FINAL DRAFT

IUCN Forest Conservation Programme

Component Programme Plan for 2005-2008 Intersessional Period

12th December, 2003

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1.0   Introduction

1.1   About the IUCN Forest Conservation Programme

The IUCN Forest Conservation Programme (FCP) is a global thematic programme of the IUCN Secretariat and supports the forest-related activities of the Union, its Members and Commissions. The mission of the FCP, in line with the global IUCN mission, is *to influence, encourage and assist societies throughout the world to conserve biological diversity in forests and tree-dominated landscapes and ensure that the use of forest resources is equitable and ecologically sustainable.* The programme consists of a global secretariat based at the IUCN Headquarters and an out-posted office in Canada that coordinates the programme's work on temperate and boreal forests. The programme is also directly linked to and coordinated with a worldwide network of regional forest programmes based in different IUCN regional offices, which enables it to remain actively engaged in a wide range of field-based forestry projects ensuring that its global policy work remains well-grounded in local realities. The FCP's work thus spans global, regional, national and local levels in all the IUCN operational regions across Asia, Africa, Europe, and North and South America.

The overall rationale of the programme is described in the joint *IUCN/WWF Forests For Life Strategy*, which was first adopted in 1996 and then reaffirmed by the 2nd World Conservation Congress in Amman in 2000. This document provides the programme with a clear and comprehensive long-term direction for safeguarding the world's forests and is, as such, expected to remain relevant for many years to come. The Forests For Life Strategy is also a philosophical statement on how the world's forests are to be conserved, not only through protection, but also through sustainable use and restoration. Nevertheless this strategy is not designed to help prioritize among issues, such as those highlighted in the accompanying Situational Analysis, over the medium-term and is therefore of restricted value as a framework for quadrennial planning purposes. [1] For the purpose of articulating its medium-term aims and objectives, the Forest Conservation Programme, like other IUCN component programmes, follows the IUCN Intersessional Programme, a framework planning document developed every four years by the Union to guide its work between World Conservation Congresses.

> **Objectives of the IUCN/WWF Forests For Life Strategy**
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> - Establish a network of ecologically representative, socially beneficial and effectively managed forest protected areas;
> - Achieve environmentally appropriate, socially beneficial and economically viable management of forests outside protected areas;
> - Develop and implement environmentally appropriate and socially beneficial programmes to restore deforested and degraded forest landscapes;
> - Protect forests from pollution and global warming by reducing polluting emissions and managing forests for resilience to climate change; and
> - Ensure that political and commercial decisions taken in other sectors safeguard forest resources and result in a fair distribution of associated costs and benefits.
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> Source: *Reaffirming the Vision,* IUCN/WWF, 2000

1.2   Timeframe and thematic focus of the FCP component programme plan

This document describes the component programme plan of the Forest Conservation Programme for 2005-2008, which together with the component plans of other IUCN regional and thematic programmes will make up the global IUCN Intersessional Programme that will be presented at the 3rd World Conservation Congress in Bangkok in November, 2004. This document covers the thematic area of forests and circumscribes the goal, objectives and intersessional results for the IUCN Forest Conservation Programme up to the 4th World Conservation Congress in 2008.

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[1] See Annex I for the detailed Situation Analysis.

1.3   Consultation process followed while preparing this document

Work on preparing this document was initiated by the FCP planning team from early June onwards. Consistent with the importance that the Forest Conservation Programme places on regional-global, secretariat-commission and cross-biome programming (what is commonly referred to as "joint programming" within the IUCN forest team), a comprehensive and participatory consultative process was followed for this purpose. Once the forest programme planning team identified the main current issues and trends in the forest sector, the draft situation analysis document was prepared and revised based on comments received from other colleagues in the different IUCN regions. A consultation document was then prepared to identify the types of change that IUCN could deliver based on the key issues that emerged from the situation analysis and to describe the FCP's niche, vision and goal.[2] This consultation document also created a space for discussing harmonization of "result-level language" with the other IUCN component programmes and commissions.

Several drafts of the consultation planning document, along with the revised situation analysis, were circulated among the IUCN forest team and among the heads of the IUCN regional and thematic programmes, commissions and members of the Forest Conservation Advisory Group (FCAG) – an interdisciplinary advisory team comprising external members from WWF, World Bank, etc. in August and September. In addition, three small consultation group meetings were also held at the World Parks Congress in Durban, the World Forestry Congress in Quebec and the ITTO meeting in Yokohama to discuss and obtain feedback on the proposed FCP intersessional objectives and results. All the feedback received on the consultation document was then consolidated into a draft intersessional component programme plan. This draft plan was circulated for one final round of reviews and comments before being finalized and submitted to the IUCN Global Programme on December 12th 2003. The overall process followed in developing the FCP component programme plan for 2005-08 is summarized in the table below.

Consultation Process followed for the FCP component programme plan 2005-08	
Step 1: Planning process for FCP component programme initiated	June 2003
Step 2: Draft Situation Analysis prepared and circulated among all global FCP staff	July 2003
Step 3: 1st draft of the FCP component programme consultation document prepared	August 2003
Step 4 2nd draft of consultation document & revised situation analysis circulated among all regional forest coordinators and FCP staff for review and comments	September 2003
Step 5: FCP component programme consultation meetings held at WPC, WFC and ITTO meetings	September/ October 2003
Step 6: Final draft of FCP component programme consultation document circulated among all regional and global FCP staff, other IUCN component programmes & commissions and FCAG members, inviting specific feedback on results language	October 2003
Step 7: Consolidation of all feedback received above into the present FCP component programme document for 2005-08	November 2003
Step 8: Incorporation of feedback received on above into the final FCP component programme document and submission to the IUCN Intersessional Programme	December 2003

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[2] See Annex II for FCP component programme consultation document.

2.0 Summary of the Situation Analysis on Forests and Tree-dominated Landscapes[3]

2.1 Current State of the World's Forests

Forest ecosystems play multiple roles at global as well as local levels and provide a range of important economic, social and environmental goods and services that impact on the well being of poor rural communities, local and national economies and global environmental health. It is estimated that at the global level, forestry formally contributes some 2 per cent to world GDP or more than US$ 600 billion per annum.[4] However, the actual contribution of forests to the world economy is considered to be much higher, though extremely difficult to quantify. Forests – and especially tropical forests – also figure prominently in efforts to conserve biological diversity. According to the UN, between 60 to 90 percent of all species are found in tropical forests. Consequently, conservation of forest ecosystems and biological diversity has tremendous importance for both human and ecosystem wellbeing.

The total area covered by forests worldwide today is approximately 3869 million ha, almost one-third of the world's land area. Of this, 95 per cent is natural forest and 5 per cent is planted forest. Two-thirds of the world's forests are located in ten countries alone: the Russian Federation, Brazil, Canada, the United States, China, Australia, the Democratic Republic of the Congo, Indonesia, Angola and Peru. In terms of protected areas, around 12.4 percent of the world's forests or 479 million ha currently enjoy protected area status as per IUCN classifications.

2.2 Trends in Forest Land Use Change

Latest FAO data indicates that the world's natural forests continued to be converted to other land uses at a significant rate during the 1990s although somewhat reduced in comparison to earlier decades. The net loss in forest area at the global level during the 1990s was an estimated 94 million hectares – an area larger than Venezuela and equivalent to 2.4 percent of the world's total forests. Put differently, the world today has around 6000 square meters of forest for each person in all, but this is reducing by approximately 12 square meters every year. Net deforestation rates have been the highest in West Africa and South America. The loss of natural forests in Asia is also high, particularly in South-East Asia, but this has been significantly offset (solely in terms of area) by forest plantation establishment. In contrast, the forest cover in the other regions, which are largely made up of industrialized countries, has increased slightly over the last decade. In all, the countries with the highest net loss of forest area between 1990 and 2000 include Brazil, Indonesia, Sudan, Zambia, Mexico and the Democratic Republic of Congo. Those with the highest net gain of forest area during this period are China, USA, Belarus, Kazakhstan and the Russian Federation.

2.3 Proximate and Underlying Drivers of Forest Related Land Use Change

The major problem forest conservation faces today continues to be that of deforestation, especially in the tropics, and, more globally, the degradation and fragmentation of biodiversity-rich forest ecosystems. There are many drivers – both proximate and underlying – that are responsible for this. The *proximate drivers* of forest related land use change include:

- Agricultural Expansion: Over the years, researchers have identified agricultural expansion as a common direct factor in almost all studies on deforestation. According to the UN, about 70 per cent of the total area that was deforested in the 1990s was converted to agricultural land. However, technological innovations have also reversed this trend in some industrialized countries.

- Infrastructure Development: Infrastructure development (road construction, dams, mining, power stations, etc.) is another important proximate driver of forest related land use change. In particular, road construction is the most frequently cited cause of forest loss and

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[3] See Annex I for detailed Situation Analysis.
[4] All references are given in the detailed Situation Analysis.

degradation in previously inaccessible and untouched forest areas. Multiple examples from Central Africa and South America graphically demonstrate the key role new road networks can play in opening up areas of undisturbed, mature forests to pioneer settlements, logging, and clearance for agriculture.   That said, many of the areas where new road networks pose a threat to forest are also some of the poorest, and have some of the lowest road densities in the world.

- <u>Wood Harvesting and Extraction:</u> Poorly planned and executed timber harvesting and extraction for commercial industrial roundwood, fuelwood and charcoal continues to degrade large areas of natural forests, much of it in the developing world. Failure to enforce national and stand level technical guidelines means that illegal logging practices now costs forest country governments at least US$10-15 billion a year – an amount greater than total annual development assistance for public education and health. Regions particularly vulnerable are the Amazon Basin, Central Africa, Southeast Asia, Eastern Europe and the Russian Federation, and in the case of woodfuel and charcoal, some localized areas of South Asia and sub-Saharan Africa.

- <u>Forest Fires:</u> Fires are a natural phenomenon. However, over 90 percent of all wildland fires in forests and savannas today are due to human action and cause significant forest loss. On average, fires burn between 614 million hectares of forest per year worldwide leading to enormous economic losses, damage to environmental, recreational and amenity values, and even loss of life. Australia, South East Asia, West Africa, Europe, North America and the Russian Federation, have all faced serious fires in recent years. Equally in fire-dependant forest types, deliberate fire exclusion can be as big a problem as too much unwanted fire in fire sensitive biomes.

