



Livelihoods and Landscapes Strategy

results and reflections

BIODIVERSITY

TREE CERTIFICATION **MANAGEMENT PLANS**

CHICKENS MEDICINAL PLANTS **COMMUNITY FORESTS**

MARKETING WILDLIFE MONITORING **FUELWOOD WEALTH RANKING**

LOGGING PERMITS IMPROVED STOVES **LOCAL GOVERNANCE** AGROFORESTRY

MANGROVES ECOTOURISM **RESTORATION SHEEP PIGS BASKET WEAVING**

MULTI-STAKEHOLDER DIALOGUE PARTICIPATORY ZONING

INDIGENOUS PEOPLE HONEY **ENFORCEMENT CONSERVATION** GOVERNMENT FUNDS

PATROLS **COMMUNITY ORGANIZATIONS** CUSTOMARY RIGHTS **BUSINESS TRAINING**

LOGGING PERMITS NEGOTIATION **BUILDING TRUST** BASELINE ASSESSMENTS

BOUNDARY MAPPING LOGGING PERMITS FOREST RESERVES

INCOME GENERATION BUFFER ZONES

HANDICRAFTS

MICRO-CREDIT

FOREST LAW

NGOS NUTS

MUSHROOMS

LAND TENURE

POVERTY

TREE PLANTING

GLOBAL FOREST AND CLIMATE CHANGE PROGRAMME



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Many thanks to everyone involved in LLS: to DGIS for their generous support, to the staff of IUCN and the partner organizations, as well as the many people in the landscapes around the world who participated in the Strategy and contributed to the results, only a selection of which can be described in this report.

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results and reflections

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Summary

Are forests just an economic safety net for the poor? How much are forests actually worth, on a global scale? These are the kinds of questions that the Livelihoods and Landscapes Strategy (LLS) set out to explore (the short answers to these two are provided on the opposite page). But LLS was by no means an academic exercise; instead, it was developed to provide hard evidence of the value of forests and the need to take these multifunctional assets into account in national and local policy-making. The ultimate goal of this learning strategy was to have policies in place that recognize – and make provisions for – local people’s forest use, while also ensuring forest conservation and sustainable use to meet national development objectives. At the same time, LLS was designed to strengthen the resilience of local livelihoods and forest landscapes in many different parts of the world, to bring lasting change to people’s lives and safeguard the resources on which they depend.

LLS, implemented by IUCN (International Union for the Conservation of Nature) and funded by DGIS (Ministry of Foreign Affairs of the Netherlands), ran from 2007 to end 2011. The scope of LLS was structured around four main themes:

- poverty reduction;
- natural resource-based markets and incentives;
- forest governance (including forest rights and tenure); and
- landscape transformation (through policy influence and forest landscape restoration).

Rather than a collection of new projects, the Strategy was designed to transform and add value to existing activities by IUCN and its partners and to attract new investments and initiatives as additional financial leverage to help support the Strategy’s objectives. IUCN worked with more than 60 partner organizations in the implementation of LLS, in 27 landscapes and 23 different countries in Africa, Asia and Latin America. A tailor-made set of activities was developed for each landscape, according to the interests and needs of key stakeholders and the specific biophysical, socio-economic and governance conditions present. Common activities included for example negotiation of local access rights, support for locally-controlled forest management and restoration, and the development of income generating activities (such as the marketing of non-timber forest products or the development of forest-related jobs).

A highly ambitious set of strategic outcomes was established at the outset of LLS. While it is difficult to predict the long-term impacts of the Strategy given its relatively short duration, it is possible to show that seven of these eight outcomes were achieved or surpassed, with the eighth one having been only narrowly missed. On top of these achievements, LLS helped advance REDD+ and climate change agendas in several countries and notable biodiversity gains were perceived in numerous landscapes; these results went beyond the core scope of the Strategy and were co-benefits of its holistic approach.

Summary of LLS achievements

LLS produced some highly significant outcomes and impacts, including:

Livelihood change: LLS made a real difference to the lives of forest-dependent households across the different landscapes. In addition to helping local people improve their cash incomes, LLS succeeded in strengthening non-cash incomes (e.g. food and fuelwood supplies) and supporting livelihood resilience (e.g. by supporting the sustainable production or collection of diverse non-timber forest products). One example comes from the Miyun landscape in China where local incomes have improved by an estimated 50%, mostly due to large increases in tourist numbers as the area has become more attractive (thanks to the extensive forest restoration activities supported by LLS). More importantly, families have been able to move out of poverty – the number of households classified as poor has been almost halved, to under 15% of the village.

National influence: Policy advocacy was an element of LLS-supported work in many landscapes and important successes have been achieved by fostering government support for healthy forest landscapes and livelihoods. A prime example comes from Rwanda, as LLS activities in the Great Lakes region of Africa were directly responsible for the government of Rwanda's ambitious commitment, announced in 2011, to restore all the country's forests by 2035.

Global influence: Through its involvement and influence in numerous international partnerships and alliances, IUCN has been able to bring the landscape approach and learning from LLS to key

organizations and fora. One example is the World Bank's 'Growing Forest Partnership', the design of which was directly influenced by the LLS vision. The initial concept, which focused largely on strict targets for forest certification and protected areas, was significantly modified to an approach that focused on stakeholder-developed priorities in poverty reduction, governance and rights. The focus is on supporting existing or emerging partnerships in specific countries, which aligns with the value addition principle of LLS.

New analysis: As a learning Strategy, LLS produced important insights into the vital role that forests play in the supporting local livelihoods. Two examples of the findings that emerged are:

- **Forests are not just safety nets for the poor.** It's not just the poor who gather forest products. In rural communities (especially remote ones) people from all wealth categories gather forest products for both cash and non-cash purposes, and they all use the forest year-round, every year. The received wisdom that forests are only useful as a safety-net or fall-back option in emergencies is simply not true.
- **Globally, forest incomes are huge.** Locally-controlled forestry provides developing country households with livelihood benefits worth some US\$130 billion per year. This is more than the value of France's and Switzerland's gold reserves combined and approximately equivalent to total annual global Overseas Development Aid (ODA).

Introduction

The Livelihoods and Landscapes Strategy (LLS) was a five-year program implemented by IUCN (International Union for the Conservation of Nature) and funded by DGIS (Ministry of Foreign Affairs of the Netherlands). The Strategy focused on four main themes: poverty reduction, natural resource-based markets and incentives, forest governance, and landscape transformation. LLS, originally set to finish in December 2010, was granted a no-cost extension and came to a close in December 2011. A considerable number of LLS activities are continuing in several landscapes, as other sources of funding have been secured to maintain and scale up some of the successes of the Strategy.

A large number of communications and knowledge products have been produced to help share the lessons learned from LLS. The LLS lessons and experiences have also been incorporated into many other publications, presentations and events indirectly or as part of collaborative work with partner organizations. A list of the main documents produced while the Strategy was wrapping up is included as an Annex to this report. These include a series of Landscape Papers documenting the landscape-level activities and impacts at a number of LLS sites, a series of analytical Working Papers on cross-cutting issues, a series of Briefs synthesizing the policy messages which emerge from these analyses, and a film documentary of LLS activities and stories in several different landscapes.

LLS: vital statistics

Dates:	2007-2011
Donor:	DGIS
Budget:	16 million*
Scale:	Number of partner organizations: more than 60
	Number of countries: 23
	Number of landscapes: 27**

* An additional €52.2 million was raised from other donors (see section on leverage).

** The exact number of landscapes targeted by LLS changed slightly during the course of the Strategy as some of the original landscapes had to be dropped and a few others were added at a later stage.

Top photo (village) Hamlet in Papua, Indonesia © IUCN / Intu Boedhihartono

Gorilla family in Kahuzi-Biega National Park, DRC © IUCN / Intu Boedhihartono

Collecting fuelwood in Huayan, China © IUCN

Women prioritizing livelihood issues in Tenkodogo, Burkina Faso © IUCN / Intu Boedhihartono



This report summarizes the objectives, activities, outcomes and impacts of LLS up to December 2011, and reflects on the learning and the lessons that have been generated by the Strategy.



Origins and innovations

A critical time for forests

The Livelihoods and Landscapes Strategy was developed at a time when forests were being squeezed off the agenda of the international community and dropped from the national development priorities of many countries around the world. LLS was a direct response to this undervaluation and neglect of forests; the Strategy sought to contribute to a new vision for forests that decision-makers could not ignore. This vision sees forests as multifunctional assets that can make a real difference to rural poverty and economic growth while also contributing to the delivery of local, national and international biodiversity conservation goals.

It was clear that building a stronger case for, and commitment to, forests would require going beyond the usual set of stakeholders such as the Ministries of Forestry and Environment, to involve decision-makers in other sectors seldom associated with forest management, such as agriculture, health, transport, energy and even finance. So LLS would need to produce hard evidence to show the importance of forests to these mainstream economic sectors.



Forest in Bayanga, Central African Republic © IUCN / Intu Boedihartono

DGIS and IUCN: a productive partnership

LLS grew out of the long-term relationship between the Ministry of Foreign Affairs of the Netherlands (DGIS) and IUCN's Forest Conservation Programme. It also emerged, in part from another DGIS-funded and IUCN-managed programme – the Water and Nature Initiative (WANI) which has been working in river basins around the world since 2001. WANI is taking an integrated approach to ecosystem management and livelihood enhancement and it was this 'pro-poor conservation' approach which DGIS was keen to replicate in the context of forest resources. For more information on WANI, see www.waterandnature.org.

DGIS was closely involved in the overall design of LLS and in the development of the monitoring system that was put in place partway through implementation in order to better meet DGIS reporting requirements. DGIS support for LLS has been invaluable, not only as the primary source of funds but also as a like-minded partner in developing these kinds of large-scale, innovative initiatives. As IUCN has experienced with both WANI and LLS, the delivery of a truly coherent program can only be achieved when the program funding itself is coherent and strategic.

A learning lab

IUCN's Forest Conservation Programme had already done a good deal of work on the interface between conservation and development and the important part that forests play in poor people's livelihoods. Nonetheless, when LLS was getting off the ground, this vision of forests was still rather untested – were forests really of significant importance economically to households as well as to nations? Could an economic figure be put on their value? And could local-level evidence on forest use influence national-level policy-making?

LLS was therefore devised not only as an ambitious set of on-the-ground activities, but also as a **learning** Strategy that would enable **policy-relevant** learning to be translated into lessons and channeled to local and national policy-makers in a responsive policy-practice loop. The great benefit of LLS was that this 'experiment' in forest valuation and policy influence could be done at a landscape-scale across a whole range of forest and policy environments, so the results that emerged could be considered reasonably reliable and robust. The ultimate goal of this learning strategy was to have policies in place that recognized – and made provisions for – local people's forest use, while also ensuring forest conservation and sustainable use to meet national development objectives. These policy outcomes were important complements to the livelihood and forest outcomes generated by the Strategy.

LLS was therefore something of a laboratory to test widely-held assumptions about the linkages between forest landscapes and livelihoods, for which limited or only anecdotal evidence had been available. These assumptions (or change hypotheses) were articulated at the outset of the Strategy and were directly addressed by monitoring the outcomes of LLS activities to see if they held true generally or only in specific circumstances.

What was different about LLS?

