IUCN GLOBAL PROGRAMME TEAM FOREST CONSERVATION PROGRAMME

FOREST CONSERVATION PROGRAMME REVIEW REPORT ANNEXES

Prepared by the IUCN FCP Review Team: Alejandro C. Imbach, Team Leader Hosny El-Lakany, International Forestry Expert Nicholas K. Ngece, IUCN-EARO, Team Member

OCTOBER 2007

TABLE OF CONTENTS

Annex 1.	Terms of Reference	3
Annex 2.	Review Matrix	7
Annex 3.	List of documents reviewed	14
Annex 4.	List of people interviewed / consulted	15
Annex 5.	Report of FCP Strategic Direction and Relevance	17

Programmatic Review of IUCN's Forest Activities, with particular reference to the Forest Conservation Programme (21 December 2006)

TERMS OF REFERENCE

Context and Rationale

As part of the evaluation system set out in the IUCN Evaluation Policy, IUCN undertakes a series of strategic reviews organizational units and thematic programmes on a regular basis. These reviews typically assess a range of key performance criteria, including relevance, effectiveness, efficiency, impact and sustainability of an IUCN organizational unit (Global Thematic Programme, Regional, Outposted or Country Office) and cover the unit's Programme, Strategies and Operations.

The IUCN's Forest Activities has been included in the 2007 strategic review cycle at the request of the Head of the Forest Conservation Programme for the broad purpose of learning from recent experience in delivering a set of forest activities, both globally and in the regions, in terms of programme focus and delivery as well as the organizational model supporting that programme delivery. IUCN will soon start implementing the Landscapes and Livelihoods Initiative and this programmatic review is intended to support the successful implementation of that Initiative.

Background on IUCN's Forest Activities

The IUCN Forest Conservation Programme (FCP) is one of IUCN's global thematic programmes and sits at the hub of IUCN's Forest Activities. FCP maintains a global secretariat in IUCN-HQ as well as a network of Forest Team members in eight of IUCN's regional and country offices who work with Members and partners to deliver IUCN's Forest Activities. The terms Forest Activities and Forest Team are taken to represent the scope of IUCN's forest work globally and the personnel delivering that work, respectively.

The goal of the Forest Conservation Programme is to maintain and, where necessary, restore forest ecosystems to promote conservation, sustainable management and an equitable distribution of the full range of forest goods and services.

The long-term objectives of the Programme as originally developed in the IUCN/WWF Forests for Life Policy in 1996 and then reaffirmed at the 2nd World Conservation Congress in Amman in 2000 are:

Establishing a network of ecologically representative, socially beneficial and effectively managed forest protected areas;

Achieving environmentally appropriate, socially beneficial and economically viable management of forests outside protected areas;

Developing and implementing environmentally appropriate and socially beneficial programmes to restore deforested and degraded forest landscapes;

Protecting forests from pollution and global warming by reducing polluting emissions and managing forests for resilience to climate change; and

Ensuring that political and commercial decisions taken in other sectors safeguard forest

The development of the IUCN/WWF Forests for Life Policy coincided with the early development of the IUCN Programme 2001-2004 and the IUCN strategies: Knowledge, Empowerment and Governance.

Purpose and Objectives of

Ability to communicate orally and in writing in English.

The senior technical specialist will primarily address Objective 1, placing the programmatic direction of IUCN's forest activities in the context of

The young professional from IUCN should possess the following:

A professional position within IUCN; Experience in social survey design, administration and analysis; Experience in preparing interview protocols, conducting interviews and quantitative and qualitative data analysis; Ability to communicate orally and in writing in English.

Both candidates are requested to file a CV and example of written work to Global Programme Team and the Forest Conservation Programme. The example of written work of the senior evaluation specialist should be an example of a recently conducted evaluation which the senior evaluation specialist led.

Methodology

To address the key objectives and answer the major questions of the review, the review team will collect quantitative and qualitative data from key stakeholders of the Forest Conservation Programme and Forest Team, IUCN staff at HQ and in the regions, partners, donors and users of the products and services delivered in the context of IUCN's Forest Activities.

Data collection instruments will include documentation analysis, semi-structured interviews with key stakeholders, to reach a representative sample of all stakeholder groups. It is the responsibility of the review team to design data collection instruments.

Schedule

To be determined , most probably March-June 2007

Outputs and Deliverables

The Review process will deliver the following outputs:

1. An evaluation workplan, including a final evaluation matrix of questions, indicators, data sources and methods, a schedule of activities and all interview protocols or questionnaires (responsibility – review team).

2. Detailed Review report containing evidence based findings and recommendations addressing each of the objectives and questions of the review, with analysis to support findings and recommendations (responsibility – review team). The Review report should contain data analysis annexes as required.

3. Management Response and Action Plan to implement the (agreed) recommendations of the review (responsibility - Forest Conservation Programme and Forest Team)

Dates are to be negotiated for deliverables, but ideally according to the Schedule (above).

