure the result of planned change, indicators should be defined in a SMART way. To what extent in this respect either ToC or Logical Framework is more suitable remains a point of discussion. According to the mission, the strength of logframe logic is that it assumes that the achievement of a lower level objective forms a *necessary* and a *sufficient* condition for the achievement of a higher level objective, a notion which did not transpire in discussions with field staff on the theory of change. This might have consequences for the relevance of indicators used in the Monitoring and Evaluation Protocol, agreed with the donor and which has been elaborated based on work plans and M&E Plans.

4.2.3 Monitoring & Evaluation and Knowledge Management and Learning

There is a major difference between landscape monitoring (as e.g. successfully practiced in Burundi) and work-plan monitoring. The establishment of a system of indicators for changes in the landscape is very comprehensive but it does not necessarily orient itself to planned change as it can also include spontaneous change, beyond project interventions. Like Stella, landscape monitoring is a pilot and not a component of the global M&E.

In May 2008, more than one year after the start of the LLS project, a workshop was organized on M&E for LLS, in which the donor did not participate. The resulting "*Participatory Monitoring and Evaluation Guidelines for Learning and Adaptive Management in LLS Geographic Components and Landscapes*" were published in October 2008. These guidelines are geared to promote an institutional participatory learning culture within the LLS.

As the LLS coordinator puts it in the introduction of the here above quoted guidelines (page 3): *"This new PM&E approach is […] focused more on learning than on accountability. This is because LLS works in a complex and dynamic environment where it is often extremely difficult to design linear, straightforward change of direction".*

As a matter of fact, the application of these guidelines within 23 different countries was rather intended for implementers and did not correspond to donor requirements for a simple system of

[18] That will not make the yearly budget planning of the secretariat an easy task but it is worthwhile exploring.

accountability providing result-oriented information on the achievement of programme outcomes, enabling a strategic control of cost-effectiveness. The outcome-based LLS Monitoring Protocol, agreed between the donor and IUCN (April 2009) is the logical result.

The generic outcome and output indicators contained in the LLS Monitoring Protocol are based on a selection of work-plans[19]. In spite of this, at the time of the review only a few work and monitoring plans (elaborated well on before-hand) satisfied the requirements as spelled out in the LLS Monitoring Protocol. From recent information it was understood that in a few work-plans some outputs may need to be incorporated, according to the requirements of the protocol. In order to be in a position to respect donor requirements, as agreed upon in the protocol, it needs a concentrated effort to train landscape managers and implementation partners in the formulation of SMART[20] indicators at an outcome / result level which ought to be incorporated into any new work-plan and M&E Plan.

What is the present status of knowledge management within the LLS project? Knowledge management in LLS is self-defined as "*moving lessons beyond the landscapes from which they have emerged. "Beyond" means to other non-LLS landscapes and to institutions and policy processes that have wider influence*. *This distinguishes KM from M&E as the latter is more about monitoring and improving landscape performance".*[21] The KM manager labels moving lessons beyond landscapes as advocacy. During the field visit, the mission has attended a workshop on advocacy organized to that effect in Bujumbura.

During our visits to the landscapes and the regional workshop in Bangkok, we have come across general incomprehension on the aim and concept of knowledge management, on what IUCN-LLS is undertaking and what role the landscapes can or are expected to perform. The mission is of the opinion that experiences on LLS value-added practices and policies need to be monitored, systematized, validated and disseminated in order to contribute to global standards. This process of how to prepare a knowledge product for dissemination, the "capturing of learning" through monitoring, systematization and validation of LLS experiences themselves, is not conceptualized but instead the dissemination through advocacy is emphasized. Participants in Bangkok expressed it as their opinion that KM needs a purpose and a communication/advocacy strategy for important international events as the World Forestry Conference or for dissemination to regional economical bodies like ECOWAS, SADC, ASEAN, etc., such in consultation with FCP.

In the "capturing of learning" the LLS monitoring and evaluation system is an important basis but so is the experience of thematic advisors and cross-sector experts supporting the implementation of the programme, and the LLS implementation team involved in its management and coordination.

Last but not least, for the sake of conceptual clearance and coherence with the four TPAs, the aim of knowledge management ought to be institutionally anchored in the IUCN's overall management strategy. Apart from developing communication products targeted to the outside world, KM should also strengthen the internal conceptual and operational coherence by enabling a transfer from individual to institutional knowledge. Hereby it contributes to the development of marketable

[19] Output indicators mainly serve the purpose of activity monitoring which for the sake of activity planning is the responsibility of field managers. IUCN should not be compelled to report to the donor at this detailed implementation level. Requirements for accountability are generally covered by independent external audits.
[20] Specific, Measurable, Achievable, Relevant and Time-bound.
[21] Source: Internal IUCN Paper: « What is KM in LLS"?

competencies geared to participatory conservation. In October 2008, the World Conservation Congress in Barcelona has requested the IUCN Council to give urgent consideration to KM.[22] The mission has been informed that IUCN has recently formed a Science and Learning Unit which will, among others, be involved with developing KM. Above mentioned WCS request recalls the relevance of Heather Creech's 2004 study[23], which provides a number of relevant recommendations. In our opinion, KM requires different purposes and communication strategies for different target public across the TPAs and geographic components.

Central in above activities is the practice/policy linkage which needs a communication plan and in which advocacy plays a major role. As to the validation and dissemination of experiences, a considerable effort is made by the regional LLS coordinator to promote institutional learning. Time has come now to systematise and validate the first generation of field experiences and thereby to contribute to testing the assumptions underpinning the Strategy.

4.3 Programme Evaluation

4.3.1 Relevance

The LLS Strategy is a highly relevant initiative from strategic overview down to field implementation and up again via learning and influence on policy. As assessed here above, the design is based on the institutional experience and core competencies of IUCN's FCP staff, network partners and donor. The strategy's objectives and outcomes and a large majority of national outcomes are relevant because they are consistent with both beneficiary requirements on sustainable livelihood improvement (in terms of ecosystem services and income) and national, global and donor policies on the conservation of biodiversity. It is this double focus which makes LLS unique. However, most livelihood activities are still in an early stage of implementation because during the first period the emphasis has been put on the application of the poverty tool-kit, on developing a methodology to assess the degree of the population's dependency on forest resources and on the development of activity programmes. Especially in densely populated countries with limited forest resources there is an opportunity that LLS would focus on restoration of entire landscapes, e.g. in watersheds. This would not only alleviate pressure from forest resources through increased income and ecosystem services from the adjacent area, thereby increasing their chances for a sustainable management, it would equally provide better quality ecosystem services to downstream areas (e.g. increase of hydrological retention capacity for irrigation).

4.3.2 Effectiveness

To what extent have the objectives at a global level (e.g. strategic outcomes) of the LLS strategy been achieved, or are they expected to be achieved? In order to answer this question it has to be realized that IUCN considers the numeric indicators which are part of the strategic outcomes merely as guidelines but certainly not as carved in stone. Within the framework of the global strategy, the geographic components are allowed to define their own sub-outcomes and own quantitative indicators, more realistically and in the spirit of the global ones.

[22] Article 4.102: "Advancing KM in Conservation"; Barcelona, 2008.
[23] Creech, Heather: "The IUCN KM Study"; IISD, 2004.

Table 1: Thematic emphasis in Asia

	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8
Cambodia		√				√	√	√
China		√	√		√	√	√	√
India		√	√					√
Indonesia			√	√	√	√	√	√
Laos		√	√		√	√		√
Thailand			√			√	√	√
Vietnam			√		√	√		√

Out of seven countries in Asia, either visited or consulted during the regional review workshop in Bangkok, in the 2009-2010 work plan not a single one has a four year result defined for Strategic Outcome 1 (SO1), poverty reduction but four had a result defined for SO2 (increase of household income). In case these SOs were not addressed it was explained by "other SOs indirectly working in favour of poverty reduction". In certain cases (e.g. Indonesia) in spite of no activities reported under either SO1 or SO2 valuable methodological support has been provided by the thematic advisor poverty to pro-poor forest-related livelihood activities. SO3-related activities (sustainable trade of forest products for the poor) are addressed in six out of these seven countries. In most cases assessments are done on NTFP with a market potential. Entrepreneurial skills appear to be problematic with the positive exceptions of Thailand (eco-tourism) and Laos (Malva nut). Only one out seven Asian countries is intending to become operational with regards to SO4 (best practise guidelines for investment): LLS in Papua is trying to facilitate decisions on the development of palm oil which takes into account other options and wider impacts. Although no 'best practice guidelines' have been produced, RSPO guidelines have been translated in Indonesian and disseminated. These have not been formally adopted, but LLS intends that the local government in Kaimana makes them a condition of oil palm investment in Papua. Six out of seven countries are actively involved in SO5 (increase in secured tenure of forest resources); the thematic adviser on rights is particularly active in this part of the world. Most activities refer to secure rights for community based natural resource management (forest and surrounding catchments). SO6 (law enforcement and governance for logging) is actively pursued in all above countries where substantial commercial logging is being done. In these countries multi-stakeholder dialogues on FLEG(T) are actively supported. VPA have not been encountered in Asia. Innovative forest management regimes are propagated under SO7 (area increase in multi-functional land-use) through FLR, MLA, JFM and, to inform management decisions, the use of simulation models, as advised by the global team's scientific advisor, is supported by the specialised agencies like CIFOR. SO8-related activities are found everywhere and vary from capturing collective knowledge on FLR to soft advocacy, actively supported by thematic advisors.

Table 2: Thematic emphasis in Africa

	SO1	SO2	SO3	SO4	SO5	SO6	SO7	SO8
Burkina Faso	√	√	√		√	√	√	√
Burundi	√		√		√	√	√	√
Cameroon	√	√		√				√
CAR	√	√		√	√	√		√
Congo	√	√	√		√	√		√
DRC	√		√		√	√	√	√
Ghana	√	√	√	√	√	√	√	√
Liberia	√	√	√		√	√		
Mali	√	√	√		√	√	√	√
Mozambique	√	√	√	√	√	√	√	√
Rwanda	√		√		√	√	√	√
Sudan	√	√	√	√	√	√	√	√
Tanzania	√	√	√	√	√	√	√	√
Uganda	√	√	√	√	√	√	√	√

As compared to Asia, the work-plans of LLS countries in Africa reflect a higher frequency of strategic outcomes especially in SO1 and SO2 (poverty and income generation). Supported activities vary between beekeeping, livestock raising, vegetable gardening, nursery management, eco-tourism, transformation of agricultural products (flower-mills), snail-farming, collection of cola nuts, processing and marketing of handicrafts, collection and marketing of fuel-wood, production of charcoal, wood-bank management, community wild-life farm management, water supply, forest royalties, fishing, aulacodiculture, missiculture, medicinal plants, *Alanblackia, Moringa,* etc. In most of the landscapes preliminary feasibility studies have been done. It is obvious that above activities include e.g. NTFP, eco-tourism, apiculture, etc. which are all linked to the exploitation of forest resources, whereas also considerable attention is paid to substitution (income or ecosystem service-wise) for forest-products, located outside of the protected areas, in buffer zones or on agricultural land.

The basic idea of the two-pronged LLS strategy is to make the adjacent population contribute to conservation values by compensating for income and/or services previously derived from an unsustainable ("illicit") exploitation of forest resources. However, we ignore to what extent activities developed under the auspices of LLS form hereto a sufficient incentive. An essential notion is the degree to which people depend for their livelihoods on forest-resources. The study done in West-Papua by the thematic lead poverty emphasizes this interlink and shows the degree of dependency on forest-resources for livelihood purposes. Compared against resource inventory data, such figures are revealing for the carrying capacity of the resource basis and thereby for the level of substitution activities needed to be developed in order to maintain or restore biodiversity.[24] Yes indeed, one can be enthusiastic about income generation schemes for poor people but how this translates into preservation of biodiversity cannot be easily demonstrated within a few years time unless simulation models, like Stella, are used. It is suggested to systematically study the relation between, on the one hand, upstream conservation of protected areas and, on the other, the downstream ecosystem functions (e.g., drinking water, hydrological balance, soil erosion) which in most cases might have an economical value which is much more important than the intrinsic value of "illicitly" exploited resources.

In Africa, SO3-linked results are actively pursued (sustainable local trade in forest products). As examples can be mentioned: several feasibility and market studies on NTFP, ecotourism and agro-forestry, small enterprise development for Moringa, Neem and other medicinal plants, high value processed timber, charcoal production, gum Arabic, *Alanblackia*, rattan, bamboo furniture, honey, crafts. Above initiatives are actively supported by the thematic lead M&I and for TNS by the ICRAF small enterprise expert based in Yaoundé. Particularly worthwhile mentioning is the experience with *Alanblackia* in Ghana, in partnership with Unilever and funded by the Swiss State Secretariat for Economic Affairs (SECO). In a report from 2005[25] the collectors asserted that the revenue accrued from sales was not commensurate with the efforts put in but ever since the prices have increased providing a modest income (USD 3.50 per tree per year)[26]. Again we would like to ask the question how and to what extent local trade in forest products contributes to the maintenance or restoration of biodiversity.

[24] This is even more so relevant if one realizes that on many sites those who participate in program activities only form a small minority of forest-resource users. Obviously we have a problem of scale here.
[25] Technoserve: "Allanblackia Project, Report on Supply Chain, Stakeholder Analysis", 2005.
[26] Source: http://www.redorbit.com/news/science/209274/allanblackia_oil_to_boost_rural_incomes/

In Africa, “best practice guidelines for investment” (SO4) translates in: guidelines for investment in eco-tourism, linking farmers to voluntary carbon markets (REDD), reviewing best-practice guidelines for decentralised gum Arabic production, developing a business plan for a game reserve and for sandalwood, adjusting guidelines on community-private sector partnership, etc. Maybe with the exception of the example of Unilever, mentioned here above, no other major multilateral corporation has been associated so far (but one could equally mention Chinese logging companies operating in Africa). Best practice guidelines have been developed in a number of cases as mentioned here above.

“Increase in secured tenure of forest resources” (SO5) is implemented trough among others: revising the regulatory and legal framework of community forestry, developing a forest management plan, demarcating community land, registering community land with cadastre, licensing harvesting and trade of forest related products, carrying out studies on tenure conflicts, raising awareness about land use laws, etc. In Central Africa and in the Great Lakes region attention is paid to indigenous peoples like the Pygmies where activities varied on a scale going from forest products user rights (in rare cases) to relatively marginal income/product substitution on communal land (more common). Indigenous people have generally been living in symbiosis with nature and their systematic expulsion from parks and protected areas, creates important social problems, since they do not have access to agricultural and community land. Under this outcome, many activities are undertaken to legalize user rights of forest resources, which provides a pool of experiences and valuable information for reviewing relevant national laws and local bye-laws.

Under SO6 (law enforcement and governance for logging) one finds activities such as: participating in AFLEG meetings and bringing in landscape-specific experiences, exchange visits, assisting in the design of a MSD process (in support of VPA), organising training on forest policy, legislation and governance for different forest forums, studying illegal trade, community patrol groups, promoting national debates on FLEG(T), setting up a data collection system on the traffic of wildlife products, tripartite dialogues. MSD on FLEG(T) and application of VPA (Ghana, Liberia?) are actively supported by the thematic lead and take place in all countries in one way or another.

Strategic outcome “area increase in multifunctional land use” (SO7) includes among others: boundary tree planting, studying catchment restoration for improved watershed protection, application of tools for scenario development and decision making like: simulation modelling (Stella), risk screening (Cristal), Multidisciplinary Landscape Assessment and landscape visualization. Furthermore we encountered: forest restoration by silvicultural interventions like enrichment plantations, community nursery establishment and supply of seedlings, agro-forestry species, plantation of *Alanblackia*, national tree planting campaigns, contour plantation, buffer zone plantation, promoting carbon credit activities, soil and water conservation, study on hydrological functions of the forest landscape. With the exception of silvicultural treatment most of the interventions take place in the direct surroundings of the forest. The mission did not have access to the total number of hectares under restoration.

Last but not least, “demonstrated multiple stakeholder commitment to LLS concept, tools etc.” (SO8) is being promoted through: training in advocacy, preparation and implementation of a communication plan, workshop to negotiate endorsement, training in tools and FLR approaches, validation and dissemination of documented experiences and lessons learned, integrated water and forest management, support to networking in specialized forums, support to MSD, organization of study tours for decision makers, preparation of policy briefs, etc.

4.3.3 Impact

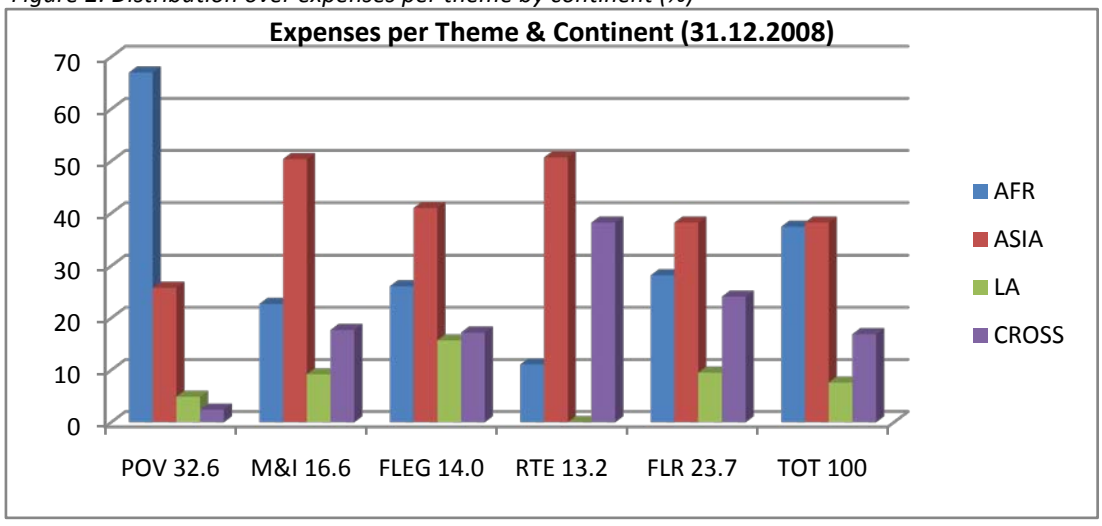
The Strategy's strategic outcomes as well as the four years sub-outcomes per landscape are formulated in quantitative and sometimes arbitrary terms. After the first 28 months of first field experiences, it is much too early to measure a tangible impact but it is obvious that an impressive number of experiences are tried out in all strategic outcomes and in all landscapes. It is already certain now that part of them are suitable for being taken to scale, whereas the more costly interventions would depend on leverage generated by the programme, because of a systematic lack of resources at government level. From a conservation point of view, generalized equitable landscape restoration efforts are well justified but they require a considerable financial effort. In order to convince donors and host governments to commit themselves, lessons from low profile poverty reduction in the field should be complemented by a systematic economical valuation of ecosystem services, the value of which largely depends on the quality and biodiversity of forests in upper-watersheds (e.g. what is the cost to a country's economy of massive floods or prolonged seasonal drought, lack of a continuous access to clean drinking water, decreased soil fertility, decreased agro-biodiversity etc.?). Therefore the real opportunity for financial leverage and general application is rather situated in emphasizing the economical value of major ecosystem services and functions within a larger landscape. This would perfectly fit into simulation modelling to demonstrate future "all-in environmental assessments".[27]

4.3.4 Efficiency

- ***Financial efficiency***

How economically resources/inputs (funds, expertise, time, etc,) are converted to results?

Figure 2: Distribution over expenses per theme by continent (%)



[27] See for example Ecoagriculture Partners checklist of landscape indicators performance, including biodiversity conservation, food production and poverty alleviation as high priorities (source: Arborvitae special "Learning from Landscapes"). Another very interesting report, this time on Integrated Landscape Management can be found on: http://www.iisd.org/publications/pub.aspx?id=1109

In the chart here above, we can see that by the end of 2008, most of the expenses for SO1 and SO2 (poverty) occur in Africa and most of the expenses for SO3 and SO4 (markets and incentives) in Asia. It is interesting to observe the inverted picture between poverty and M&I between Africa and Asia. Interventions on Rights & Tenure issues and FLEG(T) are particularly emphasized in Asia. One third of the expenses are reported to go to poverty, around one sixth to each, market and incentives, governance/FLEGT and governance/RTE, which leaves approximately a quarter to FLR.

An analysis of the expenditure account per May 2009 (see figure 2) allows us to make a comparison between continents, global support and cross-sector support according to major budget categories. Based on this, we would like to share the following observations:

- Staff time and overheads represent almost 40% of the total expenditure, (out of which 15% at a global level) and project personnel represents 26.7%. Together these two categories make up for two-thirds of all effective expenses.

- As the explanations given by the LLS financial administrator show (see box 1, here below), personnel in projects may sometimes include grants to implementing partners, which might be one explanation for the facts that grants to implementing agencies are almost negligible. This category may also include consultants.

- It is in line with the nature of the Strategy that LLS is not an implementation project but that it rather adds value to already existing initiatives. That is done in different forms like studies, networking, facilitation etc., the costs of which are mainly included under the categories staff and project personnel.

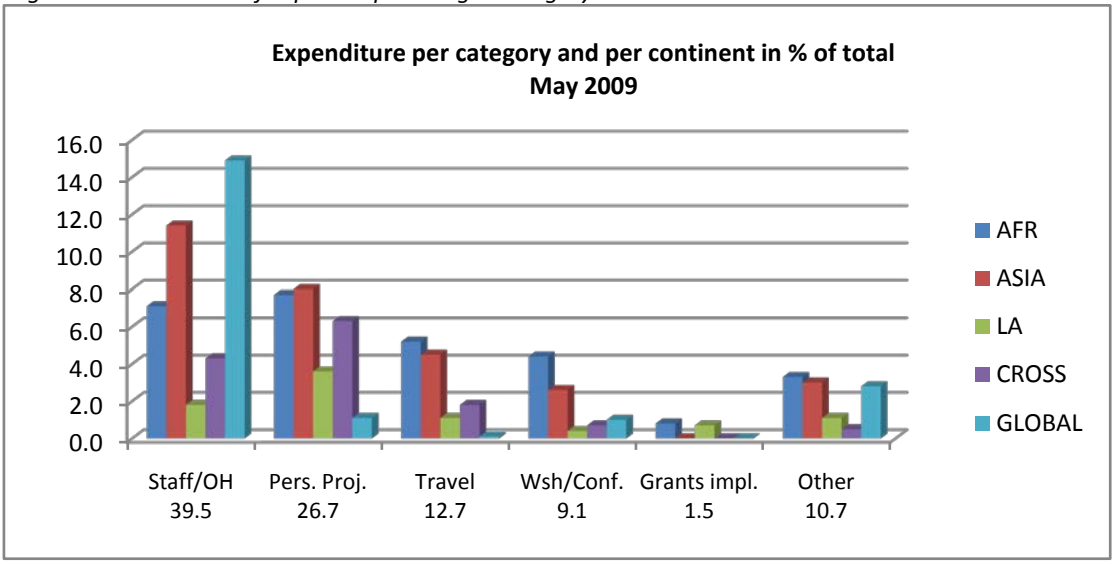
- The relatively high expenses for staff hides the process nature of much of the work, linking up to leverage (implementation through partners is not part of the budget). Leverage complements the core LLS funds through a variety of field activities (tree planting, restoration, marketing, etc.) implemented through “leverage partners”.