Landscapes – people included: LLS took a landscape-level approach which looks at not only the physical landscape and the people in it but also the institutional conditions (laws, policies, local customs) that shape how local people use the landscape’s natural resources.

Learning – and sharing the lessons: LLS set out to find out not only what works for local forest management but also the reasons behind successes and failures. This was part of the ‘theory of change’ approach adopted by LLS. Advocacy was another key element, to enable the learning on the why questions to be rapidly passed into national policy-making fora.

Adaptive management – put into practice: LLS took seriously the principles of adaptive management and invested in operationalizing these principles (e.g. by providing staff training and guidance). Thanks to these efforts, the individual initiatives – and the Strategy as a

whole – were able to adjust to match changing circumstances and new learning.

Adding value – not adding new projects: LLS was designed to transform and add value to ongoing activities by IUCN and its partners, by for example developing better baseline analyses and tools for multi-stakeholder dialogues and negotiations, as well as tailor-made capacity-building and advocacy activities. LLS was also developed to attract new investments and initiatives, as additional financial *leverage* to help support the Strategy’s objectives.

Outcomes – not outputs: LLS achievements focused on ambitious outcomes rather than straightforward outputs, and performance was measured along these lines. The outcomes selected were strategic and mutually reinforcing, to maximize impact.

What is a landscape approach?

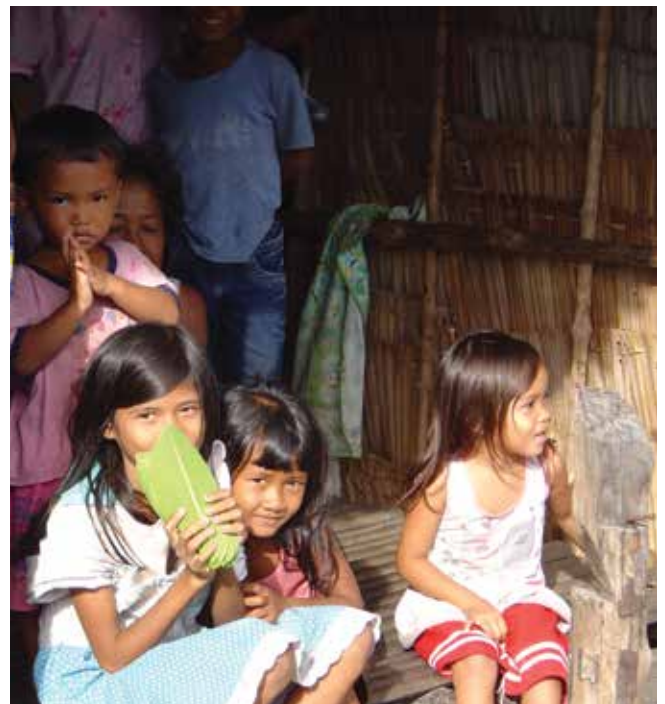
“A landscape approach is about turning an institutional wilderness into an area where everyone agrees about land use, land management and land rights in the different parts of the landscape, and where differing goals are either harmonised or complementary.”

Gill Shepherd, Thematic Advisor, Poverty, LLS

Case in point

Defining a landscape in Cambodia

One of the first steps in any LLS site was agreeing on a common understanding of what constitutes a landscape. This required careful discussion in Cambodia, where LLS tackled rural poverty and mangrove degradation in a 25,000 ha protected area. The term ‘landscape’ in the Khmer language implies a large area to be protected rather than one which is made up of a mosaic of different land uses. The LLS team needed to introduce the idea that the landscape approach meant bringing the local people into the picture and looking at how their mangrove-based livelihoods could be enhanced and made more sustainable. The results of this work included a participatory zoning of the wildlife sanctuary, community-based mangrove restoration and increased incomes from eco-tourism.



Children of the community next to Peam Krasop wildlife sanctuary © IUCN / Jamie Gordon

Objectives

The long-term vision of LLS was 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”*.

The overall goal of LLS was: *“the effective implementation of national and local policies and programmes that leverage real and meaningful change in the lives of 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.”*

The scope of LLS was structured around four main themes:

- poverty reduction;
- natural resource-based markets and incentives;
- forest governance (including forest rights and tenure); and
- landscape transformation (through policy influence and forest landscape restoration).

These themes guided the direction of LLS activities across the different countries and landscapes. A technical advisor was appointed for each theme to help the field teams plan and support activities to address these different issues in a strategic way. This coherent, thematic approach was further reinforced by having a common set of Strategic Outcomes



Bicycling in Sablogo forest, Burkina Faso © IUCN / Intu Boedihartono

across all the different LLS sites, covering each of the four themes. These Strategic Outcomes, and the assumptions that underpinned them, are listed in Table 1. It is important to note that the outcomes were developed to be mutually supportive, so that progress in one, for example, securing local access to forest products would lead to improvements in others, for example, facilitating sustainable trade in these products, and poverty reduction.



Cartloads of forest products near Kelka, Mali © IUCN / Edmund Barrow

Table 1. LLS assumptions and strategic outcomes

Assumptions		Strategic Outcomes	
Poverty			
1	Natural resources make a significant and effective contribution to rural livelihoods and, in combination with other social and economic interventions, assist in achieving tangible reductions in rural poverty rates.	1	Extreme poverty reduced by 25% in three rural areas where the Strategy has programmatic activities.
2	Decentralized and devolved natural resource management can act as a stimulus to rural income generation, and thus contribute to local economic growth when the benefits and costs of both resource utilization and conservation are fairly distributed.	2	Household incomes, including those of the poorer social clusters, increased by 50% in one-third of the areas where the Strategy has programmatic activities.
Markets and Incentives			
3	The benefits that could accrue to the rural poor from greater access to natural resources or emerging markets for environmental services will be limited unless associated rights to market, trade and the ability to retain earned income have first been clearly and equitably addressed.	3	Arrangements that facilitate sustainable local trade in forest products for the poor available in at least three countries where the Strategy is active.
4	Negotiated, non-regulatory mechanisms to promote best social and environmental practice among individuals, communities or private companies can result in tangible net benefits for both biodiversity and rural incomes.	4	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 recognized industry standard or investment criteria.
Governance			
5	Clear property rights and secure tenure for poor people are necessary preconditions for negotiations to successfully and equitably balance trade-offs between local and global needs.	5	The area 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 at least five of the rural areas where the Strategy has programmatic activities.
6	Practical progress in forest-related governance and law enforcement can be positively influenced by the degree to which the associated dialogues and planning processes (including Voluntary Partnership Agreements) are open, inclusive and transparent.	6	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.
Landscape transformation			
7	Forest landscape restoration presents a major opportunity to expand production, recover ecosystem functioning and fight poverty without accelerating the loss of forests and forest biodiversity.	7	A 10% net area increase in forest-related, locally-negotiated multifunctional land-uses in at least 5 rural areas where the Strategy has programmatic activities.
8	The combination and sequence of interventions at various scales and their interactions across scales profoundly influence the degree to which land-use productivity and biodiversity can be sustained at the landscape level.	8	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.

Activities



Agamid lizard in Bujumbura, Burundi © IUCN / Intu Boedihartono

Since LLS was designed to test whether a set of assumptions about forest use held true across a wide set of conditions, and to generate influence and learning on a global scale, it was important to have a good spread of ‘testing grounds’ from around the world. These needed to cover a range of different socio-economic, biophysical and policy environments. The countries and landscapes included were also selected on the grounds of where IUCN and its partners were already working on forest issues, and where there were important areas of forest, significant forest livelihoods, and potential opportunities to influence government policies that would impact forest use.

IUCN worked with its partner and member organizations to choose the areas where LLS would support ongoing activities. Together they identified priority landscapes covering 23 countries and three continents. These landscapes are described briefly below.



Terracing steep slopes, Burundi © Cyriaque Nzojibwami



Discussion group in El Hawata, Sudan © IUCN / Intu Boedihartono

As LLS was developed to add value to ongoing initiatives rather than create a raft of new projects, the implementation of LLS field-level activities was done primarily by IUCN's members, partners and other stakeholders. Where necessary, the Strategy did include direct implementation of a limited number of activities on a pilot basis in countries where IUCN had more limited experience, for replication by other stakeholders or organizations. These investments, in China, Brazil and Indonesia, proved to be extremely valuable in these countries, as the results presented in this report demonstrate.

The following pages give an indication of the kinds of activities that took place across the different landscapes, and a few of the outcomes achieved. This is just a small sample of the initiatives undertaken at each site; it is by no means exhaustive. More detailed information on LLS activities around the world is available in the landscape papers listed in the Annex to this report and available for free download from www.iucn.org.



Boys with boat in front of mangrove forest, Cambodia © IUCN / James Gordon

Locations of LLS landscapes





Africa

West Africa: Ghana and Liberia

A key focus of LLS activities in this region has been on addressing poverty by supporting trade in non-timber forest products and promoting forest governance measures that take into account how rural communities use forests.

In **Ghana**, one of the issues LLS addressed was that of tree ownership rights. By supporting a tree registration and certification process, LLS helped give farmers more incentive to plant trees on their land. In one landscape this resulted in more than 46,000 trees being planted. Another issue of central importance to poor rural communities is the collection and trade of non-timber forest products (NTFPs). LLS helped support local trade in a range of NTFPs, including the seeds of the *Allanblackia* tree which can be processed into cooking oil and other products. The income of women involved in NTFP trade increased by 25% thanks to this support.

LLS worked in two landscapes in **Liberia** in collaboration with the Forest Development Authority, the World Bank and other partners. The activities included a study which proved that, despite common assumptions to the contrary, customary forest management arrangements do exist in the country and need to be taken into account when planning community forestry programs. LLS also supported community-based collection, processing and trade of non-timber forest products such as bush pepper and medicinal plants.

East and Southern Africa: Mozambique, Tanzania, Uganda

In **Mozambique**, one of the issues tackled by LLS was the overexploitation of valuable sandalwood trees by artisanal woodcarvers. LLS provided the woodcarvers with training in harvesting, marketing and business management and helped them organize a sandalwood bank to rationalize the use of this wood. About fifty households benefited directly from this support and their incomes increased by about 30%. Illegal sandalwood felling and trading were also reduced.

In **Tanzania**, LLS activities included supporting local communities to enforce forest protection bylaws. By the end of the Strategy, natural resource committees in eight villages were actively patrolling their forests, intercepting illegal logging and sanctioning offenders.

The Sahel: Burkina Faso, Mali, Sudan

In one of the landscapes in **Burkina Faso**, LLS helped 20 villages to better protect their 34,000 ha intercommunity forest by facilitating the development of a community forest reserve management plan, helping families who had settled in the forest to relocate, and setting up monitoring teams to supervise NTFP collection. The forest is already showing good signs of recovery and biodiversity is increasing.

In **Mali**, the Strategy helped a forest association representing about 10,000 households to develop a management plan for their 160,000 ha forest and obtain authorization to manage the exploitation of certain forest products including deadwood

and NTFPs such as honey and medicinal plants. The forest, which had been badly degraded, is now growing back and crocodiles (sacred animals here) are increasing in number thanks to better water management. A market information system was also set up to enable NTFP traders to monitor prices and choose the best time to sell their products.

