EPISODE STUDY

Analysing KNOWFOR's Contribution to Forest Management Policy in Guatemala

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Content

Acronyms in Spanish

ANAM: Municipalities National Association

CALMECAC: Foundation for the Integral Development of Mankind and its Environment

CITES: Convention on International Trade in Endangered Species of Wild Fauna and Flora.

CONAP: National Council for Protected Areas

EMPAGUA: Municipal Water Company

ENCOVI: National Survey of Living Conditions

ENRPF: National Forest Landscape Restoration Strategy

FAO: Food and Agriculture Organisation of the United Nations

FUNDAECO: Foundation for Eco-development and Conservation

GCI: Inter-Institutional Coordination Group

ICC: Private Institute for Climate Change Research

INAB: National Forestry Institute

MAGA: Ministry of Agriculture and Livestock

MARENA: Ministry of the Environment and Natural Resources

MNRPF: National Forest Landscape Restoration Roundtable

ORMACC: IUCN's Regional Office for Mexico, Central America and the Caribbean

PARPA: Support Programme for the Reconversion of Food and Agriculture Production

PEN: State of the Nation Programme

PINFOR: Forest Incentive Programme

PINPEP: Forest Incentive Programme for Small Owners of Forest and Agroforestry Lands

PPAFD: Pilot Programme for Direct Forest Support

REDD: Reducing Emissions from Deforestation and Forest Degradation

USAC: University of San Carlos

1.   Executive Summary

In Guatemala, the evolution towards sustainable forest management is a living reality driven more forcefully since the signing of the Peace accords and the approval of the Forest Law in 1996. Since then, the country has carried out important mobilising actions for change. In recent years, this process has advanced by leaps and bounds.

The Forest Law created the Forest Incentive Programme (PINFOR) in 1996. This has been the most important forest policy instrument in Guatemala. For the last two decades, PINFOR guided the management and recovery of Guatemala's wooded territory. The programme had a life of 20 years so in 2016 came to an end. Despite proven accomplishments, forest-management related civil society organisations, accompanied by the strong leadership of the National Forestry Institute (INAB) concluded that there was a need to rethink and redesign the instrument. This process led to the development of the new Forest Incentive Programme: the PROBOSQUE.

The role of PROBOSQUE is to serve as an instrument to execute forest laws and follow proposals presented by civil society. PROBOSQUE will invest in the protection, production and recovery activities for forest ecosystems and plantations. In doing so, it will help recover tree cover and generate more than 900,000 new rural jobs in tree cover protection and restoration. Through PROBOSQUE, the Government will make a minimum annual investment of US$ 39 million, in addition to the US$ 76 million expected from the private sector to support reforestation, restoration and sustainable forest management.

During the 2017-2037 period, public and private investments under the scope of PROBOSQUE could reach around US$ 1,000 million and 2,000 million, respectively. The money could be invested in one of the following:

a. Establishing and maintaining forest plantations with industrial aims.
b. Establishing and maintaining forest plantations to fulfill energy needs.
c. Establishing and maintaining agroforestry systems.
d. Managing natural forests with production aims. Includes natural forests to produce forest tree seeds.
e. Managing natural forests to protect and provide environmental services. This modality includes projects to protect forest water sources, biological diversity conservation,

ecotourism, germplasm conservation, and protection of sacred sites, among other places labeled as protected forests by the INAB.

f. Restoration of degraded forest lands. Before PROBOSQUE, the priority of norms and their technical instruments was to restore degraded land, but now that a soil- centered approach has given way to one focused not only on industrial restoration —which benefits large producers and is linked to the commercial production chain— but also on income generation, improving forest cover and productivity.

Unlike PINFOR, PROBOSQUE will work on degraded forest land restoration, in order that projects financed through incentives remain sustainable. The evidence in this case study will showcase how an important advocacy process led by INAB and the International Union for Conservation of Nature (IUCN) made it possible to incorporate key elements from the National Forest Landscape Restoration Strategy (ENRPF) in the PROBOSQUE Law and its regulation framework as well as other important forest policy instruments such as the Climate Change Framework Law and the REDD+ National Strategy.

The ENRPF is Guatemala's primary forest landscape restoration (FLR) public policy instrument. It is endorsed by the Inter-Institutional Coordination Group (GCI), a high-level political body comprising the Minister of Agriculture and Livestock, the Minister of the Environment and Natural Resources and the two authorities of the governing forestry institutions: INAB and the National Council for Protected Areas (CONAP).

The FLR National Strategy will involve a state investment of US$ 5,040 million over a period of 30 years. The government has committed to contribute US $1,500 million through its forest promotion, management and protection instruments and it is estimated that private investment (municipalities, communities, entrepreneurs, NGOs) will amount to US $3,540 million to develop business models based on FLR activities.

How was this possible? What happened? What role did IUCN play in this? How did KNOWFOR processes and products come to influence change? This case study intends to respond to these questions.

KNOWFOR is a DFID-funded three-way partnership between the Center for International Forestry Research (CIFOR), IUCN and the World Bank Programme on Forests (PROFOR) titled: "Improving the way knowledge on forests is under*stood and used internationally*". For this reason, KNOWFOR

international programme has financed IUCN knowledge management FLR activities in Guatemala in the period 2012-2016.

This document is one of three in-depth evaluative case studies prepared as part of the DFID KNOWFOR programme evaluation. Each case study aligns with an agreed, overall methodology (either performance story reporting, or episode study).

Since KNOWFOR seeks to address the disjuncture between the supply and uptake of knowledge by practitioners and decision makers in the forestry sector, this document will respond to key evaluation question 1 specified in the TOR:

"Did KNOWFOR contribute to equipping decision makers and intermediaries? If so, what lessons can be drawn from KNOWFOR's approach to translating knowledge for action?"

To answer this question, it is necessary to understand IUCN's actions in the country and analyse the degree to which the following hypothesis holds true:

> *"IUCN used its unique combination of linkage to members, knowledge brokering, technical analysis and convening attributes to play a critical role in the development and growth of FLR"."*

The evidence compiled for this case study shows that IUCN has played a crucial role in encouraging the adoption of FLR as an approach to sustainable forest management in Guatemala by:

- providing technical knowledge and tools;
- strengthening democratic participation of all sectors, specially in the discussion and design of the PROBOSQUE Law's regulation;
- funding national institutions and key advocacy processes;
- supporting the creation of the National Forest Landscape Restoration National Roundtable (MNRPF);
- supporting collaborative research efforts to improve the FLR evidence base; and
- developing local initiatives with high impact at the national level.

Did KNOWFOR contribute to equipping decision-makers and intermediaries? The answer is certainly yes. All of the strategic actions above were *also* possible because of KNOWFOR. At this point it is important to highlight that KNOWFOR products and processes have contribute to an overall programmatic approach in IUCN where the objective was to go beyond specific project funds for

specific issues. During the 2012-2016 period, the major IUCN donors in Guatemala have been NORAD, DFID (KNOWFOR) and USAID, all linked to the FLR process.

In the same way, strategic partner FAO was key for achieving outcomes. Overall, KNOWFOR programme specifically has been vital in the creation of a multi-actor FLR platform and the production of quality evidence-based knowledge and information, identified by key actors in INAB, CONAP, MAGA and MARN among others, as the most powerful impact pathway and mechanism to: (1) ensuring that the National FLR Strategy has become an approved public policy, (2) inform technical discussions with decision makers and (3) to support inter-sectorial coordination. The products developed after IUCN's Restoration Opportunities Assessment Methodology (ROAM), were the main inputs for this.

The evidence of this case will show in detail that the hypothesis presented in this section holds true. IUCN's linkage to members and the convening of attributes are reflected in the way the FLR National Roundtable has been planned and delivered to the country as a referent of democratic national participation and consensus. On the other hand, for example, IUCN knowledge broking has been recognised by key actors in INAB, CONAP, MAGA, MARN among others, as an effective way of facilitating bridges between knowledge producers and knowledge users at different levels. This case study delves deeper into the details of this unique story to reveal success factors, lessons learned and challenges for the future.

As part of its Monitoring and Evaluation framework, KNOWFOR developed a Theory of Change (TOC) on FLR specifically for IUCN for the period approximately 2012-2016. This TOC will be tested to understand IUCN outcomes and to support FLR implementation challenges in the coming years. An assessment of assumptions presented in the Evaluation Plan underlying the KNOWFOR project will also be provided for this matter.

