



TENTH EXECUTIVE FOREST POLICY COURSE

REVISITING THE POVERTY REDUCTION AGENDA IN THE CONTEXT OF SDGs: OPPORTUNITIES AND CHALLENGES FOR ASIA-PACIFIC FORESTRY

15 – 25 May 2017, Colombo, Sri Lanka

COURSE REPORT

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Food and Agriculture
Organization of the
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Forest Department
Sri Lanka



FAO - EU FLEGT PROGRAMME



Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



Pacific Community
Communauté
du Pacifique



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PREFACE

People's dependence on forests is changing rapidly making it imperative to bring about changes in forest governance systems, including policies and legislation, institutions and science and technology. While the number of poor people in the world has registered a significant decline during the last two decades, we are still far away from attaining the goal of zero poverty and zero hunger. Poverty intensity is particularly very high in forested area, including in the Asia-Pacific region. Although forestry interventions may not in themselves be able to solve poverty, as long as people are dependent on forests for livelihoods, forest policies need to assign a high priority for poverty reduction. Most countries in the Asia-Pacific region have listed livelihood improvement of forest dependent people as a key policy objective, many challenges persist in accomplishing the objective. Issues like climate change and turbulence in the economic front adds to the challenges in accomplishing the SDG goals of zero poverty and zero hunger by 2030.

It is in this context that FAO in collaboration with various partners organized the Tenth Executive Forest Policy Course focusing on the theme "Revisiting the Poverty Reduction Agenda in the Context of Sustainable Development Goals: Opportunities and Challenges for Asia-Pacific Forestry" in Colombo, Sri Lanka during 15 to 25 May 2017. The course was designed to provide a good interactive learning experience on critical policy related issues to forestry officials in the Asia-Pacific region.

FAO wishes to put on record the invaluable support it received from the Forest Department, Ministry of Mahaweli Development and Environment, Government of Sri Lanka who kindly agreed to host the Course and provided all the support for its successful conduct, including facilitating the field trips. As with the previous courses, the Asia-Pacific Association of Forestry Research Institutions (APAFRI) under the leadership of Mr. Gan Kee Seng and supported by Mr. Sim Heok Choh, played a key role in organizing the course taking full responsibility for all the arrangements. FAO is particularly grateful to its several partners - APFNet, EU-EFI, FAO-EU-FLEGT Programme, GIZ, ICIMOD, USAID, US Forest Service, Pacific Community, UN-REDD Programme and World Agroforestry Centre – for sponsoring participants and experts to the course and ASEAN – Swiss Partnership for Social Forestry and Climate Change (ASFCC), James Cook University, RECOFTC – The Center for People and Forests and Yeungnam University for in-kind support by way of permitting their experts to facilitate the course.

Invaluable support was provided by the excellent team of resource persons – Doris Capistrano, Beau Damen, Patrick Durst, Dong Geun Han, Caroline Liou, Yam Malla, Josil Murray, CTS Nair, Jeff Sayer, and Anura Sathurusinghe. - and FAO wishes to place on record its appreciation in this regard. FAO is particularly grateful to CTS Nair who helped in the design and coordination of the course.

Yurdi Yasmi
FAO Regional Office for
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INTRODUCTION

Society-nature relationship is undergoing rapid changes and there is a need for continuous adaptation to ensure that resources are sustainably managed to benefit the present and future generations. Forests and forestry are part of this larger change necessitating that policies, legislation, institutions and the management practices are adapted to the changing needs of society. Adapting to changes and confronting various uncertainties require significant improvement in policy analysis skills and it is in this context that Asia-Pacific Forestry Commission during its 21st session recommended that FAO pursues efforts to improve the capacity in policy analysis, development, and implementation. The Executive Forest Policy Course was initiated in 2007 in pursuance of this recommendation. Hitherto ten such courses have been held – Thailand (2007 and 2009), Fiji (2008 and 2014) Vietnam (2010) China (2011), Bhutan (2013), Myanmar (2015), Indonesia (2016) and Sri Lanka (2017) – enabling over 200 forestry professionals from twenty-five countries to gain policy analysis skills. The report cover the tenth course recently completed in Sri Lanka.

Persistence of poverty and hunger remains one of the greatest challenges confronting the world, in particular, the developing countries. Poverty reduction is an integral component of sustainable development and forms the core of the Millennium Development Goals and its successor, the Sustainable Development Goals, which envisage ending of poverty by 2030. No doubt significant progress has been made in reducing poverty during the last few decades and since 1990 about 1.1 billion people have moved out of poverty. Enabling rest of the population to move out of poverty will be a more challenging task considering that many of the strategies and approaches that worked in the 20th century may not be adequate in the context of changes in the overall social, economic and ecological conditions.

There is, therefore, a need to assess whether the approaches being pursued currently are adequate and whether the full potential of forestry in poverty reduction is being realized. This is all the more important considering the persistence of high levels of poverty in forested tracts in the Asia-Pacific region. Policy interventions need to be developed and fine-tuned to enable forestry to better contribute to the goal of poverty reduction. Climate change related issues are adding to the complexity of forest management. It is in this context that the 10th Executive Forest Policy Course was organized focusing on the theme **“Revisiting the poverty reduction agenda in the context of sustainable development goals: Opportunities and challenges for Asia-Pacific forestry”**.

OBJECTIVES AND ISSUES ADDRESSED

The main objectives of the course are to:

- Gain an understanding of the larger changes taking place at global, regional and national levels and how these will impact forests and forestry in the coming decades;
- Understand the future scenarios for sustainable forest management in the Asia-Pacific region, particularly focusing on their implications on policies, institutions and science and technology giving due attention to poverty alleviation;
- Learn how innovations in governance and technology are helping to address poverty alleviation;
- Examine options to capture the full potential of forestry to alleviate poverty and enhance its contribution to rural livelihoods in the context of climate change and SDGs; and
- Fine-tune policy analysis skills of forestry professionals, enabling them to better understand the larger changes in society and to enhance the effectiveness of interventions that could significantly improve the contribution of forests to poverty reduction.

The course attempted to examine a number of policy-relevant issues related to the role of forests and forestry in reducing poverty in the Asia-Pacific countries. Particular attention was given to address the following:

- Emerging scenarios as regards the linkage between forests/ forestry and improvement of livelihood of rural communities.
- Effectiveness of past efforts in forestry to address poverty and lessons therefrom.
- Reasons for persistence of the “rich forests – poor people” syndrome, characterized by the strong overlap as regards the distribution of forests and distribution of poor people.
- Impact of current forest governance arrangements on poverty and the extent to which forest policies, legislation, and institutions are mainstreaming the poverty alleviation objective.
- Significance of forest tenure reform in reducing poverty and the experience of past efforts to improve forest tenure.
- Opportunities and challenges of commercial forestry in improving rural livelihoods and what needs to be done to overcome some of the limitations of traditional commercial forestry in reducing poverty.
- Potentials of non-wood forest products production and value addition in poverty alleviation, in particular how global value chains have reduced/ accentuated poverty.
- Scope for poverty reduction through payment for ecosystem services (PES) and the contexts in which PES could lead to win-win outcomes.
- Success stories of forestry interventions that helped to reduce poverty.
- Improvement of communication skills including preparation of policy briefs.

While the course focused on how best forests and forestry could help to reduce poverty, it also aimed to provide a broader perspective of forestry in the larger context of changing the relationship between society and nature, underscoring the importance of:

1. Transcending the “forest sector boundaries” and to consider what is happening **outside the “Forests – Forestry box”**.
2. Adoption of a **long-term perspective**, particularly considering the changes in the horizon; and
3. Making forestry “**people-centric**” and less “**forest-centric**”.

Box 1: Course Modules

Module 1: Changing society, SDGs and poverty reduction.

Module 2: Forest governance and poverty reduction.

Module 3: Making forestry practices and programmes pro-poor.

Module 4: Lessons from poverty reduction efforts through forestry interventions.

Module 5: Economics of forestry interventions.

Module 6: Tools for assessing forestry’s impact on forestry

Module 7: Communication skills 1: Presentation skills and social media.

Module 8: Communication skills 2: Preparation of policy briefs

THE COURSE AGENDA

The Course was structured in eight modules (see **Box 1**) ensuring that all the key issues relating to forestry and poverty reduction are adequately addressed. Each module comprised of a number of sessions facilitated by leading experts in the relevant fields who outlined the critical issues enabling in-depth discussion of the current state of knowledge, what may happen in the coming years and the key messages emerging from experience hitherto. Most sessions were organized in an interactive format providing participants immense opportunities to share their knowledge and experience and thus to learn from each other. Apart from discussions during the presentations by resource

persons, several group discussions and debates were organized. Substantial time was devoted to the drafting of policy briefs on selected topics. Further, the Sri Lankan Forest Department facilitated two field trips providing an overview of different aspects of forestry in the country, in particular, community involvement in protected area management and different aspects of wood processing. **ANNEX I** gives the detailed course agenda.

PARTICIPATION

Twenty-four participants from 15 countries (see **Table 1**) attended the course (see **Annex I** for the list of participants). As in the case of the Ninth Policy Course, the Tenth Course also had a high level of participation by women professionals who accounted for 46 percent of the participants (11 out of 24). Though the course was primarily designed for senior officials, it attracted interest from a much wider group in terms age, experience, and institutional affiliation. This had a positive impact in that many of the younger participants were able to learn from the rich experience of the more experienced participants.

Country	Participants
Afghanistan	1
Bangladesh	2
China	1
Fiji	2
Indonesia	3
Laos	1
Malaysia	1
Nepal	2
Papua New Guinea	3
Philippines	1
Solomon Islands	1
Sri Lanka	3
Thailand	1
Vanuatu	1
Vietnam	1
Total	24

Although initially intended to give a sub-regional focus, with particular thrust on South Asia, as in the case of previous courses, this course also attracted wider participation from all the sub-regions. This had a positive impact, enabling the sharing of experience from the full range of social, economic and ecological diversity in the Asia-Pacific region.

OPENING SESSION

During the opening session Mr. NDR Weerawardane, Additional Conservator General (Research and Education) Forest Department extended a warm welcome to the participants and resource persons and thanked FAO for choosing Sri Lanka as the venue for the Tenth Executive Forest Policy Course. He gave a broad indication of the various arrangements and the relevance of the course in strengthening policy analysis skills.



Mr. Patrick Dust gave a brief introduction to the course including its origin in the recommendations of the Asia-Pacific Forestry

Commission and how the course has evolved during the last one decade, becoming a key activity of the Asia-Pacific Forest Policy Think Tank. He particularly thanked the Sri Lankan Forest Department for agreeing to host the Course and APAFRI and other partners in facilitating the course. Drawing attention to the theme of the course, Mr. Durst pointed out that forestry has to accommodate the changing demands of society and poverty reduction is a priority concern for several countries in the Asia-Pacific region. There is a need to better understand the dynamics of change and one cannot ignore the needs of forest-dependent communities who have been marginalized in several ways. Forest policies need to explicitly address poverty balancing the different objectives and establishing trade-offs between competing demands.

On behalf of Mr. Gan Kee Seng, Executive Secretary of APAFRI, Mr. Sim Heok Choh thanked FAO for involving APAFRI as a partner in organizing the Policy Course since 2013. He informed that early preparations starting from November 2016 and the active support by the Sri Lankan Forest Department helped to complete all the arrangements on time.

Mr. Anura Sathurusinghe, Conservator General, Sri Lanka Forest Department extended a warm welcome to all the participants and others involved in the course. In his address, Mr. Sathurusinghe highlighted the following issues:

- Forest policies need to adapt to the changing needs of society;
- They need to be in line with the larger development priorities at the national and global levels.
- In line with SDG 2, the UN Strategic Goal for Forests 2017 – 2030 envisages to eradicate poverty of all forest-dependent people by 2030.
- Sri Lanka has declared 2017 as the year for ending poverty and the Forest Department is implementing a number of programmes to fulfill this national goal.
- There is a need to go beyond forests and forestry and adopt a landscape approach ensuring better integration of different land uses.



Mr. Sathurusinghe remarked that the choice of the theme for the Tenth Policy Course is very apt and timely considering the need to critically identify what forests and forestry can do to reduce poverty and to facilitate a paradigm shift in the approach to forestry.

Mr. Yurdi Yasmi extended a vote of thanks to all the organizations who provided support for organizing the course, especially through sponsoring participants. In particular he noted the strong support extended by the Sri Lankan Forest Department for hosting and extending hospitality and support for the course and APAFRI for systematically organizing the course.

Introduction to the course

A short introduction by Mr. CTS Nair, the Course Coordinator, provided an overview of the course, highlighting the objectives, different modules and issues proposed to be discussed. During the presentation, the participants indicated their expectations from the course. While there is a strong interest to learn about recent developments in forestry, especially on different aspects of sustainable forest management, most participants considered the course as a unique opportunity to learn from the experience of other participants.

MODULE 1: CHANGING SOCIETY, SDGS AND POVERTY REDUCTION

Module 1 focused on providing an overview of the issues including some of the drivers impacting forests and forestry in Asia-Pacific, the role of forests and forestry in poverty alleviation and some of the challenges in capturing forestry's contribution to income and employment generation. The module consisted of the following sessions:

- Forests and poverty alleviation in Sri Lanka.
- Drivers of change and future scenarios for forestry in Asia-Pacific.
- An overview of forestry and poverty alleviation.
- Contribution of forests to GDP, employment and poverty alleviation

Key issues discussed during each session are summarized below:

Anura Sathurusinghe: Forestry and poverty alleviation in Sri Lanka:

The presentation provided an overview of the 1995 forest policy, drivers of deforestation and forest degradation and ongoing efforts to arrest deforestation and forest degradation, in particular, the implementation of community forestry. Important points from the presentation are summarized as follows:

- Sri Lanka still remains predominantly a rural economy; however, the extent of poverty is very low in comparison with other South Asian countries.
- Forests currently occupy 29.7 percent of the land area, Sri Lankan government is committed to expanding the area to 32 percent of the land area by 2030.
- The 1995 Forest Policy aims to enhance the contribution of forestry to the welfare of rural population particularly paying attention to equity aspects.
- Several factors have contributed to deforestation and degradation, largely arising from policy deficiencies. More recently infrastructure development and large investment projects have become a key driver of deforestation and degradation, though conventional drivers like shifting cultivation, cattle grazing, etc. still persists in certain pockets.

While strengthening policies and legislation remain important, the increasing emphasis is being given to community participation giving attention to enhancing the income of those living along forest fringes. Sri Lanka has a long history of community involvement in forestry under the taungya system as also in managing agricultural land under the home garden system. Several community forestry initiatives are being implemented to enhance rural income and thus to incentivize people's support for sustainable forest management.

Patrick Durst: Drivers of change and their implications on forests and forestry:

The session aimed to provide an overview of how the world of forestry is changing and what it means as regards forest policy formulation and implementation. Essentially this was an interactive session with all the participants listing key drivers they consider as important in impacting forests and forestry, grouping the drivers listed and sharing experience as to how the different drivers have individually and collectively influenced forestry directly and indirectly. The discussion concluded that:

- A combination of drivers will bring about fundamental changes in society;
- The relative importance of different drivers will differ depending on the time and place; and

- The future will be very different from what it is now and there is considerable unpredictability and uncertainty.

Based on the discussion on the implications of various drivers – demographic, economic, social, technological, environmental and political and institutional - the following key messages were listed:



1. Small and big changes will create a very different world in the future.
2. Obviously, society's demands on forests are changing continuously.
3. What happens to forests and forestry will be largely decided by what happens outside the sector.
4. Policies, legislation, institutions, and technologies will have to help society in adapting to the larger societal changes.

On the whole, this session helped to provide a picture of larger societal changes, their

implications on society's perceptions and the need for forestry to foresee changes and adapt policies and institutions to meet society's expectations.

Yurdi Yasmi: Forests and poverty alleviation

This session provided an overview of forestry's role in reducing poverty and some of the concepts and approaches in making forestry an important component of poverty reduction agenda. The presentation outlined the concepts and definitions of poverty and the various approaches to measure poverty. It was noted that extreme poverty has been reduced by about half since 1990, yet some 836 million people in the world suffer from hunger. South Asia and Sub-Saharan Africa account for most of the people suffering from extreme poverty with many living close to or within forests being particularly deprived. The presentation focused on the following:

- Poverty has many dimensions;
- Its causes may differ, but generally include unemployment, social exclusion, high vulnerability to disasters and the failure of governance to address these.
- Some 750 million people live in and around closed forests and another 500 million in open forests.

Forests play a critical role in the livelihoods of people in different ways, including:

1. Provision of basic needs goods – food, shelter and energy;
2. Income generation through sale of products and through a wide range of employment especially in the collection, processing, transport and trade of products;

It was noted that while employment in the formal forestry sector is about 13.2 million, employment in the informal sector is much higher – about 42 million. Forests also provide an opportunity for social inclusion especially when local communities are involved in managing forests.

The presentation was followed by a group discussion focusing on (i) constraints that impair forestry's role in reducing poverty, and (ii) suggestions to enhance forestry's poverty reduction role. Participants shared their views on what needs to be done to make forestry more pro-poor.

CTS Nair: Contribution of forests to GDP, employment and poverty alleviation: What are we missing from statistics?

The presentation outlined the current state of information relating to forest's contribution to income and employment and the shifts taking place at the global and regional levels. Drawing upon various assessments relating to gross value added and employment (primarily based on FAO assessments) the presentation explained the broad trends as regards the following:

1. Global trends in gross value added in forestry and regional and national trends during 1990 – 2011.
2. Employment trends at the global, regional and national levels.

Some of the broad trends and their implications on poverty reduction were summarized as follows:

- Globally the overall growth in value-added in the forestry sector is not very significant. What we are witnessing is a rapid growth in Asia while in other regions forestry's gross value added has declined significantly.
- Most of the growth in value added is accounted by China.
- Furniture industry has also seen a relative decline globally, although its growth has been phenomenal in countries like China.
- Most of the value addition is coming from capital-intensive industries – especially pulp and paper, which implies that employment generation will be very limited and the share of income that goes as wages is declining.
- This implies that the contribution of formal forestry sector as regards poverty reduction is low and unlikely to improve.

Important conclusions drawn from the presentation are:

1. Most of the poverty alleviation stems from the use of subsistence products which is seldom captured by national income estimates.
2. Further, a significant share of wood processing takes place in the unorganized sector, which also goes inadequately captured by national income accounts.
3. All that we have is some unverified “guesstimates” of the contribution of the informal sector to the national economy.
4. While the subsistence sector and the unorganized sector play important roles in poverty mitigation, their ability to lift people out of poverty remains limited.

MODULE 2: FOREST GOVERNANCE AND POVERTY REDUCTION

Whether forestry will be able to play an important role in poverty reduction or not will be largely determined by the system of forest governance in place – especially forest policies, legislation and institutional arrangements. It was, for this reason, substantial time was devoted to discuss different aspects related to forest governance. The following were the sessions under the governance module:

- Integrated natural resource management and poverty reduction: Rhetoric and action
- Forest tenure reform and poverty alleviation.
- Group Discussion: How pro-poor are national forest policies.
- Forest governance improvement and poverty reduction.
- How FLEGT could help in poverty reduction.
- Making forestry institutions responsive to the needs of the poor.

- Group Discussion: Leadership in forestry.
- Dealing with divergent values and resolution of conflicts.
- Group Discussion: Decentralization and devolution of forest management - An evolutionary process.