In eastern **Sudan**, which has borne the huge environmental costs of having hosted one million refugees over the last forty years, LLS has promoted the use of Community Environmental Action Plans in twenty villages. These plans, together with LLS support for the restoration of gum Arabic trees and NTFP marketing, have helped produce a real turnaround. Forests are now under community management and landscapes, proving highly resilient, are recovering fast.

Congo Basin: Cameroon, Republic of Congo, Central African Republic

LLS worked with a large number of partners in the vast protected area of the Tri National of Sangha (TNS), which straddles parts of **Cameroon, Republic of Congo** and **Central African Republic**. With a particular focus on securing the rights of the marginalized poor to use forest resources, LLS supported the development of community forest action plans. More than half of the 400,000 ha TNS landscape in Cameroon now has such plans in place and communities, representing 7,500 people, are allowed to use resources such as bushmeat, fish and other NTFPs. LLS also supported 13 micro-projects across the TNS landscape which brought sustainable income opportunities from activities such as beekeeping, pig rearing and eco-tourism. As one example, a total of almost US\$5000 worth of sales was earned by local families after the creation of a traditional products marketing centre.

Great Lakes: Burundi, Democratic Republic of Congo, Rwanda

LLS work in this post-conflict region focused on restoring some of the highly degraded forest ecosystems and helping tackle the high levels of poverty. Supported by LLS, local communities have restored about 1500 ha of forest and planted about 260 km of bamboo to demarcate protected areas in **DRC** and **Burundi**. Benefits for local people have included additional income from a range of activities, improved nutrition and food security from small-scale livestock rearing (chickens, rabbits, and guinea pigs) and significant savings from the introduction of improved stoves. In DRC for example, over US\$7,500 was earned by over 200 households from various income-generating activities and in Burundi savings of over US\$120,000 were realised by about 675 households after they switched to using improved stoves. In addition, with LLS support, a traditional medicine centre in Burundi obtained permission to collect endangered medicinal plants from a forest reserve, and then domesticated them and distributed them to over 1000 households. One other outcome that is definitely worth flagging is the fact that LLS work on forest landscape restoration in **Rwanda** directly contributed to the ambitious commitment made by the Rwandan government to restore all the country's forests by 2035.

Uganda

Mending broken trust and landscapes

LLS worked in the Mount Elgon region of Uganda, an important biodiversity area with high agricultural potential and high population density, near the border with Kenya. The landscape selected comprises 6,000 ha of land adjacent to the Mount Elgon National Park, and is home to the Benet indigenous people who were formerly semi-nomadic before being forced to settle outside the boundary of the protected area once it was created. With few livelihood options and very small landholdings, these forest-adjacent communities had been encroaching on the protected area for their food and fuelwood needs. The park and surrounding areas had become badly degraded – as had relations between the park authority and the local people – and poverty levels were increasing. LLS set out to help reverse this situation and help build a more constructive, collaborative approach to resource management and conservation.

One initiative that turned out to be a real game-changer was the facilitation of community bye-laws on landscape management. Originally designed as a mechanism to regulate land-use issues such as free grazing, the bye-laws actually became the starting point for a whole series of important outcomes for local livelihoods and the landscape. These community-level governance regulations, later validated by local authorities, fostered a renewed sense of commitment among communities to their land and community task forces have been set up to implement and monitor the bye-laws. The bye-laws were later expanded to deal with other issues which the communities wanted to regulate, such as alcohol consumption.

As free grazing had begun to be replaced by stall feeding thanks to the bye-laws, farmers were also encouraged to

construct contours on the steep farming land to retain water and soil and reduce crop loss from heavy rains. LLS intervention here was small – essentially ‘demystifying’ this technique and supporting extension workers from existing agencies to train local people – but the impact has been clear and the benefits immediate. Local farmers have teamed together and constructed some 30 km of contour terracing around their fields. They have also planted a large number of agroforestry trees along the contour edges, to provide fodder for the cattle as well as timber. And, with the land now more productive, many farmers are now able to get two harvests a year rather than just one.

The LLS work in Uganda also added value to the outcomes of an existing IUCN ecosystem management program in this area. For example, LLS was able to expand the marketing opportunities for income-generating activities (such as beekeeping) that the earlier program had already been promoting. LLS also developed other livelihood options such as milk production and market gardening. Households involved in these activities have been able to double their incomes, and a group of 100 poor and marginalized women, who received targeted support for market gardening, was able to increase their monthly incomes by an average of 70%, from US\$10 to US\$100.

LLS also helped facilitate the development of Collaborative Resource Management agreements between 12 local communities and the park authority, the Uganda Wildlife Authority (UWA). These negotiated agreements set out how communities can use the park for resources such as fuelwood, honey, bamboo, and medicinal plants. The agreements will benefit the 4,000 inhabitants of these villages.

Artisanal beehives, Mount Elgon, Uganda © IUCN / Rodney Abson



What impressed you most about the LLS work in your region?

“I was particularly impressed by the fact that some of the major shifts in land-use and forest management were brought about by relatively small interventions, really just tweaks in governance. We tend to look for big ‘silver bullet’ solutions but often it is these small, simple changes that are needed. Our support for the development of community bye-laws in Uganda is a good example of a small input that produced big results.”

Ed Barrow, former Regional Forest Advisor, Africa

LLS work on forest landscape restoration in Rwanda directly contributed to the ambitious commitment made by the Rwandan government to restore all the country’s forests by 2035.



Women working in tree nursery, Bugarama, Kayanza, Burundi © IUCN / Intu Boedhihartono

Asia

Mekong region: Cambodia, Lao PDR, Thailand, Vietnam

In **Cambodia**, LLS worked on governance, livelihoods and biodiversity issues arising from a 26,000 ha coastal mangrove protected area. The mangrove forest, Cambodia's largest and home to 10,000 people, had become severely degraded. LLS worked with government, local communities and partner organizations on a participatory zoning process which sought to balance local conservation and community needs. Strategic advocacy efforts by IUCN staff won strong support for the participatory zoning from senior government officials and set the scene for possible replication in other parts of the country. LLS also involved communities in mangrove restoration efforts and this helped stop illegal cutting of the mangrove trees, as fishermen saw their catches improve near the restored forests.

In **Thailand**, LLS worked in two landscapes: the Andaman coastal ecosystem and an upland forest reserve, Doi Mae Salong, in the north of the country. The focus in Andaman was on community-based tourism. LLS helped eleven groups, with over 400 members between them, to organize themselves for conservation activities and tourism services such as home stay accommodation, kayaking, snorkeling and trekking, and provided training for local eco-guides. One group alone was able to earn US\$15,000 over an eighteen-month period. A portion of this income has gone into a community fund for activities such as mangrove planting and waste management.

In Doi Mae Salong, LLS has worked with a non-traditional partner – the Thai army – on a participatory approach to land-use planning. The degraded forest reserve, which is under military control because of security reasons, had been the source of conflict as the army had carried out reforestation in a farming area and the local people had protested. LLS facilitated a multi-stakeholder dialogue to reach agreement on land-use plans for different parts of the reserve. Farmers agreed to allow erosion-prone sites and priority watershed zones to be protected and reforested in exchange for access to farming land in valleys. This enabled better outcomes for both livelihoods and sustainable forest management.

In **Lao PDR**, LLS focused on sustainable management of the Malva nut, a non-timber forest product with medicinal properties. This nut is a very important cash crop for local people but unsustainable logging of Malva trees for illegal nut harvesting had led to reductions in supply and declining incomes. LLS worked closely with local communities to develop a sustainable management system which involves harvesting permits, a harvesting fee (differentiated for locals and outsiders) and penalties, as well as a transparent benefit-sharing mechanism. This system has reinforced local control over Malva nut harvesting by establishing and training village groups to take responsibility for harvesting, patrolling, purchasing, marketing, and managing Malva nut sales. This has led to an almost complete cessation in Malva tree felling and greatly increased production and income levels. The 2010 season yielded a bumper crop of about 50 tons and generated about US\$200,000 for the 11 participating villages.

This works out at about US\$200 per household (almost all households are involved in Malva nut production), making it one of the most important sources of cash income in these remote villages.

In **Vietnam**, LLS facilitated multi-stakeholder dialogues on issues surrounding forest law enforcement, governance and trade (FLEGT) measures to expand the national and international supply of legal timber. This involved building alliances with government, the private sector and international NGOs, providing the different stakeholders with unbiased information and opportunities to meet and discuss these issues. This multi-stakeholder approach has helped support negotiations between Vietnam and the EU for a Voluntary Partnership Agreement (VPA) which would help ensure that timber imports from Vietnam have been legally harvested.

South Asia: India

LLS worked in two states in India: Haryana and Orissa. In Orissa LLS partnered with Winrock International India to facilitate the creation of 15 community-based cooperatives for collecting, storing and marketing NTFPs. Cooperative members are able to benefit from better prices, access to credit and shared transport. About 500 households have participated in this work and incomes have increased by an average of 50%. In Haryana LLS has worked with an Indian NGO on a range of activities including efforts to establish more equitable means for Joint Forest Management groups to share water among all households, including the landless. LLS work in India has actively involved a number of key policy-makers within government and this has led to an impressive outcome. The landscape approach demonstrated by LLS has been adopted by the Green India Mission, an ambitious nationwide effort to tackle climate change by doubling the area of land under reforestation and restoration.

South-east Asia: Indonesia

In Indonesia LLS worked in the provinces of Papua and West Papua, primarily on enabling local communities and authorities to capitalize on the country's decentralization of forest control. In Papua, LLS and its local NGO partner worked with 17 communities to map their customary territories using a combination of local knowledge and modern technology (satellite images and GPS points). This mapping will help strengthen the position of the customary governance arrangements that cover the 180,000 ha of mapped land and will enable customary institutions to play a greater role in development planning and decision-making. The participatory mapping process has been incorporated into the Papua Province Spatial Plan, which now mandates the use of such mapping by Districts as part of their spatial planning. This is the first time that customary rights have been formally recognized within the spatial planning process in Papua.

In West Papua, LLS worked with five villages engaged in logging in forests which they own under customary tenure, but which are partly or wholly within state forest reserves. Since their logging activities are technically illegal, the



Fishermen near Bukavu, Lake Kivu, DRC © IUCN / Intu Boedihartono

communities have not been able to sell the timber openly and have not been getting fair price for it. LLS worked to secure the communities' forest rights by helping them apply for a 'village forest' license, a type of license created in 2007 by the Ministry of Forestry but still not widely used. This proved a long and complex process, but was almost complete by

the end of LLS and has since been finalized, making this the first recognized 'village forest' in Papua. The villages are now in a good position to start making legal timber sales and negotiating higher prices.

What impressed you most about the LLS work in your region?

"I think one of the most impressive aspects of our work in Asia was the way we collaborated with a non-traditional stakeholder – the army – in northern Thailand. I think this was probably the first time that IUCN has worked with the military in this way. The army, which was responsible for managing this landscape, had met with opposition from local communities after their reforestation program had taken over valuable agricultural land. By bringing the army, indigenous communities, and government line agencies together to discuss, negotiate and plan for a mosaic of land-uses, we were able to implement our goals of integrated landscape management."

Matthew Markopoulos, IUCN Country Programme Manager, Thailand

China

LLS worked in the Miyun region of China, a landscape that includes a large reservoir which is the main source of drinking water for Beijing, 100 km away.