Management and Conduct of the Review

The following groups or individuals have specific responsibilities in the conduct and management of this review:

The **Review Team Leader** is responsible for the conduct of the review, methodological design, data collection and reporting; as well as supervising and ensuring high quality inputs from other review team members.

The Forest Conservation Programme (HQ) is responsible for facilitating the review, particularly ensuring access to data and stakeholders and will be expected to devote considerable time after the review to form a management response and implement a change management strategy based on the management response. FCP is also responsible for administering all contracts and where necessary, logistics, associated with this review. Global Programme Team, in particular the Adviser Planning and Evaluation will be responsible for developing this TORs, assisting where appropriate in the design and implementation of this review and facilitating the development of the management response and change management plan with FCP. The Adviser also has primary responsibility for ensuring that review report and process on conforms with the IUCN Evaluation Policy and ensuring use and communication of this review with Senior Management.

Review Budget

Provisionally, the review is expected to cost between CHF 40'000 and CHF 45'000, assuming a level of effort of approximately 40 days on the part of the senior evaluation specialist, and ten days on the part of the senior technical specialist. Travel costs would include two weeks on-site at IUCN-HQ and one week in Asia Region.

The final budget will be set only after discussion with the Senior Evaluation Specialist and the Senior Technical Specialist.

IUCN - Programmatic Review of IUCN Forest Activities, with particular reference to the Forest Conservation Programme

EVALUATION MATRIX

Initial Note

In the following matrix the different names are used as follows

Evaluation Issues	Questions	Sub-questions	Indicators	Data sources and analysis methods				
Objective 2: To assess	Objective 2: To assess the relevance (and where possible outcomes or impact) of IUCN forest activities.							

Evaluation	Questions	Sub-questions	Indicators	Data sources and analysis				
Issues				methods				
Objective 3: To assess the viability, effectiveness and efficiency of the organizational structures that deliver IUCN Forest Activities, including the Forest								
Conservation Programme and the extended network of the Forest Team.								

Efficiency	To what extent does the organizational model of Forest Team efficiently deliver the Forest Activities? How well the planning- monitoring-reporting cycle is working across the entire system?		Clear operation and functionality of the planning system Clear operation and functionality of the implementing system Clear operation and functionality of the monitoring and reporting system Strength of the operational links among the above listed systems Functionality of the control systems Functionality and links of the decision-making, funding and budgeting systems	same things be done using less		
		What are the attributes of Forest Team that enhance or impede efficiency of delivery?	Adaptation of the Forest Team operations to the potential and constraints posed by the operation of the systems listed in the previous question	Stakeholder interviews, observation, analysis from above		
Effectiveness and Efficiency	Based on the above, what gaps or impediments should Forest Team seek to address?	NOT APPLY	This is a set of recommendations	Recommendations based on analysis of data from above, perceptions from involved staff and evaluators experience and judgement.		

LIST OF DOCUMENTS REVIEWED

The following list includes a selection of the key documents reviewed during the Forest Conservation Programme Review. The list is not exhaustive.

- 1. INGLES, A.; BARROW, E.: SAINT-LAURENT, C. 2007. Strengthening Voices for Better Choices (SVBC) Project. Internal Technical Review (DRAFT Report). 46 p. + Annexes
- IUCN. 2007. Por un futuro Mejor. Opciones para el cambio organizativo dentro de la Secretaría descentralizada de la Unión Mundial para la Naturaleza. Informe de la Fase II del estudio de Regionalización y Descentralización. 28 p.
- IUCN; UNILEVER; FORESTRY RESEARCH INSTITUTE OF GHANA (FORIG), INSTITUTE OF CULTURAL AFFAIRS (ICA); TECHNOSERVE (TNS). 2006. Allanblackia; standard setting and sustainable supply chain management. Project Document. 40 p.
- 4. IUCN FOREST CONSERVATION PROGRAMME. 2006. Livelihoods & Landscapes. A leverage programme to catalyse the sustainable use and conservation of forest biodiversity and ecosystem services for the benefit of the rural poor. Executive Summary. IUCN, 16 p
- 5. IUCN FOREST CONSERVATION PROGRAMME. 2006. Livelihoods & Landscapes. A leverage programme to catalyse the sustainable use and conservation of forest biodiversity and ecosystem services for the benefit of the rural poor. Part I. Strategic Overview. IUCN, 70 p
- IUCN FOREST CONSERVATION PROGRAMME. 2006. Livelihoods & Landscapes. A leverage programme to catalyse the sustainable use and conservation of forest biodiversity and ecosystem services for the benefit of the rural poor. Part II. Operational Components.. IUCN, 119 p
- 7. IUCN FOREST CONSERVATION PROGRAMME. 2006. FCP Progress and Assessment Report 2006. IUCN, 8 p
- 8. IUCN FOREST CONSERVATION PROGRAMME. 2005. FCP Progress and Assessment Report 2005. IUCN, 9 p
- 9. IUCN FOREST CONSERVATION PROGRAMME. 2003. IUCN Forest Conservation Programme. Component Programme Plan for 2005-2008 Intersessional Period. IUCN, 31 p
- 10. IUCN GLOBAL PROGRAMME. 2006. An assessment of progress by IUCN. IUCN, 43 p
- 11. IUCN MONITORING AND EVALUATION INITIATIVE. Managing evaluations in IUCN: A guide for IUCN Programme and Project Managers. IUCN, 73 p
- LUSTHAUS, C.; ADRIEN, M.H.; ANDERSON, G.; CARDEN, F.; MONTALVAN, G. Organizational Assessment: A framework for Improving Performance. Inter-American Development Bank (IADB) and International Development Research Centre (IDRC). 121 p
- 13. MARTON-LEFEVRE, J. 2007. STRENGTHENING IUCN. Decisions and Recommendations on Organizational Change. IUCN, 22 P.
- 14. MOISEEV, A. 2005. Internal Review of the As