Important issues discussed during each of the sessions are summarized below:

Jeff Sayer: Integrated natural resource management and poverty reduction: Rhetoric and action

Mr. Sayer shared his vast experience as regards sustainable natural resource management in several regions



and highlighted what has gone wrong with earlier management practices. It was noted that most prescriptions to improve land uses have seldom taken into account the views of people on the ground and the real issues they confront. Drawing upon the experience in several countries, Mr. Sayer pointed out that most of the efforts have ended up treating the symptoms. Invariably solutions are attempted from narrow sectoral perspectives, while in the real world the interaction between different components of land use is much more important, especially if we have to address issues like poverty. It is in this context that adoption of a landscape

approach becomes important. Some of the key principles underlying the pursuit of a landscape approach were elaborated:

- Continuous learning and adaptation
- Common concern/problem
- Multiple Scales
- Multi-functionality
- Multiple stakeholders
- Theory of change
- Clear rights and responsibilities
- Participatory monitoring
- Resilience
- Capacity building

It was however noted that adoption of a landscape approach requires the fulfillment of a number of conditions in particular, inspired leadership, long-term adaptive commitment, openly addressing conflicts and entrenched views, strong governance, effective monitoring of processes and outcomes and matrices, to measure progress. Mr. Sayer also outlined the challenges in actually implementing landscape approaches. Particular attention needs to be paid to have a strong presence on the ground and to develop teams having diverse expertise, willing to learn and develop practices with the full participation of stakeholders.

Yurdi Yasmi: Forest tenure reform and poverty alleviation

The presentation focused on the critical importance of tenure, in particular, its relevance in empowering people to implement sustainable resource management. The interactive session focused on the meaning of tenure and why tenure reform is important especially in the context of poverty reduction. Participants undertook a group exercise to share their experience of tenure reform (Why a particular tenure reform took place, historical account of the reform and its current status and outcomes and lessons learned). Tenure



reform is often not clearly understood by many and it is a necessary, but not sufficient, condition to improve the livelihood of rural communities. Mr. Yasmi explained that tenure consists of a bundle of rights – access, use or withdrawal, management, exclusion, and alienation. It was also noted that tenure could be formal (sanctioned by statutory law) or could be informal (which is locally recognized, but through any formal national legislation). In many cases, formal and informal tenure could co-exist, which may be complementary or conflicting.

Mr. Yasmi also outlined the rationale of tenure reform, which is important to improve land management especially as security of tenure will encourage increased investment, enhanced participation, and reduction in conflicts. Mr. Yasmi provided an overview of the ongoing FAO programme on forest tenure reform in Cambodia, Nepal, and Vietnam. Some of the lessons learned from the multi-country programme include:

- Policies are often contradictory and complex and implementation is weak.
- Tenure reforms most often focus on NTFPs and there is a bias towards allocating poor forests.
- Resources for policy implementation is limited or absent.
- Overall, institutional capacity to support forest tenure reform is relatively weak in most countries.
- Institutional capacity is not adequate to ensure successful tenure reform. and
- Tenure security is only a first step, but not a sufficient condition for ensuring better income. For the latter to happen, we need to support community enterprises to develop linkages to markets.

Patrick Durst & CTS Nair: How pro-poor are national forest policies - Group Discussion

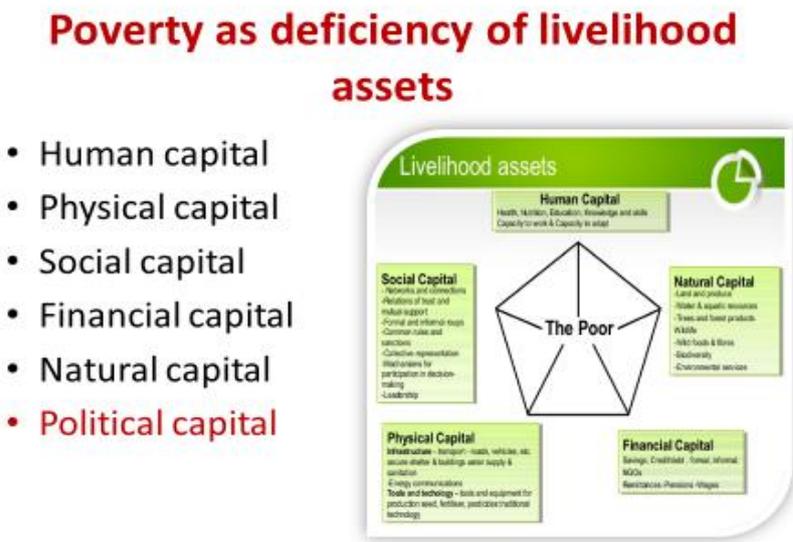
The group discussion focused on assessing how pro-poor are forest policies and how they have evolved over time. After providing an overview of the policy process – which includes policy analysis, policy development, implementation and monitoring and evaluation – and how pro-poor orientation is incorporated in the different steps of the policy process, participants were requested to discuss the following issues in relation to their national forest policies and make a short presentation sharing the findings of each group:

- Has there been effective consultation with/ involvement of relevant stakeholders – especially the rural poor – in formulating the forest policy?
- Does the forest policy make any explicit statement about addressing poverty and is poverty alleviation an explicit objective?
- Are there any indications on how conflicts with other policy objectives are proposed to be resolved and trade-offs established?
- Does the policy outline strategies and approaches to address poverty?
- Are there any indications in the policy about pro-poor forest tenure reform (or ensuring that rights of local communities will be protected)?
- Does the policy clearly specify how the poverty reduction objective will be monitored?

The discussion and presentation provided a good understanding of the issues involved in mainstreaming poverty reduction in national forest policies. While there is a welcome change in that most national forest policies do underpin the importance of poverty reduction (or improvement of the livelihood of forest dependent communities) and many have it as an important objective, weaknesses persist as regards translating them into action. A major challenge relates to addressing conflicts between policy objectives and the failure to clearly specify how trade-offs are to be determined by conflicting objectives.

Doris Capistrano: Forest governance improvement and poverty reduction

This session provided a comprehensive picture of various issues relating to governance and poverty, the impact of governance reform on poverty, and challenges in governance reforms. After explaining the differences between absolute and relative poverty, it was pointed out that poverty is multi-faceted, going beyond money and income and a broader approach that takes into account how different freedoms are curtailed need to be considered. Increasingly poverty is assessed based on multi-dimensional poverty index that takes into account multiple deprivations. Poverty



is thus seen as deficiency of natural, human, social, physical, financial and political capitals (see Fig.). It is noted that poor people, in the absence of other assets, are increasingly dependent on natural capital and therefore access to land and forests become critical as regards poverty alleviation.

However whether the poor have access to natural capital or not is very much dependent on the governance systems. Ms. Capistrano highlighted the following issues:

- Effective institutions are critical to reduce poverty and to provide sustainable livelihoods;
- Governance is shaped by and reflected in the values, institutions, and rules of society as a whole;
- Governance systems at different spatial levels – local, national and global – interact and collectively affect forest governance and poverty reduction.
- The key principles of governance are (a) accountability (b) efficiency, (c) effectiveness, (d) fairness and equity, (e) participation and (f) transparency and these should be applicable to all the three pillars of governance namely (i) policy, legal, and institutional frameworks (ii) planning and decision-making process and (iii) implementation, enforcement and compliance.

After highlighting the differences in good and bad governance (see Table 2), Ms. Capistrano outlined the asset based and rights-based approaches to poverty reduction and their relevance to forestry.

Table 2: Characteristics of good and bad governance

Good governance	Bad governance
<ul style="list-style-type: none"> • Adherence to the rule of law • Transparency and low levels of corruption • Stakeholder inputs in decision-making • Accountability of officials (duty bearers) • Low regulatory burden • Efficiency • Effectiveness 	<ul style="list-style-type: none"> • Unjust or unenforced legal systems • Social exclusion • Unengaged civil society • Opaque decision-making • Abuse of executive power • Unaccountable bureaucracy • Arbitrary policy making • Inequitable resource allocation • Widespread corruption

While empowerment is the key to poverty reduction, it was noted that this is not easy to accomplish considering entrenched interests benefitting from status quo.

Josil Murray: How FLEGT could help in poverty reduction

The presentation provided an overview of the EU-FLEGT including the overall objectives, how FLEGT is being implemented, the potential of FLEGT in contributing to poverty reduction, and to what extent VPAs have actually helped in reducing poverty. FLEGT is an important response of the European Union to combat illegal logging and addresses the problem from both the demand (the EU Timber Regulations) and supply sides (through Voluntary Partnership Agreements – VPAs with timber exporting countries). Ms. Murray provided details of the Timber Legality Assurance System (TILAS) and the present status of VPAs (see Table 3)

Table 3: Status of development of VPAs							
Phase	Asia-Pacific countries				Others		
Phase 1: Information and consensus building	Myanmar						
Phase 2: Formal negotiations	Malaysia, Vietnam	Laos,	Thailand,	Côte d'Ivoire,	DRC,	Gabon,	
Phase 3: Ratification and implementation					Cameroon, CAR, Ghana Liberia, Congo		
Phase 4: Licensing	Indonesia						

Developing VPA is an extremely protracted process and many challenges persist including:

- Unclear rights to land and trees;
- Inconsistent or weak enforcement of existing laws;
- Contradictory laws;
- Overlapping institutional responsibilities; and
- The absence of legislation needed to implement FLEGT licensing

An important challenge as regards VPAs is the preponderance of informal timber markets, which operate outside existing legal frameworks. In particular, efforts should be made to ensure that VPAs are not



harming small and medium enterprises that rely on locally produced legally obtained wood from private farms. There is a need to have simple rules and regulations that help to differentiate between legal and illegal timber. Sale of small-holder grown timber provides livelihood to millions of people and unless effective legal systems are in place “formalizing” the informal sector will be quite challenging especially in view of the high transaction costs.

Although poverty reduction is one of the larger goals of EU Timber Regulations, this is not a key concern for most countries entering into VPAs. Other VPA issues that impact poverty include:

1. The understanding of poverty as reflected in VPAs and FLEGT actions is weak
2. No systematic attention is given to poverty issues in the different stages of VPA negotiations and implementation
3. Community stakeholder representation in the VPA processes has not been satisfactory.
4. Issues related to mainstreaming community forestry into commercial forestry have not been addressed satisfactorily.

Doris Capistrano: Making forestry institutions responsive to the needs of the poor

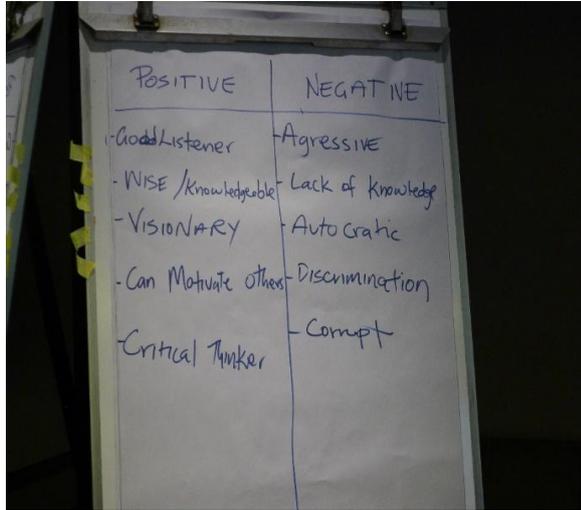
While many countries have developed new policies and legislation, there have been inadequate efforts to reform institutions to make them pro-poor and this remains a key challenge faced by many countries. Ms. Capistrano outlined the critical importance of pro-poor reform of forestry institutions. It was noted that the poor have limited power and influence to institutions. Institutional reforms that are pro-poor includes:

- Redistribution of assets and opportunities.
- Making partnerships equitable and pro-poor.
- Leveling the playing field
- Supporting the poor and their organizations.
- Implementing transparent, accountable and effective governance reform.

Ms. Capistrano outlined the principles of institutional design for sustainable resource governance, which include (a) clearly designed boundaries, (b) proportional equivalence of benefits and costs, (c) participation in rule-making by those who are affected, (d) monitoring by resource users, (e) application of graduated sanctions, (f) ready access to conflict resolution mechanisms, (g) recognition of rights to organize and (h) organization of activities at multiple layers. A group exercise was conducted dividing the participants into five groups representing (i) community representatives, (ii) civil society, (iii) forest department, (iv) academia, and (v) private investors and each group outlined the nature of institutional arrangements they would like to see to ensure that forestry becomes pro-poor.

CTS Nair & Yurdi Yasmi: Leadership in forestry – Group Discussion

The discussion session brought out some of the key challenges of governance stemming from the nature of leadership. It was noted that good leaders have become an “endangered species” and many of the



institutional problems have their origin in poor leadership. Leadership becomes particularly important in the context of bringing about changes in functions and structures of organizations. It was noted that in a relatively stable environment institutions can afford to have meek leadership, while a rapidly changing situation would require innovative and dynamic leadership able to steer the organization through turbulence.

Participants worked in groups to list five positive and five negative leadership qualities they have come across and this was synthesized and discussed. This was compared with the outcome of the 2015 survey undertaken by McKinsey which listed some 20 qualities and the most important five that was listed as critical by the survey respondents.

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undertaken by McKinsey which listed some 20 qualities and the most important five that was listed as critical by the survey respondents. In conclusion, it was noted that while everyone expects rather than expecting the leader in the organization to have a number of desirable qualities, it is important that everyone should strive to develop the qualities that we want our leaders to possess. Building this mindset will ensure that we ensure that good leaders do not become an “endangered species”.

Yurdi Yasmi: Dealing with divergent values and resolution of conflicts

Introducing the subject Mr. Yasmi requested each group to provide a pictorial representation of conflicts and then provided an overview of the meaning of conflict, how conflicts arise in the context of forestry and what may be done to manage conflicts. It was noted that conflicts are natural in the context of limited resources and differing perceptions about their management. Fundamental to the origin of conflicts is differences in perception, and what may be regarded as positive by one may be seen as negative by another. And efforts to pursue what is



considered as positive impairs the interests of others leading actual conflicts. There are umpteen examples of such conflicts in forestry in the Asia-Pacific. Forest dependent communities attribute high livelihood, cultural and social values to forests, while industrial societies often focus on raw material production aspects paving the way for conflicts. Expansion of oil palm cultivation to ancestral lands owned by Dayaks in Indonesia is a typical example of how divergent values and perceptions pave the way for conflicts.

Mr. Yurdi then outlined the steps involved in dealing with conflicts which include:

- Understand the underlying factors contributing to conflict and the history thereof;
- Identify who are involved in the conflict;
- Develop a plan for conflict management; and
- Implement, assess, monitor and adjust the interventions.

CTS Nair & Yam Malla: Decentralization and devolution of forest management - An evolutionary process – Group Discussion

After an overview presentation by Mr. Nair and Mr. Malla explaining the meaning and context of decentralization and devolution efforts in forestry, participants synthesized the advantages and disadvantages of ongoing decentralization experience. The core principle underlying devolution is “subsidiarity” which implies that the responsibility for pursuing a particular action should rest at the level where it can be undertaken most efficiently. It is in this context that most countries are devolving resource management responsibilities to different sub-national entities. The concentration of resource management powers and responsibilities at the central level tend to have a number of negative impacts, especially as the system is unable to effectively respond to changing local level realities. The three dimensions of decentralization – fiscal (transfer of financial responsibility), administrative (transfer of administrative responsibility) and political (how political responsibility is devolved) as also the distinctive features of decentralization (who exercises power, who makes the decision and accountability) were discussed giving examples of different pros and cons of decentralization of forest management.

Group discussion also examined some of the challenges in decentralization, especially focusing on:

- Effectiveness of decentralization in improving forest management;
- Relationship between national & decentralized institutions;
- Challenges in implementing decentralization;
- Resolving conflicts stemming from decentralization; and
- The future of decentralized forest management in a globalizing world.

It was also noted that there are often strong tendencies towards re-centralization often in the name of national interests and enhancing efficiency. In the ultimate analysis, improving efficiency, accountability and transparency are critical if decentralization and devolution are to fulfill society’s needs.

MODULE 3: MAKING FORESTRY PRACTICES AND PROGRAMMES PRO-POOR

This module consisted of the following four sessions focusing on what may be done to make forestry practices more pro-poor:

- Environmental conservation and livelihood improvement: Where and when it leads to a win-win outcome.
- Panel discussion on the role of forests and forestry in poverty reduction.
- Commercial forestry and livelihood improvement.
- Managing non-wood forest products for poverty reductions.

The entire thrust was to indicate what may be done to enable forestry to have a greater poverty reduction impacts. Some of the key issues discussed are summarized below:

Jeff Sayer: Environmental conservation and livelihood improvement: Where and when it leads to a win-win outcome

Mr. Sayer’s session focused on a number of broader issues on making conservation pro-poor. The fact that a significant proportion of forest-dependent people are very poor suggests the existence of multiple challenges in dealing with poverty through forest conservation efforts. Win-win outcomes are very few, not

easy to accomplish and hence one should be careful not to raise unrealistic expectations. Many conservation NGOs are making unrealistic claims about pro-poor conservation outcomes not substantiated by systematic empirical evidence. Payments to landowners for improved land management have been the standard practice in many developed countries (for example the Common Agriculture Policy in Europe), but they confront a number of challenges – especially relating to governance - in developing countries. Similarly, the claims about the positive impact of eco-tourism also need to be critically assessed. While there may be unique sites that could attract a significant number of tourists, the scope for wider replication of such instances is limited.

On the whole, Mr. Sayer’s session indicated the need for very systematic assessment of the so-called “win-win options” considering that they are exceptions than the rule and difficult to replicated widely.

Panel discussion on the role of forests and forestry in poverty reduction (Panellists Jeff Sayer, Doris Capistrano, Patrick Durst and Josil Murray)

The topic for the panel discussion was introduced by Yurdi Yasmi raising a number of questions to the panel members (see Box 2 for a list of the questions)



Some of the important conclusions emerging from the panel discussion are summarized below:

- Enable rural poor to fully participate in forest products value chains.
- Allow rural people to plant, harvest, process, and market forest products like how they do for rice and mangoes.
- Support micro, small and medium enterprises through capacity development and better access to capital, technology, and markets.
- Learn from successful rural forestry enterprises. Seeing is believing especially for policy makers.

Box 2: Some questions/ issues addressed during panel discussion

- Volumes of books and papers have been published outlining the potential role of forests and forestry in lifting people out of poverty. But are there any examples/ instances where forestry has made a perceptible impact in addressing poverty?
- Governance improvement is considered as a key to poverty reduction. But we all know that poor forest governance is a symptom of larger governance failure. If there is an improvement in overall governance, will there be a need for forestry to address poverty?
- During the last three decades we have witnessed a significant reduction in poverty. Did forestry play any significant role in poverty reduction that occurred during the last three decades?
- Lifting the remaining poor out of poverty will be much more challenging. Is it realistic to assume that forestry could take on the role of poverty reduction of the people left out?
- There is a lot of discussion on the need for value addition efforts to enhance income and thus to reduce poverty. How do we ensure that value addition technologies actually increase the share of income that goes to the poor and not deprive them of what they were getting earlier?
- What are the challenges in reforming forestry institutions – especially public forestry agencies - to enable them to pursue the poverty reduction agenda? Or are they beyond reform?
- We have witnessed the periodic emergence of various international initiatives. How do we assess their real impact on poverty reduction?

It was also noted that forestry’s ability to address poverty is highly context-specific and policy makers should have a clear understanding of what can forestry do and what it cannot.

Josil Murray: Commercial forestry and livelihood improvement

Historically commercial timber production has been largely dominated by government agencies and large industrial enterprises. However, this is changing rapidly opening up opportunities for smallholders significantly contributing to livelihood improvement. Ms. Murray outlined the trends in commercial forestry, the involvement of communities in forest management and the opportunities and challenges as regards livelihood improvement through commercial forestry. It was noted that demand for wood will continue to increase – industrial wood demand is expected to triple by 2050 - and most of this will have to be obtained from plantations. A positive development is a rapid increase in community – small farmer managed wood production especially in China, India, Vietnam and the Philippines. All the indications are that smallholder wood production is expected to increase significantly during the coming years. Ms. Murray outlined the enabling conditions and the barriers in small-holder wood production (see Table 4).