Much of the original forest had been cleared by intense logging and the conifer plantations that replaced it had never developed into a mature, healthy ecosystem because of the constant pressure from heavy fuelwood collection by local communities. In order to help protect the new forests, the government had imposed strict controls on forest use including a ban on almost all logging. This actually made things worse as the forests, left without any management, became degraded and unproductive. The communities were also suffering as their livelihoods and local economies had always depended on these forests.

Working with the Beijing Forestry Society, local government, research institutes and local communities, LLS supported a series of coordinated actions to restore one part of the Miyun watershed, centred around the village of Huayuan (population 650). These included the introduction of forest management treatments to encourage natural regeneration of the degraded

landscape, a new, sustainable system for harvesting fuelwood, support for cooperative marketing of non-timber forest products such as mushrooms and medicinal plants, and advocating for more appropriate and realistic forest policies.

The outcomes of these efforts have been highly significant. Local incomes have improved by an estimated 50%, from about US\$1000 to about \$1500 per year, mostly due to large increases in tourist numbers as the area becomes more attractive. More importantly, families have been able to move out of poverty, as evidenced by shifts in the results of wealth ranking undertaken by LLS. The number of households classified as poor has been almost halved, to under 15% of the village. The development of a new, more efficient design for the stove-warmed bed platforms cut household fuelwood use by about 30%. And the advocacy efforts certainly paid off, as the government agreed to partially lift the logging ban and granted a permit to allow timber harvesting for the first time in 20 years. This could set an excellent example for the many other areas in China facing similar problems. In fact the Chinese government has now decided to apply the same approach to the whole 16,000 km² watershed.

Miyun reservoir, Huayan, China © IUCN





Black capped Lory in Papua, Indonesia © IUCN / Intu Boedihartono

Latin America

Brazil

LLS activities in Brazil were centred in the State of Acre and focused on strengthening community-based forest cooperatives operating in extractive reserves. This support was targeted at three forest value chains: Brazil nuts, rubber, and timber. LLS strengthened three umbrella organizations of local cooperatives and producer associations, together representing about 2,500 families. LLS support helped these groups to grow in size and develop a more solid

financial footing. LLS also provided assistance with financial management, certification, communications and marketing. The economic benefits reaped by the members of these groups are impressive. Between 2008 and 2011, household yearly incomes from rubber sales doubled, reaching about US\$1,250 per year. The annual income earned by households from the sale of Brazil nuts increased four-fold (reaching about US\$2,500 per year), and a similar increase was obtained by households selling timber (reaching about US\$5,000 per year).

What impressed you most about the LLS work in your region?

“I was struck by how one of the biggest results in terms of income improvement came from just a small intervention on our part. We supported a local technical institution so they could prepare a simplified version of their guidelines on post-harvest processing of Brazil nuts. The revised guide, more suited to local Brazil nut collectors, enabled them to meet phyto-sanitary standards and obtain much higher prices.”

Doris Cordero, Program Officer, Forests and Climate Change, South America

What impressed you most about the LLS work in your region?

“I really appreciated the programmatic approach, which enabled us to look at the big picture. This approach fits very well with IUCN’s way of working with the whole spectrum of stakeholder groups and linking policy development to on-the-ground action. It also meant we could go beyond our usual focus on biodiversity to address issues of poverty, markets and governance. The experience we have gained through LLS will be very useful for future work.”

Arturo Santos, Coordinator, Biodiversity and Sustainable Use, Meso America and the Caribbean

Guatemala

Tapping into experience and funds

LLS work in Guatemala has been able to build on existing IUCN initiatives in the two areas selected: Lachuá and Tacana.

Lachuá is home to a National Park of biodiversity-rich tropical rainforest, and about 11,000 indigenous Qeqchi people. LLS worked to create employment and income for the Qeqchi people to improve their livelihoods and decrease pressure on the protected area. The income-generating products promoted include pineapples, honey, cocoa and peppers and the incomes earned have been quite substantial. Honey production has benefited about 100 households and generated a total of US\$30,000 per year, while cocoa production has benefited about 125 families and increased household incomes by about 120%. Additionally, LLS has partnered with government agencies to enable indigenous communities to register their land and thereby gain access to government reforestation subsidies. This has not only helped bring in extra income but also strengthened the buffer zone around the park. Some 54,000 ha of land have now been registered, of which 46,000 ha are now under locally-driven reforestation.

In Tacana, one of the poorest areas of Guatemala with severe environmental degradation, LLS has linked up with IUCN's Water and Nature Initiative (WANI) which was using a similar integrated, participatory approach to promote watershed conservation. The two initiatives were able to complement each other and bring real change to the lives of the poor. LLS focused on restoring the forest landscape so that it can support the high population density of rural poor who have limited ownership or rights to land. LLS supported the production of micro-catchment management plans that will guide conservation and development in the area. LLS also helped test several new farming systems and develop business plans for the most promising ones. These included greenhouse-cultivated tomatoes and roses, stall-fed sheep, and Christmas tree plantations. These income-generating activities benefited a total of 300 poor families.

In both Lachuá and Tacana, LLS funds have been able to leverage large amounts of government financial assistance and incentives for local communities. In Lachuá, the reforestation subsidies leveraged by LLS amounted to about US\$500,000 and benefited about 500 families. In Tacana the leverage included a promising development: for the first time, local government allocated its own funds (US\$180,000) for natural resource management, thanks to the support provided by LLS for developing restoration strategies.

Local youth group working in tree nursery, Guatemala © IUCN / James Gordon



Looking back

Did LLS achieve its strategic outcomes?

This section looks at the extent to which LLS was able to achieve the eight Strategic Outcomes. As shown in Table 2, LLS met or exceeded seven of the Strategic Outcomes, despite their undeniably ambitious nature and some issues

with quantifying the results obtained. Only the Strategic Outcome on increasing household incomes was (narrowly) missed, although strong results were obtained nonetheless, as described below.

Table 2. Achievement of strategic outcomes

Strategic Outcome	Result	Details
Poverty		
Extreme poverty reduced by 25% in three rural areas where the Strategy has programmatic activities.		Quantitative data on changes in poverty are available for only five villages (in China, Cambodia and Ghana); four of these showed a more than 25% reduction in the number of people in the poorest category, while the fifth showed a slight increase in the size of the poorest group.
Household incomes, including those of the poorer social clusters, increased by 50% in one-third of the areas where the Strategy has programmatic activities.		Quantitative data on increased incomes is available for eight landscapes (i.e. one-third of total landscapes); the increase was 50% or more in six of these (Brazil, China, Guatemala, India, Tanzania and Uganda), representing between one-fifth and one-quarter of the total landscapes.
Markets and incentives		
Arrangements that facilitate sustainable local trade in forest products for the poor available in at least three countries where the Strategy is active.		Arrangements for sustainable local trade in forest products (almost always NTFPs) have been facilitated in most of the 23 countries.
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 recognized industry standard or investment criteria.		Best practice guidelines have been promoted as standards (e.g. for the <i>Allanblackia</i> supply chain in Ghana, for Chinese forestry companies in Africa, and for semi-processed rubber production in Brazil) and adopted by some of the key companies in these industries (although not by a major multinational company as such).
Governance		
The area 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 at least five of the rural areas where the Strategy has programmatic activities.		More secure tenure or user rights were achieved (through management and access agreements, registration, licensing, etc.) in more than five rural areas (including for example Thailand, Mali, China, Ghana, Indonesia, and Guatemala, Uganda, Burkina Faso and others). These related to more than 25% of the forest land in all cases.
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.		Illegal logging has been reduced in more than three areas (including for example Uganda, China, Tanzania, Burkina Faso, Cambodia). These have not resulted from formal tripartite action (although LLS work in several countries, such as Brazil, Ghana and Vietnam, has supported tripartite action on illegal logging, and less formal tripartite processes were involved). Not all of these cases have quantified the reduction in illegal logging.
Landscape transformation		
A 10% net area increase in forest-related, locally-negotiated multifunctional land-uses in at least 5 rural areas where the strategy has programmatic activities.		This outcome was achieved (with clear evidence of physical improvements in at least ten per cent of the forest landscape) in at least five landscapes, including Thailand, Guatemala, China, Burkina Faso and Uganda.
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.		There has been good uptake of the tools and approaches developed for LLS, particularly by local government and civil society stakeholders. Private sector uptake has been less widespread but was still evident in a few countries, such as China and Ghana. There has been additional uptake in international institutions (FAO, and some of those others mentioned below).

Outcomes on poverty

LLS targeted its poverty reduction outcome on tackling *extreme* poverty. Changes in poverty levels were intended to be measured using a participatory technique known as wealth ranking, which is based on local people’s perceptions of poverty and usually distinguishes between the poor and the very poor. This is important as it is the poorest households who often rely most heavily on off-farm natural resources such as non-timber forest products. Unfortunately the technique was applied at both the beginning and end of LLS in only a minority of landscapes so changes in poverty cannot be measured across all the areas of intervention.

The wealth ranking results from villages in China and Cambodia (two of the few countries where ‘before’ and ‘after’ data sets were collected) are shown in Figure 1 below. These show that in these villages, there was indeed a significant shift of households, from the ‘poorest’ to the ‘poor’ categories (or from the ‘poor’ to the ‘medium’ category in the case of Huayuan village, China). These results, together with similar findings in a Ghanaian village, could be taken as evidence that this Strategic Outcome was achieved. However, in the absence of baseline and evaluation assessments in other landscapes, it is impossible to say whether poverty reduction has been achieved on a significant scale.

