



Effective forest producer organizations

发挥有效作用的森林生产者组织



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Strength in Numbers

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凝聚的力量

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Foreword 前言

For many years, FAO and AgriCord have supported cooperation between individual farmers, groups and communities to improve agricultural production. Given the increasing amount of forest and forest land now managed and controlled by individuals and communities, the need to strengthen cooperation in terms of forest products (wood and non-wood) and services has become obvious.

为了改善农业生产，多年以来，粮农组织与农业机构联盟一直支持个体农户、农民群体和社区之间的合作。目前随着个人和社区所经营与管理的森林和林地数量不断增加，加强林产品（木质林产品与非木质林产品）与服务方面合作的需求越来越强烈。

FAO and partners have gained valuable initial experience in several recent initiatives, including Community Forestry Programmes, Forest Connect, the National Forest Programme Facility and Growing Forest Partnerships. The new Forest and Farm Facility is based on this experience. The Facility will support forest farmers to form organized groups and to put forest produce on the agenda of existing farmer cooperation arrangements.

粮农组织及其合作伙伴已经在近期几项倡议行动中初步获得了宝贵的经验，这些倡议行动包括社区林业项目、森林联盟、国家森林计划基金和发展森林合作伙伴关系倡议。依据这些经验又促成了新的森林和农场基金。该项基金将支持林农形成有组织的团体，并且将把林产品纳入到现有农民合作的日程安排上来。



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AgriCord is implementing support to smallholder farmers' groups and cooperatives developing forestry activities at the local level in Ethiopia, Vietnam, Tanzania, Nicaragua and Nepal. This is being done through twinning arrangements with several local "forest management associations" of MTK, the Finnish Central Union of Agricultural Producers and Forest Owners. Other members of AgriCord are engaged in similar activities: SCC and LRF (Sweden), with the Swedish Family Forest Owners Association, in Kenya; AGRITERRA (Netherlands) in China; AFDI (France) in Mali; and TRIAS (Belgium) in Ecuador. Services to sustainable family forestry cover a broad range of timber and non-timber activities from organizing and lobbying to planting, harvesting and marketing. Lessons from the ongoing initiatives will be used to further improve this practical cooperation.

农业机构联盟正在埃塞俄比亚、越南、坦桑尼亚、尼加拉瓜、尼泊尔地方一级开展支持小农户群体与合作社发展林业的活动。这主要是通过一些与芬兰农业生产者和林主联合会下属的一些地方性森林管理协会之间的双边协议来实现。农业机构联盟的其他成员也在开展类似的活动，如在肯尼亚的瑞典合作社中心（SCC）和瑞典农场主联盟（LRF）以及瑞典家庭森林所有者协会；在中国的荷兰农业合作发展组织（AGRITERRA）；在马里的法国农业工人及国际发展协会（AFDI）；以及在厄瓜多尔的比利时非政府组织Trias。为可持续家庭林业提供的服务涵盖范围广泛的木材和非木材活动，从组织和游说到种植、收获和市场营销。从当前各项行动倡议中获得的经验教训将会用于进一步完善这种务实的合作。

This document is a compilation of cases showing how forest farmers have organized themselves and the lessons drawn so far, with the aim of providing ideas and motivation to service providers and farmers alike. It highlights the need for farmers to have their say on forest policy and legal issues, and to have better access to markets, services and finance. It also provides an insight into the kind of activities and processes that can be supported by the Forest and Farm Facility hosted by FAO, and by the Farmers Fighting Poverty programme at AgriCord.

本文是一个案例汇编，用来展示林农如何自己发展组织，以及到现在为止所吸取的经验教训，目的是给服务提供者以及林农提供思路和动力。它突出强调了林农在林业政策和法律问题上的自主发言权的需求，以及更好获得市场、服务和资金的需求。同时本文也将为粮农组织主办的森林和农场基金、以及农业机构联盟开展的农村反贫困计划所支持的各项活动和进程提供一个深入的了解。

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Summary 摘要

Properly managed forests are renewable resources that play an important part in mitigating climate change. Already, smallholders and communities control a significant and growing proportion of the world's forests, and evidence shows that they are able to reduce deforestation and manage forests sustainably. A crucial constraint, however, is the isolation of individual smallholders from each other as well as from markets, sources of finance, policy makers and information. Forest producers can overcome isolation by organizing themselves into self-governing groups, and many have already done so. Producer groups enable their members to take collective action, benefit from efficiencies of scale and have more bargaining power. Groups can also speak up for their members' interests and shape policy.

恰当管理的森林是在减缓气候变化中发挥重要作用的可再生资源。目前，小农户和社区已经管理着世界森林的很大一部分，并且所占比例还在逐步增大，也有证据表明，他们能够减少森林破坏并可持续地管理森林。但是，有一个关键的制约因素就是：个体小农户相互之间是孤立隔离的，并且也与市场、资金来源、政策制定者和信息相脱离。森林生产者可以通过建立自己的自治组织来消除孤立，而且已经有很多人这样做了。生产者组织可以使他们的成员采取集体行动，从而受益于规模效益，同时也可以获得更多的议价能力。团体组织还可以为他们的成员争取利益并且促成政策的形成。

However, smallholders can afford to be active members of producer organizations only if joining such a group increases their income. This means that an organization must offer reliable financial benefits to its members: it must deliver appropriate services to members, both political (such as through lobbying for access to land and markets) and economic (such as training for better production and entrepreneurship). In order to do this, an organization must itself have strong internal governance and a network of partnerships with other players. Given these internal and external capacities, an organization's outreach among rural populations can be wide. Forest producer groups have the potential to allow large numbers of poor rural families to join and benefit from both domestic markets and international schemes for sustainable forestry and carbon capture.

然而，小农户只有加入这样的团体组织，增加他们的收入，才可能成为积极的生产者组

织成员。这就意味着，一个组织必须为其成员提供可靠的财务收益：它必须为其成员提供一定的服务，包括政治上的（如：通过游说来争取土地和市场）和经济上的（如：更好的生产和创业培训）。为了做到这一点，一个组织必须自身拥有强大的内部治理能力并与其他伙伴建立紧密的合作关系。因为拥有这些内外部能力，一个组织在农村人群中的服务范围才能够被扩大。森林生产者组织具有让大量的农村贫困家庭加入，并使其受益于国内市场和可持续林业及碳捕获等国际计划的潜力。

Despite these benefits, forest producer organizations are not yet as common as similar groups in agriculture. The reasons for this are complex. They include the need for a broadly enabling environment in which such groups can flourish, and for secure, long-term access and tenure rights. As the production cycle from forests is slower (often considerably so) than from agricultural land use, growers may need support to engage in the expensive business of planting trees or managing forest until their investment starts to show a return. And their organizations may need external support to provide the political and economic services that members seek.

