



Photo by Olivier Girard / CIFOR



# CIFOR-ICRAF Strategy 2020–2030



# Foreword

There are decades where the energy of humankind seems to be directed towards hopeful rebuilding of the future. The 1950s and 1960s were such decades, as the global community put two World Wars behind it and embraced technology and the use of energy to create a better world. The first decade of the 21<sup>st</sup> century was similar, characterized by optimism that a rules-based international order coupled with the benefits of the fourth industrial revolution would deliver a sustainable future. The internet held the promise that the boundless information available to every connected human being would ensure knowledge was freely accessible and decisions transparent and accountable. The UN Sustainable Development Goals harnessed this optimism and came shortly after. But things have taken a darker turn since. Toxic nationalism, manipulation of information in social media, the unravelling of the rules-based system, a decade of little or no progress on combating climate change, and reversals in many key areas for the survival of life on our small planet have ushered in a more sombre global mood. Pandemics, especially COVID-19, have served to remind us how fragile any notion of progress is, and that gains, once achieved, can be lost unless they are defended.

This document is about defending and expanding on those gains. We are convinced that our progress in understanding how to work with nature, as opposed to against it, is the basis for transformational change and more resilient outcomes. This, in a nutshell, is what we describe in this strategy. Achieving such outcomes will require four key resources – the right people, the right knowledge, the right partnerships, and the right processes of action and learning – to deliver the kinds of outcomes and impacts we need. As two of the world's

leading research-for-development organizations, CIFOR and ICRAF merged to pool their strengths precisely to deliver such outcomes. This strategy applies to situations in which trees and the habitats they create for humans, fauna and flora can make a difference between negative outcomes and desirable ones – outcomes that would be relevant in most of the habitable surface of the Earth.

How? That is the purpose of this document: it explains CIFOR-ICRAF's strategy of committing our people to partnerships in which research is purposefully designed to deliver game-changing solutions. It outlines a process of immersing research in development so that iterative improvements to development outcomes build over time to create lasting benefits. In laying out the 'how', this strategy is also an invitation to approach the next decades with optimism, to join hands in building a better, more resilient future. A future in which we can look across our landscapes and see how working with ecology and nature can deliver precisely the kinds of outcomes we need for food security, better livelihoods, green jobs and a healthy planet.

We do not believe it is inevitable that we will 'fall off a cliff' at the end of the decade, as some pessimistic prognoses would have it; rather, we believe that if we choose life, we live.

Join us.

**M Claire O Connor**  
Chair of the Board of Trustees

# CIFOR-ICRAF: Who we are

CIFOR-ICRAF delivers actionable evidence and solutions to transform how land and renewable resources are used, and how food is produced. These include conserving and restoring ecosystems, supporting sustainable supply chains and responding to the global climate, malnutrition, biodiversity and desertification crises. In short, improving people's lives while preserving the environment.

Earth is reaching a tipping point, and now is the time for action. The world urgently needs transformative science – science that addresses the complex ways in which people and ecosystems interact. CIFOR-ICRAF is uniquely equipped to deliver such science. Our expertise combines essential science-based policy advice with practical project implementation and analysis that leverages nearly seven decades<sup>1</sup> of combined experience and over \$1.8 billion in research investments.

We have learned that complex challenges require us to build and nurture targeted partnerships, strengthen capacities at various levels, and develop clear communication channels to ensure that science-based knowledge reaches everyone from policymakers to development practitioners to the next generation. Through our long-established partnerships and the diverse skills of our more than 700 staff, we provide actionable solutions to address local challenges and opportunities while solving global problems.

CIFOR-ICRAF is focused on contributing to a decisive shift in global trajectories: from a future of environmental destruction and livelihood crises to one of prosperity and planetary health. This strategy reflects both the confidence we feel in the relevance of our approach and our urgency to accelerate the radical transformation that is so badly needed.

## Corporate Strategy 2020–2030 highlights

This strategy outlines our approach to solving five global challenges (Section 2), including three innovations that will deliver game-changing solutions in response to global and national challenges and opportunities (Section 3), supported by our new institutional structure (Section 4).

New elements in this strategy:



**Transformative Partnership Platforms** – alliances focused on critically important challenges



**Engagement Landscapes** – geographic locations where we carry out concentrated, long-term transformative work with diverse and committed partners



**Flagship Products** – initiatives that provide action-oriented insights into key global issues

## Vision, mission and values



**Vision** – an equitable world in which viable livelihoods in resilient landscapes foster well-being for people, trees and the environment



**Mission** – to harness the power of science and innovation to improve the benefits that forests, trees, soils and their sustainable management can provide to all of humankind, for a more resilient, equitable and prosperous future



### Values

- » Working with nature
- » Commitment to research for impact
- » Integrity and professionalism
- » Respect, partnership and collaboration
- » Innovation
- » Efficiency and effectiveness

<sup>1</sup> Founded in 1993 and 1978 respectively, CIFOR and ICRAF united in 2019 to conduct research-in-development on the most pressing challenges facing the world's forest and agroforestry landscapes.

## CIFOR-ICRAF and CGIAR

CIFOR and ICRAF are members of CGIAR – a global research partnership for a food-secure future – and share its focus on poverty reduction, increased food and nutritional security, and sustainable natural-resource systems. Our work is aligned with the Sustainable Development Goals and the Paris Agreement, as well as the three Rio Conventions.

## The CIFOR-ICRAF network

Our long-term experience suggests that the connections between scientific evidence and transformative action have often been taken for granted. This has in many cases resulted in a slow uptake of evidence from research that could drive development. With a view to strengthen the connection between science and development, the CIFOR-ICRAF network comprises several purposeful institutional entities:

- » **Resilient Landscapes** aims to radically transform land use and agricultural supply chains by serving as the nexus between science and businesses, finance, government and civil society across forest and agroforestry landscapes. It leverages the power of the private sector and spurs private finance investment in nature-based solutions. In partnership with the public sector, Resilient Landscapes aims to scale up proven, science-based solutions to address the planet's most urgent and important global crises.