Figure 1. Poverty assessment results from villages in China and Cambodia

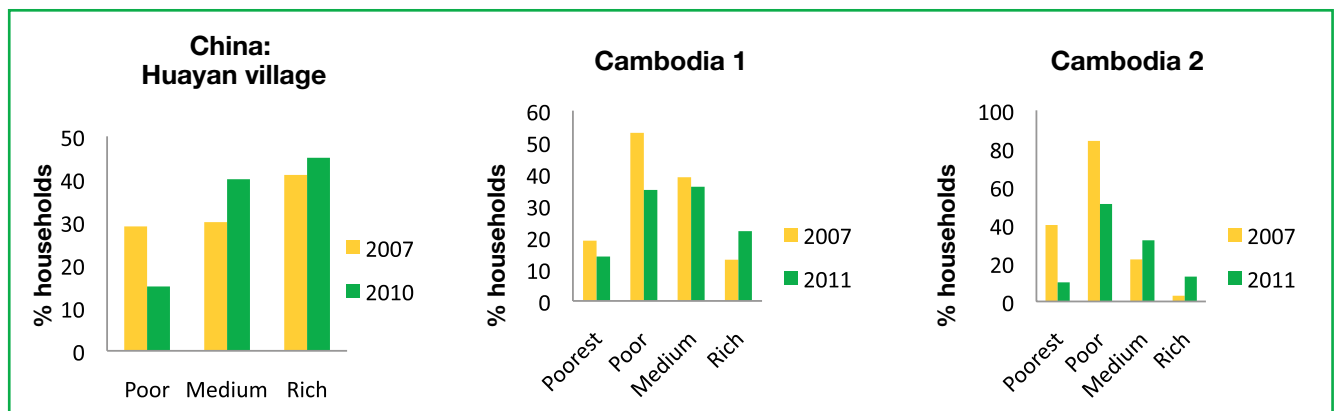
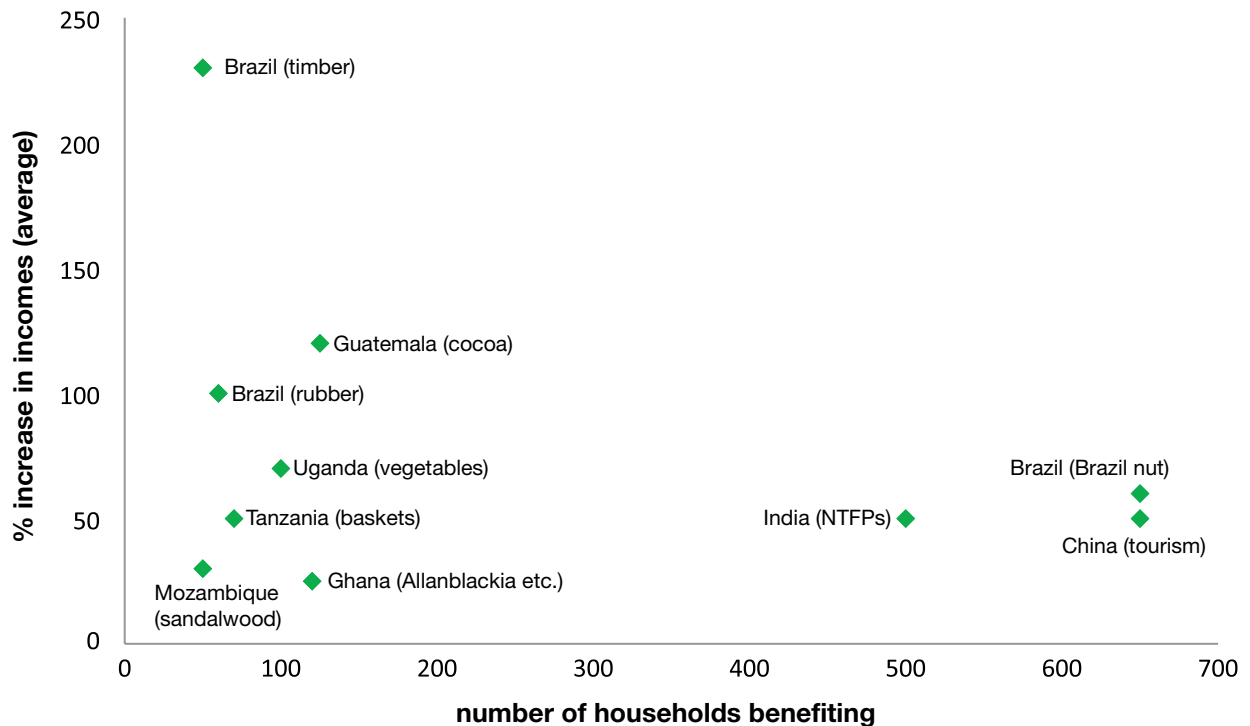


Figure 2. Impacts on household incomes



The data available on the outcome of efforts to boost local incomes is shown in Figure 2. The geographic spread of the income gains of more than 50% was not quite as broad as had been hoped (covering 6 rather than the target 8 landscapes) but the scale of these gains was often much higher than the target 50% increase.

Two points need to be highlighted with regard to the approach taken to tackle poverty. First, while the emphasis of the first Strategic Outcome was on reducing extreme poverty, LLS did not work only with the poorest groups in the communities. Some activities, including many of those concerned with income generation, were indeed geared more for the poorer groups but specific targeting of these groups was rare. Instead, the LLS work involved a whole range of stakeholders, often including different wealth groups at the community level. The overall aim was that, taken together, the intervention outcomes would positively affect the lives of the poorest groups. This meant, for example, discussing with village leaders in Cambodia to encourage them to involve the poor in their tourism employment opportunities, persuading local middle men in India to participate in an NTFP marketing system, using their skills and connections to help community-based cooperatives manage the supply chain, and negotiating with district governments in many of the landscapes to promote local controls over forest management.

Second, while the second Strategic Outcome was based on cash incomes, the LLS approach to addressing poverty was a much broader one, aimed at strengthening non-cash incomes too (e.g. food and fuelwood supplies) and supporting livelihood resilience (i.e. the capacity of the poor to cope with particularly hard times and unexpected shocks). This entailed, for example, helping poor communities negotiate improved access rights to forest resources or gain control over the management of certain resources.

Reflection question

How much of the poverty impacts can be attributed to LLS?

As is often the case, it is difficult to directly attribute changes in poverty to the activities of the Strategy. It is impossible to separate out the impact of LLS from the impact of other actors and factors. In China, for example, incomes have been climbing at around 8% per year for some decades so any changes in poverty over the period of LLS need to be seen in that context. Other development programs and policies in the LLS areas will also have had an impact, as will the efforts by IUCN's partners and the knock-on effects of any previous work by IUCN in these areas. However, the fact that many of the increased income impacts can be traced to improved sales and marketing of non-timber forest products (which LLS was specifically supporting) and the fact that the poorer groups are usually involved in collecting and selling NTFPs, makes it seem reasonable to assume a causal link between the LLS activities and a significant share of the poverty impacts.



Women selling non-timber forest products in a market, Ghana © IUCN

Outcomes on markets and incentives

The Strategic Outcome on local trade in forest products for the poor was perhaps the one that was farthest surpassed, as the results far exceeded the target set. Rather than facilitating this trade in three countries, this was accomplished in most of the 23 countries in which LLS was active. The focus was very much on NTFPs and a wide range of products was involved, including various nuts and cooking oil derived from some of these, honey, vegetables (e.g. bush pepper, mushrooms), bamboo, gum Arabic, bushmeat, rubber and medicinal plants. The support provided included, for example:

- technical assistance: e.g. in marketing and business management;
- market information (to enable sellers to get the best prices);
- market connections and infrastructure;
- promoting local control over NTFP collection and sales;
- facilitating improved access rights to NTFPs; and
- material (e.g. beehives and processing equipment).

Achievement of the Strategic Outcome that anticipated the development and adoption of best practice guidelines for forest product investment and management by major companies was also achieved, albeit on a relatively modest scale. Rather than a major multinational company being involved, the guidelines and standards have been targeted at important national and international companies. Best practice guidelines have been facilitated and promoted in a number of landscapes, including the following outlined here.

Guidelines for a sustainable supply chain for *Allanblackia nuts* in Ghana. Working with the Union for Ethical BioTrade, Unilever, and other partners, LLS developed and tested guidelines for the collection, processing and marketing of *Allanblackia* nuts.

Guidelines for Chinese forestry companies working in Africa. LLS supported the development of guidelines for sustainable forest management, aimed at Chinese timber companies operating in Africa. The guidelines were endorsed by the Chinese government and LLS facilitated a consultation process with the target companies. Application of the guidelines is now being piloted by one of the biggest Chinese forestry companies in Gabon.

Guidelines for semi-processed rubber production in Brazil. LLS supported the development and refinement of best practice guidelines and an international certification label for the production of a high-quality semi-processed rubber. LLS participated in a partnership between an association of rubber tappers who produce this rubber product and a French shoe company, which agreed to buy their entire production for the manufacture of rubber-soled shoes.

Outcomes on governance

The Strategic Outcome of an increased area of land under secure tenure was achieved and exceeded, as the results obtained involved larger percentage increases and a greater number of countries than the target figures. Much of the LLS work occurred in countries where national-level tenure reform is politically impossible in the short term, but where there was scope for negotiated arrangements to allow more secure resource access. Thus, while formal ownership rights were strengthened in only one instance (by helping indigenous communities in the Lachuá landscape of Guatemala to register their landholdings), negotiated community forest management or access agreements were achieved in nearly half the countries, including for example Uganda, Mali, Sudan, Cameroon, Thailand, Ghana and Indonesia.

These more modest, locally negotiated regulatory changes have been able to produce significant improvements not only in local livelihoods but also in the health of the forest landscapes, with forest cover and biodiversity already recovering in numerous cases. The informal arrangements have also acted as useful ‘policy experiments’ to support more formal change by providing evidence that local management can be trusted. Thus for example the successful negotiation of forest access and land-use rights in the Doi Mae Salong landscape in Thailand has led to the government recognizing the potential of such community-based tenure and experimenting with this approach in thirty landscapes.

The Strategic Outcome on forest law enforcement and governance (FLEG) was achieved in terms of the number of landscapes which saw a reduction in illegal logging. However the level of this reduction was rarely quantified and in none of the cases was the reduction directly linked to formal tripartite action on FLEG (i.e. formal coordinated action by government, the private sector and civil society). Instead, in most cases the results can be attributed to a greater commitment and capacity of communities to protect their forests, following improvements in the local controls on forest use, and into less formal tripartite processes.

Indeed, LLS did include a concerted effort on FLEG that promoted tripartite action through multi-stakeholder dialogue. This national-level work focused on a select number of countries, including primarily Ghana, China and Vietnam. In Ghana, LLS helped facilitate the multi-stakeholder negotiations for a Voluntary Partnership Agreement (VPA) with the EU, following on from IUCN’s ongoing work on this issue. The result was a public consultation process of unprecedented inclusiveness and transparency. LLS also supported a FLEG process among the countries of the East African Community (Burundi, Kenya, Rwanda, Tanzania and Uganda). Working with the government of Finland and the World Bank, LLS supported a series of national FLEG studies and multi-stakeholder consultations in all five countries, which resulted in their agreeing on a broad road map for reforms to improve FLEG in the region. LLS also built on IUCN’s ongoing work on the forest governance links between China and Africa, by supporting study tours for Chinese officials to West, Central

and East Africa, inter-regional studies and learning exchanges, and the development and testing of operating guidelines for Chinese overseas forest enterprises. Finally, LLS work on FLEG in Vietnam focused on supporting awareness raising and capacity building for Vietnam's emerging VPA process.

Outcomes on landscape transformation

The Strategic Outcome on increasing the area of land under locally-negotiated multifunctional land-uses relates closely to the governance outcome on management and access rights. This was the outcome that was intended to reflect the use of approaches such as Forest Landscape Restoration and Community Forest Management, as well as other multi-stakeholder approaches that were expected to emerge. The key requirement defined for this outcome to be indicated was that there was a physical change in the landscape, e.g. through replanting or regeneration. From the data available it would seem that this outcome has been achieved, since five landscapes have shown increases in forest cover of at least 10 per cent as a result of locally-negotiated or locally-supported restoration.

The final Strategic Outcome on uptake of LLS concepts, recommendations, tools and approaches by other stakeholders was also exceeded as there was some element of this in nearly all the countries. Local government and civil society organizations (primarily IUCN's partners on the ground) were the groups which most often adopted something of the LLS approach. Private sector uptake was much less common although significant results were obtained in some countries, as detailed in the discussion above on markets and incentives. More details on the spread of the concepts, approaches and recommendations of LLS are discussed later in the section on leverage, while adoption of LLS tools is mentioned in the section on learning.