- <u>Alien Invasive Species:</u> Although most of the economically important tree species grown in plantation and agroforestry systems are non-native, they pose little if any threat to the integrity of native ecosystems. However, in some cases, introduced flora and fauna can have devastating impacts on the viability of local biota. In West Africa, a noxious pioneer shrub, *Chromolaena odorata*, introduced to suppress woody regrowth under electricity lines, has been the principle agent in sustaining out-of-control wild fires which have destroyed 29% of Ghana's forest. Equally, stoats and possums are among the introduced agents that are pushing many of New Zealand's unique bird life towards extinction while red deer have decimated the understorey flora in many of the country's Nothofagus forests. Efforts related to both biodiversity conservation and sustainable forest management therefore need to recognize and address this issue clearly.

- <u>Climate Change:</u> According to the IPCC, though forests have proved relatively resilient to climate change in the past, up to 30% of the world's forests are likely to be negatively impacted through climate change by 2050, and forest managers will increasingly need to pay more attention to incorporating adaptation to climate change into their management planning processes.

Forest related land use change is seldom straightforward, often being driven through a complex mix of socio-economic, cultural and political elements. Such elements in turn result from the combined actions, decisions and behaviour of multiple agents from national governments to international financiers to impoverished landless people. Key *underlying drivers* include, but are not limited to:

- <u>Poverty:</u> Poverty is popularly cited as a principal driver of forest loss and degradation. In reality, however, the evidence for such a straight-forward relationship is weak and sometimes conflicting. The empirical evidence for the historical relationship between economic growth, growing middle class consumption and forest decline is perhaps a little better understood but also remains weak and fragmented. What is evident however is that there is indeed a causal relationship, or more accurately several relationships, that need to be better understood. More reassuringly, there is some, yet again fragmented, evidence that no single trajectory is necessarily predetermined and that forest resources, under a range of circumstances, can be managed and utilized in such a way as to contribute to poverty reduction while keeping future options open to retain more and lose less forest biodiversity.

- Imperfect Local, National and International Markets; While the contribution of forest goods and services for local livelihoods, national economic growth and as a global public good are regularly highlighted, the gulf between the acknowledgement of these benefits and how they are actually "valued" is staggering. In many countries forests goods and services continue to be undervalued because forests, as a land-use, are prevented from competing on a level playing field, either with other land-uses or with other sectors such as energy. New markets could arise if the provision of key public utilities was viewed slightly differently. For example, clean and reliable water supply requires not only the hard infrastructure of pipes and reservoirs, but also the "green" infrastructure in watershed catchments. Equally production-based incentives for other land use activities, notably agriculture, also help drive forest loss and degradation.

- Forest Governance, policies and the rule of law: Government policies, and how those policies are enforced, both within and outside the forest sector, also ultimately impact on forest land use change. Forest land is still all too often seen as a nationally-owned asset, irrespective of the stewardship that local communities have exercised over the same resource for many years. Inequities in titling and use rights can result in forests becoming a major source of conflict and / or illegal activity. While illegal logging and corruption may, and often does, exist because of pure criminality it can, in some situations, be driven by inappropriate governance structures that turn legitimate concerns or entitlements into illegal activities. For example, in one Central American country in the early 1990s one of the main causes for bribery associated with log transport permits was not that loggers want to move illegally harvested trees but rather that they wanted to avoid long bureaucratic delays in attaining permission that would leave legally harvested trees deteriorating in forest loading yards.

- Demographic Factors: A common myth of the 1990s was that increasing populations was a major underlying cause of forest decline. Available evidence shows that there is no general relationship between population growth and density and deforestation. Indeed there are a number of examples in both developed and developing countries of how population increase has been accompanied by increasing tree cover. There are many examples particularly where fuelwood and agricultural land is in much demand and other livelihood options, are limited, of population growth and density resulting in increased pressure on forests although these then to be quite localized. Importantly, demographic factors associated with mortality and morbidity, particularly where the HIV/AIDS pandemic is concerned, may be just, if not more, significant when it come to forest-related land-use change.

2.4   Key Emerging Issues in Forest Conservation: Priorities and Themes

Until as recently as 10 years ago solutions to the loss and degradation of forests could be characterized generally as being strongly technical and sectoral.   In recent years our understanding of where workable responses might lie have broadened significantly. Some of the key priorities and themes (from a conservation perspective) that emerged from the situation analysis and thus ought to be considered in the 2005 – 2008 component programme plan for the FCP include the following:

Priority: The need for workable strategies that value and conserve forest biodiversity.

- Forest Protected Areas: Even though the last decade has witnessed an unprecedented increase in the area of forest under formal protection, on-going forest lost and degradation is expected to put an estimated 5-15 per cent of the world's species in danger of, at least, local extirpation by 2020. There is now a pressing need to build on the success of the past decade by ensuring that existing protected areas are part of well-managed and systematic networks whose existence does not violate, and where possible enhances, the rights of poor, vulnerable communities. Greater attention will need to be paid to the establishment and management of transboundary protected areas in the face of regional violent conflict and threats posed to biodiversity by global warming.

- Forest Landscape Restoration (FLR): Recognizing that local land use patterns are invariably determined by trade-offs, FLR focuses on restoring **forest functionality**: that is the goods, services, ecological processes and future options that forests can provide at the broader

landscape level, rather than solely promoting increased tree cover at any particular site. However, tools and methods are needed to help decision makers and forest practitioners to start implementing this approach in forest land use decision making, particularly with the growing urgency to ensure that forest and tree-dominated landscapes are better able to adapt to climate change.

- Sustainable Management of Production Forests: As the demand for responsible forest management and sustainable sources of wood grows, forest certification is also becoming a key requirement for the sector. However, over 90 percent of the world's certified forests today are located in temperate industrialized countries. Therefore increasing the accessibility of instruments for sustainable management of production forests in developing countries, such as forest certification, remains a key challenge in the years to come. Equally, given that industrial plantations now provide more than 35 per cent of the world's wood supply and foreign and private sector investment in this sector is expected to increase, it will be critical to more clearly identify how they can be more effectively harnessed to enhance ecosystem integrity and social well-being while remaining economically efficient, reversing some of the negative experiences of the past.

- Forest Environmental Services: Failure to fully value forest goods and services, and to reflect those values in public policy, is acknowledged to be a key underlying driver of forest land use change. Currently few well-developed markets exist for vital forest environmental services such as *carbon sequestration, biodiversity conservation* and *watershed protection.* While there are many challenges to getting the political and institutional conditions right so that non-traditional markets can evolve and flourish to tap these values, and generate tangible income flows, they can provide powerful incentives to local communities and governments to conserve forest resources.

Priority: Ensuring forest conservation contributes to a just and equitable world.

- Forests and Poverty Reduction: Forest resources directly contribute to the livelihoods of 90 percent of the 1.2 billion people living in extreme poverty and indirectly support the natural environment that nourishes agriculture and the food supplies of nearly half the population of the developing world. There is an urgent need to recognize the real potential of forests to contribute towards the Millennium Development Goal of halving extreme poverty in the world by 2015 and to integrate it into mainstream national poverty reduction processes by developing *poverty-focused conservation* strategies and projects.

- Community-based Forest Management: There is growing recognition that without secure tenure rights, indigenous and other local groups lack sufficient long-term incentives to conserve forest resources and that government forest agencies cannot do this on their own. National governments and international organizations are therefore increasingly favouring decentralized and participatory forest management approaches. However, communities are rarely homogeneous and existing economic, social and political inequities pose significant challenges.

- Non-Timber Forest Products (NTFPs): NTFPs constitute a critical component of food security and an important source of income for the poor in many developing countries. Sustainable use and correct valuation of NTFPs is thus a topic of increasing importance as more attention begins to be paid on the potential of forests to reduce or mitigate poverty. However, challenges such as insecure land tenure, inequitable access to markets, elite-capture of high value NTFPs and the potential danger of low value NTFPs as poverty traps will have to be addressed first.

Priority: Ensuring conservation interventions leverage significant change.

- Forest Law Enforcement, Governance and Trade: Over the past few years, the issues of poor governance, corruption, illegal logging and associated trade have become increasingly recognized as key barriers to achieving sustainable forest management and conservation. Several initiatives, partnerships and intergovernmental processes have been launched in this regard, but the challenges of establishing good forest governance and strengthening the rule

of law will continue to remain a major challenge for the sector in the coming years. Likewise, the impact of investment and capital flows into competing land uses worldwide will also be of significant importance.

- International Forest Policy: In the years following the 1992 Earth Summit (UNCED), the role of forests in providing ecosystem services, contributing to food security, sustaining livelihoods, and reducing poverty has increasingly been recognized at international fora. The United Nations Forum on Forests (UNFF) and the Convention on Biodiversity (CBD) are the two principal policy arenas dealing with forests, though key aspects are being dealt with under the conventions on climate change, biodiversity and tropical timber as well as in regional processes. Though all post-UNCED fora have repeatedly emphasized the need to move from dialogue to action on the ground, this still largely remains an unfulfilled challenge. However, some important progress has been made, for example, more than 100 countries have developed national forest programmes and there has been an increase in forest protected areas. Furthermore, innovative public-private partnerships and increasing collaboration among international organizations such as IUCN and other members of the Collaborative Partnership on Forests are making significant contributions to efforts to convert policy into practice.