尽管有着这些好处，但森林生产者组织却不像同类型的农业组织那样常见。出现这种情况的原因很复杂，包括需要有一个广泛的有利环境，使这类组织在其中能够蓬勃发展；并且需要有长期、安全的获取权和产权。由于森林的生产周期要比农业土地利用长（通常都是如此），种植者可能需要一些支持来开展花费较高的树木种植或森林管理，直到他们的投资开始出现回报。并且他们的组织可能需要外部的支持，以提供成员所寻求的政治和经济服务。

With the aim of bringing the benefits of group action by forest producers to the attention of policy makers, this report presents a range of cases from across the globe. There are examples from both developed and developing countries, chosen to illustrate a wide range of benefits without aiming to be encyclopaedic. Most are broadly 'successes', but challenges and possibilities are also outlined.

为使森林生产者集体行动的好处引起政策制定者的注意，本报告列举出了一系列来自世界各地的实例。既有来自发达国家也有来自

发展中国家的例子，选用这些例子不是为了百科全书式的介绍，而是为了说明这些组织发挥着广泛的效益。大多数案例广义上是“成功的”，但也概述了其所面临的挑战和可能的解决方法。

Examples are arranged in four sections that together cover all aspects of efficient forest producer organizations. The first two are concerned with organizational capacity (internal and external) and the second two cover the ways in which this capacity is used to support members (politically and economically).

四个部分中都安排有实例，综合在一起能够涵盖发挥有效作用的森林生产者组织的各个方面。前两个部分涉及的是组织能力（内部和外部），另外两个部分则涉及了这种能力用于为其成员提供支持的方式（政治上和经济上的）。

1: Developing organizational strength

1: 发展壮大组织力量

An organization needs a clear sense of purpose, and to be well structured and inclusive, to maximize its potential. It needs to represent a substantial proportion of the producers (both women and men) in its area of operation, and it must have strong governance and administrative structures. Members need to be keen and active, which is most likely to happen when they enjoy clear benefits such as member-only services or information. Firm, accountable leadership is important, although too much reliance on a charismatic leader can affect organizational sustainability. Transparency in financial dealings is crucial.

一个组织，想要最大限度的发挥其潜力，就需要有明确的目标意识，并且具有良好的组织架构和包容性。这个组织需要在其经营领域中，代表着大部分的生产者（包括男性和女性）。它必须有强有力的治理和管理结构。成员需要有热情并积极参与，这在他们能够享受到明显的好处，如得到只有会员才能获得的服务或信息时最有可能实现。虽然过多地依赖于一个有号召力的领导者可能会影响组织的可持续性，但坚定、负责任的领导能力还是很重要的。财务上的透明也至关重要。

Cases in this section have been chosen to illustrate various elements of organizational strength. Even when all the elements are in place, strength takes time to become established. This is seen in Finland, where long tradition enables sustainable family forestry to

combine wide ownership and open access with productivity. Finnish forest management associations are mature, democratic organizations that provide a complete range of services to their members.

本部分中所选定的案例用来说明组织力量的各种构成要素。即使所有的要素都具备，组织力量的形成还是需要一定的时间。这种情况在芬兰已被证实，芬兰

在可持续家庭林业方面悠久的历史传统，使其能把广泛的所有权和开放的生产力相结合。芬兰的森林管理协会发展成熟，是能够为其成员提供一整套服务的民主组织。

Sometimes external changes, such as new legislation, make it easier for groups to function well. An example from Gambia shows how villagers were able to form enterprise groups once legal changes transferred ownership rights to them. Community facilities have improved with the income generated from small businesses, and the forest resources are protected by those whose livelihoods now depend on them. Larger external changes, such as post-communist political reform in Eastern Europe, have created the need for forest producer groups to serve a new generation of forest owners.

有时候外部变化，比如新的立法，也能够使各组织更容易发挥功效。一个来自冈比亚的实例显示，当法律变革后把所有权转让给村民时，他们是如何组建企业的。社区基金帮助小企业增加了收入，并且森林资源也受到了那些生计还依赖于此的人们的保护。较大的外部变化，如东欧的后共产主义政治改革，已经创造了要森林生产者组织给新一代森林所有者提供服务的需求。

Some groups become so strong that they provide a working model of democracy and have far-reaching benefits. Community forestry in Nepal, for instance, has been developing for more than two decades, and the forest user groups serve the wider community in many ways. They emphasize fairness and the importance of helping the poorest in society. Environmental protection and improvements in living standards have taken many years to achieve, but are now firmly established.

一些组织变得非常强大，以至于他们提供了一个民主的工作模式，并且产生了深远的影响。例如尼泊尔的社区林业已经发展了二十多年，森林使用者组织以多种方式开展广泛的社区服务。它们强调公平性和帮助社会上最贫困人群的重要性。虽然用了很多年来达到环境保护和生活水平提高的目的，但现在



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这已稳固地得到了实现。

A different benefit of group membership is shown by a case where members of a cooperative that practises good forest management have a better credit rating when seeking loans. Another case shows that large-scale tasks, such as forest protection, can be done more effectively by a group than individually.

一个案例显示了组织成员所获得的不同好处，当一个合作社的成员实现了良好的森林管理，就可在寻求贷款时获得更好的信用评级。另外一个案例表明，大型任务，如森林保护，团体协作比个体完成更有效率。

In some parts of the world, the legacy of former political systems can make producers reluctant to join a group. But in Romania, growers overcame their fears of nationalization when they realized that only by group action could they deal with the wind erosion that threatened their soils. The importance (and potential pitfalls) of strong leadership are illustrated by a case from China. The activities of producer groups in their infancy are described in Ecuador. Finally, a case is presented of how the charcoal industry in Malawi might benefit from intervention by producer groups.

在世界的一些地方，前政治体系的遗留影响可能会让生产者不愿加入一个团体组织。但是在罗马尼亚，当种植者认识到只有通过集体行动才能解决威胁到他们的土壤风蚀时，他们克服了对国有化的忧虑。来自中国的一个案例表明了强有力的领导作用的重要性（和潜在的缺陷）。生产者组织的活动在厄瓜多尔还处于起步阶段。最后，另一个案例展示的是马拉维的木炭行业是如何从生产者组织的干预中受益。

2: Creating networks

2: 创建合作关系

Forest producer organizations need to build relationships with other key players (such as government institutions, the private sector, development agencies and civil society organizations) if they are to provide comprehensive services for their members. It is easier for partners to link with organizations rather than individual producers, and the groups themselves can create institutional structures to provide specialist services. Links to research bodies and financial services are particularly important if producers are to learn about the latest techniques and obtain the finance necessary to invest in them.