Many more details and analysis on landscape transformation are to be found in the working papers and landscape papers (a list of which is attached in the Annex to this report).

How was LLS monitored?

Developing a monitoring system for LLS was something of a learning process which evolved over the first couple of years of the Strategy in response to feedback from both DGIS and the LLS staff tasked with implementation as well as monitoring and reporting. A decision was made at the start of LLS that instead of the conventional logical framework analysis, a 'Theory of Change' (TOC) approach would be used for design and evaluation, to foster a more iterative, flexible approach. While the TOC approach was appreciated by some LLS staff it was new to many and created some challenges for monitoring impacts and linking them to LLS interventions. After the Strategy had been operating for one year, a workshop was held to help refine the monitoring and evaluation system

and the resulting guidelines proposed a participatory M&E system designed to promote an institutional culture of learning within LLS.

In addition, LLS was required to develop a monitoring protocol for reporting to DGIS. Following discussions between DGIS and IUCN the monitoring protocol was revised in April 2009 to capture progress in an output- and outcome-based matrix format. As this was something new to the Strategy it took some time for it to be implemented in all the landscapes. By the end of the Strategy, there remained some gaps in the monitoring protocols for certain landscapes. One weakness of the protocol was that it did not capture well any qualitative changes and impacts and it was just these kinds of impacts that LLS was focused on. To help fill this gap, more effort was put in, particularly towards the end of the Strategy, to document stories and case studies to show something of the qualitative, process changes.

Biodiversity conservation

Biodiversity conservation was not an overriding goal of LLS. Nonetheless, the Strategy did produce important biodiversity gains in numerous landscapes, as a co-benefit of its support for restoring the functionality of forest landscapes. Forest biodiversity was maintained or increased through LLS-supported changes such as increases in native species forest cover, greater use of natural regeneration for forest restoration, sustainable use of threatened species, increases in connectivity between areas of natural forest and reduction of human pressure on protected areas.

Examples of these biodiversity benefits come from:

- **Mali** – where LLS interventions such as restoration of forest and water resources and renewal of a forest management plan have led to immediate biodiversity gains. The numbers of crocodiles (considered sacred by local people) increased from about 37 in 2006 to 192 in 2009, sacred groves have been demarcated and protected, and 32 hectares of degraded forest have been replanted with indigenous tree species.
- **Lao PDR** – where LLS tackled uncontrolled exploitation of a wetland area by establishing locally accepted zoning and management rules and a multi-stakeholder management committee to oversee enforcement of the new regulations. Significantly the wetlands have been declared Lao PDR's first Ramsar site.
- **Guatemala** – where LLS helped families living near a national park to obtain secure land tenure and get access to government subsidies for tree planting. This has had a major catalytic effect on forest restoration in this area, which in turn has improved connectivity for the biodiversity within the park. LLS also helped reduce illegal settlement within the park by offering secure tenure and agricultural extension services to the families involved. If these changes can be sustained, the biodiversity-rich park will benefit from improved protection.



A selection of non-timber forest products near Kelka, Mali © IUCN / Edmund Barrow

Leverage

Through its partnerships and advocacy work, IUCN has been able to magnify its impacts and ensure sustainability of many of these impacts by helping to catalyze and influence policies and programs at the international, national and local levels. Some examples of the multiplier effects leveraged by LLS are outlined below. These lists are intended to show a few illustrative examples, and are by no means exhaustive. More details of leverage successes can be found in the LLS Annual Reports.

International influence

UN Forum on Forests: LLS has fundamentally shaped the agenda of both the 9th and 10th UNFF meetings. At the 9th UNFF, preliminary LLS findings on forest dependency and reliance were released and that work is now central to the thematic focus of UNFF 10. Furthermore, UNFF 9, which also launched the UN International Year of Forests was opened with the unprecedented announcement by Rwanda of their commitment to border-to-border landscape restoration – the direct result of LLS activities in Rwanda.

FAO: LLS has significantly influenced FAO's approach to forest restoration as well as its Forest Resource Assessment methodology, which now includes a more prominent livelihood component.

World Bank: The IUCN-IIED-FAO-World Bank 'Growing Forest Partnership' program design was directly influenced by the LLS vision. The initial concept, which focused largely on strict targets for forest certification and protected areas, was significantly modified to an approach that focused on stakeholder-developed priorities in poverty reduction, governance and rights. The focus is on supporting existing or emerging partnerships in specific countries, which aligns with the value addition principle of LLS.

Convention on Biological Diversity: Following the aforementioned announcement by Rwanda to restore its landscapes nationwide, an inter-ministerial roundtable in Bonn was held in September 2011. Convening ministers, CEOs, Civil Society leaders. The output was a rallying cry to countries and landowners to commit towards the 'Bonn Challenge': the restoration of 150 million degraded and deforested landscapes by 2020 – essentially the implementation of Target 15 of the Convention on Biological Diversity.

AECI: Having seen the success of LLS work in Guatemala, the Spanish International Cooperation Agency (AECI) provided funds to the IUCN Central America office to replicate a similar program in Honduras.

National influence

Rwanda: As mentioned elsewhere, LLS activities in the Great Lakes region of Africa were directly responsible for the government of Rwanda's ambitious commitment, declared at the launch of the 2011 International Year of Forests, to restore all the country's forests by 2035.

China: The policy advocacy activities undertaken as part of LLS work in the Miyun watershed focused on showing the benefits of a negotiated, multi-functional forest landscape. As a result, the Chinese government was reassured about the ability of local communities to responsibly manage the area's forests and agreed to lift the long-standing logging ban.

REDD+: While LLS was not intended to address REDD issues, the forest restoration approach used in the Strategy was picked up by several national governments and four LLS landscapes have been proposed as REDD+ pilot sites. These are Uganda, Ghana, Burkina Faso and Guatemala.

Case in point

Two policy advocacy success stories

In Burkina Faso, a member of IUCN staff took the initiative to bring a series of satellite images of the Sablogo forest to the state governor. The images showed how the forest landscape had been lost and fragmented over the years, and the message was clear: if you do nothing, you won't have any forest left in five or ten years' time. This message, together with the compelling images, was enough to get the policy-maker's support for restoration work.

In China, IUCN's local partner organization strongly encouraged the selection of a landscape within an easy commute from Beijing, because it would be much easier to bring policy-makers out from their offices for the day to show them the reality on the ground. The LLS staff were skeptical at first but this turned out to be an important move and these field trips helped secure one of the most important policy impacts achieved by the Strategy – the experimental lifting of the logging ban.



Discussing aerial photographs with the military for participatory land-use planning in Doi Mae Salong landscape, Thailand © IUCN / Robert Fisher

Leverage for sustainability

From the start, efforts were made to link up with partner organizations and other stakeholders who could advance or replicate LLS outcomes once the Strategy had come to a close. Capacity building of key stakeholders involved in the landscapes was also an important part of the LLS approach to building in sustainability. A few examples of these good prospects for sustainability are listed below.

As a result of IUCN's collaboration with Wageningen University and the Forestry Commission of Great Britain, a subset of LLS sites have been included in the **Global Partnership on FLR** which will increase sustainability outputs.

The landscape in Lachuá, **Guatemala** and its LLS-supported planning processes are now being used by the Government of Guatemala as an 800,000 ha pilot for a Payment for Environmental Services (PES) scheme.

The government in **China** has decided to apply the multi-functional landscape restoration approach supported by LLS in Miyun to the whole 16,000 km² watershed and has included sustainable forest management and forest landscape restoration as key concepts in its latest Beijing Province Forestry Plan for 2011-2016.

The local and central governments in **Indonesia** have committed to replicating the 'village forest' process which LLS supported in Papua to other areas of the Province and beyond.

UNEP, IFAD, and the government of **Sudan** have already replicated the Community Environmental Action Planning

process which LLS facilitated in the east of the country. Thanks to their efforts, this community-based restoration approach has now spread to Darfur and over 400 villages in Kordofan.

The army in **Thailand**, having worked with LLS on a successful negotiated landscape approach in the Doi Mae Salong landscape, is now planning to replicate this approach in seven more army-controlled areas.

What are the ingredients of success in influencing policy?

There were some common elements to the successful policy advocacy work that can be borne in mind for future work – and capacity-building – in this area. They include:

Timing: advocacy works best if it is planned with the political cycle in mind to take advantage of strategic entry points and avoid election and transition times.

Evidence: showing policy-makers hard evidence can be very powerful. This can be achieved by bringing them out to the field or showing strong visuals such as satellite images.

Experience: long-standing experience in the landscape helps as advocacy can be based on evidence of positive changes in the landscape and in livelihoods.

Partners: local partner organizations are a valuable source of knowledge of what will work for advocacy.

Credibility: the individual staff involved in the advocacy work can make a big difference; if they are well-respected by policy-makers they will be much more successful.



Women's discussion group in Tenedba, Sudan © IUCN / Intu Boedhihartono

Financial leverage

DGIS required a financial leverage ratio of 1:3; that is, IUCN was to obtain an additional €48 million to match the DGIS grant of €16 million. These funds were obtained over the lifetime of LLS, with a total of €52.2 million achieved by the end of the Strategy. IUCN defined four types of financial leverage: direct co-funding, indirect co-funding, parallel funding and in-kind contributions. The amount of funding raised in each of these categories is shown in Table 3. The largest funding sources by far were in parallel funding, and included major contributions by the Ghana Forestry Commission (totaling €15.6 million), the Beijing Forestry Society (€8.7 million) and the Government of the State of Acre, Brazil (€5.6 million).

Table 3. Financial leverage

Type of financial leverage	Funds raised (€000,000)
Direct co-financing: funds that are raised by IUCN's regional or country offices or HQ and that are a direct contribution toward achieving identified LLS strategic sub-outcomes	6.4
Indirect co-financing: funding from an existing project whose funds can be used in part or in whole as a contribution toward achieving LLS sub-outcomes and activities.	2.2
Parallel funding: funds not managed by or under the responsibility of IUCN, but for activities for which IUCN's influencing role is considered key.	43.0
In-kind contributions: non-financial contributions provided by a donor, partner, government agency or other entity that enables the implementation of LLS activities.	0.6
TOTAL:	€52.2



Landscape in Guatemala © IUCN / James Gordon

Learning

LLS was explicitly designed as a learning strategy to influence practitioners, policy-makers and investors, including donor agencies. Learning was expected to be generated on four fronts:

- **Exploring the eight guiding assumptions (see Table 1):**
 - answering major forest conservation questions
 - providing feedback for monitoring and to assist action-learning
- **Operational learning:**
 - learning how to drive and direct change
 - understanding partnership arrangements, co-financing arrangements, implementation issues
 - understanding how new knowledge can be turned into real change
- **Policy-practice loop:**
 - learning and testing how lessons learnt from the field can more effectively feed into policy dialogues and how progressive policy changes can be more readily implemented on the ground
- **Communication:**
 - making knowledge relevant to users
 - focusing on how to achieve optimal impact of messages.

This section will highlight some of the main insights gained from LLS. More details on the learning outcomes are available in the various LLS knowledge outputs (see Annex).

Reflection question:

Did the LLS assumptions hold true?