- » **The Global Landscapes Forum** is the world's largest knowledge forum on integrated and sustainable land use; since its creation, it has reached more than 995 million people from 185 countries – including many youth, Indigenous, rural and women's groups. It continues to break new ground with digital events, such as the GLF Youth in Landscapes (YIL) network, the Landscape Academy and GLFx, a global network of chapters connecting in person or online in dedicated communities of practice to take direct action at a local level. Regular Investment Case events have created a powerful community of leading sustainable financial actors that regularly review and launch new strategies for land-based investments.
- » **The CGIAR Research Program on Forests, Trees and Agroforestry (FTA)** (2011–2021) is the world's largest research for development programme to enhance the role of forests, trees and agroforestry in sustainable development and food security and to address climate change. At the heart of the programme is the knowledge that forests, trees and agroforestry, when adequately used, managed and governed, can play a central role in sustainable development by improving production systems, ensuring food security and nutrition, enhancing people's livelihoods and addressing climate change.

Figure 1 illustrates how the CIFOR-ICRAF directorates and entities of the CIFOR-ICRAF network interact.

## The CIFOR-ICRAF network

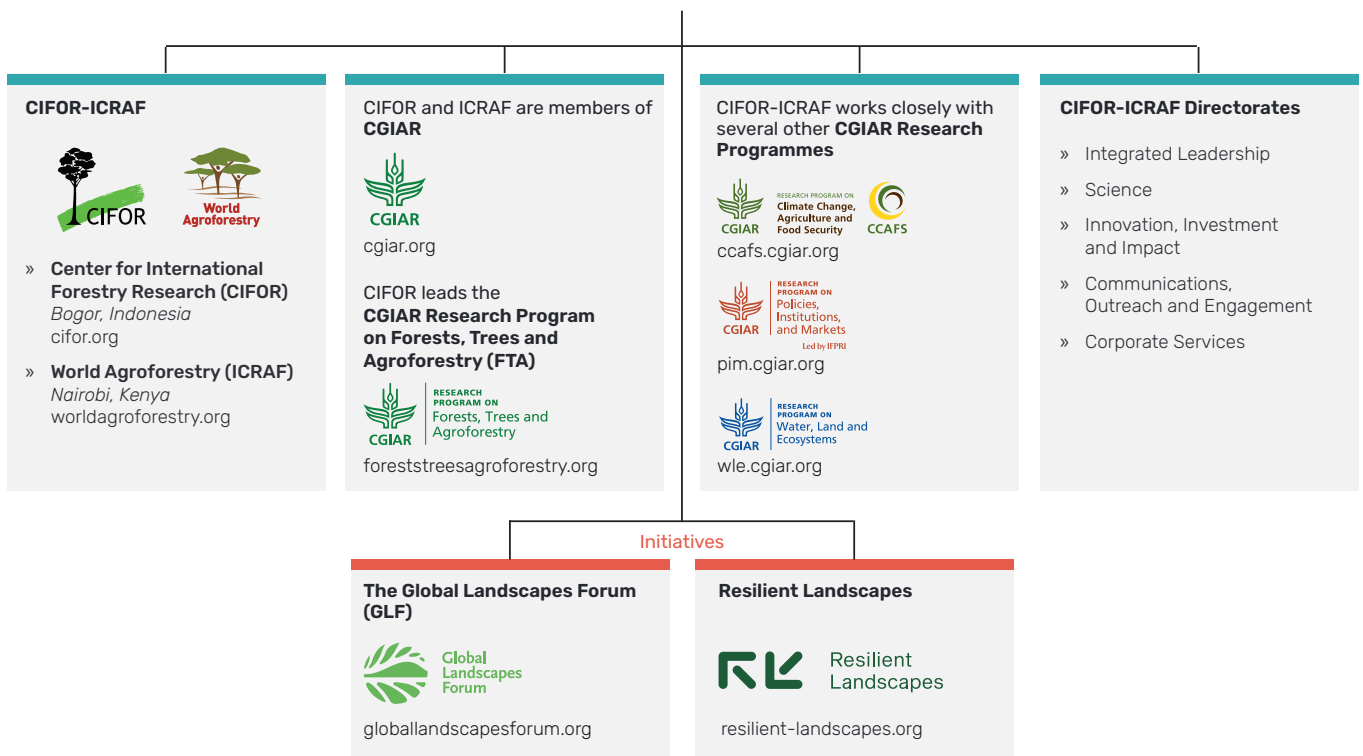


Figure 1. CIFOR-ICRAF and the CIFOR-ICRAF network

# Five global challenges – and how to address them

As the world reels from concurrent and successive crises, so much is clear: food, agricultural and forestry systems will need to change if we are to ensure a future worth living for succeeding generations. We cannot continue to produce food, fibre, timber and energy at the cost of the planet; destroyed forests are too high a price to pay for cosmetics; degraded farms that produce lower-quality food are an unnecessary cost; and the energy that drives all of this can no longer come from below or above the surface of the Earth unless it is renewable.

## The five challenges

CIFOR-ICRAF provides actionable, game-changing solutions to five major global challenges:

- » Deforestation and biodiversity loss
- » A climate in crisis
- » Transforming food systems
- » Unsustainable supply and value chains
- » Extreme inequality

These challenges interact with and amplify each other in myriad ways (Figure 2). Our work addresses these challenges directly and in their complexity, contributing to long-term solutions as well as to global processes including the Sustainable Development Goals.

## How to solve these challenges? Our theory of change

Worldwide, people recognize that forests and trees help combat climate change, biodiversity loss and land degradation. Many also understand their importance to rural livelihoods and vulnerable populations. Yet conserving forests, planting trees, keeping them in the ground and ensuring that the potential benefits come to fruition is not easy.

As a research organization that supports development, we generate demand-driven evidence to unlock this potential, building the business case for working with nature. CIFOR-ICRAF's **theory of change** outlines how we deliver impact that is grounded in science. While each of the myriad pathways to solving the five global challenges is designed to respond to local problems, we ensure that every solution is guided by our core values and is strategically co-developed by CIFOR-ICRAF and partners through a variety of collaborative arrangements across geographies.

Our scientific research is organized around six themes. All CIFOR-ICRAF staff, whether in scientific or support roles, apply our unique approach, putting partnerships at the centre, taking a systems' perspective and sharing knowledge through innovative digital engagement in order to deliver solutions that are actionable 'on the ground.' And through transformative partnership platforms, engagement landscapes and flagship products, our work model expands beyond time-bound projects to ensure that results positively influence the development trajectory.