- The total expenditure for capacity building events like workshops and conferences is 9.1% and for other expenditures 10.7% (operational cost, inventory).

- As evoked here above, with 1.5% of effective expenditure, grants to implementing organisations amount to a modest € 120,314. Hence, for the field implementation of innovative LLS ideas IUCN largely depends on third parties.

The process-orientation of the LLS strategy understandably leads to heavy costs for staff, personnel and overhead, which can be largely explained by its facilitating and networking approach. However, it still appears too early to conclude on the efficiency of this approach, because that should be measured against the achievement of tangible results. To obtain tangible results, time is needed to test the validity of the assumptions underlying the approach. Most of all, a critical mass of innovative models of pro-poor biodiversity conservation ought to be successfully field-tested, brought to scale, integrated into regulatory frameworks and generally applied before one can speak about tangible results. It goes without saying that certain landscapes have remarkable results in the field and in policy development, whereas again in others there is not sufficient clout in order to positively validate field interventions, not to speak about their suitability for scaling them up to a policy level.

Figure 3: Distribution of expenses per budget category and continent



Box 1: Explanations to budget categories[28] (goes with figures 2 and 3 here above)
Staff time and overheads: this includes IUCN staff members and overhead charges.
Project personnel: this includes consultants, but sometimes also grants to implementing partners. In a lot of cases the grants that are given to project partners are recorded based on the nature of the actual expenditures and will often therefore be split between fees (project personnel), travel and workshops for example.
Travel expenses: all international and local travel, as well as per diem.
Workshop and conferences: all workshop and conference related expenditures such as logistical support, renting of premises, expenses for participants, etc. This can also capture grants to implementing partners.
Grants to implementing partners: this figure is very low simply because in several cases grants that are given to partners are registered in the accounting system according to the nature of the actual expenditures (e.g. fees, travel or other expenditures) as explained above.
Other expenditures: this includes e.g. field equipment, vehicle expenses, computer equipment, office space related costs, consumables, communication costs and publications).

Much has been said about a "too great dispersion over too many countries", and about the necessity to bring in more thematic and geographic focus. The mission has observed that most of the landscapes are regionally clustered and that only a few are remote from any other LLS intervention but then they have their own networks, dynamic and unique experience, through which they contribute to the general pool of knowledge. Through participatory planning procedures LLS has succeeded in creating positive expectations among stakeholders and (potential) beneficiaries alike and that process should not be frustrated either by under-funding or early withdrawal. However if a reduction of landscapes would be decided, it would be preferable to use the remaining time for a gradual phasing out. In landscapes where no relevant field activities are being undertaken by any implementing organisation, IUCN should think twice before facilitating a participatory process. This would, without any doubt, require a commitment to implementation, support and capacity building which goes beyond its mandate and its financial resources.

[28] Source : Financial data on expenditure LLS, May2009.

4.3.5 Value addition at global level

The LLS strategy reflects the priorities of IUCN's Forest Conservation Programme for the intersessional period 2009-2012 and is perceived by one of the regional LLS coordinators as the culmination of a process which started a decade ago in Gilgit[29]. The mission statement of the FCP does not restrict itself to the conservation of biological diversity inside forests but equally includes "tree-dominated landscapes". This definition enables a flexible understanding of the concept Forest Landscape Restoration applicable beyond forest boundaries. However, central in this definition remains the role that trees and other forest-resources play with regards to conservation of biodiversity and the protection of basic ecosystem functions in the landscape. Clearly, LLS is tackling poverty as one of the main causes for biodiversity and a sustainable management of ecosystem services which are degrading over time. The basic philosophy of the Strategy is to halt and even turn around this process of degradation by pursuing its eight strategic outcomes. Each of these strategic outcomes is based on an assumption, which the programme is supposed to test in function of the results of field implementation of thematic and geographic interventions. Validating the underlying assumptions is essential for formulating future standards and global policy guidelines for the IUCN in general and for the FCP in particular but so is the achievement of the expected strategic outcomes which assumes a generalized level of application of LLS principles.

To what extent have sub-outcomes been achieved at a local level, to what extent are they taken to scale, and to what extent have the combination of improved practices and changed regulatory frameworks indeed contributed to the restoration of landscapes and thereby to an effective conservation of biodiversity? For the time being a myriad of field experiences are being tried out each within its own specific context. It is still too early to measure the achievement of sub-outcomes (per country) not to speak about strategic outcomes (global level). An effective measurement of progress assumes the existence of baselines on all parameters which the strategy intends to influence/change, which is not the case everywhere. The problem is that within one or two years time, the measurement of changes at a local/national level in biodiversity or in the functionality of ecosystem services, as a result of programme interventions, does not make sense but the use and permanent fine-tuning of simulation models can partially overcome that bottleneck.

According to the WANI coordinator, it took approximately eight years, the duration of the entire first phase, until best practices and lessons learned became sufficiently conclusive to convince policy makers to accept them as a basis for decision making. First of all, at a landscape level the combined result of LLS project interventions should prove to be both a necessary and a sufficient condition for an equitable and sustainable conservation of the biodiversity. For the time being, and as long as livelihood experiences are mainly tested at a field level, the claim on a higher aggregate applicability seems premature. Without a higher aggregate application, e.g., through scaling field experiences up to a policy level and to a generalized application, most of the strategic and sub-outcomes on improved livelihoods but also on the state of biodiversity cannot be effectively measured. The "scalability" of these experiences depends on factors which have more to do with market forces, political will, funds, capacity, regulatory frameworks, then with their inherent quality of livelihood options at a local level. The very positive point of the Strategy is that it simultaneously intends to tackle all these frame-conditions and that an effective conservation of biodiversity is expected to depend on their combined result. The very negative point is that both Strategy and Monitoring Protocol silently assume that the conclusiveness of participatory livelihood system field testing, the successful establishment of frame-

[29] IUCN workshop on Biodiversity Action Plan held in 1997 in Gilgit, Pakistan.

conditions and the general application of best practices can be achieved within an initial phase of four years.

We have been informed that within the overall programmatic context of LLS, FCP and IUCN much is expected from the development of a "learning culture" in order to check the validity of approaches and to underpin and further develop global standards and policy guidelines. We have observed that a considerable effort is made to build field capacity in advocacy skills of field staff, members and partners. However, at times it appears that not sufficient attention is paid to the crux of the development – conservation nexus itself, i.e. at all levels (but to start with, at a local field level) the validity of the combined positive effect of all interventions on the quality of biodiversity and ecosystem functions. This issue needs to be tackled as a priority in order to remain credible while leveraging grass-root priorities to a policy level and in order to guarantee that global standards and guidelines will be based on more than assumptions.

4.3.6 Lessons learned from WANI

- The management of such complex programmes like WANI and LLS is complex, takes a long time to start up and must be very adaptive.

- Regular staff meetings of the LLS team at HQ are necessary. The WANI HQ team meets for monthly staff meetings, a very good team spirit has been created; regular Skype communication with field staff has turned out to be extremely effective.

- Yearly WANI team coordination meetings are not held in Gland, but in different river basins every year; on the first day all organisational business is discussed, then the whole staff group visits the field. This has had a tremendous impact on learning.

- More frequent exchanges between WANI and LLS HQ teams can be useful. At the moment there is little interaction between WANI and LLS, this should be improved. They are both member of the IUCN Environment and Development Working Group, but also this group has not been operating very well up to date.

- In the implementation of a programme like LLS everything needs much longer than anticipated in the beginning, but once there is a good basis, take off can be fast and the investment in time more than pays back later on. WANI-I had a 2 year inception phase. The lesson is to start small in a particular place, with small funding (€ 200.000) and then give it some time to see if the programme could work. In case of a positive experience the decision should be taken whether or not to continue.

- Leveraging funds needed a minimum of 2 years to take off. This is due to the bureaucratic time horizon used by most donors.

- IUCN in general has no policy or structure for KM. During the first phase of WANI no knowledge management was done either, now it is. WANI partners greatly appreciate toolkits, synthesis booklets, fact sheets, etc. LLS could learn from WANI in this respect. WANI II will have a strong element of cross river-basin learning.

- The direct link between WANI and LLS in the field like in the Tacana watershed in Guatemala has been highly beneficial for both programmes because they mutually reinforce each other: WANI has established an excellent institutional infrastructure, working relations between all stakeholders and various water works. LLS contributes to ecosystem management (forest, agriculture, water management in an integrated manner) and introducing various livelihood alternatives to improve local income. This experience of Integrated Landscape Restoration of WANI and LLS could inform IUCN´s work in other countries.

5. CONCLUSIONS

5.1 General conclusions

5.1.1 Value added

- LLS as a concept and as a programme has demonstrated that due to the inclusiveness multi-level approach and flexibility that the programme provides to the LLS field teams, it is well underway in taking the national processes towards participatory forest governance a critical step further. Most stakeholders in the countries visited are well aware of this added value.

- Possibly the greatest value added is that LLS is not just one more donor driven programme, but that it is flexible enough to link into a large variety of policy processes going on at national and international levels and contributes to pushing them take the next step further in the right direction.

- Due to the fact that LLS is a facilitating, rather than an implementing programme, it creates local ownership of a process. IUCN as an organization is very well suited to moderate these processes.

- The LLS studies carried out on the relationship between the degree of dependency on forest resources for livelihoods of the adjacent population and the state and the dynamics of biodiversity and ecosystem services in Ghana and Indonesia are highly relevant. Similar studies should be carried out in all LLS countries.

- Through the involvement of highly qualified and internationally recognized thematic experts LLS has introduced a number of state-of-the-art methodologies to the LLS landscapes. These include:

    - An excellent toolkit on studying the environment-poverty linkage good progress. Local staff and partners in many countries have been trained by the thematic leader so that she can make herself redundant eventually.

    - Within the framework of LLS, PES schemes are under preparation for carbon sequestration under REDD and watershed management. Expertise on forest governance issues are provided by both the FLEGT and RTE thematic leaders.

    - Stakeholder planning processes are well supported through the use of visualization techniques and participatory development of indicators. However, as observed by several interlocutors, there is a methodological confusion between landscape monitoring and the monitoring of planned interventions.

    - The use of the computer based landscape simulation model Stella might be too demanding for national and local partners. However, given that impact on the conservation of biodiversity is only visible at medium to long term, it should not be

dismissed because it might be the only powerful way for scenario development and thereby for decision making at a policy level.

- The differences regarding the level and the state of the programmes in the different LLS countries visited are not striking. In a few analyzed countries for example the practice-policy loop is not yet functional because field activities have been implemented for only a short time, whereas in a majority the existing activities have already sufficiently matured to allow for learning from first field experiences and stimulating policy dialogues.

- With regards to the LLS operational principles: in spite of "parallel funding" being mentioned in the contract between IUCN and DGIS as one of the possible modalities of leverage, this category needs to further fine-tuned to avoid any misunderstandings. The required 1:3 ratio appears too ambitious in these early stages of the programme. Another operational principal is learning beyond landscapes. The LLS knowledge management officer labels this as advocacy. The linkages between knowledge management requirements at field level and M&E are unclear. Performance monitoring should be carried out through country M&E plans. These are to comply with a Monitoring Protocol agreed between DGIS and IUCN. However, one can argue about the need to be accountable towards DGIS at an output level.

- The LLS concept and implementation strategy are well designed, but very ambitious. The value chain and operational principles provide valuable guidance for partner, activity and beneficiary selection. The support provided by the team of cross-sectoral and thematic advisors is well received by the LLS national teams, but not commensurate with local needs. The approval procedure for work-plan budgets needs to be streamlined because many delays in implementation have been observed. There is an opportunity to improve both the horizontal and vertical integration of multiple levels through exchanges and learning. The motivation of stakeholders was found strong; LLS management and staff cares and believes in the value of participatory processes and has been successful in carrying this message forward.

5.1.2 Implementation model

- IUCN needs to be realistic in approving planning horizons and corresponding budget requirements in line with the complexity of the framework of LLS operations.

- The implementation model differs between landscapes as a function of participatory methodologies used, cultural and political factors (multi-disciplinary governance, centralization, democracy and equity, institutional maturity of civil society, etc.). Institutional presence of IUCN itself appears to be determining the degree in which policy dialogues are undertaken. In theory, all LLS projects are eligible to the same support systems and rather uniform methodological packages. In practice, there appears to be a bias in favour of the Anglophone countries. The work-plans and budgets are formulated in a concise and standardized format. The output-outcome chain has not been defined in terms of necessary and sufficient conditions for achieving a higher level sub-outcome or strategic outcome in a transparent and SMART manner.

- In order to serve as a sufficient condition to overcome poverty, (and thereby enabling sustainable use) forest-generated income and eco-system services must be compensated by other economical activities. This is a strong argument to extend the area of activities to a larger

economical space and to extend forest landscape restoration to integrated landscape management/restoration.

5.1.3 Capacity strengthening

- The (sub)-regional offices are the hubs for programme development, monitoring and learning. The regional LLS coordinators play an inspiring and motivating role.

- LLS staff and partners are regularly exposed to capacity building events like workshop, seminars, etc. in order to add value to their methodological skills in a wide variety of subjects (like advocacy, M&E, the use of the poverty toolkit, modelling tools, and a variety of thematic subjects like FLR, PES, M&I and networking (e.g. GPFLR). Technical standards are high and professional. However, the policy to develop standardized approaches has to cater for adaptation to a large variety of circumstances.

- The cost involved in thematic advice should be looked into: firstly, this advice provided by international experts is very costly as compared to locally hired advice; secondly, bringing in international advisers is paid from a central fund and does not have to be covered from the (already rather tight) country budgets.

- Once, there are good manuals for all thematic advice provided so far, some ways and means have to be found to gradually turn over the thematic advisory functions to national/ regional experts for two reasons: firstly, to reduce costs, and secondly, to provide language and region-specific expertise to the projects that have not yet received much thematic support. In those cases, it would also be possible to have one of the principal international advisers for the country in question to oversee horizontal integration of all thematic inputs in order to keep the highest possible quality standards.

- A red thread through the case studies in Africa and also in Guatemala has been the low level of capacity of the farmers on the landscapes. This poses limits the level to which the stakeholder processes can be taken and the capacity for local management of intervention. This is a general problem to which no easy solutions can be found.

5.1.4 Institutionalization

- Programmatic integration: Although there are many potentials and synergies between LLS and other IUCN initiatives, learning across programmes and levels is still weak. The implementation period is much too short to claim that an effective, efficient and sustainable approach integrating the conservation of biodiversity and poverty has been successfully tested, proved working and having a substantial impact.

- Institutional ownership: In most countries ownership of the LLS concept is strong with the stakeholders. The LLS strategy seems to have succeeded to grasp the attention of the conservation community as a learning ground for a holistic sustainable livelihoods approach.

- Critical systemic factors: In most of the visited countries the slow pace of work-plan and budget approval procedures is a problem that slows down implementation. Other critical issues are the

lack of a communication/advocacy strategy for LLS at a global level and the lack of a knowledge management strategy. The institutional status of consultants that manage LLS projects in countries where there is no IUCN office needs to be strengthened in order for the consultants to have more weight in policy dialogues at a national level.

5.1.5 Programme management

- The coordination and management structures are well designed, with an Independent Advisory Committee (not yet functional), an IUCN Forest Conservation Advisory Group, an Executive Oversight Group, a Coordination Unit and an Implementation Team, with well described responsibilities and tasks. Intra-institutional coherence, strategic and operational management are well defined and separated between the secretariat and the regional offices.

- Under the inspiring guidance of the global and regional LLS coordinators, national LLS projects achieve interesting results and learn as they go along.

- Even though LLS was modelled after WANI, the learning between LLS and WANI at the level of IUCN Headquarters has not been optimal yet.

- LLS (like IUCN in general) struggles with huge size and coordination requirements, across levels and different layers of people involved. As the experience of WANI has demonstrated, once the programme is established and basic systems are in place, the time will come, especially for the staff at HQ to simplify and fine tune the different elements and levels.

- According to interviews with the global team, communication within LLS needs to be improved; at HQ where people sit in adjacent offices very little communication takes place between the members of the global team. There are no regular staff meetings because of very busy travel schedules of the HQ staff.

- The LLS approach is rather complex, and demands considerable skills from the implementing staff at country level. Most staff in the field has a technical background and less of a lobbying, moderating or policy making background. LLS is grappling with this problem by providing many opportunities to the staff to improve their skills through the organisation of LLS exchanges and workshops. However, some more tailor-made skill improvement might be useful in specific cases.

- Another option to grapple with the complexity of the LLS approach is to look into possibilities to simplify methods and concepts wherever possible. The global team should look into this.

- In general, the LLS field staff visited by the team is highly committed to their work, many of them are at senior level, and most are very professional. However, the complexity and the large variety of topics to be covered and skills needed to implement such a complex programme are not always commensurate with the skills of the national staff implementing LLS.

- The turn-over of staff in the landscapes is relatively high. On the other hand, the opportunities for learning, capacity building and travel to other LLS sites provided by LLS act as incentives and

are much appreciated by national level staff. Since LLS is investing considerably in the skill improvement of staff, it is in the interest of LLS to do everything to keep them in their positions.

- In spite of the fact that only six out of twenty-three countries have English as an official language, within LLS there is a certain bias towards English as the general "lingua franca".

- One problem of IUCN is its "silo" structure. To remedy the silo structure IUCN set up working groups like the IUCN Environment and Development Group in 2008, with membership of the IUCN water, forest, ecosystem and gender/social policy programme staff. According to several interlocutors, these working groups have had only moderate success so far.

Knowledge management

- An effective methodology for Knowledge Management is the backbone for a programme like LLS and crucial for its success. An inclusive strategy that links knowledge management, monitoring and evaluation, and action learning needs to be developed. Then the information needs to be fed back to the different audiences and levels: field staff, partners, national policy makers, international policy processes and as material for advocacy in different forums.

- At present all major systems within IUCN are being overhauled. Possibly the new IT project may provide a vehicle for better information management, with a possible impact on KM in LLS.

- At this point there are many interesting and important lessons learnt with the individual LLS country projects; however the learning process between the LLS countries has not taken place in a systematic fashion yet. No consistent knowledge management concept has been developed yet. The linkage between LLS and the Wageningen based FLRP as a learning environment is desirable in view of sustainability and broad based learning, beyond LLS.

Monitoring and evaluation

- The relationship between knowledge management, monitoring, and action learning is blurred. An inclusive strategy in which all these elements complement each other needs to be developed.

- Monitoring in LLS is also somewhat mechanical and difficult to handle, many different indicators are used, making the M&E system rather complex. A simple set of indicators designed to measure landscape changes as well the impact of project intervention should be monitored. The lessons of the WANI II monitoring system should be emulated by LLS staff.

- In WANI Phase I M&E was not very effective: too many data were collected, data management was mechanical, and data collection had no clear structure, no regular synthesis done. The central staff was bogged down in monitoring details while not getting the big picture. WANI Phase II is much more pragmatic: thematic monitoring is done across portfolios in countries and regions (e.g., demonstration, policy, governance, etc), not geographical only. Templates were prepared: these are simple logframes with goals, objectives, outcomes and outputs. Other information collected covers: risks, mitigation measures, project management, scaling up and policy relevance.

- In a number of visited countries LLS staff and partners show a critical attitude with regards to what is perceived as (1) the one-way introduction of conceptual changes on theory of change (instead of logframe), and (2) a lack of conceptual and methodological clarity in monitoring and knowledge management. It appears that monitoring and learning systems have not been developed with active participation of those responsible at a national level and that at times conceptual ownership is lacking. It can be argued whether this "*unité de doctrine"* facilitates a global exchange and adequate space for learning.

- The monitoring system in the LLS landscapes concentrates on the regular review of landscape changes by the stakeholders involved in the various aspects of landscape management. Even though this is in and of itself a useful exercise, this type of monitoring does not allow for the assessment of the various interventions of the LLS teams in the implementation of the programme. It is necessary to measure indicators that are directly linked to LLS intervention in order to assess the impact that LLS has had on the processes set in motion. The goal must be to improve and fine tune LLS intervention and ultimately develop methods and best practices on how to affect change. Therefore it may be necessary to also run an internal LLS monitoring system (the Guatemala LLS team for example is running the two systems side by side, Ghana has developed simple action based indicators).

- In some of the countries visited the Stella modelling model is considered too technically ambitious to be applied by the respective stakeholders. The use of visualization was preferred for discussing future scenarios. Notwithstanding that, Stella is very suitable to simulate the medium and long-term impact of interventions on biodiversity and on the quality of eco-system services. Within a short time-span such an impact is hardly visible.

5.1.6 Programme results

- Seen the relative short duration of the programme implementation, effectiveness is reasonable and as much as one can expect. It is assumed that efficiency is rather modest when we compare salaries, overhead, travel to field activities (but we neither have figures on the magnitude of the already existing activities to which value is added, nor on the magnitude of the value addition itself).

- Given the short time the results achieved so far are good. The conservation of biodiversity and the protection of basic ecosystem services remain overarching strategic prerogatives. LLS has managed to put both objectives on an equal footing and demonstrates that they need to be tackled simultaneously.

- The poverty toolkit developed by the thematic leader is a very useful programme output and a good starting point to devise landscape restoration strategies.

- A myriad of activities has been developed which are expected to contribute to poverty reduction / income generation and simultaneously to a conservation of biodiversity. To what extent that expectation can materialize cannot be said with certainty at this point.

- The marketing of forest and other local products still needs substantial support along the entire chain of production and marketing. Markets and incentives are huge opportunities in LLS, but there is a considerable gap in capacity, knowledge, and experience at this point. It is of strategic importance to work on this in order to advance in the development of fully functional models for livelihoods and landscape management.

- Best practice guidelines for investment: Although still in its initial stages, the design of PES and REDD schemes are under development in a number of countries. An interesting LLS publication provides a wealth of literature references on PES. Apart from this we have come across the preparation of good practice policies with regards to oil palm expansion in West-Papua. The Ghana LLS project has done some interesting studies on prospective impact of REDD payments and possibilities for pro-poor REDD options.