森林生产者组织如果想为他们的成员提供全面的服务，就需要与其他重要参与者建立联系（如政府机构、私营部门、发展机构和民间社会组织）。合作伙伴与组织联系要比与单个生产者联系简单的多，而且一个团体本身就能够建立起机构体系来提供专业服务。如果生产者想要学到最新的技术，并获得必要的资金投入，那么与研究机构和融资服务建立联系就显得特别重要。

Examples in this section include networks to reduce transaction costs in carbon projects. Smallholder groups in Kenya and Zambia are involved via partnerships with NGOs. Through better land management and agroforestry techniques, they are improving yields and gaining access to global carbon markets.

本部分的实例包括了合作网络在碳项目中降低交易成本的作用。肯尼亚和赞比亚的小农户组织参与了与非政府组织建立的合作伙伴关系。通过更好的土地管理和农林复合经营技术，他们提高了产量，并获准进入全球碳市场。

The importance of links to government, credit providers and research institutions are illustrated by Mexico's federation of forest owners. The effectiveness of direct government grants is shown by a case from Uganda, where village groups have been encouraged to plant trees for timber.

墨西哥林主联合会表明了与政府、信贷提供者和研究机构建立联系的重要性。乌干达的实例证明了政府直接补贴的有效性，在那里各个村落组织被鼓励种植林木以获得木材。

Partnerships along the value chain are shown by examples in several countries. A forest products federation in India has linked with a retail outlet for ayurvedic medicine, boosting the market for forest products and assuring the supply for the shop. In China, a forestry station has encouraged farmers to form an association to plant trees that will supply raw materials for local industry. Links to manufacturers in the developed world have been established by Namibia's marula producers. They now supply several large cosmetics manufacturers, and government support is increasing the domestic market for marula oil.

许多国家的实例都证明了伙伴关系是伴随着价值链而建立的。印度的林产品联合会已和阿育吠陀药的工厂零售点建立起联系，促进了林产品市场的繁荣并且保证了对店铺的供应量。在中国，林业站鼓励农民建立协会进行造林，为地方工业提供原料。纳米比亚的

马鲁拉生产者已经与发达国家的制造商建立了联系。他们现在为几个大型的化妆品制造商提供原料，并且在政府的帮助与支持下，国内的马鲁拉油市场也在不断发展中。

Partnership via twinning can be particularly effective, as in the case of a mature Finnish forest management association that is supporting a relatively new tree growers' association in Tanzania that lacks capital, market information and expertise.

通过结对建立起合作伙伴关系的效果明显，正如案例中所述，发展成熟的芬兰森林管理协会，正在帮助一个相对较新的，并且缺乏资金、市场信息和专业知识的坦桑尼亚树木种植者协会。

3: Lobbying and policy-making

3 : 游说和政策制定

Forest producer groups can legitimately speak out on behalf of the small forest producers whose voices and concerns would otherwise not be heard. As members of policy-making forums, producer groups can bring the collective view of their members to the negotiating table, hiring articulate representatives if necessary. This requires good coordination with other stakeholders and within the organization itself, to gather and consolidate members' views. Such complex work is difficult for organizations that are relatively immature, so policy change is a slow process. However, examples show that change is possible and that forest groups are becoming more vocal and confident.

森林生产者组织能够代表小森林生产者合法地说出他们的意见和关注的问题，否则他们的声音是无法被听到的。作为政策制定论坛的成员，生产者组织可以把其成员的集体观点带到谈判桌上来，必要时选择善于表达的代表进行谈判。这需要与其他利益相关者有着良好的协调关系，并且在组织内部，收集和整理成员们的意见。对于相对发展不成熟的组织来讲，开展这样一个比较复杂的工作较为困难，所以说政策的改变是一个缓慢的过程。但是，实例证明，改变是可能的，森林组织正变得更有发言权和越来越有信心。

Many of South Africa's forest producer associations were formed specifically to give voice to their members' concerns, which have to compete with those of large timber companies. Although the committee of the umbrella group Forestry South Africa is still weighted in favour of large producers, it is an active

lobby group whose founding objective was to bring small-scale producers into the mainstream. By contrast in Nepal, where there is little large-scale forestry, community forestry user groups have a formal network that is now a vocal social movement representing millions of forest users. It contributes actively to the policy-making process and makes sure that members are aware of their rights and responsibilities. Moving outside country boundaries, the Three Rights Holders Group (G3) is mentioned as an international umbrella group that lobbies on behalf of locally controlled forestry.

许多南非森林生产者协会的建立就是专门为其成员所关注的问题发表意见，因为他们必须要和一些大型木材公司竞争。虽然伞形组织南非林业委员会仍然对规模大的生产商非常有利，但它是一个积极的游说组织，其创建目的就是让小规模生产者步入主流。与此相反，在尼泊尔很少有大规模的林业，而社区林业用户组织却已经形成一个规范的网络，现在已是代表着数百万森林用户有发言权的社会活动团体。该组织积极参与到政策的制定过程中，并务使其成员了解自己的权利和责任。三权持有者组织（Rights Holders Group, G3）作为一个国际伞状组织，跨越国界，为了林业本地化管理的利益，进行游说活动。

In some countries, decision makers lack awareness of the potential offered by small-scale forestry and the need to support it. In such cases lobbying by producer organizations can make a critical difference. The Czech Republic's government, for instance, showed little interest in the needs of the forestry sector until a national owners' association highlighted the benefits to rural development provided by forests. Similarly in Mali, the national farmers' organization has brought the particular needs of small non-wood forest enterprises to the attention of the government.

在一些国家，决策者很少意识到小规模林业所带来的潜力，并且也很少意识到需要去支持它。在这种情况下，生产者组织的游说就能够产生重要影响。例如捷克共和国政府在全国所有者协会突出强调森林能给农村发展带来好处之前，很少关注林业部门的需求。同样地在马里，全国农民组织已使政府注意到了小型非木森林企业的特殊需求。

Helping small groups to negotiate with domineering agencies is also a role for national organizations, as shown by an example from Uganda. And in Kenya there is now a national committee to represent farm forestry associations.



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乌干达的实例表明，全国性组织的一个重要作用就是帮助小生产组织与专横的机构进行谈判。在肯尼亚，现在有一个全国性的委员会，就代表着农场林业协会。

4: Developing business opportunities

4: 开发利用商机

Forest production can offer a sustainable, local income source for family farmers. Seasonal lulls in the cycle of agricultural tasks make it possible for smallholders to engage in forest production. In the long term this improves incomes, food security and resilience to livelihood shocks. But as forestry activities are slower to give returns than agriculture, smallholders (who in many cases are operating not far above subsistence level) need the support of forest producer organizations in their new ventures.

森林产出可以给农民家庭提供一种持久的当地收入来源。农业生产周期中的季节性歇停可以使小农户从事林业生产。从长远来看，这也提高了收入和食品安全性，并且也能提高生计冲击的恢复力。但是由于林业活动比农业的回报要慢，小农（在许多情况下，他们都在未远高于维持生计水平下经营）需要森林生产者组织支持他们新的经营尝试。

Producer organizations have many roles here, especially in providing economies of scale. Aggregating the production of many growers makes it easier to sell in bigger markets and drive a better bargain. Examples in this section also show other ways that organizations help their members to become business-minded. The first case, from Sweden, shows that ownership of forests by smallholders is no hindrance to participating in world timber markets. Pooling resources for economies of scale is also shown by an example from China.