## Research for impact

To deliver actionable, game-changing solutions to the five global challenges, we have organized our research teams around the following six themes:

### 1. Trees and forest genetic resources & biodiversity

Biodiversity (genes, species and ecosystems), underpins the capacity of farmers and forest dwellers to produce food and other goods and services. It increases resilience to shocks and stresses and is vital to meeting the Sustainable Development Goals. Our work on tree genetic resources has raised the importance of trees and biodiversity globally through international initiatives. The research supports global, regional and national action plans on the management and conservation of trees and biodiversity.

## GLOBAL CHALLENGES

# Five global challenges

As the world reels from concurrent and successive crises, so much is clear: food, agricultural and forestry systems will need to change if we are to ensure a future worth living for succeeding generations. CIFOR-ICRAF provides actionable, game-changing solutions to five major global challenges:

## 1 DEFORESTATION AND BIODIVERSITY LOSS

SINCE THE 1960s **OVER 50% OF THE WORLD'S TROPICAL FORESTS HAVE BEEN DESTROYED.**

The overwhelming direct cause of deforestation is agriculture. The main drivers are subsistence farming (48%), commercial agriculture (32%), and forestry and logging (15%).<sup>2</sup>



## 4 UNSUSTAINABLE SUPPLY AND VALUE CHAINS

**FOUR COMMODITIES BEEF SOY PALM OIL WOOD ARE RESPONSIBLE FOR ABOUT 70% OF TROPICAL DEFORESTATION.**<sup>11</sup>

By 2050, a projected global population of

**9.6 BILLION PEOPLE WILL REQUIRE THE EQUIVALENT OF ALMOST THREE PLANETS TO SUSTAIN OUR CURRENT LIFESTYLES.**<sup>12</sup>



## 2 A CLIMATE IN CRISIS

The 2016 Paris Agreement aims to limit the increase in global temperature to:

**1.5°C**  
BY 2100

Based on current levels, the world is tracking towards a global temperature increase of:

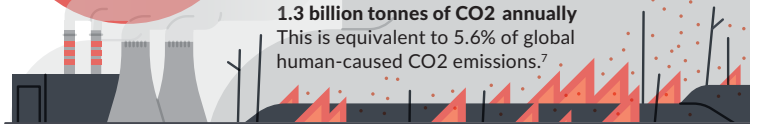
**3.2°C**  
BY 2100<sup>5</sup>

**800 MILLION PEOPLE ARE CURRENTLY VULNERABLE TO CLIMATE CHANGE IMPACTS**

such as droughts, floods, sea-level rise and extreme weather events.<sup>6</sup>

**23% OF HUMAN-CAUSED GREENHOUSE GAS EMISSIONS ARE FROM FORESTRY, AGRICULTURE AND OTHER LAND USES.**<sup>7</sup>

Drained and damaged peatlands emit 1.3 billion tonnes of CO<sub>2</sub> annually. This is equivalent to 5.6% of global human-caused CO<sub>2</sub> emissions.<sup>7</sup>



## 3 TRANSFORMING FOOD SYSTEMS

EACH YEAR, **1.3 BILLION TONNES OF FOOD IS LOST OR WASTED.**<sup>8</sup>

AND YET... **11% OF PEOPLE ARE UNDER-NOURISHED.**<sup>9</sup>

(That's 821 million people who don't have enough to eat.)

**25% OF GLOBAL LAND AREA HAS BEEN DEGRADED, AFFECTING 3.2 BILLION PEOPLE.**<sup>10</sup>

Rural communities, smallholder farmers and those in extreme poverty are the most vulnerable.



## 5 EXTREME INEQUALITY

**10% OF PEOPLE LIVE IN EXTREME POVERTY, INCLUDING 1 IN 5 CHILDREN.**<sup>13</sup>

Of those living in extreme poverty, more than 90% depend on forests for at least part of their livelihoods.<sup>14</sup>

THE RICHEST **1% COLLECTIVELY OWN 44% OF GLOBAL WEALTH.**<sup>15</sup>



**FEMALE FARMERS WITH LAND TITLES FACE MORE CONSTRAINTS THAN MALE FARMERS.**<sup>16</sup>

In developing countries, 43% of agricultural workers are women, while only 20% of agricultural landowners are women.<sup>16</sup>

Figure 2. Five global challenges



Photo by Muhammad Saik/CIFOR

## 2. Livelihood systems

We focus on finding ways to end hunger and poverty without overshooting planetary boundaries by supporting local innovations to sustainably produce food and ecosystem services across landscapes. In many locations, our work focuses on the major smallholder-grown commodities that support livelihoods – cocoa, timber, coffee and palm oil – as well as lesser-known tree crops that provide a diverse range of foods and other products and services. We unravel the relationships between biodiversity, food security and nutrition, and help farmers apply agroecological principles. Starting from the 13 agroecological principles derived by HLPE (2019), we are now developing a more comprehensive set encompassing all of our work on forests, trees and agroforestry.

Taking a systems approach, we have developed a paradigm shift in agronomy and now deploy the resulting ‘options by context’ (OxC) approach as the central tenet of our work. This involves transdisciplinary science rooted in addressing real-world problems. Through an iterative process of co-learning, we focus on building resilience to climate change, addressing gaps that constrain the widescale adoption of agroecological approaches to transforming food systems, promoting farmer-led approaches to increasing tree cover and diversity across agricultural landscapes, and increasing the efficacy of gender-transformative actions in realizing agency of women and better livelihood and environmental outcomes from development interventions.

## 3. Sustainable value chains and investments

A key global challenge is the need to reduce deforestation, forest degradation and conversion of species-rich agricultural and forest landscapes, all while meeting a growing global demand for food, feed and fibre, and ecosystem services. Our work helps translate sustainable production into income, illustrating how trade and investments in a diversity of forest and tree

products can have positive impacts on rural livelihoods while minimizing negative impacts on the environment.

We support inclusive value chains and show how sound business practices can help farmers prosper. Through development-oriented research, we address the hypothesis that complementary public and private institutional arrangements aligned with finance will help scale sustainable practices and enhance the integration of smallholders and small and medium enterprises in value chains.