- Particularly in Asia and to a lesser degree in Africa, an increase in secure land tenure and tenure of forest resources are pursued with the active support of the Rights and Tenure Adviser. More support is needed to secure tenure of indigenous peoples like for example the Pygmies in Central Africa and in the Great Lakes region. In cases where LLS works with such marginalized groups the emphasis to date is more on income generation rather than on securing tenure rights.

- Improved law enforcement and governance in logging: FLEG(T)-related dialogues are undertaken around the globe and also some VPA facilitation is taking place. The organizational of a national stakeholder consultation process for the VPA in Ghana is praiseworthy and this experience should be emulated in other countries because the process has not only helped the VPA negotiations- it changes the way policy processes will evolve in Ghana in future. All stakeholders involved there realize that effective policy development must be based on an open negotiation process between all major stakeholder groups. The way in which guidelines have been prepared for Chinese logging enterprises operating overseas deserves respect. LLS is providing training and dissemination of information on national legislation in the field of forestry and environment. The thematic advisor cannot cope with all the requests for support.

- An increase in area for multi-functional land use is slowly materializing. There is a lot of enthusiasm to join the GPFLR from which interested countries expect to learn with regards to best FLR practices. As discussed in the field, particularly in countries with a low potential for trade-offs between forest resources and livelihood options/ecosystem services it would be preferable to work through Integrated Landscape Restoration.

- In order to promote a general adoption of the LLS approach by multiple stakeholders communication products are developed and advocacy workshops are organized around the world.

5.2 Country specific conclusions

5.2.1 Burkina Faso

The value added by LLS is manifold and much appreciated by all stakeholders. The implementation arrangements are satisfactory and the stakeholder processes are working well to the extent that authorities claim an extension of the programme. LLS staff in Burkina and Mali would appreciate more support by thematic advisors and the regional coordinator. The language gap between Anglophone and Francophone countries is perceived as a barrier. LLS coordinators in both countries would like to receive more support from the regional coordinator in terms of coaching and technical input.

5.2.2 China

The value added by LLS in China is equally addressing all LLS thematic components. Community forestry in an upper watershed is highly relevant for a sustained water supply for the capital. Proximity to Beijing facilitates demonstration to decision makers. Poverty reduction is not really the top priority. There is an obvious opportunity to work more on PES schemes. The development of guidelines for Chinese logging enterprises operating overseas and a study on China-Africa timber trade were successfully implemented, as was support to a regulatory framework for medicinal plants. The implementation arrangements run smoothly. Given the centralised character of decision making and the relative immaturity of civil society, participatory stakeholder processes are not well developed but once State institutions adhere to certain principals, action is rapid and effective. Highly appreciated thematic support is provided under all thematic components. Confusion is felt on M&E and KM&L requirements. The regional coordinator plays a highly supportive role. The faculty to link field practices with national policies is well developed and so is the faculty to communicate results.

5.2.3 Ghana

The ongoing programmes implemented by the IUCN team in Ghana serve as leverage for LLS: Strengthening Voices for Better Choices - SVBC, FLEGT, and the development of Alanblackia seed oil for export. LLS builds upon these previous activities and adds value to them. LLS is serving as a national testing case for local government's decentralized interdepartmental development work at District level. LLS has also contributed to the national preparation process for the FLEGT Voluntary Partnership Agreement by organizing a national stakeholder consultation process. The local level LLS work combined with the national level work on FLEGT has firmly placed IUCN on the scene to play a significant role in future participatory policy processes like for example on REDD. The consultation process for the VPA has helped Ghana to open up to a more democratic process of natural resource governance.

LLS Ghana has received good support from head-office and benefited of substantial thematic support. Particularly interesting has been the emphasis on poverty reduction (the LLS poverty tool lit was developed by thematic lead in Ghana). The Brussels-based forest-governance advisor has been providing excellent support on the FLEGT process, but does not have sufficient time to provide all the support required in the near future. Due to the excellent working relations between the LLS

team and the Forest Department LLS field level activities and experiences are successfully linked with and fed into national level decision making.

5.2.4 Great Lakes

LLS value addition in Burundi was substantial in the participatory establishment of development and conservation indicators and in the use of the visualization methodology, through which landscape changes can be monitored. Based on this and with the help of a state institution and two national NGOs LLS-financed field activities are under implementation. With all due respect to the skilful capacity strengthening efforts and enthusiasm it should be said that LLS ought to add value to already existing activities and not get involved in financing new activities. As in other countries in the region, support to Pygmies is not addressing rights and tenure issues and instead marginal economical activities are being implemented. In Rwanda, LLS has undertaken a number of interesting initiatives (training of environmental district officers, support to Moringa growers, accompanying FLEG, etc.). The opportunity for value addition appears most convincing in taking landscape restoration beyond forest boundaries. In both countries, LLS coordinators do not have the formal status to negotiate on behalf of IUCN on matters of policy dialogue. So far, and with the exception of landscape monitoring, support by thematic advisors has been modest (FLEG is an exception). The big challenge in the region is how to contribute to the conservation of biodiversity in a strategically relevant manner and not to lose oneself in unnecessary detail or not to repeat work already undertaken by other well-established institutions.

5.2.5 Guatemala

The added value of LLS is well demonstrated in Guatemala, where the flexibility of LLS has been fully utilized. The two LLS sites are located in areas where IUCN has been working for many years, so that the existing work is enhanced and sustainability is improved. In the Tacana watershed, LLS has added much value to the work of WANI and vice versa. Coupling the two programmes brings together watershed management and ecosystem approaches at landscape level. LLS has piloted a study on how to do draft participatory watershed management plans, bringing the ecosystems approach and the concept of livelihoods and landscapes into the WANI watershed management approach. To our opinion this should serve as a global reference for integrated landscape management (going beyond forest boundaries).

In spite of decentralized governance, local farmers have no access to government subsidy schemes but IUCN/WANI/LLS have developed an institutional model to bridge the gap by federating all intervening parties at municipal level.

The LLS team works well, with the LLS coordinator posted in the Regional Office in Costa Rica, two local LLS coordinators on site and an M&E officer in Guatemala City. In general, LLS Guatemala has received limited support from head-office on thematic components (theory of change, REDD, Stella landscape modelling and visualization, FLEG, and participatory monitoring). Support on marketing and the provision of financial services are needed now. At this point in time, the marketing and incentives thematic advisers neither have the necessary language skills, nor the regional expertise to assist them with the best possible advice.

5.2.6 Indonesia

One of the highlights in LLS Papua is the study done by the thematic lead on poverty which touches the crux of LLS: the dependency on forest resources. The methodology used ought to serve as worldwide LLS reference. Value has also been added through the application of the Multi-Landscape Assessment and Stella methods by CIFOR. Most remarkable in Papua is the multi-stakeholder dialogue on the integration of customary law in forest and park management. To that effect community mapping is done in both landscapes, facilitated by local and legitimate NGOs. The big challenge in Papua is how to address Papua claims for more decentralized revenues of resource exploitation. Samdhana Institute, an IUCN member, is managing both landscapes in a skilful manner but it does not have the institutional weight to address these highly sensitive issues at a national level, which seems to be a condition to sustain the LLS efforts.[30]

[30] Samdhana does not agree with this statement: "the problem of getting change and innovation in NRM in Papua accepted at national level is not a question of institutional weight, but of the ability to negotiate space for Papuan stakeholders to do things their way. Samdhana's approach is not to try to use its own influence, which is indeed small, but to empower Papuan decision makers with information and analysis which they can use to argue their case at national levels". (Source: reaction to the first draft report).

6. RECOMMENDATIONS

6.1 General recommendations

6.1.1 Value added

1 The progress the LLS project made so far is good. The LLS concept is viable given the fact that there will be sufficient time, funds and human resources made available to reach the highly ambitious objectives of LLS. It is therefore wholeheartedly recommended to extend the present phase with another one so that processes towards participatory forest governance can be given sufficient time to mature .

2 It is recommended that, based on the present recommendations, the frame-conditions for the Phase II will be agreed between IUCN and DGIS, and will serve as an input for three regional planning workshops, facilitated by a joint (donor-IUCN) planning mission. The resulting Project Proposal needs to be handed in 6 months before phase end.

3 The studies on the linkage of poverty and the dependency on the forest resources carried out by the thematic leader are a crucial basis for all future work. Similar studies should be carried out in all LLS countries as soon as possible.

6.1.2 Implementation model

4 A clear definition of what does and does not count as leverage should be drafted by LLS HQ staff.

5 If the 1:3 leverage ratio cannot be achieved in the landscapes some alternative ways to raise leverage funds must be identified, like for example raising funds for field projects at central level of LLS HQ or e.g. from the core donors or through the IUCN fund raising officer.

6 LLS should look into possibilities for linking up with other WANI field programmes in other countries in order to reap synergy effects.

7 Depending on the potential trade-offs between livelihoods resilience and conservation in any particular landscape LLS might orient itself more or less to Integrated Landscape Management. For example in countries with a huge pressure on scarce resources, which are nevertheless of strategic interest for conserving biodiversity and/or ecosystem services, forest landscape restoration and linked economical activities probably do not provide a sufficient potential for substituting for “illicit” practices. In such conditions, pro-poor income generating activities need to be set against the backdrop of a larger landscape (e.g. Rwanda with massive agro-forestry and tree-planting on private land).

8 In countries where the IUCN does not have an office, the institutional position of focal points need to be strengthened in order to avoid that policy dialogues only take place during missions from HQ or regional office staff.

6.1.3 Capacity strengthening

9 Up to date, the work of the thematic advisers has been too "supply driven" where the advisers themselves decided where and when they will provide support to the LLS country teams. The use of the thematic advisers should be more systematically organised based on the demand from the LLS projects, in order of priority

10 Besides being subject matter specialist, the thematic advisers should consider themselves as cross-cutting integrators at national level, wherever possible. Especially in countries that have not received much support they should help LLS managers to move forward and integrate the different LLS components.

11 Thematic advisors should draft standard packages, leaflets ("fiches techniques") and, where possible, short practice-oriented manuals per theme.

12 The possibility for using more national and regional advisers that help the LLS projects with country- specific advice and to implement standard packages developed by the thematic leaders should be considered. Also, as the national LLS projects evolve, very specialized and location specific advice will be needed. Therefore, a pool of highly qualified national/ regional experts should be established.

13 The LLS team should review the time and level of input needed of each thematic adviser- some may be reduced, while other needs to be increased during the course of the next year. The thematic advisor for forest governance/FLEGT for example cannot cope with all the requests for support; the same is true for the marketing and incentives advisers. Some means to strengthen these thematic components need to be identified.

14 Specific tailor made training modules should be developed for LLS field staff to enable them to improve their skills to implement such a complex and multi-faceted programme as LLS.

15 Given the low level of capacity especially of community groups it may be useful to link the LLS areas for example with non-formal education programmes or the like to address the problem. Also, as in the case of the FUNDALACHUA in Guatemala some type of institution building and leadership training may be needed to improve the organizational capacity of these strategically important community organizations.

6.1.4 Institutionalization

16 Since learning across programmes and levels is still not fully developed LLS should more actively pursue exchanges, especially with WANI staff and the IUCN Environment and Development Group. Once an LLS knowledge management strategy is in place and yields results both WANI and LLS have much to contribute to the organisational learning process of IUCN.

17 LLS and WANI should collaborate more closely and systematically at several levels, ranging from the exchange of experience in programme management at central level to collaborating at field level like in Guatemala.

6.1.5 Programme management

18 LLS should review the experience gained in all countries so far and decide whether or not the work in some countries should be discontinued. This may be the case in countries where LLS has started out from scratch. Given that some countries are already very advanced, it may be better to use the scarce resources available and to concentrate on these countries and develop them to full blown LLS models in order to make the case.

19 The next step to render the organizational structure of LLS fully functional is to set up an Independent Advisory Committee. This committee should assist the LLS team with high level advice from outsiders not involved in implementation so as to add to coherence and overall outcome orientation.

20 Once the LLS project is well established and the basic systems are in place, the global LLS team should reflect on how to simplify, standardize where possible and fine tune the different elements and levels.

21 Monthly staff meetings of the global team at HQ should be organized as soon as possible.

22 The use of Skype communication with the field teams should be explored so as to reduce the considerable time of HQ staff spent on travelling.

23 The LLS regional coordination in Africa may consider organising the occasional meeting of only Francophone LLS countries to stimulate exchange. Some tailor made support should also be provided to them.

24 The slow pace of work-plan and budget approval procedures needs to be improved in order to facilitate implementation at country level. As long as national LLS agreements and plans respect the work-plan budget, decision power could be devolved to the regional LLS coordinator. Another option is to spread out the approval procedure for agreements and budgets over the year so as to avoid bottlenecks by the end of the calendar year.

25 Ways and means should be developed to eventually arrive at a more consultative and bottom-up decision making process where give field staff have a greater say in decision making procedures.

26 National LLS coordinators in countries without an IUCN Country Office need to be in a position to legitimately represent IUCN in order to give more institutional weight to policy dialogues (see the experience in Rwanda and Burundi where IUCN does not have either a national office or other activities).

Knowledge management

27 A coherent strategy that integrates monitoring and evaluation, knowledge management and action learning must be developed.

28 Adequate staff time and resources must be allocated to the development of the KM

component.

29 Validating the assumptions underlying the LLS strategy is essential for formulating future standards and global policy guidelines for the IUCN in general and for the FCP. Therefore it is recommended that basic assumptions will be systematically tested as an integral part of programme monitoring and knowledge management.

30 At the moment, GPFLR has a diverse resource basis. The major contribution comes from the Netherlands Ministry of Agriculture and there is equally a small funding through LLS. If GPFLR secures funding, it is recommended that it will support the role of LLS/KM. However, it should be kept in mind that KM is a major institutional task, the final responsibility of which needs to stay with IUCN. The GPFLR cannot replace the internal LLS monitoring and learning process but it can be an excellent way for LLS to learn from existing experiences and to contribute to the global learning processes

Monitoring and evaluation

31 The recent Monitoring Protocol, agreed between IUCN and DGIS, needs to be adjusted by focusing on the formulation of outcomes / result level and skip the measurement at an output level (which is useful for internal management/accountability purposes, as well as for external audits but not for reporting to the donor).

32 Indicators which are part of each country's M&E Plan, are not sufficiently SMART. LLS managers´ skills on the formulation of SMART indicators. The new indicators should be incorporated into any new work-plan and M&E Plan.

33 LLS needs to develop a system to monitor a new set of indicators that are directly linked to LLS interventions in order to assess the impact that LLS has had on the processes set in motion. The goal must be to improve and fine tune LLS intervention and ultimately develop methods and best practices on how to affect change.

34 Complementary to measuring changes in the landscape, indicators should be linked to be measuring progress at a sub-outcome and strategic outcome level.

35 Some cross country indicators also have to be developed to help the LLS global team to improve overall programme management.

36 Poverty baselines should be established as soon as possible in all LLS landscapes.

37 Progress monitoring should be complemented with case studies on impact on both biodiversity/ecosystem products and livelihoods resilience.

6.1.6 Programme results

38 Since it is of paramount importance for the development of the LLS model to help local people to develop viable income generating options in the form of NTFPs and other viable local products, the countries that have already developed products to be marketed should be assisted as much as possible in developing the marketing side. Also, the provision of financial services and the development of local organizations should be ensured in order to push for fully developed LLS model cases.

39 The poverty toolkit should be applied in all LLS country projects as soon as possible.

40 Land tenure is a highly political issue and cannot be tackled in the short or even medium term. LLS should explore links with specialized national networks that work on these issues where they exist. Where possible the issues of marginalized and indigenous peoples´ tenure should be considered.

41 More conceptual support should be given to the design of PES, REDD and other forest financing schemes.

6.2 Country specific recommendations

6.2.1 Burkina Faso

42 Human resources development, especially at local level crucial element in LLS. With the low level of literacy in the rural areas considerable input in terms of effort, time and funds is needed.

43 LLS should find ways and means to stimulate learning and exchanges specifically between francophone countries because they share similar conditions and problems.

6.2.2 China

44 It is recommended to identify another landscape in which the nexus between poverty and biodiversity is more pronounced than in the relatively well-off Miyun watershed. The upper Yang Tze watershed could be considered since LLS is supporting the WWF managed the EU-China Biodiversity Programme operating in this area. It goes without saying that such a decision would have consequences for staffing, partner choice, outcomes (field vs. advocacy) and available resources.

45 More authority for decision making over financial matters ought to be devolved from the IUCN regional office in Bangkok to the China Country Office.

6.2.3 Ghana

46 IUCN as an organization with government and NGO members is well placed to mediate large scale stakeholder policy making processes; IUCN should continue to publicly explain the nature of the organization to gain acceptance in this role.

47 In future more advice is needed on forest governance; since the IUCN adviser on forest governance/FLEGT posted in Brussels does not have enough time to provide all the support required in Ghana, it is recommended to use national consultants instead.

6.2.4 Great Lakes

48 The lack of physical institutional presence needs to be compensated by providing the national coordinators with a clearer institutional mandate which allows them to formally represent IUCN with regard to policy dialogues.

49 It is recommended to associate LLS local resource planning closer to decentralized government planning (Burundi). For the time being, these two processes are implemented in parallel manner, which does not appear to be particularly sustainable.

50 In Burundi, this participatory methodology has created interesting organizational dynamics and high expectations for partnership at the grass roots level. Unfortunately, the magnitude of the field interventions does not yet match the level of these ambitions. It needs longer term commitment and corresponding financial means to keep the momentum, created by the use of participatory methodology, to plan and implement interventions, to learn and to take the results to scale. This does not mean that LLS should develop a complete grass roots-based activity programme. That is not its mandate; it is supposed to add value to already existing activities. In the future, it is recommended to scrupulously stick to value addition to already existing activities and to refrain from developing entirely new field activities from scratch.

51 In the Great Lakes region, LLS is rather working on relatively marginal income generating activities but not really on securing rights and tenure on forest and community land of indigenous peoples like the Pygmies (which hardly ever posses private land). It is recommended that in the future more emphasis will be given to securing rights and tenure of these indigenous peoples.

6.2.5 Guatemala

52 LLS should look into the possibility to assist the Spanish speaking countries in Latin America with Spanish speaking thematic advisers that have the right level and kind of regional expertise. Since these countries have only received little thematic advice the costs for the support should be supplied from central and not national LLS budget.

53 LLS Guatemala needs advice and support to establish savings and loans programmes that will supply loans to natural resource based investments. This issue should be looked into this issue at LLS global level since this may be of strategic importance in other countries now and in the future.

6.2.6 Indonesia

54 The mission recommends that the "forest-resources dependency study" as already undertaken by the thematic lead poverty in Kaimana/Bomberai will be undertaken in Baliem, as a complement to the Multi Landscape Assessment – MLA (see here below)[31]. This will provide a good insight in possible income generating options from forest-related resources in- (e.g. NTFP) and outside (e.g. agro-forestry or beekeeping) the forest boundaries, while at the same time considering a sustainable management of forest-related resources for (1) maintaining / restoring biodiversity, and (2) satisfying the need for essential eco-system services.

55 It is recommended to actively seek for opportunities for financial leverage (government or donors) in order to support the basic operational costs for managing the highly biodiversity valued Lorentz park. The national park authority is part of LLS supported Joint Management systems but is deprived of basic operational costs.

56 Given the high degree of destruction of the forest for the local market in Baliem, LLS has a huge challenge to identify sustainably managed forest exploitation practices. According to Samdhana, the Forestry Department does not have the political will to take on people who are extracting wood (qualified as illegal but legitimate) because it is all done with the approval of the customary landowners. Improving the efficiency of timber extraction (e.g. with portable chainsaws), and providing incentives for alternative supplies, are seen as more appropriate. It is recommended to support both, the Forest Department as well as the National Park Authority, in securing sufficient funds for effective support through by third parties through leverage.

57 The conflict situation in Papua is characterized by increased local claims for local resource autonomy. It would be desirable that IUCN would use its international reputation on equitable and sustainable resource management in order to contribute to natural resource-based conflict resolution. Therefore it is an absolute necessity that, if the general frame-conditions in Papua allow for a continuation of LLS operations, and provided that there is a potential to develop a country-wide programme, IUCN will open a highly-profiled Country Office in Indonesia (apparently under preparation)**.** This being said, Samdhana is very skilled in managing the field programmes but probably does not have the institutional weight to play this strategic role. It is recommended that IUCN will work in strategic partnership with donors working on resource conflicts and security/governance in Indonesia (e.g. the EU, the World Bank, USAID, Germany and the Netherlands). In contrast, Samdhana's strategy to "empower Papuan decision makers with information and analysis which they can use to argue their case at national levels" appears somewhat naïve without considering this strategic dimension, as suggested here above.

[31] An earlier version of the poverty toolkit was pioneered by Gill Shepherd in Baliem 4 years ago with DFID funding.

7. LESSONS LEARNT

- DGIS should accommodate a long term and flexible approach to LLS. A programme as complex and ambitious as LLS needs adequate time and resources to bear fruits. If LLS is given this flexibility it has the potential to yield excellent results and become a flagship programme that transcends the usual donor project mode of operation into a more inclusive and transformative approach to donor support.

- Due to IUCN's organizational nature, with its global membership base of a large number of GOs, NGOs and individual members, is well placed to moderate stakeholder negotiation processes at national level and thus positively influence natural resource government outcomes, both at national and international levels. However, in some cases IUCN is perceived as just another international NGO; therefore, in order to further establish this role at national level, the IUCN staff should continuously highlight the nature of the organization in order to gain the trust of different stakeholders and to avoid jealousy within the NGO community.

- IUCN can play a strategic role in organizing participatory stakeholder consultation in national policy making processes, like was demonstrated in the case of the FLEGT VPA consultation process in Ghana. IUCN Ghana could assume this role because the right team was there, with the right skills at the right moment.

- The LLS approach is a state-of-the art approach, with its basic principles and strategic objectives; flexibility in terms of iterative and adaptive management, and continuous learning. It has been demonstrated to be valid under a large variety of circumstances. With the LLS project, IUCN has captured the attention of the international conservation community to be a learning ground for a holistic sustainable livelihoods approach.

- The LLS project and approach have provided much flexibility and leeway to the national teams to build on their previous work, to push a large variety resource governance issues, and to use emerging opportunities in the current policy environments in the countries chosen.