2.   Introduction

2.1.   Study objective

The objective of this study is to respond to KNOWFOR key evaluation question 1 and to draw out key lessons from KNOWFOR's approach to translating knowledge for action.

Understanding that KNOWFOR processes and products have been used by IUCN to reach decision makers and intermediaries, this study will explore IUCN's specific influence and contribution to the design and approval of the new Forest Incentive Programme: PROBOSQUE Law. It uses the episode study technique, described in more detail in the methodology section. It is expected that this case study will provide an analyses of how activities were conducted so that we can identify successes and challenges. In turn, these will avoid the replication of unsuccessful interventions elsewhere. Likewise, the vision of national actors is placed at the centre of this study to reflect how people who have been involved in the process value the development of this case.

2.2.   Scope of the study

The episode study is a qualitative research on how KNOWFOR products and processes have contributed to equipping decision-makers and intermediaries in Guatemala, leading to the adoption of FLR as public policy. The timeframe analysed is the period between 2012 and 2016 when KNOWFOR contribution was stronger in the country, but as it is important to understand the historical context, a timeline starting in 1997 with the Forest Law approval has been used. At this point it is important to understand that the contribution of KNOWFOR is embodied in a programmatic vision of IUCN. During the 2012-2016 period, the major IUCN donors in Guatemala have been NORAD, DFID (KNOWFOR), and USAID, all funding FLR-linked projects.

This leads to an in-depth analysis of how KNOWFOR products were used and how processes were undertaken. In the same way we will see in depth IUCN's role in how the FLR approach was adopted under the legal and regulatory framework of Guatemala's forestry sector and to what extent this represents a change in the forest policy.

2.3. Methodology

- **Understanding Episode Study technique**

  In this step, a review of the episode study concept was performed. This is a unique methodology developed by the *Overseas Development Institute* (ODI) to determine the influence of research and knowledge on public policy change. This type of study focusses on a specific policy change that is identified and tracked back to assess what impact research and knowledge had on the variety of issues that led to change.

- **Bibliographic review**

  A bibliographic review relevant to the case was carried out. A total of 65 documents were reviewed. A complete list of documents can be found in the Annex section. The evidence collected from bibliographic sources is classified as "High Strength of Evidence" to comply with the criterion that "Evidence is provided in the form of a published document available in the public domain that has been peer reviewed."

- **In-depth interviews**

  A total of 21 interviews were conducted comprising indigenous peoples, municipalities, government bodies, academia, private sector, and NGOs. The large majority of people interviewed participated in the design and approval of the PROBOSQUE Law, as well as in the adoption process of the FLR approach. Of the 21 interviews conducted, only three are IUCN staff. Before the in-depth interviews, meetings were held with personnel of IUCN's office in Guatemala as well as in ORMACC to validate the research questionnaires. The evidence gathered from interviews is classified as "Medium Strength of Evidence" to comply with the criterion that "Relevant testimony / user experience is collected using saturation sampling (over 20 participants)."

  A concluding note on sources: Throughout this report, evidence is referenced. Documents referenced are included as footnotes to the text. A list of persons interviewed as part of this evaluation is presented in Annex I. When citing specific interviews, these are referenced with a coding system that maintains their anonymity while demonstrating a link back to one, or more of the interviews conducted. Interviews are numerically coded with the prefix [I##], or [E##], where "I" refers to an internal source (internal to IUCN) and "E" refers to an external source, outside IUCN. The coding key has been saved separately from this evaluation document. Many of the interviews were recorded, with the permission of the respondent, and have been filed by the author of the case study.

- **Direct observation**

   It was possible to observe an ordinary session of the General Assembly of the National Forest Landscape Restoration Roundtable (MNRPF), the main FLR technical and knowledge management space in the country. Thanks to this activity, the operational dynamics of the MNRPF could be followed. This multi-actor platform concentrates more than 50 institutions from the forestry and environmental sectors and conglomerates all the restoration initiatives of Guatemala.

3.   The Policy Change

3.1.   Background

Guatemala is one of the poorest countries in Central America and income inequality is common. The country has a Gini Index rating of 0.628 (PEN, 2016) and according to the 2016 State of the Region report, 62.5% of households in Guatemala are poor i.e. at least one of their basic needs is unmet. The situation is worse in rural areas where more than half of the country's population lives (51.5%). According to the National Survey of Living Conditions (ENCOVI), in 2011 poverty impacts 71.4% of the rural population and 73.4% of the indigenous population.

"In Guatemala, forests represent the socio-economic and cultural base on which livelihoods and the organisation of a variety of indigenous and peasant communities have been founded" (AGTER, 2011)[1]. In spite of this, one of the main negative inheritances of the historical policies and actions the forestry sector was subject to, has been "the devaluation of forests, which favoured the destruction of the resource, biodiversity loss, loss of the sector's competitiveness, and even worse, it contributed to foster the vicious circle of poverty and environmental destruction" (FAO, 2002, p. 156).

There is currently a loss of 132,137 hectares of primary forest per year. This represents approximately a 1% annual deforestation rate (IARNA, 2012)[2]. In addition, Guatemala ranks among the 10 countries most vulnerable to extreme climate change-related events (such as floods and droughts) according to the Germanwatch Report (2014), making the protection of natural infrastructures, that can temper the impacts of extreme weather events, ever more important.

This case study shows that the country has assumed the responsibility of achieving sustainable forest management that contributes to solve these national problems. The Timeline Section will show that in the last eight years, the institutional and regulatory framework linked to the sector has been strengthened. In this sense, the State's efforts stand out for "the implementation of some policy instruments such as granting forest concessions in Petén, the creation of economic incentives

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[1] Association to Contribute to the Improvement of the Governance of the Earth, Water and Natural Resources. Foresry Governance in Guatemala. Source: http://www.agter.org/bdf/es/thesaurus_dossiers/motcle-dossiers-30.html

[2] Rafael Landivar University. Systemic Analysis of Deforestation in Guatemala and Proposal for Policies to Reverse It, 2012.

for reforestation and natural forest management activities; the development of the forestry cluster (private sector) and the strengthening of decentralisation actions" (FAO, 2002).

Processes accompanied by important sustainable forest management commitments signed by the country at international level include the Cancun Agreement (2010), the Bonn Challenge (2011), the New York Declaration on Forests (2014), Initiative 20x20 (2014) and the Paris Agreement (2015).

3.2.   The Policy Change and its significance

The policy change being examined in this case study is the adoption of the FLR as a forest management approach in Guatemala. The most significant achievement of this change is the validation of the ENRPF as a public policy instrument as well as the inclusion of FLR within the main legal and regulatory forestry mechanisms such as the Framework Law on Climate Change, the REDD+ Strategy and most importantly the PROBOSQUE Law which defines FLR as a specific incentive modality to be encouraged by the programme.

The fact that the PROBOSQUE Law includes degraded forest lands restoration as a work and investment area, partially surpassing a purely forestry/ecology approach, was possible thanks to three key points: technical and political evaluation of the PINFOR (previous Forestry Incentive Law), technical and political accompaniment, and promotion of civil society participation. In section 4.2, it will be seen that key national actors from INAB, CONAP, MAGA, MARN among others, coincide in linking IUCN with these key processes. From 2012 to 2016, with direct support of KNOWFOR and other funders, IUCN was responsible for brokering knowledge and leading advocacy and participation.

Changes in legal and regulatory frameworks are large complex processes. Interrelations are simultaneously intricate and paths of influence are hard to predict. Many factors influencing change are beyond the control of those people who promote a particular law or regulation. The change in the forestry sector towards a sustainable management of natural resources is a living reality in Guatemala and has been promoted since the approval of the Forest Law in 1996. However, in recent years it has advanced at a staggering speed. This evolution is reflected in the large differences between the previous and the new Forest Incentive Law: PINFOR and PROBOSQUE, respectively. The table below shows the main differences.