Table 4. : Enabling conditions and barriers to increased small holder involvement in commercial wood production

Enabling conditions	Barriers
<ul style="list-style-type: none"> • Forest sector restructuring initiatives (decentralization policies, policy reform) • Governments initiatives e.g.: forest tenure reform, community forestry • Development of strong community structures - formation of small holder and labor organizations • Strong and equitable social partnerships – the rise in “fair trade”, CSR, ethical financing 	<ul style="list-style-type: none"> • Market structures and management systems (standards / rules) designed to favor the ‘big guys’. • Prohibitive costs to participate in formal timber supply chains. • Lack of access to financing (high start-up costs). • Market access barriers - complicated rules/increased regulatory requirements (e.g.: FLEGT VPA, Intl. Timber Regulations). • Lack of premium / demand of socially and environmentally responsible products. • Plantation - unsteady, erratic and potentially high-risk business for many rural poor. • Narrow focus on NTFPs when pursuing forest development.

Ms. Murray outlined some of the current models of community commercial forestry, including community-industry partnerships (for example out-grower schemes) drawing from the experience of some of the ongoing initiatives by STORA-ENSO and IKEA. Partnerships imply accommodating the needs and perceptions of the land-holders (low risk and high return per unit of land and labour) and industry (low cost of raw material at mill gate, low risk and certainty in supplies). The examples indicate how these objectives are attempted to be accomplished. Some of the measures to encourage increased community/smallholder involvement include:

1. Policy and Standards
 - New Approaches Initiative
 - Group Certification
 - Modular Approach Program(MAP)
 - Fair Trade/FSC Dual Label Project
2. Capacity Development / Outreach and Awareness Raising
 - Train the Trainers
 - Technical Guides
3. Market Access
 - Small and Community Label Option
 - Made with Heart Campaign
4. Access to Finance - Smallholder Fund/Strategic Partnerships

CTS Nair: Managing non-wood forest products and poverty alleviation

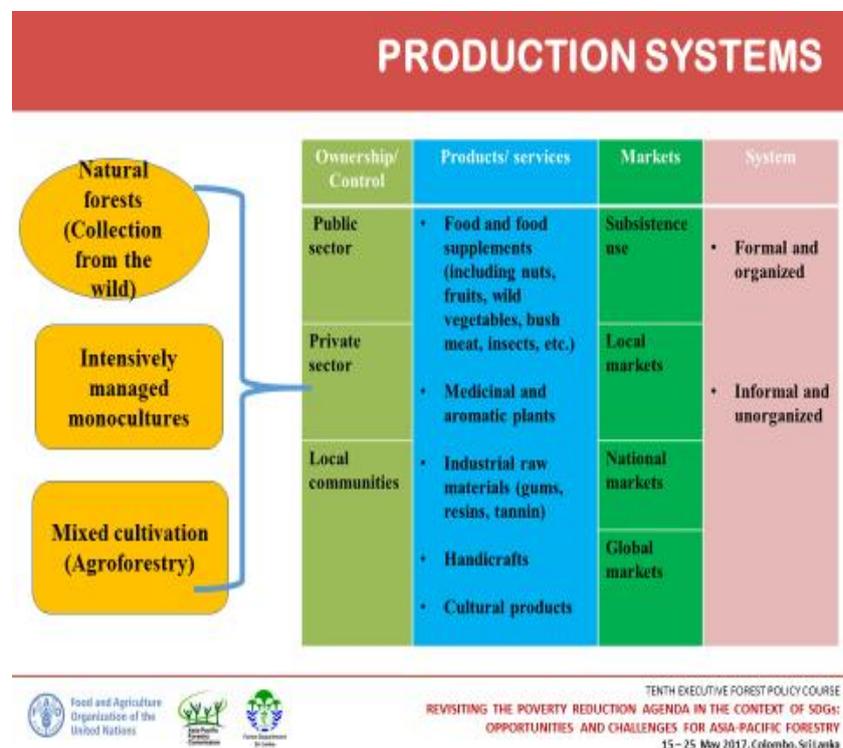
The session focused on some of the critical issues relating to the role of non-wood forest products in alleviating poverty. During the last few decades, there has been a multitude of efforts as also studies on different aspects of NWFP development and yet many challenges exist in providing a clear picture of NWFP development-poverty impacts. The session attempted to address the following:

- Provide a framework for analysis of issues pertaining to the use of non-wood forest products;
- Share the experience on NWFP development particularly focusing on its impact on poverty alleviation;
- Assess the emerging scenarios in the production, processing, and trade of non-wood forest products; and
- Discuss the opportunities and challenges in enhancing the poverty reduction role of NWFP development.

The presentation provided an overview of the different products, end uses, markets and production systems and noted that management of NWFPs has adopted a product-centric approach rather than a people-centric approach. A people and livelihood centric approach would entail:

- Paying attention to how different products/ product related activities fit into the livelihood of the people.
- Emphasis on the socio-economic conditions and to consider non-wood forest products from the perspective of the poor.
- Livelihood strategies of households and communities and how non-wood forest products fit into the changing context.

The different approaches to enhance livelihood-NWFP linkages were discussed and it was noted that tenure issues, size, and access to markets and opportunity costs of land and labour significantly impacts the role of NWFPs in contributing to rural livelihoods. The preponderance of subsistence use and the dominance of informal system of collection, the difficulties in tracking the value chain, the wide array of products and a large number of stakeholders are key challenges in assessing the poverty reduction role of NWFPs.



MODULE 4: LESSONS FROM POVERTY REDUCTION EFFORTS THROUGH FORESTRY INTERVENTIONS

The module included three following sessions aimed to assess the success of some of the past and ongoing participatory approaches to forest resource management:

- Korean experience of reforestation through social mobilization;
- Joint forest management in India; and
- Community forestry and poverty reduction: Lessons from Asia

Some of the important points emerging from the sessions are summarized below:

Dong Geun Han: Korean experience of reforestation through social mobilization

Korea is one of the most important success stories of reforestation both globally and regionally. Although some reforestation efforts were initiated in the 1960s, much of the large-scale reforestation took place in the post-1970 period as a consequence of social mobilization through Saemaul Undong. Mr. Dong Han provided (a) an overview of how Korea accomplished forest transition largely through the self-help programme of Saemaul Undong (SMU), (b) what contributed to the success of SMU and (c) how this helped in environmental improvement.



SMU was launched in 1970 as an integrated community development programme to improve the rural environment, develop rural infrastructure for production, enhance farmer's income, nurture self-help attitudes and to promote community cooperation. The motto of SMU was *“diligence, self-help and cooperation”*. The entire thrust was to encourage villagers to pursue a cooperative action for improving village infrastructure and to provide continued support to those villages who demonstrate their self-help ability. The incentive mechanism put in place encouraged competition among villages bringing about fundamental changes in the value system creating a “can-do” attitude. Villagers were left to design and implement their plans and programmes, helping to develop strong technical, managerial and organizational competency at the local level.

It was such social mobilization that contributed to large-scale reforestation in Korea. Reforestation under SMU had six components:

- Fireplace & Chimney improvement.
- Creation of fuel wood forest.
- Establishment of nurseries for seedling production.
- Planting trees for environmental improvement.
- Creating income-generating forests.
- Planting trees for erosion control.

Assessment of reforestation under SMU indicates that success has been largely due to:

1. Providing clarity as regards forest ownership;
2. Integrating top-down and bottom-up approaches;
3. Strong collaboration between the different agencies; and
4. Nurturing village/ community leaders.

It was noted that while SMU helped in large scale reforestation, increasing the forest cover to about 70 percent, its importance has declined considerably in the context of the larger economic, demographic, technological, political and environmental changes witnessed by Korea in the last two to three decades. This again indicates that every intervention has to be very context specific and what is successful under certain conditions may not be a success in the changed context. Korea is now a post-industrial knowledge society and the social mobilization approach that succeeded in the 1970s is unlikely to be effective now. Yet the experience clearly demonstrates how a combination of strong policies, leadership, and local mobilization could bring about fundamental rural transformation, a lesson still relevant for several countries.

CTS Nair: Joint forest management in India

Joint Forest Management (JFM) is one of the most significant efforts in India to involve local communities in managing degraded forest lands under government control. The scale, diversity of conditions and outcomes so far provide valuable insights into the challenges in developing participatory approaches to natural resource management, especially in densely populated countries. The presentation provided an overview of JFM including its origin, current status, and factors that affected its performance.

Joint Forest Management is a partnership arrangement between Forest Departments (who are legally the owners) and the local communities. Through an agreement, the local communities assume the responsibility to protect and manage the forests and in return, they are given access to the products and share of the income from the area. It was the National Forest Policy of 1988 that paved the way for large-scale adoption of joint forest management and several factors enabled its rapid spread as indicated below:

- The long history of local community involvement in the management of land and other resources;
- Effectiveness of farm forestry in boosting wood production;
- Success of some of the early pilot efforts to involve local communities in the rehabilitation of degraded forests;
- Forest policy changes (especially the 1988 National Forest Policy) giving priority to meeting the needs of local communities and stipulating increased involvement of people in managing forest resources;
- National level directives and guidelines on implementation of joint forest management;
- Development of institutional framework at various levels – forest level JFM Committees, Forest Development Agencies at the district and state levels and
- JFM Cell at the national level in the Ministry of Environment and Forests to monitor progress in JFM implementation.

All the above have speeded up the spread of JFM and by 2010 some 24.6 million ha accounting for 30 percent of the forests in India have been brought under JFM. The total number of JFM Committees is about 112,896 and some 14.5 million families are involved in implementing JFM. However, being a large country with varied socio-economic and ecological conditions, the area covered by JFM and its effectiveness has varied significantly. In some states, almost 70 percent of the forest has been brought under JFM, while there are some areas where JFM covers less than 10 percent of the forests.

The presentation and discussion also highlighted the many challenges in implementing JFM.

- There are several studies that suggest that JFM had a positive impact on the condition of forests.
- JFM has enhanced the income earning opportunities – especially from the collection of non-wood forest products, sale of timber and wages for various ongoing activities. witnessed an improvement in Afforestation and reforestation

- In many states, JFM has broadened their intervention to improve the overall development of the villages, especially through investing in schools, healthcare centres, improving irrigation, agriculture development, etc.

Some of the challenges as regards JFM relate to the following:

- Governance challenges, especially the relationship between the partners - the local communities and forest department.
- JFM has largely evolved as a top-down approach. Forest Department has a strong administrative, technical and financial control of JFM activities.
- Many, however, are of the view that JFM is not encouraging true participatory efforts, thwarting genuine devolution of forest management to local communities.

Yam Malla: Community forestry and poverty reduction: Lessons from Asia

Mr. Malla provided an in-depth assessment of community forestry’s evolution, its present status in the Asia-Pacific region, its role in poverty reduction and the emerging opportunities and challenges confronting community forestry. Although communities have been managing natural resources for a very long time,



organized forest management largely ignored the role of local communities. It was in the context of continued deforestation

and degradation that attention began focusing on community participation in forestry. Initially, it was largely a “techno-centric” approach of creating awareness and knowledge among the communities, which failed to have the desired impact. It was in the 1980s that devolution of responsibilities to local communities became widely accepted.

Elaborating the experience of community forestry in Nepal and other Asian countries, Mr. Malla outlined the status of community forestry and how it has contributed to poverty reduction. It was pointed out that community forestry has helped to improve the different assets – natural capital, financial capital, human capital, social capital and physical capital. Nepal has developed specific guidelines as to how to mainstream poverty reduction in community forestry (see Box 3).

Box 3: Mainstreaming poverty reduction in community forestry in Nepal

Nepal’s CF program has developed guidelines on how to target the poor particularly focusing on:

- Social mobilization, group facilitation & coaching;
- Community endorsed wellbeing rankings to identify/ target poor h-holds;
- Allowing free access to f/products over & above the equal benefits provided to all users;
- Directing 35% of CF cash income in support of the poor households’ income generating activities.
- Giving preference to poor for jobs from forestry or forest product enterprises;
- Directing CF village dev expenditure to be more pro-poor (or reduce such expenditure);
- Training / scholarships to extreme poor or socially most excluded children & girls; and
- Providing share equity in f/product enterprises to the poor h-holds.

Nepal has also developed a specific gender

Although comprehensive nation-wide assessments have not been made, various case studies suggest significant improvements in the socio-economic conditions of the poor. Some of the notable accomplishments in the case of Nepal are:

- Stability in land use and decreased incidence of forest fires and illegal forest products harvesting and increased control of forest grazing;
- Enhancement of forest biodiversity with higher tree density in formerly degraded forestlands, increased species diversity, the return of wild animals and birds, regeneration of important tree species, etc.
- Revival of dried water sources/ streams & increased water flow/ availability
- Villagers have reinvested 28 to 50 percent of income in forest development.
- Communities also employ forest watchers to protect forests, which otherwise would have cost governments a huge amount.

The presentation also provided a succinct analysis of why community forestry succeeded in some situations while in others it did not, and what is needed to enhance the contribution of community forestry to alleviate poverty. A lot more needs to be done to realize the full potential of community forestry. There is some reluctance both on the part of the communities as also governments to take advantage of the opportunities provided by commercial wood production. Continued reform of policies, rules and regulations and institutional arrangements are unavoidable if the full potential of community forestry for poverty reduction is to be accomplished.

MODULE 5: ECONOMICS OF FORESTRY INTERVENTIONS

This module considered a number of economic aspects relating to poverty reduction through forestry interventions. It was emphasized that ultimately economic viability is critical to enhance the contribution of forests and forestry to poverty reduction and neglect of this aspect could undermine the long term viability of poverty reduction efforts. The module consisted of the following sessions:

- Economic aspects of poverty reduction through forestry.
- Payment for ecosystem services: A win-win option.
- Paris Agreement, REDD+ and poverty alleviation: Lessons learnt and the way forward.
- Financing environmental and forestry programmes: GCF and GEF.

CTS Nair: Economic aspects of poverty reduction through forestry

The presentation pointed out that economics pervades every aspect of human pursuits, whether undertaken individually or collectively, and every intervention has an economic dimension. Often many interventions, including in forestry, intended to benefit the poor have neglected economic realities, consequently undermining their long-term viability. Every forestry intervention has two types of economic implications namely, (i) changing the overall income generated and (ii) how income or benefit is distributed between different segments of society.



Forestry interventions addressing poverty need to consider economic issues from the perspectives of the poor and that of forestry and every effort should be made to enhance the convergence of the two. Every aspect of people- nature interaction which encompasses policies, institutions, knowledge and skills, and markets, have their economic dimension. It was noted that a number of policy, institutional and technological interventions have been attempted to enhance the poverty reduction role of forestry:

- Ownership of forest lands to forest dependent communities.
- Improved access to forest product markets.
- Commercial scale community forestry
- Improved employment and income earning opportunities in various forestry activities (logging, transport, processing, etc.).
- Pro-poor PES

While these are necessary, they are however insufficient to fully address poverty. Especially in a globalized world, changes are rapid and unpredictable and what is successful at a given point of time may not remain as successful as changes unfold. The presentation also explained the need for shifting from supply oriented efforts to demand-driven value chain approaches. The need to tailor interventions to the specific conditions confronting the poor needs to be considered and this may particularly focus on improving access to natural capital (for example tenure reform), augment physical capital (investment in infrastructure), improve human capital (through education, skills, etc.) or access to financial capital (for example credit).

CTS Nair: Payment for ecosystem services: A win-win option

This session provided an overview of the principles underlying payment for ecosystem services (PES), the experience hitherto in implementing PES and the opportunities and challenges for PES in contributing to sustainable forest management and poverty reduction. It was noted that provision of ecosystem services has become more valuable and an increasing proportion of forests are being set aside for watershed protection, conservation of biological diversity, carbon sequestration and provision of amenity values. PES has evolved in the context of rewarding landowners, especially to compensate the income they have to forego in providing ecological services.

Details of the evolution of PES as also the experience gained in its implementation were discussed. The type of markets and the providers and users of ecological services were discussed and the challenges in developing PES for key ecosystem services were discussed drawing upon the experience hitherto. It was noted that generally, PES works well when there is clarity on the technical aspects and the buyers and sellers of ecosystem services can be easily linked. Most of the so-called PES currently under implementation as regards watershed services are primarily public subsidies to landowners. Challenges in the pursuit of PES as regards carbon sequestration were also discussed considering the volatility of carbon prices and the potential for fraud considering the nature of carbon credit trading.

Livelihood improvement through PES has to deal with multiple challenges – Economic, social, institutional and technical. It has to satisfy a number of necessary conditions including:

- Effective regulatory framework.
- Favourable land and resource tenure.
- Industry and consumer preference.
- Public sector support.
- Effective local institutions.
- Knowledge and knowledge sharing arrangements.

Important messages from the session are:

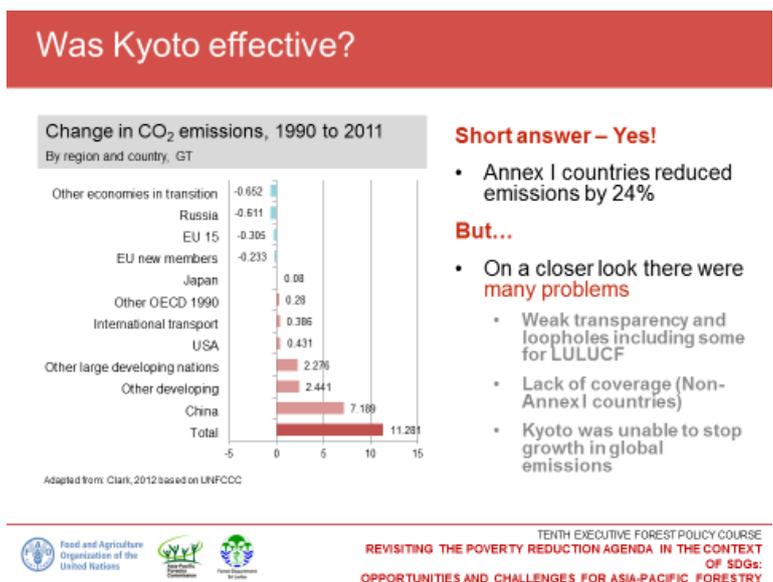
- Feasibility of PES is very much linked to the larger socio-political, economic and institutional environment and the socio-economic conditions of the households.
- Ownership of land and forests is a key issue as regards realizing PES benefits by rural communities. Tenure reform is hence most critical.
- Need to consider the opportunity costs of provision of ecological services. Income from PES may not be commensurate with the income from foregone opportunities.
- PES is highly context-specific: “One size fits all” approach is bound to fail.
- Developing a PES system in itself is an extremely challenging task. It requires a wide array of policy, institutional and technical interventions to work in unison.
- Enhancement of livelihood through PES makes it much more complex.
- Bundling of the different environmental services and adoption of a landscape approach could help to address some of the economic challenges in enhancing the livelihood role of PES

Beau Damen: Paris Agreement, REDD+ and poverty alleviation: Lessons learnt and the way forward

The session provided a comprehensive view of a wide array of issues pertaining to climate change, Paris agreement, and REDD+. A pre-session evaluation assessed the participant’s view on REDD+ and the best approach to deal with climate change. Specifically, the session focused on the following:

Climate change and climate change agreements: There are irrefutable evidences that we have reached a state of irreversible climate change stemming from human interventions. While most of the historical emissions have been caused by developed countries, developing countries account for a large proportion of greenhouse gas emissions in the recent years. The presentation provided an overview of UNFCCC and the Kyoto Protocol and the challenges in implementing the Kyoto Protocol. The key lessons from Kyoto Protocol are:

- Dedicating significant negotiation resources on emissions reductions commitments and their legally binding nature was not efficient or effective.
- Monitoring and reporting of commitments is essential for building trust among countries to enact policies and programmes to improve management.
- Flexibility should be a key element of the adoption process and any future agreement.
- Coverage must be expanded to have any possibility of curbing emissions.



Key elements of Paris Agreement

This part addressed key aspects relating to the Paris agreement, including the commitment as regards keeping the rise in temperature below 2°C, the nature of actions to be pursued, the period of commitments, and how the commitment is to be implemented. A nationally determined contribution (NDC) and an enhanced transparency framework (ETF) are the two key components for operationalizing the Paris Agreement and every country is required to regularly provide (a) a national inventory report on anthropogenic emissions and (b) information to track implementation of NDCs. Land use including forestry is a key component of NDCs in many Asia-Pacific countries. Evidently ongoing initiatives like REDD+ will have to be mainstreamed into NDC, opening up opportunities to link up with the larger development goals and mobilizing resources for sustainable forest management. Recent events are however casting some challenges in the implementation of Paris Agreement and participants shared their concerns in this regard during a debate.