2.5   Forest Sector Stakeholder Analysis
Working in partnerships is a principal operational approach of the IUCN Forest Conservation Programme. To fulfill its long-term goals and objectives, the programme works with a number of important forest stakeholders across the global, regional, national and local level (explained in more detail in the following sections). In general, the key stakeholders who impact on the conservation and sustainable use of forests include:

At the Global level: Intergovernmental bodies and organizations such as the UNFF, CBD, UNFCCC, ITTO, FAO, World Bank, UNEP, UNDP etc. wield significant influence in the forest sector, especially in terms of their 'agenda setting' and 'convening' ability on matters related to the conservation and sustainable use of forests worldwide and its linkages to human development. The multi-lateral development banks, bilateral donor agencies and large charitable foundations play a key role in the provision of cheap loans, grants and technical support for governments and civil society to implement international forest commitments aimed at sustainable forest conservation and management. International NGOs such as WWF, The Nature Conservancy, Conservation International, etc., also play an important role at the global level through their awareness-raising, advocacy and fund-raising efforts and their support to implementing forest conservation programmes on the ground. International research organizations and independent think-tanks such as CIFOR, ICRAF, IIED, Forest Trends provide decision makers with improved knowledge on the key trends and issues impacting on forest conservation both regionally and globally; and help in developing sustainable solutions to counter the threats that forests face. As the demand for environmentally-responsible goods and services increases among customers and shareholders, the private sector (including multinational corporations such as Unilever and Shell) and the financial sector, are beginning to proactively support forest conservation and sustainable use through public-private sector and community-private sector partnerships and initiatives, and are becoming increasingly important actors.

At the National/ Regional level: National and state governments – represented by forest and environment ministries and departments and national and state-level forest services – are key stakeholders in forest conservation and management as they are the ones who have the political power and decision-making authority to implement international and regional forest commitments and enforce forest law on the ground. National level planning bodies and other ministries such as Finance, Trade, Industry, etc. are also key national-level actors since very often the drivers of forest-related land use change exist outside the forest sector. National-level NGOs also play an important role in raising awareness of the key challenges facing forest management and conservation and in generating meaningful civil society participation in forest conservation. Other stakeholders at the national level include forest-based industries, forest research and education institutions and the national and/or regional offices of international agencies and NGOs.

<u>At the Local level:</u> These are the primary stakeholders – those most directly dependent on forest resources and ecosystems for livelihoods and who are likely to be ultimately affected, positively or negatively, by any intervention – and comprise local forest-dwelling and forest-dependent communities, forest businesses and enterprises, field offices of the forest department and other government agencies, community-based organizations, local NGOs, etc. Though they are often low in terms of the influence they have in shaping forest conservation policies and programmes, their importance to the successful implementation of such policies and programmes is absolutely critical, especially in those areas where the level of dependence of local communities on forests is significant.

3.0   The IUCN Forest Conservation Programme's response: Our niche

3.1 Defining the boundaries
As outlined in the summary of the Global Situational Analysis above, forest and tree-dominated landscapes cover almost one third of the world's terrestrial surface. They are perhaps the richest repository of biological diversity and a source of livelihood sustenance to billions of people. In every respect, in terms of status, threats and opportunities, the figures associated with forests are huge: so where can a small forest programme with 8 staff and an annual budget that seldom exceeds 1.8 million Swiss Francs best direct its efforts? Given that IUCN neither owns nor controls any forests it must build its engagement strategy on encouraging key stakeholders to modify their behaviour in such a way as to deliver long-term and equitable conservation.

The Forest Conservation Programme, like the rest of IUCN, defines the boundaries of its strategic intervention on the basis of:

- Generating and disseminating reliable and science-based forest and land-use related knowledge and learning
- Assisting key stakeholders, both at the local and international level, to strengthen their capacity in forest management and conservation.
- Influencing forest-related decision-making structures and governance processes so that they better deliver environmentally responsible and socially just outcomes

However, the boundaries of the FCP niche are not only defined by strategic considerations but also operational ones. What has made IUCN particularly adept as an agent of positive forest conservation change is the integrated approach to addressing forests issues right across the IUCN Secretariat. The Forest Conservation Programme operates not only vertically (as a discrete Headquarters-based thematic programme) but also, as noted in the 2003 External Review, horizontally as a co-ordination, support and leadership service to all those working on forests issues within the IUCN secretariat. Concomitantly, it is regional perspectives that significantly shape the FCP's programmatic and policy activities ensuring that the programme is rooted in "ground-truthed" reality. It has been this operational approach that has helped IUCN to attain respect, authority, credibility and influence in regional and international forest-related dialogues and, in collaboration with partners such as WWF, successfully to promote issues such as forest quality, forest protected areas and forest landscape restoration: issues that had previously garnered little, if any, attention in forest dialogues.

The final, and perhaps most important, element that helps define the boundaries to our niche is IUCN members and its expert commissions. While other conservation organizations define their niche on similar strategic and/or operational basis, it is our membership basis that makes IUCN truly unique. For many years the Forest Conservation Programme has successfully worked with large international NGO members such as the members of the WWF family, Birdlife International, TNC (The Nature Conservancy) and Conservation International. More recently, and given strengthened "regional-to-headquarters" joint programming, FCP has become more active in working directly with national and regional, government and NGO members, especially in developing countries. The benefits of active engagement with members flow both ways and have,

for example, recently been directly responsible for the recruitment of two new members (one Government Agency and one NGO) in Ghana. How FCP will further our engagement with members will in the next intersessional period will be further explored in the accompanying business plan. FCP has successfully worked with Commission members especially those from CEM, CEC, CEESP and WCPA over the past four years. It is unlikely that the programme could have made as significant contributions to issues like Forest Landscape Restoration, Poverty-focused Conservation and Transboundary Protected Areas if it were not for the support and input that was received from those commissions listed above.

3.2 Defining the approach
Over the past decade the Forest Conservation Programme has refined a successful approach, based on its comparative advantage, as to how it can most effectively engage as an agent of positive forest conservation change. The approach has three basic elements:

- *Linking policy and practice*
  IUCN's UN observer status provides a degree of access to international and regional forest policy processes and dialogues that tends to be the preserve of UN specialised agencies. The Forest Conservation Programme sits on the Collaborative Partnership for Forests and is active in helping to shape the content and input into a number of UNFF intersessional country and organization led initiatives. The FCP has also made significant contributions to processes such as International Tropical Timber Council meetings and the recent African Forest Law Enforcement and Governance ministerial. Having the lead for Ecosystems and Climate Change, the FCP has been active in building capacity of G77 delegates to engage in the UNFCCC negotiations. Finally the FCP has had long history of active engagement in the Convention of Biological Diversity – most recently contributing to the development of the CBD's enhanced programme of work on forests.

  Although many other organizations are similarly engaged in such international and regional processes, it is only a few that, like IUCN, have the option to draw directly on the experience and lessons learnt of field activities generated by regional and country offices and, particularly in IUCN's case, by its members. The FCP has shaped a major part of its approach around gathering local and national level lessons learnt by IUCN and its members and targeting them directly into international and regional dialogues. Indeed the World Bank commented that the IUCN/WWF substantive input to the review of their forest policy was one of the most useful precisely because it explicitly made the policy-practice link. Similarly, a large part of the success the WWF/IUCN joint activity to promote Forest Landscape Restoration can be attributed to this approach.

  Forging this link is not a one-way process from field to meeting room. Just as important is ensuring that field projects and national-level activities are responsive to the "big-issues" being debated in international and regional fora. Through integrated joint programming with the regions the FCP has contribute to the design of learning projects that address gaps in policy knowledge. The Firefight initiative (with WWF and, more recently, TNC) is just one example of how this works in practice.

- *Thematic prioritization as a basis for joint programming with IUCN regions.*
  One of the challenges of being a membership organization is how to reconcile receptivity to the needs of our members while ensuring that the programme remains thematically coherent and focused. To address this, the global and regional forest programmes have identified shared regional priorities (which in turn reflect the priorities of regional members) and used this as a basis for joint programming. Since this process was initiated in 1998 issues such as restoration, *poverty-focused conservation*, community involvement in forest management / public participation in forest policy (and more generally issues of forest governance), landscape (ecosystem) approach, non-timber forest products, forest fires, protected area management effectiveness, economic

valuation and emerging markets for ecosystem services have all emerged as key thematic issues for "joint programming" activities.

- *Partnerships*
  Even given IUCN's own extensive network of members, commissions and regional and country secretariat offices, it is recognized that we have only some of the skills and resources needed to bring about meaningful and long-term forest conservation. FCP has therefore made a point of building strategic alliances and partnerships with others in this field. WWF-International is our closest partner with whom we share a joint long-term forest strategy but we have also built effective working relationships with organizations such as Forest Trends, TNC, World Bank, UNEP, FAO, ICRAF and CIFOR. Until recently one major group with whom we had little, if any, relationship was the private sector, however the FCP has now entered into a collaborative arrangement with UNILEVER and it intends to strengthen links with other private sector players over the next intersessional period. The programme is aware that partnerships are not always successful and that some types of partnerships are more likely to succeed than others.[5] Often the key to a successful working arrangement is to be as specific as possible with collaboration focused on a specific set of tasks or results. The FCP thus aims to use the existing lessons available while building future partnerships in order to ensure that only those which are productive for forest conservation are established. Annex III identifies a preliminary list of both external and internal partners that we will collaborate with in order to achieve our intersessional component results.

3.3 Defining the content: Livelihoods and Landscapes
In line with the global IUCN mission and vision, consistent with our strategic and operational boundaries and respecting the key priorities of our members, the programmatic focus of the FCP in the next intersessional period will be on LIVELIHOODS AND LANDSCAPES. Within this niche area we will work to provide knowledge, strengthen capacity and promote equitable and sustainable governance arrangements that conserves and improves the ecological integrity and resilience of forest and tree-dominated landscapes, including forest protected areas, while enhancing the quality and security of local peoples' livelihoods.

4.0   FCP Vision, Goal, Objectives and Strategies

VISION OF THE IUCN FOREST CONSERVATION PROGRAMME

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 ecosystem functions necessary for all life on earth.

GOAL: Given that IUCN neither owns or manages forests, nor makes decisions about the use of the world's forests, the Forest Conservation Programme can only realistically expect to make an impact and effect change through encouraging and persuading people to modify their behaviour.

The long term goal statement of the FCP is thus:

Decision makers and other stakeholders who influence forest land use, including IUCN's members and partners, possess the knowledge, tools, capacity and commitment necessary to halt and reverse forest biodiversity loss and embrace conservation strategies that improve the livelihoods of forest dependent people, especially those of the rural poor.