PINFOR

- Owners only
- Project size restricted to 1%
- Duration: 20 years
- 2 approaches are specified: plantations and natural forest
- Evaluation criteria guided towards survival
- No options to promote compensations due to local PSA arrangements are contemplated
- Lacks a fundraising mechanism to provide beneficiaries with support services
- Distribution of incentives through the 80:20 modality

PROBOSQUE

- Owners, tenants in nation's reserves, cooperatives, indigenous communities and communal tenure (lands of special administration)
- Maximum project size: 3% of resource availability
- Duration: 30 years
- 5 approaches are specified: natural forest (production/ protection), plantations, SAFs and forest restoration
- Criteria guided towards quality (species/site, geography)
- Promotes compensation for eco-systemic and environmental services associated to forest management and protection
- Defines a fundraising and management mechanism (Fonabosque)
- Distribution by modality is subject to demand

Source: FAO[3]

Developing a new forest management law (PROBOSQUE) with a completely innovative approach was an important advocacy and negotiation process with decision makers where information and technical knowledge provided by IUCN and FAO constituted the most important tool to promote changes. "At INAB's board of directors level, the initial positions were very extreme. It is important to note that this body includes diverse actors from the forestry sector. The first to oppose PINFOR's modification was the private sector because they believed that with the changes they would lose the programme. The fight was intense with them. Here come the studies requested to FAO and IUCN, which were the basis for being able to make the proposals for a completely new approach and to reach consensus in the Board." (E101) Studies include: Elaboration of FLR opportunities map for Guatemala, analysis of regulatory and legal forest management framework, FLR diagnosis, systematization of FLR national experiences among others.

Likewise, the fact that the country adopted the FLR approach is significant. This is reflected in that the FLR Strategy is a public policy instrument, endorsed by the Inter-Institutional Coordination Group, a high-level political body composed of the Minister of Agriculture and Livestock (MAGA), the Minister of the Environment and Natural Resources (MARN) and the two authorities of the forestry governing institutions, INAB and CONAP.

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[3] Technical Secretariat, INAB. 2015. Initiative 4812, PROBOSQUE Law. PPT presentation.

Again, the fact that the National FLR Strategy has adequate funding backed up by the country's commitment to restore 1.2 million hectares by 2020 has been achieved thanks to an important advocacy process led by INAB with accompany of IUCN that demonstrated that FLR is linked to climate change mitigation and adaptation and rural development. This allowed the inclusion of FLR within the PROBOSQUE Law, the Climate Change Framework Law and the REDD+ Strategy. "The strength of FLR was the opportunity present in the Strategy of being a mechanism that reinforced what we are already doing, especially on the ProBosque Law, but it is also aligned with rural development, REDD and Climate Change. That is why it received support from all sectors." (E105).

Various actors from INAB, MAGA and NGOs recognize this linkage but also pointed out the challenge in terms of sustainability, to demonstrate that the future FLR initiatives and projects under PROBOSQUE will contribute significantly to reducing poverty, preserving biodiversity and reducing the impact of climate change. The pilot experiences carried out by IUCN since 2012 in different parts of the country, have been an important starting point. They have helped place sustainable forest management at the top of the Interinstitutional Coordination Group's agenda, but there is still a long way to position FLR more strongly as a rural development mechanism. "The most important challenge to achieve this has to do with the involvement of MAGA in FLR approach. We have been working hard to facilitate a vision where decision makers see that FLR is not only about trees". (I200)

Finally, it should be mentioned that the majority of national actors have not agreed that the PROBOSQUE Law as well as the FLR National Strategy have considered women's and girl's needs, which remains as a latent challenge. "On the subject of restoration, I do not yet see a direct relation with women needs" (E115).

In this case, actors made a difference between participation and needs attention. There is acknowledgment by several actors in INAB, CONAP and NGOs of how women's opinions were taken into account in the design process of the Law and National Forest Landscape Restoration Strategy, which this topic is specified as a priority.

But they identify that there has not been specific gender processes to recognize women and girls barriers in the forest sector and how to overcome them. "At some point we discussed the gender issue saying that women contribute in such way or in such processes. At the FLR Roundtable there were women participating, but the gender issue was not addressed explicitly". (E117)

4.   The Episode Study

4.1   National Forest Management Timeline 1997-2010

The timeline presented bellow contains important points that have enabled forest management evolution in Guatemala prior to the KNOWFOR programme. This section will briefly explain the milestones highlighted in green to help understand the national actions and mobilisers that allowed FLR introduction in the country.

Figure 2

National forest management timeline 1977-2010
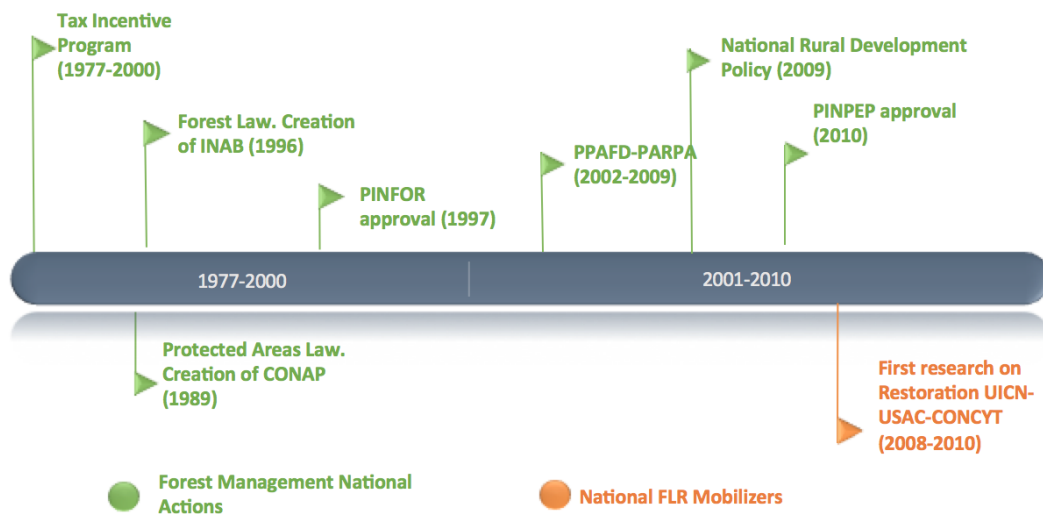
Source: Compiled by author based on interviews and research

The Tax Incentive Programme was initiated in Guatemala in 1977. By the end of the programme in 1997, a total of 18,742 ha. of forests were reforested. In 1989, the Protected Areas Law was approved, and with this the creation of the National Council for Protected Areas (CONAP). This governmental entity is the management and coordination body of the Guatemalan Protected Areas System (SIGAP).

In the period of 1996-1997, the Forest Law created the National Institute of Forests (INAB) as a public decentralised entity, having autonomy, legal personality, its own assets and administrative independence. INAB is the authoritative public entity in the administration of forestry matters outside Protected Areas. The major progress that came along with this law was that finally forest management was out of the Ministry of Agriculture and Livestock who administrated wooden territory since 1920.

On the other hand, PINFOR was created in 1996, and concluded in 2016. It emerged to replace the Tax Incentive Programme as the primary forest management mechanism. In 2002, mainly with World Bank funds, the Support Programme for the Reconversion of Food and Agriculture Production (PARPA) was designed. This programme was also linked to the Pilot Programme for Direct Forest Support (PPAFD). The most important breakthrough in this period was the mandate to economically compensate for the environmental services provided by forests in possession of the sectors which could not access PINFOR due to lack of legal certainty regarding land ownership.

Seven years later in 2009, for the first time the country came out with a National Policy of Integral Rural Development (PNDRI). This public policy instrument was approved after negotiations with three consecutive governments. PNDRI defines for the first time, the forestry sector as one of the main strategic policy instruments for rural development.

The PINPEP came in 2010. It is the Forest Incentive Programme for holders of small tracts of land with a forestry or agroforestry vocation; which emerged in response to PINFOR. The main difference to highlight here is that PINPEP allows access to incentives for people without formal land tenure but who can prove that they possess or legally occupy the land. Something that PINFOR did not allow, thereby leaving out a great amount of small landowners. PINPEP is aimed at persons who own less than five hectares of land; paying them to plant trees or manage natural forests.

4.2   Forest Landscape Restoration & KNOWFOR contribution Timeline 2012-2016

This section will briefly explain the processes and products undertaken by IUCN directly related to KNOWFOR's contribution. The milestones highlighted in red are those activities and actions that introduced FLR as a public policy in the country, supported by legal and regulatory frameworks as well as funding.