## 4. Governance, gender, justice and well-being

The achievement of social, economic and environmental outcomes often rests critically on the support and engaged participation of a wide range of stakeholders, including Indigenous Peoples and local communities who depend on forest and tree landscapes for their livelihoods but lack legal rights to the majority of the lands they occupy. We study how decision making from global to national and subnational (including landscape and community) levels can support or undermine multiple objectives of sustainability and justice, as well as governance principles of transparency, participation and accountability, household livelihood strategies and well-being.

With a focus on the kind of transformational changes needed to rebuild from COVID-19 and the related economic crisis, our work addresses growing inequality, the climate emergency and persistent ecosystem degradation. We take an intersectional, rights-based approach to gender equality, recognizing that the full development of production and livelihood options must consider the different roles of women and men. Our work aims to inform more inclusive and equitable policy and practice on the topics of governance principles and practice, rights and justice, gender and social inclusion, integrated approaches to multi-functional landscapes, and policy development and implementation.



Photo by Axel Fassio/CIFOR

## 5. Climate change, energy and low-carbon development

Forest and wetland protection, sustainable land management including agroforestry, and restoration of forest and tree-based ecosystems and their services offer significant opportunities to mitigate and adapt to climate change. Therefore, all of our research contributes to natural carbon capture by keeping trees in the ground and increasing tree cover, matching tree species to planting sites and purpose.

Specific work on mitigation contributes strongly to the global agenda: for example, through assessment of major initiatives such as REDD+ (reducing emissions from deforestation and forest degradation and enhancement of forest carbon stocks), and by highlighting the role of natural ecosystems in carbon capture and storage. Our adaptation research illustrates how trees reduce local temperatures, modulate water flow and continue to yield products when annual plants and livestock no longer can. We also work on the transition to a circular bioeconomy through the integrated production of food, bioenergy and renewable biomaterials.

Our research on gender and social equity under climate change addresses environmental and social trade-offs and synergies in climate policies and programmes, with the aim of discovering and scaling out rights-based solutions.

## 6. Soil and land health

Land degradation, including declining soil fertility, negatively impacts over 3.2 billion people each year. With over 40% of the Earth's surface considered degraded and negatively impacting food and nutrition security, the international community has taken notice: it is now commonly agreed that efforts to avoid, reduce and reverse land degradation are critical pathways to achieving

the Sustainable Development Goals,<sup>2</sup> including addressing the climate crisis.<sup>3</sup> The [UN Decade on Ecosystem Restoration](#) provides a platform for CIFOR-ICRAF to be at the forefront of the scientific expertise that is guiding, informing and generating the evidence base.

Our work on soil and land health includes: ecosystem health monitoring over time; enhanced soil information for improved decision making, including advancements in soil spectroscopy and machine learning; linking soil health and human health; soil organic carbon accounting for climate change mitigation and adaptation; soil biodiversity and impacts on nutrient, pollutant, water and gas fluxes; and scaling and capacity development.

Across all of these thematic areas, we provide informed, trusted evidence for the formulation of policies at various levels. Our policy work is fed not only by analysis of specific policies, but also by comparative and retrospective studies of key issues, and by the full breadth of our experience in forests, farms and landscapes.

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2 IPBES (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services) 2018. The IPBES assessment report on land degradation and restoration. Montanarella L, Scholes R and Brainich A. (eds.). Secretariat of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, Bonn, Germany. <https://doi.org/10.5281/zenodo.3237392>

3 IPCC (Intergovernmental Panel on Climate Change) 2019. Summary for Policymakers. In: Climate Change and Land: an IPCC special report on climate change, desertification, land degradation, sustainable land management, food security, and greenhouse gas fluxes in terrestrial ecosystems. Shukla PR, et al. (eds.). <https://www.ipcc.ch/srcll/chapter/summary-for-policymakers/>



# A transformative approach to solving global challenges

## Our approach

CIFOR-ICRAF has a unique way of developing actionable solutions, from our approach to research and partnerships, to our digital outreach strategy, to our responsive organizational structure. Through demand-driven and innovative research, capacity building and stakeholder engagement, our staff promote the deep transformation needed for the kind of ambitious policies and practices that can contribute to meeting the five challenges.

## Partnerships

If there is one lesson we have learned during the decades of our existence, it is that partnerships matter. We value collaborations in which partners jointly analyse problems and opportunities, develop strategies and implement plans together. CIFOR-ICRAF has moved past the traditional role of a research organization that simply generates new, insightful and actionable knowledge, leaving it to others to implement the development aspect. Now, we seek out all types of partners, from governments tasked with the difficult challenge of delivering sustainable development, to funding partners interested in making sure that they can satisfy their parliaments and ensure that money has been spent wisely, to the many others who are contributing to the transformation needed for our fragile planet to thrive.

Common to all of these alliances – government, non-government, community-based, private sector or social enterprise – is our understanding that successful partnerships *co-create* solutions to problems and jointly take advantage of opportunities for transformative development. We see evidence of this in all of our work, whether it is restoring cocoa landscapes in Africa, developing new models of land management in Peru, protecting Sri Lanka's 'water towers' from erosion and climate change, or enabling the transition to a sustainable furniture industry.

Our long-established presence 'on the ground' – supported by in-country offices where our presence is needed most – allows us to inform policy change, strengthen capacities and support policy implementation. In short, our staff understand the locations where they work. We have learned that building trust and delivering viable solutions depends on our partnerships and our joint commitment to doing business differently through novel, purposeful and effective collaborations.

The CIFOR-ICRAF network (Section 1) is focused on this important pillar in all of its operations.

## Partnerships at a glance

More than

**2,200**

projects completed

More than

**90**

countries

Currently active in more than

**60**

countries

More than

**190**

active partnerships

**USD 1.8 billion**

invested in research

**10-year**

collaboration with FTA partners

## Systems' perspective

Experience has taught us that research-for-development must address the complexity of the interaction between people and ecological systems – an interconnectedness starkly underlined by the COVID-19 pandemic. With our expertise in the social and biophysical sciences, we are up to the challenge of implementing a holistic **systems approach**, which recognizes that interdependent problems cannot be dealt with one-by-one. Solutions must work at multiple spatial and temporal scales.