LIST OF INTERVIEWED PERSONS

1. IUCN HEADQUARTERS

FCP

- 1. Earl Saxon
- 2. Elizabeth Schmidt
- 3. Jeff Sayer
- 4. Maria Hasler
- 5. Mette Bovenschulte
- 6. Nils Hager
- 7. Sizakele Noko
- 8. Stephen Kelleher
- 9. Stewart Maginnis
- 10. Virpi Stucki

IUCN HQ STAFF

- 1. Bill Jackson
- 2. David Sheppard
- 3. Diego Ruiz
- 4. Enrique Lahmann
- 5. Ger Bergkamp
- 6. Hans Friederich
- 7. Jean Yves Pirot
- 8. Jeff McNeely
- 9. Linne Hempel
- 10. Martha Chouchena Rojas
- 11. Nancy MacPherson
- 12. Simon Rietbergen
- 2. IUCN REGIONAL STAFF
 - 1. Aban M. Kabraji (ARO Regional Director)
 - 2. Alberto Salas (ORMA)
 - 3. Alice Kaudia (EARO Regional Director)
 - 4. Andrew Ingalls (ARO)
 - 5. Consuelo Espinosa (SUR)
 - 6. Edmund Barrow (EARO)
 - 7. Geoffrey H9alls (ARO)

- 16.T.P.Singh (ARO)
- 17. Udaya Kaluaratchi (ARO)
- 18. Zakir Hussain (ARO)
- 19. Martin Nganje (ROWA)
- 20. Cleto Ndikumagenge (ROCA- Central Africa)
- 21. Marta Monjane (ROSA)
- 22. Yassin S (EARO)

3. PARTNERS, MEMBERS, COMMISIONS, OTHER PERSONS

- 1. Florence Chege- CABI Africa
- 2. Mariano Giménez-Dixon (Consultant, Switzerland)
- 3. Néstor Windevoxhel (CEM, Mesoamerica)
- 4. Mine Pabari (Consultant, Eastern Africa)
- 5. Kamau Kimani (CIMMYT- East Africa)
- 6. Isaac Moussa (ANNCB- Congo
- 7. Charles Meshack- TFCG- Tanzania
- 8. Hadija Ramadhan- FBKD- Tanzania
- 9. Violet Matiru (Environmental Liaison Centre Internacional)

Programmatic Review of IUCN's Forest Activities with Particular Reference to the Forest Conservation Programme (FCP)

REPORT ON FPC STRATEGIC DIRECTION

Introduction:

Background, Objectives and Scope

This section of the report is intended to examine the programmatic directions and leadership of FCP in relation to global trends, priorities and approaches to forest conservation. It starts by reviewing the evolution of FCP and the changing priorities; then outlines briefly mandates and activities of other major players in the fields relevant to forest conservation with a view to consider the global paradigm shift. Finally, the congruence between FCT activities both globally and regionally and the global forestry framework is examined, leading to evaluating the programmatic directions of IUCN/FCP global relevance. Attempts were made to identify gaps in the present PCF and /or missed opportunities.

The IUCN's Forest Activities have been included in the 2007 strategic review cycle for the purpose of learning from recent experience in delivering a set of forest activities, both globally and in the regions, in terms of program focus and delivery as well as the organizational model supporting that program delivery. According to the ToR, IUCN is implementing the Landscapes and Livelihoods Initiative and this programmatic review is intended to support the successful implementation of that Initiative. The main purpose of this part of the review is to learn from the recent experience of delivering IUCN's forest activities and identify factors that will improve this work. This review is meant to address all aspects of IUCN's forest activities from the current and previous intercessional periods and will seek to place the history and the evolution of global trends in forestry in proper context since the inception of FCP. The specific objectives of this part of the review are to assess the programmatic direction of IUCN's forest activities in the context of global and regional themes, priorities and approaches to forest conservation; and to assess the relevance and where possible outcomes or impact of IUCN's forest activities. Attempts are made to answer three questions as given in the Evaluation Matrix annexed to the ToR:

1) To what extent does the forest work of the IUCN reflect the priorities for the forest conservation globally?