REDD+ basics

This part provided an idea of what REDD+, the drivers of deforestation and degradation, the REDD+ design framework, and the different stages in the implementation of REDD+. The five REDD+ activities include:

- Reducing emissions from deforestation;
- Reducing emissions from degradation;
- Conservation of carbon stocks;
- Enhancement of forest carbon stocks; and
- Sustainable forest management.

The four REDD+ design elements are (a) a national strategy and action plan, (b) national forest monitoring system (c) safeguards information system and (d) forest reference level. It was noted that REDD+ is to be implemented at the national level. Though the countries may start implementation at the sub-national level, eventually this has to transit to full national scale implementation. There are three phases for implementation – a REDD+ readiness phase, Piloting phase and Full implementation. As such most countries are in the readiness phase and it will take quite some time before any country is able to actually implement REDD+ on a national scale.



Future of REDD+

This segment outlined some of the challenges in implementing REDD+ which in particular include:

- Finance: ensuring adequate and predictable finance for implementation
- Demonstrating results: Transforming REDD+ activities into benefits for communities
- Conflicting interests: powerful (political and economic) interests may favour deforestation and forest degradation
- Cross-sectoral coordination: drivers of D&D often lie outside of forest/environment sectors
- Institutional arrangements: clear coordination, transparency, and accountability

Three types of REDD+ were identified – Carbon – centered, Co-benefit centered, and Landscape-centered. Initially, REDD+ has been designed as a Carbon-centered approach. Yet there are very few experiences as regards results-based payments for REDD+ activities. The pursuit of co-benefit-centered and landscape-centered approaches to REDD+, though attractive brings up more challenges as regards governance. Some of the general conclusions from the session are:

- The idea of REDD+ serving as one coherent, integrated, top-down financial with one set of objectives is unlikely;
- Results-based payments have the potential to be pro-poor at least from a household perspective;
- REDD+ will continue as a patchwork of different initiatives and sources of finance; and
- Paris Agreement provides flexibility to accommodate the development of this patchwork.

This was followed by a debate on the future of REDD+ dividing the participants into two groups (Optimists and Pessimists) and each group presenting their arguments through three speakers each. On the whole, the Pessimists were able to better articulate their views, highlighting the continued challenges in operationalizing REDD+ especially considering the macro and micro governance factors.



Beau Damen: Financing environmental and forestry programmes: GCF and GEF

The session provided an overview of multilateral climate finance particularly focusing on the two most important mechanisms - Global Environmental Facility (GEF) and Global Climate Fund (GCF). Climate finance is a hot issue and finance target is formally included in the Paris Agreement. There are several sources of climate finance, whose total value in 2015 is estimated at about USD388 billion. Multilateral climate finance is linked to the implementation of multilateral environment agreements (MEAs) and comes from two streams namely UNFCCC and non-UNFCCC. MEAs encompass a wide range of issues relating to (a) biodiversity, (b) land, (c) seas, (d) chemicals and hazardous waste and (e) atmosphere. MEAs relevant to forestry are those dealing with biodiversity, land, and atmosphere and over time these are evolving accommodating new knowledge and changing perceptions, learning from implementation experience.

Since 1991 GEF has been supporting projects linked to three MEAs, namely UNFCCC, CBD, and UNCCD, financing some 4000 projects in 165 countries with GEF putting up USD 14.5 billion and leveraging USD 75.4 billion. Currently, GEF has 8 focal areas and GEF support is focused on incremental costs of achieving global environmental benefits. In supporting projects, GEF follows the “incremental cost principle” providing the “icing on the cake” and the core expenditure needs to be met by national and other agencies. GEF has hitherto supported 380 forestry related projects with USD 2.1 billion leveraging co-financing to the tune of USD 9.5 billion.

The Green Climate Fund (GCF) is a collective global response in support of low emission and climate resilient development. It has received pledges to the tune of USD 10 billion of which approximately half is for adaptation and the rest for mitigation. Some part of the adaptation allocation is dedicated to low-income developing countries and small island developing countries. Key impact areas of the GCF are as given in Table 5.

Table 5: Thrust areas of GCF funding

Mitigation impacts	Adaptation impacts	Cross-cutting areas
<ul style="list-style-type: none"> • Energy generation and access • Transport • Forests and land use • Buildings, cities, industries and appliances 	<ul style="list-style-type: none"> • Health, food and water scarcity. • Livelihoods of people and communities. • Infrastructure and built environment. • Ecosystems and ecosystem services 	<ul style="list-style-type: none"> • Climate compatible cities • Sustainable, low emission and resilient agriculture • Scaling up finance for forest and climate change • Enhancing resilience in SIDS • Transforming energy generation and access

The presentation also outlined the GCF investment criteria which includes (i) impact potential, (ii) paradigm shift potential, (iii) sustainable development potential, (iv) needs of the recipient, (v) country ownership and (vi) efficiency and effectiveness. There are some 58 indicators relating to these six criteria. Further, GCF has eight environmental and social performance standards. Preparation of GCF projects is time and resource demanding and there are indications that forestry’s share in the GCF is rather low considering the complexity in their formulation and implementation.



The session concluded with an exercise during which each group prepared a poster presentation of a concept for GCF funding and making a case for funding the proposal.

MODULE 6: TOOLS FOR ASSESSING FORESTRY’S IMPACT ON POVERTY

The module consisted of just one session aimed to provide an overview of tools for making public decisions as regards programmes and projects with particular reference to social cost-benefit analysis. The main thrust was to provide an indication of how costs and benefits are assessed and compared, especially in the context of fulfilling the objective of poverty reduction.

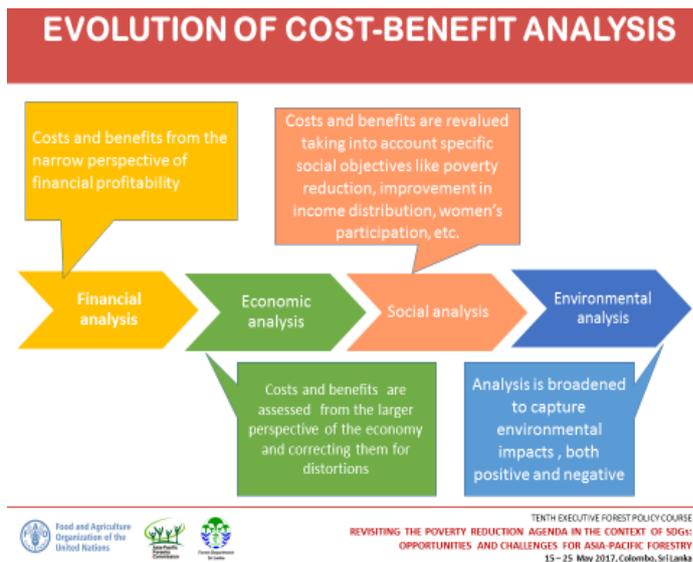
CTS Nair: Tools for making the right choice: Social cost-benefit analysis

Any choice – by individuals and society as a whole – relating to the use of resources impacts costs and benefits and how they are distributed among the different people. Those responsible for implementation of programmes and projects will have to carefully assess the net benefits and more importantly their distributional effects. It is in this context the presentation provided an overview of:

- The basic principles of cost-benefit analysis including how cost and benefit streams are estimated;
- Working out the net benefits giving due consideration to the different time horizons;
- Expressing the net benefits in terms of net present value (NPV), benefit-cost ratio (B/C ratio) and internal rate of return (IRR);
- Assessing costs and benefits from the larger perspective of the economy focusing on economic efficiency; and
- Accommodating social objectives like poverty reduction identifying benefits and costs to target groups and giving different weights.

The presentation provided an indication of the evolution of cost-benefit analysis enabling it to accommodate concerns about efficiency, equity and environmental sustainability (see Fig). Giving examples of how the accounting of costs and benefits change as one moves from narrow financial analysis to economic, social and environmental analysis, Mr. Nair explained that what may be a cost to an individual entrepreneur could become a benefit to the society as a whole. Similarly, monetary benefits to individuals could become an environmental cost for the entire society. Mr. Nair also explained how poverty reduction issues could be incorporated into programmes and projects, enabling the choice of those that cater most to poverty reduction.

In conclusion, it was noted that though a very useful tool in facilitating decision making, CBA is also one of the most misused tools. Key challenges in undertaking cost-benefit analysis include:



- Unless there is transparency, it is convenient to manipulate CBA to justify any decision. In fact, there are several instances where favourable decisions are “engineered” through manipulation of cost-benefit analysis.
- Correctly identifying the entire cost and benefit stream is the greatest challenge.
- Many of the project proponents have a strong tendency to exaggerate the benefits and underestimate the costs.
- Finding the right price that reflects the true value/ cost to society – including the discount rate - remains challenging.

MODULE 7: COMMUNICATION SKILLS 1: PRESENTATION SKILLS AND SOCIAL MEDIA

Historically foresters have not been good communicators as they have largely focused on technical aspects of forestry, paying much less attention to the human dimensions of resource management. However, the situation is changing very rapidly. As more stakeholders are making competing demands on forests, foresters have to become excellent communicators as also negotiators. Two important sessions were included in this module: (a) Making communications effective; and (b) Living in an era of social media: Opportunities and challenges. Key issues discussed during the two sessions are indicated below:

Caroline Liou: Making communications effective

The session commenced with a “fishbowl exercise” with selected participants responding to questions relating to the present status of communications, especially whether they are being heard and what gaps are being faced in forestry communications. Ms. Liou provided a detailed account of the key questions and the practical steps involved in effective communications as indicated in Table 6 below:

Table 6: Issues to be addressed and steps in effective communication strategy

Key questions	Practical steps
1. What do we want?	<ul style="list-style-type: none"> • Identify and analyze the problem • Establish your communication goals and objectives
2. Who holds the decision-making power?	<ul style="list-style-type: none"> • Identify and understand your target audience • Analyze potential influencers
3. What must we do to convince them to act?	<ul style="list-style-type: none"> • Develop key messages, arguments and incentives • Engage media support
4. How will we know if our strategy is working?	<ul style="list-style-type: none"> • Develop an activity plan • Evaluate process and impact



The questions and the practical steps were elaborated based on actual experience of forestry communication. It was noted that forestry is far behind in effectively communicating with its stakeholders and rarely a coherent communication strategy is formulated and implemented. Many of the problems in forestry primarily stem from the failure to effectively communicate with stakeholders. Further, most often communications become a one-way process. The need for clearly designing the message, adopting the right approach and systematically

analyzing the effectiveness of the communication strategy was emphasized.

Caroline Liou: Living in an era of social media: Opportunities and challenges

During the last one decade, social media has grown rapidly and has become an important means of influencing a wide array of stakeholders. In fact, it has become more powerful and influential than the traditional medium of communications. Many segments of society communicate almost entirely through social media. Forestry profession needs to have a clear understanding of the potentials and limitations of social media and if not actively taking advantage of the opportunity, someone else will use it and influence decisions in less desirable ways. All the more so in the context of widespread myths and misconceptions about forests and forestry. It is in this context Ms. Liou provided an overview of how social media are being used and what should be the elements of a social media strategy.

A social media strategy should:

- Define the goals, objectives and target audiences;
- Choose the right social networks;
- Plan the content that is proposed to be shared; and
- Develop a social media promotion plan.

A wide array of tools are available to design presentations and social media channels to ensure that it gives the maximum opportunity to reach the intended target groups. The presentation provided the example of

Charity: Water explaining how it was able to mobilize support for its effort to provide clean water to people. The three pillars of a digital strategy are:

1. Inspiring people;
2. Providing a platform for people to make a huge impact; and
3. Providing feedback to show how people’s efforts are making an impact.

To conclude, Ms. Liou encouraged the participants to join the Asia-Pacific Forest Communication Network.

MODULE 8: COMMUNICATION SKILLS II – PREPARATION OF POLICY BRIEFS

Drafting concise write-ups to facilitate informed decision-making has become an important requirement for most of the officials. It is in this context that drafting policy briefs was included as a key component of the Policy Course. Important sessions under this module included the following:

1. Introduction to the preparation of policy briefs;
2. Preparation of policy briefs: How to make the messages stick;
3. Making good presentations; and
4. Preparation and finalization of policy briefs:

CTS Nair: Introduction to the preparation of policy briefs

The introduction focused the need for developing skills in drafting policy briefs including what is a policy brief, steps involved in drafting the brief, the process proposed to be adopted during the Course, suggested the structure of a policy brief and a provisional outline. It was pointed out that we are in an era of information overload and policy makers find it extremely challenging to take informed decisions in the context of a maze of information. Policy briefs are short, neutral and fact-based assessment of an issue or problem outlining the pros and cons of different options and indicating what may be pursued. A list of provisional topics for drafting policy briefs was presented requesting each group to select one from the list (See Box 4 for the list of topics).

Box 4: Proposed policy brief topics

1. Making forest policies pro-poor
2. Reforming the forestry departments to accomplish the poverty reduction objective.
3. Forest tenure and poverty alleviation
4. Improving the non-wood forest products value chain to enhance rural income.
5. Small holder tree growing and poverty alleviation.
6. Potential for enhancing rural women’s participation in forestry
7. Improving the economic viability of small scale forestry enterprises.
8. Enhancing the role of forestry in accomplishing SDG 13 – Climate Action.
9. Implementation of pro-poor PES for watershed protection.
10. Management of protected areas through local community participation.

Table 7: Policy brief topics selected by different groups

Group	Group members	Topic
Group 1	Madeline George Pau, Wilawan Wichienopparat, Yoga Hadiprasetya, Niroj Timalisina, Hany Setiawan	Enhancing the role of forestry in accomplishing SDG 13 – Climate Action
Group 2	Isabelta Austria, Nimal Gunasena, Florence Pinduo, Nguyen Tien Hai, Jayaweera Upul Jayaweera	Improving the non-wood forest products value chain to enhance rural income
Group 3	Wei Liu, Citra Hartati Harmuzi, Loraini Kasainaseva, Samuel Vazu and Nabin Bhattarai	Management of protected areas through local community participation
Group 4	Elizabeth Helali, Godfrey Bome, Mohammad Jalal, Vansy Senyavong, and Khanjada Shahriar	Small holder tree growing and poverty reduction
Group 5	Waheeda Parvin, Jessica Yambutua, Noa Vakacegu, Subasinghage Subasingha	Improving the economic viability of small scale forestry enterprises

After discussion among the group members, the following topics (Table 7) were identified by the different groups:

Caroline Liou: Preparation of policy briefs: How to make the messages stick

Caroline Liou’s presentation focused on two key aspects namely (i) characteristics of messages that stick and (ii) how to develop and fine tune messages in relation to the topics of policy briefs identified by the different groups. To be effective the message should clearly specify:

- What is the problem;
- What is the solution; and
- What do you want your target group should do?

Issues involved in defining the problem, identifying solutions and the call for action were illustrated in the context of forestry and poverty reduction. Key SUCCESS characteristics of messages are that they should be:

- Simple;
- Unexpected;
- Concrete.
- Credible;
- Emotional; and supported by
- Stories

Participants were then requested to revise the policy brief message in accordance with the SUCCES criteria adhering to the following principles:

- Single out the most important aspect of the key message.
- Make it super-easy to understand, eliminating jargons; use concrete terms.



- Find an angle that's counter-intuitive; pique curiosity before providing the answer.
- Include proof/data that'll convince the audience that you're right.
- Associate the message with someone/something your audience cares about; include what they can gain.
- Say how the problem is proposed to be solved in an interesting and creative way.

Each of the group made a two-minute presentation about the policy brief being prepared. It was pointed out that forestry communication faces a number of challenges including the attitude of decision-makers, knowledge of different authors, appropriateness of messages and relevance of communication tools and channels.

Yurdi Yasmi: Making good presentations

The presentation outlined some of the critical steps involved in making good presentations. Drawing on the strategies adopted by Apple in marketing their products, the presentation listed the following steps:

1. Create headlines;
2. Craft a story and use visualization;
3. Keep the presentation simple (a presentation is intended at a given audience and not about the presenter);
4. Limit to three main messages.
5. Involve the audience (make eye contact, ask questions and get their views)
6. Refine and rehearse.



PRESENTATION IS ABOUT THE **AUDIENCE**, NOT ABOUT YOU

HELP THEM UNDERSTAND

SIMPLIFY COMPLEX ISSUES

AVOID JARGONS

GIVE MEANINGS TO NUMBERS

The critical importance of investing sufficient time in preparations and practice was emphasized and it was noted that bad presentations could kill very good ideas.

Preparation and finalization of policy briefs

This segment, spread over several hours during the entire course led to a detailed discussion on the topic selected by each group, sharing of knowledge, review of various documents, drafting the policy brief and making a short presentation. Participants were given guidance and support during the different stages of drafting the policy brief. On the final day of the course, each group made a 10-minute presentation which was reviewed by a group from among the participants and resource persons. The five policy briefs prepared during the course is given under **ANNEX IV**.

FIELD TRIP

The Sri Lankan Forest Department organized two field trips on 18 and 22 May to provide a general picture of forestry activities in the State as indicated below:

Kannelia Reserved Forest – 18 May 2017

The Kannelia Reserved Forest extending over an area of 5305 ha is part of the Kannelia, Dediyaigala, and Nakiyadeniya (KDN) Forest Complex (10918 ha) is an extremely biodiversity rich area as also having significant watershed values. The area which was under logging until 1988 and the area was declared as a Biosphere Reserve in 2004. The most notable feature of the KDN Complex is the efforts to involve local communities in the management of the Reserve, especially to generate income through ecotourism and other allied activities. People living in the forest fringes are organized under the Forest Protection Society which undertakes a range of activities including forest protection, seedling production and so on. Livelihood opportunities for local communities include:



- Employment as tourist guides;
- Production and sale of local handicrafts items and candies mainly for sale to tourists;
- Employment in forest protection and rehabilitation;
- Managing guest-houses and homestays for tourists; and
- Collection of non-timber forest products from the buffer zone.

Several factors have contributed to the success of KDN Complex. Almost all the forest fringe dwellers own land and produce tea and a wide array of other agricultural crops. The Forest Department also supports the farmers to enhance the productivity of land, thus reducing the pressure on the adjoining forests.

On the whole, the KDN Complex is well managed and the local communities are actively supporting the sustainable management of the area. To a large extent, this is due to the fact that the extent of forest dependence of the forest-fringe communities is relatively low on account of better land ownership and the opportunities for a wide array of income sources. Discussion with local community representatives suggests that the park has improved their livelihood opportunities enhancing their commitment to protect the park.

Wood processing units near Colombo – 22 May 2017

The trip covered the wood processing complex under the State Timber Corporation (STC) in Moratuwa which included a saw mill, a plant for preservative treatment of railway sleepers and transmission/ fence posts, a furniture unit and later the furniture sales outlet. The participants also got an opportunity to visit a saw milling unit and a furniture unit under private ownership and thus were able to compare some aspects of private and public sector functioning. Some of the important observations made during the visit are:

- On the whole efficiency in conversion seems to be much lower as regards the STC owned units in comparison with the privately owned units. Wood recovery rate is less than 45% in the case of STC units, while that of the privately owned units is 90%.
- The fact that STC is getting timber at concessional rates from the Forest Department and has been able to develop a captive market, supplying mainly to government agencies, has created strong disincentives towards enhancing efficiency. It was noted that even good pieces of teak wood, which would have been used in privately owned mills, are being used as boiler fuel indicates the lack of incentives to enhance recovery/ productivity.
- Private units seem to have better wood recovery and the products therefrom are very competitive.



Responding to rapidly changing market opportunities require a very agile organization and obviously, State run organizations like STC face several challenges in this regard.