Figure 3

FLR & KNOWFOR contribution timeline 2012-2016
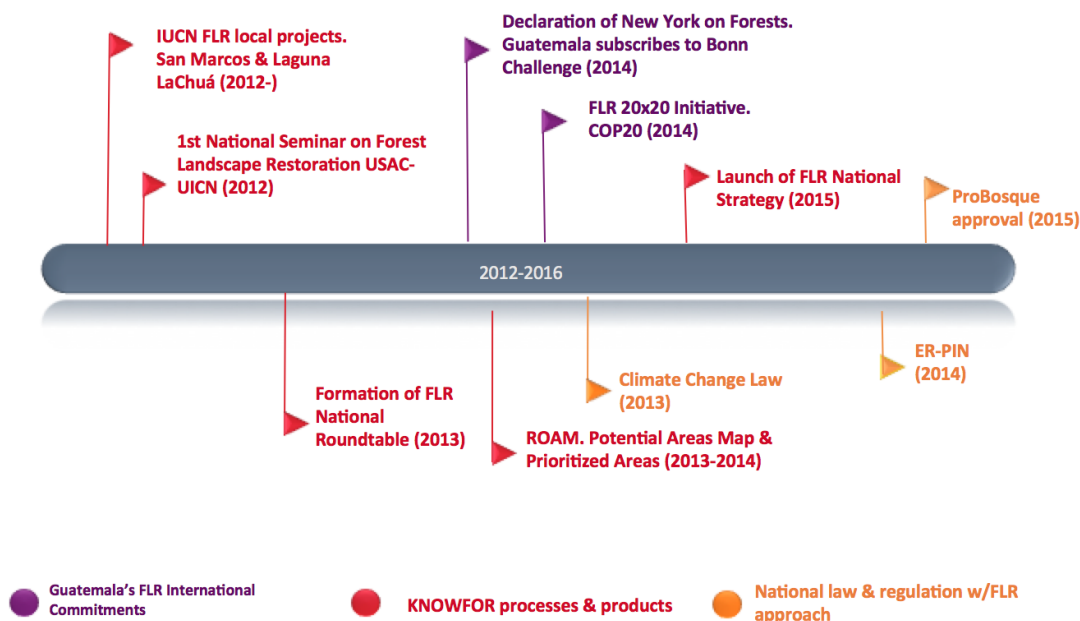
Source: Compiled by author based on interviews and research

KNOWFOR support through IUCN started in Guatemala in 2012, after the Bonn Challenge was internationally launched but before country had made a restoration commitment. From that time until 2016, KNOWFOR has financed and supported the development of different aspects of IUCN work in the country. Later on, we will see to what extent this support led to outcomes and the overall FLR approach.

In 2012, Restoration was a concept that the University of San Carlos was investigating from the ecology perspective. In that time, IUCN was beginning to launch FLR and dissemination of the Bonn Challenge. "One day, IUCN came here to talk about restoration. We coincide in many subjects so we started the research project in San Marcos. IUCN talk to us about the Bonn Challenge. At the end of 2012, we organized together the first FLR national seminar to learn about the restoration situation in the country". (E108)

In 2013, IUCN supported INAB to form the Forest Landscape Restoration National Roundtable created to promote national dialogue and institutional articulation around FLR. Around 30 national

institutions and organizations started participating. Once the FLR Roundtable was formed, between 2014 and 2015, a series of knowledge products were developed to support the process of formulating the FLR National Strategy. The most important one was the generation of the "Map of Potential Areas for Restoration of the Forest Landscape of the Republic of Guatemala".

The Map identifies an area of 3.9 million hectares where it is necessary to promote and carry out restoration actions, classified in eight broad categories: riparian forests, mangrove areas, protected forest lands, productive forest lands, agroforestry with permanent crops, agroforestry with annual crops, silvopastoral systems and protected areas.

4.3   KNOWFOR's contribution in Guatemala

The evidence gathered through this case study demonstrates that IUCN's used KNOWFOR processes and products to deliver their main contributions related to: supporting the creation of the MNRPF; providing technical knowledge and tools to decision makers and intermediaries such as: the Map of Potential Areas and Map of Priority Areas for Restoration; the basic concept manual on restoration; analysis of legal and regulatory frameworks and the National Strategy roadmap, etc.; strengthening democratic participation of all sectors (especially vulnerable groups); funding national institutions and key advocacy processes; supporting collaborative research efforts to improve the FLR evidence base; and developing local initiatives with high impact at a national level.

4.3.1 IUCN actions influencing the adoption of Forest Landscape Restoration in Guatemala

a)   Creation and promotion of National FLR Roundtable

The National Forest Landscape Restoration Roundtable was formed in 2013. It was created by INAB with direct support from IUCN to promote national dialogue and institutional articulation around FLR. At the time, the PROBOSQUE Law design process was about to finish and this represented an important opportunity to convene the institutions around restoration. IUCN directly contributed to link the ProBosque Law with the establishment of the FLR Roundtable.

"IUCN was part of the technical committee for the design of the PROBOSQUE Law. When the group began to talk more strongly about the subject of restoration, IUCN made the case for this issue to be taken as a specific incentive modality in the law. To facilitate this, IUCN began to

spread awareness on the Bonn Challenge that led to the convening of the MNRPF. First we start working on the map of potentialities." (E107)

This same issue is recognized in the NGO sector. "With the work of the PROBOSQUE technical committee we began to know more about restoration. When this process concluded, we were summoned to the MNRPF. We saw it as a follow up on the topic. That's why we started participating." (E112)

National actors also value IUCN's role in the functioning of the Roundtable. "IUCN helped to ensure a good relationship between the technical group and the General Assembly. Technical Commitee is multisectorial with the participation of technicians from INAB, CONAP, FAO, IUCN, FUNDAECO, CALMECAC, MARN, MAGA, ANAM, ICC, etc. In the small committee we discussed and produce hard technical knowledge. IUCN did something very interesting: they hired some methodologists. To hear from a psychologist and a pedagogue the issues that we as technicians were producing was something new for me. For the General Assembly this was an important translation and interpretation of knowledge. Something that was clear to us, not necessarily was for someone coming from another professional background." (E117).

FLR Roundtable success factors

The great success of the FLR Roundtable has to do with the following facts: (1) National Forest Landscape Restoration Strategy is a public policy instrument endorsed by the Inter-Institutional Coordination Group (GCI) and (2) The country's main mechanisms of forestry public policy such as the PROBOSQUE Law, the Climate Change Law and the REDD+ Strategy, include the FLR approach.

What made this possible?

  i. <u>Democratic space.</u> Currently, the MNRPF's General Assembly includes around 50 institutional members representing a wide range of actors, all of whom have equal standing: government, community organisations, indigenous peoples' organisations, the private sector, NGOs, academia, municipalities, international cooperation agencies, etc.

       The institutions formally assigned the participants in this roundtable and all of them had a replacement also designated. This made possible that organizations had an equal right to participate and be taken into account. INAB and IUCN, act as the technical

secretariat for the Roundtable. IUCN played an important role during the meetings as facilitator and intermediary. Mostly because of the need to converge the diversity of thought and expertise.

"One of the most important achievements has been the fact that there is a Table that conforms, if not the whole sector, a good part of those who are going to be involved in the PROBOSQUE projects and the issue of restoration. We talk here about NGOs, the State, academia, peasant organisations… and also entrepreneurs. They are there and that's good, that's a big step". (E113)

ii. <u>Space for technical dialogue and consensus</u>. The most important challenge the Roundtable had to cope with in the first years was to confront divisions between environmentalists and foresters, especially in the technical committee space. As secretariat, IUCN was in charge of presenting and facilitate discussion around KNOWFOR knowledge products which always lead to comprehension differences of the Restoration concept.

Thanks to the technical, methodological and philosophical debate within the Roundtable, agreements were finally reached between the sectors. "That was a rather complex subject. What was most convincing about FLR was the livelihoods issue. Several actors made the effort to open up, especially biologists, in order to understand restoration beyond regeneration or conservation." (E111)

iii. <u>Channel of knowledge towards decision makers.</u> Since the work of the Roundtable, there has been an important strengthening of the technical-political link between intermediaries and decision-makers. The Inter-Institutional Coordination Group provided permanent political endorsement to the technical progress of this space. The most important contribution IUCN did in this process was to facilitate and make a knowledge flow with each person who was present in the table to guarantee transmission to decision makers. "In the GCI meetings, technicians used to present products of what was being advanced in the Roundtable. I remember that the Forest Restoration Map of Guatemala was key. I myself had to take it to the working tables with the Central American Integration System (SICA). "(E104). This means that a strong linkage around restoration was made between the technical champions and decision-makers.