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[5] Margoluis, R, et al (2000): In Good Company: Effective Alliances for Conservation, WWF Washington DC

OBJECTIVES: In order to progress towards this goal over the 4 year intersessional period, the FCP has proposed 5 programmatic objectives, each of which is in alignment with the Key Result Areas (KRAs 1-5) of the global IUCN Intersessional Programme. Each of the objectives represents an area of work where the FCP will try and effect change in order to meet its goal. In addition, the programme also proposes a sixth objective on programme delivery in line with KRA 6 of the global intersessional programme plan. These are described as follows:

Objective 1: **Understanding forest biodiversity in a changing world**
(KRA 1: Understanding biodiversity)

Improved knowledge of how forest biodiversity responds to short-term and long-term change in both pristine and modified landscapes, with particular reference to forest protected areas.

Arguably the world is changing at unprecedented rates. While atmospheric pollution, large forest fires, widespread rapacious logging and global warming may grab the headlines change can also manifest itself more discretely, hectare by hectare, slowly over time. Sometimes that change is far-reaching and potentially threatens the integrity of entire forest ecosystems, on other occasions change lies within the limits of ecosystem resilience and poses little threat. What is evident is that in many occasions the underlying causes of change are simply too strong to allow us to stop "change" it in its tracks. If the impact of change, especially negative change, on biodiversity is to be contained then "change" must be managed; to do that requires knowledge.

This objective will seek to help provide knowledge to our members and partners on how particular types of change impacts forest biological diversity. Working closely with our expert commissions and knowledge-generating partners such as CIFOR, ICRAF, FAO and the World Bank, the Forest Conservation Programme will generate and disseminate knowledge on how both local and global change can impact forest biological diversity.

Objective 2: **Understanding forest biodiversity as livelihood resource**
(KRA 2: Social Equity)

Improved understanding of how land-use systems and practices, laws, policies and institutions shape the relationship between forest biological diversity and people's livelihoods, especially those of the rural poor, and how people use and manage forest biodiversity to sustain their livelihoods.

Biodiversity is often referred to as a global public good – a resource essential for the well-being of present and future generations irrespective of where they live. While the rationale behind this concept is undoubtedly valid it fails to convey explicitly that biodiversity is also a local livelihood resource upon which rural people depend directly to sustain their livelihoods. In practice, this has meant that the needs and concerns of the "global community" are often given greater importance that the needs and concerns of local communities. It is not uncommon that laws put in place to safeguard biodiversity as a "global public good" can undermine biodiversity as a livelihood resource. Such conflicts of interest are not only limited to the protection of biodiversity, more generally they tend to exist where one groups captures the use rights over a resource that another group relies upon. For example, when a concessionaire is granted logging rights over a community forest or a development project encourages the men of a village to ring-fence an area of "degraded" forest for polewood production where women have previously collected firewood and non-timber forest products.

This objective will identify and document how more equitable arrangements for natural resources conservation and management have been developed and will distil general operating principles and promote associated tools that can be more widely applied. In particular, attention will be given to understanding *poverty-focused conservation* – an approach that optimizes conservation and livelihood benefits with an explicit emphasis on poverty reduction and social justice.

Objective 3:   **Making forest values count**
(KRA 3: Conservation Incentives and Finance)

Improved knowledge of how the conservation and sustainable management of forest and tree-dominated landscapes is impacted by direct and indirect incentives such as markets and land-use subsidies and how such mechanisms can best be harnessed to manage pressures and deliver equitable conservation outcomes.

Often, forest users and owners have little direct incentive to resist the loss and degradation of their forest resources. They are seldom rewarded for good stewardship, sometimes they are penalized for it and regularly economic incentives encourage them to prioritize short term productivity over long term sustainability. For example, communities who protect forests in upstream areas are seldom compensated by downstream beneficiaries. Even where enlightened forest and land-use policies exist, these can be readily undermined by other sectoral or macro-economic policies. The impacts of some of macro-economic reform, trade and a country's economic performance on forest resources are still poorly understood.

Working in close collaboration with IUCN's Senior Economic Advisor, this objective will attempt to deliver a better understanding of how various economic incentives, disincentives, and mechanisms shape the way societies manage and protect their forest resources, and will explore the opportunity for harnessing new market-based mechanism in support of forest conservation and forest-dependant rural livelihoods.

Objective 4:   **Supporting international forest policy to deliver tangible improvements in forest practice**
(KRA 4: International agreements, processes and institutions)

Support governments, the private sector and civil society to ensure that international arrangements, policies, processes and institutions are capable of delivering effective conservation and sustainable use of forest biological diversity and better, more equitable, forest governance.

There is now a greater number of international forest-related policy processes focused on promoting the conservation and sustainable management of global forest resources than at any other time in history. Beyond the Multilateral Environmental Agreement circuit there is also increasing awareness of the importance of forests in conserving biodiversity, safeguarding local livelihoods, mitigating the impacts of global warming and supplying an environmentally-friendly renewable natural resource. Multilateral development banks, international social and trade agreements and large multinationals all recognize, to one degree or another, that forests are important.

Nevertheless, international institutions and processes still have the reputation of being better at producing text than results. Although there appears to be major difficulties in transforming international policies and commitments to practice on the ground, ironically good replicable lessons are being generated everyday.

Building on practical lessons that IUCN and its members have learnt, this objective will constructively encourage and assist governments, private sector and other international organizations to mobilize their skills and resources in support of the implementation of existing international forest commitments and to ensure that on-going environmental, development and trade dialogues promote pro-active forest conservation and equitable forest governance arrangements.

Objective 5: **Working with stakeholders to protect, manage and restore forest landscapes for the benefit of both people and nature.**
(KRA 5:- Ecosystems and sustainable livelihoods).

To support governments, private sector and civil society utilize effective approaches for the protection, management and restoration of forest landscapes that are capable of benefiting local livelihoods, especially those of the rural poor, while reversing the loss of forest biodiversity.

Sustainable development permeates so many texts, resolutions and statements that it is sometimes easy to treat it simply as feel-good aspiration. The reality, however, is that we cannot afford for it to be so – there is simply no other alternative capable of underpinning the long-term well-being of humankind. The social, economic and environmental spheres of sustainable development cannot be treated as stand alone or one given priority over another, even temporarily. Advancement on environment issues is contingent on advancement on social and economic issues, and vise versa.

In the real world this implies that we will have to focus less on attaining "win-win" situations and focus more on how and at what scale trade-offs can be effectively and equitably balanced. In biologically rich regions blighted by high levels of endemic poverty we will have to become much more proactive in developing and applying approaches to conservation that make tangible and long lasting impacts on poor peoples' lives.

This objective will work with governments, the private sector and civil society to identify and implement practical and equitable approaches to forest resource management at a landscape level. In particular attention will be paid to demonstrating how an integrated landscape approach can make tangible and lasting contributions to poor people's livelihoods.

Objective 6: **Effective and Efficient Forest Conservation Programme Delivery**
(KRA 6: Programme Delivery)

To ensure that all management support systems and operational processes necessary for the effective and efficient delivery of the FCP intersessional programme objectives are in place and that the programme has the ability to respond to the needs of IUCN members, partners and other key stakeholders in a high quality and timely manner.

Skilled and committed staff, a strong financial support base and robust and well-functioning programme management and operational systems are essential for successful delivery of programme objectives and results. Very often, best made plans and projects are undermined by a failure to provide adequate administrative, management and follow-up support during their actual implementation. It is therefore important to focus not only on programmatic ends but also on the means required to successfully achieve them. Equally important is to effectively manage the knowledge that is generated from these activities, extract key lessons and make them available to decision makers and stakeholders through high quality and accessible communication products.

This objective will seek to strengthen the existing programme delivery mechanisms and resources available to the FCP to more effectively manage and communicate the knowledge generated by it and to more efficiently carry out all programmatic functions.

STRATEGIES: IUCN programme strategies based on *Knowledge, Empowerment* and *Governance* will be adopted to meet the FCP's intersessional programmatic objectives. These are summarized below:

PROGRAMME STRATEGIES OF THE IUCN FOREST CONSERVATION PROGRAMME

Knowledge: Knowledge generated on sustainable forest management, use and conservation. The FCP will add to the existing knowledge available on forest conservation, sustainable use and management to foster a culture of learning and knowledge-based decision making in the sector.

Empowerment: **Capacity built for forest biodiversity conservation and sustainable forest management**. Support will be provided for the development of the institutional and human capacity for forest management and conservation.

Governance: **The development of policies, legislation and institutions that enable responsible use of forest resources.** The development of policy and legal frameworks and institutions that support and enable sustainable forest management and forest biodiversity conservation will be encouraged.

5.0   FCP Intersessional Results for 2005-2008

The IUCN Forest Conservation Programme proposes 27 results for the intersessional period 2005-2008. The link between the FCP intersessional objectives and results and the corresponding global IUCN intersessional KRAs and programme results for 2005-2008 is shown in the table below. These 27 results reflect the medium-term changes that the Forest Conservation Programme will aim at bringing about over the next 4-year period. Of these, 14 results are based on knowledge generation, 3 on empowerment and 4 on governance, which reflects the high commitment of the programme to generate and manage knowledge on forest conservation and sustainable use. Significant attention is also paid to programme delivery for which 6 intersessional results have been proposed.