AN OVERVIEW OF THE COURSE

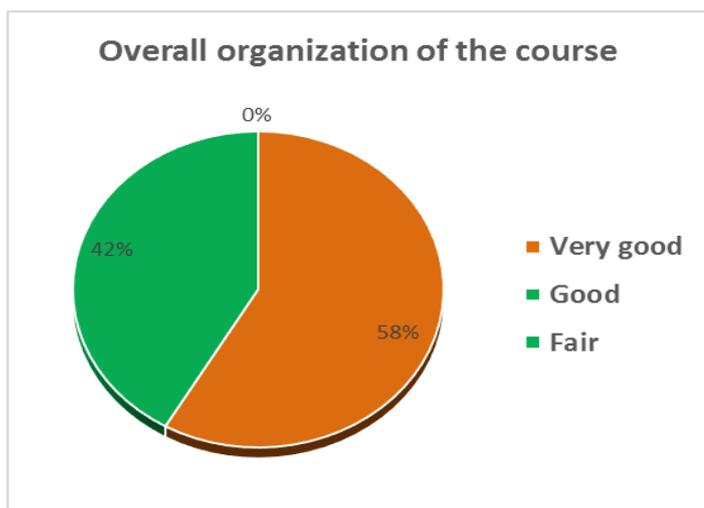
On the concluding day, Dr CTS Nair provided an overview presentation indicating the overall structure of the course, the modules and sessions and key findings. The main messages/ issues discussed were summarized as below:

1. The larger environment of forestry is undergoing very rapid changes. Often forestry organizations are unable to perceive and adapt to the larger changes.
2. The governance system – including policies, legislation, and institutions - needs to undergo fundamental changes. Command and control organizations have no future in a networked world.
3. Need to realize that there are limits to what can be done by forestry alone as regards poverty reduction. Forestry has to work very closely with other sectors and this will require a broader landscape approach transcending the historical sectoral boundaries.
4. Thinking out of the box is unavoidable if we have to address most of the current and emerging problems.
5. Leadership is very critical; unfortunately, good leaders have become “a rare and endangered species”.
6. Tenure reform is fundamental to any programme dealing with poverty reduction.
7. Major transformations – as in the case of Korea – took place in the context of a combination of factors.
8. Economic viability of forestry initiatives needs in-depth assessment. Inefficiency and waste need to be addressed without which sustained poverty reduction will be impossible.
9. Informed use of tools like social cost-benefit analysis fully understanding the challenges in their use is critical to enhance pro-poor investments.
10. We all need to become excellent communicators.

In conclusion, Mr. Nair reiterated the need to (a) think outside the forestry box, (b) take a long-term perspective and look at the horizon to see what is coming and (c) shift from a forest-centric perspective to a people-centric approach.

COURSE EVALUATION

At the end of the course participants provided their feedback on the course by completing a questionnaire (see ANNEX V). Participants were requested to grade the different components of the course (from very good to very poor), as also to indicate what they found most useful, what parts of the course they found least useful, parts of the course most relevant to their work, what they will do differently after having attended the course and suggestions to improve future courses. All the participants completed the questionnaire. Their responses were tabulated to get an idea of the participant’s perception of the course. Key findings from the evaluation are summarized below:



General organization

Participants were requested to assess the overall organization of the course based on the following criteria:

1. Information received on the course;
2. Information on general arrangements;
3. Accommodation arrangements;
4. Meals, breaks and general comfort provided;
5. Venue arrangements; and
6. Opportunities for interacting with other participants.

Of the 24 participants, 14 participants (58 percent) found the overall arrangements for the course as very good and the remaining 10 participants (42 percent) rated it as good. No participant evaluated the arrangements lower than good. The different components of the course organization were assessed as indicated in Table 8 below:

Table 8: Participants assessment of different components of course arrangements				
Component	Very good	Good	Fair	Total
Information received	19	5	0	24
Information on hotel, travel	17	5	2	24
Accommodation	16	7	1	24
Meals, breaks, etc.	9	14	1	24
Venue arrangements	13	11	0	24
Opportunities for interaction	17	7	0	24
Overall arrangements	14	10	0	24

Assessment of the different modules

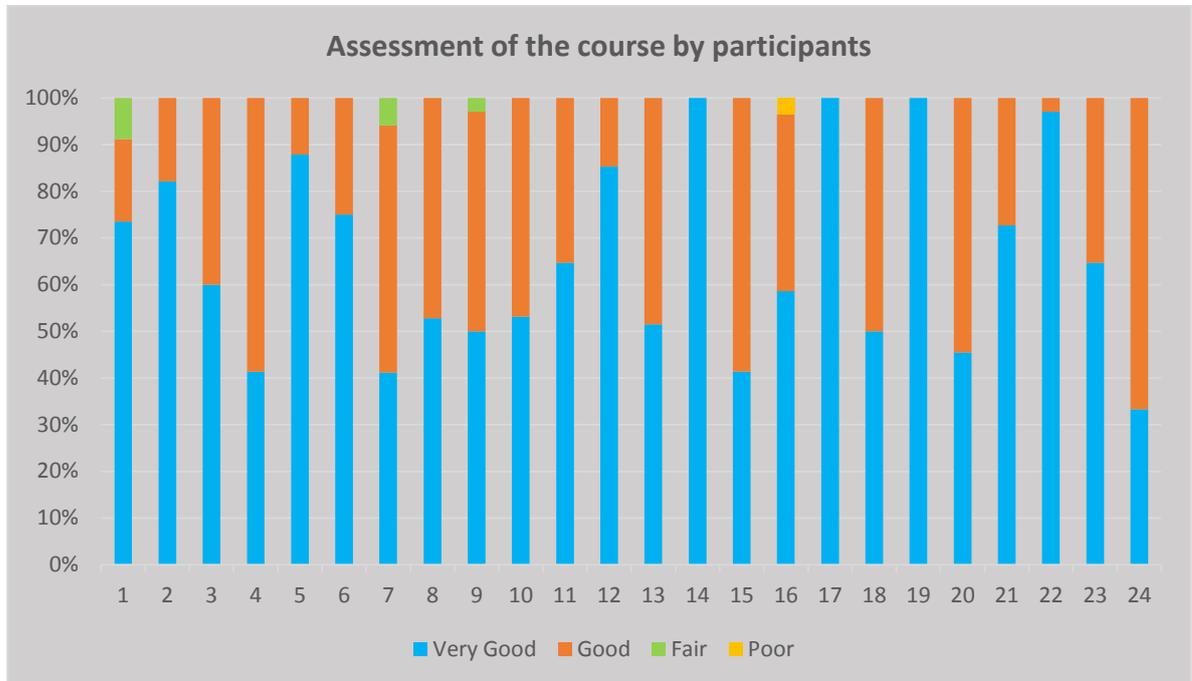
Table 9 below summarises how the different participants have evaluated the different modules:

Table 9: Assessment of different modules								
S. No	Module	Number of participants evaluating the module as:						
		Very good	Good	Fair	Poor	Very poor	Total	Very good + Good (Percentage)
1	Changing society, SDGs and poverty reduction	13	10	0	0	0	23	100
2	Forest governance and poverty reduction	16	7	1	0	0	24	96
3	Making forestry practices and programmes pro-poor	14	8	2	0	0	24	92
4	Lessons from poverty reduction efforts through forestry interventions	18	5	1	0	0	24	96
5	Economics of forestry interventions	13	9	2	0	0	24	92
6	Tools for assessing forestry's impact on poverty	13	10	1	0	0	24	96
7	Communications skills 1: Presentation skills and social media	14	9	1	0	0	24	96
8	Communication skills 2: Preparation of policy briefs	12	11	1	0	0	24	96
9	Field trip	7	12	5	0	0	24	79

Overall, the participants found the course quite satisfactory with more than 90 percent indicating the different modules (excepting the field trip component) as very good or good. No module was rated as poor or very poor. In terms of the rating “very good”, Module 4 followed by Module 2 obtained the highest rating. Among the different components, the Field trip received very low rating with only seven participants rating it as very good and 5 rating it as fair.

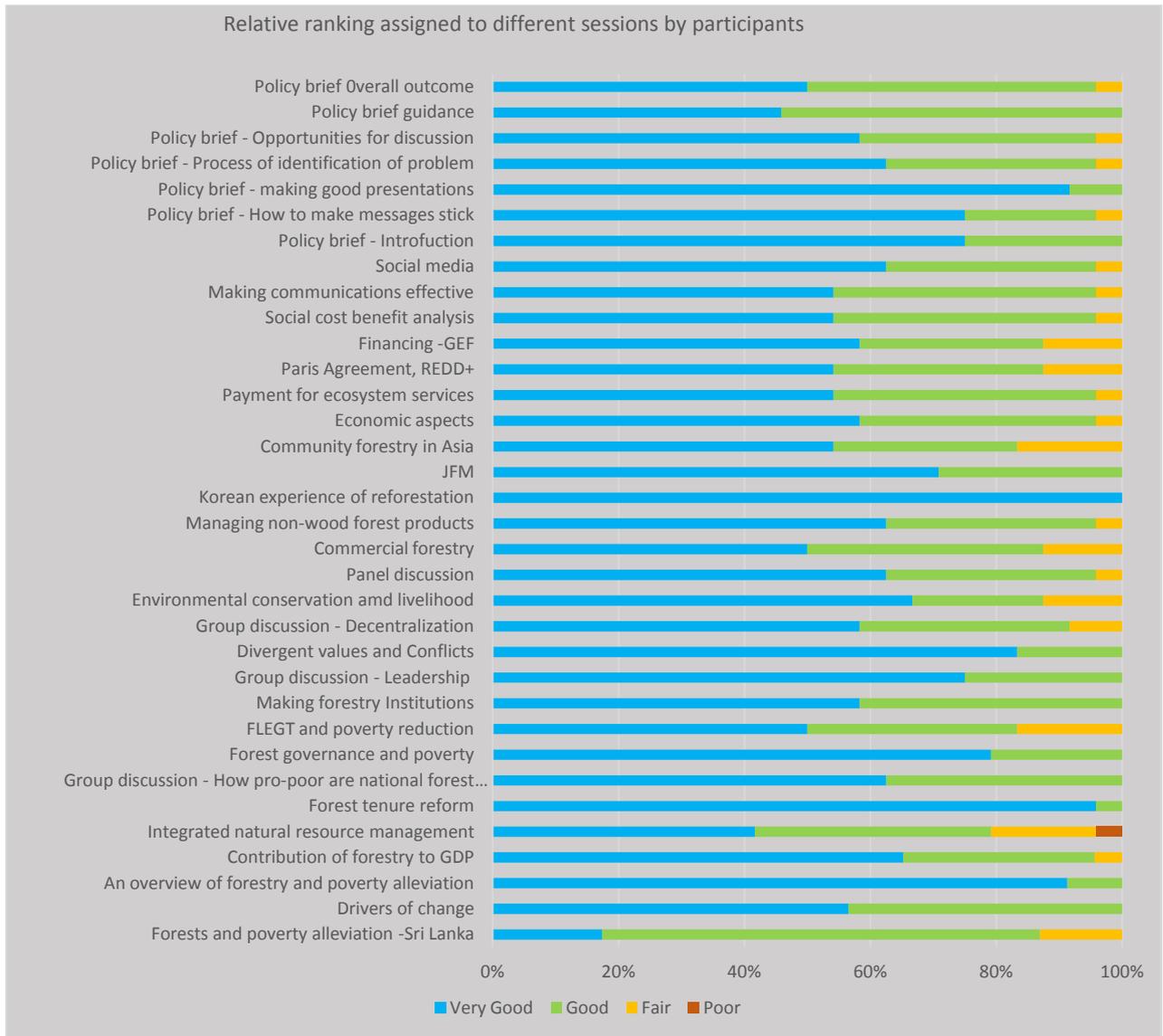
Assessment of different components of the course by participants

Putting together the grades that each of the 24 participants has assigned to the different components of the course (excluding field trip) provides an overall picture of how the course has been perceived by each individual participant(see Figure below). Some of the conclusions that can be drawn from this are:



- Twenty participants (or 83 percent of the participants) rated all elements of the course as either very good or good;
- Three of the participants rated all the modules/ components as very good.
- Of the 24 participants, three rated some of the modules as fair.
- Only one participant rated one component of the course as poor.
- At the aggregate level, 99 percent of the rating comes under the category of very good (66 percent) and good (33 percent) and the remaining 1 percent as fair and poor.

On the whole, the entire course is perceived to be highly satisfactory. The figure below provides the relative ranking assigned to different the sessions.



On the whole, almost all the different components of the course have been well received. Table 10 provides an overview of the ranking of the different sessions.

Table 10: Level of satisfaction (in percentage) of important sessions	
Level of satisfaction (in percentage)	Topics
100	<ul style="list-style-type: none"> • Korean experience of reforestation
95 - 99	<ul style="list-style-type: none"> • An overview of forestry and poverty reduction • Forest tenure reform and poverty reduction • Forest governance improvement and poverty reduction • Group discussion – Leadership in forestry • Divergent values and conflicts • Policy brief- Introduction • Making good presentations
90 -94	<ul style="list-style-type: none"> • Drivers of change • Contribution of forestry to GDP and employment. • Group discussion – How pro-poor are national forest policies • Making forestry institutions responsive • Group discussion – Decentralization and devolution of forest management • Environmental conservation and livelihood improvement • Panel discussion – Role of forests in poverty reduction • Managing non-wood forest products • Joint forest management • Economic aspects of forestry • Payment for ecosystem services • Social cost-benefit analysis • Making communications effective • Living in an era of social media • Policy brief – How to make messages stick
85 -89	<ul style="list-style-type: none"> • How FLEGT could help in poverty reduction • Commercial forestry and rural livelihood improvement • Paris Agreement, REDD+ • Financing environmental and forestry programmes
80 -84	<ul style="list-style-type: none"> • Forests and poverty alleviation in Sri Lanka • Integrated natural resource management

As can be seen from Table 9 all the sessions were rated as quite satisfactory, having scored over 80 percent satisfaction. Of particular interest is the session on Korean reforestation which was rated as “very good” by all participants. Similarly sessions like (a) an overview of forestry and poverty alleviation, (b) Forest tenure reform and poverty reduction, (c) Forest governance improvement, (d) Group discussion on leadership, (d) Divergent values and conflicts, (e) Introduction to policy brief, (f) Making good presentations all had a satisfaction value of 95% and above. In all 23 sessions out of 29 scored a value of 90 and above indicating that on the whole the course was rated as highly satisfactory.

Policy brief preparation

Course participants were requested to provide specific comments on the course work – preparation of policy briefs – focusing on the course work arrangements, adequacy of resources including mentoring and what could help in better drafting of policy briefs. The various comments are summarized as below:

- Several participants indicated that drafting of the policy brief was one of the most important component of the course, extremely relevant and useful in their work. Almost everyone agreed with its direct relevance to their work.
- Many indicated that more time needs to be allocated to this very important and useful component. There were suggestions that one full day (and one participant suggested two days) to be set aside exclusively for preparing policy briefs so that it could get undivided attention. Another participant indicated that this in itself should be a separate training component.
- A number of participants indicated that this provided opportunity for discussion with other group members, helping them to understand forestry development issues in other countries.

On the whole, all the participants have expressed their satisfaction with the policy brief drafting component.

Components of the course most liked and least liked

Participants were requested to list the most liked and least liked components of the course. Notwithstanding the diverse views expressed, some broad conclusions can be drawn from the comments made by the participants as indicated below:

1. Preparation of policy briefs was considered as one of the most liked components of the course with nine participants indicating that this is the most useful component, valuable in their careers.
2. Forest governance and poverty reduction is another module considered as extremely relevant and useful.
3. Similarly, the example of Korean reforestation through social mobilization was rated as one of the most liked session.
4. A number of participants indicated that all the modules were useful and relevant.
5. Communications, economics of forestry, and conflict management were also listed as most useful by some participants.

On the whole, the impression that one could get is that all the different modules and sessions were found to be relevant, although a few of them were rated relatively lower.

Most useful for work

Participants were requested to indicate what parts of the course were most useful for their work and the responses are summarized below:

- Five participants listed that all the modules and sessions are useful in their daily work.
- Eight participants indicated that the preparation of policy briefs was one of the most useful in their work.
- Two of the participants listed communication skills as very relevant and useful in their daily work.

- Three participants listed cost-benefit analysis as very useful in their day to day work. One of the participants indicated that one whole day to cost-benefit analysis to enable a better understanding of the use of the tool.
- Governance improvement and conflict resolution are other two sessions rated as highly useful in day-to-day work.

What will you do differently based on the experience from the course

This question was raised to assess whether the participants have formed an opinion about what they want to do based on their experience in attending the course. Some of the responses to this question are summarized below:

- Gained a better perspective of forestry development after attending the course.
- Adopt improved strategies and policies to enhance the forestry-community relationship.
- Include activities that will help in poverty reduction.
- Gained a different perspective about forestry. Also gained an understanding of how leadership plays an important role in transformation (paradigm shift)
- Share the knowledge with others.
- Change the attitude using the knowledge gained.
- Will be able to produce good/ in-depth policy briefs.
- Adopt “people-centric” forestry.
- Implement more decentralization enabling all stakeholders to participate in decision-making.
- Think outside the box.
- Will improve the presentation skills through more practice.
- Compile all the field report to develop forest policies.
- Will use the knowledge to improve day-to-day work quality.
- Will try to influence my seniors to improve policies.
- Review and amend existing legislation and policy to encourage community forestry.

Suggestions to improve the course

Several suggestions were given by the participants to improve the course. Some of the suggestions include:

- The course should be open to officials in other departments.
- The present schedule is very tight and the time to really absorb the information is limited.
- There should be more case studies and examples of success stories.
- Some sessions could be split up.
- Such course should be organized at the country level.
- Additional time may be given to policy brief preparation and one full day should be set aside for preparation of policy briefs.
- One of the participants indicated the need to include forestry innovations from developed countries in the course.

CLOSING SESSION

Course completion certificates were awarded to the participants by Yam Malla, Yurdi Yasmi, Gan Kee Seng and NDR Weerawardane during the closing session on 24 May. Representatives of the participants expressed their appreciation on the manner in which the course was designed and conducted and thanked FAO and the various partner organizations for providing a unique learning opportunity. The Course Coordinator CTS Nair thanked all the participants for their active involvement in the course and making it extremely lively, productive and stimulating.



CONCLUSIONS AND RECOMMENDATIONS

The successful conclusion of the Tenth Policy Course and the high level of satisfaction expressed by participants and resource persons clearly indicate that the course is making a significant imprint in enhancing the policy analysis capability of forestry professionals in the Asia-Pacific Region. The Tenth Policy Course was particularly more effective primarily due to the advance preparations, regular communication with the participants, the meticulous arrangements made by FAO, APAFRI and the Sri Lankan Forest Department and the excellent team of resource persons. Many of the recommendations made during the earlier Policy Courses have been taken on board while designing the Tenth Course. However, there will be always challenges in accommodating the diverse interests of participants (especially in view of the different levels of their previous exposure to policy analysis) and to provide a comprehensive perspective that satisfies all the participants and the sponsors/ partners.

Considering the importance of the course in enhancing policy analysis capability, it is critical that FAO and its partners continue this important annual event. As such no other organization is providing such an interactive learning opportunity enabling forestry professionals to share their experience, learn about new developments and encourage critical thinking. The following aspects may be taken into account while organizing the future courses:

- Advance preparation seems to be the key to the success of the course as was evident from the Tenth Policy Course. Preparations should commence at least 9 months before the start of the course and participants need to be identified at least 4 months before the course.
- While each course may draw attention to a globally and nationally relevant issue, core policy related topics and analysis methodologies and tools should be given significant time.
- Ability to effectively communicate with stakeholders is becoming a key to manage forest resources sustainably. Some effort has been made to address this by including sessions on communication and presentation skills. There seems to be a need to allocate more time to improve presentation skills.
- Cost-benefit analysis is another skill that policy makers and planners need to be more familiar. A number of participants indicated that this is an important tool very useful in their day to day work. The one-hour session is too short to provide a good understanding of the subject and it is worth considering to allocate more time for this topic.