Something that was very helpful to accomplish this achievement was the fact that institutions recognized from the very beginning the importance of the national participation in the Roundtable. "The people who come to the FLR Roundtable are middle managers of the institutions, they are people who later talk to a director, a minister, a manager, not the field technician who supervises." (E116)

b) Translation of knowledge and technical tools for advocacy and decision-making

The production and management of quality information is identified as a powerful mechanism to raise the technical discussion of decision makers and to support inter-sectorial coordination especially within political bodies such as INAB's Board of Directors or the GCI during the process of drafting the PROBOSQUE Law and the National Forest Landscape Restoration Strategy (ENRPF).

The outputs of the ROAM were the main source of information for this. Specifically, the actors made reference to the *Map of Potential Areas* and *Map of Priority Areas for Restoration* and the process of the ENRPF's construction. ROAM started in 2014 and the process is about finish. Some phases were covered, especially on building an enabling environment, mapping of stakeholders and important technical analysis.

The scope of the quality information produced by IUCN and partners for advocacy and decision-making purposes goes well beyond the PROBOSQUE Law. Again, donor collaboration approach facilitate instruments identified as important products, such as the Normative Analysis and Legal Framework linked to the Restoration, the National Diagnosis on Restoration, the Systematisation of Restoration Experiences and the Basic Concepts Manual. Together, they enabled the creation of the National Forest Landscape Restoration Strategy, endorsed by the GCI and ratified in 2016 as a public policy instrument.

"At some point, the Law and the Strategy were parallel processes. Thanks to the Roundtable, there were adequate inputs and timely technical language to develop what was the ProBosque Law. Then we decided that the FLR was something very big because it had environmental and agricultural implications … we could manage it as INAB and CONAP, but we decided to expand it and take it to ministries so that it would have greater technical and political weight. Other

countries, for example, would like to present the Restoration Map with two ministers, a manager and an executive secretary. It is really a luxury." (E103)

c) Support in political operation for the approval of the PROBOSQUE Law

Equipping decision-makers in the Guatemalan context required providing political advice to INAB to get the Law passed. "I think the approval was quite difficult. The PROBOSQUE Law was very noble but, with the political crisis[4], a scenario was foreseen in which it was impossible to approve a decree. That is why it was very important to carry out the law creation process correctly, step by step; knowing the procedures for approval. IUCN hired me when it became necessary to support INAB on these issues." (Luis Eduardo López, legislative director of the Congress of the Republic of Guatemala[5])

d) Facilitating community participation in the design of the PROBOSQUE Law's Regulation

The quantity and quality of community involvement in the elaboration and discussion of the regulation to the PROBOSQUE Law was important. It was a plural and very open participation. IUCN is recognised as one of the actors that most stimulated and facilitated the participation of communities, adding them to major political advocacy initiatives. In Guatemala, the participation of indigenous peoples and local communities in national dialogue processes has been limited by the dispute of interests between antagonistic actors as well as the non-recognition of indigenous and local voices as valid speakers within the dominant spaces.

Particularly relevant was the financial, methodological and political support of IUCN and its member organisations during the regulation's consultation process. Organisations' members such as CALMECAC and FundaLachuá played a key role, not by lobbying but by promoting

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[4] Lopez refers to a corruption scandal that had its highest point three weeks before the Law was passed. In early September 2015, President Otto Molina resigned after being involved with his vice-president in a corruption scandal, which sent them to jail and where they are still today. National protests and the crisis in the streets were important.

[5] Luis Eduardo López wasn't congress staff back then. IUCN hired him to facilitate the dialogue amongst different parties within the congress. He was freelance.

dialogue with excluded sectors. "They have promoted more awareness and participation and have managed not to legislate just for a group." (Carlos Chavarria. Congressman)

e) Management of Forest Landscape Restoration local initiatives

In 2012, IUCN and its partners began developing local FLR projects. After four years of work, important outcomes can be identified. The experiences mentioned in this section, have contributed to the overall FLR approach at a national level in different ways. The San Marcos experience, for example, was the first FLR project based on research and knowledge; the Lachuá project is demonstrating that FLR strengthens local livelihoods with nature-based solutions. At the same time, this project has been a reference to the National Strategy of Cacao. And finally, the Xayá Pixcayá project shows the importance of private involvement and investment in FLR also demonstrates how international knowledge exchange can contribute to political commitment.

Experience 1. Forest Landscape Restoration in San Marcos

In 2008, IUCN, together with the University of San Carlos de Guatemala (USAC), started a research project on ecological restoration around areas with Pinabete (*Abies guatemalensis Rehder*, endemic in CITES). The research was undertaken in the upper parts of the Coatan and Suchiate river basins in the department of San Marcos. By the end of 2012, when the first discussions on the new forest incentive law were initiated, INAB and other actors visited these pilot sites. The success of this experience was such that "INAB's manager expressed his willingness to have forest restoration included in the new forest incentive programme". (IUCN, 2012)[6]

Experience 2. Cacao chain in the Lachuá Ecoregion, Las Verapaces

At the end of 2016, the Ministry of Agriculture and Livestock presented the Strategic Plan of the Guatemalan Cacao Agro-chain (PEDAC 2016-2025), an instrument to operationalize the National Strategy of the Guatemalan Cacao Agro-chain. This national public policy instrument, took as reference the project "Development of the Cacao production chain to improve livelihoods and preserve the biological corridors in the Lachuá Ecoregion," implemented five years ago by IUCN

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[6] IUCN press release. Source: https://www.iucn.org/es/content/gerente-general-del-inab-y-miembros-del-conap-visitaron-las-experiencias-en-restauración

and member organisation, FundaLachuá. Why? Because it is proving that FLR strengthens local livelihoods with nature-based solutions. "The opening of communities to accept these new practices is linked to income. They have already seen that it is possible to receive more money. National decision makers are now aware of that."(E203)

Experience 3. Xayá Pixcayá. Forest Landscape Restoration and Comprehensive Basin Management

"Every second, more than 1,000 litres of water are channelled to the homes and neighbourhoods of more than 600 thousand inhabitants of Guatemala City. The extraction of this water, originating in the sub-basins of the Xayá and Pixcayá rivers, is not only causing a dramatic fall in the water table, but also becoming increasingly susceptible to forest and landscape degradation around the basin" (IUCN, 2015).

In this sub-basin, IUCN and its sub-national members are working the FLR to restore ecological integrity and improve human well-being. The political impact at the municipal level was achieved. "We took three mayors from the sub-basin to Brazil to see the restoration experiences directly, which convinced them most" (Carlos Rosal, IUCN Guatemala technical officer). National linkage is still an issue that is being worked on. The interest of large private companies such as EMPAGUA and Cementos Progreso has provided important visibility.
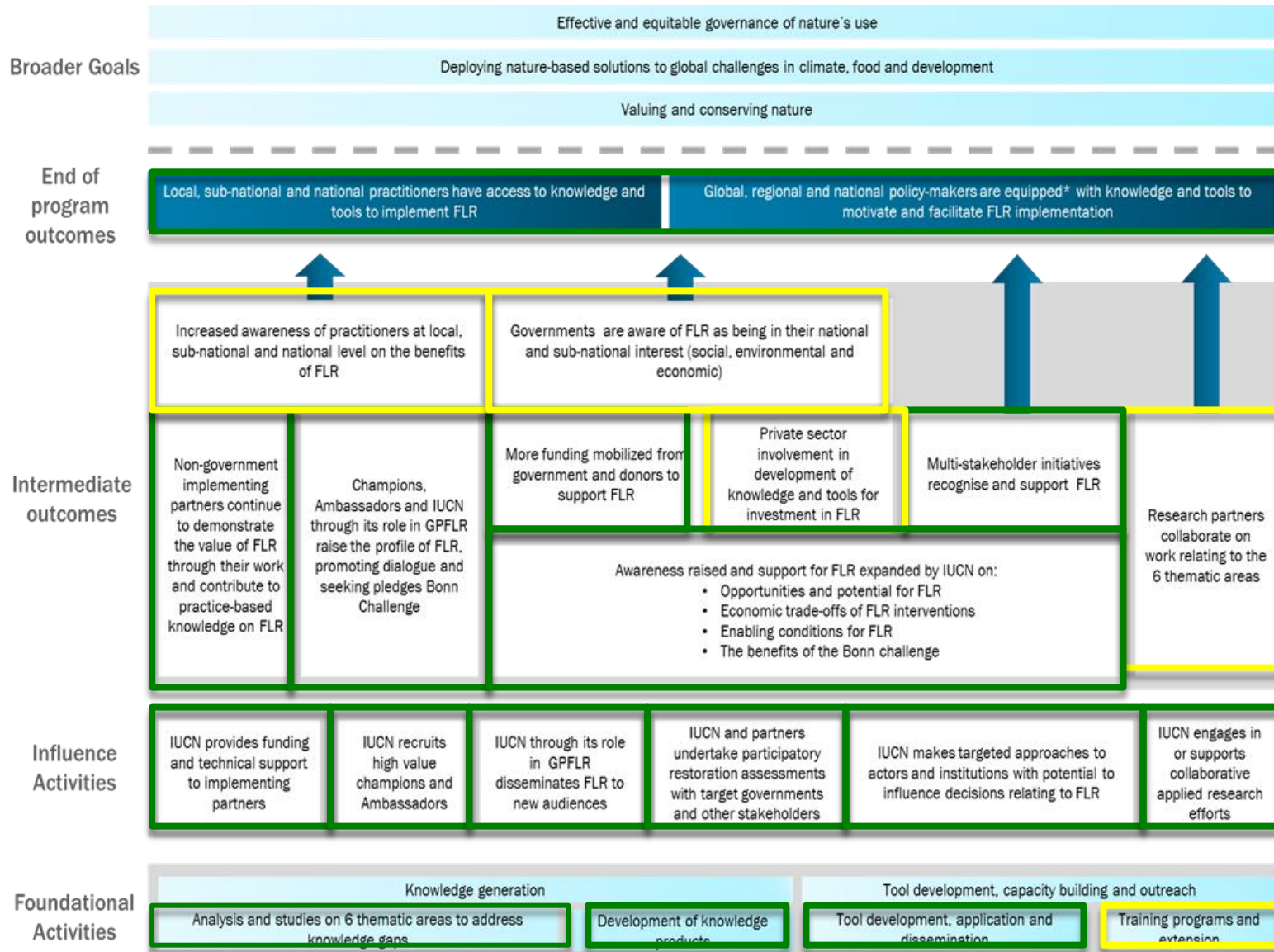
5. Discussion