IUCN Forest Conservation Programme Intersessional Results for 2005-2008	Link to IUCN Intersessional Programme
Objective 1: Understanding forest biodiversity in a changing world	**KRA 1**
1. Improved knowledge available to decision makers on how key threats and trends, notably climate change, affect the status of forest biological diversity, particularly in protected areas. 2. Improved knowledge available to decision makers about how the ecological integrity of forest protected areas and their surrounding environment is shaped by the land use practices of the poor.	1.1K
3. Practical and reliable toolkits available at site and landscape level to assess changes in forest biodiversity and habitat quality.	1.2K

IUCN Forest Conservation Programme Intersessional Results for 2005-2008	Link to IUCN Intersessional Programme
Objective 2: Understanding forest biodiversity as livelihood resource	**KRA 2**
4. Decision makers, particularly outside the environment and forest sector, have fuller understanding of the interdependent nature between conservation of forest biodiversity and the livelihoods of the rural poor. 5. Decision makers, particularly outside the environment and forest sector, have fuller understanding of the role forests play in helping vulnerable communities to adapt to long-term and short-term physical and economic shocks. 6. Decision makers, local communities and civil society actors have improved understanding of the potential, and limits, of decentralized and devolved forest conservation arrangements in delivering socially equitable outcomes.	2.1K
7. Approaches and tools to measure the livelihood impacts of forest conservation and sustainable use policies and practice, including in areas of local and transboundary conflict, developed and made available.	2.2K
Objective 3: Making forest values count	**KRA 3**
8. Improved knowledge available to decision makers of how market and policy based incentives, disincentives and reforms shape forest related land use change. 9. Improved knowledge available to private and public sector decision makers and local communities about the full value of economic, social and environmental benefits that flow from forests.	3.1 K
10. Forest valuation and decision-support tools and guidelines available to help decision makers and local communities optimize trade-offs in forests and tree-dominated landscapes.	3.2 K
11. Improved understanding available to decision makers of approaches and mechanisms that permit local communities to access, compete in, and benefit from emerging markets for forest goods and services.	3.3 K
Objective 4: Supporting international forest policy to deliver tangible improvements in forest practice	**KRA 4**
12. Decision makers supported at key international and regional forest dialogues and processes in the identification of synergies among different international agreements, including those in non-forest sectors, particularly with respect to issues such as forest protected areas, forest landscape restoration, community involvement in forest management, forest fires and forest law enforcement and governance.	4.2E
13. Meaningful participation of civil society, including southern IUCN NGO members, supported at key international and regional forest fora, dialogues and processes.	4.3E
14. National governments, forest departments and civil society equipped to comprehensively demonstrate how the implementation of international forest conservation commitments contribute to the countries' overarching priorities, including, where relevant, poverty reduction.	4.4G

IUCN Forest Conservation Programme Intersessional Results for 2005-2008	Link to IUCN Intersessional Programme
15. Multilateral development banks and bilateral donors such as the EU are encouraged to ensure that their operational policies exercise due diligence with respect to both safeguarding forest health and the well being of the forest dependent poor.	4.5G
Objective 5: Working with stakeholders to protect, manage and restore forest landscapes for the benefit of both people and nature	**KRA 5**
16. Improved knowledge available to decision makers and forest management practitioners on how *poverty-focused conservation* can be operationalized in forest-biodiversity rich landscapes containing high levels of endemic poverty. 17. Improved knowledge available to decision makers and forest management practitioners on how landscape level approaches, such as forest landscape restoration, can benefit both biological diversity and people in different types of forest ecosystems.	5.1K
18. Practical and reliable planning tools and guidelines available to help decision makers and local communities make optimal land use choices that enhance the biological integrity of forests and tree-dominated landscapes while strengthening the rights and opportunities of local and transboundary communities.	5.2K
19. IUCN regions and members have enhanced capacity to support national and sub-national level stakeholders negotiating processes that seek to balance forest biodiversity conservation and human development needs.	5.3E
20. IUCN regions and members have enhanced capacity to influence relevant national and sub-national institutions and legal and regulatory frameworks aimed at halting and reversing forest loss and degradation and improving the livelihoods of the forest-dependent poor.	5.4G
21. IUCN regions and members have enhanced capacity to shape those national and sub-national political, legal and regulatory arrangements that empower poor forest dependent communities to meaningfully participate in forest land use decision making and benefit from the sustainable use of forest goods and services.	5.5G
Objective 6: Achieving effective FCP Programme Delivery	**KRA 6**
22. Lessons learnt from internal review processes, particularly on *poverty-focused conservation* and implementation of landscape approaches, used to adapt and refine annual work programmes.	6.1
23. FCP budget-tracking, donor reporting, record-keeping and contract management procedures maintained, strengthened and consistent with IUCN standards and guidelines.	6.2
24. Skills profile of FCP staff and consultants systematically and annually reviewed on basis of ongoing programme delivery. 25. Programme exposure to annual and intersessional financial risk is adequately controlled and spread over a diverse funding base.	6.3

IUCN Forest Conservation Programme Intersessional Results for 2005-2008	Link to IUCN Intersessional Programme
26. Annual work programmes planned and implemented on the basis of specific and jointly programmed activities with IUCN members, commissions and regional and thematic programmes.	6.4
27. IUCN members, partners and other key stakeholders regularly receive, or have access to, products that effectively communicate the lessons learnt and knowledge generated by the FCP and regional forest component programmes.	6.5

Potential partners for implementing each of these intersessional results are shown in Annex III and Annex IV contains a list of indicative annual results. These are however for illustrative purposes only and will not be included in the consolidated UCN Intersessional Programme that will be submitted to the IUCN Congress in Bangkok. Annual work plans for 2005 will be developed in late 2004 and the precise annual results and partners will be decided at that point.

6.0   Monitoring and Evaluation Plan

The monitoring and evaluation plan is an important constituent of the component programme planning process as it provides the programme with a sound and reliable basis to systematically and regularly track its progress in meeting intersessional results and objectives. For the FCP, the monitoring of intersessional results will be done on two fronts. First, the key underlying assumptions on which each result is based will be monitored to establish their continued validity over time. In parallel, the progress in delivering the actual results themselves will be tracked through a set of objective and verifiable monitoring indicators. This system, as a whole, will then provide the basis for evaluating the success of the programme in meeting its intersessional results and objectives, which will be done at regular intervals under the guidance of the IUCN Monitoring and Evaluation Initiative. A set of the key assumptions and **illustrative** outcome-based indicators which could be used to monitor and evaluate the progress of the FCP in achieving its intersessional results are shown in the table below. These indicators will be revised and developed further in close collaboration with the Monitoring and Evaluation Initiative and effort will be made to ensure that they are harmonized with those of other component programmes sharing similar results as far as possible before the IUCN Intersessional Programme is submitted to Congress in November 2004.

FCP Intersessional Results for 2005-2008	Key Underlying Assumption	Possible Monitoring Indicators
1. Improved knowledge available to decision makers on how key threats and trends, notably climate change, affect the status of forest biological diversity, particularly in protected areas. (1.1K)	Key threats and trends impacting forest biodiversity, including the role of climate change, have been accurately identified for all major IUCN regions.	At least 4 governments with globally important forests put in place targeted and well-informed mitigation strategies to counteract specific threats to forest biodiversity.
2. Improved knowledge available to decision makers about how the ecological integrity of forest protected areas and their surrounding environment is shaped by the land use practices of the poor. (1.1K)	Land use practices of the rural poor significantly impact the ecological integrity of forest protected areas and their surrounding environment.	At least 5 developing country governments utilize forest biodiversity information in the preparation and implementation of PRSPs.

FCP Intersessional Results for 2005-2008	Key Underlying Assumption	Possible Monitoring Indicators
3. Practical and reliable toolkits available at site and landscape level to assess changes in forest biodiversity and habitat quality. (1.2K)	Lack of practical and reliable tools to assess site and landscape level changes in forest biodiversity and habitat quality accurately is hampering forest biodiversity conservation.	At least 15 government agencies, NGOs and private sector companies utilize *Wellbeing of Forests* or other forest quality/SIS-based toolkits in landscape level pilots.
4. Decision makers, particularly outside the environment and forest sector, have fuller understanding of the interdependent nature between conservation of forest biodiversity and the livelihoods of the rural poor. (2.1K)	Forest biodiversity conservation can make a significant and positive contribution to the livelihoods of the poor.	At least 5 developing country governments integrate forest conservation related indicators into their PRSPs/ iPRSPs At least 5 developing country governments explicitly address poverty-conservation linkages in NFPs
5. Decision makers, particularly outside the environment and forest sector, have fuller understanding of the role forests play in helping vulnerable communities to adapt to long-term and short-term physical and economic shocks. (2.1K)	Forests play a critical role in helping vulnerable communities adapt to long-term and short-term physical and economic shocks.	At least 5 developing country governments incorporate forest conservation in their national disaster planning and management systems and their national climate change adaptation strategies.
6. Decision makers, local communities and civil society actors have improved understanding of the potential, and limits, of decentralized and devolved forest conservation arrangements in delivering socially equitable outcomes. (2.1K)	Decentralized and devolved forest conservation arrangements increase the likelihood of delivering socially equitable and environmentally sound outcomes.	Government agencies in at least 10 countries review and strengthen decentralized and devolved forest conservation arrangements.
7. Approaches and tools to measure the livelihood impacts of forest conservation and sustainable use policies and practice, including in areas of local and transboundary conflict developed and made available. (2.2K)	Governments do not pay sufficient attention to forest conservation and sustainable use since their livelihood contribution is not adequately measured.	At least 5 governments and NGOs pilot conservation and livelihood assessment toolkits in 10 landscapes.
8. Improved knowledge available to decision makers of how market and policy based incentives, disincentives and reforms shape forest related land use change. (3.1K)	Governments and decision makers do not have sufficient understanding of the ways in which market and policy based incentives, disincentives and reforms impact on forest related land use change.	At least 1 economic, financial and/or policy incentive that contributes to forest loss and/or degradation reformed.

FCP Intersessional Results for 2005-2008	Key Underlying Assumption	Possible Monitoring Indicators
9. Improved knowledge available to private and public sector decision makers and local communities about the full value of economic, social and environmental benefits that flow from forests. (3.1K)	Better knowledge of the values of forest goods and services will facilitate improved forest conservation.	At least 2 countries develop programmes and policies that promote undervalued forest goods and services.
10. Forest valuation and decision-support tools and guidelines available to help decision makers and local communities optimize trade-offs in forests and tree-dominated landscapes. (3.2K)	Better knowledge of the values of forest goods and services will facilitate improved forest conservation.	At least 2 countries develop programmes and policies that promote undervalued forest goods and services.
11. Improved understanding available to decision makers of approaches and mechanisms that permit local communities to access, compete in, and benefit from emerging markets for forest goods and services. (3.3K)	Emerging markets for forest goods and services offer real potential for community development if they can be equitably accessed.	At least 10 communities in 3 countries have demonstratably benefited from new emerging markets for sustainably produced forest goods and services including carbon sequestration.
12. Decision makers supported at key international and regional forest dialogues and processes in the identification of synergies among different international agreements, including those in non-forest sectors, particularly with respect to issues such as forest protected areas, forest landscape restoration, community involvement in forest management, forest fires and forest law enforcement and governance. (4.2E)	Identification of synergies among different international agreements, including those in non-forest sectors, will help unblock obstacles to the implementation of international commitments on forest conservation.	Global Partnership on FLR has at least 10 government members committed to the delivery of concrete restoration targets.
13. Meaningful participation of civil society, including southern IUCN NGO members, supported at key international and regional forest fora, dialogues and processes. (4.2E)	More meaningful participation of civil society, particularly from developing countries, will result in better implementation of international arrangements on forest conservation.	At least 5 government-civil society partnerships are developed to help implement international and regional / sub-regional commitments on forests at the national level.