2) Does the forest work of IUCN reflect the priorities for forest conservation in specific regions? and3) To what extent does the approach IUCN have been used to create positive outcomes and impact on forest conservation?

The Review will partially address the second objective of the overall evaluation of the review (Relevance) by answering the question: to what extent are the IUCN forest activities relevant to global ttheoses?.istor(hoods

Achieving environmentally appropriate, socially beneficial and economically viable management of forests outside protected areas;

Developing and implementing environmentally appropriate and socially beneficial programs to restore deforested and degraded forest landscapes;

Protecting forests from pollution and global warming by reducing polluting emissions and managing forests for resilience to climate change; and

Ensuring that political and commercial decision-taking in other sectors safeguard forest resources and result in a fair distribution of associated costs and benefits.

The development of the IUCN/WWF/Forest for Life Policy coincided with the early development of the IUCN Program in 2001-2004 and the IUCN Strategies: Knowledge, Empowerment and Governments. The

In addition, FCP also proposed six objectives for program delivery:

- 1. Understanding forest biodiversity in a changing world
- 2. Understanding forest biodiversity as livelihood resource
- 3. Making forest values count
- 4. Supporting international forest policy to deliver tangible improvements in forest practices
- 5. Working with stakeholders to protect, manage and restore forest landscapes for the benefit of both people and nature
- 6. Effective and efficient forest conservation program delivery.

These six objectives were shaped

1. Centre for International Forest Research (CIFOR)

The CIFOR strategy, approved in 1996, and its medium term plan reiterated its mission and vision since its establishment. Under that strategy, CIFOR purview was envisaged to include the conservation of natural forests, forest habitats and biodiversity, and the role of forests in global atmospheric and climatic changes that influenced human well-being in other ways. CIFOR undertakes research under several themes (projects). Some of the projects which are relevant to FCP programmes include: underlying causes of deforestation, forest degradation and poverty in forest margins; forest ecosystems management; multiple resource management of natural forests; assessing the sustainability of forest management; testing Criteria and Indicators; conservation of biological diversity and genetic resources; livelihood, community forests and devolution; and sustainable use and development of non-timber forest products. CIFOR conducts its research in seven focal eco-regions spread over Asia, Africa, Latin America and Central America. Some of the research is done in partnership with other CGIAR Centres and major conservation organizations such as IUCN.

CIFOR is in the process of developing a new strategy, redefining its purpose and working modalities. Early indications show that CIFOR mission statement will refer to environmental conservation objectives and not only poverty reduction objectives and would expand its geographic area of interest beyond the tropics. The new strategy would also emphasize the critical role of partnership in CIFOR research especially as related to research into Avoiding Deforestation including Adaptation.

2. The Global Agroforestry Research Centre (ICRAF)

Although not directly doing research in natural forest, ICRAF has conservation and sustainable use of trees as part of its research work. Two of ICRGF research foci that are very relevant to FCP are : Land and People and Environmental Services (biodiversity(o)1(daIA-7(a)1(tion))-5(She Gc)-6(n)re alo)-4(uwo)-4(r)ksint end

grants and co-financing for biodiversity conservation in developing countries. As the financing mechanist for the Convention on Biological Diversity (CBD), the GES helps countries fulfill their obligations under the convention. The biodiversity portfolio supports initiatives that promote *insitu* and sustainable biodiversity conservation in protected areas and production landscapes as well as capacity building for implementation of the Cartagena Protocol on Biosafety (CPB) and knowledge dissemination. The following four strategic priorities define and guide the work of the biodiversity focal area:

> Capitalizing sustainability of protected area systems at national levels Mainstreaming biodiversity conservation in production landscapes/ seascapes and sectors Capacity building for the implementation of the UN Convention on Biological Diversity Cartagena Protocol on Biosafety

Generation, dissemination and uptake of good practices for addressing current and emerging biodiversity issues.

The strategic emphasis for the biodiversity focal area is

6. International Timber Trade Organization (ITTO)

ITTO develops forest policy documents to promote sustainable forest management and forest conservation and assists tropical member countries to adapt such policies to local conditions and to implement them in the field through projects. The new 2006 ITTA also emphasizes poverty reduction, conservation and sustainable use of tropical forests; in line with the FCP's new directions. Both organizations collaborate on many fronts especially under CPF (Collaborative Partnership on Forests) initiatives. IUCN/FCP realized that 86% of the world's forests lie outside of protected areas (assuming that14% of world forests are protected !!!) and approximately 50% of the world's biodiversity lives in tropical production forests. This has prompted IUCN to collaborate with ITTO to revise the ITTO guidelines for the conservation of biodiversity in tropical production forests. These are now being tested in selected forest operations in Brazil, Cameroon, Ghana and Indonesia to ensure they are focussing on the most important issues for conservation. The intention was that the new guidelines would be a practical step for influencing biodiversity outside of the traditional conservation community, demonstrating how biodiversity and profits can go hand in hand. The long-term aim is to build alliances between timber industries and biodiversity conservation groups to achieve 'multi-functional" forests. Also ITTO and IUCN held national workshops in nine tropical countries during 2006 to better understand the national level needs for the restoration and rehabilitation of secondary and degraded forests. This is regarded as a