- In the development of models for sustainable ecosystem management there is a danger to fall into the trap of the "fallacy of the wrong level", i.e. to draw conclusions and learning lessons on the base of insufficiently substantiated or representative field testing. The level of time and support accorded to the LLS sites may not always replicable, suitable nor sustainable when trying to scale up.

- Although it is indispensable to involve local communities in decision making regarding the management of "protected natural resources", the maintenance of biodiversity and of the quality of ecosystem functions are prerogatives which go beyond priorities expressed at a community level. Since the quality of downstream ecosystem services, like hydrological retention capacity for irrigation or drinking water, depends on upstream management of resources, the national interest should prevail over local stakeholder priority setting for livelihood activities. This would be another strong justification to enlarge the radius of action of the landscapes well beyond forest and park boundaries.

- The implementation of LLS in the WANI area in Guatemala has been very beneficial for both programmes as they have complementary features and therefore mutually reinforce each other. The possibility for linking LLS to WANI projects in other countries may be worthwhile to consider.

- The implementation of field level activities has allowed LLS to actually establish participatory procedures and a new interdisciplinary way of operating at decentralized government level. This gave LLS a field presence and added to its credibility with the policy makers.

- The objectives of LLS are too ambitious as compared to the time frame and resource allocation. It is highly unlikely that field activities addressing both livelihood improvements, maintenance of ecosystem services and biodiversity can be successfully tested; the experiences brought into policymaking processes, and scaled up within a period of four years. As the WANI experience has demonstrated, this programme needs more time than the present time horizon of four years to mature and show tangible results.

- Once the participatory processes have been initiated, the most important studies have been carried out, the systems and procedures are in place and the staff is up to the task, the next stages may take comparatively less time. It is highly desirable to continue the work started and to have a follow up phase of LLS.

- The national and especially the local stakeholders accept the LLS way of working, especially the countries where government is now actively promoting the process of decentralisation. The problem is that this is a long term process that needs to be sustained beyond the current LLS funding period. Other issues that LLS aspires to tackle also need considerable time and resources to be changed. The issue of land tenure is another case in point. Tackling politically sensitive issues like land tenure needs a long term involvement and strategic alliances with other networks, beyond the life span of LLS.

- The question of the substantial level of funding necessary to manage the ecosystems chosen as pilot areas on a sustainable basis is a fundamental problem for which there are no easy answers. In many cases the financial options available at the moment, the various livelihood options from income generating activities, are far from sufficient. Since the sustainable exploitation of forest-resources alone often cannot lift people out of poverty, a diversification of economical activities is indispensable, beyond forest boundaries.

- National forest subsidy schemes like PINPEB in Guatemala are interesting examples for innovative schemes at national level. However, the question is how to sustain them financially. IUCN is well placed to contribute to the debate at national and international levels.

- An important argument for financial leverage is the economic value of major ecosystem services and functions within a context of integrated landscape restoration. IUCN has been at the forefront of different Payment for Environmental Services schemes and through the work on pro-poor REDD. However, there are no guarantees that REDD will be the answer to this question and will ultimately deliver the funds to those that need them most. Therefore, it is prudent not to jump on the band wagon without alternatives and to consider REDD- when and if it comes- as just one other option and not the new panacea for forest financing.

- The thematic support provided by the team of international thematic leaders has been of high quality and much appreciated by the LLS field staff. However, the advice provided to date has not been evenly distributed to all countries. Some countries have received a very high level of support, while others have hardly received any support at all. The question is whether it is feasible in terms of funding and time to provide the same level of support to all countries.

ANNEXES

ANNEX 1: LANDSCAPE ANALYSIS AT COUNTRY LEVEL

1. Value addition

1.1 Burkina Faso

At present only few donors are active in the environment sector in Burkina Faso. Most ongoing IUCN projects in the forest sector were finalized when the LLS agreement was signed in May of 2008. The IUCN country office was able to build on existing work and contacts and set up two LLS sites: one in the locally protected Sablogo forest area in the Central Eastern Region and another one in the Bougnounou area in the Central West, an area where forest development activities had been going on for 15 years, previously supported by the DANIDA, FAO, WB and EC. As a result of LLS intervention, the three districts adjacent to Sablogo forest in the Central Eastern LLS landscape have now organised themselves to protect a collective forest, which has stirred quite some interest at national level.

All LLS stakeholders at national, district/regional and local levels are enthusiastic about the new approach. "If IUCN had not come with this programme we would have had to invent it" (Governor of one of the Central Eastern Region). The value added by LLS in Burkina Faso is manifold: firstly, the Ministry of Environment has chosen the LLS Sablogo forest site as a pilot project to test the 2006 National Action Plan for Decentralised Management of Forest Resources, and follow it through the different stages up to full handover to local government. The preliminary results and lessons learnt on decentralisation of forest management in Burkina Faso have been presented at the first regional (ECOWAS) workshop of local government (districts).

Another important added value of LLS is the further development of a number of NTFPs in the existing forest areas in the Central East LLS site which provides an extra incentive for local groups to protect these areas and at the same time reap considerable economic benefits.

Further, LLS has had an important role in assisting local as well as national government stakeholders in improving their understanding and interpretation of the new environmental law. At present even the different line ministries themselves, including the Ministries of Agriculture, Environment and Livestock, have differing interpretations of the new environment law. Through the organisation of a workshop with an environmental law expert this exchange of views on the application of new legislation has been harmonized and comprehension has been improved, at least for the ministerial staff directly involved in the LLS work. According to a senior staff of the Ministry of Environment there is much scope to extend these types of exchanges to many more line ministry staff.

Another value added by LLS has been the introduction of participatory monitoring. Even though participatory methods like MARP (méthode active de recherche participative) had been introduced in Burkina some 15 years ago, the introduction of a systematic community driven local level planning has been very well received. The local plans have now achieved the status of local government development plans and are taken as a reference point for other interventions, as well. The participatory monitoring exercises with stakeholders at District level have improved interdepartmental communication; the planning and monitoring exercises have been much appreciated by the stakeholders involved and will be continued, even after LLS finishes.

1.2 China

The China landscape is situated in the Miyun watershed, the basin for Beijing's drinking water. The underlying motivation to choose this area is watershed protection for the 17 million inhabitants of Beijing[32]. The yearly rainfall in the area is around 500 mm and therefore the hydrological function of the upper-watershed area is of strategic importance: since 1949 the forest cover in the area has increased from 1.3% to 35.5%. The aim of LLS is to replace the general logging ban with a forest management that better serves watershed protection objectives and forest-based incomes for local residents. Very clearly, the silvicultural treatment applied to the state forest aims at the restoration of biodiversity (selective cutting of trees, propagation of broad leaved species in a dominant pine-forest) and to a very limited extent this provides labour to a small group of forest workers.

None of the four year results formulated refers to "reduce extreme poverty in the area". The part of the watershed situated in Beijing Province is wealthier than the part situated in Hebei Province (the part to which future activities will be extended). The proximity to Beijing makes this area relatively better-off and although activities are being undertaken to increase household income, according to our observation in this area there is no extreme poverty.

From a strategic point of view watershed protection is of a major importance and therefore poverty reduction is not the number one priority concern. During the mission this issue has been discussed with IUCN staff which informed the mission that the added value of LLS in the Miyun basin watershed can be easily demonstrated to decision makers because of its closeness to Beijing.

The support of household income generating activities has shown little progress. A project is under negotiation to set up a rose garden plantation. An assessment report has been produced analyzing the payment for environmental services (PES) of forest wardens over income from Beijing's drinking water.

Presently, LLS is facilitating the creation of a more holistic watershed management framework for the Miyun watershed through multi-stakeholder dialogues and landscape level research (social, economic and environmental factors). Access and user-rights over forest-related resources in Huayuan sub-watershed have been developed and put in place.

This information provides a sound basis for scaling up the experience to neighbouring Hebei province and for identifying leverage programmes. The LLS China strategy has been developed to promote the dissemination of FLR practices tested in the Miyun watershed. The government of China has been lobbied and encouraged to participate in the GPFLR network.

The programme also adds value to the Sino-German Watershed Management Project on Forest Land around Beijing, by linking up livelihood activities with community-implemented silvicultural interventions. On the basis of a review of policy and laws that govern management and conservation of wild medicinal plants in China, policy review workshops are under preparation. This is an added value to the WWF-managed EU-China Biodiversity Programme **(**ECBP**)** that operates in the upper Yang Tze eco-region. LLS's contribution is the proposition for changes in the regulatory

[32] China has only a 2,200 cubic meters per annum per capita of water, a quarter of the world's average.

framework for trading medicinal plants through the ECBP and to develop appropriate management and monitoring techniques for the exploitation of medicinal plants.

LLS has also been playing an important role in advocating an improved management of Chinese forest enterprises operating in Russia and Africa. For this a multitude of events was organized, among others a Forum for *China and Global Forest Products Trade of Legal and Sustainable Wood*, where information was exchanged on the progress of FLEGT and the VPAs, and overseas markets for certified wood products. A study tour has been organized for an official Chinese delegation to three major timber producing countries in Africa. The State Forest Authority has requested IUCN and other partners to assist with the development of guidelines for Chinese logging enterprises operating overseas. Moreover, a study on China-Africa timber trade flow has been conducted.

1.3 Ghana

At present the IUCN Ghana team is managing three programmes simultaneously: Strengthening Voices for Better Choices SVBC (FLEG), Alanblackia funded by Switzerland and LLS as a leverage programme to the other two. For LLS three landscapes have been selected. The team had already worked in these sites under the SVBC programme. Before LLS the local team was mainly working at national level with the forest department with who they maintain excellent working relations. LLS has enabled the IUCN team in Ghana to build on their previous activities in the country, and gave them the flexibility to respond to local opportunities for action without having to go through the lengthy process of finding new donors for relatively small new activities.

LLS has enabled the country team to get further involved in field level activities and as a result the LLS site now has become a national testing case for local government's decentralized interdepartmental development work. The previous work of the IUCN Ghana team on developing products from and a market for Alanblackia has been continued with LLS support by working further on the production side (one nursery has been set up). Land tenure in Ghana is a politically sensitive issue and registration of private land may not be politically feasible in the foreseeable future. Therefore LLS has initiated a simple tree registration scheme in the LLS sites that allows farmers to formally register the trees that they plant with the Forest Services Division with the result that they have a minimum tenure security and an incentive to get involved in tree planting.

The relationship between poverty alleviation and forest resource development was clearly demonstrated in a survey combining mapping from remote sensing and data collected on poverty in one of the LLS sites. The survey clearly demonstrated that the largest and most intact forest resources in the area are surrounded by some of Ghana's poorest communities. This survey was designed and carried out with the support of the thematic leader on poverty and led to the development of the LLS poverty toolkit that is now also used in LLS sites in other countries.

One of the main added values of LLS in Ghana has been the contribution to the national preparation process for the Voluntary Partnership Agreement VPA between the EU and Ghana on FLEG. The LLS project complemented the consultation activities for the VPA through the organization of outreach programmes for several forest communities. The idea was to provide information about the VPA to the local communities in a simple language and thus get a wider group of stakeholders involved in the policy process. The IUCN team produced leaflets on the VPA with translations in local languages. This leaflet was used as an information package for forest communities and as a background

document for outreach workshops carried out in 14 forest communities. Interlocutors from the forest department were very positive about the IUCN team's work, especially because the forest department itself does not dispose of an extension department that could handle such a task. One interlocutor of an NGO pointed out that some of the national NGOs had some reservations about IUCN as a neutral party without partisan interests, i.e. to gain such a role in order to get future contracts to act as a mediator of such a political process. National NGOs not always fully understand the nature of IUCN as a member organization of GOs and NGOs that actually places IUCN into a good position to act in this role, in Ghana and elsewhere. Such stakeholder consultation processes may be repeated in future for other issues relevant to forest management and the environment in Ghana, such as REDD. Also, the experience gained in Ghana with the national stakeholder involvement in policy making could also be used in other countries.

The Ghana team commissioned a study on Reduced Emissions for Deforestation and Degradation (REDD) and the potential effects on local people, from other funding sources. This REDD study demonstrated that potential future payments from REDD must also be disbursed to the poorest to reward them and provide them with incentives to preserve the forest resources in the future.

The local level LLS work, combined with the national level work on FLEG and REDD has firmly placed IUCN onto the scene in playing a significant role in future REDD negotiations in the country. As a consequence, Ghana has now been chosen by the World Bank as a pilot case for `REDD-readiness` work. Also, the World Bank's Growing Forest Partnership (GFP) programme that is implemented by IUCN in several countries was influenced by the experience with LLS. The initial GFP concept was to concentrate on forest certification and protected areas. Through the LLS experience the IUCN Ghana team was able to propose a changed approach that includes priorities determined together with local stakeholders. This approach concentrates more on measures directly designed to reduce poverty, improve local governance and local use rights. These changes are likely to also affect the GFP procedures in other LLS countries like Mozambique, Guatemala, and possible also Liberia.

1.4 Great Lakes

In 2007 a rapid assessment has been done in Burundi on the needs of stakeholders. This study covered issues like the rehabilitation of degraded ecosystems, landscape rehabilitation, the promotion of measures to mitigate the effects of deforestation due to agriculture and fuel wood collection, as well as trans-boundary conservation between Kibira Park in Burundi and Nyungwe national park in Rwanda. In 2008 two landscapes have been selected in Burundi, in Kayanza and Bururi provinces, both in the direct vicinity of a national park and a protected area respectively. Each of these landscapes comprises of two "*communes*" covering six "*collines*" (hills) each, with 4.000 and 1.040 households respectively.

Interventions on the two sites have been planned in a participatory manner with the help of regional and global IUCN thematic advisors (identification of monitoring indicators for conservation and development, theory of change and visualisation method). In April 2008 and in January 2009, training workshops have been organised in both settings with national and local stakeholders. The mission has partially attended the third training session on this subject in both Bururi and Kayanza, during which above described indicators were fed back to a plenary session of stakeholders. The latter were enthusiastic about the fact that they were part of the identification, planning and monitoring process.

Up to date, during the course of the last few months, only three agreements are under implementation with the *Institutut National de l'Environnement et la Conservation de la Nature*, INECN (€ 40.000), *l'Association Burundaise pour la Protection des Oiseaux*, ABO (€ 10.000) et *l'Organisation pour la Défense de l'Environnement au Burundi*, ODEB (€ 10.000), all well-established national NGOs. Collaboration with INECN is on the establishment of nurseries for *Prunus africana*, bamboo, *Grevillea, Avocado* and on the organisation of beekeeping projects (with the assistance of the Markets and Incentives team*)*. INECN expects that by this trade-off the illicit activities like tree cutting and grazing within the park boundaries will be stopped. Within the cooperation with ODEB, LLS also provides support to a small group of Batwas (Pygmies) through the establishment of a nursery. ABO is supporting the community to protect the Kibira Park through agro-forestry and anti erosion measures.

Moreover, in Burundi a workshop has been organised on a national strategy for the promotion of medicinal plants. In collaboration with the Ministry of Environment a national forum has been organised on the African Forest Law Enforcement and Governance.

The mission has partially attended the advocacy workshop for francophone Africa in Bujumbura. Advocacy workshops are systematically carried out in all LLS regions as a basic component of the LLS knowledge management concept.

LLS in Rwanda is still in its early stages of development. The IUCN is represented in Rwanda by the Central African Regional Programme for the Environment's (CARPE) national focal point (CARPE works in 9 countries, has an office in 4 of them and focal points in the 5 others). CARPE has ongoing programmes in 12 different sites landscapes. The IUCN has signed a convention with CARPE for the implementation of the following programme components: small grants, monitoring of landscapes, lessons learned, and the follow up of institutional and policy issues.

Within the context of LLS and in collaboration with CARPE in Rwanda the IUCN is supporting the following initiatives: (1) training of district environmental officers in the application of forestry and environmental laws; (2) support to Moringa Growers Cooperative to do a study on *Moringa olifeira* (an multi-purpose agro-forestry species); (3) accompanying the FLEGT process; (4) strengthening of capacities, e.g. on Forest Landscape Restoration, advocacy and identification of indicators for landscape change, all (co-) organized under the auspices of LLS; and (5) establishing a dialogue on trans-boundary management of the Kibira and Nyungwé National Parks. Several donors (DGIS, USAID and GEF) and implementing agencies, e.g. World Conservation Society, have accompanied the park authorities (INECN and ORTPN) in this respect. The Rwandan environmental authorities appeared to be puzzled by the fact that an international organization like IUCN "without an institutional presence in the country" shows ambitions to play a facilitating role in an ongoing dialogue on trans-boundary cooperation.

The mission has partially attended the Forest Landscape Restoration workshop for Africa, organized in Kigali by the ITTO, the IUCN, Wageningen International (GPFLR) and HELPAGE Great Lakes. The LLS concept offers a number of interesting spatial planning options for forest landscape restoration. During the field visit to the Ruhengeri area, the activities for landscape restoration undertaken by HELPAGE-GL (DFIS funding) were visited (radical and gradual terracing, and agro-forestry). Particularly in countries with a relatively modest forest cover, such as Rwanda, a trade-off between forest landscape restoration and the huge demand for eco-system products (95% of the energy is

biomass-based) might not be feasible if based on forest resources only. The example of HELPAGE has shown how important it can be to place landscape restoration in a larger spatial context (like e.g. watershed protection, in order to maintain a hydrological balance and soil fertility).

1.5 Guatemala

The added value of LLS is well demonstrated in Guatemala where the flexibility of LLS has been fully utilized. The activities funded by LLS add on to existing work as the opportunities arise, thereby enhancing the existing work, adding value and improving sustainability. In Guatemala two LLS sites have been chosen: one in the Lachua area in the high biodiversity tropical rainforest lowlands encompassing a national park of 14.500 ha and adjacent buffer zones and one in the Tacana watershed in the high mountainous area, both areas where IUCN has worked under different programmes for many years. The Dutch embassy has and still is funding both sites.

In Lachua and Tacana LLS funds have been used for various activities that no other of the ongoing IUCN programmes covers: technical assistance for pineapple and honey production; support to private land title registration; studies and start up loans for farmers' private forest plots under the existing government private forest subsidy schemes PINFOR and PINPEB, etc. LLS funds have been used as start up funds to leverage considerable amounts of available government funds for the PINFOR and PINPEB tree planting schemes that would have never reached the local level otherwise (500.000 US$ of government PINFOR funds for over 500 families in the Lachua area alone). At the same time many of these private forest plots have been certified under the Smart Wood scheme.

LLS has conceptually been modelled after another Dutch-funded (water management) programme: WANI. Interestingly, the cooperation between LLS and WANI in the same watershed has added value to both LLS and the WANI programme carried out in the Tacana watershed. Coupling the two programmes brings together the watershed management and the ecosystem approaches at landscape level. Based on the Tacana watershed development approach developed between LLS and WANI, LLS has piloted a study on how to do integrated watershed management plans. The manual resulting from this study is now accepted as a watershed development manual at national level.

LLS benefits much from WANI's longstanding work on organising all stakeholders at watershed level. In order to stimulate municipal level forest development, LLS has funded the temporary employment of a municipal level forest officer with the local government office as a pilot activity; he is directly promoting various types of forest activities in the mid watershed level of Tacana which is much appreciated by local groups.

Another specific aspect and added value of the LLS work in Tacana is at the high altitude level of the watershed where the LLS team has developed a business plan for Christmas tree production from *Abies guatemalensis*, an indigenous species that is on the red list of endangered species. LLS has brought together researchers, the forest department and others to work out a model for such a programme based on *Abies guatemalensis*. There is a considerable potential for local income generation for people living at the high altitudes through the establishment small plots of high value tree plantations of *Abies guatemalensis*, in combination with other income generation possibilities.

In the Lachua site LLS funds have been used to push for local land registration with the result that practically all families involved in the Lachua programme now have legal title to the land they farm. This much more difficult in the Tacana area where landholding sizes are much smaller.

Another added value is the introduction of participatory monitoring procedures. In general, the LLS concept is appreciated by all parties involved in Guatemala due to its interdisciplinary and participatory nature and its flexibility. Guatemala is another excellent example of a country in which IUCN has longstanding work and considerable experience and where LLS has been able to bring about an added value due to the flexibility it allows local staff to respond to opportunities as and when they arise.

A side effect of the LLS work in Guatemala is that the Spanish Cooperation was attracted to the LLS concept and design and as a result approved a grant to the IUCN Central America office to undertake similar activities in Honduras.

1.6 Indonesia

In Indonesia LLS has chosen two landscapes, one in Baliem, in the Papua Province and one Kaimana/Bomberai, in the West Papua Province. Due to time constraints, only the Baliem landscape could be visited together with staff of Samdhana, an IUCN member implementing LLS in Papua. The present brief description will address both landscapes.

Although the LLS project in Papua does not have a strategic outcome on the reduction of extreme poverty, the LLS thematic leader on poverty is providing methodological support to the West Papua partners. Her recent study in Kaimana District provides a useful insight into the close dependency of livelihoods on forest resources for livelihoods. Income generating activities visited were a demo-plot with bee-keeping and red-fruit production (*Pandanus conoideus*) managed by the Forest Department. Private entrepreneurs carry out the following income generating activities: selling of spring water, rice hulling and coffee production.

One value added of LLS has been the implementation of some innovative work on a forest management model that is based on the local community's traditional type of forest use. CIFOR has facilitated a Multi Landscape Assessment (MLA) training workshop in the area. This participatory assessment reveals the actual use of forest resources and the positive relationship between mapping of customary land rights into modern positive law. In Bomberai, this type of mapping will be part of planning a community based forest management regime. At district level, LLS is assisting the Forestry Department to install an integrated forest management unit (KPH) approach as a model for forest management.

The National Park Authority (a central government unit) of the Lorenz National Park receives support for joint planning exercises with adjacent communities. A detailed participatory mapping of resources, land use and ownership in six areas that are situated within the national park is planned. Also surveys will be carried out on the relationship between land use and the locations of threatened and endemic fauna and flora. Joint management systems will be devised for another traditional settlement area. These will include the integration of traditional rules and regulations into the new forest management regime. This will be replicated in all six traditional settlement areas that are situated within the park.

The mission has observed that there is a glaring gap between the task at hand and the means available to handle the task. There is no match between, on the one hand, the huge biodiversity, size and magnitude of this park covering 2.5 million hectares and, on the other the absolute lack of personnel and means (two cars, six senior and approximately 50 mid-level staff) to manage the area. The Baliem landscape covers the north-eastern corner of Lorentz National Park. LLS covers 27 customary territories which make up the district of Jayawijaya. As noted, 6 of them overlap with the national park. The LLS contributes to resolving the challenge faced by the national park by developing a model approach to the communities and land management issues that they can replicate throughout the park if they can find the resources. Samdhana does not perceive that as "its immediate business", not even in 6 districts overlapping with the national park.