5.1   Theory of change approach

5.1.1   IUCN's specific KNOWFOR theory of change

As part of its Monitoring and Evaluation framework, KNOWFOR developed a TOC on FLR. In the next figure, we will observe the Theory of Change elaborated specifically for IUCN work around the world for the period of 2012-2016 approximately. It will be interesting to see how this TOC coincides with the IUCN FLR actions in Guatemala. It should be mentioned that the analysis presented in this section has not been carried out with IUCN staff, nor is it an evaluation of the actions that the organisation reports as fulfilled. The analysis was made considering the findings of this study. Thus, the basis for the comments is how actors value the experience of adopting the FLR approach and IUCN's contribution in the process.

Understanding the KNOWFOR-IUCN TOC from this point of view will allow a collective reflection on the actions that will support the implementation challenges in the next five to 10 years. The green boxes represent the actions that the actors value as accomplished successfully. In the same way, the actions that the actors perceive as satisfactorily fulfilled are in yellow. This makes it possible to show that the 2012-2016 period was one of intense technical, political, capacity- building, communication, and alliance that have laid the proper foundation for the next stage.

Comments on satisfactory actions (yellow)

Foundational activities	Capacity building and outreach. Training programmes and extension	The general comment from the actors INAB, CONAP, MAGA, MARN among other sectors, is that although the National Restoration Roundtable made an important effort to agree on a national approach to restoration (which was attained), there is still a significant gap in capacity building for *practitioners*. The representatives of FUNDAECO and CALMECAC, that are among the strongest and most important grassroots organisations in Guatemala, have highlighted that training is an issue that has lagged behind. In fact, this is an important aspect that FAO, a strategic partner of IUCN in the country, has worked on through its project "Extending knowledge on Forest Landscape Restoration and dissemination of the National Strategy in Guatemala".
Intermediate outcomes	Private sector involvement in development of knowledge and tools for FLR investment	Currently, the involvement of the private sector is very limited. They certainly put many obstacles in the beginning when the PROBOSQUE Law was being drafted. At the local level, there has been some progress such as the FLR project in Xayá Pixcayá. It's marked as yellow due to the participation of the private sector in the MNRPF.
End of programme outcomes	Increase awareness of practitioners at local, sub-national and national levels on the benefits of FLR	As mentioned before, there is an important push that national and sub-national actors are making regarding the FLR approach. However, there is still scepticism in the benefits of FLR, something very natural because the project implementation process on a larger scale has not yet begun. At this point, the process of sharing experiences at the international level promoted by IUCN has been very important. Above all, the actors have repeatedly mentioned the exchange that took place in Brazil, where a delegation with various Guatemalan actors went to learn about successful FLR experiences.
	Governments are aware of FLR as being in their national and	Although this could have been marked in green during the process of drafting the PROBOSQUE Law and the National Strategy, this is not possible today. The country's political instability keeps government institutions fragile and any advances can be affected quickly. This occurs

	subnational interest (social, environmental and economic)	both at the municipal and at the national level. It is for this reason that the advocacy process should be understood as a flow that must not be weakened.

5.1.2   Chain of results in Guatemala

In recent years, IUCN at the global level, and in particular the Regional Office for Mexico, Central America and the Caribbean (ORMACC), has been pursuing a programmatic approach from the TOC perspective, thus renewing the way to implement the project cycle. At the end of 2015, the IUCN office for Guatemala with the support of ORMACC developed a Results Chain that expresses its planning based on the TOC for 2015-2020.

This is the first time that IUCN in Guatemala planned this way, although it should be mentioned that the programmatic work has been taking place for some time. The actions analysed in this case study are between the 2012-2016 period and as will be seen, the achievements "at that time" have laid the groundwork for the impact expected by 2020.

<u>2012-2016 Period</u>

"Since 2012, we have undergone an important preparation process prior to the National Strategy because the conditions were created to facilitate FLR. There are actions that are not written but were carried out and were fundamental." (Orsíbal, Ramírez, FLR Technician, IUCN Guatemala)

The milestones reached during the 2012-2016 period are the following:

- Map of potential areas for restoration of the Guatemalan forest landscape registered and certified before the national mapping authority
- Roadmap to elaborate the National Restoration Strategy
- Creation and strengthening of the National Forest Landscape Restoration Roundtable of Guatemala
- Proposal of the PROBOSQUE Law with finalised FLR modality, presented and approved by the Congress of the Republic of Guatemala
- Strengthening of the Incentive Programme for small owners of forest and agroforestry lands,