In Africa, the post-conflict unit of UNEP with IUCN, has introduced the Forest Landscape Restoration approach as a way to address the environmental consid

Regional Activities

The presence of IUCN forest activities is quite noticeable in several regions and ecosystems around the world relative to large organizations such as WWF and TNC considering its limited human and financial resources. The topics covered and regional programmatic directions are very wide and complement those undertaken by other organizations. In many cases IUCN programs are more advanced than others. It also entertains some new ideas more relevant to practical biodiversity conservation. However, it is noticed that the FCP activities are widely spread which may constitute constraints on delivery and effectiveness. The regional activities by IUCN and partners cover several subjects of global importance such as Forest fire, FLR, and FLEG. In reviewing some of FCP work, it appears that when implements in different regions, such activities would cater for regional economic, environmental and demographic characteristics and priorities. The following is a synopsis of some examples of regional IUCN activities in terms of relevance and impact.

present as far as research, development and financing are concerned. A significant development in IUCN's policy has been prompted by the fact that FCP is more convinced now that the main threat to the rich resources of biodiversity in the forest is not logging; but rather the insatiable hunger for land needed to meet the world's expanding demands for palm oil, soy beans, rubber and other tropical crops, or at times by large-scale infrastructure development such as road building and mining.

The current overarching objectives of comparable programs around the world is to enhance livelihood by contributing to improved policies and practises related to the management and use of forests and forested land coupled with special emphasis on policies governing other sectors which have impact on forests. The holistic linkages between livelihood and sustainability, of which conservation of biological diversity is an integral component are now high on the global agenda, and FCP can justifiably claim leadership as it is in the fore front in this connection.

This trend has been developed and to some extent implemented in response to having poverty reduction occupying a prominent position in MDGs. It is clear that IUCN/FCP, which had started as purely forest conservation activity, has embraced poverty reduction as an overarching theme of its work. Obviously, having poverty reduction guiding work on forest conservation and management of protected areas primarily for biodiversity conservation has not been 'smooth sailing". Reconciliation between the two strategies especially at national and regional levels, has been, and will continue to be difficult but worth pursuing in order to justify the consensus to explore new approaches. These efforts are especially led by the World Bank, Convention on Biological Diversity and Global Environmental Facility (GEF). The recent developments in the UNFCCC are adopting that approach as well. One would expect that within the global interest in the role of forest in adaptation to and mitigation of climate change and the significant role of Reduced Emission from Deforestation and Degradation (REDD), there will be an imminent paradigm shift in emphasis and interest. This will most likely be followed by a shift in ODA and other multi- and bilateral aid. The private sector is bound to increase investment in this domain as well. Certainly, IUCN/FCP will have to respond to the new challenges which could mean deemphasizing some of its ongoing activities and initiating new ones.

Current IUCN/FCP programmatic directions recognizes the tradeoffs between conservation and development programs and strives to explore ways and means to achieve both objectives simultaneously, within a landscape, aspiring to find a mix of land uses that satisfy livelihood and development needs while maintaining forest biodiversity. Achieving such a complex objective in a given landscape is beyond the capabilities of the individual organizations, hence developing and maintaining partnerships are vital for the future success of IUNC\FCP.

(M. Hosny El-Lakany)

ANNEX 6 FCP PROJECT PIPELINE ANALYSIS

1. Introduction

In an organization as IUCN with a limited core budget the different Programs and implementing units obtain the financial resources to implement their activities and achieve its objectives through the implementation of Projects funded from different sources (international cooperation, national institutions, private foundations, etc.). The management of the process to develop, negotiate and implement Projects (Project Pipeline) is a key element for the pertinent unit managers; therefore a basic analysis of this aspect was carried out for FCP.

2. Information

The analysis was based on the information about FCP implemented Projects over the last 5 years (since 2003). This information was provided by the FCP staff based on their official records (IUCN FPC ABC List). These records (see table below) include from small consultancies to large Projects; in this analysis only Projects with a total budget over SFR 50,000.- were considered.