At the Kaimana/Bomberai site, LLS is addressing rights related to forest resource management through community mapping and improved forest-related income generation. In this area LLS has done some simulation modelling (Stella) to challenge stakeholders to think on a larger spatial scale and to imagine future impact on livelihoods. During the field visit to the Lorenz National Park the mission was impressed by the huge degree of destruction caused by illicit logging and processing for the local market. Fortunately, the highlands of Baliem are not opened up to large scale logging due to the absence of roads and rivers for timber extraction.

With the above mentioned activities, LLS Papua tries to address a huge challenge: to identify legally acceptable income opportunities and effective eco-system management alternatives to replace the systematic destruction of biodiversity in forest units and national parks, while ensuring that these measures can be implemented- ensuring security and law enforcement.

Picture 1: Access road to Lorentz park

Picture 2: Processed for the local market

It is expected that the Kaimana district in Bomberai will adopt international standards as a condition for investments in the area (e.g. through the adoption of Forest Stewardship Council standards or certification with Sustainable Palm Oil Roundtable standards).

2. Implementation model

2.1 Institutional issues and partnership

Under the leadership and guidance of the IUCN Forest Conservation Programme (FCP) and with the assistance of professional networks, IUCN global, regional and sub-regional staff and their partners and members have identified 11 priority landscapes situated in 23 countries. These landscapes have been chosen mainly due to their unique biodiversity. The implementation model of the national LLS project varies from country to country. The basic logic is that LLS essentially builds on and expands on ongoing activities of IUCN in the country in question. LLS assumes the role of moderator, mediator and animator, with a view of influencing national level policy debates on emerging issues.

Implementation of field level activities is done by partners and stakeholders. LLS actually implements field activities only where necessary and on a pilot basis to be replicated by other stakeholders and organisations. In this context the following institutional partnerships and configurations have been observed.

2.1.1 Burkina Faso

The LLS project in Burkina is managed by one coordinator (80% of her time) and one junior staff for communication and logistical support, both of whom are located in the IUCN Burkina country office in Ouagadougou. The national LLS coordinator has worked in IUCN for more than 15 years and has well established links to the Ministry of Environment and the national network in the environment sector in general. The main implementing partner for LLS Burkina is the Ministry of Environment.

Two LLS sites were selected with the cooperation of the stakeholders in the two sites. Selection was based on the opportunities for possible value addition that LLS could offer in the national policy process on sustainable community based forest management. Once the selection of the two sites was finalized all local, district and national stakeholders participated actively in the process. The biggest problem encountered in the stakeholder process is the low capacity of local government and the local government environmental councils. The present low level of literacy is a limiting factor for the full participation of all local stakeholders, especially women.

However, the implementation arrangement of LLS Burkina Faso is generally satisfactory. The stakeholder processes in the two LLS sites are working reasonably well, so much so that the governor of one region where LLS is working has already requested that LLS intervenes in three other communes. The question is whether LLS will be engaged long enough to support the participatory process until it can be self-sustaining.

2.1.2 China

In China initial programme development was undertaken with support of the regional LLS coordinator, FCP staff and thematic advisers. Local IUCN staff members have also been actively involved. National ownership of the LLS concept and other conservation principles is high; the Chinese government does a serious effort to catch up with international conventions and expectations. IUCN has succeeded in establishing an excellent relationship with “NGOs” like the

Beijing Forestry Society, government organizations like the Beijing Municipal Bureau of Forestry and Parks (BMBFP), the Chinese Academy of Science, the State Forest Authority, etc.

The mission was pleased with the skillful and professional management of the LLS project by the national IUCN staff and by the quality of support provided to the country team by the regional LLS coordinator. The national IUCN staff strongly identifies with the institution's interests and for that reason one could imagine a more important devolution of decision and financial powers to the national level.

2.1.3 Ghana

IUCN does not have a country office in Ghana yet. The IUCN Ghana team consists of two professional staff and a driver. They are employed through the IUCN PACO Regional Office in Ouagadougou. Their office space is located in the premises of the forest department. The Ghana team coordinator is spending 90% of his time on LLS since July 2008. The second staff also works part time for LLS and concentrates on the field level work in the LLS sites. For the operational work in the LLS sites the District Assembly is the central organisational level for LLS site management. The basis for this cooperation between LLS and the Districts are MoUs signed with each District. In the Asankrangwa LLS site that was visited a core action research team has been established at District level to monitor the LLS activities. The action research core team is consists of the LLS staff, a staff member of District Forestry Office, a member of District Office for Food and Agriculture, a Planning Officer of the District Assembly, the Executive Director of a local NGO called Centre for Agro-Forestry Business Development. This NGO is also an IUCN member and partner in the Alanblackia project. Action research is an interesting method for realistic local planning, application, learning and readjusted application. The regional LLS coordinator for Africa perceives action research in Ghana (as well as in Uganda) "as a tool to assist in locally owned monitoring and reflection". In another LLS site, in Wassa Amenfi District, the District Assembly has agreed to use the LLS poverty tool kit and monitoring procedures as a general method in their work.

The work that IUCN team carried out on FLEGT was done on the basis of a MoU with the Ghana Forestry Commission. The IUCN team organised a national multi-stakeholder dialogue process and drafted a communication strategy and Action Plan for the Voluntary Partnership Agreement (VPA). This activity contributed significantly to the ratification of the VPA between the Government of Ghana and the EU.

2.1.4 Great Lakes

In Burundi and Rwanda IUCN does not have country offices. Under the guidance of the Africa LLS coordinator, the staff of the sub-regional IUCN office for Central and West Africa, some of the thematic advisers and the strategic partners like CARPE and HELPAGE have played the role in initially facilitating programme development. Once the landscapes had been selected, local stakeholders and national NGOs became actively involved in further fine-tuning and implementation.

The LLS projects in Burundi and Rwanda are now coordinated by a senior national consultant. The consultant for LLS in Burundi (the former DG for Environment) does not formally represent IUCN and is mainly facilitating national events. The consultant in Rwanda is the national CARPE focal point (the strategic partner organisation). The lack of institutional IUCN presence is not conducive for an

effective implementation of LLS at this point because IUCN is not a trusted partner for development there yet.

2.1.5 Guatemala

The LLS manager is located in ORMA, the Mesoamerican office of IUCN; he manages several regional programmes simultaneously. At country level there are two field level managers in the two LLS landscapes and one staff at central level in Guatemala City who coordinates the monitoring activities of the two sites. In both LLS sites there are IUCN teams implementing the Dutch embassy funded Lachua and Tacana programmes, so that the LLS staff is associated with the IUCN teams in place in those two sites.

In Guatemala decentralisation of the government line agencies (Ministry of Environment/ Institute of Forestry INAB, Ministry of Agriculture, etc) has been incomplete because they do not yet dispose of any municipal structure to implement activities in the field. This has led to a situation where there are several government subsidy schemes in place to support local farmers, but the small farmers have no means to access them without travelling to the capital regularly. The result is that well off large farmers know how to access these schemes, while small farmers miss out.

IUCN/WANI/LLS have developed an institutional model to bridge this gap at municipal level. In both the Lachua and the Tacana sites where IUCN has been active for many years, IUCN assisted in the setting up local organisations (FUNDALACHUA and CORNACAM) which unite all local stakeholders, including representatives of the municipalities, the local population, NGOs, donors etc in one body. These local organisations have become vehicles for decision making, management, planning and monitoring of development interventions in the two areas.

CORNACAM, the watershed management committee established under WANI in the Tacana watershed has been operating much longer than FUNDALACHUA. CORNACAM covers all line ministry departments, including the Ministries of Environment/ Forestry, Agriculture, Livestock, etc. , the 8 municipalities in the watershed, community based organizations, NGOs like IUCN, CARE and the Catholic Relief Service, local associations, etc. An IUCN representative is presently secretary of CORNACAM which is a rotating position.

Through the connection between WANI and LLS large funds from government subsidies have been raised within CORNACAM- from the government's PINPEB (Pequenos Posedores de Tierras de Vocation Forestal o Agroforestal), PINFOR (Forest Incentives Programme) and PINFRUTA (a fruit tree subsidy) schemes. CORNACAM has now become an influential local body with a voice at national level in lobbying. CORNACAM now assists the National Institute of Forestry to push Congress for adopting the PINPEB scheme that has been run on a pilot basis so far.

In the Lachua site the FUNDALACHUA, established in 2008 only represents some 1000 local families united in local producer groups (honey, pineapple, handicraft, cocoa, forestry, citrus), NGOs, the line ministries and local government. The FUNDALACHUA is the vehicle for long term sustainability of the achievements of IUCN's work there up to date, including organizing and providing support to all members and covering tasks like the collective marketing of local produce, the autonomous management of the National Park, etc. Over the last decade IUCN has been systematically building up local capacity through providing scholarships and subsequent employment to local youths, lobbying government for building schools in the area and even facilitating to get the Ministry of

Education to build an agricultural college in the area. However, at this point the members of the FUNDALACHUA are not yet in a position to manage the organisation without substantial professional input from outsiders. It will take a good number of years to achieve the same level of organizational maturity that CORNACAM has achieved.

2.1.6 Indonesia

In Indonesia initial programme design was done between the IUCN Regional Office, LLS thematic advisers, IUCN member Samdhana Institute, the Lorentz National Park Management Unit, two local government administrations, as well as three local NGOs. During the further stages of planning and implementation, these civil society organizations, YPAW, AFP3 and PPMA, were increasingly involved. Although the working relations between Samdhana Institute (responsible for implementation in the two landscapes), the administrative authorities and line agencies in both landscapes are good, the conflict situation in Papua is characterized by claims from local government and civil society for partial autonomy and an effective control of natural resources benefits. In such a difficult context it would be desirable that the IUCN could use its international reputation and bargaining power to influence national policies on equitable and sustained resource management.

2.2 Support system

The LLS project is supported by:

a. A pool of international consultants that act as part time thematic advisers for (1) poverty, (2) marketing/incentives, payment of environmental services and income generation, (3) governance: FLEGT and rights & tenure and (4) Forest Landscape Restoration (FLR), and (5) facilitation (simulation modelling, visualisation, etc.). In theory, these thematic experts can make themselves available at request and are supposed to link the landscapes to international knowledge networks and regional/national expertise.

b. Cross-sector global and (sub) regional LLS staff, members of the core team, specialised in monitoring & evaluation, theory of change, development of landscape monitoring indicators, visualisation of landscape expectations, knowledge management and advocacy.

c. International agencies and programmes with which the IUCN has signed MoUs. E.g. USAID—funded CARPE and the ITTO in Central Africa, WWF in China, CIFOR in Indonesia, etc.

d. Regional LLS coordinators. Regional LLS coordinators in Nairobi, Bangkok, Costa Rica, etc. play an important facilitating role in overseeing the programme cycle management: compiling and overseeing the preparation of work-plans and progress reports, linking up national LLS projects with specialized agencies and networks, identifying new ideas, and especially exchanging experiences and learning of lessons.

e. The global LLS manager. The global programme manager has the overall responsibility for the entire programme, more specifically for coherence between the programmatic elements, inclusion of thematic components, the respect of operational principles, the achievement of strategic outcomes, networking with international global partners and members, administrative

and financial agreements, the coordination of support by cross-sector and thematic experts and last but not least institutional learning and coherence with the overall IUCN programme. The management responsibility of the programme is to a large extent shared with and delegated to the regional and sub-regional offices and LLS regional coordinators. The final responsibility for approval of work-plans and corresponding budget remains with IUCN head office and so do the conceptual coherence and the accountability towards the donor.

2.2.1 Burkina Faso

The LLS Burkina Faso staff has been in regular contact with the Programme manager and the support staff in IUCN Headquarters for logistical support and with the Africa regional coordinator in Nairobi who receives copies of all their communications. Recently, they also received support from HQ on monitoring and evaluation. Thematic lead support for 2009 is envisaged for Markets and Incentives for assistance on working with large scale tea industry and advancing NTFP enterprises, etc.

The thematic advisers have not yet provided the support requested and both the Burkina and Mali LLS managers flagged that they would like more thematic support. The language barrier has been a problem, so that up to date the non-English speaking LLS countries visited (Burkina Faso, Mali but also Guatemala) felt to be in a disadvantaged position to receive all the thematic support they would have liked to have. The LLS field manager perceives that the thematic support up to date has been supply driven by the advisers themselves rather than fully demand driven by the LLS projects.

2.2.2 China

Thematic advisers on poverty reduction, income generation, payment of environmental services (design of PES for introduction into the Sino-German Watershed Project; watershed functions, carbon sequestration), FLEGT (including a study tour for SFA to Africa), FLR (including GPFLR) have visited China where their work has been appreciated by national IUCN staff and partners alike. As a result China appears to be more in line with international biodiversity standards, which is demonstrated through new policies, legislation and guidelines for Chinese enterprises abroad. In China, LLS works together with WWF in the European Union - China Biodiversity Programme. The role of the regional LLS coordinator is strongly appreciated. Based on IUCN staff's complaints on slowness in the approval of work-plans and the corresponding transfer of funds, it is recommended to make the chain of administrative support across levels more effective and to increase the level of financial approval authority.

2.2.3 Ghana

The LLS Ghana team has received good support from HQ and all the thematic advisers to date, including from the thematic advisers on theory of change, poverty, markets and incentives, modelling, land tenure and forest governance/FLEGT. In future more advice is needed on forest governance; since the IUCN adviser on forest governance/FLEGT posted in Brussels does not have enough time to provide all the support required in Ghana, the team suggests using national consultants instead. All thematic advisers started work in Ghana and came to the conclusion that providing this level of support to all the other LLS countries was not feasible.

2.2.4 Great Lakes

In Burundi global and sub-regional office cross-sector experts have been and are still playing an important role (theory of change, development of indicators for landscape monitoring, visualisation), whereas a national consultant coordinates further programme development and monitoring with national stakeholders. The regional LLS coordinator encourages and facilitates programme development and enables exchange and learning, the result of which is shared with the global programme manager.

Given its early stage of LLS project development, IUCN thematic experts and cross-sector staff have not yet played role of significance in Rwanda. For the time being CARPE's national focal point coordinates the initial support to programme development.

2.2.5 Guatemala

The LLS team in Guatemala is generally working well under the present arrangement, with the LLS Guatemala coordinator being posted in the regional office in Costa Rica and the two LLS coordinators on site and the M&E officer in Guatemala City. In general, LLS Guatemala has received limited thematic support from HQ so far, on the theory of change, REDD, FLEG, landscape modelling and on participatory monitoring/ visualization A recurring problem is that few of the thematic advisers have the necessary language skills and regional experience to provide optimal support to the countries in the region. Guatemala is in need of support of a marketing expert with knowledge of local markets for the crops produced there. Another area in which the Guatemala team needs support is in the development of loan schemes for the agricultural producers.

2.2.6 Indonesia

In Indonesia, thematic advisers are involved in poverty reduction / livelihoods analysis (dependency on forest-related resources) and international agencies in FLR and facilitation (e.g. CIFOR on Stella-modelling and Multi-disciplinary Landscape Assessment). It is recommended to continue to emphasize the customary land right of Papua tribes as indigenous peoples and there is an opportunity to emphasize increased regional autonomy over natural resource-related income (see example of Aceh). The latter issue is politically sensitive and needs a stronger institutional presence of IUCN in Indonesia.

3. Capacity Strengthening

Instead of talking in terms of decentralisation, the management of the LLS project can be better described through de-concentration to a regional or sub-regional level. This is the central hub for programme development, monitoring and learning and in case IUCN has no country office this is where most of the operational decisions are taken (except for final approval of work-plans and budgets).

3.1 Burkina Faso

The LLS coordinator is located in the national office in Burkina Faso; she dedicates 80% of her time to LLS. Both LLS coordinators from Burkina Faso and Mali propose to have another officer for communications/ logistical support at national level; the Burkina Faso LLS coordinator has recently been joined by a junior communication/ logistics assistant, while the Mali coordinator is still the only staff in the national LLS project.

The IUCN Regional Office PACO is located in the same premises as the Burkina Faso national IUCN. This facilitates communication between regional and national staff. The IUCN Regional Office covers 26 countries in West and Central Africa. However, there is an institutional problem concerning the regional coordination of the LLS projects: The LLS Africa Regional Coordinator resides in Nairobi and cannot provide the conceptual support that the francophone Western African LLS projects would like to receive. Both LLS coordinators from Mali and Burkina Faso would like to receive more active support from the regional coordinator in this respect.

The exchange of experiences between LLS staff in Burkina and Mali has been very active and is much appreciated by both country managers. In fact, some of the things developed in one country can be directly applied in the other country. Another positive aspect is that all LLS staff in Africa comes together regularly to receive training, and thus gets the opportunity to learn from each other. This is unique in IUCN so far and much appreciated by the LLS country managers.

The Burkina Faso LLS manager flagged the language problem and the fact that the exchanges between LLS colleagues from francophone countries that are working under similar conditions have been very useful, but that many of the LLS regional meetings are mixing Francophone and Anglophone countries.

The funding period had been split into the first 100 days for planning and reviewing the existing 2007 work plans, review of agreements until the end of 2008, and then the next 2 year period of 2009-2010 for the next budgeting and work plan cycle. Especially in Burkina Faso the split up of the LLS funding into three periods has hampered progress because of the uncertainty regarding the continuity of the programme and the subsequent difficulty to ensure continued funding of the stakeholder processes.

3.2 China

China has a national IUCN office but the organisation is not yet legally registered. The mission was impressed with the degree of internalisation of institutional vision and LLS concept and skilful uptake from field experience to a policy level. The margin of decision in operations seems to be much more important than in countries without an IUCN representation. This certainly has also to do with the enabling management style by the regional LLS coordinator.

The situation in China with regards to multi-level stakeholder processes is particular for the country. Genuine legitimate and accountable civil society organisations do not exist but meetings take place with elected local community councils. The national IUCN staff members expect that their skills in multi-stakeholder dialogues will be strengthened.

The faculty to manage learning across levels is well developed. Considerable attention is paid to scientific analysis of context and effectiveness of approaches. All field activities are connected to national policy in all four LLS thematic components.

3.3 Ghana

Even though IUCN does not have a country office in Ghana, the two person team there has been able to work quite well with the situation. The staff is very dynamic and has successfully run the different IUCN programmes. The active and extensive support from the thematic advisers and from HQ has been helpful, too. One of the staff members travels regularly to the LLS sites and spends considerable time in the field. The district level stakeholder processes are run smoothly since they are actively promoted by the District Forest Officers who chair the District Action Research Teams.

The excellent working relations that the LLS team maintains with the Forest Department have enabled them to smoothly link their field activities with national level decision makers. Informal working relations have now also been established between the IUCN team and the Dutch embassy that is the coordinator of the donor group contributing to national environment sector support programme.

Through its contribution to the VPA negotiation process the IUCN team has assumed a strategic position to push forward and lobby government for the participatory management of the forest resources. The VPA was the first international agreement signed by the government of Ghana with the full support of civil society. The whole consultation process has helped Ghana to slowly open up to a more democratic process of natural resource governance. IUCN is very well placed to play a significant role in this process, not least because of the implementation of LLS.

3.4 Great Lakes

In the case of Burundi it has been observed that a very experienced consultant with minimum logistic support for office, operational and transportation costs guarantees a minimum presence without being in a position to legally represent and negotiate on behalf of IUCN. A sudden boost in activities was observed once sub-regional and global IUCN staff visited the country for workshop events. A similar situation was found in Rwanda with the difference that as a focal point for CARPE the national consultant could benefit of logistical infrastructure and support. As in Burundi, the fact that the IUCN does not have a country office visibly hindered institutional claims to play a role in the national arena of policy development.

In Burundi, multi-level stakeholder processes are managed through grass-roots planning with participation of local associations and district-level government officials. LLS implementation partners are either national NGOs (ABO, ODEB) or government (INECN). The national LLS coordinator is a former DG for Environment, which opens doors. Notwithstanding the easiness with which the coordinator deals with multi-stakeholder processes, he is not an IUCN representative which, at times hinders a more pronounced profile with regards to national dialogues on national biodiversity policies. In Rwanda, it is still too early to expect multi-stakeholder processes to take off. As compared to Burundi, the country is more advanced in addressing environmental issues at a district level in which government has the lead and civil-society partners are consulted.

IUCN's capacity to learn across levels in the Great Lakes Region is not yet well developed at national level but first lessons learned rather skip this level to be discussed nevertheless in regional LLS learning events. The challenge is how to base one-self on national policies and develop sufficient clout in field experience, addressing these policy concerns, and which have a potential to be taken to scale.

3.5 Guatemala

IUCN has a small country team in Guatemala City that is well supported by the IUCN Regional Office in close proximity, in Costa Rice. The two LLS sites are managed by two coordinators who are part of the IUCN teams that have been operating in the areas for many years, so that they benefit fully from local contacts, knowledge of the stakeholders and excellent working conditions with the municipalities and government line agencies. Even though support from LLS HQ and the thematic advisers have been relatively limited, the LLS team has managed to run the LLS activities smoothly. Due to the extensive ground work of IUCN onto which LLS has been grafted, the stakeholder processes have worked smoothly, too.

The Guatemala M&E officer highlighted a conceptual problem with the LLS monitoring system: LLS landscape monitoring is an environmental monitoring that concentrates on monitoring landscape changes. This system does not monitor changes brought about by different interventions. However, in order to improve intervention it is necessary to monitor the effects that the interventions have had. In order to keep the learning element in the monitoring system, LLS Guatemala decided to run their regular monitoring systems in parallel with the LLS landscape monitoring system.

3.6 Indonesia

May it be true that IUCN does not yet have a country office in Indonesia, Samdhana Institute shows strength in implementing its programme in a relative autonomous manner. This might also be due to the relatively isolated field sites and to the fact that Samdhana is a full-fledged member of IUCN.

Samdhana is skilful in accompanying multi-level stakeholder processes at provincial level between provincial, district government, line agencies and local NGOs representing the legitimate interests of the local population. However, the level of conflict is still considerable, particularly around the autonomy in natural resource exploitation. A sustainable solution cannot be expected without addressing the autonomy status.

Learning across levels is a challenge in Indonesia, particularly in respect to resource management in conflict zones and how to devolve decision making on, and the generation of revenue of, forest-related resources to provincial and district levels. LLS's contribution needs to be placed in a conflict resolving approach, as practised by a number of multilateral, (e.g. EU, World Bank) or bilateral donors (e.g. USAID, GZT, DGIS) with whom a strategic partnership appears conducive for an effective contribution to equitable resource management in Papua.