## Relevant and actionable solutions

At the same time, we recognize that our partners need solutions that are pragmatic and applicable. We design our research solutions to ensure that the evidence that our research generates can be used as a basis for action; it must be **actionable**. Humility, open-mindedness and willingness to learn guide our approach to delivering products and services. By working directly with the people who count most – farming and forest-dependent communities, value chain actors, and policymakers and decision makers – through collaborative processes and mutual learning around adaptive solutions, we achieve contextual relevance, delivering solutions that can lead to action on the ground.

## Knowledge-led digital engagement

By 2023, two-thirds of the global population will have internet access and 70% will have mobile connectivity.<sup>4</sup> CIFOR-ICRAF leverages its digital engagement and delivery platforms to simultaneously connect stakeholders at all levels of society and across geographies, from scientists to farm families to policymakers in numerous countries around the world. We are creating new digital spaces for innovative collaborations that have never existed before. We are transforming leading scientific exploration and direct experience in landscapes, together with finance and governance, into living knowledge that addresses the five challenges.

## New delivery elements

While projects continue to be our principal organizational and contractual way of working with partners and stakeholders, we have introduced three innovations that will deliver timely, relevant change in response to global and national challenges and opportunities.

4 Cisco Systems 2020. Cisco Annual Internet Report (2018–2023). White paper. San Jose, CA: Cisco Systems. Accessed 17 March 2021. <https://www.cisco.com/c/en/us/solutions/collateral/executive-perspectives/annual-internet-report/white-paper-c11-741490.html>.

## Transformative partnership platforms

**Transformative Partnership Platforms (TPPs)** meet the need for an intensive, systematic approach to collaborative work. TPPs are alliances: each focused on one critically important issue that will deliver a specific transformational result. TPP members collaborate to generate solutions through understanding problems, data collection, analysis and model development.

We are assessing the potential for TPPs on agroecology, transformative restoration, climate change and REDD+, tree planting quality, circular bioeconomy and biomass, and green tree-crop commodity value chains.

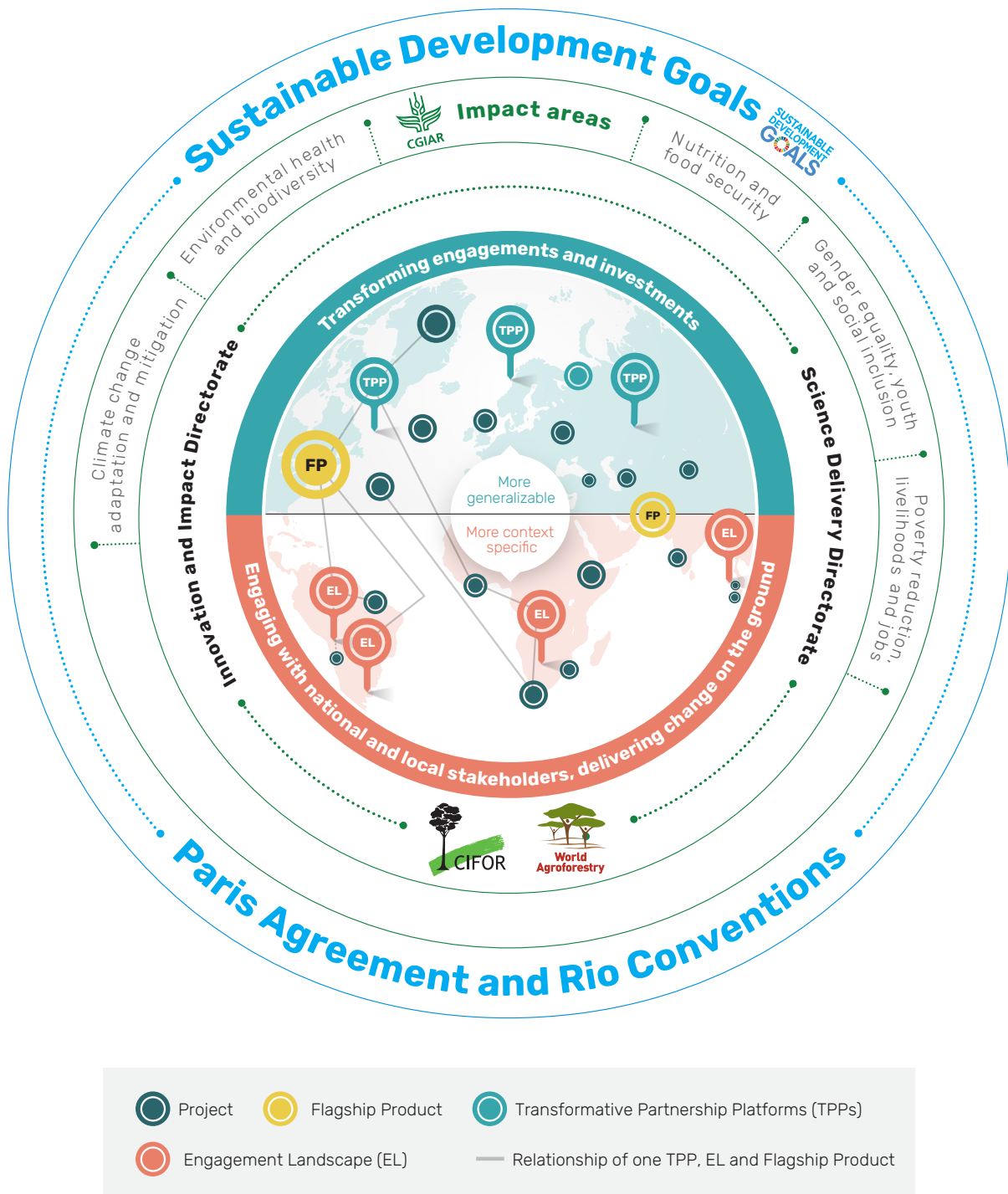
TPPs vary in size, duration, focus and the nature of partnerships, but they share many characteristics. They operate at multiple sites, are investable for both implementation partners and funding partners, reflect our willingness and capacity to work across disciplines, add value to other initiatives (including projects, other TPPs and Flagship Products), magnify impact by promoting complementary partnerships and enabling more effective pooling of resources, and produce solutions that can be locally adapted and applied by on-the-ground partners in Engagement Landscapes and other locations.