PRJECT #	PROJECT NAME	DONOR	2003	2004	2005	2006	2007
32094	Poverty & Conservation	IUCN-IIIC	С	С	С		
75868	World Bank Forest Policy	Finland	С				
76082	Forest Landscape Restoration	NEAFF	С				
76092	Carbon fixation, Biodiversity & Livelihoods		С				
76159	Protected Areas Transboundary Issues	ITTO	С				
76173	Firefight	ITTO	С				
76181	Landscape restoration	ITTO	С	С			
76197	AFLEG Africa Forest Law Empowerment Gvnance	DFID	С				
76239	Allanblackia (Central Africa)	Nov Africa	С				
76320	CDM Forest Activities	CIDA		С			
76342	UNFF Experts Workshop	DFID			С		
76353	Ecosystem approach	PROFOR			С		
76397	UNFF Experts Workshop	UK FC			С		
76404	Climate Change Vulnerable community adaptation	SDC			С		
76418	AFLEG	DFID			С		
76424	UNFF Experts Workshop	ΙΤΤΟ			С		
76456	Allanblackia Poverty	SECO	В	В			

FCP INCOME ANALYSIS

1. Introduction

FCP, and the overall IUCN in general, is heavily dependent on Project implementation to cover its costs and to be able to achieve its objectives. Therefore, the income from Projects is an essential component of the budget management for FCP and many other IUCN units at both the IUCN HQ and the IUCN Regions.

This issue is so critical for the smooth operation of the Programmes that a sophisticated process is in place to track and foresee what is the income expected from Projects, when will it come and how much of it will be used to cover the costs of the IUCN staff providing technical and management services to those Projects. The base for this analysis is the Project ABC List already described and analyzed in Annex 6.

This Annex presents a brief analysis of the evolution of the income of FCP over the last five years (since 2003) in order to identify and analyze some key trends.

2. Information

The analysis is based in the following information, provided by the FCP finance staff, as presented to and accepted by the IUCN Finance unit. This information is provided on a quarterly basis, but for the purposes of this analysis, only the figures from one Report per year were considered. Most of the date corresponds to the first quarter of each year.

The used information is presented in the following Table.

2003	2004	2005	2006	2007
July	Jan	March	Jan	Feb

3. Analysis

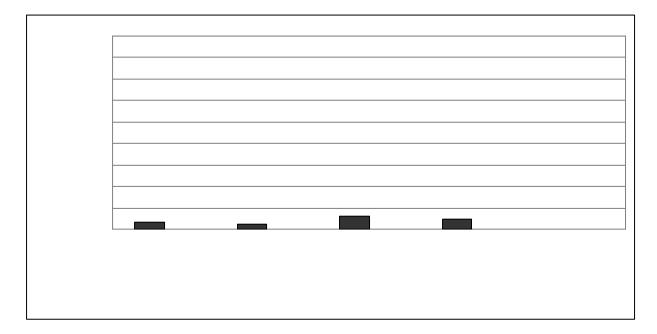
The analysis was carried out in three components:

Evolution of the resources destined to achieve FCP and IUCN Mission and Objectives. These resources are basically the overall budgets of the Projects implemented by FCP. As these budgets include all the activities, they provide a measure of the mobilized resources to fulfill Objectives Evolution of the resources to fund FCP costs. These are the resources that FCP will receive from the Project to pay for the services provided by FCP; these resources contribute to cover the overall FCP costs.

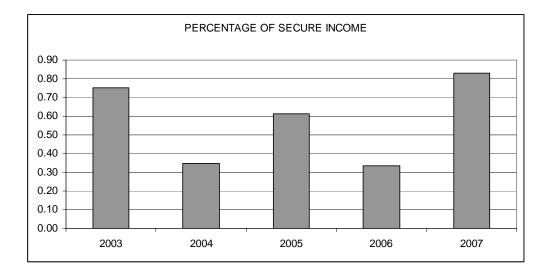
Evolution of the financial risk of FCP

1. Evolution of Total Projects budget

This analysis is related to the amount of financial resources mobilized by FPC to achiebe IUCN and FCP objectives. Most of these resources are spent in activities carried out by FCP, Regional Offices, other partners and consultants.



2. Evolution of the total income



Contributions

Besides content, other relevant aspect considered was who contributed to Arbor Vitae? An analysis of the institutions to which the different article authors belonged showed the following results:

	Arbor Vitae #		

FOREST CONSERVATION PROGRAMME

LIST OF PUBLICATIONS AND PAPERS (BY ALPHABETICAL ORDER OF TITLES)

- 1. Action Research Evaluative Project Cultures Report on a training session with NACFP by Charles Doumenge
- 2. A preliminary Forest Quality Assessment of the DYFI Catchment Water.
- 3. A protected area management effectiveness system for Central Africa.
- 4. Batak Resource Management Belief, Knowledge, Practice, by James Eder.
- 5. Beyond Rhetoric (English and Spanish)
- 6. Biodiversity and Sustainable Use of the World's last Natural Walnut and Fruit Forests in Southern Kyrgyzstan. Forest Management in a changing World. - Don Gilmour.
- 7. Biodiversity Conservation through Community Forestry, in the montane forests of Cameroon. M. Nurse.
- 8. Buffer Zone Management in tropical moist forest. Sara Oldfield
- 9. Challenges and Recommendations. Consultation to the World Bank's Forestry Policy. Implementation Review and Strategy.
- 10. CIB Forest Concession Assessment.

11.