FCP Intersessional Results for 2005-2008	Key Underlying Assumption	Possible Monitoring Indicators
14. National governments, forest departments and civil society equipped to comprehensively demonstrate how the implementation of international forest conservation commitments contribute to the countries' overarching priorities, including, where relevant, poverty reduction. (4.4G)	More coordinated and systematic implementation of international commitments can contribute significantly to national-level priorities.	At least 5 developing country governments integrate forest conservation related indicators into their PRSPs/ iPRSPs
15. Multilateral development banks and bilateral donors such as the EU are encouraged to ensure that their operational policies exercise due diligence with respect to both safeguarding forest health and the well being of the forest dependent poor. (4.5G)	Existing operational policies of multilateral development banks and bilateral donors are insufficient to safeguard forest health and the well being of the forest dependent poor.	At least 1 multilateral development agency agrees to undertake "ahead-of-time" assessment of the impacts of macro-economic reform conditionality on forest health and the well being of the forest dependent poor.
16. Improved knowledge available to decision makers and forest management practitioners on how *poverty-focused conservation* can be operationalized in forest-biodiversity rich landscapes containing high levels of endemic poverty. (5.1K)	Forest biodiversity conservation can significantly benefit the livelihoods of the poor in forest-biodiversity rich landscapes.	At least 5 developing country governments incorporate principles of *poverty-focused conservation* planning in the national biodiversity strategies and action plans (NBSAPs) or other sectoral land-use planning processes.
17. Improved knowledge available to decision makers and forest management practitioners on how landscape level approaches, such as forest landscape restoration, can benefit both biological diversity and people in different types of forest ecosystems. (5.1K)	Landscape level approaches, such as forest landscape restoration, can benefit both biological diversity and people in different types of forest ecosystems.	At least 10 governments and local authorities develop land-use policies and programmes that promote forest landscape restoration.
18. Practical and reliable planning tools and guidelines available to help decision makers and local communities make optimal land use choices that enhance the biological integrity of forests and tree-dominated landscapes while strengthening the rights and opportunities of local and transboundary communities. (5.2K)	Landscape level approaches, such as forest landscape restoration, can benefit both biological diversity and people in different types of forest ecosystems.	Protected area authorities in at least 5 countries apply "negotiated-outcome" type approaches to enhance the connectivity and management effectiveness of forest protected areas across the landscape.

FCP Intersessional Results for 2005-2008	Key Underlying Assumption	Possible Monitoring Indicators
19. IUCN regions and members have enhanced capacity to support national and sub-national level stakeholders negotiating processes that seek to balance forest biodiversity conservation and human development needs. (5.3E)	Building the capacity of national and sub-national level stakeholders is crucial for achieving long-term success in both forest conservation and poverty reduction.	Protected area authorities in at least 5 countries promote "negotiated-outcome" type approaches to enhance the connectivity and management effectiveness of forest protected areas across the landscape.
20. IUCN regions and members have enhanced capacity to influence relevant national and sub-national institutions and legal and regulatory frameworks aimed at halting and reversing forest loss and degradation and improving the livelihoods of the forest-dependent poor. (5.4G)	Halting and reversing forest loss and degradation and improving livelihoods of the forest-dependent poor depend on the creation of appropriate national and sub-national institutions and legal and regulatory frameworks.	At least 5 developing country governments undertake to review their national and sub-national institutions and legal and regulatory arrangements to **equitably** decrease illegal logging and enhance PA management effectiveness.
21. IUCN regions and members have enhanced capacity to shape those national and sub-national political, legal and regulatory arrangements that empower poor forest dependent communities to meaningfully participate in forest land use decision making and benefit from the sustainable use of forest goods and services. (5.5G)	Political empowerment and meaningful participation of poor forest dependent communities in forest land use decision making can make a significant contribution to the sustainable use of forest goods and services and poverty reduction.	At least 1 new example of enhanced community use rights on forest resources and/or improved market access in 4 IUCN regions.

For monitoring objective 6 – *effective and efficient programme delivery*. A programme review, in consultation with the IUCN Monitoring and Evaluation Initiative, is planned for 2006 i.e. in the second year of the intersessional programme. For practical convenience, some indicators used for monitoring programme delivery results will be **output-based** rather than outcome-based. A set of illustrative indicators are shown in the table below:

FCP Intersessional Results for 2005-2008	Possible Monitoring Indicators for FCP Programme Delivery
22. Lessons learnt from internal review processes, particularly on *poverty-focused conservation* and *implementation of landscape approaches*, used to adapt and refine annual work programmes. (6.1)	• External advisors report to DG annually on progress of the FCP. • External situation analysis and sector review undertaken at the middle of the intersessional period to incorporate changes in forest-related trends and issues.

FCP Intersessional Results for 2005-2008	Possible Monitoring Indicators for FCP Programme Delivery
23. FCP budget-tracking, donor reporting, record-keeping and contract management procedures maintained, strengthened and consistent with IUCN standards and guidelines. (6.2)	• Monthly budget-tracking system maintained and improved. • Tracking-system for systematic donor reporting established and delays in financial reporting reduced by at least 10% annually.
24. Skills profile of FCP staff and consultants systematically and annually reviewed on basis of ongoing programme delivery. (6.3)	• Systematic annual performance appraisals conducted and FCP skills profile reviewed.
25. Programme exposure to annual and intersessional financial risk is adequately controlled and spread over a diverse funding base. (6.3)	• At least 5 concept notes and proposals developed to expand donor base annually. • FCP income earnings from projects (staff-time and overheads) increased by at least 10% annually.
26. Annual work programmes planned and implemented on the basis of specific and jointly programmed activities with IUCN members, commissions and regional and thematic programmes. (6.4)	• Internal FCP bulletin generated at least six-monthly to strengthen internal joint programming, knowledge sharing and communications.
27. IUCN members, partners and other key stakeholders regularly receive, or have access to, products that effectively communicate the lessons learnt and knowledge generated by the FCP and regional forest component programmes. (6.5)	• No. of hits and downloads made from the new FCP website increased by at least 15% annually. • Regular issues of Arborvitae and Arborvitae Specials published and made available to a targeted audience of at least 60 key stakeholders and donors. • All IUCN forest-related publications from either HQ or regional offices follow common branding or formats and are distributed globally and regionally. • At least 50% of any print run of IUCN forest publications are distributed to a targeted audience within first six months of publication. • Use of at least one key forest publication tracked in collaboration with the IUCN regional offices and the MEI.

7.0   Business Plan for the Forest Conservation Programme

7.1   Introduction

The fours years that have passed since the last World Conservation Congress have witnessed many changes that impact directly on the conservation of forest resources, and thus on the means available for IUCN to do business. Donors, with a much sharper focus on poverty reduction, have all but walked away from a direct engagement in forest and forest conservation issues (perhaps with the exception of illegal logging). Public awareness of, and interest in, forest loss and degradation has also sharply declined from where it stood at the end of the 1990s. Most international dialogues on forests move along in fits and starts and have experienced widespread disillusionment among Civil Society who believe that the will is not there among Governments to find tangible and constructive ways forward. Yet not all is bad news: the World Bank is currently in the midst of reviewing its policy-based lending safeguard. If this results in measures being put in place to better address the unintended impacts of World Bank lending on forest resources, as President Wolfensohn has promised, one could anticipate the mainstreaming of forest conservation as a factor in macroeconomic decision-making in Bank client countries. Equally, with better documented evidence of how the wise use and conservation of forest resources can directly contribute to poverty reduction, forests may yet again be regarded as an issue of global importance.

Given the prevailing trends outlined above, the Forest Conservation Programme faces a number of key challenges:

  i)   **Financial risk:** Like many other forest conservation programmes, the FCP has seen its exposure to financial risk and uncertainty increase over the last four years. Whereas FCP in the past could rely on a couple of large multi-million franc projects to earn the required staff time and cover operational costs, this situation has changed dramatically. FCP is now operating a large number of short timescale, low budget projects. Management and supervision costs per franc spent have soared. The opportunities for "something" to go wrong have also increased bringing with it the risk of loss of credibility with a particular donor.

  ii)   **Increasing expectations:** The FCP has played a leading and more visible role in a number of initiatives, both internal to IUCN and also at the international level. FCP was instrumental in encouraging the World Bank to re-engage proactively in forest-related issues, has facilitated the re-engagement of Civil Society in International Tropical Timber Council meetings and is an active member of the Collaborative Partnership on Forests. While making demonstrable contributions to such processes is gratifying, it does not come without cost. Unlike IGOs and specialized agencies FCP does not have the equivalent of trust funds that it can draw on to support such activities.

  iii) **Maintaining a global focus:** FCP's roots lie in the old Tropical Forest Conservation Programme and although there has been an active Temperate and Boreal Forest Programme (TBFP) component for 5 years now, it still remains a challenge to ensure that temperate and boreal forest conservation issues are properly addressed. Part of the reason is that it has historically been much easier to raise funds for tropical forests.   Nevertheless, temperate and boreal forests face major conservation challenges – not least the likely impact of climate change, disrupted fire regimes and illegal logging over large swathes of *taiga*. For the sake of its global credibility IUCN cannot afford to ignore one half of the world's forest area.

  iv)   **Maintaining what we do best while improving on our weaknesses:** IUCN has a good reputation in forest conservation but that is not to say that we do not have unaddressed major weaknesses. The issue of communications and getting the knowledge we generate out to key stakeholders was a major issue over the last intersessional period that was never truly resolved.   There have been some communication successes, notably the promotion of restoration as a key

conservation issue, but a worryingly large number of FCP publications still sit in storage at Gland or Cambridge.