4. Programme Results

4.1 Introduction

In Annex 3, the reader will find so-called Landscape Sheets for the countries which the mission visited. Per country these sheets give a brief summary of reformulated strategic outcomes, results and activities, structured per strategic outcome (SO). Per SO a short numeric assessment is given of: Relevance, Efficiency, Effectiveness, Impact and Sustainability (REEIS) as well as a numeric assessment of Strategic importance, Innovative orientation, importance for Biodiversity, importance for Well-being and degree of Scalability (SIBWS) both series expressed as a score from 1 (very poor) to 5 (very good). The resulting score are e.g. REEIS – 54511 ad SIBWS – 44532. A certain degree of subjectivity cannot be denied but the consultants have tried to base themselves on the result of interviews with multiple stakeholders complemented by their own observations.

4.2 Strategic outcomes and performance

4.2.1 Burkina Faso

In Burkina Faso, the main focus of LLS is on two strategic objectives, namely on improving community incomes and revenues by increasing the productivity of the forest landscapes through the development of NTFPs, and piloting decentralised participatory forest governance. The LLS site in the Central Eastern Region is now the national pilot area for decentralized community forest management, in the other site in the central Western region the LLS emphasis is on NTFP development. Both objectives are highly relevant in the current national policy context and therefore lessons learnt on both issues have the potential to inform policy debates at national and even regional level in West Africa.

SO1: The potential for income generation is considerable, but because field activities only started in mid 2008 it is still too early to assess impact. A baseline survey on poverty has been carried out.

SO2: In 2008 LLS funded a study on the potential of NTFPs. In the Central Western LLS site the development of NTFPs has been grafted onto the previous forest development carried out by other donors (EC, WB, and DANIDA) which means that there was an institutional infrastructure with trained staff in the forest service in place. In this LLS site four different producer groups have been formed for the production of honey, Karité (shea butter tree), Nere (Parkia biglobosa), and fodder. More than 50% of the beneficiaries trained are female and young people; the livestock herders have also received attention by assisting them in the development of fodder production and storage for the dry season. Even though potential income varies greatly per product, this work has the potential to increase local incomes quite significantly.

SO3 and SO4: At this stage the production side of NTFPs is still being worked out. The next step planned is to develop marketing, both locally and to the capital. All products (except fodder) have a good potential to be marketed. Karité is used to produce a high value oil (shea butter) that is traded nationally and even internationally. Other income generating activities will be developed in 2009/10.

SO5 and SO6: Access to land is still regulated through the traditional chief system, in which the local leader controls the allocation of land to smallholders of their communities. The local chief in the Central Eastern Regional has accorded full support to LLS and fully endorses the demarcation of the community forest in the LLS site. He assisted in the settlement of land conflicts and the resettlement of farmers who were farming "illegally" within the forest area. This traditional land tenure arrangement is workable for the time being. Forest protection to date has been ensured through local initiative, particularly of one local leader. Through the formalisation of the forest area as the first communal forest in the country by both the traditional leader and the governor of the Region, the local protection efforts have achieved a workable legal basis.

SO7: In the Central Eastern LLS site a community forest area of 9.800 ha of forest has been surveyed; in addition some 150 ha have been replanted with local species and a total of 2.500 ha NTFP parks have been created. The prospect development of NTFPs and the prospect of engendering a local income for the rural districts significantly enhance local people's incentive to preserve the remaining forests and to even increase the area under forest.

SO8: Stakeholders at all levels, civil society, local government, Districts, Regions and national line ministry staff are highly committed to the goals of LLS. New tools like participatory local development plans and the participatory cross sectoral landscape monitoring procedures have been very well received and are being applied at District level. One of the problems is that the different ministries have rather diverging and even mutually contradictory interpretations of the environment law. LLS organised a seminar for the staff members of different line ministries to discuss their differing interpretations of the new environmental legislation. This helped them to come to a common understanding of the text for the first time.

In summary: At a time when many donors to Burkina Faso are concentrating their involvement in other sectors like health and education, and many of IUCN's activities in the environment sector have come to a close, LLS has enabled IUCN to build on their existing networks and development experiences in the country to establish a small but highly relevant programme in the national policy making context. In a policy environment where the education and health sectors have now been fully decentralised, the piloting of decentralized forest management as the first sector that may yield income for local governments is highly relevant. At this moment leveraging funds for environmental management is difficult in Burkina Faso. Even though physical impact after one year is still somewhat limited, stakeholders at all levels are very positive and will continue to contribute to the process.

4.2.2 China

SO1: The aim of support given to the Miyun watershed is to demonstrate approaches to optimize biodiversity and livelihood benefits in a perspective of influencing policies. In spite of this, because of its vicinity to Beijing, the watershed is not really poor. It goes without saying that the area selection has been done for reasons of advocacy to influence corresponding policies. For poverty orientation it might be better to open a new landscape, i.e. the deforested upper watershed of the Yang Tze (project area of ECBP).

SO2: Work and income generated through community forest management is limited. The project wants to demonstrate the marketing of forestry products through community forestry and income generation schemes. A number of alternatives like mushrooms and a rose garden are under

preparation, which is expected to contribute to the income position of a limited group of villagers. PES recommendations are under preparation for financing upper-watershed forest wardens via income from drinking water in the lower watershed.

SO3: Support to the WWF-managed ECBP makes it possible that current policies and regulations for sustainable extraction and trading of medicinal plants are analyzed and reviewed. This is a good example of the way in which the LLS adds strategic value to an existing programme.

SO5: A Chinese government delegation has made a study tour to three African timber exporting countries. A study on China-Africa timber trade flow has been conducted. SFA has requested the IUCN and other partners to develop and promote guidelines to improve practices of Chinese enterprises.

SO7: FLR has been demonstrated in two pilot sites and it has been foreseen that a shared vision of FLR will be promoted through a multi-stakeholder dialogue. IUCN is well-versed to accompany this dialogue.

SO8: Sideways and up-ways dissemination of the LLS approach is foreseen through communication and advocacy. Government has been invited to participate in the GPFLR. IUCN China accompanies the government in a skilful manner.

In summary: expected results as reflected in the work-plan relate very well to the LLS strategic outcomes. The relevance, efficiency and effectiveness of national sub-outcomes and results are high; the impact of interventions start to be visible particularly at government level; the strategic orientation of the interventions is high; the programme is particularly innovative in validating and communicating its experiences; biodiversity issues (national and global) are at the core of all interventions. However, more emphasis could be given to well-being and poverty in less favoured areas of China, where deforestation is a big issue. The IUCN-LLS staff is very skilful in bringing field experiences to scale.

4.2.3 Ghana

The sustainable development of the forest resource has a huge economic potential for Ghana, yet forests are under severe threat through legal and illegal logging, mining (including artisan small scale mining) and the conversion of forests to agricultural land. Corruption and rural poverty are major driving forces for the destruction of forests. Hence, the involvement in the sector utilizing the LLS approach is of considerable strategic significance for the country. In the case of LLS Ghana the other ongoing IUCN activities were used as leverage: i) the Alanblackia project under which IUCN has been able to link with UNILEVER to develop a product that can exported to Europe and beyond. ii) the World Bank funded Strengthening Voices for Better Choices SVBC project, which aims at improving involvement of stakeholders in forest governance and policy making processes in order to reduce illegal logging (in Ghana, Congo, Tanzania, Sri Lanka, Vietnam, Brazil, ended June 2009). For SVBC three pilot sites were chosen, these are now also the LLS sites; iii) the Fire Management and Post-Fire Restoration with Local Community Collaboration project which seeks to assist local communities to tackle forest fire management. LLS funds were used to do a study on how to facilitate large scale national level stakeholder consultation processes under the FEGT Voluntary Partnership Agreement VPA preparation process.

SO1: The LLS poverty tool kit was developed under the auspices of World Bank PROFOR programme and later adapted and fine-tuned in Ghana; baseline surveys have been carried out to monitor impact on household incomes. It is too early to observe any direct impact on household income. Various options for income generation are being explored. One community received a water-well for household use and to ensure that there is enough water for the Alanblackia nursery established with LLS assistance.

SO2: A nursery with improved Alanblackia varieties and other local species was established with LLS funds. LLS prepared guidelines for extension services relating to Alanblackia. The potential for other NTFP was also explored.

SO3: LLS aims to help farmers to diversify their potential sources of income (at this point the price for cocoa, the main source of income, has hit a minimum) from their agro-forestry plots. The products promoted include Bushmango, Woakanga (medicine), Tomatococcus (natural sweetener), raising of grass cutter (a small rodent), snails, etc. Some training in business development and start up of local small scale enterprises– especially for women and community forest enterprises- were carried out.

SO4: Much groundwork had been done on the development of Alanblackia by IUCN with Swiss funding support prior to LLS. The problem with Alanblackia is that it is a rather tedious job to collect seeds from the existing Alanblackia tress; the farmers interviewed stated that only very poor people would collect seeds now because the price paid at the moment is not enough of an incentive for most people to get involved in the collection. At the same time it will take a good number of years until the newly planted trees will bear seeds. Therefore, the search for alternatives needs to continue; the production of Alanblackia has to be considered a medium to long term option for sustainable forest landscape management. The Navella partnership has been established by IUCN, SNV, ICRAF, UNILEVER. In Ghana, Nigeria and Tanzania (later on also in Liberia and Ivory Coast) the Navella company now sells the seeds to Unilever. In Phase II of this project the emphasis is on strengthening supply chain system, markets, business skills, biodiversity conservation, and knowledge dissemination- using the LLS approach. The overall production in 2-3 years has been 2-3.000t; currently the international market can absorb some 7000t. If the supply of seeds can be secured, the market potential may be up to 40.000t per annum. Due to the groundwork done under the ongoing IUCN project, LLS Ghana is very advanced on the involvement of a multinational in development a new marketing chain. Lessons learnt can be applied elsewhere.

SO5: The main activity carried out under this objective is the development of a system for registration of private trees planted by farmers that allows them at least a basic tenure security. Formal land tenure is a highly political issue at this point; land tenure is still regulated through customary law. An LLS study on land tenure conflicts and potential lines of action brought up some pointers for action. The World Bank funded Ghana Land Administration Project operates at district level. With LLS funds an information leaflet for local farmers on land registration was written. LLS also pushes for integrated and community based natural resources management within the government supported Community Resources Management Area programme CREMA by revitalizing community forestry committees.

SO6: LLS's involvement in the FLEGT process at national level must be highlighted here for its strategic importance, even though only a limited amount of LLS funds have allocated. Through the involvement of IUCN as a mediator of stakeholder involvement in the VPA process, an opening was

created not only for civil society, but also for the national medium and small scale timber business community to enter into the policy dialogue. Government has mainly been involved with large scale logging companies that monopolize the sector; many of them foreign owned. The VPA negotiation has brought the whole sector together for the first time.

In addition to the national level involvement in forest governance, the various activities on local level awareness raising on people's rights under current law that has taken place in the LLS sites have been beneficial. LLS has also been supporting the District Forest Advisory Committees that have the mandate to monitor ongoing forest activities and policy implementation at local level. Cases of illegal logging are reported to and dealt with by the Regional Forest Advisory Committee that would bring up issues arising from the districts to national level policy makers. Such a regional committee has been piloted in the Western region and may be copied all over Ghana.

SO7: LLS demonstrates that it is possible to promote the further development of a shared vision of FLR through the multi-stakeholder dialogue initiated at District level. The main field level activity related to FLR was the promotion of Alanblackia. Farmers have expressed interest to grow the tree; however, it will take years for the trees to bear fruit.

SO8: LLS built its activities in the Western region on the groundwork prepared by the Global Environment Facility funded Landscape Management Programme LMP (late 1996-2006) in which a forest reserve was established and off reserve farm land management introduced tree planting on private land. During LMP much sensitization and extension work had been done and Community Forest Committees were established. However, the 1994 Forestry Act created a gap for community involvement and the committees stopped functioning. When LLS started in 2008 the ground was well prepared to restart community involvement. LLS now concentrates on stimulating stakeholder processes at District level; revitalizing the previously existing community forestry committees, raising local awareness of the forest laws, etc. Through the District Action Research Teams LLS has ensured better interdepartmental coordination. The teams assist communities to develop local development plans, supervise implementation and monitor. The District Assemblies in the LLS sites now use the participatory plans developed by local communities in collaboration with the District Action Research Teams to allocate basic infrastructure (schools, boreholes, wells).

In summary: The strategic orientation and national policy relevance of the LLS results in Ghana are high. A two person team has been able to achieve good results, given the relatively limited time scale, human and financial resources allocated by LLS. The impact achieved at this point is more at policy and strategic levels, rather than at local level in terms of tangible economic outputs. The IUCN team skilfully uses ongoing IUCN activities as leverage to LLS, and in turn uses the LLS approach to improve the results of these ongoing activities. The Ghana case clearly demonstrates how IUCN, with relatively limited means, could play a strategic role at national level: linking field level learning with national policy influencing. The experience gained with organizing a national level stakeholder process can be very useful for such future consultation processes in Ghana, but also for LLS projects in other countries.

4.2.4 Great Lakes

The LLS project in the Great Lakes region is still in an early stage of development. An obvious opportunity is availed to use the participatory conservation and development indicators for site selection and for criteria relevant to beneficiary selection. Since a few months, activities for poverty

reduction (SO1) are being modestly implemented among others through buffer zone plantation and nurseries at the two landscape sites (see 3.1.1 for more details). It will need a few years to measure whether there will be any tangible contribution to the increase of household incomes of a relatively small group of beneficiaries. In order to have an impact on poverty reduction and on the conservation of biodiversity, the scale of operations (match between number of beneficiaries and size of protected zone) needs to be optimized.
SO3: (sustainable trade in forest products) A number of enterprise studies and workshops have been organized but no concrete entrepreneurial activities are being implemented as yet. The potential contribution to the sustainable management of medicinal plants and to the cultivation of *Moringa* is worthwhile pursuing further. The activities are expected to modestly contribute to the double objective of reduction of poverty and conservation of biodiversity.

SO5: (increase in secure tenure of forest resources) Emphasis is on the protection of the rights of the Pygmies in three countries and on involvement in collaborative forest management. The Pygmies are economically marginalized. In certain countries their expulsion from forests and parks is recent (e.g. Rwanda) whereas in others (Burundi) they have been living outside of protected areas for decades. Small scale activities for Pygmies (e.g. nursery establishment) are set outside of the protected areas boundaries.

SO6: (law enforcement and improved governance on logging). A number of activities are foreseen to reduce illicit exploitation of natural resources. However unfortunate illicit logging and mining in the East DRC, and however regrettable it is that these activities keep on fuelling the regional violence, according to us all the proposed studies in the work-plan have already been done at multiple occasions. A repetition of these studies under the banner LLS is not expected to add much value to the analysis and solution of the problems. The dialogues in the three countries on FLEG are well on their way. In close collaboration with the European Commission, IUCN is accompanying the process and obviously this is one of its key competencies.

SO7: (area increase in multi-functional land-use) Forestry landscape restoration is implemented through collaborative forest and park management. For the time being the activity is limited to boundary tree planting and nursery establishment. It is not known to what extent the management plan of the protected area itself will be genuinely collaborative (e.g. with active community-based management inside parks and protected forests). Support to HELPAGE in catchment restoration has not yet taken off but has the huge advantage that it widens up the concept of forest landscape restoration to protection of basic ecosystems (protection of soil fertility, vegetation cover and hydrological retention capacity), through terracing, agro-forestry and commercial tree planting on private and community managed land. Since more than four years, support to the trans-boundary management of the Nyungwe and Kibira parks is undertaken by national government institutions and donors. It is not clear how LLS thinks to add value.

SO8: (LLS approach adopted by multiple stakeholders) LLS intends to support the participation of national knowledge networks in the CEFDHAC national forums. The activity has not yet taken off. As seen here above with FLEG, facilitating this kind of dialogues can be considered as one of IUCN key competencies.

In summary: expected results as reflected in the work-plan clearly relate to the LLS strategic outcomes. The relevance of national outcomes and results is generally high; the efficiency in terms of relatively high costs of support as compared to new low-profile field activities is questionable, it

is still too early to demonstrate effectiveness and impact not to speak about future sustainability. Most of the outcomes and expected results do not address strategic policy issues of importance for the conservation of biodiversity at a national level. Certain interventions are highly innovative (e.g. conservation and development indicators) where as others (e.g. boundary tree planting) have been seen before. If LLS wants to develop scalable experiences, the existing level of activities needs to be boosted and intervention parameters should be better matched (number of beneficiaries; size and collaborative modalities of area protection).

4.2.5 Guatemala

Guatemala only recently emerged from a long civil war that was partly based on conflicts over the natural resources between elites and the local indigenous population. The development of the forest sector is generally characterized by a private sector development mode that favours large scale private investors. Annual deforestation rate is around 93.000 ha, while reforestation rate is only 20.000 ha per annum, hence 70.000 ha net deforestation per annum is needed to sustain the forests. The government's goal for 2020 is to have 30% of the national territory under forest cover. The PINFOR private forest subsidy scheme alone is not enough to achieve this goal. REDD payments, avoided deforestation and natural forest management must be major elements to achieve the goal. A major problem is that under the ongoing decentralisation process the central government line agencies (Institute of Forestry INAB, Ministry of Agriculture, etc) have no local structure to implement any activities in the field, while they are seen as the main agents for implementing support activities.

The two LLS sites in Guatemala are situated in areas where the IUCN country team has worked for many years: Lachua and Tacana; both activities have been supported with bilateral funding from the Dutch embassy in Guatemala. The LLS funding allowed the local teams to add value to the ongoing work and at the same time expand the impact of this work through the achievement of strategic LLS objectives. The major achievements of LLS in Guatemala have been twofold: firstly, some of the local income generating activities based on agricultural crops (pineapple, honey, etc.) are becoming very successful; secondly, LLS has been able to bring considerable amounts, mainly from PINFOR into the areas.

SO1: Poverty baseline surveys have been carried out in the LLS sites. Due to the previous work there a good foundation has been laid to devise different programmes that will have considerable impact on poverty reduction. In the Tacana watershed LLS concentrates its activities on four upland micro-watersheds where poverty is most widespread and where options for income generation based on local resources is limited.

SO2: Linking sustainable natural resource management with various strategies for farmers to generate income is highly developed in the case of LLS Guatemala. The strategies developed include i) developing a number agricultural based crops ii) assisting small farmers to gain access to various central government sponsored tree planting subsidy schemes and iii) piloting different payment for environmental services schemes (upstream/downstream watershed PES and pro/poor REDD).

LLS funds have successfully been used as leverage to get access to government funding schemes like PINFOR. In the Lachua site alone LLS has been able to bring 500.000 US$ into the area for approximately 500 families. LLS funds are used as loans provided to farmers for the preparation of tree plantations and to draft the necessary forest management plans so that they qualify for the 5

year government subsidy. First steps have been taken to get farmers in the Tacana area involved in these schemes, too. A total of 53 forest management plans (for altogether 67ha) were elaborated and submitted to PINFOR. The problem for small holders is that the trees will mature in 20-30 years only.

Honey and pineapple production have been promoted with considerable success in Lachua. In Tacana new farming systems are being tested, like e.g., tomato raised under polythene tents, stall feeding of goats, cultivation of Christmas tree plantations of the slow growing but potentially very profitable *Abies guatemalensis*, etc. A business plan for the production of *Abies* has been formulated.

SO3: With the exception of the business plan developed for Christmas trees production from *Abies guatemalensis* (including possible products, prices distribution and sales systems) no other marketing strategies for the various agricultural produce have been developed yet. This is an urgent next step, especially for the Lachua area. The problem is transport to the next market town via poor roads, and cutting out the middle men. Another issue is the provision of financial services to the farmers.

SO4: In due time the newly established private forest plots will generate considerable amounts of wood for which marketing strategies must be developed now. IUCN Guatemala is using funds from the Global Forest Partnership (WB GFP) to develop a "forest cluster", in which producers, university, government, banks, donors, buyers, etc. are united to develop a market for wood from private growers. A cooperation agreement between FUNDALACHUA (the local organization established in Lachua) and AGEXPORT, in collaboration with the Rainforest Alliance, has been established to finance the development of a business plan for payment of environmental services in the Lachua Ecoregion. Potential income from the scheme could be substantial. In Lachua some 19.000ha of private forest are receiving forest certification under the Global Rainforest Alliance's Smart Wood Scheme. In Lachua work on certification of pineapple and honey production under Rainforest Alliance standards is ongoing.

SO5 + SO6: In the Lachua area many farmers have now achieved legal title for their land. This has led to a tremendous boost for farmers to get involved in private tree planting under PINFOR. In Tacana where landholdings are much smaller, the issue of getting private land titles is far more difficult.

At this point there is still a certain legal vacuum in Guatemala as far as community forestry is concerned. FUNDALACHUA will become the manager of the National Park. The problem with the park and the remaining forests in general, is encroachment. In order to tackle this problem in Lachua three local communities have been assisted to get land registration. In the Tacana area one municipal forest officer was installed as a pilot project with LLS funds; a strategy to reduce illegal logging was developed and presented to INAB.

SO7: The Master for Plan for the National Park Lachua has been completed. The Plan covers provisions for the co-management with the local community organizations, the sale of environmental services to finance park management and various measures to alleviate poverty in the area.

In Tacaná the forest restoration strategies for four micro watersheds of the upper part of the watershed have been completed. This strategy links social, political, economic and environmental aspect for the development of a reforestation programme, with PINFOR as an integral element.

SO8: The work of LLS in Guatemala cannot be seen without the longstanding work of IUCN in the two LLS sites. IUCN has been involved in strengthening local governance of natural resources through the establishment of CORNACAM (established by Dutch funded WANI) and of FUNDALACHUA only recently, in 2008. Both foundations encompass local farmers, various producer groups, local government, NGOs, and donors active in the areas. They act as a forum for coordination and decentralized decision making. CORNACAM has become a voice to be reckoned with at national level by lobbying Congress for adopting the PINPEB scheme.

Even before the advent of LLS Lachua has been a model case in Guatemala for bottom up planning and decentralised service delivery. LLS is highly relevant to the natural resource policy process because it further contributing to the piloting of community based sustainable natural resource management. The Lachua site had been designed by IUCN and INAB to achieve all major national forest policy goals: institutional development of the implementation structure, land tenure registration, forest restoration and commercial chain development.