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- S: De la teoria ana practica propuesto de trabajo 1998.
 S: Propuesta me ocología para la selección de criterios e indicadores y análisis 1999.
 S: Protected Aria danagement Effectiveness assessment system for Central Africa.
 S: Results of a Workshop held in Gland Switzerland, January 1998
 S: Revisión general de los objetivos y el estado de formulación y propuesta.
 S: Taller regional 8-10 Junio 1999. Medición de la efectividad del manejo de APs.
 S: The intergovernmental forum on forests.
 S: The relationship between the Global Forest Strategy and the Global 200. Dec 1998.
 S: The role of forest protected Areas in the landscape.
 Why big picture solutions to timber supply will not save forest biodiversity. hnovation: Innovation Innovation Protection
- ebdrn

- Quality. onflict to Collaboration, People, and Forests, Mount Elgon, Uganda. Penny Scott Partnership on forest landscape restoration. Quality in the Dyf Valley. Rapid assessment on a landscape scale and development of a vision of te and the Dyf Vall ty in the Dyf Vall te catchments. for Timber plantat
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- 72. La Conservation des lecosystèmes forestiers du Gabon

- 98. Rehabilitation of Degraded Secondary Forest Ecosystems in Cambodia, Lao PDR, Thailand, Vietnam. Secondary forests in Tropical Asia, Reality and Perspectives. Samarinda, East Kalimantan, Indonesia April 10-14 2000. D A Gilmour, D Lamb.
- 99. Reservas Extractivistas CEE-CNPT-IUCN A Iannuzzi Alves, C Aragon Castilla, M Lina Feitosa, M Von Behr, R Pinzon Rueda.

100.

ANNEX 10

IUCN FOREST CONSERVATION PROGRAMME REVIEW

PRELIMINARY PAPERS

ANALYSIS OF LLS FUNCTIONS, POSITIONS AND TOR

Alejandro C. Imbach - May 2007

INTRODUCTION

Preliminary Papers (as this one) are short reports generated during the review process to address urgent issues emerging from the review process, and usually requested by the reviewed units. The nature of the paper is preliminary because they are delivered before the review process is completed, therefore they are subjected to changes and adjustments depending on the facts, evidence and interpretations than may emerge at later stages of the review.

The Livelihoods and Landscapes Strategy (LLS) is the largest undertaking of the Forest Conservation Programme (FCP) since its beginning. It was recently approved in late 2006 and it is now going through its first implementation stages. This analysis is expected to contribute to the completion of these initial stages.

LLS IMPLEMENTATION MODEL

LLS is planned to be run as decentralized initiative implemented at site level by IUCN Regional Programmes and partners and coordinated by the FCP. This model has a different base compared with other processes that are implemented directly by the pertinent Global Programme or by IUCN local teams hired by the Project and reporting to the Project.

The approach taken by LLS is expected to generate more ownership at the stakeholder level, and then to increase both the efficiency and the sustainability of the activities. The eleven geographical sites and countries considered in LLS are:

- 1. Upper Guinean Forest Landscapes / Ghana and Liberia
- 2. East and Southern African Forest Landscapes / Uganda, Tanzania and Mozambique
- 3. Sahelian Landscapes / Burkina Faso, Mali and Sudan
- 4. Congo Basin / Cameroon, Congo Brazzaville and the Central African Republic
- 5. African Great Lakes / Burundi, DRC and Rwanda
- 6. Mekong Region / Cambodia, Lao PDR, Thailand and Vietnam
- 7. South Asia / India
- 8. Western China / China
- 9. South-east Asia / Indonesia
- 10. South America / Brazil
- 11. Mesoamerica / Mexico, Guatemala and El Salvador

LLS will also run at different spatial scales (or complexity levels) from local to national to regional to global. Therefore, different and specific stakeholders and processes should be addressed at each level and some articulation processes should be developed and maintained across these levels.

Finally, but not less important, there are four key thematic components running across the entire Programme: Poverty reduction, Governance, Landscape restoration, and Markets & Incentives.

LLS OVERALL IMPLEMENTING AND COORDINATION STRUCTURE



The above structure reflects the LLS complexity that can be also inferred from the Implementation Model described in the previous section.

In terms of management a complex structure has higher transactions costs, meaning specifically a relatively higher coordination workload. Moreover, given the decentralized nature of the Implementation Model, it should be necessary to run an intensive guidance and oversight mechanism in order to keep all decentralized initiatives running with in the same direction and maintaining a relatively coherent conceptual framework. It is well known and accepted that decentralized models also have higher transaction costs, basically in terms of support and oversight.

IUCN COORDINATION UNIT

The LLS Coordination will include several staff positions and a few long-term experts hired on a consulting basis.