森林生产者组织发挥很多方面的作用，尤其是在实现规模经济方面。把很多种植者的生产集中在一起，能更容易地在较大的市场中销售，也可以争取到一个更好的交易。本部分的实例也展示了其他方面的作用，如生产组织帮助其成员变得有商业头脑。第一个来自瑞典的实例表明，拥有森林所有权的小农可以毫无阻碍的参与到世界木材市场中来。来自中国的实例也说明了合作经营资源以实现规模经济。

Sharing information on current prices and quality requirements helps members to decide what to grow and when to harvest. For instance, groups of forest owners in Vietnam are learning about markets and are

taking steps to have their forest management certified as sustainable. They will then benefit from the fact that timber from sustainable forests fetches twice the price of uncertified wood. In an example from China, where migration from the land has caused a shortage of labour, a producer organization has allowed forest owners to pool their resources and bring in contractors to manage the village bamboo forest efficiently.

有关当前价格和质量要求的信息共享有助于成员来决定种植什么与何时收获。例如，越南的森林所有者组织正在学习市场营销，也正在逐步采取措施使他们的森林管理得到可持续的认证。然后，他们将从可持续森林中获得木材的价格是未认证木材的两倍这一事实中获益。来自中国的一个实例中，农业劳动力的转移造成了劳动力的短缺，而生产者组织使森林所有者合作经营其资源，并引入承包人来有效管理乡村的竹林。

Access to loans is often made easier through a group, and being able to borrow money means that individuals are less likely to cut immature trees to provide emergency cash flow. A group in China has formalized a process by which growing trees can be used as collateral for loans to develop business.

通过组织来获取贷款往往就变得更加容易。能够借到钱就意味着个体生产者不太可能去砍伐未成熟林木来获得急需的流动资金。中国的一个生产者组织已经使将种植的树木用作抵押品获得贷款来扩大发展规模的过程形式化。

Three cases show how group action can increase revenue for growers. Groups of tree planters in Guatemala have cut out the middlemen who until recently took most of their profit. They now deal direct with large companies. In Mexico a group of local coops have come together to sell their certified timber for pallets. Their joint forest corporation is big enough to deal with multinational companies. Eucalyptus poles are in great demand in Ethiopia, and growers are learning how to benefit from this by forming cooperatives and unions to share market prices and sell as a group.

三个实例都说明了组织行动如何能够增加种植者的收入。危地马拉的树木种植者组织已经取代了直到不久前还拿走他们大部分利润的中间人。现在他们与大公司直接进行交易。在墨西哥，当地一个合作组织联盟联合在一起出售其由经过认证木材制成的托盘。森林合作组织的联合已经是大到足以与跨国公司打交道。在埃塞俄比亚，桉树杆材的需求量很大，种植者正在学习如何通过组建合

合作社和联盟以作为一个整体共享市场价格和销售来从中获益。

Producer organizations have the clout to encourage expansion into different markets. For example, Nepal's community forests are already well-known for their successful commercialization of non-wood products. However, they could earn more revenue for local groups if more timber could be sold, and smallholders' organizations are aiming to improve harvesting efficiency and establish a sawmill to process logs and add value.

森林生产者组织用其影响力来鼓励扩展不同的市场。例如，尼泊尔的社区林业因其非木材产品的成功商业化而早已闻名。然而如果能售出更多的木材，当地组织就可以获得更多的收入，因而小农组织正致力于提高收获率，并建立一个锯木厂用来加工原木，增加附加值。

Taking action

采取行动

Forest producer organizations might ask themselves what they and their members want for the future. With strong internal capacities and networks, as shown in sections 1 and 2, organizations can catalyse equitable progress for their members through supportive policies and economic development, as illustrated in sections 3 and 4.

森林生产者组织可能会问自己，他们和他们的成员未来想要什么。凭借强大的内部组织能力和合作网络，正如在第一和第二部分所展示的那样，生产者组织通过扶持政策和经济的发展，就能像第三和第四部分所表明的那样，能够为其成员带来公平的发展。

Looking at the various reasons for success, some of them are within the capacities of forest producer groups to influence. These include strong governance,

providing useful services to members and protecting their forests. But some, such as a country's legal framework, broad economic conditions and long-term government support, rely on decisions made by other actors. It is hoped that the narratives presented in this report will encourage the pursuit of an enabling environment so that forest producer groups can influence these political decisions and thus realize their potential.

纵观成功的各种原因，有些属于森林生产者组织能力影响范围之内的。它们包括强有力的治理、为其成员提供有用的服务和保护他们的森林。但是还有一些，比如一个国家的法律框架、宽松的经济条件和长期的政府支持，则取决于其他行动者的决策。希望通过本报告的叙述能够促进形成一个有利的环境，使森林生产者组织可以影响这些政治决策，从而发挥他们的潜能。

Specific action would be to encourage existing farmer organizations to broaden their scope to include forestry, as seen in some of the examples presented here. In many parts of the world the distinction between farming and forestry is blurred. Agricultural organizations are therefore well placed to help their members to develop forestry enterprises. They might require support to improve their management capacities and technical expertise, but could build on existing strengths in terms of local credibility and organizational cohesion.

具体的行动就是鼓励现有的农民组织，扩大他们的经营范围去涉足林业，就像在本文所介绍的一些案例中看到的那样。在世界的许多地方，农业和林业之间的区别是模糊的。因此，农业组织也较适合于帮助其成员发展林业企业。他们可能需要帮助与支持，以提高他们的管理能力和技术专长，但可以利用在当地信誉和组织凝聚力方面的现有优势而建立。



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Introduction and background

简介和背景

'Forests and trees on farms are a direct source of food, energy, and cash income for more than a billion of the world's poorest people. At the same time, forests trap carbon and mitigate climate change, maintain water and soil health, and prevent desertification. The sustainable management of forests offers multiple benefits – with the right programs and policies, forestry can lead the way towards more sustainable, greener economies.'

农田中的森林和树木是超过10亿的世界最贫困人口的食物、能源和现金收入的直接来源。同时，森林能够捕集碳、缓解气候变化、保持水土健康、防止荒漠化。森林可持续管理能够带来多种好处，借助于正确的计划和政策，林业能够引领走向更可持续、更加绿色经济之路。

粮农组织林业部助理总干事
Eduardo Rojas-Brialess
2012年6月

Given the undeniable benefits of healthy forests to the global economy, environment and climate, it is important to consider the best ways of managing forest resources. Governments and big business do not have an unblemished track record in sustainable forest management, so attention is turning towards local control of forests.¹ Where people are given clear, formal rights to benefit from a forest, they have a vested interest in long-term management. Locally controlled forestry thus addresses environmental concerns and can be an effective way of slowing or avoiding deforestation and forest degradation. But what is the best way to achieve and manage local control? One possibility is for those living at the agriculture-forestry frontier in developing countries to join or form forest producer groups. This collective approach gives individual forest producers strength in numbers and the chance to be agents of their own economic development.