- More attention needs to be paid in the selection of course participants. As in the previous course, this time also some participants were not able to effectively participate in the discussions and debates as policy analysis was not their area of interest or specialization.
- Although some effort was made to organize the courses on a sub-regional basis, most of the courses are attracting participation from countries outside the focal sub-region. Especially global themes like SDGs, Climate Change, etc. are attracting wider participation. This has advantages and disadvantages. On the whole, it seems the advantages outweigh the disadvantages especially as wider participation provides an opportunity to learn from very diverse conditions.
- The long duration of the course is often stated to be the reason for non-participation of several senior-level professionals, who are unable to take time off from their work. However, it will be quite challenging to telescope the course without affecting the breadth and depth of the issues addressed and more importantly reducing the opportunity for interaction, which is considered to be one of the most important accomplishments of a course. In fact, the longer duration is enabling the development of strong networking among the participants and this will go a long way in improving professional competence.

ANNEX I: COURSE PROGRAMME

14 May – Sunday – Arrival of participants		
Time	Session/ Topic	Presenter/ Facilitator
Day 1: Monday 15 May <ul style="list-style-type: none"> • Opening session • Module 1: Changing society, sustainable development goals and poverty reduction. • Module 8: Communication skills 2: Preparation of policy briefs 		
0830 - 0900	Registration	APAFRI
0900 -09.45	Opening session <ul style="list-style-type: none"> • Welcome • Introductory remarks • Remarks by partners • Inaugural address • Vote of thanks • Group photo 	
0945 – 10.00	Coffee	
1000 - 1030	Ice breaker	Yurdi Yasmi
1030- 11.00	Introduction to the course	CTS Nair
11.00 – 12.00	Forests and poverty alleviation in Sri Lanka	Anura Sathurusinghe
12.00 – 13.00	Drivers of change and future scenarios for forestry in the Asia-Pacific	Patrick Durst
13.00 – 14.00	Lunch	
1400 – 15.00	An overview of forestry and poverty alleviation	Yurdi Yasmi
15.00 – 15.30	Coffee	
15.30 - 1630	Contribution of forests to GDP, employment and poverty alleviation: What are we missing from statistics?	CTS Nair
16.30 - 1730	Introduction to the preparation of policy briefs	CTS Nair/ Yurdi Yasmi
Day 2: Tuesday 16 May <ul style="list-style-type: none"> • Module 2: Forest governance and poverty reduction • Module 7: Communication skills 1 • Module 8: Communication skills 2: Preparation of policy briefs 		
08.30-08.45	Introduction	CTS Nair
08.45-09.00	Recapitulation of issues discussed on Day 1	Course participants
09.00 – 10.00	Integrated natural resource management and poverty reduction: Rhetoric and action	Jeff Sayer
10.00 – 10.30	Coffee	
10.30 – 11.30.	Making communications more effective	Caroline Liou
11.30 - 12.30	Forest tenure reform and poverty alleviation	Yurdi Yasmi
12.30 – 14.00	Lunch	
14.00 – 15.00	How pro-poor are national forest policies? –	Patrick Durst/ CTS Nair

	Group Discussion	
15.00 – 15.30	Coffee	
15.30 – 16.30	Preparation of policy briefs: How to make messages stick.	Caroline Liou
16.30 – 17.30	Preparation of policy briefs	CTS Nair/ Yurdi Yasmi/ Sim Heok Choh
Day 3: Wednesday 17 May <ul style="list-style-type: none"> • Module 2: Forest governance and poverty reduction • Module 7: Communication skills 1 		
08.30-08.45	Introduction	CTS Nair
08.45-09.00	Recapitulation of issues discussed on Day 2	Course participants
09.00 – 10.00	Forest governance improvement and poverty reduction: The challenges	Doris Capistrano
10.00 – 10.30	Coffee	
10.30 – 11.30.	Environmental conservation and livelihood improvement: Where and when it leads to a win-win outcome	Jeff Sayer
11.30 - 12.30	How FLEGT could help in poverty reduction	Josil Murray
12.30 – 14.00	Lunch	
14.00 – 15.00	Panel discussion: The role of forests and forestry in poverty reduction – Expectation and reality	Jeff Sayer/ Doris Capistrano/ Patrick Durst/ Josil Murray/ Yurdi Yasmi
15.00 – 15.30	Coffee	
15.30 – 16.30	Living in the era of social media: Opportunities and challenges	Caroline Liou
16.30 – 17.30	Making good presentations	Yurdi Yasmi/ Caroline Liou
Day 4: Thursday 18 May Field Trip – Hosted by the Forest Department, Ministry of Mahaveli Development and Environment		
Day 5: Friday 19 May <ul style="list-style-type: none"> • Module 2: Forest governance and poverty reduction • Module 3: Making forestry programmes pro-poor • Module 8: Communication skills 2: Preparation of policy briefs 		
08.30-08.45	Introduction	CTS Nair
08.45-09.00	Recapitulation of issues discussed on Day 3&4	Course participants
09.00 – 10.00	Making forestry institutions responsive to the needs of the poor	Doris Capistrano
10.00 – 10.30	Coffee	
10.30 – 11.30.	Commercial forestry and rural livelihood improvement.	Josil Murray
11.30 - 12.30	Managing non-wood forest products and poverty alleviation.	CTS Nair
12.30 – 14.00	Lunch	
14.00 – 15.00	Leadership in forestry: Coping up with the challenges – Group Discussion.	Yurdi Yasmi/ CTS Nair

15.00 – 15.30	Coffee	
15.30 – 17.30	Preparation of policy briefs	CTS Nair/ Yurdi Yasmi/ Sim
Day 6: Saturday 20 May <ul style="list-style-type: none"> • Module 5: Economics of forestry interventions • Module 8: Communication skills 2: Preparation of policy briefs 		
08.30-08.45	Introduction	CTS Nair
08.45-09.00	Recapitulation of issues discussed on Day 5.	Course participants
09.00 – 10.00	Economic aspects of poverty reduction through forestry	CTS Nair
10.00 – 10.30	Coffee	
10.30 – 11.30.	Payment for ecological services: A win-win option for poverty reduction?	CTS Nair
11.30 - 12.30	Paris Agreement, REDD+ and poverty alleviation: Lessons learnt and the way forward.	Beau Damen
12.30 – 14.00	Lunch	
14.00 – 15.00	Preparation of policy briefs	CTS Nair/ Yurdi Yasmi/ Sim Heol Choh
15.00 – 15.30	Coffee break	
15.30 – 17.30	Preparation of policy briefs	CTS Nair/ Yurdi Yasmi/ Sim Heok Choh
Day 7: Sunday 21 May <ul style="list-style-type: none"> • Module 6: Tools for assessing forestry's impact on poverty • Module 4: Lessons from poverty reduction efforts through forestry interventions • Module 8: Communication skills 2: Preparation of policy briefs 		
08.30-08.45	Introduction	CTS Nair
08.45-09.00	Recapitulation of issues discussed on Day 6.	Course participants
09.00 – 10.00	Tools for making the right choice – Social cost benefit analysis.	CTS Nair
10.00 – 10.30	Coffee break	
10.30 – 11.30.	Korean experience of reforestation through social mobilization.	Dong Geun Han
11.30 - 12.30	Financing environmental and forestry programmes – GCF and GEF.	Beau Damen
12.30 – 14.00	Lunch	
14.00 – 15.00	Preparation of policy briefs	Yurdi Yasmi/ CTS Nair/ Sim Heok Choh
15.00 – 15.30	Coffee break	
15.30 – 17.30	Preparation of policy briefs	CTS/ Yurdi Yasmi/ Sim Heok Choh
Day 8: Monday 22 May Field Trip – Hosted by the Forest Department, Ministry of Mahaveli Development and Environment		

Day 9: Tuesday 23 May <ul style="list-style-type: none"> • Module 4: Lessons from poverty reduction efforts through forestry interventions • Module 2: Forest governance and poverty reduction • Module 8: Communication skills 2: Preparation of policy briefs 		
08.30-08.45	Introduction	CTS Nair
08.45-09.00	Recapitulation of issues discussed on Day 7&8.	Course participants
09.00 – 10.00	Dealing with divergent values and resolution of conflicts.	Yurdi Yasmi
10.00 – 10.30	Coffee break	
10.30 – 11.30.	Joint forest management in India	CTS Nair
11.30 - 12.30	Community forestry and poverty reduction: Lessons from Asia.	Yam Malla
12.30 – 14.00	Lunch	
14.00 – 15.00	Decentralization and devolution of forest management: An evolutionary process – Group Discussion.	Yam Malla/ Yurdi Yasmi/ CTS Nair
15.00 – 15.30	Coffee break	
15.30 – 17.30	Finalization of policy briefs.	CTS Nair/ Yurdi Yasmi/ Sim Heok Choh
Day 10: Wednesday 24 May <ul style="list-style-type: none"> • Module 8: Communication skills 2: Preparation of policy briefs • Closing session 		
08.30-08.45	Introduction	CTS Nair
08.45-09.00	Recapitulation of issues discussed on Day 9.	Course participants
09.00 – 10.00	Presentation of policy briefs.	Course participants
10.00 – 10.30	Coffee break	
10.30 – 11.30.	An overview of the course	CTS Nair
11.30 - 12.00	Course evaluation	APAFRI/ FAO
12.00 – 13.00	Closing ceremony	FAO/ APAFRI
13.00 – 14.00	Lunch	
AN	Free	
25 May – Thursday - Departure of participants		

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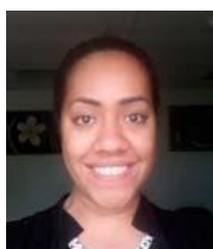
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ANNEX IV: POLICY BRIEFS (UNEDITED)

POLICY BRIEF 1: ENHANCING THE ROLE OF FORESTS IN ACCOMPLISHING CLIMATE ACTION TOWARDS LIVELIHOOD IMPROVEMENT

KEY MESSAGES

Climate change is the common issue faced by the global communities. It is often associated with forests, where when cleared, overused or degraded, they react sensitively to a changing climate and when managed sustainably, **they produce woodfuels as a benign alternative to fossil fuels**; and finally, they have the potential to **absorb about one-tenth of global carbon emissions** projected for the first half of this century into their biomass, soils and products and store them – in principle in perpetuity. (FAO, 2010)

- ❖ Although forests have been recognized worldwide as a key part of the global response to climate change, many Asia-Pacific countries still have not integrated climate change strategies within national forest policies, laws and institutions. Forestry-related climate change initiatives are emerging nonetheless, and there is widespread evidence that countries are defining their own, unique country-specific strategies to harness the potential of forests for climate change mitigation.
- ❖ The issue of climate change has significant impacts on forest-dependent communities. Therefore, any activities and programmes implemented with regards to climate action must involve the communities through participatory approach which in turn can improve the livelihoods of forest-dependent communities.

INTRODUCTION

Deforestation and over exploitation of forests are the major issues which raised concern due to its impacts to climate change especially in the Asia-Pacific forests. Although various initiatives such as agroforestry, restoration and rehabilitation programmes implemented, but these efforts are not significant enough to mitigate the impact of climate change and in benefiting the rural people in the sense of improvement of livelihood.

Stopping deforestation and forest degradation are ways forward to mitigate the impact of climate change as reflected in the Sustainable Development Goal 13 – Climate Action. To do this, a strong commitment of the government through strengthening the existing legislation is seen as the main factors driving the change in implementation of Climate Action.

Climate change presents the single biggest threat to development, and its widespread, unprecedented impact disproportionately burden the poorest and most vulnerable. Almost every country in the region has suffered the impact of climate change (such as increasing temperature, floods, drought, etc). Urgent action to combat climate change and minimize its disruptions is integral to the successful implementation of the Sustainable Development Goals.



13 CLIMATE ACTION

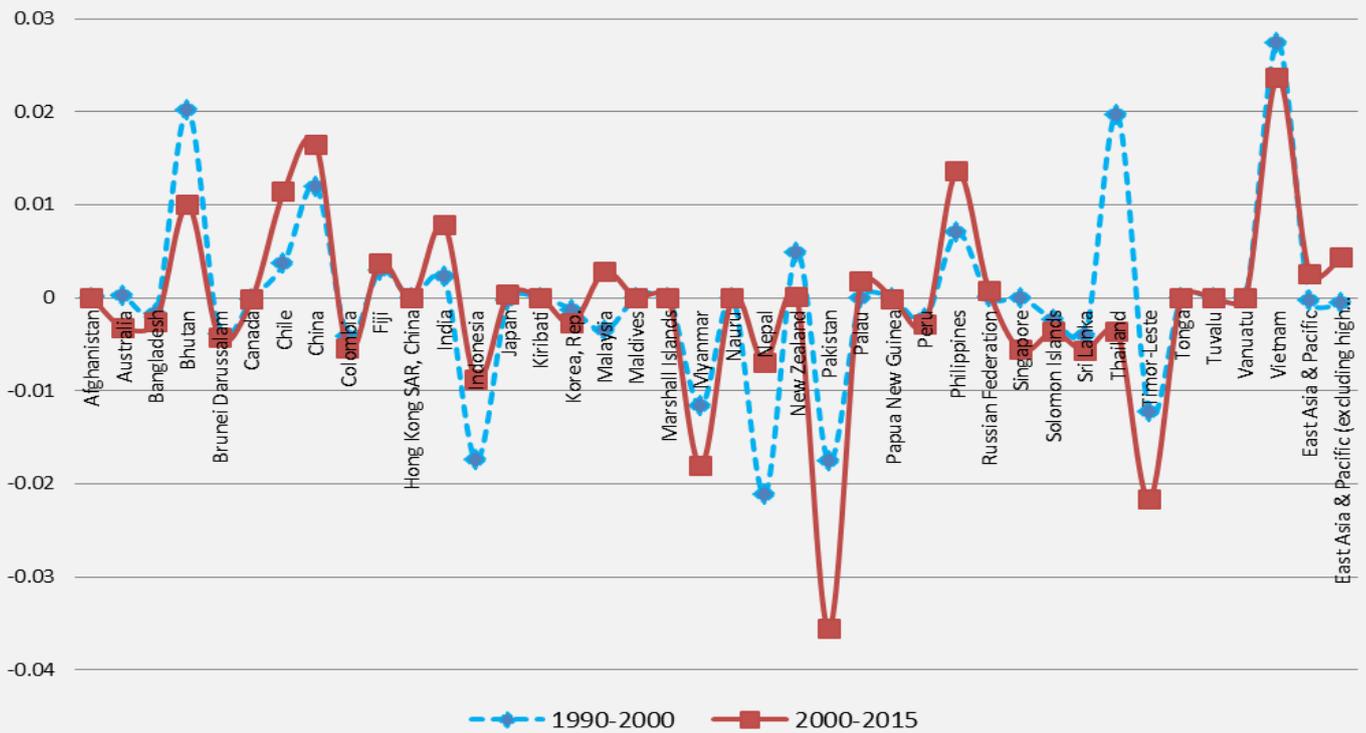


Climate change is already affecting the most vulnerable countries and populations, in particular the least developed countries and the small island developing States. The preparation of national adaptation programmes of action under the United Nations Framework Convention on Climate Change is helping the least developed countries address urgent and immediate needs, with support from the Least Developed Countries Fund and the Least Developed Countries Expert Group. In addition, the implementation of national adaptation programmes of action will help the least developed countries prepare and seek funding for comprehensive national adaptation plans, thereby reducing their risk of being left behind (United Nations, 2016).

While Asia and the Pacific have seen an increase of forest cover, when disaggregated, it is clear that this is largely due to an 'outlier' effect – the ambitious reforestation policies of a small number of countries, namely China, India and Viet Nam. The rest of the region and Southeast Asia in particular, continue to experience high rates of deforestation (Figure 1).

Investment in forest resources has been cited as essential in mitigating climate change and limiting global human induced temperature to below 2°C in 2030.

Rate of Forest Cover Changes in Asia-Pacific from 1990 to 2015



EXISTING SYSTEMS AND GAPS

The development of climate change-related policies, as well as the status and approaches to forest management in the context of climate change, vary widely throughout the region. Avoiding deforestation and forest degradation together with forest enhancement have implications for potential mitigation and adaptation strategies, and particularly for regional and international efforts to develop mechanisms, such as REDD+.

The involvement of forest-dependent communities through community forestry in Asia-Pacific varies from one country to another depending on the recognition of the government especially in terms of tenure right over the forest area. Community forestry has been gaining momentum and official recognition in recent years throughout the Asia-Pacific region. New laws and guidelines have been passed recently in Cambodia and Viet Nam, building on the experiences of countries like Nepal and the Philippines where community forestry has been well established for decades. The importance of local people as both managers and decision-making stakeholders in regional forests is gaining acceptance in international fora (See Box 1).

In this connection, strengthening the forest tenure policy framework is extremely critical to ensure the improvement of the livelihood and incomes of the forest dependent community (Yurdi, et.al, 2016). Those subsequent action should be capacity building in all institution at all level (Gilmour, 2016).



Box 1 Snapshot – Community Forest Management in Asia and the Pacific

COMMUNITY BASED FOREST MANAGEMENT IN ASIA-PACIFIC

Thailand

Community forestry has been recognized as a forest management strategy since the national logging ban was instituted in 1989. A Community Forestry Bill was drafted in 1993, but has yet to be passed due to difficulty reaching consensus on key provisions, such as allowing community forestry to be established in protected areas (RECOFTC, 2010)

Indonesia

A variety of social forestry-related approaches have been employed since 1998, when the period of “reformasi” began. Despite the successes of individual projects and efforts, political and legal barriers continue to prevent social forestry from being mainstreamed in national policy (RECOFTC, 2010). Furthermore, there are several types of Collaborative Management of Forest that managed by the Government and People. Several types of forest management divided into Social Forest, Social Plantation Forest, Village Forest and Indigenous Forest (Indonesian Ministry of Environment and Forestry, 2017).

Nepal

According to the recent Forest Policy of 2015, there are six participatory forest management modalities namely Community Forest (CF), Leasehold Forest (LHF), Collaborative Forest Management (CFM), Buffer Zone Community Forest (BZCF), Protected Forest (PF) and Religious Forest (RF). Among these CF, LHF and CFM have well recognition in all around the world. Altogether, 38.5% of total forest land of the country that is 2.3 Million Hectares of forest is being managed by more than 3.8 Million households under the broad regime of community based forest management (Nepali Ministry of Forest and Soil Conservation, 2016).



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APPROACHES AND ACTION PLANS

Strengthening the Tenure Policies

The forest tenure policies should be reformed in such a way that could provide strong basis for local benefits from its management. Clarity of the tenure could assure:

- ❖ The tenure holders will invest in forests
- ❖ Tenure holders will look after the forests
- ❖ Maximizing the benefits
- ❖ Reducing the conflicts
- ❖ Enhanced participation and empowerment
- ❖ Strengthen tenure holders in decision-making

Therefore, the Government needs to strengthen its current policies to enable tenure reform which clearly define land tenure.

Law Enforcement

The current laws and regulations with regards to deforestation and degradation is already in place but its implementation needs to be further emphasized to ensure effectiveness

Capacity Building

Capacity limitation is apparently the factor that affects the smooth implementation of activities with regards to climate change mitigation adaptation.

The technical capacity of both the public sector and the community require attention to enable the activities planned is implemented successfully and bring benefit to local communities in uplifting their livelihood besides addressing the environmental issues

Financial Support Mechanism

Developing countries could receive international climate financing through diverse resource streams (private investment, traditional development aid, dedicated national funds, carbon markets, etc.), but it is fragmented both in terms of its source as well as its destination (various line ministries, general budget support, national implementing agencies, private sector, etc.). Additionally, application processes vary both in length and requirements.

Public Private People Partnerships (PPP)

The PPP could be implemented to ensure that the local communities benefited from forestry activities. In Indonesia for example the third party roles and venture partnerships is the model which could be emulated.

While the rural population densities of the Indonesian islands of Sumatra and Java are comparable to India, land tenure is somewhat different. About 75% of the total land area is classified as state forest land, falling under the jurisdiction of the Department of Forestry, which allocates logging and/or plantation rights to private companies. The government also has a central policy of promoting partnerships between companies and local smallholders or communities, with support from a Reforestation Fund that accrues from levies on logging.