PINPEP (PINPEP and PROBOSQUE are the mechanisms mentioned in the 2015-2020 results chain)
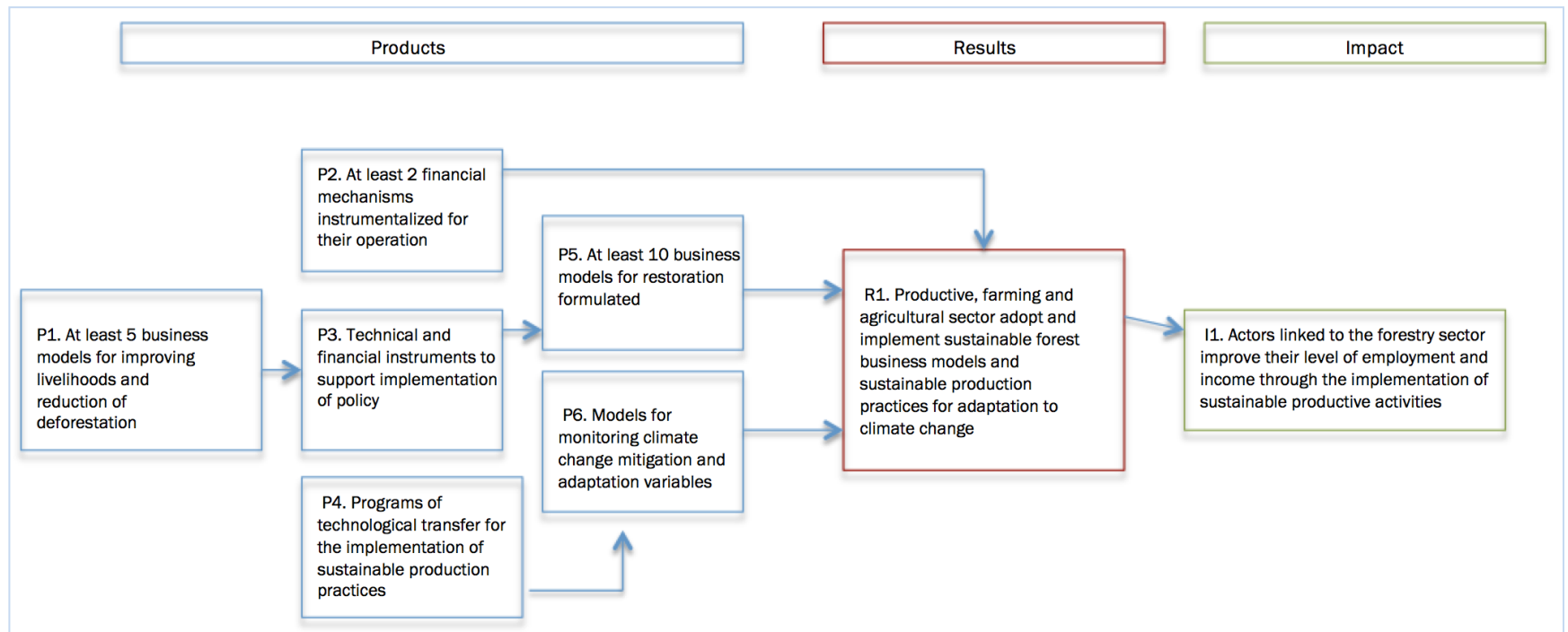
- Manual of forest restoration concepts and purposes, socialised and agreed
- Strengthening the technical capacities of the Forest Restoration Roundtable staff
- National Restoration Strategy: Mechanism for Rural Development, prepared and validated by the Inter-Institutional Coordination Group
- Three business models were developed for the restoration (Cacao, Pinabete and Riparian Forests)

2015-2020 Period

The following table presents the results chain created by IUCN Guatemala. At this moment the office is in full development of products (blue boxes). Currently, the economic analysis of the restoration categories proposed by the National Strategy is still to be concluded. This information will be made known to the different levels of the roundtable (technical-political) and the results of this analysis will determine what actions will be possible in the field with PINPEP, PROBOSQUE and other mechanisms that can be created mainly with the private sector.

Implementing the National Strategy entails major challenges in terms of technical and financial support to build institutional capacities, articulate the demand platforms and organise the beneficiary platforms (Alliance of community organisations, small producers, among others). However, "the greatest work is to continue investing and nurturing the process of governance and local/national appropriation of the milestones that the Results Chain is achieving." (Úrsula Parrilla, head of the IUCN office in Guatemala)

Guatemala Results Chain 2015-2020

Products	Results	Impact

P1. At least 5 business models for improving livelihoods and reduction of deforestation

P2. At least 2 financial mechanisms instrumentalized for their operation

P3. Technical and financial instruments to support implementation of policy

P4. Programs of technological transfer for the implementation of sustainable production practices

P5. At least 10 business models for restoration formulated

P6. Models for monitoring climate change mitigation and adaptation variables

R1. Productive, farming and agricultural sector adopt and implement sustainable forest business models and sustainable production practices for adaptation to climate change

I1. Actors linked to the forestry sector improve their level of employment and income through the implementation of sustainable productive activities

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5.1.3 Assumptions tested in the IUCN KNOWFOR intervention:

Type	Assumption	Holds truth?
Causal assumption about factors that can help knowledge uptake Central assumptions	1. The following factors will increase the likelihood that partners' knowledge is able to influence targeted decision making processes:	
	• More focus on translating knowledge for specific priority groups will increase uptake	Yes. The MNRPF concentrated the specific groups, where each sector disseminates the knowledge to its organisations and counterparts.
	• Dialogue, engagement and exchange of ideas and knowledge co-production with decision-makers are crucial to influencing policy and practice.	Yes. The opportunity to take advantage of the technical and political opportunity with the GCI is highlighted.
	• Adaptive management and refining the approach based on monitoring and reflection will increase uptake	Could not be determined.
	• It is possible to enhance uptake by applying lessons from other projects even in highly individualised contexts.	Yes. Importance of experiences from other countries (Brazil, Costa Rica were some of those mentioned)
Causal assumption at the foundational level	2. We assume that additional value can be gained from bringing 3 partners together.	--
Causal assumption at the foundational level	3. Improved DMEL can lead to improved knowledge uptake and gender integration specifically: • Having a theory of change with clearly defined audiences • Monitoring the process to refine and learn leads to more outcomes	Yes Yes. Previously, IUCN conducted Performance Study Report, which was highlighting DMEL point of case study.

		Not necessarily
	• Having a focus on gender in the planning process leads to more gender integration	

5.4   Promising practices

The practices mentioned below have to do with IUCN's actions in Guatemala. This allowed us to reach the objectives proposed for the approval of the National Forest Landscape Restoration Strategy. Identifying and systematising these practices will strengthen the organisation's work in years to come.

- ### Policy-making vision to unlock funds

The scope of the National Strategy will involve a State investment of US $ 5,040 million over a period of 30 years. The government has committed to contribute US $1,500 million through its forest promotion, management and protection instruments (PROBOSQUE, PINPEP, REDD+, among others) and it is estimated that private investment (municipalities, communities, entrepreneurs, NGOs) will amount to US $ 3,540 million to develop business models based on FLR activities. If it were not possible to link FLR with the main laws that will govern forest management in the next 30 years, the Strategy would not have the adequate financing for its implementation.

- ### Design of multi-actor platform operation and promotion of quality participation

The first thing that the MNRPF did was to create an organisation and functions manual to formulate the National Forest Landscape Restoration Strategy, more commonly known by the actors as the Roadmap. This instrument describes all the stages of the strategic planning process, as well as those administrative, organisational, logistics and public relations activities as crosscutting aspects to achieve the objective. The actors identify the Roadmap as a key element for the proper functioning of the Roundtable.

"With this instrument we were clear about where we would take all the work of this group, from preliminary activities to the final document of the Strategy"(Selvin Santizo, Forest Coordinator of the National Association of Municipalities). Likewise, the Roadmap explicitly describes the organisational structure, roles, functions and contributions of the participating actors. For example, each institution should have one main participant and one alternate. For this reason, the multi sector call was always 100%.

- **Execution based on a programmematic approach**

For the IUCN office in Guatemala, proposing a plan based on the Theory of Change has come as a natural consequence of the programmematic implementation of its projects that have been taking place for some years. This has made it possible to add efforts, reduce the inefficiency of "projectitis" and be able to set ambitious (and achievable) objectives that go beyond specific funds for specific issues. During the 2012-2016 period, the major IUCN donors in Guatemala have been NORAD, DFID, KNOWFOR and USAID, all linked to the FLR process.

5.5   Lessons learned and challenges

Some lessons learned are:

- **Take advantage of political moments without dying in the effort**
  There was a fortunate moment between the National FLR Strategy and the process of approval of the PROBOSQUE Law. However, the lesson learned here is that this is not a sufficient factor for success. In the context of this situation, the political crisis was important. That is why it was vital for IUCN to have avoided politicisation around the law. This was achieved by continuing to work hard, providing concrete guidelines and sound technical knowledge. Consensus around technical FLR knowledge and products allowed organizations sitting at the Roundtable to function as key allies to continue underpinning Restoration matters.

- **Governance always at the centre**
  Due to IUCN's way of operating, a technical and political connection could be maintained between the National Roundtable and decision-makers, who found this platform active and

functioning throughout the process of drafting and approving the Law and Strategy. The Roundtable's explicit commitment ensured the legitimacy, ownership and relevance of FLR actions in the country.

- **Capacity-building is a process that must never end**

  Especially at this moment, in which the country is at a breaking point in the face of the Strategy's implementation. There is an important conceptual and methodological challenge since INAB, the governing forestry body, has not yet developed something like a national plan capable of articulating FLR initiatives to achieve a real impact. At this moment there are more than 15 restoration projects in the country that each work on in their territory. While this should be viewed as positive, there is also a high risk of dispersal.

- **Exchanging experiences at the international level allows key national actors to see that the FLR approach has a lot of potential.**

  One of the positives impulses received by the FLR approach was the exchange of experiences promoted by IUCN at the international level. This made it possible to observe directly the benefits of adopting the approach in other countries. However, much remains to be done. IUCN has the huge challenge to position restoration as a "rural development mechanism" as determined by the Strategy. For this, it is vital "to generate more knowledge and mechanisms that involve more directly the agricultural sector" (I200). In this way, evidence will be produced to demonstrate that FLR contributes directly to issues such as food security and poverty alleviation.