因为健康的森林给全球经济、环境和气候带来无可否认的好处，因此思考管理森林资源

¹ International Institute for Environment and Development (IIED). (2012). *Big ideas in development: Investing in locally controlled forestry*.
国际环境与发展研究所(2012). 发展的大思路：投资地方管理的林业

的最佳途径非常重要。政府和大企业在森林可持续管理方面的作为并非完美，所以关注点正在转向当地的森林管理。在那些人们有着清晰、正式的权利以受益于森林的地方，他们在长期管理方面就能获得既得利益。地方管理林业从而解决环境问题是减缓或避免毁林和森林退化的有效途径。但是什么又是实现和解决地方管理的最好方式呢？一种可能性就是生活在发展中国家农业地区的人们，加入或建立森林生产者组织。这一集体性途径给个体森林生产者带来了凝聚的力量，也带来了成为他们自己经济发展代理者的机会。

Collective action is a mainstream concept: throughout the world, smallholders benefit significantly from belonging to cooperatives or producer organizations. Membership of a well functioning group gives them better access to markets, a stronger bargaining position, links to extension services and a voice in policy development. The key phrase here is 'well functioning'. Income is the main motivation that drives poor farmers to join forest producer organizations. Unless and until these organizations function well enough to offer financial benefits to their members, smallholders will choose to leave and the groups will become inactive. Conversely, there is vast potential when organizations become strong enough to develop market access and other services for their members. Such groups can have wide and increasing outreach among rural populations, and may well provide the way in which such people can benefit from national and global schemes focusing on sustainable forestry and mitigating climate change.

集体行动是一个主流的概念：遍布世界各地的小农们都很明显的受益于所属的合作社或者生产者组织。运作良好组织的成员可以更好的进入市场，具有较高的谈判地位，可以得到推广服务，在政策制定过程中有发言权。但这里有个关键词就是“运作良好”。收入是驱使贫困农民加入森林生产者组织的主要动机。除非这些组织运作的足够好，能给他们的成员提供经济利益，否则小农们就会选择离开，这样的话组织就不起作用。相反的，当组织发展得足够强大以至于能为他们的成员开发市场和提供其他相关服务，就会有巨大的发展潜力。这类联盟组织拥有广

泛的和不断扩大服务范围的农村人群，也提供了一条可以使人们从侧重于可持续林业和减缓气候变化的国家和全球计划中受益的有效路径。

Forest producer organizations support their members in various ways, but in the framework of this report they are divided into two broad areas, advocacy and policy-making, and developing business opportunities. Advocacy entails lobbying for a favourable policy framework and speaking up for small producers. Developing business opportunities encompasses service-provision (such as training, microcredit, competitively priced and readily available inputs and extension services) and improving market access.

森林生产者组织以各种方式为其成员提供支持，但是在本报告的框架中，主要分为两大领域：游说与政策制定，以及拓展商机。游说可以为小生产者争取到有利的政策框架并且可以说出他们的心声。拓展商机就包括提供服务（如培训、小额贷款、有竞争力的定价和容易得到的投入和推广服务）以及改善市场准入。

This document presents a set of current examples of forest producer organizations that are already playing a significant role in forest management. The aim is to raise awareness and provoke discussion among service providers and the policy makers responsible for setting frameworks in which producer organizations can flourish.

本文介绍了一系列当前的森林生产者组织已经在森林管理中发挥着重要作用的实例。目的是提高人们的认识，以及引发服务提供者与负责制定促进生产者组织蓬勃发展框架的政策制定者的讨论。

Cases have been chosen from a selective literature review to show a range of benefits and some potential pitfalls: no attempt has been made to provide an exhaustive catalogue. Some examples are explored in more detail, others are presented as simple narratives. Some show the results of long-established practice, whereas others report early successes or possibilities. Several examples are from the Nordic countries, where traditional, small-scale family forestry - supported by effective producer groups - provides timber for industry while maintaining public access and environmental benefits. Cases from China show how organizations have reacted to the opportunities presented by land tenure reform. Other examples are from developing countries where, despite many challenges, forest

² Sources are given in footnotes for each case.

producer groups have improved the livelihoods of their members as well as protecting forest cover. Both 'protection' and 'production' forests are featured. Some cases involve trees growing outside traditional forests, such as in small woodlots, along field boundaries and in agroforestry systems.

实例是从一些精心选择的文献评论中挑选出来的，他们展示出了一系列的好处和一些潜在的缺陷：没有去尝试提供一个详细的记载。有些实例探讨了细节，另一些则是简单的叙述。有些实例展示了建立已久的组织的实践结果，而另外一些说明了早期的成功或可能性。有几个例子是来自北欧国家，在那里得到生产者组织有效支持的传统小规模家庭林业，为工业提供了木材，同时保持了公众开放和环境效益。来自中国的案例展示了联盟组织在土地权属改革的机遇面前，是如何做出反应的。其他的实例来自发展中国家，在那里尽管面临诸多挑战，森林生产者组织已经改善了其成员的生计并且保护了森林覆盖。森林“保护”和“生产”被作为主要内容。有些实例涉及传统森林外的林木种植，如在小片林地中、田边，以及农林复合经营系统中。

After a brief background section that also touches on the enabling environment, and access and tenure rights, the cases are presented in four sections. The first looks at organizational strength and inclusiveness, because internal capacity is vital if a group is to flourish in the longer term. The second shows how strong organizations form networks (external capacity) to help provide services to members. The third highlights examples of organizations speaking out on behalf of their members in lobbying and policy-making roles. The fourth shows how business opportunities are enhanced by collective action. A concluding section considers ways in which forest producer organizations can be encouraged and supported to become more effective.

在背景部分简要介绍了有利的环境、获取权和产权之后，实例在四个部分呈现出来。首先着眼于组织力量和包容性，因为从长远看对于组织的蓬勃发展来说，内部的能力是至关重要的。第二个部分说明了强有力的组织如何建立网络（外部能力），以便向其成员提供服务。第三部分的实例突出强调了组织代表其成员在游说和政策制定方面的发言权。第四部分展示了集体行动是怎样拓展商机的。结论部分探讨了一些能够鼓励和支持森林生产者组织使其能更加发挥有效作用的途径。



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What is a forest producer organization?

什么是森林生产者组织？

Forest producer organizations vary widely in size and institutional form. In this document, the term includes informal groups, community user groups, tree growers' associations, forest owners' associations, cooperatives and companies. Examples encompass both private and community forestry, and they cover different forest products (both timber and non-wood forest products) and services. They range from small community-based groups of individuals to large umbrella groups and federations that represent many smaller organizations.