In summary: In general, the Guatemala case is characterized by a very strong local presence for many years and - especially in the case of the Tacana watershed- a considerable local institution building that LLS has used as a basis for forest development and income generation. In Guatemala the LLS team has been able to work on issues of strategic importance and high relevance for the national policy context. With only limited human and financial resources good outcomes could be achieved. Guatemala is another case where a small national IUCN team with good links to the regional office has been able to work effectively and efficiently. The problem here- as in the other LLS country studies - is that it takes a long term engagement and the ability to cover a broad spectrum of activities to bring such a model for community based environmental management to fruition. In particular, and this is also a consistent theme in the other case studies, local capacity building and institutional development to sustain such local processes need a medium to long term engagement that is usually outside the time frame of the average donor funded project.

4.2.6 Indonesia

Papua province is a particularly challenging area. In terms of wealth in natural resources (oil, gas, minerals, timber) the province is the wealthiest one. In terms of income, it is the poorest. Like in other provinces of Indonesia (e.g. Aceh), this has led to political conflict and claims on political and economical autonomy. These claims are even amplified by independent allegations on large scale resource destruction; e.g. forest destruction for the sake of palm oil plantations and international timber trade. It goes without saying that in such conditions it is a challenge to take field experiences on customary law to scale.

SO3: An excellent study has been published on forest-products related livelihoods in Bomberai (written by the LLS thematic advisor on poverty). This study shows the high dependency on forest products in the daily life of the Papuas which justifies the need for an integration of customary user rights of protected resources.

SO4: Sustainable land-use management practices are to be incorporated in the operating principles of major concession holders. The feasibility of this activity is uncertain given the “informal” manner in which land is secured for oil palm expansion on Bomberai peninsula.

SO5: Community mapping is done to make an inventory of customary land use rights. Local representatives of the central park authority and provincial forest authorities are involved in the above mentioned integrated approach. They are very much aware of the sensitivity of the situation, hence their willingness to cooperate. Actually a soft approach is taken to the massive “illicit” logging and processing for the local market.

SO6: It is intended to reduce illegal logging through the integration of protected area policy in Integrated Forest Management Units and in local land use management based on customary (“adat”) law. It has been observed that illegal logging for the local market in Wamena is substantial. Under the present political frame-conditions it is questionable to what extent above mentioned integrated approach is feasible.

SO7: Recent changes in national forestry and land use planning laws provide opportunities to promote multi-stakeholder processes in forest land use decision making. In the Papua LLS sites, more specifically in seven traditional areas in Baliem, above mentioned integrated policies will be tested. CIFOR facilitates multi-disciplinary land assessments in Baliem and provides support in simulation modeling (Stella) in Bomberai. Mechanisms for agreeing and overseeing land use change will be put in place in Bomberai. Within the short time-span of LLS and given the difficult frame-conditions, the relatively high intensity of implementation should be appreciated.

SO8: In spite of difficult conditions, Samdhana continues to facilitate multi-stakeholder dialogues in a skilful manner and this has led to consensus on the approach to take and this in spite of regular outbursts of violence in the area. Samdhana staff deserves praise for creating space for dialogue in these tense conditions.

In summary: expected results reflect strategic outcomes; no specific activities are supported as yet under SO1 and SO2. The relevance of national sub-outcomes and results is high; Because of difficult accessibility and linked high transportation costs efficiency is relatively modest. The effectiveness in the achievement of results is still modest but this is fully justified by the specific site conditions. It is yet too early to measure any tangible impact. The fact that multiple stakeholders from government, private sector and civil society organizations are working so well together is already more than one could expect under the given conditions. The interventions are characterized by a high strategic orientation; modelling and planning tools are innovative; without any doubt the protection of biodiversity receives all attention and first steps have been taken to get more involved in sustainable forest and park-related resource exploitation and income generation. Approaches have the potential to be taken to scale but for that IUCN needs a clear institutional presence in Indonesia as well as strategic partnerships with international institutions working on security issues linked to relative political autonomy and decentralized management of income from resource exploitation.

ANNEX 2.1: Value addition by LLS to conservation practices in Burkina Faso

COUNTRY:	BURUNDI								REMARKS
	-			0			+	#	
Thematic components									
Poverty reduction								1	Direct link forest protection and collection of NTFPs
Markets and incentives								2	Income from NFTP and forestry expected substantial
Governance								3	Forum on AFLEG successfully organised
Transforming landscapes								4	Eastern site is nat. test case for forest decentralization
Facilitation								5	Stakeholders cooperation works very well
Value chain									
Stakeholder priority setting								6	Priority setting by grass-roots level good
Tools decision / change								7	Monitoring of landscape changes ok
Networks for change								8	Good linkage to decentralised planning
Policy-practice loop								9	High relevance for national priorities
Steering change processes								10	Investment needs considerable means, IG well received
Operational principles									
Leverage								11	Difficult because few donors in sector
Learning								12	Too early to draw lessons for adaptive management
Strategic focus								13	National priority is decentralisation, incl. forest mngmt
Transparency								14	Full involvement of local gvt and districts
Partnerships								15	Partnerships forged at all levels
Performance monitoring								16	too early
Critical points									
Design, facilitation, manag.								17	Good design, well facilitated, regular field visits
Integration of multiple levels								18	Good integration of local-national level
Motivation stakeholders								19	Very high through participatory approach
Link economies of scale								20	Income activities within forest boundaries

Summary added value	General remarks
1. High relevance to the national context	1. Stakeholder process facilitated professionally by IUCN
2. High priority of stakeholders	2. High national relevance ensures continued high level support
3. Participatory, interdepartmental monitoring ++	3. Income generation from NTFPs ensures forest conservation

ANNEX 2.2: Value addition by LLS to conservation practices in Burundi

COUNTRY:	BURUNDI									REMARKS
	-			0			+		#	
Thematic components										
Poverty reduction									1	No data on benchmarks and income at household level
Markets and incentives									2	Income from NFTP and agro-forestry expected marginal
Governance									3	Forum on AFLEG successfully organised
Transforming landscapes									4	Priority to ecological integrity; human well-being doubtful
Facilitation									5	No scenario exploitation or negotiation support used
Value chain										
Stakeholder priority setting									6	Priority setting grass-roots level good; trade-off marginal
Tools decision / change									7	Monitoring of landscape; not suitable for result monitoring
Networks for change									8	Linkage to decentralised planning is needed
Policy-practice loop									9	People's choice vs national priorities
Steering change processes									10	Changes need decades and considerable means
Operational principles										
Leverage									11	No demonstrable successes yet; FLEGT ok
Learning									12	Too early to draw lessons for adaptive management
Strategic focus									13	National priority is resettlement policy and biodiversity
Transparency									14	Trust building good as long as park boundaries respected
Partnerships									15	Building of partnership capacity through sub-regional off.
Performance monitoring									16	After half a year or less of implementation: too early
Critical points										
Design, facilitation, manag.									17	Carefully facilitated design but strong remote management
Integration of multiple levels									18	Good integration of local-national level (INECN, NGOs)
Motivation stakeholders									19	Extremely high through participatory approach
Link economies of scale									20	Parks no-go zones; income activities outside boundaries

Summary added value		General remarks
1. Tools for monitoring the evolution of the landscape		1. Planning process facilitated professionally by IUCN
2. Dialogue platform on FLEGT		2. Programme is like "killing a mouse with an elephant gun"
3. Stakeholder priority setting		3. This can quickly lead to demotivation

Annex 2.3: Value addition by LLS to conservation practices in China

COUNTRY:	CHINA								REMARKS
	-			0			+	#	
Thematic components									
Poverty reduction								1	Focus: increase in IGA rather than in poverty reduction
Markets and incentives								2	Promising: NTFP and agriculture / fishery / eco-tourism
Governance								3	Policy work done on FLEGT is highly admirable
Transforming landscapes								4	Good example how to combine biodiversity & well-being
Facilitation								5	Excellent support by BFS in scientific studies & GIS
Value chain									
Stakeholder priority setting								6	Communities consulted/trained FLR & income generation
Tools decision / change								7	Tools for change in: IGA, PES, FLEGT, FLR & advocacy
Networks for change								8	Plugged in to GPFLR; Forum on FLEGT
Policy-practice loop								9	High potential in all regards
Steering change processes								10	IUCN-LLS staff skilful in steering/advocating change
Operational principles									
Leverage								11	Mainly through parallel funding Sino German (€ 8.7 mil.)
Learning								12	Actively learning / contributing to national policy
Strategic focus								13	Very much policy oriented but based on concrete lessons
Transparency								14	Good multi-stakeholder relations; civil society weak in C.
Partnerships								15	Good partnerships government, academia, international
Performance monitoring								16	Need more precise data for monitoring household income
Critical points									
Design, facilitation, manag.								17	Well-designed and facilitated; excellent management LLS
Integration multiple levels								18	Addresses local, national, regional, global dimensions
Motivation stakeholders								19	Well-motivated at all levels; strong political will government
Link economies of scale								20	Good potential to take medicinal plants to scale

Summary added value	General remarks
1. Strong in facilitating FLEGT	1. Good respect of operational principles
2. Excellent facilitation of academic support to FLR	2. Enthusiastic management; motivated by RO
3. Strong in value chain management	3. Professional, well-informed, high IUCN/LLS-internalisation
4. Effective across the levels	4. Good potential for PES

Annex 2.4: Value addition by LLS to conservation practices in Ghana

COUNTRY:	GHANA								REMARKS
	-			0			+	#	
Thematic components									
Poverty reduction								1	Development of NTFPs, FLEGT can have high impact
Markets and incentives								2	Builds on previous market development work Alanblackia
Governance								3	FLEGT process first participatory policy debate
Transforming landscapes								4	Farmer tree registration may increase private plantation
Facilitation								5	Much support by thematic experts, good facilitation by staff
Value chain									
Stakeholder priority setting								6	Consulted through participatory mapping
Tools decision / change								7	Poverty toolkit well received, Stella perceived as academic
Networks for change								8	Strong policy networking at national level
Policy-practice loop								9	Practice begins to show possibility for a new model
Steering change processes								10	Change process at local level just started
Operational principles									
Leverage								11	Good
Learning								12	LLS sites yield important insight for national level
Strategic focus								13	High strategic interest for participatory forest mngmt.
Transparency								14	LLS much improved dialogue in the forest sector: FLEGT
Partnerships								15	Good partnerships with all important players in the sector
Performance monitoring								16	Need more precise data for monitoring household income
Critical points									
Design, facilitation, manag.								17	Facilitated & managed very professionally
Integration multiple levels								18	Very good linkage between local and national levels
Motivation stakeholders								19	Civil society, industry, government very involved
Link economies of scale								20	Good potential for tree planting and NTFPs for scaling up

Summary added value	General remarks
1. Poverty toolkit developed with thematic adviser	1. Political framework-conditions are conducive to change
2. Study shows dependency of the poor on resources	2. IUCN team chosen by WB for other policy work based on LLS
3. FLEGT facilitation earned IUCN much praise	3. Despite absence of IUCN country office team is doing well

Annex 2.5: Value addition by LLS to conservation practices in Guatemala

COUNTRY:	GUATEMALA								REMARKS
	-			0			+	#	
Thematic components									
Poverty reduction								1	Strong poverty focus, high impact on poverty alleviation
Markets and incentives								2	Marketing activities not yet started
Governance								3	Strong organisational set up to improve governance
Transforming landscapes								4	Well advanced landscape protection
Facilitation								5	Thematic support still limited
Value chain									
Stakeholder priority setting								6	Stakeholders well involved through organizations set up
Tools decision / change								7	Good mastery of tools by staff
Networks for change								8	Strong organizations/ networks
Policy-practice loop								9	Lachua site chosen by forest dpt, good link to policy level
Steering change processes								10	Change processes systematically steered
Operational principles									
Leverage								11	On track
Learning								12	Learning culture actively pursued
Strategic focus								13	All activities are strategically important for policy making
Transparency								14	Reasonable, but local people's capacity still low
Partnerships								15	Good partnerships in the sector
Performance monitoring								16	Two parallel systems- activity and landscape monitoring
Critical points									
Design, facilitation, manag.								17	Excellent management, highly enthusiastic
Integration multiple levels								18	Good integration of local, municipal and national levels
Motivation stakeholders								19	All involved highly motivated
Link economies of scale								20	Good potential to take IGA to scale (e.g. trees, fruit, PES)

Summary added value	General remarks
1.Excellent integration of previous and new activities	1. Questionable whether PINFOR can be sustained nationally
2.Large IGA potential, excellent work on production	2. Very difficult to legally tackle land encroachments
3.Linkage LLS and WANI very useful for both programmes	3. Need for marketing and rural credit facilities

ANNEX 2.6: Value addition by LLS to conservation practices in Indonesia

COUNTRY:	INDONESIA								REMARKS
	-			0			+	#	
Thematic components									
Poverty reduction								1	Baliem needs a livelihoods assessment like in W. Papua
Markets and incentives								2	Potential for forest-based IGA not yet operationlised
Governance								3	Potential to include certification standards in W. Papua
Transforming landscapes								4	MLA and Stella modelling enable well-informed decisions
Facilitation								5	Excellent support thematic experts and CIFOR
Value chain									
Stakeholder priority setting								6	Consulted through MLA and participatory mapping
Tools decision / change								7	Tools for MLA and simulation models (Stella)
Networks for change								8	Strong Samdhana network
Policy-practice loop								9	Practice not yet strong enough to show balanced model
Steering change processes								10	Change process needs to show tangible results first
Operational principles									
Leverage								11	Unknown
Learning								12	Actively institutional learning culture;
Strategic focus								13	High strategic interest for biodiversity / experimenting JFM
Transparency								14	Reasonable balance in multi-stakeholder relations
Partnerships								15	Good partnership with CIFOR
Performance monitoring								16	Need more precise data for monitoring household income
Critical points									
Design, facilitation, manag.								17	Facilitated & managed with enthusiasm / professionalism
Integration multiple levels								18	Hesitant political will to integrate local and national levels
Motivation stakeholders								19	Civil society partners are concerned
Link economies of scale								20	Good potential to take IGA to scale (e.g. red fruit)
Summary added value									General remarks
1. Professional decision making tools developed									1. Questionable whether political frame-conditions are conducive
2. Livelihoods study shows dependency on resources									2. Autonomy law necessary condition for local ownership
3. Excellent support by CIFOR and thematic experts									3. Park management to be beefed up by necessary means

ANNEX 2.7: Value addition by LLS to conservation practices in Rwanda

COUNTRY:	RWANDA									REMARKS
	-			0			+		#	
Thematic components										
Poverty reduction									1	No activities started as yet on poverty reduction
Markets and incentives									2	Study on Moringa shows economic feasibility
Governance									3	Study on forest legislation application; district training
Transforming landscapes									4	Huge opportunity to open up FLR
Facilitation									5	No scenario exploitation or negotiation support used
Value chain										
Stakeholder priority setting									6	No priority setting stakeholders as yet
Tools decision / change									7	Capacity bd: FLR, advocacy, landscape indicators, etc.
Networks for change									8	Plugged in to EIA network HELPAGE
Policy-practice loop									9	Too early to link these two
Steering change processes									10	Steering of change goes well beyond mandate LLS
Operational principles										
Leverage									11	No demonstrable successes yet
Learning									12	Too early to draw lessons for adaptive management
Strategic focus									13	National priority is energy and decentralised management
Transparency									14	Trust building good as long as park boundaries respected
Partnerships									15	Building of partnership through IUCN, CARPE, HELPAGE
Performance monitoring									16	Too early, programme in early stages of establishment
Critical points										
Design, facilitation, manag.									17	Start up phase; programme not really field-based
Integration multiple levels									18	Too early to integrate levels
Motivation stakeholders									19	Grass-roots: not known; government hesitant
Link economies of scale									20	Potential for Moringa cultivation and processing
Summary added value										General remarks
1. Partnership HELPAGE for landscape restoration										1. Planning process of field activities not yet really started
2. Legal training decentralised government staff										2. Rural energy; e.g. linkage to private land tree planting (DGIS)
3. No physical presence: keep low institutional profile										3. Great opportunity to go outside forest borders

ANNEX 3.1: LANDSCAPE SHEET BURKINA FASO

SO1 REDUCTION EXTREME POVERTY	SO2 INCREASE HOUSEHOLD INCOME
At least 10% of household incomes increase in 3 pilot sites	
Close link poverty alleviation, income generation from NTFPs and NTFP development, poverty baseline survey carried out	Impact still small, potential is high
Thematic support: visualization: 4, planning, ToC: 4	
54322 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54444 - Strategic-Innovative-Biodiversity-Well being-Scalability	52224 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54444 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO3 SUSTAINABLE TRADE FOREST PRODUCTS FOR POOR	SO4 BEST PRACTICE GUIDELINE FOR INVESTMENT
The capacities of actors in small enterprises strengthened	Marketing side not yet developed
Development of marketing chains in process, study on other NTFPs carried out	
42222 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 43444 – Strategic-Innovative-Biodiversity-Well being-Scalability	
SO5 LAW ENFORCEMENT AND GOVERNANCE LOGGING	SO6 INCREASE IN SECURE TENURE FOREST RESOURCE
Development of decentralized forest management model	Reduction of illegal forest exploitation by 75% through improved law enforcement
Establishment of national pilot test area, delimitation of community forest, local conventions made	9.800 ha of forest have been surveyed and delimited; land tenure conflicts resolved
51111 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54445 – Strategic-Innovative-Biodiversity-Well being-Scalability	51111 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54434 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO7 AREA INCREASE IN MULTIFUNCTIONAL LAND USE	SO8 APPROACH ADOPTED BY MULTIPLE STAKEHOLDERS
Management plan for 4 years has been drawn up for forest in Tengkodogo (Central Eastern LLS site)	Stakeholders adopt landscape restoration approach and regular participatory landscape monitoring approaches in 2 sites
51111 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44444 – Strategic-Innovative-Biodiversity-Well being-Scalability	51111 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44434 - Strategic-Innovative-Biodiversity-Well being-Scalability

ANNEX 3.2: LANDSCAPE SHEET CHINA

SO1 REDUCTION EXTREME POVERTY	SO2 INCREASE HOUSEHOLD INCOME
No four year result	10% increase in cash income through community based forest management in Huayan and in Hebei province
Demonstrate approaches to optimize biodiversity and livelihood benefits → policy change (decision makers are close by)	Demonstration of marketing of forestry products through community forestry and income generation schemes
Thematic support ++ (methodological advice on poverty by Gill Sheperd)	Thematic support ++ (Lucy Emerton on PES and Gill Sheperd on IGA)
Beijing watershed not really poor. For poverty orientation better open new landscape (e.g. deforested upper-watershed of the Yang Tze) which is strategic for flood control 24433 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 23422 - Strategic-Innovative-Biodiversity-Well being-Scalability	CB forest management provides income to a few laborers and income from some NTFP like mushrooms and other income generating activities to a group of villagers; training is still in an early stage but is promising; Rose garden plantation planned; PES: recommendations for forest wardens 44332 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44444 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO3 SUSTAINABLE TRADE FOREST PRODUCTS FOR POOR	**SO4 BEST PRACTICE GUIDELINE FOR INVESTMENT**
Change in regulatory frameworks for trading medicinal plants through ECBP Project	No four year result
Review and analysis of current policies and regulations;	Maybe possible during years 3 and 4 of LLS in the context of the ECBP Project
Thematic support: none (Marketing / Incentives might be useful)	Thematic support: none
Disseminate lessons learnt from Chinese medicinal plant trade case studies; Develop appropriate management and monitoring techniques for focal medicinal plant species 44433 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44444 - Strategic-Innovative-Biodiversity-Well being-Scalability	
SO5 INCREASE IN SECURE TENURE FOREST RESOURCE	**SO6 LAW ENFORCEMENT AND GOVERNANCE LOGGING**
Community forest management tested in two pilot sites to achieve a 25% increase in use and access rights; evidence of improved forest management arrangements delivered to decision makers	Opportunities to better regulate and manage operations of Chinese forest enterprises overseas;
Convince government to allow increased use and access to public forests dominating the landscape in the selected watershed; will be extended to neighboring Hebei province	SFA has requested IUCN and other partners to develop and promote guidelines to improve practices of Chinese enterprises; at least one Chinese enterprise working in Africa is encouraged to adopt these guidelines
Thematic support: none	Thematic support to FLEGT ++ by Guido Broeckhoven
Secure benefits to local people under the new access and use rights that have been allocated; 34444 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44445 - Strategic-Innovative-Biodiversity-Well being-Scalability	A Chinese government delegation has made a study tour in three African timber producing/exporting countries; A study on China-Africa timber trade flow has been conducted; 55555 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54535 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO7 AREA INCREASE IN MULTIFUNCTIONAL LAND USE	**SO8 APPROACH ADOPTED BY MULTIPLE STAKEHOLDERS**
At least 10% in net area increase in Huayuan watershed	Sideways and upways dissemination of FLR through communication and advocacy
FLR demonstrated in two pilot sites in Chao He Basin; A shared vision of FLR is promoted in the entire landscape through a multi-stakeholder platform	Capacity of decision makers raised through participation in GPFLR; Produce communication products featuring the lives and experiences of local people with their landscapes; Advocacy and communication skills of IUCN staff and partners
Thematic support ++ FLR by Jeff Sayer(Stella modeling)	Thematic support by Carol St. Laurent ++ and Gill Sheperd ++
Needs support in the establishment and facilitation of a multi-stakeholder dialogue 44433 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44433 - Strategic-Innovative-Biodiversity-Well being-Scalability	International training for key government decision makers in advocacy has been conducted; Chinese government is encouraged to take part in regional FLR events 44444 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44433 - Strategic-Innovative-Biodiversity-Well being-Scalability