## Engagement landscapes

**Engagement Landscapes (ELs)** are geographic locations where we carry out concentrated, long-term work to support transformational change and enhance resilience. They share many characteristics of TPPs, but differ in this context-specific focus. In ELs, we engage with local stakeholders and others to develop solutions that work.

ELs are discrete, geographic areas large enough to capture the various dimensions that we need to address: landscapes where challenges arise from political economy, governance, policies and the needs of differing social groups. They have multiple layers of governance, multiple land uses, and multiple types of stakeholders, farmers and value chain actors.

CIFOR-ICRAF has a strong track record in long-term engagement in specific landscapes, including: cocoa landscapes in Côte d'Ivoire; the Aguaytía watershed in Ucayali, Peru; South Cameroon; Jambi province in Sumatra, Indonesia; the drylands of East Africa; and Sahelian parkland landscapes. Previous studies comparing experiences and approaches in different global locations, including the Sentinel Landscape initiative, have given us the insight to bring about transformative change in ELs and to understand how to apply solutions beyond these contexts (e.g., within TPPs). Figure 3 describes the relationships between our current portfolio of Transformative Partnership Platforms and Engagement Landscapes.



**Figure 3. New elements of the CIFOR-ICRAF strategy**

Note: Linkages are purely illustrative and are shown only for one EL, one TPP and the Flagship Product.

### Flagship products

**Flagship Products (FPs)** provide insights into key global issues: enhancing visibility, improving understanding and generating actionable knowledge. FPs are based on the latest knowledge, large-scale datasets, analysis and advanced models to inform decision making. They are developed in collaboration with our partners and stakeholders.

FPs can be *platforms* that support the scaling up of promising projects, or *tools* that provide insights into progress we are making on key global challenges. They enhance visibility, improve understanding and generate actionable knowledge. Examples include: the Global Observatory on Landscape Resilience, the Sahel Observatory, the Africa Tree Portal and Evidence for Resilient Landscapes.

Figure 4 illustrates how all of the above elements interact to deliver impact via CIFOR-ICRAF’s theory of change.

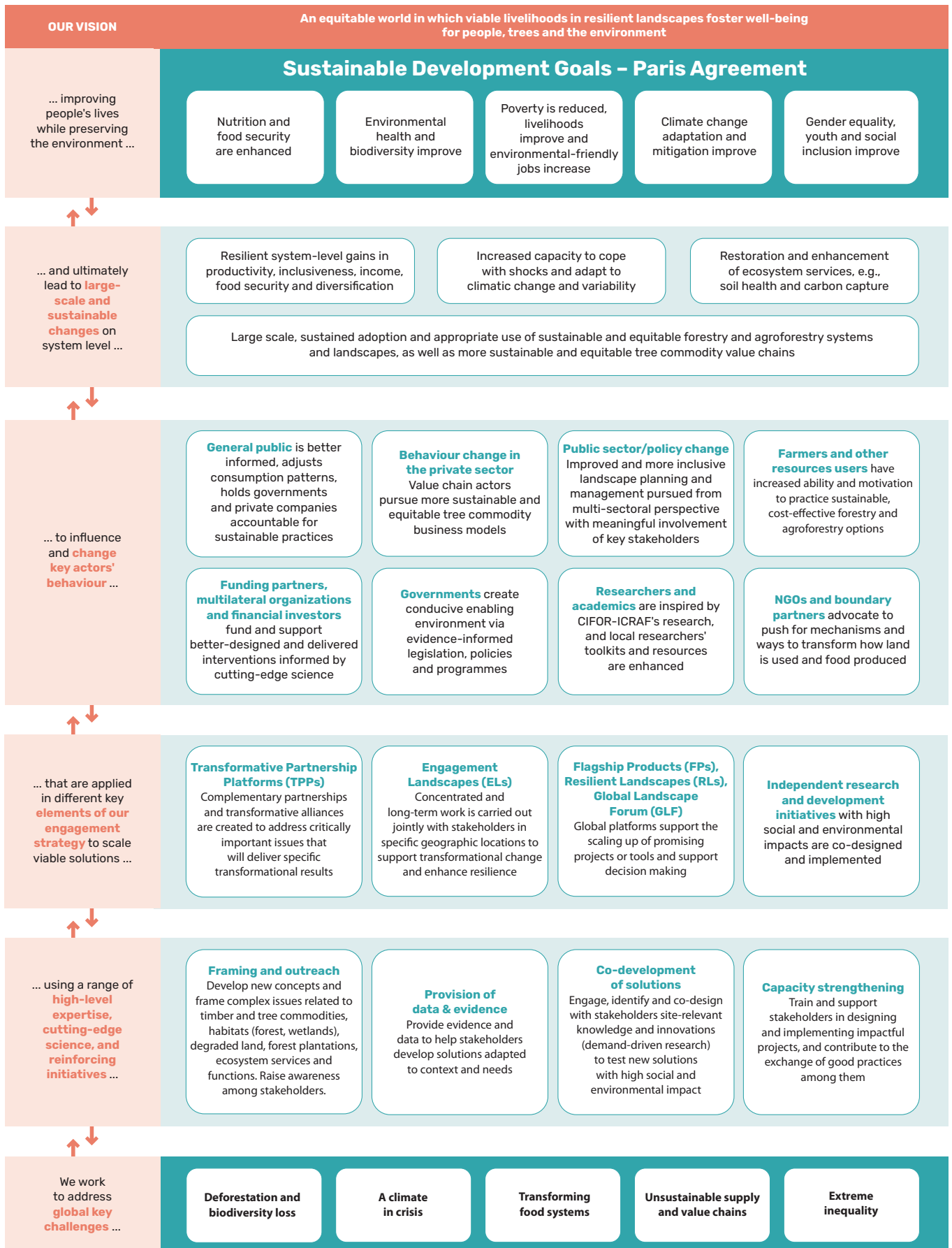
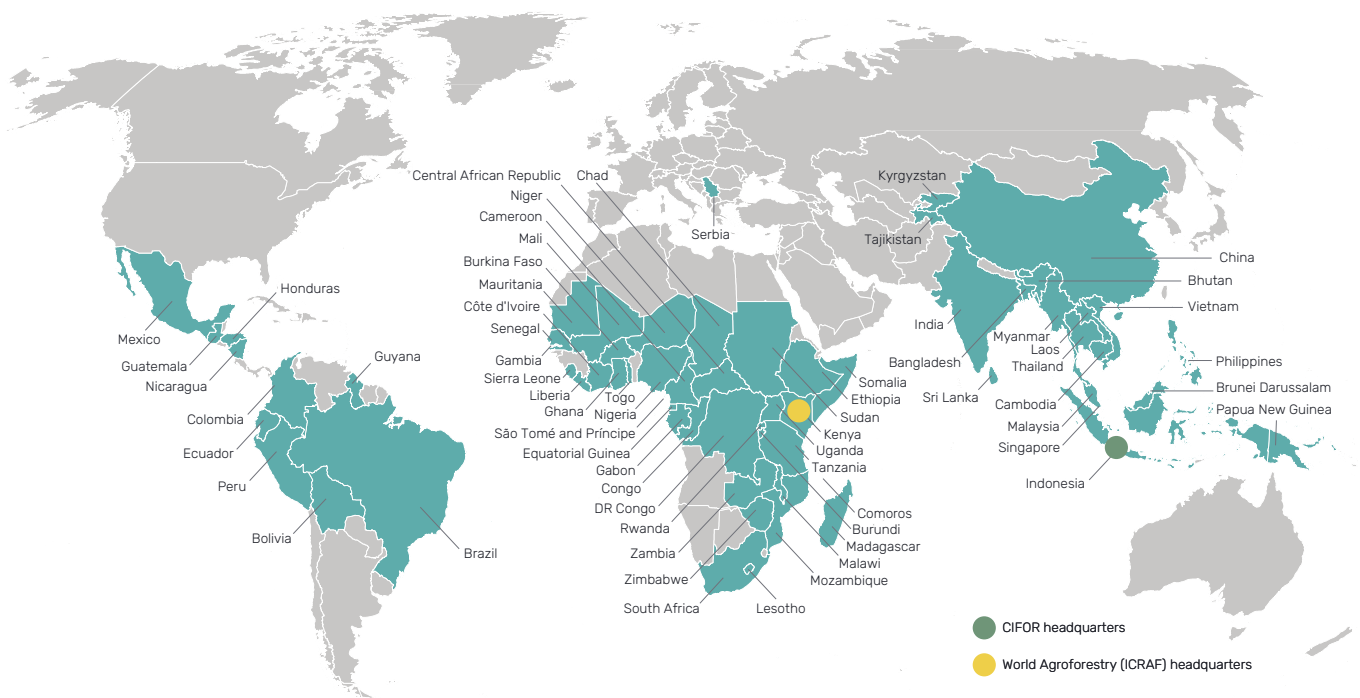