森林生产者组织在规模和体制形式上有很大的差异。本文中，该术语包括了非正式组织、社区用户组织、树木种植者协会、森林所有者协会、合作社和公司。实例包括了私营和社区林业，也涵盖了不同的林产品（木材和非木质林产品）和服务。其范围从基于社区的个体小团体组织到大型的伞形组织和代表着很多小组组织的联合会。

Some agricultural organizations are broadening their scope and starting to offer services to small-scale tree growers and non-timber forest product entrepreneurs: it makes sense for such organizations to do this, given that many small farmers are also forest producers, and that a good farmers' organization is already a functioning democratic entity based on service-provision.

一些农业组织正在扩大其范围，开始给小规模树木种植者和非木材林产品企业提供服务：这类组织做这件事情是有意义的，因为很多小农户同样也是森林生产者，一个良好的农户组织已是一个在提供服务基础上民主运作的实体。

Background

背景

More than a decade ago, a global trend was noted away from industrial forestry towards landholder-based forest management and community forestry. This was particularly the case in developing countries, where community forestry and small-scale (often

referred to as 'smallholder') forestry was seen to be growing more important.³ Small-scale forestry has multiple objectives (economic, social, cultural and environmental) that vary with individual producers.⁴ Such producers enjoy the wide range of goods that woodland can provide and often value the non-wood benefits above all others.

十多年前，全球性的趋势是从工业林业转向关注土地拥有者为基础的森林管理和社区林业。特别是在发展中国家，社区林业和小规模（通常简称为“小农”）林业被认为越来越重要。小规模林业有多重目标（经济、社会、文化和环境），并随个体生产者而变化。这样的生产者拥有林地可以提供的范围广泛的商品，往往也更加重视非木材收益。

The wealth of forests – timber and non-wood products

森林的财富 — 木材和非木质产品

Forests provide timber for building, fuel-wood, fruit, bark, leaves, bush-meat, tubers, fungi, medicinal plants, and other raw materials for making such diverse items as leaf plates, furniture, twig brooms and fuel briquettes. To those living nearby, they are also a source of jobs and income.

森林提供了建筑材料、燃料、果实、树皮、树叶、野味、块茎、真菌、药用植物，以及其他用于制作各种物品，如叶形盘、家具、树枝扫帚和燃料煤球的原材料。对于那些生活在附近的人们，森林也为他们提供了就业岗位和收入来源。

Many of the non-wood timber products listed above are important for subsistence and they can also form the basis of various forest-based enterprises.

以上列出的许多非木质产品对于维持生计来说也是很重要的，他们也是各种以森林为基础企业的基石。

Most people living in rural areas of developing countries are, by necessity, farmers. Forestry activities provide a means of increasing family income and encouraging them to plan for the future. Trees planted during the 'quieter' parts of the farming year gradually acquire value as they mature, providing insurance against

³ Small-scale Forest Economics, Management and Policy, 1(1): 1–11, 2002

小规模林业的经济、管理与政策, 1(1): 1–11, 2002

http://espace.library.uq.edu.au/eserv.php?pid=UQ:8713&dsID=No1__Harrison_et.pdf

⁴ http://www.gozdis.si/ssfett2010/pdf/P3_3_Herbohn.pdf

financial shocks and perhaps providing a pension. The long-term nature of forest investment encourages growers to look ahead and think carefully about their farm and forest enterprises. A flow of income from on-farm trees gives farmers an incentive to stay put and abandon the environmentally unsound practice of shifting cultivation. And there are various aspects of forestry production, such as seed collection, nursery production, fruit collection and tending young trees, which can provide income, particularly to women.

大多数生活在发展中国家农村地区的人们必然的都是农民。林业活动提供了一种提高家庭收入的手段，也成为鼓励他们去规划未来的手段。在农闲期栽植的树木因为已经成熟而逐渐体现价值，可以预防金融冲击，并且有可能提供养老金。森林投资的长期性鼓励种植者向前看，并且周密地思考着自己的农场和森林企业。从农田树木中可获得流动资金给了农民一个激励，他们要留在原地，并且放弃环境上有危害的烧垦做法。林业生产有诸多环节，如采种、育苗生产、果实采收和抚育幼树，这些都可以，特别是给妇女带来收入。

It is hard, though, for small forest producers to realize these benefits without belonging to an organization of fellow-producers. For example, his or her timber crop (or non-wood forest product) might be too small to be worth the transport cost to a processing depot, but the combined output of a group is a different matter. Buyers might also be more interested in obtaining supplies from a group source because the combined production of many growers is likely to be reliable and more economical to collect.

如果小森林生产者不是一个生产组织的会员，就难于意识到这些好处。例如，他或她的木材数量（或者非木质林产品）也许太少了，不值运到加工点的运费，但是如果一个组织的产出数量合在一起，那就是另一回事了。买家也许更感兴趣从组织的资源中获得供给，因为许多种植者的联合生产可能更加可靠，更有利于采集。

Group action is particularly important in the certification of timber. As individuals, smallholders are effectively excluded from international markets, because buyers needing to comply with legislation such as the EU Timber Regulation or the US Lacey Act to prove timber legality consider that engaging with smallholders is too complex and instead turn to big players who can more easily be legally verified.⁵ Forest producer

⁵ Under the terms of a VPA, a country agrees with the EU to implement a timber licensing system. The EU will only accept FLEGT-licensed prod-

organizations can engage in voluntary certification schemes such as those of the Forest Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification (PEFC), which allow smallholders to distinguish themselves from illegal loggers. Forest producer organizations can also participate in the discussions on and subsequent implementation of the bilateral Voluntary Partnership Agreements (VPAs) with the European Union under their Forest Law Enforcement, Governance and Trade (FLEGT) Action Plan.⁶

集体行动在木材认证方面显得尤为重要。作为一个个体，小农实际上是被排除在国际市场之外的，因为买方需要遵守法律，如欧盟木材法规或美国雷斯法案以保证木材合法性，考虑到与小农合作太复杂，从而转向较大的可以很容易获得合法认证的参与者。森林生产者组织可以开展自愿性认证计划，如森林管理委员会(FSC)，或者森林认证认可计划(PEFC)的认证，这些能让小农户区别于非法伐木者。森林生产者组织也可以参与讨论，随后根据自己的森林执法、治理与贸易(FLEGT)行动计划，实施与欧盟的双边自愿伙伴关系协议(VPAs)。

As forests also provide a range of environmental services (ranging from soil improvement, watershed and riverbank protection, to acting as significant carbon sinks), ways are being sought to monetize such services so that local people who protect the forest can be fairly recompensed. These include payment for environmental services (PES), carbon credits of various kinds, and initiatives under the Reducing Emissions by Deforestation and Forest Degradation (REDD). Again, producer organizations have a role in bringing groups together and reducing the transaction costs of administering such schemes.

ucts from that country: unlicensed products will be refused customs clearance. The aim is to prevent illegal products from entering the EU market.