The assumptions that underpinned the eight Strategic Outcomes of LLS (see Table 1) have generally been seen as valid across the different landscapes, on the basis of the results and learning produced by the Strategy. However, the relatively short duration of LLS has not allowed for a full testing of these assumptions and the issues involved, such as forest governance, tenure and restoration, require a longer-term investigation. In the aforementioned WANI programme, for example, it took the entire first phase of eight years to test the assumptions on the necessary conditions for improved conservation and sustainable and equitable water resource use.

Learning on poverty, incomes and forests

Forest reliance varies enormously. Forest reliance decreases where there are substantial off-farm employment opportunities, but wherever smallholder agriculture is important in developing countries it is often the case that forest is important too. People who live further from markets and roads are more reliant on forest than people who live nearer to them. In the LLS landscapes, levels of forest reliance ranged from very low (in the case of the Miyun landscape in China where only 9 per cent of household incomes comes from forests (and only 17 per cent from agriculture) as many men have jobs in Beijing) to very high – in eastern Cameroon within the Tri National of Sangha landscape, poor Baka women draw 83 per cent of their income from forest and only 15 per cent from agriculture.

Non-cash forest income far outweighs cash income from forests. Forest income is made up of a cash component from sales of forest products and a consumption component (such as food and fuelwood, which is used at home without going through the market). The ratio of sales of forest products to consumption of forest products is around 1:3 for men and 1:4 for women. So consumption items are of extreme importance.

Cash income from forests is still important. Per capita forest income may not look very high – US\$100–200 per year is typical – but in many places this income is a good deal higher than the local government allocation per head per annum.

Forests are not just safety nets for the poor. It's not just the poor who gather forest products. In rural communities (especially remote ones) people from all wealth categories gather forest products for both cash and non-cash purposes, and they all use the forest year-round, every year. The received wisdom that forests are only useful as a safety-net or fall-back option in emergencies is simply not true.

Globally, forest incomes are huge. Locally-controlled forestry provides developing country households with livelihood benefits worth some US\$130 billion per year. This is more than the value of France's and Switzerland's gold reserves combined and approximately equivalent to total annual global Overseas Development Aid (ODA).



Nomadic cattle herder, Sudan © IUCN / Intu Boedhihartono

Were you surprised by any of the learning results on poverty?

“I was – I wasn’t expecting the non-cash incomes from forests to be so significant. Before, I had thought that there was quite an even split between cash and non-cash incomes in terms of their importance for the poor. I would also have said that men collect forest products to sell while women collect them to bring home. It turns out that is quite wrong. The income from forests is heavily skewed towards non-cash incomes – for men as well as women. We have seen that poor men tend to keep about two-thirds of what they collect for their own use and poor women keep about three-quarters for household consumption.”

Gill Shepherd, Thematic Advisor, Poverty, LLS

Tools for learning

The LLS work involved the development and/or testing of a variety of tools for baseline assessments and monitoring. The main ones used include:

- **Visioning:** a participatory tool for local people to draw their current landscape and their visions of the future they would like to see in the landscape.
- **Forest-poverty toolkit:** a tool for gathering and analyzing field data on forest use and dependence.
- **Mapping:** a participatory tool to enable different stakeholders to draw their landscape and what is important to them, and to generate discussion between different groups.

- **Stella:** a systems analysis computer program that can model changes in landscapes or livelihoods and allow the exploration of different future scenarios.
- **Market analysis surveys:** assessments used in LLS to gauge the size and potential of NTFP markets.
- **Adaptive research and learning:** considered essential to help implementation teams to understand landscape dynamics and changes and identify unanticipated consequences, in order to adapt workplans in an iterative way.

Much of the learning generated by these tools is described in the Working Papers and Landscape Papers series, a list of which is included in the Annex to this report.

Batwa women drawing their vision of their village, Burundi © IUCN / Intu Boedihartono



Case in point

A late discovery

The LLS team in Uganda had assumed that there were no destitute families in the area as all households were meant to have been given land when they were relocated from the protected area. However, when the team applied the forest-poverty toolkit halfway through the Strategy, they discovered that there were about 170 households ranked as poor. It turned out that these were immigrants without land and without animals. In fact this group consisted almost entirely of itinerant women, mainly widows, who had migrated into the landscape in search of opportunities to earn income. The LLS team then worked quickly with the community to find a solution for this group. Small plots of land were made available to them to grow market vegetables. The income they earned from these crops enabled some of the women to send their children to school and start small businesses.

Learning on rights and tenure

Legal tenure rights are not always necessary for securing a commitment to forest management. In the absence of formal tenure, much can be done to build trust and confidence about continued access to land and forest resources. This was the case in Doi Mae Salong in Thailand where negotiated agreements on land use encouraged local communities to actively participate in forest conservation and management.

Strengthening governance is not always a slow and cumbersome task. In Ghana for example, farmers had been reluctant to plant trees on their land as the tree registration process left them with no evidence that they had registered their trees. Simply by designing a registration form that included a copy of the registration details to be kept by farmers, LLS was able to give farmers the confidence to plant trees.

Learning on multi-functional, locally-negotiated landscapes

Negotiated landscapes work best when they start small and then grow. A few of the LLS landscapes were less successful because there was no build-up: a huge landscape was pre-determined too early in the process. It is better to start with discussions and agreements between a limited number of stakeholders and covering a well-defined area. Other groups will likely want to become involved in similar negotiations and planning, and successful landscapes tend to be replicated by government or other organizations. The results from the Ugandan landscape are a good example, with farmers asking for assistance after seeing results in the Benet landscape.

There are numerous ways to build these landscapes. Some of the approaches used in LLS included:

- Returning what had become open access to active management, reviving old institutions to do so and backing them with new local government support (this was the case in Burkina Faso);
- Creating owned private common property resources out of what had been open access forest and reintroducing excludability (as in Lao PDR);
- Bringing current forest use and customary governance arrangements to the attention of government through data-collection and presentation, enabling customary rights to be included in local government planning processes (as in Indonesia).

There is no trade-off between landscape resilience and productivity. LLS examples show that one way of increasing resilience is to increase productivity. The more a resource is valued, and can provide value, the more it will be protected and invested in, though new institutional arrangements will probably be necessary to improve sustainability. The alternative to higher productivity in such areas is not better protection, but rapid degradation.

Capturing and sharing the learning

A major challenge in LLS was the collection, management and dissemination of the huge amounts of information and lessons learned being generated by the work in the different landscapes.

Writing workshops

A series of five 'writing workshops' was held in the regions to help LLS teams address, explore and document the results they were seeing and compare them with the initial original assumptions/hypotheses and the Strategic Outcomes.

The workshops were designed with the understanding that not all technical teams had the capacity to analyze and then capture in writing, in a systematic way, the dynamics



Participatory voting for indicators of change, Goma, DRC © IUCN / Intu Boedhihartono

of change in the landscape. A 'landscape template' was devised so that the information was recorded in a structured way that could be comparable across landscapes, and used to inform global learning. At the writing workshops, for the most part, a skilled facilitator interviewed the technical focal point and partners for that landscape using the template, and wrote a first draft chapter based on the structured interview, highlighting the topics for which each landscape had most evidence and had made most progress. The country participants then took over their respective chapters/papers and enriched and improved them with other evidence triggered by the process. These workshops resulted in the more than twenty landscape reports. Other capacity building and learning processes provided by LLS included advocacy training, videography and forest-poverty toolkit training.

Communications

Considerable effort was made to disseminate information about LLS to a wider audience. The LLS communications strategy made use of different media including:

- an LLS mini-site on IUCN's website with news, information resources, interviews and videos about many aspects of the Strategy's work; this LLS mini-site received 6,300 hits in 2010 up 35% on 2009 hits, which in turn had shown a big increase on 2008 visits.
- regular articles about LLS in IUCN's forest conservation newsletter, *arborvitae*; which is available in three languages and has a readership of over 10,000;
- social networking via the IUCN Forest Program's Facebook and Twitter accounts; the Twitter account reaches almost 3,000 subscribers;
- international press releases on key findings and successes;
- presentations at numerous top-level forestry and conservation events around the world such as UNFCCC and UNFF.

Key policy messages from LLS learning

The policy messages from LLS are detailed in the forthcoming Briefs. A few of the key policy messages are listed here, as illustrative examples.

The value of forests to local people needs to be more adequately captured in national level accounting, and any interventions in remote forest areas need to take into account the extent of forest dependency.

Opportunities for poverty reduction vary by location. Cash poverty in forest areas within reach of markets can be reduced by supporting appropriate intensification of landscape use and diversification of livelihoods. This may be achieved through, for example:

- diversifying commercial tree crops
- enabling farmers to increase commercial food production
- providing agricultural extension and marketing support
- improving access to employment

Supporting remote area dwellers is more complex, and interventions need to focus on promoting livelihood resilience by supporting improved access rights rather than marketing. This may be achieved by, for example, improving the security of customary tenure.

Policy-makers need to understand that many remote dwellers do have a poverty exit strategy, managed slowly over more than one generation through migrant labouring and – where possible – schooling. The forest's vital role, easily threatened, is to support the families left behind while this slow transition occurs. Development policies and programs therefore need to safeguard and strengthen the livelihood support role of forests.

“The reach of LLS in terms of communicating and sharing experiences and lessons learnt went far beyond its own products. LLS has seeped into countless publications, presentations and messaging from other organizations, and partners. Some examples are the Collaborative Partnership on Forests, Global Partnership on Forest Landscape Restoration, Growing Forest Partnerships, CIFOR, FAO, and UNFF. The same is true of communications at regional and national level. This is still going on and no doubt will continue for some time to come, as the outputs, influence and work of LLS lives on.”

Daniel Shaw, Communication Officer, Global Forest and Climate Change Programme



Sorting kola nuts, Ghana © Samuel Kofi Nyame



Children drawing their vision of their landscape © IUCN / Intu Boedihartono



Visualization cartoon of national parks and livelihoods © IUCN / Intu Boedihartono

Looking forward

What would we do differently next time?

Discussions among IUCN staff who were involved in implementing LLS have yielded a number of lessons learned which will be valuable for the management of future large-scale, multi-site and integrated programs of this kind. Some of the improvements that would be built into future work are outlined here.

Selecting landscapes

Rather than spreading a future program over so many (27) different landscapes, it would be better to reduce the number to around ten to fifteen. At the same time, it is important to have a certain minimum number of landscapes in order to generate plausible conclusions and comparative learning on issues such as forest restoration and resilience. It is also important to include several examples of each type of landscape.

Providing early guidance

The difficulty in rolling out LLS – a complex strategy with innovative approaches – across a large number of sites was underestimated. Some IUCN staff and partners were initially unclear about some of the concepts involved (such as the landscape approach and the Theory of Change). The learning curve was steep, particularly as an unstated assumption that was not true in all cases was that technical foresters would be able to address the complexities that LLS sought to address. In fact some of the issues and activities were new to the LLS teams. Policy advocacy and the integration of poverty, markets and governance issues tended to be learned ‘on the job’. In future, more time would be scheduled for program managers and thematic advisors to define and discuss the concepts and approaches, and translate how they would apply in practice. Clear guidance would need to be provided upfront (in the form of workshops as well as written manuals) to better prepare the teams for what is expected of them.