The rest of this chapter will consider how FCP will operationalise its programme plan from 2005 to 2008 in the face of the constraints and challenges mentioned above. It is obvious that "doing more with less" is not a feasible option and that untapped or under-utilised resources will need to be more actively deployed.

7.2   Evolution and Projected Growth of the Programme
In the early 1990s, the Forest Conservation Programme tended to focus more on tropical forest ecosystems and on the generation and dissemination of the conservation knowledge necessary to build the capacity of government and non-government members, principally through its highly regarded technical publications such as the *IUCN Conservation Atlases*. The programme had a limited field presence and virtually no engagement in advocacy efforts at the international forest policy level. The mid-1990s were years of turbulence for the programme as it faced a growing number of challenges and threats, many from within IUCN itself. Under the very real risk that FCP may be closed down, the then Head of Programme recognized that in order to keep "forests" alive in IUCN it would be imperative to invest heavily in building a strong field base and oversaw a conscious shift towards greater *regionalization* and significant investments in practical field-based lesson-learning.

Although FCP subsequently survived as a global thematic programme it was faced with a different set of opportunities and challenges. There was now a network of somewhat unrelated regional forest activities and no clearly defined mechanism as to how to extract and disseminate any lessons learnt. In the late 1990s FCP began to implement an agreed strategy of "joint programming" with the regional forest programmes, which resulted in greater programmatic cohesion on forest issues at a Secretariat level (i.e. region to headquarters and region to region). Generation of knowledge was now less of a formal expert-driven process and rather more strongly rooted in capturing field-based lessons. The nature of the generated knowledge had also shifted from strongly technical to a broader mix of technical, social and institutional, reflecting a growing awareness of the practical need to demonstrate how to implement ecosystem management. It was during this period that the programme started to more actively address international forest policy issues and hardwired its operational approach of *linking policy to practice* (see section 3.2). However with increased engagement in international forest policy it was recognized that the programme could be easily overwhelmed if it attempted to follow every forest-related policy process. Therefore it was decided to take an issue-based (*the Green Thread*) rather than a fora-based approach with IUCN providing governments and civil society with a targeted and consistent message on key issues such as protected area management effectiveness, community involvement in forest management and forest landscape restoration when the opportunity arose in various fora.

Over the current (2000 to 2004) intersessional period FCP has strengthened both its "joint programming" operational approach and its "policy-practice" focus on knowledge generation and dissemination. Most recently FCP has assumed responsibility for issues pertaining to climate change and ecosystems. As mentioned in 7.1., IUCN's profile as a key player in international forest dialogues has risen significantly to the point that the FCP, in collaboration with WWF, have been responsible for establishing a government-supported, international initiative promoting forest landscape restoration. FCP has also built its reputation as a conservation programme that can engage meaningfully on issues of peoples' livelihoods and poverty, although it is recognized that the programme must exercise care not to lose its scientific credibility on forest biodiversity conservation: without that, FCP will have little to offer either the conservation or the development communities.

There is little doubt that, given its present level of resourcing, the programme is overstretched. In order to assume a more sustainable trajectory either a number of the issues that FCP currently addresses will have to be dropped or the programme will have to embark actively on a growth

strategy that strengthens existing capacity sufficiently so that FCP can live up to both internal and external expectations without assuming a high level of financial and/or reputational risk. It is important to eiterate that the purpose of undertaking such a "growth strategy" (the preferred option) would not be to expand FCP areas of activity, say third party certification or genetically modified trees, but rather to ensure that the programme has sufficient capacity and resources to adequately address current commitments and expectations. Furthermore, as support to the regions is, and will remain, one of the highest priorities for the FCP, any growth-based strategy will not be limited to strengthening Gland and Montreal-based capacity. Special attention will be given to helping those regional programmes with less well developed forest components increase their capacity in priority areas such as restoration.

Given the current conservation financing climate, a growth-based strategy cannot only be based on increased financial security alone, although obviously this will be a factor (see section 7.5). Rather, as the purpose of the strategy is to enhance the programme's delivery capacity, onus will be placed on exploring systematic engagement with, and partnering of, IUCN members (see section 7.4), actively seeking out new members were gaps in the requisite skills profile exist. In addition, strategic activity-based partnerships will be established with a targeted group of non-members in order to leverage complementary strengths (see section 3.2).

Over the next intersessional period FCP will give renewed emphasis to both formal "expert" and field-based knowledge generation and management, paying greater attention to its delivery, in the appropriate format, to desired target audiences (see section 7.7).

7.3   Management and Operational Support Systems
In terms of programmatic management and operational functioning, the Forest Conservation Programme has the following key responsibilities:

- Developing quadrennial and annual work plans and budgets for the programme in consultation with all forest staff both at HQ and in the regions and monitoring their implementation;
- Fundraising activities, project development and increased recovery of staff-time and overheads to reduce the dependency of the programme on core funding and building strategic partnerships to strengthen the influence and impact of the programme;
- Designing and implementing "joint-programming" projects and activities with Regional Forest Coordinators and IUCN members and commissions;
- Generating knowledge on issues impacting on the conservation and sustainable use of forest resources and providing technical support to IUCN members, commissions, regional offices, component thematic programmes and other external partners;
- Providing policy inputs on behalf of IUCN to key international and regional processes and partnerships on forest conservation and sustainable use;
- Maintaining and strengthening existing knowledge management systems and strategies so that products developed by the programme, such as FCP publications, newsletters, research/ policy briefs, website, etc, are both high quality and are able to effectively target key decision makers and stakeholders; and
- Ensuring that all administrative functions required for supporting the programme and project activities of the FCP, such as financial reporting, contract management, record keeping, etc. are taking place smoothly.

Notwithstanding limited staff capacity and funds, the FCP has been able to satisfactorily carry out all the above programme management functions until now. On the programmatic side, the FCP has maintained a reasonable balance between its technical and policy work and its global and regional spread. Regular consultations between the regional forest coordinators, commission focal points and the global secretariat has increased internal communication and information-sharing and resulted in closer coordination on programme activities. The Forest Conservation Advisory Group (FCAG) – an interdisciplinary group of external experts continues to remain a

valuable resource and support system for the FCP to draw on while planning the annual and longer-term development of the programme. Other support systems for programme operation, administration and management, such as the budget-tracking system, are also well in place to support current levels of programme demand. Nevertheless, these systems will need to be strengthened if the programme is to improve on its current level of performance in the next intersessional period. This may require both reappraising staff capacity and pursuing the development of more effective and streamlined programme management and administration systems and procedures, for which resources – both human and financial – will have to be set aside.

7.4   Membership Engagement Strategy and Partnership-building
It is the membership-based nature of IUCN that makes the union truly unique and valuable. Although there has been a recent increased emphasis on partnerships, especially around the World Summit on Sustainable Development, IUCN can be proud that its probably one of the most durable and extensive partnerships in the modern world. Nevertheless FCP recognizes that more could be done to service the needs of our members on forest conservation and, in turn, a more active engagement strategy could help the forest programme address shortfalls in delivery capacity, particularly in those countries that are important repositories of forest biodiversity but where IUCN does not have a strong Secretariat presence. In forest-rich countries where membership is not yet fully developed, FCP, in collaboration with the regional office, will actively seek out and recruit new members who bring with them the requisite skills profile. Such an approach has been use to "kick start" forest programme activities in Ghana, where BRAO and FCP have successfully recruited one government agency (Forest Research Institute of Ghana) and one NGO (Institute of Cultural Affairs) and are in the process of developing two large forest conservation projects with them.

At the global level FCP will seek to involve and work more actively with international members on programmatically aligned issues, as it has done recently with TNC on forest fires. As at a national level, FCP will actively seek out and, in collaboration with the Membership Relations Unit, recruit new members who can bring valuable and additional skills to the Union's forest conservation priorities. Again, this approach has been successfully deployed to secure the membership of Forest Trends (a Washington-based NGO with a strong interest in new and emerging markets for forest goods and services and community-based issues) and the Tropical Forest Trust (membership application pending).

The FCP will continue to build strategic partners with a limited number of non-members. These will fall into two categories i) non-members with whom we have had a long-standing, reliable and mutually beneficial relationship, such as WWF-International and the World Bank, whose statues preclude membership of bodies such as IUCN, and ii) non-members, including the private sector, who offer a unique set of skills that cannot be found within our membership. Partnerships of the second type will be time-limited, focused on a specific set of objectives and will not have been established at the expense of an equally competent and qualified member. The current collaboration with Unilever on the development of *Allanblackia* oil as a sustainably produced commodity or with FAO and UNEP on climate change capacity building in Latin America and Africa are two such examples.

It is anticipated that this approach outlined above will provide the programme with multiple entry points at the local, national and global levels and, in particular, enable members to meaningfully participate in, and influence, global and regional forest conservation arrangements and agreements. However it is also recognized that engagement with both members and partners requires a significant investment of time and resources. Therefore while the FCP will not cap the number of members / partners it works with, it will, with the collaboration of the Monitoring and Evaluation Initiative attempt to put in place a review mechanism to assess the efficacy of individual partnerships.

7.5   Financial Viability

The 2000 – 2004 intersessional period has witnessed a number of changes with major implications for the financial security of the FCP. In 2001 our Dutch donors lifted restrictions on their voluntary contribution which provided the largest single contribution to forest activities (both regional and headquarters) within the Secretariat. A number of large projects also drew to a close, most notably Forest Innovations (BMZ), Community Involvement in Forest Management (Ford / DFID) and the Facilitation of public consultations on the World Bank Forest Policy (WB), all of which had provided a significant amount of project income (staff time and overheads). The FCP reserve was also reduced significantly in 2001 in order to support the Emerging Ecosystems Programme (now Ecosystem Management Programme).