在自愿伙伴关系协议条款下，一个国家认同欧盟实施的木材许可制度。欧盟将只接受他国经森林执法、治理和贸易行动许可的产品：未经许可的产品将被拒绝海关清关。其目的是为了防止非法产品进入欧盟市场。

⁶ Under the terms of a VPA, a country agrees with the EU to implement a timber licensing system. The EU will only accept FLEGT-licensed products from that country: unlicensed products will be refused customs clearance. The aim is to prevent illegal products from entering the EU market.

在自愿伙伴关系协议条款下，一个国家认同欧盟实施的木材许可制度。欧盟将只接受他国经森林执法、治理和贸易行动许可的产品：未经许可的产品将被拒绝海关清关。其目的是为了防止非法产品进入欧盟市场。



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由于森林还提供了一系列的环境服务（范围从土壤改良、流域和河岸保护，到作为重要的碳汇），目前正在寻找货币化这类服务的方法，以使当地保护森林的居民能得到公平的回报。这些措施包括环境服务补偿（PES）、各种碳信用额、减少毁林和森林退化所致排放量（REDD）的行动倡议。此外，森林生产者组织具有把各团体组织到一起的作用，降低管理（如计划）的交易成本。

An enabling environment for small forest producers

小森林生产者的有利环境

Forest management and, in particular, planting trees is an investment that sees little return in the first few years. It is difficult for farmers operating close to subsistence to afford the extra cash needed at this time. Although some non-timber forest products can be harvested at regular intervals to provide a trickle of income, a timber crop takes years to mature. Tiding growers over the lean years before the first harvest is one of the greatest challenges in encouraging more formal forestry activities. Producer organizations can help provide that support via links to credit facilities, or by giving advice and training on alternative (interim) sources of income.

森林管理，尤其树木种植是一项投资，这个投资在最初的几年里是看不到回报的。要生活在维持生计水平的农民在此时拿出所需的额外现金非常困难。虽然定期采集一些非木材林产品可以给他们提供一点点收入，但是木材作物需要数年才能成熟。在第一次收获前，种植者要渡过数年的荒年，是鼓励开展更多正规林业活动所面临的最大挑战之一。通过与信贷基金建立联系，或者通过针对替代收入来源（暂时的）提供咨询和培训，生产者组织是可以提供帮助和支持的。

Small enterprises need business development services, financial services, information on prices and markets, and technical support. These can all be provided by (or accessed through) producer organizations. But the organizations themselves rely on an enabling policy environment that recognizes them as legal entities. An administrative system that offers advantages such as one-stop-shops for harvesting permission, favourable tax regimes or other incentives to producer organizations is also beneficial. A further element of an enabling environment is the existence of formal means of dialogue with policy-makers.

小企业需要业务发展服务、融资服务、价格和市场信息、以及技术支持。所有这些生产者组织都可以提供（或通过生产组织获得）。但是生产者组织本身也依赖于有利的政策环境，以承认他们是合法的实体。一项能够带来很多益处的管理制度（如为采伐许可提供一站式服务，有利的税收制度或其他激励生产者组织的措施）也是有益的。有利环境的更深层因素就是存在能与政策制定者对话的正式手段。

Some countries have national institutions to support producer organizations. In India, for example, the National Cooperative Development Corporation (NCDC) was established 50 years ago to encourage federations under the cooperative movement. Entities such as Nepal's Federation of Community Forest Users (FECOFUN) formalise networks of forest producers and contribute to the policy process as well as to the protection of forest producers' rights.

有些国家设有国内机构支持生产者组织。例如在印度，国家合作开发公司（NCDC）成立于50年前，在合作运动的推动下，鼓励联合。再如尼泊尔的社区森林用户联合会（FECOFUN）等实体使森林生产者网络正式化，并促进了政策进程和森林生产者权利的保护。

Producer organizations and their members in developing countries clearly face more challenges than do their counterparts in the developed world. Forming and maintaining well-functioning groups requires leaders who have a complex set of experiences and skills. There may be social barriers to women taking leadership roles, despite their contributions as producers in their own right. Financial and business development services may hardly exist in some places far from cities, and enabling policies that favour the establishment of producer organizations may be lacking.

发展中国家的生产者组织和其成员与发达国家的相比，明显面临着更多的挑战。要建立并保持组织运作良好是需要拥有全面经验和技能的领导者的。虽然女性作为生产者，凭她们本身的实力贡献了很多，但要担任领导角色，也许还有社会性障碍。融资和业务发展服务也许很难存在于远离城市的地方，同时有利于森林生产者组织建立的政策也是缺乏的。

Given these various challenges, it appears that external support, whether from government, NGOs or development partners, is a vital part of the enabling environment. External agencies can improve the

technical and financial capacity of a producer group. They can nudge organizations towards better-balanced gender politics and a greater role for women. But these benefits carry certain risks, such as a culture of dependency or too close an alliance with a political party. Research into forest-based associations in India suggests that community-based organizations tend to have more external support than industry-based groups. But benefits to the wider community are not the exclusive domain of community-based organizations. Commercially-based groups bring beneficial effects too, such as creating jobs, promoting farm forestry as a source of raw materials, and contributing funds to local appeals when necessary.⁷

考虑到这些各方面的挑战，似乎外部支持，无论是来自政府、非政府组织还是来自合作发展伙伴，都是创造有利环境的重要组成部分。外部机构可以提高生产者组织的技术能力和融资能力。他们可以逐步推动生产组织的性别政治更加平衡，使女性发挥更大的作用。但是这些好处也带有一定的风险，如文化依赖，或过于与一个政党的联盟紧密。对印度有关森林协会的研究表明，以社区为基础的组织往往比行业为基础的组织有着更多的外部支持。但是带给社区更多的好处并不是以社区为基础组织的专属领域。商业为基础的组织也会带来有利的影响，如创造就业机会、促进农林业作为原料的来源、必要时为当地募捐提供资金。

A further element of an enabling environment is the availability of good information, data and analysis, and its wide dissemination. Up-to-date knowledge is vital if individual producers and their organizations are to make informed decisions on what and how to grow, based on future markets and trends in demand. FAO plays a significant role in disseminating good practices and experiences, such as via the Forest Connect network.⁸

有利环境的另一个构成要素是提供良好的信息、数据和分析，以及其广泛的传播。如果个体生产者和其组织，以未来市场和需求趋势为基础，正在就发展什么和如何发展做出有依据的决策时，最新的知识获取是至关重要的。粮农组织在传播有益实践和经验方面