Setting targets and indicators

It is generally agreed that the Strategic Outcomes on poverty reduction, set at the beginning of LLS, were overambitious, particularly given the relatively short timeframe of the Strategy. Future programs would need to set more modest targets, or perhaps a sequence of targets over the short and medium term for longer programs. The choice of indicators also needs to be improved, to make sure those selected are SMART (i.e. specific, measurable, achievable, relevant and time-bound). Adaptive research and learning should be explicit from the outset and the changes made as a result of this learning tracked to capture results as well as unintended or unanticipated outcomes (good and bad).

Measuring impacts

A key shortcoming in the monitoring of LLS was the omission of baseline and/or final assessments on poverty levels in several landscapes. Future integrated work on poverty and conservation would need to ensure these poverty

assessments are systematically applied, to provide evidence of any impacts achieved.

More generally, the learning process involved in identifying and applying appropriate monitoring and evaluation systems will help in designing better systems for future work of this kind. A balance needs to be struck between what is useful and user-friendly for project managers and implementers and what provides adequate accountability for the donor(s). The system also needs to be able to reflect both qualitative and quantitative impacts. Future programs would need to have an agreed monitoring system in place from the start. While LLS explicitly tailored workplan and monitoring architecture to reflect the uniqueness of each landscape and to avoid overly broad and general global indicators from a large set of diverse places, a future program should explore identifying one or two global level indicators for the purposes of broad comparison and policy influence.

Refining the toolbox

A variety of tools for landscape data-gathering and landscape-management were experimented with during LLS. Different tools were tried and tested in several landscapes, and regional workshops were held to expose the LLS teams to as many as possible. IUCN is now in a much stronger position to select those tools that yielded useful results and could be taught in a package. For example, biodiversity surveys and market potential tools need to be given more attention and the forest-poverty toolkit needs to be made available to all teams.

Learning across landscapes

While significant efforts were made to facilitate the sharing of results and lessons between the different landscapes, more sharing could have happened during the earlier stages of the Strategy. ‘Capturing the learning’ and disseminating it through communications tools (case studies, stories, videos, etc.) and workshops needs to be built in from the start. The writing workshops, described in the above section on learning, were very valuable for sharing lessons and future work will need to schedule these workshops earlier in the program cycle to better enable teams in different landscapes to use the learning from other’s experiences.

Improving internal communications

The management and coordination of LLS was shared between headquarters and the regional and country offices. LLS was initially designed in a centralized fashion because it was a new and large initiative for IUCN and the global Forest Conservation Programme was ultimately accountable to DGIS and IUCN for technical results, leverage and financial reporting. There were some issues in the decision-making and communications between these different offices, which were complicated by the fact that IUCN underwent a regionalization process during the implementation of LLS. It was sometimes difficult to find the right balance between avoiding micro-

management and maintaining consistency and rigour. The large number of offices involved also made management challenging and the thematic advisors could not give the same level of attention to each landscape team. To adapt to some of these constraints LLS engaged regional coordinators in Africa and Asia (with 14 and 7 countries respectively) so as to

decentralize some of the management functions and target technical and management support in these regions. While future work would most likely face similar challenges, much has been learned about how to design learning programs that give field teams shared ownership and responsibility and which are more than the sum of the parts.



Using the forest-poverty toolkit at a community logging site, Papua, Indonesia © Solihin

What impact has LLS had on IUCN?

“LLS has certainly punched above its weight in terms of how it has influenced IUCN’s work program. The new global program of IUCN has two areas – governance and nature-based solutions – which directly build on lessons learnt from LLS. And two out of the six ‘flagship knowledge products’, namely the Index on Human Dependency on Nature and the Natural Resource Governance Framework, stem from our growing experience in these fields, in part thanks to LLS.”

Poul Engberg-Pedersen, Deputy Director General, IUCN



Women carrying fuelwood, Uganda © R. Forrer

Annex

LLS direct outputs

Landscape papers

Li Jia, Lucy Emerton (2012). *Moving Closer to Nature: Lessons learned in the Miyun landscape, China*. Landscape paper n°1, Gland, Switzerland: IUCN.

Frederico Machado and Jamie Gordon (2012). *Extracting Value from the Forest*. Landscape paper n°2, Gland, Switzerland: IUCN.

Barbara Nakangu, Chemonges Awadh, and Stephen Kelleher (2012). *Rights, resources and rewards: Lessons learned on rehabilitating landscapes for livelihoods in the Benet landscape, Uganda*. Landscape paper n°3, Gland, Switzerland: IUCN.

Samuel Kofi Nyame, Michael Okai, Adewale Adeleke and Bob Fisher (2012). *Small changes for big impacts: Lessons for landscape and livelihoods from the Wassa Amenfi West landscape, Ghana*. Landscape paper n°4, Gland, Switzerland: IUCN.

Tawatchai Rattanasorn, Bob Fisher and Carolin Kugel (2012). *Unusual partnerships: Lessons for landscapes and livelihoods from the Doe Mae Salong landscape, Thailand*. Landscape paper n°5, Gland, Switzerland: IUCN. *(In press)*

Kimsreng Kong and Andrew Ingles (2012). *Peam Krasop wildlife sanctuary. Lessons for landscapes and livelihoods from a coastal protected area in Cambodia*. Landscape paper n°6, Gland, Switzerland: IUCN. *(In press)*

Otoniel Rivera, Arturo Santos, Jamie Gordon (2012). *Restoring Watersheds: Lessons for landscape and livelihoods from Tacaná, Guatemala*. Landscape paper n°7, Gland, Switzerland: IUCN. *(In press)*

Christoph Muziol, Bob Fisher (2012). *The Champassak Landscape: Lessons for landscape and livelihoods from Lao PDR*. Landscape paper n°8, Gland, Switzerland: IUCN. *(In press)*

Working papers

Lucy Emerton (2012). *Rethinking Economics, Markets and Incentives: Using economic tools at the landscape level*. Working paper n°1, Gland, Switzerland: IUCN.

Edmund Barrow, Robert Fisher and James Gordon (2012). *Improving ecosystem functionality and livelihood: Forest landscape restoration and management*. Working paper n°2, Gland, Switzerland: IUCN. *(In press)*

Robert Fisher (2012). *Lessons learned on tenure*. Working paper n°3, Gland, Switzerland: IUCN. *(In press)*

Gill Shepherd (2012). *Rethinking forest reliance: Findings about poverty, livelihood resilience and forests from IUCN's Livelihoods and Landscapes Strategy*. Working paper n°4, Gland, Switzerland: IUCN. *(In press)*

Gill Shepherd (2012). *Lessons learned on multifunctional landscapes*. Working paper n°5, Gland, Switzerland: IUCN. *(In press)*

Research papers

Kristy Facer (2012). *Fairer timber: Options for enhancing Cooperfloresta's FSC timber certification*. Research paper n°1, Gland, Switzerland: IUCN.

Kristy Facer, Frederico Machado (2012). *Guiding choices: Anticipating dual FSC and Fairtrade timber certification for communities*. Research paper n°2, Gland, Switzerland: IUCN.

From the LLS archives: A selection of direct and indirect knowledge products from LLS (2007–2011)

Workshop report

“Visualization and Landscape Scenarios Workshop”, Prana Dewi, Bali, reported by Agni Klintuni Boedihartono, James Cook University (2010)

Presentations at conferences (transcripts)

“Climate change, Restoration and Resilience”, William (Bill) Jackson, June 2010

“Linking climate change, forest biodiversity and the needs of people through a landscape approach”, William (Bill) Jackson, XXIII IUFRO World Congress, August 2010

“Realizing the Potential of Forest Biodiversity in a Changing World”, Dr William Jackson, XIII World Forestry Congress 18th Commonwealth Forestry Conference, Edinburgh. 28 June – 2 July 2010

Articles

“A Gateway to PES”, IUCN (2010)

“Delivering Environmental Services in Landscapes: Experiences with PES through IUCN’s Livelihoods and Landscapes Strategy”, David Huberman and Gill Shepherd, Mountain Forum Bulletin (January 2010) Manuel Ruiz-Pérez and Bruce M. Campbell. In *Landmod.* (2010)

“Exploring the effectiveness of integrated conservation and development interventions in a Central African forest landscape » Marieke Sandker, Bruce M. Campbell, Zacharie Nzoo, Terry Sunderland, Victor Amougou, Louis Defo, Jeffrey Sayer. In *Biodiversity Conservation* (29 Feb 2009).

“Forest Management in Africa: Is wildlife taken into account?” *Nature and Fauna* Vol.23 Issue 1. FAO. 2008

“Guidelines for forest restoration in Ghana”, Dr. Dominic Blay (FORIG) and IUCN. 2010.

“Learning from landscapes”. *Arborvitae* Special Issue. IUCN, Gland. (2008).

“Quantifying the impacts of barriers to pro-poor forest management”, Lucy Emerton (2010)

“Mediating Forest Transitions: ‘Grand Design’ or ‘Muddling Through’”. Jeffrey Sayer, Gary Bull and Chris Elliott. *Conservation and Society* 6(4): 320–327, 2008.

“REDD payments as incentive for reducing forest loss” Marieke Sandker, Samuel Kofi Nyame, Johannes Forster, Neil Collier, Gill Shepherd, Daniel Yeboah, Driss Ezzine-de Blas, Miriam Machwitz, Senja Vaatainen, Efreem Garede, Gilles Etoga, Christiane Ehringhaus, Jacob Anati, Osofo Dankama Kwasi Quarm, & Bruce M. Campbell. *Conservation Letters* 3 (2010) 114–121.

“Re-tooling forest management using a livelihoods and landscapes strategy: experiences from Thailand and China” Andrew W. Ingles , Dong Ke, Janaka De Silva, Peter Neil and Minna Epps; Draft Paper submitted to the XIIIth World Forestry Congress, Buenos Aires, Argentina (2009)

“Spatial Projections of Participatory System Dynamics Modeling Outcomes: Exploring Oil Palm and REDD consequences for Local Livelihoods in Papua, Indonesia”. Marieke Sandker, Atie Puntodewo, Fredy Sitorus, Herry Purnomo, Yunus Yumte,

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“The Value of Biodiversity”, FAO Regional Office for Africa, *Nature et Faune*, Vol. 22, n°1 (2007)

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“A world of opportunity”. Global Partnership on Forest Landscape Restoration/IUCN.

“Lessons from implementing a theory of change M&E system in the Livelihoods and Landscapes Strategy initiative”, Ricardo Furman, Orlando (2009)

« La restauration des paysages forestiers en Afrique ». IUCN et al. 2009.

“Markets and Incentives in Livelihoods and Landscapes Strategy Using economic and financial tools to sustain forest livelihoods and landscapes.” L. Emerton, K. Facer and D. Huberman (2009).

“The value of investing in locally-controlled forestry: the economic impacts of scaling up LLS experiences in Africa, Asia & Latin America”. Lucy Emerton. IUCN (2011)

Case studies

“Doing it differently in a Thai protected area”, Bob Fisher and Tawatchai Rattnasorn (2010)

“Understanding Diversity: A Study of Livelihoods and Forest Landscapes in Liberia”, Aiah Lebbie, Robert Fisher, Francis Odoom, Wollor Topor, Joe Flomo and Garvoie Kardoh. (September 2009)

“Progress in managing forest resources in a landscape in Orissa, India”, Mamta Borgoyary and Bob Fisher (2010)





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