Figure 4. CIFOR-ICRAF theory of change

# Regional priorities



**Figure 5. Where we work**

CIFOR-ICRAF works closely with national and sub-national partners in government, society and business in countries throughout Africa, Asia and Latin America to help deliver the kind of lasting change they want. Our activities span over 60 countries across the world (Figure 5).

Context matters because diversity matters. A small-scale farmer in Asia will usually have less than 2 hectares of land to manage; in Africa smallholders may have up to 4 hectares; in Brazil a 'family farmer' could have as much as 50 hectares. It matters if the forest is a tall, mixed-Dipterocarp rainforest in Asia, an open savanna in Africa, or a flooded várzea forest in Brazil. And social and cultural diversity matters greatly. We design our research to consider questions such as: Are the communities indigenous to the region? Do they use traditional local knowledge to manage natural resources? Are they migrants looking to start fresh, only to discover that their own ecological knowledge does not necessarily apply in their new environment? We aim to harness the biological, social, cultural and economic diversity of the landscapes in which we work to foster innovation and adaptation. Our ultimate goal is to increase the resilience of these specific human-ecological systems, while generating lessons to be shared more universally.

We work with and are funded by national and subnational governments. Our aim is to support their use of research-based evidence and learning to achieve their development plans more effectively and quickly. CIFOR-ICRAF is embedded with national governments in countries from Peru to Côte d'Ivoire to Vietnam. At the subnational level, we work with local governments such as in Turkana County in Kenya and with state or provincial governments such as in Odisha, India and South Sumatra, Indonesia. Our work on the ground is made possible by the diverse networks of valued partners, from community producer groups working on sustainable wild meat in the heart of the Congo forest to some of the world's largest companies producing chocolate, coffee or cosmetics.

Our staff is based in all these locations, working in forests, agroforests, mangroves and on farms, as well as with local and regional marketing and trading organizations and with decision makers of all kinds. Together, we are conceiving, developing and delivering the evidence and examples that can scale transformative change at all levels.

# Governance

Our operations in more than 30 countries are supported by a dynamic governance and management structure:

- » A single Board of Trustees, possessing diverse skills in areas such as agroforestry and forestry science, natural resources management, audit, finance and risk management, policy and governance
- » An Integrated Leadership Team, which comprises the Managing Director, the Executive Director and the directorates listed below
- » A Research Division with both a *Directorate of Science* that has thematic focus and regional representation and a *Directorate of Innovation, Investment and Impact* supporting the acceleration of impacts and strengthening resource mobilization and partnerships.
- » All of this is underpinned and supported by a central Directorate of Corporate Services offering an ERP-based finance and accounting system that meets the most stringent reporting requirements.
- » A innovative Communications, Outreach and Engagement Directorate.

## Directorate of science

As described in Section 2, our research teams are oriented to address the five major challenges through six interrelated themes.

## Directorate of innovation, investment and impact

Complementing the work of the Directorate of Science, the teams and units in this directorate have either supporting or incubating roles in order to ensure that our work is well resourced, has the desired quality and impact, and is sufficiently innovative in its relationships and delivery arrangements to meet our aim to be truly transformative in all we do.

**Supporting roles** help to: provide resources for our research; assess our outcomes and impacts and support our learning around the theories of change we employ; manage our knowledge, information, training and capacity building resources; and develop novel, supportive partnership arrangements for our programmes or for the organization as a whole. These include:

- » Quality for Impact
- » Spatial Data Science and Applied Learning Lab (SPACIAL)
- » Knowledge, information and capacity development
- » Resource mobilization
- » Innovative partnerships

**Incubating roles** include teams that are innovating some new types of projects and delivery mechanisms, with the intention of helping us to learn how to operate in complex partnership arrangements as we seek to deliver impact at scale. These include:

- » Vision for Change
- » Regreening Africa
- » Transformation through Transfer of Technology

## Directorate of corporate services

The Directorate of Corporate Services is responsible for a range of services that support the core operations of the centres, covering finance, human resources, programme management and legal, information technology, information systems, administration and security.