Specific challenges:

(1) To catalyse and promote private investment in business models linked to Restoration. Currently, only a few cases exist where large companies have subsidised FLR specific actions.

(2) Promote jointly with INAB, a strong DMEL mechanism that will follow-up the work-in-progress and systematise the important experience that the Restoration initiatives will generate in the coming years.

5.6 Conclusion

The evidence for this case: creation of the FLR Roundtable, technical knowledge translation for decision making, advocacy actions and practical on-ground FLR-related initiatives, shows that the

hypothesis: *"IUCN used its unique combination of linkage to members, knowledge brokering, technical analysis and convening attributes to play a critical role in the development and growth of FLR"* holds great truth. The following figure reveals more clearly the impact pathways, the nodes of influence and the flow that knowledge has followed in the process of equipping decision-makers and intermediaries.

Figure 5

FLR adoption process in Guatemala
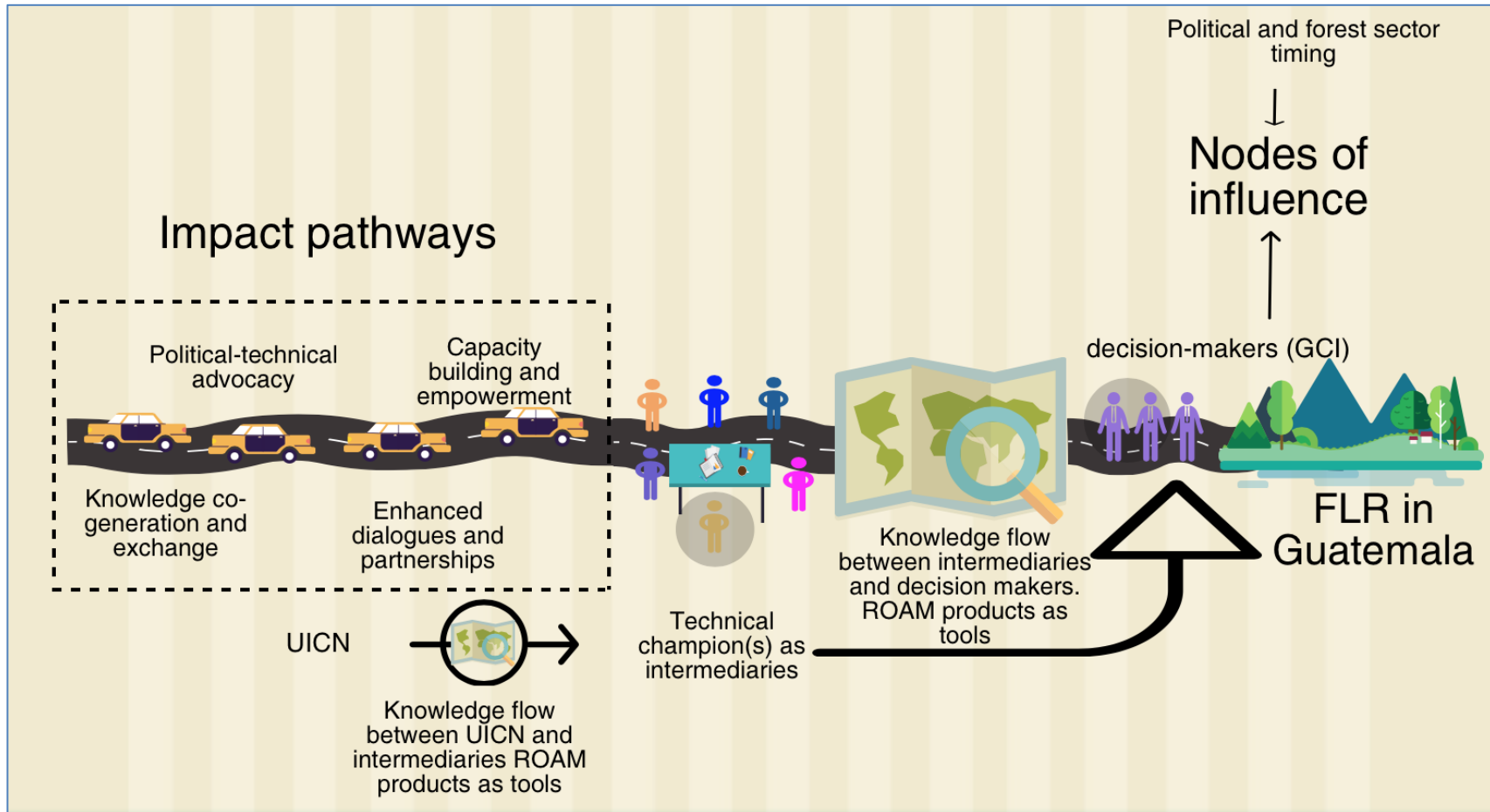
6   Annexes

Annex 1: References and Evidence Log

Person interviewed
Josué Morales   *Former Manager INAB*
Ronni Granados   *Manager INAB*
Benedicto Lucas   *Former Executive Secretary*   *CONAP*
Oscar Medinilla.   *Former Minister MARN*
Edwin Rojas   *head of Climate Change Unit*   *MAGA*
Ebal Sales. Coordinator of the   *National Forestry Programme*   *INAB*
Ogden Rodas. Coordinator of the   *Natural Resources and*   *Environment Area*   *FAO*
Vicente Martínez. Researcher   *Universidad San Carlos*
Luis López. Legislative Director   *Congress of the Republic*
Carlos Chavarría. Congressman   *Congress of the Republic*
Oscar Rojas. Director   *Rain Forest Alliance*
Marta Ayala. Director   *CALMECAC*
Lili Elías   *FUNDAECO*

Higinio Pu
Selvin Santizo. Forestry Coordinator *ANAM*
Luis Reyes. Director of Operations *Private Research Institute on* *Climate Change*
Jorge Jiménez. Biologist *CONAP*
José Gálvez. SIG Specialist *MARN*
Patricia Alvarado. Director of *Fundación Simbiosis. Xaya Pixcayá*
Úrsula Parrilla, Country Head *IUCN*
Orsíbal Ramírez, IUCN FLR *Technician*
Carlos Rosal, Integral Management *of Water Resources* *IUCN*

Annex 2: Questionnaire

Objective 1: Analyse the evolution process of the Forest Policy in Guatemala 1999-2016

1. *Can you make a general identification of the actors of the forestry sector and especially of those who encouraged the creation and approval of the PROBOSQUE Law?*

2. *Who motivated the creation of the PROBOSQUE Law? Why was PINFOR not just extended 10 or 20 more years? What are the key differences between PINFOR and PROBOSQUE?*

3. *Could we say that since the Forest Law was approved in 1999 until now the vision has changed in the forestry sector?*

4. *What is this new vision? Do the actors from the sector share it? Who have encouraged such harmonisation?*

5. *Is this change reflected in a new approach in the country's forest policy? Why or why not?*

6. *Which actors have influenced the most in the policy's new approach? What were their actions?*

7. *Let us reflect on a timeline regarding forest management in Guatemala. Since the Forest Law was*

approved until the PROBOSQUE Law was drafted, what are the most important milestones in such process? Good and bad, what have been the advances and setbacks?

Objective 2: Identify what has been the influence and impact of technical knowledge in the country's forest policy. Further, IUCN's contribution to the process.

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8. *Has training, quality information and technical knowledge acquisition nourished evolution towards a new forest policy approach?*

9. *What has been IUCN's role in this process? Especially in the drafting and approval of the PROBOSQUE Law?*

10. *How do you perceive that the organisation achieved such knowledge transfer? What channels were used?*

11. *How did knowledge reach decision-makers and grassroots organisations?*

12. *Have the political advocacy actions led by grassroots organisations in the forestry sector evolved? What changed?*

13. *Was information and knowledge used as political advocacy mechanisms with decision-makers?*

14. *Which factors were necessary to "convince" decision-makers on including the FLR approach?*

15. *There is a gap between having key information obtained to actors absorb it. Was there any special type of approach in some actors? Did this lead to any result to include the topic in the law?*

16. *Was there any type of feedback regarding other experiences? Or were lessons learned taken from others?*

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