One company that has greatly benefited from the Reforestation Fund has been PT Xylo Indah Pratama, a Sumatra-based company allied to Faber Castell. Unable to obtain sufficient raw materials for its pencil factory from its forest concession, the company used research and development to identify a local weedy species as a viable alternative. An outgrowing scheme based on 50-50 profit sharing was established with smallholders who had unused land (mainly due to labour constraints).

Develop Monitoring, Reporting, and Verifying Systems for Climate Action

Measurement, reporting and verification (MRV) refers to a set of processes and procedures through which factual information is provided, assessed and checked to determine whether, when and how PPP effectively meet their respective obligations. As such, MRV can play a key role in building trust among Parties to ensure the long term collaboration.



KEY RECOMMENDATIONS

Strengthening the Legislation and Policies

The strengthening of existing legislations and policies need to explicitly addressed the issues of deforestation and to ensure the effectiveness of its implementation.

For recognition of the rights of legitimate tenure holders especially the local communities, there should be a legal provision which will ensure the equitable share of benefit.

Capacity Building

To ensure the effective implementation of reformed policies and legislation, all parties involved shall be equipped with necessary capacity enhancement.

The technical capacity of both the public sector and the community require attention to enable the activities planned is implemented successfully and bring benefit to local communities in uplifting their livelihood besides addressing the environmental issues.

Financial Support Mechanism

Appropriate financial support mechanism shall be put in place as one of the enabling condition to implement the action plan and activities related to climate change mitigation.

Enhance Public Private People Partnerships

To ensure equity, benefit sharing, participation and effective forest management, a PPP approach could be enhanced if the government could facilitate the formulation of memorandum of understanding (MOU) and review it implementation regularly. The Strengthening of the existing legislation and policies is necessary to encourage Public Private People Partnership in order to promote private sector investment in forest-based enterprises, improving harvesting and efficient marketing of forest products.

Effective Monitoring, Reporting and Verifying Systems should be well-functioned

Robust, comprehensive, accountable, comparable and transparent MRV system need to be put in place in order to effectively implement the action plan as envisioned in different climate agreement.

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POLICY BRIEF 2: NON-WOOD FOREST PRODUCTS: IMPROVING PRODUCTION SYSTEMS TO ENHANCE RURAL INCOME

KEY MESSAGES

- Rural people gain little benefit by simply harvesting and marketing NWFPs in unprocessed form. With appropriate capacity and capital they can engage in value addition activities to increase their income.
- Unorganized collection and marketing on NWFP provide low income for rural communities, particularly the poor. Efforts to support them develop into formal production system as a cooperative could help.
- NWFP market information and access for rural people are often poor and limited. These need to be improved to strengthen producers' bargaining power and broaden their opportunities in expanding markets.

INTRODUCTION

Non-Wood Forest Products (NWFPs) can contribute significantly to the livelihoods of forest dependent communities in terms of food security, nutrition, employment and income generation. About one billion people rely on wild harvested products for nutrition and income; the invisible trade in NWFPs is estimated to generate \$ 90 billion/annum.

It is increasingly recognized that promoting sustainable use of NWFPs could lead to a win-win situation for poverty reduction and biodiversity conservation. However, in many locations, local communities still gain little income from collection and trade of NTFPs from the wild as their production systems are rather spontaneous and unorganized.

To promote sustainable production of NTFPs and improve capacities of rural people in developing formal production systems within organized NTFP value chain, support for the following is crucial to increase their income:

- a. Cooperative development, capacity building, and capital for NTFP value-adding production systems;
- b. Facilitating access to markets and computer-based market information system for NTFPs; and
- c. Enabling policy for NTFP production.

LOCAL NWFP VALUE ADDED PRODUCTION SYSTEM

Majority of NTFPs sold by collectors/harvesters do not undergo basic value addition. Adding value is largely practiced by processors and manufactures and with little intervention at the primary producer or collector's level.

A survey made by Asia Network for Small scale Agricultural Bio Resources (ANSAB) shows that the number of local processing and manufacturing industries is few, with the bulk of NTFPs still leaving Nepal in raw form. Based on a study on 13 products traded from catchments in far-west, central and east Nepal, Edward (1995) found that harvesters of NTFPs receive only 32% of the final price in India.

The value of NTFPs is large, but the potential of value-adding opportunities is unrealized. The improved and processed raw material generally fetch higher price than crude raw material. Value addition intends to make the same products more valuable.

Value addition can be made in a number of ways by increasing the efficiency in each stage of the value-chain. Interventions include preparing time schedule for collection of material, identification of correct plant and their parts, maintaining hygienic conditions while collection, following non-destructive harvesting techniques, removal of foreign material from the collected product, sorting, drying and appropriate packaging and storage.

Improvement of raw materials and processing are two common examples of value addition that can

be done by local communities. Augmenting livelihoods of the forest dependent communities requires some focused intervention on NTFPs. Support for facilities pertaining to storage, grading and processing and value addition through convergence with existing schemes and programs in private and public sectors should be promoted.

MARKET INFORMATION AND ACCESS FOR NWFPS

Local NTFP gatherers and producers need timely, reliable, and relevant information about their markets to find out what the customers exactly want to be able to set up the production system to meet demands and maximize income.

A marketing information system that organizes the collection, analysis, and communication on NTFP products and standards, buyers, prices and channel of distribution will improve market transparency for rural producers, improve their bargaining power, and provide basis for deciding on better production system for increased income (FAO, CF Field Manual No. 6).

Marketing information system for NTFP to help the rural poor is not yet systematized and developed as that of some agricultural products. The Food and Agriculture Organization of the United Nations has supported the setting-up of a local-level price monitoring system for some Social Forestry products in the Philippines and resulted in improved bargaining power and more options for farmers in selling their produce.

Timely and reliable computer-based marketing information system transformed the once formerly idle elderly in a small town in Japan. The Yokoishi and Irodori Co. sells “Tsuma” decorative leaves for high-end fancy restaurants in Japan into proud entrepreneurs. Irodori has contract with 190 elderly farmers in the leaf-selling business that generates 260M Japanese Yen annual sales.

According to the facilitator, Mr. Yokoishi, there is a need to create a system so that farmers would be encouraged to produce more and provide

enough information, necessary infrastructure, training, and compensation to elevate their sense of pride and value for quality. Following the value chain reinforced the point that “seeing is believing” among the farmers (www.japantimes.co.jp/2008).

Disseminating appropriate information on resource base and on market condition is identified as among the salient requirements for the development of NTFP. Others include adding value locally, choosing the right marketing strategy, informing local producers on standards and legal procedures, supporting and building capacities of vibrant, accountable local organizations, and conducting cost and effective research and development (Chupezi, et al., 2009).

UNORGANIZED NON-WOOD FOREST PRODUCTS PRODUCTION SYSTEMS

Unorganized NWFP production contributes to decline in the market chain and an example is in India where safed musli (*chlorophytum borivillian*) is a crop that has impacted farmers when the price was sold at US\$50/kg in 2001-2002 but was reduced to US\$15/kg in 2003. Many farmers suffered losses under contractual buy-back arrangement by individual or organized institutions (FAO, 2010).

The attached table also clearly indicates global and regional export of our region it shows that we had low export percentage due to very unorganised market system. By improving the market chain one of the mechanism is through forming cooperative groups with 20-100 members. The strong organization can collectively facilitate the growth and benefits for rural communities.

With the formation of cooperative groups a number of approaches can be used to make marketing chain more favourable to the poor farmers. The branding of products is important for identification of product by consumers. Branding promotes development and adherence to standard measures for quality control during

NTFP production process. With Cooperative, the issuance of permit to operate to collect, process, transport and sell of NTFP products is facilitated. Cooperatives will help lessen burden of farmers individually negotiating with buyers. It supports economy of scale and may also help increase their awareness on standard regulations as well as access to grants or loans to expand their business.

Global and regional NWFP export table			
	1996 (million US)	2000 (million US)	2003 (million US)
Total global export	7, 082.2	8, 001.6	12, 873.8
Export (Asia-Pacific)	3, 466.6	3, 487.9	5, 186.5
Share of Asia-Pacific In global export	49%	44%	40%
Source: FAO 2010			

CONCLUSION AND RECOMMENDATIONS

The income from NWFPs is rather marginal despite of their important role in improving the livelihoods for forest adjacent/rural households, particularly the poor. Among others, absence of local value added activities, lack of market information about NWFP, limited access to the markets and overall unorganized and linked production system are seen as the major issues that count. To address these issues in order to improve the income from NWFP, the following recommendation are proposed:

- Support rural households including the poor to form local organization/cooperative and develop formal and organized production of NWFPs. Particular attention should be given to collective marketing approach as an NWFP based intervention can help communities with knowledge, confidence and processes to operate in the marketing channel;

- Provide appropriate incentives, including training in implementation of value added activities and providing technical guide, materials, equipment and loan access to rural households to ensure their engagement in formal and organized NWFP production system.
- Facilities pertaining to storage, grading, processing and value addition and marketing through convergence of existing schemes and programs in private and public sectors should be promoted and created
- Revise the legal regulations to provide enabling legal framework for government support for producer, trade and processing groups, market access and premium prices through certification, tax breaks and outreach and education on new policies and laws.

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POLICY BRIEF 3: FOREST: TAKING PEOPLE HOME, NOT ONLY WILDLIFE: MANAGING PROTECTED AREAS THROUGH LOCAL COMMUNITY PARTICIPATION

Executive Summary

Managing protected areas is one of the key element in good forest governance. In practice, participation of the community in decisions on protected areas is excluded leading to them facing problems in accessing the resources from these forests. Community involvement in management and running of protected areas can be a solution leading to sustainable forest protection (resource and biodiversity), prevent conflicts.

Background

Protected areas (PAs) are widely recognized as one of the most important



strategies for achieving conservation and sustainable development. However, they face great challenges. Realizing the importance of biodiversity conservation, many governments have set aside large tracts of forests as protected areas. Yet many challenges remain in their sustainable management, especially in the context of population growth and increasing demand for resources. Historically, most protected area management systems have adopted an “exclusion” approach, keeping people out through rules and regulations. Due to this step, there are several adverse effects like conflicts between community people and protected areas. Many studies have indicated that most of the problems affecting PAs involve activities that originate in surrounding areas (Kozlowski et al., 1997) seriously undermining the harmonious balance between conservation

and sustainable development in and around PAs (Abdullah et al., 2013). In some cases, advanced concept has been employed but are still far from success so, participatory approach integrating culture and social background is very important to promote new solution to specific local issues.

Protected Areas and communities: Historical Changes in Their Relationship

The Yellowstone National Park was established in the USA in 1876, with the idea of creating an isolated conservation environment that excluded local people and all forms of local participation. This idea gained worldwide



attention, especially in developing countries. The model, also termed as “people out model” excluded local communities so as to leave nature undisturbed (Ignacio et al., 2013). This model helped in the protection of core areas of PAs, but overlooked park-people relationship. This resulted in conflicts between the community and the protected areas and numerous other significant technical and ethical issues. In 1982, during the World Park Congress (WPC) in Bali, Indonesia, leaders saw the need for a conceptual shift from PAs being areas “set aside” to their being “components of sustainable development”. This meant that PAs were no longer viewed as being isolated from their surroundings and that the people living around

them were no longer to be ignored. Further progress was achieved during the fourth WPC in 1992, held in Caracas, Venezuela. Focusing thematically on “Parks for life”, the conference addressed PA categories and their management effectiveness, stating that “partnership of stakeholders outside the boundaries must be lobbied during the planning and management process of any protected areas” (Shafer 199). The fifth WPC in 2003, held in Durban, South Africa, was a significant landmark in the evolving relationship between PAs and their surroundings. A recommendation put forward during the conference was that governments, NGOs, local communities, and civil society should adopt and promote design principles that emphasized the linkages between

(IUCN 2005). Henceforth, people have been considered as environmental stewards, and, thus, as essential elements, of protected areas. The theme of the sixth WPC, held in Sydney, Australia, in 2014 was “Parks, People and Planet: Inspiring Solutions”. This was aimed at developing a much more comprehensive understanding of the relationship between PAs, their surroundings, and the wider world.

Present situation and obstacles.

After analysing current trends in conflicts between communities and protected areas, the following issues were found:

- Population of local people living near wildlife habitat is increasing by 2% annually and increasing land-use activities (resources to build houses, agriculture etc.) causing major degradation of PA’s influencing species distribution.



- Communities living next to these protected areas are the most marginalised group.
- Decisions are centralised.
- There is no stakeholder participation in any level of development. Implementation is a trickle down process. Rural and local level problems are not correctly addressed.
- Most of the programs are in theory and are not practical.
- Lack of multi-stakeholder cooperation and communication.



Box 1: Conservation without Participation: A case study from Nepal by Sushama et al., 2016

Nepal has undergone several policy reforms over years to address global conservation goals. However, such reforms, in most cases, seems supplanting the participation of local people; leading to the conflicting situation between the state and the people. Relocation program, one of the government policy implemented to enhance levels of nature protection, carried out involuntarily, has often been accompanied by poverty, deprivation, and dissatisfaction among local people. Based on the retrospective analysis of policies and field study, we analysed the effect on the local people due to changes in policies for managing protected areas over the years. The results showed that the local people have had positive perception towards nature conservation, however, involuntary process adopted for protected area management, such as relocation programme, restrain their rights. This case study suggests that such policy reforms should be done with proper participation of people being affected, therefore, to insure sustainability of the policy implementation.

PAs and the communities, focusing especially on a shift toward “benefits beyond boundaries”

- After PA rezoning, local people are losing their rights to access resources on these land.
- Communities who once enjoyed surrounding/nearby forests/landscapes to meet their needs are no longer able to freely access these areas. Local people have seen the park as an attempt by the government to curtail their access to their traditional rights of resources use. However, the park has

become a very good source for villagers to fulfil their needs by venturing into illegal poaching, logging and hunting, all of which are directly conflicting with the park's objectives. Conflicts between communities and parks is not only occurring in one country but is a global issue and is evident in most developing countries.

Table 1: Paradigm shifts in protected area management (Phillips, 2003).

The conventional understanding of protected areas	The emerging understanding of protected areas
Established as separate units	Planned as part of national, regional and international systems
Managed as “islands”	Managed as elements of networks (protected areas connected by “corridors”, “stepping stones” and biodiversity-friendly land uses)
Managed reactively, within a short timescale, with little regard to lessons from experience	Managed adaptively, on a long time perspective, taking advantage of on-going learning
About protection of existing natural and landscape assets – not about the restoration of lost values	About protection but also restoration and rehabilitation, so that lost or eroded values can be recovered
Set up and run for conservation (not for productive use) and scenic protection (not ecosystem functioning)	Set up and run for conservation but also for scientific, socio-economic (including the maintenance of ecosystem services) and cultural objectives
Established in a technocratic way	Established as a political act, requiring sensitivity, consultations and astute judgment
Managed by natural scientists and natural resource experts	Managed by multi-skilled individuals, including some with social skills
Established and managed as a means to control the activities of local people, without regard to their needs and without their involvement	Established and run with, for, and in some cases by local people; sensitive to the concerns of local communities (who are empowered as participants in decision making)
Run by central government	Run by many partners, including different tiers of government, local communities, indigenous groups, the private sector, NGOs and others
Paid for by taxpayers	Paid for from many sources and, as much as possible, self-sustaining
Benefits of conservation assumed as self-evident	Benefits of conservation evaluated and quantified
Benefiting primarily visitors and tourists	Benefiting primarily the local communities who assume the opportunity costs of conservation
Viewed as an asset for which national considerations prevail over local ones	Viewed as a community heritage as well as a national asset

Table 2: A comparative view of conventional and CBC approaches: Scope, policy and practice.

S. N.	Conservation Components	Conservation Approaches	
		Conventional Approach	Community-based Approach
1	Biodiversity conservation	Main focus	One of the main components
2	Tourism and recreation	Limited programmes	Major programmes/ activities
3	Education/ Research	Strong component	Strong component
4	Revenue generation	For government treasury	For local community
6	Community development*	None**	One of the main objectives
7	Resource sharing*	Minimum; seasonal	Maximum; seasonal; based on local practice
8	Administration /management	Expensive; inefficient	Less expensive, efficient
<p>* Note: In the core area of the park authority.</p> <p>** Community development is one of the agendas of all the mountain national parks where there are settlements.</p>			

Conclusions

Participatory approach is one of the best approach for the sustainable conservation and management of protected areas and main features of participatory approach has been highly influential in PA management. This entails two key aspects, the relationship between the conservation agency and role players and the benefit that accumulate to local people. It emphasizes the decision-making process in the management of PAs. It also helps the

perspectives of various individuals and groups in relation to the conservation and development of PA. This approach helps in integrating PAs and their surroundings and maintaining a balance between conservation and sustainable development.

To manage protected areas in a sustainable way, people participation (planning stage to implementation stage) is essential and policy and strategy need to develop. Governments are still following western model of Protected Areas (PA) management. Local people should not be overlooked in the management issues. Local people are associated with forestry, wildlife and even with the land and river systems which is under the protected area. To address this issue policy and strategy and action plan need to prepare for the conservation of local indigenous knowledge and culture. Development and conservation plan has not given priority for the monitoring and evaluation. Programs that have been implemented in many PAs but could not come up with convincing records of outcomes. So, participatory approach planning is now very much alarming to conserve our biodiversity, culture, social respects, etc. for the betterment of local community and protected areas.

Recommendations

It is recommended that, biodiversity and its resources are utmost for the people living in and around the protected areas. Concept of buffer zone should be in action, which benefits to local people and helps in the conservation of biodiversity. Similarly, conservation area concept applied by Nepal might be the good option for the participatory approach, where community themselves manage the area.

Finally, it is highly recommended to:

1. Engaging with, rather than against, indigenous and local communities, NGOs, and the private sector, provided

that all such actors are committed to basic conservation goals.

2. Develop management partnerships among social actors, benefiting from their complementary capacities and advantages. The formulation of a joint management committee.
3. Perceive the conservation of biodiversity as inseparable from its sustainable use and the fair sharing of the benefits arising from the utilization of genetic resources, as reflected in the three main objectives of the CBD.
4. Capacity trainings should be provided to the protected area officials and local communities respectively. For the officials, training focused on participatory approach, communications should be carried out, with an aim to equip the officials with proper skills to work with the communities, and result in changes in their attitudes and behaviour. For the local communities, they should be trained for their participation in biodiversity conservation and skills needed for the management
5. Evaluation and assessment should be conducted regularly to get feedbacks and ensure the implementation of the new strategy, and also for the continuous improvement in the future.

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POLICY BRIEF 4: PROMOTING SMALL HOLDER TREE GROWING IN THE ASIA-PACIFIC REGION



Executive Summary

Eradication of poverty remains one of the greatest challenges confronting the world, in particular the developing countries. Poverty reduction is an integral component of sustainable development and forms the core of the Millennium Development Goals and its successor, the Sustainable Development Goals which envisage ending poverty by 2030.

There is therefore a need to assess whether the approaches being pursued are adequate and whether the potential of forestry in poverty alleviation is being realized. Capacity building is required to empower policy makers in identifying and addressing the challenges that they face in their endeavours in reducing poverty through the development and management of the forests resources Afghanistan, Bangladesh, Laos, Papua New Guinea and Vanuatu.

Currently, the existing policies and legislation on land tenure, rights, reforestation and Community Forestry do not adequately promote small holder tree farming. To enhance effective implementation of the policies, strategies have been developed in order to guide the tree growing programs. There is expressed willingness of many farmers and the forest dependent communities. Their willingness could become realities with concerted efforts and collaboration with relevant stakeholders,

inclusive, beginning with policy reforms pertinent to land tenure, benefit sharing backed-up with financial resources and the political will to carry out the programs.

For the increasing demand of Timber in the region, illegal harvesting from the Reserved forests continuing. Only the small holder tree growing can be solution of this problem.