FCP Financial Review (2001-2004)
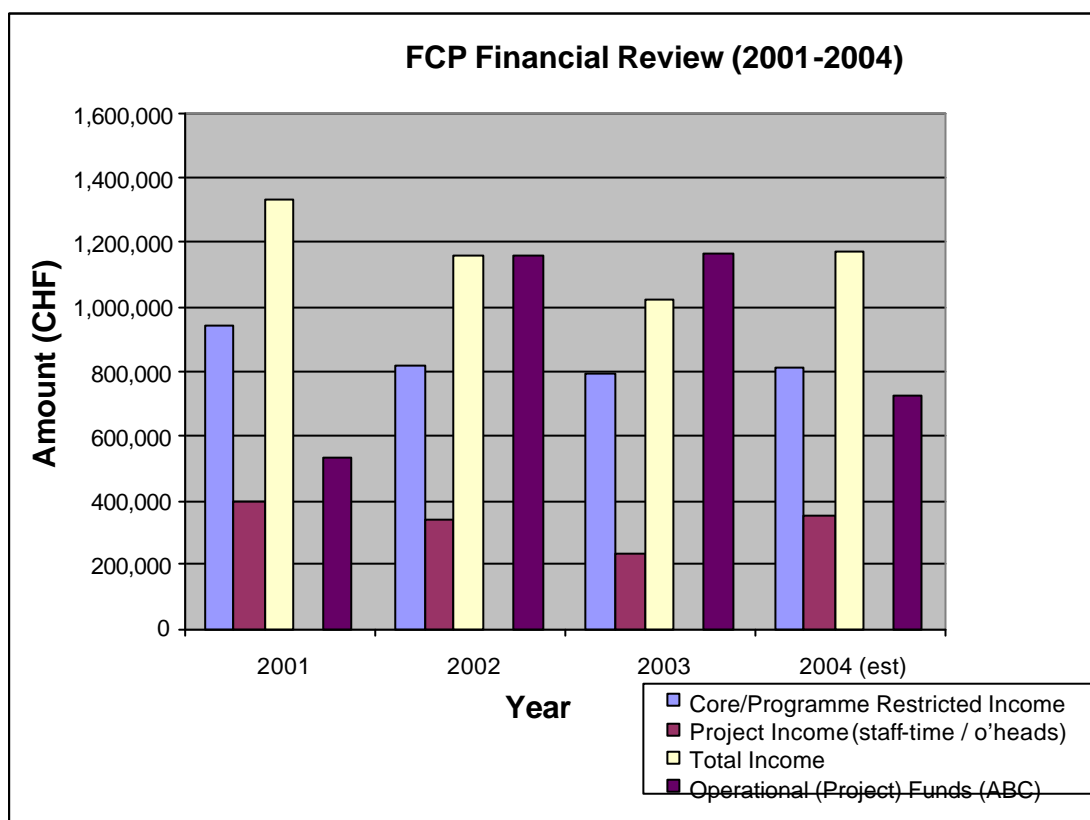
(all amounts in CHF)	*2001*	*2002*	*2003*	*2004 (est.)*
Core/Programme Restricted Income	941,750	812,746	791,514	812,503
Project Income	394,439	343,973	232,493	354,730
Total Income	**1,336,189**	**1,156,719**	**1,024,007**	**1,167,233**
% of Project to Total Income	*30%*	*30%*	*23%*	*30%*
Operational Funds (ABC)	531,816	1,158,550	1,161,029	720,649

Nevertheless, the core (unrestricted / programme) income of the Forest Conservation Programme has remained generally stable over the last four years, thanks in large part to IUCN covering the withdrawal of thematic restrictions on the Dutch voluntary contribution from core funds. Average project income has been relatively steady too; averaging at about CHF 330,000 per year, although the nature of projects has changed from "large (>750,000 CHF), long-term" to "small (<100,000 CHF), short-term. It is anticipated that the programme should now rise from 2003 with a major increase in earned staff time (up by almost 50%) and an expected rise in restricted

(project) operational income (note the table above shows only factored project operational funds – explaining the apparent 2004 decline.   As these projects come on-stream their probability factor will rise to 100% and the total project operational funds will sharply increase.

Overall, the programme can best be described as "coping". It has managed to maintain fairly constant income streams but is overly dependant on core IUCN income and does not have the large reserves it use to possess at the start of the 2000- 2004 intersessional period. Although there is understandable concern at an over-reliance on small projects to provide additional income, it is important to realize that it has been small projects (all well programmatically aligned and many integrated into the regions) that have helped keep FCP operational. Management costs are significantly higher but, in the circumstances, this is the short term price that has to be paid.

Another challenge is that while core support from IUCN has remained constant staff numbers have increased, with the Climate Change and Ecosystem Advisor and the West Africa Forest Focal point now operating out of Gland. Therefore, unless staff time recovery increases significantly in 2005 the programme could find itself financially overstretched. Similarly the Temperate and Boreal Forest Programme component, which is funded entirely from earned (project) income is just about keeping its head above water, but faces a major challenge with the withdrawal of Canadian Forest Service funding in 2003.

The way ahead
As discussed in section 7.2 the programme faces two options i) to stabilize (but diversify) current levels of funding and withdraw from some of the major activities that we are currently undertaking (especially where the mandate is unfunded), or ii) to maintain the breadth of activities that we are currently supporting, and our commitment to strengthening regional forest activities, but to actively pursue a growth strategy. Option ii) is the preferred way forward. As discussed in section 7.4, a growth strategy must focus on the ends (increased capacity to deliver the programme) not solely on the means (typically assumed to be financial resources), therefore making the more strategic engagement of IUCN membership a necessity. Nevertheless, it is equally important to realize a sustained increase in earned income over the next four years and reduce the programme's dependency on limited IUCN core funding (as a percentage of total programme funding). A growth strategy will have three elements:

   i)   Establishment of a recurrent programmatic funding relationship with a limited but diversified number of donors. At the minute FCP has only one such relationship with the US Forest Service via the US Voluntary Contribution. Over the next year the programme will work at re-establishing it previous programmatic funding relationship with the Canadian Forest Service (for TBFP activities) and explore this option with other donors (including Forest Departments) with whom IUCN does not have a framework agreement.
   ii)   Securing at least one large-scale, medium-term project per year with attention paid to securing adequate staff-time and overhead recovery. This does not mean that FCP may necessarily have to be the lead implementing agency. Other scenarios include generating projects in close collaboration with regional programmes and members and sharing overhead and staff-time recovery. This approach is being taken with two large projects in BRAO at the minute.
   iii)   Small, programmatically aligned projects but with a strict policy of full overhead and staff-time recovery for projects worth 100,000 CHF and greater emphasis placed on securing small projects between 100,000 and 250,000 CHF (in the past the programme has tended to cross-subsidize small projects on the basis that, as long as they are programmatically aligned, they contribute the "incremental costs" to delivery of the annual results.

7.6   Risk Assessment and Management

The successful delivery of the FCP's intersessional objectives and results are based on the following main assumptions:

- Increasing programmatic alignment between FCP and regional forest components (via joint programming)

- Maintained or increased credibility in both international and regional forest conservation circles

- Maintenance of historic levels of core programmatic funding from IUCN;

- Maintenance of existing programme restricted framework agreements;

- Better strategic engagement of members and partners in delivery of programme activities; and

- Diversification of funding sources and a more successful and rapid transition of new project proposals from A (under development) to C (funded) status.

As discussed in section 7.5, increased diversification of funding sources (including more multi-year programme-restricted arrangements) is one of the principle elements of the FCP's strategy for managing future financial risks. At the same time it is important for the programme that existing levels of core IUCN funding are not reduced by any significant extent as these are crucial assets which enable it to build those synergies and linkages between individually-funded projects and undertake innovative initiatives, which it might not have been able to do otherwise. Building of strategic partnerships, both at the project development stage and during project implementation, is also a strong priority of the programme as this will allow the programme to focus on those activities that it enjoys a comparative advantage in; while at the same time bringing in those resources and skills that are required in order to make a comprehensive and durable positive impact on the ground.

There are also a number of uncertainties exist which are beyond the control of the FCP. The only way of responding to these external challenges will be to keep up-to-date with the latest trends and issues in the sector and engage with them at multiple levels. Continuous and effective communication with donors and partners on emerging realities and flexibly adapting to them will also be a key risk management strategy. At an operational level, the programme has found it difficult at times to manage multi-donor projects as they take up a disproportionate amount of administrative staff time and resources. Building of appropriate monitoring and reporting mechanisms that can support these types of projects will also have to be undertaken.

7.7   Knowledge Management Strategy

Communication, for the Forest Conservation Programme, forms part of a broader *knowledge management* process. From experience, the programme has learnt that generating high quality knowledge by itself is not enough. It needs to get it out to key audiences, policy makers and practitioners, and used by them to effect positive change on the ground. Knowledge also needs to be shared in a more effective manner internally between the FCP and the various regional offices, members, commissions and thematic programmes to promote greater coherence in information-sharing on forest-related issues within the Union itself. Thus there are both external and internal dimensions that need to be addressed while developing an effective and efficient knowledge management system and strategy. Some of the key elements in this regard will include:

- Reviewing the existing communication, publication and distribution systems and identify and remove the weaknesses that exist in them;

- Producing high quality publications and communication material;

- Working with the regions to reach agreement so that all IUCN forest-related publications from either HQ or regional offices follow common branding and are distributed globally and regionally to a targeted audience of key policy makers, practitioners and donors;

- Streamlining the 2000+ mailing/distribution list for the Arborvitae and Arborvitae Special – newsletters which the IUCN Forest Conservation Programme brings out together with WWF – and developing new and innovative ways of reaching out to its global audiences;
- Using the FCP website as a knowledge management platform and using it to profile and communicate the FCP's global and regional work to key audiences across the world.

Annexes

Annex I: Detailed Global Situation Analysis of Forests and Tree-dominated Landscapes
(see Situation Analysis Folder in Knowledge Network)

Annex II: FCP Component Programme Consultation Document

Annex III: List of potential partners for implementing intersessional results

Annex IV: List of indicative annual results

(Annexes II, III and IV are attached separately as a consolidated Annex document)