ANNEX 3.3: LANDSCAPE SHEET GHANA

SO1 REDUCTION EXTREME POVERTY	SO2 INCREASE HOUSEHOLD INCOME
Income increased by 25%	25% increase of income in Western Region LLS site Development of production of Alanblackia and other products
Poverty toolkit developed in Ghana, important study using combination of mapping with remote sensing and poverty data reveals linkage forests and poverty policy change (decision makers are close by), study on poverty and forests relevant for REDD scenario in the context of poverty alleviation	Study on other products carried out, Alanblackia nursery established. Water well in one community, various livelihood projects tested
Thematic support: poverty baseline survey: 5	Thematic support M&I: 3
Study on the linkage poverty-forests and subsequent studies on possible impact of REDD on the poor placed IUCN on the map for future work on REDD (WB funded REDD readiness) 55424 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 55443 - Strategic-Innovative-Biodiversity-Well being-Scalability	Production of Alanblackia from new plantations will take many years, price for collection of wild Alanblackia too low to act as incentive at the moment. Other alternatives must be developed 43212 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 43332 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO3 SUSTAINABLE TRADE FOREST PRODUCTS FOR POOR	**SO4 BEST PRACTICE GUIDELINE FOR INVESTMENT**
NTFP, esp Alanblackia market developed	Commercially oriented private sector developed based on Alanblackia with international marketing UNILEVER
	Guideline work done by Alanblackia project, not LLS
	Thematic support: Thematic support (M&I): 4
42213 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 42344 - Strategic-Innovative-Biodiversity-Well being-Scalability	44433 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44444 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO5 LAW ENFORCEMENT AND GOVERNANCE LOGGING	**SO6 INCREASE IN SECURE TENURE FOREST RESOURCE**
FLEGT stakeholder process moderated, communication strategy developed; information dissemination on forest law to local groups, stakeholder capacity developed, population sensitized on their rights	Study carried out on sources of land conflict, land tenure highly political issue; privately planted trees registered with Forest Department: tree tenure improves willingness to plant trees.
Government, civil society and industry actively cooperate in policy making process on FLEGT, first time this has happened in Ghana. WB has approached IUCN team to play active role in REDD readiness work in Ghana.	
Thematic support: FLEGT and forest governance: 5, more needed	Thematic support: right & tenure: 4, Integration m&e and action research
55555 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54525 - Strategic-Innovative-Biodiversity-Well being-Scalability	53322 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54333 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO7 AREA INCREASE IN MULTIFUNCTIONAL LAND USE	**SO8 APPROACH ADOPTED BY MULTIPLE STAKEHOLDERS**
Sustainable utilization of forest products and functions	Government, civil society and private sector mainstream FLR issues in their various operations
FLR demonstrated in two pilot sites, shared vision of FLR is promoted in the entire landscape through a multi-stakeholder platform; ,	IUCN a leading player in REDD negotiations and Ghana has been chosen by the World Bank as a location for pilot REDD-Readiness
Thematic support FLR Stella modeling and visualization	Thematic support by Carol St. Laurent ++ and Gill Sheperd ++
33323 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44423 - Strategic-Innovative-Biodiversity-Well being-Scalability	International training for key government decision makers in advocacy has been conducted; Chinese government is encouraged to take part in regional FLR events 44422 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44423 - Strategic-Innovative-Biodiversity-Well being-Scalability

ANNEX 3.4: LANDSCAPE SHEET GREAT LAKES

SO1 REDUCTION EXTREME POVERTY	SO2 INCREASE HOUSEHOLD INCOME
At least 10% of household incomes increase in 3 pilot sites	
Identification conservation – development indicators 3 countries Training in local data collection and defining indicators 3x AFED-DRC: stoves, plantations, sensitization	
Thematic support: visualization: 4, indicators: 4	
43322 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 25422 - Strategic-Innovative-Biodiversity-Well being-Scalability	
SO3 SUSTAINABLE TRADE FOREST PRODUCTS FOR POOR	SO4 BEST PRACTICE GUIDELINE FOR INVESTMENT
The capacities of actors in small enterprises strengthened	
IGA around Bururi reserve and by AFED in DRC Enterprise workshops BUR and RWA; Study medicinal plants BUR Workshop promotion medicinal plants BUR	
44322 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 23443 – Strategic-Innovative-Biodiversity-Well being-Scalability	
SO5 INCREASE IN SECURE TENURE FOREST RESOURCE	SO6 LAW ENFORCEMENT AND GOVERNANCE LOGGING
Reduction of illegal logging by 20% by improving law emforcement	Protection of rights indigenous populations; financial benefits
Tripartite dialogue between private sector, administration & pop. Survey trans-boundary trade DRC-Uganda Survey small scale logging and gold mining DRC Trans-boundary timber fraud DRC Dialogues on FLEG in 3 countries Dissemination national law Rwanda	Analysis collaborative forest management in 3 countries Study on improving rights, access, livelihoods pygmies 3x Sensitization workshops pygmies rights 3x
Support thematic leader FLEGT: 4	
51111 - REEIS Illicit activities: done by many others; FLEG ok 11441 - Strategic-Innovative-Biodiversity-Well being-Scalability	52111 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 42222 – Strategic-Innovative-Biodiversity-Well being-Scalability
SO7 AREA INCREASE IN MULTIFUNCTIONAL LAND USE	SO8 APPROACH ADOPTED BY MULTIPLE STAKEHOLDERS
Key stakeholders adopted landscape restoration as tool for poverty reduction	Trans-boundary conservation between BUR and RWA recognized Institutional and civil society commitment to FLR and FLEG approaches for 3 sites
Support to INECN for rehabilitation Bururi and Kibira using collaborative management and protected area bordering communities (boundary tree planting) In collaboration with HELPAGE contribution to overall management plan Lake Kivu (catchment restoration)	Communication strategy with local radios Study tour LLS key partners in TNS Support participation of networks in CEFDHAC national forum 3x Local multi-stakeholder dialogues around Nyungwe and Kibira national parks
Support thematic leader FLR:. 4	
33222 - REEIS classic activities outside forest boundary BUR 31111 - REEIS Lake Kivu management; contact RNE Kigali 21222 - Strategic-Innovative-Biodiversity-Well being-Scalability	11111 - REEIS trans-boundary conservation dialogue ongoing since four years without IUCN 21111 - Strategic-Innovative-Biodiversity-Well being-Scalability

ANNEX 3.5: LANDSCAPE SHEET GUATEMALA

SO1 REDUCTION EXTREME POVERTY	SO2 INCREASE HOUSEHOLD INCOME
Both LLS sites chosen on the basis of poverty criteria, poverty reduction and improved options for income generation from collective forest management, private, agriculture, livestock, vegetable and fruit production are main elements of the strategy	Various forestry and agricultural activities- honey, pineapple, Chistmas tree plantations, private forestry, PES, etc. Potential for improved income generation is considerable
	Especially in Lachua there is already a large production of agricultural products, productive potential in Tacana comparatively less due to climatic conditions
Baseline survey done in 12/2008, support from HQ in ToC and indicators, monitoring	Business Plans for various packages developed, including for PES, Christmas trees, Pineapple, honey, etc. PES for National Park developed with FUNDALACHUA and Rainforest Alliance
54422 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54423 - Strategic-Innovative-Biodiversity-Well being-Scalability	54443 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54444 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO3 SUSTAINABLE TRADE FOREST PRODUCTS FOR POOR	SO4 BEST PRACTICE GUIDELINE FOR INVESTMENT
Sustainable trade in forest products and services makes a potentially very significant contribution to rural livelihoods in both LLS sites	Agricultural product and wood certification (SMART WOOD, FSC) under preparation, PES, REDD, etc. Business plans including possible marketing strategies for various livelihood packages developed
Agricultural production potentially highly profitable, esp in Lachua. Marketing Plan for environmental services developed in Lachua. Forest products and services are an important element of livelihoods; developing the potential benefits from the products and services has considerable potential to reduce poverty, especially private forestry if the gvt funding schemes continue	Excellent work done by LLS. All seem promising options for forest finance and local income generation.
Support for marketing and rural credit needed urgently!	IUCN works with WB Global Forest partnership funds to develop national `forest cluster` with all national stakeholders with the objective to set up national timber market from private forestry
54332 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 55444 - Strategic-Innovative-Biodiversity-Well being-Scalability	51111 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54551 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO5 LAW ENFORCEMENT AND GOVERNANCE LOGGING	SO6 INCREASE IN SECURE TENURE FOREST RESOURCE
Forest encroachment is still a big problem. Strategy to reduce illegal logging presented to Forest Department.	Difficult to tackle. 3 communities in Lachua received land titles
Very difficult to advance the subject of illegal logging at the moment since the framework conditions, esp. legal framework are not conducive at the moment.	National Park Lachua managed by community through FUNDALACHUA.
52111 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54522 - Strategic-Innovative-Biodiversity-Well being-Scalability	53323 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 55423 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO7 AREA INCREASE IN MULTIFUNCTIONAL LAND USE	SO8 APPROACH ADOPTED BY MULTIPLE STAKEHOLDERS
Master for Plan National Park Lachua completed, watershed management plans developed for 4 watersheds in Tacana.	FUNDALACHUA legally registered, CORNASAM well established vehicle for stakeholder negotiation. IUCN/LLS well placed to influence national level policy making process
Forest plantations under government schemes PINFOR, PINPEB greatly contribute to forest restoration, connectivity/biodiversity and income generation. Good opportunities to promote multi-stakeholder processes in land use decision making. LLS facilitates joint management of national park in Lachua, and improved integrated watershed management in Tacana.	Lachua developed as a test case for national forest policy 12 years ago. Watershed management planning manual developed in Tacana now nationally accepted methodology. Test case made for installment of municipal forest officer in Tacana. CORNASAM is lobbying Congress to continue PINFOR
Thematic support Stella modeling 4	
54434 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54444 - Strategic-Innovative-Biodiversity-Well being-Scalability	54434 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54444 - Strategic-Innovative-Biodiversity-Well being-Scalability

ANNEX 3.6 LANDSCAPE SHEET INDONESIA

SO1 REDUCTION EXTREME POVERTY	SO2 INCREASE HOUSEHOLD INCOME
No four years result applicable for Papua	No four years result applicable for Papua
There will be a contribution to this SO as a result of other SOs	There will be a contribution to this SO as a result of other SOs
SO3 SUSTAINABLE TRADE FOREST PRODUCTS FOR POOR	SO4 BEST PRACTICE GUIDELINE FOR INVESTMENT
Sustainable trade in forest products and services makes an increasing contribution to rural livelihoods at both Papuan sites	Sustainable land-use management practices are incorporated in the operating principles of major concession holders
Forest products and services are an important element of livelihood at both LLS sites; enhancing the benefits from the products and services has the potential to reduce poverty	The feasibility is uncertain given the informal manner in which land is secured for oil palm expansion on Bomberai peninsula; LLS will be advocating "good practice" policies
Thematic leader supports livelihood analysis in Bomberai: ++	
54422 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 55554 - Strategic-Innovative-Biodiversity-Well being-Scalability	51111 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 55553 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO5 INCREASE IN SECURE TENURE FOREST RESOURCE	SO6 LAW ENFORCEMENT AND GOVERNANCE LOGGING
Tenure security for local populations achieved at the LLS sites and used to lobby for the regional law on management of natural resources by traditional communities	Illegal logging at the Papua LLS sites reduced through integration of protected area policy, Integrated Forest Management Unit (KPH) policy and local land use management
The Baliem Valley site has a very strong traditional land ownership and access rules which so far are not integrated into the National Park or other official forest zones. In Bomberai mapping will be part of planning for a community-based forest management regime	The project will distinguish between legitimate logging undertaken by traditional landowners which is usually illegal and illegitimate logging without local support
Support thematic leader tenure and rights	
53323 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 55544 - Strategic-Innovative-Biodiversity-Well being-Scalability	52111 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 54522 - Strategic-Innovative-Biodiversity-Well being-Scalability
SO7 AREA INCREASE IN MULTIFUNCTIONAL LAND USE	SO8 APPROACH ADOPTED BY MULTIPLE STAKEHOLDERS
Forest land-use decisions are negotiated and implemented through multi-stakeholder processes in production and conservation landscapes	Key government, private sector and civil society policy and decision making processes use the recommendations of LLS-Papua
Recent changes in national forestry and land use planning laws provide opportunities to promote multi-stakeholder processes in forest land use decision making; Papua sites geared to demonstrate how policies can be implemented in practice Facilitate joint management of integrated national park zones and traditional user zones in 7 traditional areas in Baliem; Mechanisms for agreeing and overseeing land use change in Bomberai in place.	Neighboring districts are aware of approach to land use planning facilitated by LLS in Baliem The Kaimana district government adopts international standards (FSC, RSPO) as a minimum for entry of investment Strong basis established for sharing knowledge and experience from LLS with Papuan stakeholders.
Support thematic leader FLR and CIFOR	
54511 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 44532 - Strategic-Innovative-Biodiversity-Well being-Scalability	42111 - Relevance-Efficiency-Effectiveness-Impact-Sustainable 53522 - Strategic-Innovative-Biodiversity-Well being-Scalability

ANNEX 4: PERSONS INTERVIEWED

Name	Title/Organization
Burkina Faso	
Clarisse Honadia	LLS manager Burkina Faso
Daouda Traoré	LLS manager Mali
M. Litjens	Ambassador of The Netherlands to Burkina Faso
M. Aimé Joseph NIANOGO	Directeur Régional du PACO
M. Jean-Marc GARREAU	Coordonnateur Régional de Programme PACO
M. Joachim OUEDRAOGO	Directeur Général de la Conservation de la Nature (DGCN)
M Adama DOULKOM	Directeur des Forêts du Burkina Faso
M. Jacques SOMDA	Chargé de programme Régional Planification, Suivi Evaluation et Apprentissage du PACO
M. Martin NGANJE	Chargé du Programme Forêt Sénior
M. Aliou FAYE	Coordonnateur Programme Pays du PACO
Siméon SAWADOGO	Le Gouverneur de la Région du Centre Est
Anakouba, Tigassé BASSOROBOU	Directeur Régional de l'Environnement et du Cadre de Vie du Centre Est
M Antoine BAMBARA	Chef d'Antenne du PROGEREF du Centre Est
MBi Jean Marie KABORE	Directeur Régional des Ressources Animales du Centre Est
Naba Saga	Sa Majesté roi de Tenkodogo
Evariste YAOGHO	Maire de Bissiga
Alassane ZAKANE	Maire de Tenkodogo
Guiébrila KOUDOUGOU	Maire de Lalgaye
Groupements de Gestion Forestière	Commune rurale Lalgaye
Drissa GO	Directeur Provincial de l'Environnement et du Cadre de Vie du Boulkiemdé
Hervé OUEDRAOGO	Directeur Régional de la Conservation de la Nature
Boucolou SENI	Maire de Bougnounou
Sibiri SOGO	Maire de Nébiélianayou
Oumarou SANFO	Maire de Dalo
Alexis SOMPOUGOUDOU	Directeur Technique du Chantier d'Aménagement Forestier de Bougnounou Nébiélianayou
Karim THIOMBIANO	Secrétaire Général département de Bougnounou
Batiou ZIBA	Trésorier Chantier d'Aménagement Forestier de Bougnounou Nébiélianayou
Luc BENAO	Animateurs du Chantier d'Aménagement Forestier de Bougnounou Nébiélianayou
Kabou DIASSO	Responsable UGGF d'Aménagement Forestier de Bougnounou Nébiélianayou
Burundi	
Cleto Ndikumagenge	Regional Coordinator CFP, IUCN-PACO, Yaoundé
Dominique Endamana	Regional M&E Officer, IUCN-PACO, Yaoundé
Etienne Kayenge	National LLS Coordinator
Jacqueline Ntukamazina	Cadre d'appui ABEIE

Antoine Kinyomuyi	Président ODEB
	Ministre de l'Environnement
	DG INECN
Mtangala Lumpu	Focal Point LLS Goma, DRC
Minkam Mirade	LLS Cameroon
Louis Ngono	TNS
Honoré Tabuna	ICRAF Yaoundé
Henri Zana	TNS
Jerôme Nguefack	Radio Environnement Cameroon
Geoffroy Citegetse	Coordonnateur National ABO
China	
Chen Jiawen	Division Director Foreign Capital, Overseas Investment and Trade; State Administration of Forestry
Zhuang Hao	Programme Coordinator IUCN China
Li Jia	Forestry Programme Officer IUCN China
Wei Juan	Senior Programme Officer IUCN China
Wang Xiaoping	Secretary General of BFS and Director of BMBFP
Zhi Xin	Professor, Project Manager BMBFP
Hao Yirong	Project Officer BMBFP and Focal Point BFS
Li Feng	Project Officer BMBFP
Wang Hong Ling	Huayuan Village Committee Forest Workers Leader
Li Zhen Xu	Huayuan Local Village Committee's Party Secretary
Zhou Da Lin	Project Officer County Forest Bureau Huai Rou
Ms Wang	Huai Rou Local Village Committee's Party Secretary
Liu Xueyan	Programme Officer TRAFFIC
Zhao Yun Tao	Sevior Programme Officer ECBP
Su Ming	Deputy Director General State Forestry Administration
Hu Yuanhui	Division Director SFA
Shenwei	WWF-TRAFFIC
Wei Jinhuai	Forest Workers Leader
Guatemala	
Arturo Santos	LLS manager Guatemala, IUCN Regional Office ORMA, Costa Rica
Estuardo Roca	Monitoring Officer LLS, IUCN office Guatemala
Erwin Winter	LLS Manager Lachua
Leyder Gomez	LLS Manager Tacana
Management officers	FUNDALACHUA
Herlinda Pacay	Lachua Director National Park
Leticia Lemus	Salinas Municipal Farm Management Committee
Israel Ruiz German Cu Leal	Management Committee Lachau National Park
Ottoniel Rivera	IUCN Coordinator Tacana
Roy Augustin	PINPEB (Pequenos Posedores de Tierras de Vocation Forestal o Agroforestal) coordinator, National Institute of Forestry INAB, Office San Marcos

Professor Vincente Martinez	University of San Marcos
Norita Herrera, IUCN	Secretary CORNACAM Coordination Committee for Natural Resources and Development, San Marcos
Delphi Nicte Galvez Lopez	Intern LLS, student San Carlos University
Marcos Acujun	Forest Officer Municipality of San Paolo
Rossilio CordobaI	IUCN coordinator WANI
Executive officers	Cooperative Integral Union y Progresso, San Pablo
Armindo Lopez	National Coordinator PINPEB
Ogden Rodas	National Director Forest Programme INAB
Ghana	
Adewale Adeleke, Samuel, Samuel,	LLS Ghana manager
Samuel KOFI NYAME	LLS staff Ghana
Francis Odoom	LLS manager Liberia
Oppon Sasu	External Relations Officer, Forestry Commission
Richard Gyumiah	Validation of Legal Timber Program Officer, Forestry Commission
Ton van der Zon	Desk Officer Natural Resource Management, Dutch Embassy in Accra
Kyeretwie Opoku	Coordinator Civic Respone (NGO)
Alex Dadzie	Owner of Yawlex Timber Company and Vice President Ghana Timber Millers GTA
Kenneth Nemoh-Amoah	District Forest Officer, District Assangkrangwa Western Ghana (LLS site)
Crispin Sudlo	Agro-forestry manager SAMARTEX (big logging company active in the district)
District Action Research Team Assangkrangwa:	
Michael Okai	Forestry Commission
Jacob Anate	Ministry of Food and Agriculture
Queku Aba	Inst of Cultural Affairs (member of IUCN)
Addai Aban	Member, District Assembly
Ossofu Kwam	Centre for Agro-forestry Business Development
Indonesia	
Nining Liswanti	Research Officer Biodiversity Group, CIFOR, Bogor
Melani Sunito	Country Director Samdhana Institute
Nonette Royo	Samdhana Institute, International Advisor, Papua Coordinator
Ita Natalia	Samdhana Institute, Programme Manager LLS Papua
Widiawati	Executive Secretary Samdhana
Chris Bennet	Environmental Governance Advisor
Matius Aiutaw	AFP3
Theo Kosay	AFP3
Robert	AFP3
Edison Giay	PPMA
Noak Wamebu	PPMA
Lyndon Pangkali	Samdhana Institute
Marten Kayoi	Kepala Dinas Kehutanan Propinsi Papua

Ronni Halmiyah	Balai Taman Nasional Lorentz
Mariana (Yanny)	Balai Taman Nasional Lorentz
Freddy Parabang	Balai Taman Nasional Lorentz
Jimmi	Balai Taman Nasional Lorentz
Panji AS. Nuariman	Balai Taman Nasional Lorentz
Christian Mambor	Balai Taman Nasional Lorentz
John Way	Dinas Kehutanan
Elisabeth Veronika Marian	YBAW
Laurens Lani	YBAW
Aloys	YBAW
Cornelis Oagay	Afus Papua Baliem
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ANNEX 5: LIST OF DOCUMENTS

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ANNEX 6: Livelihoods and Landscapes Review Matrix

Classical evaluation criteria *Relevance* *Effectiveness* *Efficiency* *Impact* *Sustainability*	At various levels of implementation: landscape, national, regional, global (level 1, 2 and 3)	
LEVEL 1 1.1 Landscape interventions and contexts 1.2 Cross-cutting themes and thematic support 1.3 IUCN HQ perspective on LLS and programmatic integration		
Focal Area	Justification	Critical Points
1.Value added of the landscape approach	The field level process design, facilitation and management	• Analysis of major strategic issues of biodiversity conservation at national level (needs, opportunities, threats, interventions) • Relevance, stakeholder perception, strategic importance and impact of field interventions • Design, facilitation and management of field interventions • Integration of multiple scales and levels – conceptually, methodologically and operationally • Motivation and incentives of the local stakeholders to engage and the link to economies of scale • Emergence of local governance and partnerships to 'manage a landscape' • Inclusiveness and poverty orientation • Learning process for improved implementation at field level
2. Implementation model of LLS	Institutional and partnership arrangements within programme and landscape management	• Across the levels institutional and organisational arrangements and mechanisms for programme cycle management (e.g. coordination and interaction between levels and partners) and thematic support (e.g. learning system as integrator)

3. Capacity strengthening.	The right capacity is crucial for success.	• IUCN's capacity of decentralised management • IUCN's and the partners capacity to manage multi-level stakeholder processes • IUCN's capacity to manage the learning across the levels
4. Institutionalisation of the landscape approach and implementation model	Key elements of the approach and the implementation model.	• The programmatic integration across levels and the ability to learn and manage knowledge • The institutional ownership and internalisation of landscape approaches as a useful spatial scale at the regional and global levels of IUCN and its implications for sustainability • The critical systemic factors which hinder or enable planning and implementation of programmes like LLS (e.g. time frame, communication / reporting lines, institutional structure etc)
5. Programme management.	Planning processes, adaptive learning in the project, M&E, knowledge management, quality of adaptation, flexibility etc.	• Design and implementation modalities (e.g. added value, leverage, delivery etc) • Quality of work-plans at different levels in relation to means and outcomes • Quality and effectiveness of M&E and KM&L; mechanisms for focusing and readjusting the programme • Lessons for future design and management of multi-country and multi-thematic programmes
6. Programme results and result chain / logic and sustainability.	Logical result and outcomes at work-plan and programme level	• Formulation of results and outcomes at landscape level with the partners together and their link to the strategic outcomes of the programme • Performance of the programme vis a vis the planned outputs and outcomes • Strategy for sustainability of the landscape approach across levels
LEVEL 2 2.1 Cross- country /landscape analysis will be carried out, pulling out the overarching issues across sites, themes and IUCN-HQ 2.2 Lessons, Insights and Recommendations		
LEVEL 3 3.1 Evaluation at Programme Level : Relevance, Effectiveness, Efficiency, Impact, Sustainability		