The Staff positions are:

- 1. LLS Coordinator (with 10% of time as FCP Deputy Head) (Stephen Kelleher)
- 2. PM&E Officer (80% LLS / 20% FCP) (HIRING)
- 3. Knowledge management Officer (80% LLS / 20% FCP) (HIRING)
- 4. Administration Officer (100%) and Finance Consultant (10%) (Chantal Page & Maria Hassler)

There are other linked positions but they are more oriented to technical aspects and key thematic components (e.g. the Policy expert (75% LLS / 25% FCP) (Carol St. Laurent) and the Senior science advisor

FIRST ASSESSMENT OF THE CAPACITY OF THE COORDINATION UNIT TO MEET THE DEMANDS

A first assessment, based on comparisons with other regional projects working through partners rather than IUCN teams, such as Alianzas or the old OLAFO Projects both in Central America, show that the Coordination Unit will face considerable difficulties to perform its coordination tasks given the size and

b. Terms of Reference

b1. LLS Coordinator

The TOR of the LLS Coordinator are pretty clear and thorough. Therefore what remains is the development of the pertinent Workplan presenting the products to be delivered (documents, visits, meetings, etc.).

Generally speaking, the TOR describe an extremely demanding position, both in time and skills. Therefore, it strengthens the analysis presented in the previous pages and the need to have all planned time for this position allocated to it.

At this point it is also necessary to make two brief recommendations:

Monitor the compliance with self-assessment annual events Participation in selected annual self-assessment events

Evaluation 2. External evaluations

Support external evaluations as indicated in the LLS Strategy document

Reporting

Monitor the compliance with all types of reporting and provide effective feedback Preparation of internal reports for the entire LLS summarizing reports from the sites. These internal reports will fulfill the double purpose of informing the entire system about the progress of the LLS and providing feedback and evidence of reports use to the site partners Draft all external reports as required by donors and the LLS Strategy document

Knowledge Management

Maintain a close collaboration and contact with the KM Officer, providing all pieces of information that be relevant

Help the KMO to collect lessons learned, to identify audiences and to implement the different communications activities

Jointly with the KMOW to implement a few selected M&E and KM activities aiming to develop a better understanding of each other functions and to gain better articulation and more efficiency

Candidates qualifications:

Regarding qualifications, a few aspects to be considered in relation to the existing ones are:

Seven years of experience in PM&E is perhaps too much. Within IUCN the pilot M&E process started just in 1997 and only in selected regions. At the time of the interviews it is important to check what is the planning, monitoring and evaluation approach preferred by the candidate. Outcomebased planning and monitoring is relatively new and it requires a considerable shift from the once championed rigid approach embedded in ZOPP and similar approaches now abandoned. It is essential for the M&E Officer to have direct personal experience in implementation of field projects. The implementation model of LLS requires a person with that experience (at least 2-3 years); hav Tf0.0073

Operational principles

Candidates Qualifications

Starting by what has been outlined, some of the qualifications for the KMO need to be re-examined. KM in the context of LLS needs a person with direct experience in field work and an inclination and skills for facilitation, team working, writing and communications targeted to specific audiences.

The personal opinion (not stated fact) of the reviewer is that a journalist /communications/public relations person will not have the understanding of

ANNEX 11

LLS will also run at different spatial scales (or complexity levels) from local to national to regional to global. Therefore, different and specific stakeholders and processes should be addressed at each level and some articulation processes should be developed and maintained across these levels.

In addition to the geographical components, there are 6 cross-cutting themes each with their own budgets and theme leaders that will add value and generate global products by working in collaboration with the geographical components of the LLS.

Finally, but not less important, there are four key thematic components running across the entire Programme: Poverty reduction, Governance, Landscape restoration, and Markets & Incentives. All these componentst, th0 10.98 5ek0Q and som- ertsd Mark res

<u>Alternatives</u>

The following alternatives as offered just as a way to open the discussion on this subject. This Review is not aimed to the IUCN Asia Office; moreover, this Office is moving along its own reorganization process so there surely are implications in this regard that escape whatever can be perceived in a short visit. Therefore, the recommendation is about opening a discussion about this issue and finding a solution (hopefully one that can stay at least for the next couple of years in order to provide enough time for the

Shifting the present ELG1 Head to a Senior Advisor position. It has the same implications as the previous one with two differences: one is that it looks more permanent. The second, and most important, difference is that this option opens the way to pursue and discuss the possibility of setting a mixed global/regional position shared between FCP and ARO that can be of benefit to all parts. Global FCP can get a needed reinforcement from a senior person to compensate partially for the senior staff that moved to LLS coordination. For Asia, it is an opportunity to engage in larger scenarios bringing into them all the experiences and lessons learned in this region. In this scenario, besides supervising / coordinating LLS in Asia and taking care of other forestry-related activities in that region, the Senior Advisor should contribute significantly to the explicit goal set by Stewart Maginnis about maintaining and expanding FCP while implementing LLS.

In any case, this issue is something that should be addressed urgently and explicit decisions should be made and reflected in the necessary and pertinent TOR, Position descriptions, Internal Agreements and other procedure instruments used by IUCN.

A final remark is that there is no serious problem yet, but there is a clear risk of having one very soon (eventually, as soon as in 3 months at the end of the so called "100 days"). Therefore a clear action now differs