The directorate is responsible for various compliance and statutory functions, as well as to ensure the integrity and efficiency of policies, procedures and systems. We strive to be carbon neutral.

CIFOR-ICRAF strives to be an employer of choice. We consider our staff to be our most valuable resource and strive to attract and retain the best people. Our development opportunities – delivered through our online learning platform and mentoring programmes for earlier career staff – are designed to support staff to meet their career goals. Through strong and effective approaches such as staff engagement surveys and staff consultation forums, we regularly engage our staff collectively. Our human resources policies are formulated to support the provision of diversity and equal opportunity, cultivating an inclusive culture in line with our core values for impact.

# Directorate of communications, outreach and engagement

Communication, outreach and engagement play a central role at CIFOR-ICRAF. We aim to not only inform our stakeholders of the scientific research and solutions that can address urgent global challenges, but to also build capacity at local, national, regional and global levels by informing policymakers on how landscapes can be made more resilient. We also engage actively with a broad range of stakeholders, from farmers and local communities to policymakers, from governments and host countries to research institutions, from funding partners to private investors and corporate partners, and from non-governmental organizations and young stakeholders to the media (Figure 7).

At the very heart of our communication is a robust science journalism, informing our stakeholders of game-changing research solutions to make landscapes more resilient. But we do not stop there: in order to 'translate' science into action, we are using the power of dialogue and engagement. By organizing landmark events and using innovative digital platforms, such as the Global Landscapes Forum (GLF), we initiate and nurture the power of connection to bring science to the discussions of forests and landscapes that are at the very heart of the global agenda.



Photo by Marion del Aguila/CIFOR

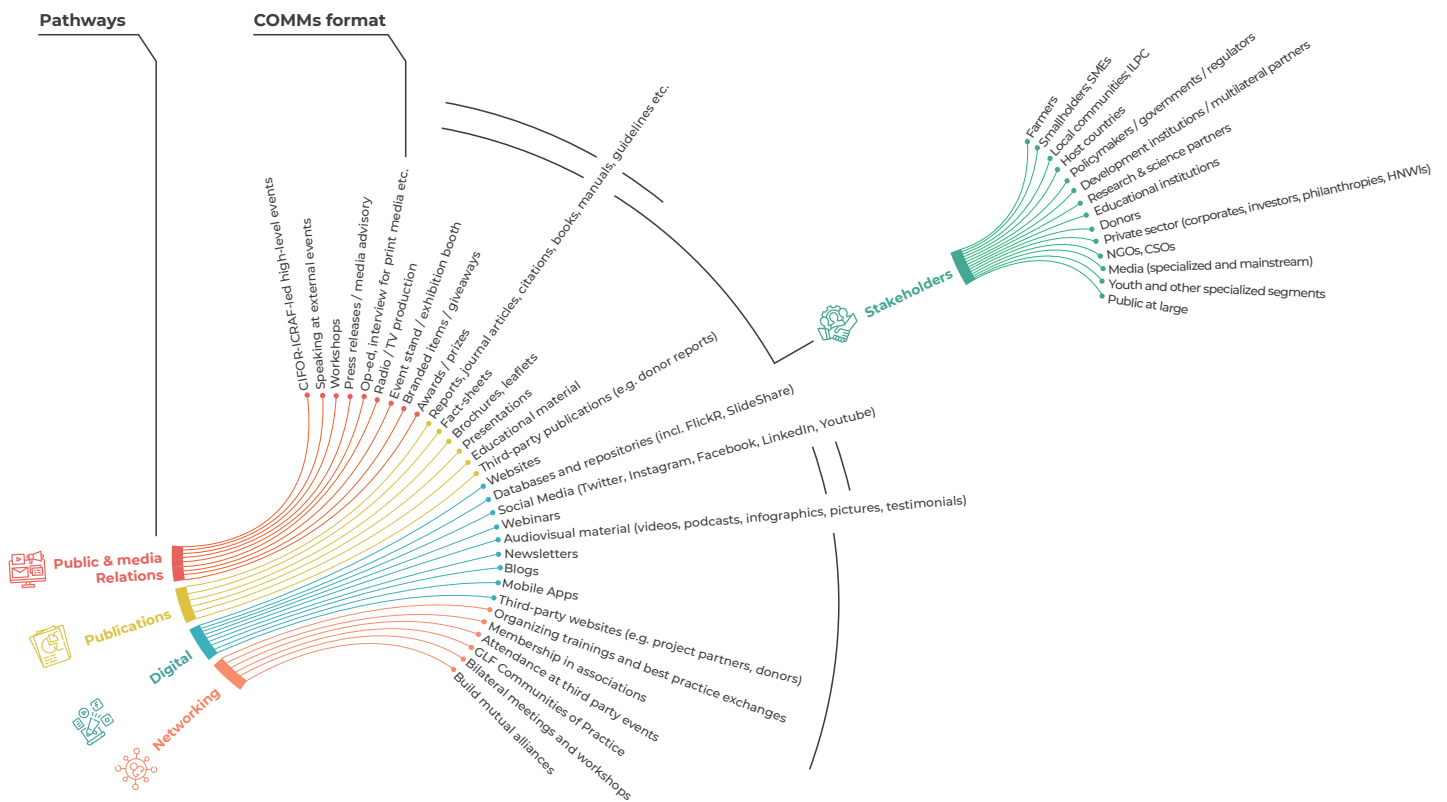


Figure 7. CIFOR-ICRAF Communication and stakeholder pathways



## CIFOR-ICRAF

The Center for International Forestry Research (CIFOR) and World Agroforestry (ICRAF) envision a more equitable world where trees in all landscapes, from drylands to the humid tropics, enhance the environment and well-being for all. CIFOR and ICRAF are CGIAR Research Centers.

[cifor.org](http://cifor.org) | [worldagroforestry.org](http://worldagroforestry.org)



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