The proceeding text provides collective views, strategies and recommendations that is considered imperative for policy decision makers within the affected countries should implement to address sustainable forest management and development of forests resources to improve livelihood of the forest dependent communities.

Key Messages

- The existing policies and legislation in the pilot countries do not recognize the rights of the legitimate holders of small holder growers and this creates a gap on land tenure and rights of the forests dependent communities. Amendment of the existing policies and legislative framework shall pave way for the formulation of strategies, mechanisms and guidelines that would enhance the forest dependent communities articulate their interest, exercise their land tenure rights, meet their obligations, and empower them to mediate their differences in managing the woodlots.
- Encouraging and assisting forest dependent communities to actively participate in tree farming: an avenue aimed at generating income, improving their welfare and quality of life and reducing poverty, because they have been dependent on the forests for their livelihood and they are traditional managers for centuries.

- The Small scale tree growers that have been undertaking tree farming within the designated locations play a significant role in supplying the demand of raw material from the small scale domestic processing facilities in the area. This program will help restore the biodiversity and rehabilitate denuded forest areas; a means of mitigating climate change effects.
- Capacity building for the forests dependent community and provision of technical advice and financial assistance by the government should promote and enhance this initiative.

Objectives

The existing forest policies on Community forestry do not clearly indicate the land and forest tenure rights between the forest dependent communities and the State so they must be reviewed and amended henceforth.

It is also worthwhile to state here that the demand for raw materials by the small forest industries is remarkable within the region and the legislative reforms should strengthen, promote, and encourage the small scale growers to meaningfully engage in tree growing to generate income and improve their livelihoods.

A need to reform Land and Forest Tenure systems

- Land tenure is commonly misunderstood as equating to “**ownership**” alone but this has been considered misleading because it must be considered as “**Bundle of Rights**”, which has the components as underpinned in Table 1 below. Currently the existing legal framework and policies on Land Tenure of the country do not indicate clear demarcation nor recognise the bundle of rights of the forest dependent communities, the rural population, and the State. Due to this missing link conflicts arise and this impedes effective implementation of policies because the government needs the people similarly, the people must know what their bundle of rights are in order for them to collectively and meaningfully connect with each other in implementing the development strategies devised by the government.

Reforms to the existing legal framework is imminent and it must be undertaken forthwith to delineate and apportion the land tenure systems components of the bundle of rights amongst the forest dependent communities and the government as depicted in Table 1.

Table1: Tenure as Bundle of Rights

No.	Component	Definition	Existing Situation	Proposed Reforms
1	Access	The right to enter or pass through particular space such as forests or landscape	Full	Full
2	Use or Withdrawal	The right to use (collectively or individually) and benefit from the resources on the forests and land	Partial	Full
3	Management	The right to regulate and make decisions about the forest resources and territories for which the actors have recognized access and withdrawal rights	None	Partial
4	Exclusion	The right to refuse another individual, group or entity access to and the use of particular resource	None	None
5	Alienation	The right to transfer one’s rights to another entity whether through sale, lease, the use of resource as collateral or inheritance	None	None

- The current tenure systems is a deterrent for the forest dependent communities thus no improvement in their livelihoods, no income generation and poverty is rife however, reformation leading to devolution and clear demarcation of land rights amongst all the stakeholders is anticipated to enhance small scale tree farming amongst the rural and forest dependent communities.
- The demand of timber is increasing day by day while the illegal tree harvesting from the conserved forests area is also increased with the growing demand. Many of the neighbouring communities of the unused land are living below the poverty line. Hence, the prevalent illegal activities which they deem as the only avenue to generate their cash income.
- Forest Department has already marked suitable land and neighbouring communities eligible to grow timber trees on the land. Forests research institute has made a map with the proposed area showing suitable tree types. Ministry of Environment and Forests can provide permission to start the community timber forestry programme. The ministry may draft the deed and set the profit share percentages between the government and the stakeholders.
- After implementing the programme, it is expected to upgrade the standard of living of the stakeholders and meet the demand of the forest products needs of the local market, from the industry at the community.
- Tree-planting is common in many countries, Governments own about half of the productive forest plantations in the world. The political and legal environment has a significant impact on smallholder tree planting: in addition to sufficient demand for plantation wood, land and tree ownership security is necessary to allow

the long-term investment in tree planting. The growing global demand for wood based products, land use pressures and fragmentation of land ownership is already starting to increase the role of smallholders in wood production.

Small Holder Tree plantations is foreseen to increase revenue for local communities

According to FAO, planted forests account some 7% and fast growing industrial plantations less than 2% of all forests. The largest industrial plantations are in the US, China and Brazil, each with over 5 million ha of industrial plantations, and India and Indonesia following with their over 2.5 million hectares. Presently about one third of the industrial round wood originates from plantations.

Governments still own about half of the productive plantations in the world, although different kinds of leasing and management partnership arrangements are slowly increasing on these plantations. Private smallholders own about one third of global productive plantations, and corporates own less than one fifth of global plantation area.

Many of the countries with a significant forest industry have at some point used incentives to boost the forest sector development. These include Brazil, Chile, Uruguay, New Zealand, South Africa and Finland. Many of these countries continue to do so. The newest incentive schemes have been established in Uganda, Malaysia, Thailand and Costa Rica. Successful incentive schemes have helped creating a critical mass of forests to support the establishment of forest-based industries, to catalyse socio-economic development and reduce poverty in rural areas, reduce pressure on natural forests and strengthen land tenure.

Conclusions and Recommendations

Reform and strengthen existing policies in a way to be easier for smallholders to comply with the regulations.

More priority and emphasize be given to forestry activities while there should be more support to farmers to form forest cooperative or enterprise so that they can add value to their product. There are needs for supportive environment for business, including training and capital.

Need land tenure reform to ensure the rights of access to forest products for smallholders Forest products that are grown by farmers themselves (like plantations) should be treated like agriculture products, with no complex and unfair approval procedures to harvest and sell.

There is a Need to decentralise power to smallholders to take decisions while national governments should take more priority and emphasize to forestry activities and in particular the small holder tree farmers.

To give assurance and hope to farmers and to generate more interest into the tree planting activity, it is very important that their access to market is determine and is available. Then only that the tree growing activity will be

sustainable. In addition, there has to be assistance in having a benefit sharing mechanism and insurance coverage mechanism in place.

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POLICY BRIEF 5: IMPROVE ECONOMIC VIABILITY OF SMALL SCALE FOREST ENTERPRISES

KEY MESSAGES

- ❖ *It is widely accepted that, the growth and economic viability of small enterprises including forestry enterprises contribute greatly to the creation of jobs, increase in income, women empowerment, improvement in living standards leading to greater economic growth and alleviation of poverty.*
- ❖ *Future of small scale enterprises including those in the forestry sector will depend largely on their ability to adopt to change market, technological improvement, transition from the informal to the formal sector and value chain in which they operate.*
- ❖ *Creation of an enabling environment for small business particularly, remove many of the obstacle that impose high transaction costs on*

small-scale forest enterprises, including complex rules, regulations and procedures and establishing separate unit in forest department to look after the Business Development Service that make the favorable climate to improve economic viability of small-scale forest enterprises.



Figure: Wood made handicrafts

BACKGROUND

The Asia Pacific region is home to most of the world's small scale forest enterprises, which play critical role in meeting the growing demand for forest product worldwide as well as making vital contribution to livelihood and economy. Traditionally, most small business has been designed to meet the demand of local market. Going beyond local market require up scaling in the volume or value of production. Small enterprises play an important part in processing, transportation and marketing of forest products. Even, wood production is also moving in to the domain of small holders in many countries. Further, involvements of small enterprise to provision of environmental services are also gradually increasing. It is widely accepted that, the growth of small enterprises including forestry enterprises contribute greatly to the creation of jobs, increase in income and improvement in

living standards, economic growth and alleviation of poverty.

Small-scale enterprises remain vibrant segment of most economies and mostly those drives through, size of land holding, number of employees or amount of capital invested. Small enterprises are started with limited investments, largely drawing of local resources and skills and producing for local market. In generally small scale forestry enterprises are dealing with wood production, collection and processing fuel wood and non-wood forest products etc. Normally, investment requirement is low, and entry is relatively easy, individuals can take the risk and invest in small enterprises and leave the business when it faces difficulty. According to the, US Small Business Administration, over 50% of small business fail in the first year and 95% fail within 5 years' period. Business with fewer than 20 employees have only a 37% chance of

surviving 4 years and only 9% chance of surviving 10 years. Future of small scale enterprises including those in the forestry sector will depend largely on their ability to adopt to change market, technological improvement, transition from the informal to the formal sector and value chain in which they operate.

OBJECTIVES

1. Assess the Strengths, Weakness, Opportunities and Threats (SWOT) of small sale Forest Enterprises.
2. Provide Solutions for improve economic viability of small scale forest enterprises.
3. Provide policy recommendations for improve economic viability of small scale forest enterprises

CURRENT SITUATION OF THE SMALL -SCALE FOREST ENTERPRISES

To understand the current situation of the Small-scale Forestry Enterprises, it has been used SWOT analytical framework. Based on the SWOT, strengths weakness opportunities and threats of the small-scale forestry enterprises were assed. Based on the results of this analysis, it was required to convert each weakness in to neutral position or convert in to strengths. Similarly, it is required to neutralize the threat and as much as convert the threats to opportunities of the small-scale forestry enterprises.

SWOT Analysis	
Strengths	Weakness
<ol style="list-style-type: none"> 1. Owners management 2. Existing knowledge and skills 3. Greater motivation and flexibility 4. Less overheads 5. Flat management structure 6. Closeness to market 	<ol style="list-style-type: none"> 1. Lack of Business Plan 2. Lack of innovation 3. Poor managerial capacity and leadership 4. Informal nature of business 5. Insufficient capital 6. Lack of understanding on value chain
Opportunities	Threats
<ol style="list-style-type: none"> 1. Local and international market 2. Availability of local raw material 3. Availability of inexpensive labor 4. Supportive projects and organizations 5. Favorable rules and regulations 	<ol style="list-style-type: none"> 1. Under estimating competition 2. Government rules and regulations 3. Inability to understand changing market and scale of production 4. Access to credit facilities 5. Access to improved technology. 6. Poor research and development

PROPOSED SOLUTIONS

- Due to the non-availability of business plan, most of the small-scale entrepreneurs don't know vision, mission, objectives, outcomes, outputs and activities of their business. Development of business plan will facilitate them to understand their production plan, marketing plan and the financial plan. It will provide insight to business owners about their small business, through the entrepreneurship and capacity building training program small business owners can develop their own business plan or otherwise they can hire consultant to develop their Business plan with their inputs. This can be achieved through establishment of Business Development Services.
- To face changing market situation, small business owners, need to properly understand the market dynamics. Economic of scale is particularly significant in mechanized processing, transportation, innovation and marketing. Based on the market demand, he/she may have to use the technological improvements as well as new innovations. It is required to invest substantial amount of resources on innovation to create new product or improve existing product or services. Further, investing to compete with competitive enterprises in the market will enable them to cover substantial market share.
- Since, most of the small-scale forest enterprises are cottage level small business and involving family level non-managerial non-technical persons. Many of the small-scale forest enterprises are govern by village women, it is important to empower the women enterprisers. Therefore, it is required to enhance their managerial and leadership capacities by conducting awareness training and business coaching exercises. Further, their entrepreneurial skill can also be improved through continuous capacity building training programs.
- Those small-scale forest enterprises with low technology intensity are likely to be overtaken

by others that are more technology intensive and efficient. Therefore, investing on technology improvement including introduction of new machineries and equipment will result greater volume of production with adequate quality efficiently and effectively to compete with rival product.

- A large portion of small-scale enterprises, especially in developing countries operate in informal sector, outside the framework of established rules and regulations. Further, most of such small-scale enterprises are operating in part time or seasonal basis. Therefore, it is easy to enter and leave from informal sector, where it is prominent in low income situation.
- This informality also compels enterprises to operate on a small-scale. Creation of an enabling environment for small business in particular, removes many of the obstacles that impose high transaction costs on small enterprises, including complex rules, procedures and regulations. In many countries, registration of small enterprises extremely hard, involves substantial amount of cost and time consuming tasks. So, that it is obvious to review and amend the exiting government rules and regulation in favor of entering more and more small enterprisers in to the formal sector through small enterprises registration process.
- Research and Development should be needed for the development of cottage or small scale forest enterprises on the basis of customer's choice, product development, value addition, quality improvement, etc.
- Since, most of the small-scale forest enterprises are informal in nature and are operate in session basis most of the banks and financial institution are unwilling to provide them credit facilities or some banks ask them to provide bank collaterals. Therefore, it is advisable them to develop a bankable business plan prior to request credit facilities. In addition to that, it can be organized awareness workshops for banks and financial institution to review the exiting business plan and issue their credit facilities to qualified business proposals.

KEY RECOMMENDATIONS

- Establish a Small-scale Forestry Enterprise Agency (An Independent Body) in the country to address current issues and any issues that may arise in the future. Agency to deliver the following activities
- Business development services to help small-scale forest enterprises to get required services when and where necessary including development of business plan, access to credit, technology, and market information etc.
- Form and promote small scale forest enterprises association with the involvement

of all the small-scale forestry enterprises and make them common platform to discuss their own issues and make their voice.

- Creation of an enabling environment for small business in particular to remove many of the obstacle that impose high transaction costs on small enterprises, including complex rules, regulations and procedures.
- Necessary to take proper steps to protect the products of small scale forest enterprises from natural disaster.
- Introduce subsidiary scheme for small scale forestry enterprises.

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ANNEX V: EVALUATION FORM



TENTH EXECUTIVE FOREST POLICY COURSE

REVISITING THE POVERTY REDUCTION AGENDA IN THE CONTEXT OF SDGs: OPPORTUNITIES AND CHALLENGES FOR ASIA-PACIFIC FORESTRY

15-25 MAY 2017
COLOMBO, SRI LANKA



EVALUATION FORM

Completion of this form is voluntary. However, your response would be very valuable for us – it would help us to assess the overall effectiveness of the programme and to make necessary changes in the design and delivery of future courses enhancing their value to the participants. Please tick one response for each question.

GENERAL ORGANIZATIONAL ISSUES

	Very Good	Good	Fair	Poor	Very poor
1. Information received on the course.					
2. Information on general arrangements (travel, hotel).					
3. Accommodation arrangements for the course.					
4. Meals, breaks and general comforts provided.					
5. Venue arrangements for conducting course.					
6. Opportunities for interacting with other participants.					
Overall the arrangements for the course.					

Comments:

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MODULES AND TOPICS ADDRESSED

1. Day 1: 15 May 2017: Module I: Changing society, sustainable development goals and poverty reduction

Session	Very Good	Good	Fair	Poor	Very poor
1. Forests and poverty alleviation in Sri Lanka (Anura Sathurusinghe)					
2. Drivers of change and future scenarios for forestry in the Asia-Pacific (Patrick Durst)					
3. An overview of forestry and poverty alleviation (Yurdi Yasmi)					
4. Contribution of forests to GDP, employment and poverty alleviation: What are we missing in forestry statistics (CTS Nair)					
This part as a whole was					

Comments:

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2. Day 2: 16 May 2017– Modules 2 and 7 (Forest governance and poverty reduction and Communication skills I)

Session	Very Good	Good	Fair	Poor	Very poor
1. Integrated natural resources management and poverty reduction: Rhetoric and action (Jeff Sayer)					
2. Making communications more effective (Caroline Liou).					
3. Forest tenure reform and poverty alleviation (Yurdi Yasmi)					
4. Group Discussion: How pro-poor are national forest policies (Patrick Durst & CTS Nair)					
This part as a whole was					

Comments:

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3. Day 3: 17 May 2017 – Module 2 and 7 (Forest governance and poverty reduction and Communication skills I)

Session	Very Good	Good	Fair	Poor	Very poor
1. Forest governance improvement and poverty reduction: The challenges (Doris Capistrano).					
2. Environmental conservation and livelihood improvement: Where and when it leads to a win-win outcome (Jeff Sayer)					
3. How FLEGT could help in poverty reduction (Josil Murray)					
4. Panel discussion: The role of forests and forestry in poverty reduction – Expectation and reality (Yurdi Yasmi, Jeff Sayer, Doris Capistrano, Josil Murray & Patrick Durst)					
5. Living in the era of social media: Opportunities and challenges (Caroline Liou)					
6. Making good presentations (Yurdi Yasmi & Caroline Liou)					
This part as a whole was					

Comments:

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4. Day 5: 19 May 2017: Module 2 and 3 (Forest governance and poverty reduction and Making forestry programmes pro-poor)

Session	Very Good	Good	Fair	Poor	Very poor
1. Making forestry institutions responsive to the needs of the poor (Doris Capistrano)					
2. Commercial forestry and rural livelihood improvement (Josil Murray)					
3. Managing non-wood forest products and poverty alleviation (CTS Nair)					
4. Group discussion: Leadership in forestry: Coping up with the challenges (CTS Nair & Yurdi Yasmi)					
This part as a whole was					

Comments:

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5. Day 6: 20 May 2017: Module 5: Economics of forestry interventions.

Session	Very Good	Good	Fair	Poor	Very poor
1. Economic aspects of poverty reduction through forestry (CTS Nair)					
2. Payment for ecological services: A win-win option for poverty reduction? (CTS Nair)					
3. Paris agreement, REDD+ and poverty alleviation: Lessons learnt and the way forward (Beau Damen)					
This part as a whole was					

Comments:

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6. Day 7: 21 May 2017: Modules 4 & 6: Tools for assessing forestry’s impact on poverty & Lessons from poverty reduction efforts through forestry interventions

Session	Very Good	Good	Fair	Poor	Very poor
1. Tools for making the right choice – Social cost benefit analysis (CTS Nair) .					
2. Korean experience of reforestation through social mobilisation (Dong Heun Han) .					
3. Financing environmental and forestry programmes (Beau Damen)					
This part as a whole was					

Comments:

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7. Day 9: 23 May 2017 – Module 4 and Module 2 – Lessons from poverty reduction efforts through forestry interventions and Forest governance and poverty reduction.

Session	Very Good	Good	Fair	Poor	Very poor
1. Dealing with divergent values and resolution of conflicts (Yurdi Yasmi) .					
2. Joint forest management in India (CTS Nair) .					
3. Community forestry and poverty reduction: Lessons from Asia (Yam Malla)					
4. Group discussion: Decentralization and devolution of forest management – An evolutionary process (CTS Nair & Yam Malla)					
This part as a whole was					

Comments:

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8. 15 – 25 May 2017: Module 8: Communication skills II - Preparation of policy briefs

	Very Good	Good	Fair	Poor	Very poor
1. Introduction to preparation of policy briefs (CTS Nair)					
2. Preparation of policy briefs – How to make the messages stick (Caroline Liou)					
3. The process of identification of topics/ issues for preparation of policy briefs					
4. Opportunities for discussion and mentoring the process					
5. Guidance as regards the process involved					
6. Overall outcome of the effort especially in improving the skills to draft policy briefs					
This part as a whole was					

How did you find the coursework arrangements? Was it useful in enabling you to draft the policy brief? If yes or no, why?

Comments:

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Did you have enough resources (reading materials and mentoring support) while preparing the brief?

Comments:

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What could help you better in drafting the policy brief?

Comments:

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Presentation of coursework (policy briefs),

Comments:

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FIELD TRIPS – 18 May and 22 May 2017

	Very Good	Good	Fair	Poor	Very poor
9.1 Overall arrangements for the field trips					
9.2. Opportunity to discuss policy and other related issues.					
9.3. Opportunity to understand the ground realities of forest policy implementation.					
This part as a whole was					

CONCLUSIONS AND RECOMMENDATIONS

1. What parts of the course did you like best?

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Why?.....

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2. What parts did you like least?

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Why?.....

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3. What parts of the course are most useful for your work?

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4. What will you do differently after attending this course?

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5. What did you miss?

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6. What other comments would you like to make?

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7. Suggestions to improve the course?

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THANK YOU VERY MUCH!