⁷ Bose, S., Lal, P., Pareek, P.S., Verma, M. and Saigal, S. (2006). *Forest-based associations in India: An overview*. IIED Small and Medium Forest Enterprise Series No. 18. International Institute for Environment and Development, Edinburgh, UK.
Bose, S., Lal, P., Pareek, P.S., Verma, M. and Saigal, S. (2006). 印度与森林相关的各种协会：一个概述。国际环境与发展研究所中小森林企业系列第18号。国际环境与发展研究所，英国爱丁堡。
⁸ <http://forestconnect.ning.com/>

发挥了重要作用，比如说通过森林联盟网络。

Access and tenure

权属与获取

'How people, communities and others gain access to land, fisheries and forests is defined and regulated by societies through systems of tenure. These tenure systems determine who can use which resources, for how long, and under what conditions. The systems may be based on written policies and laws, as well as on unwritten customs and practices. Tenure systems increasingly face stress as the world's growing population requires food security, and as environmental degradation and climate change reduce the availability of land, fisheries and forests. Inadequate and insecure tenure rights increase vulnerability, hunger and poverty, and can lead to conflict and environmental degradation when competing users fight for control of these resources.'

居民、社区以及其他等人如何获取土地、渔业和森林是由社会通过权属制度来定义并管理的。这些权属制度决定了谁能使用哪些资源、使用多久、和在什么条件下使用。这些制度也许建立在书面的政策和法律，以及不成文的习俗与惯例基础之上。权属制度面临着越来越大的压力，因为世界不断增长的人口需要粮食安全，还因为环境退化和气候变化造成了土地、渔业和森林的减少。不充分和不安全的产权增加了脆弱性、饥饿和贫困，在使用者竞相争取对这些资源的控制时，还可能导致冲突和环境退化。

Preface to Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security Committee on Food Security, May 2012. FAO.

《国家粮食安全委员会关于粮食安全范围内土地、渔业及森林权属负责任治理自愿准则》的前言。

2012年5月，粮农组织。

The inescapable question of land tenure and resource rights over forest land has to be addressed. Without secure tenure, or having usage rights enshrined in a well-considered legal and policy framework, small-scale forest producers are unlikely to make the long-term investments (in time, effort and opportunity cost) that forestry requires. On the other hand, where they



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are confident that rights are safeguarded, local people are keen to take positive steps to preserve the standing forest that provides such a wealth of benefits.

林地的土地权属和资源权利这个不可避免的问题，必须要解决。没有权属保障，或者仅拥有在考虑周全的法律和政策框架下有所体现的使用权，小规模森林生产者是不太可能根据林业需求而进行长期投资的（在时间、精力和机会成本方面）。另一方面，在人们确信权利是可以得到保障的地方，当地人都会热衷于采取积极的措施，来保护能带来很多益处的林分。

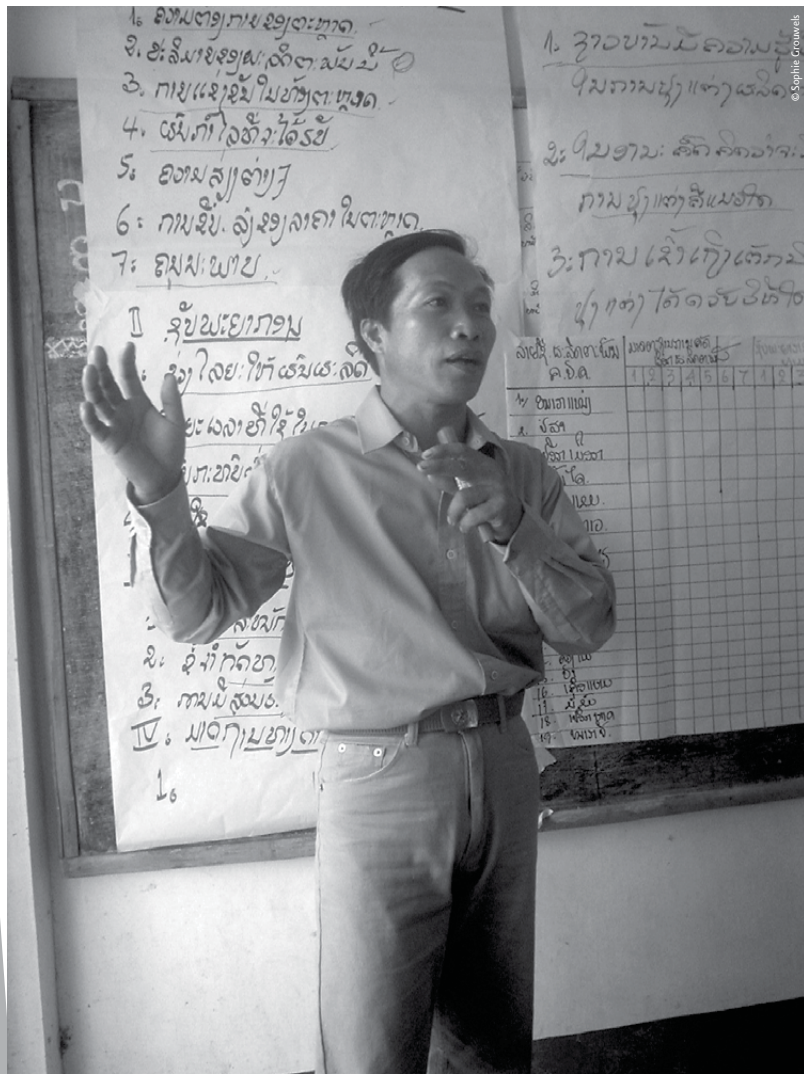
Land rights are complex, with various models of land ownership seen in different parts of the world. In some cases, local people have management and production rights but not property rights. Tenure arrangements are also subject to change - China has been reforming its forest tenure system for decades, and Vietnam is handing over state land to smallholders on 50-year leases. Other parts of the world with long traditions of democracy and freehold over land may have regulations to ensure that local control of forests comes with obligations of stewardship. More than half of Sweden's forest is owned and managed by smallholders, but the law says that forests are public goods, so owners need permission to fell trees and they must then replant. This policy has been effective, doubling the standing volume on land that was badly degraded a century ago.

土地权是复杂的，在世界不同地区，土地权以各种形式存在。在一些实例中，当地居民拥有管理和生产权，但是没有所有权。权属安排也在变化，几十年来，中国一直进行森林权属制度的改革，越南也用50年租赁的方式，把国有土地移交给小农们经营。世界其他地方，凭借悠久的民主传统和拥有永久业权的土地，会有各种法规来确保对当地森林的管理是本地人的职责。瑞典一半以上的森林是由小农所有和进行管理的，但是从法律上说森林是公共物品，所以业主需要获得许可，才能砍树，然后他们还必须补种。这个政策很有效果，现在的林分蓄积量是一个世纪前土地严重退化时的两倍。

Whatever model of tenure is adopted, the important point is that rights over forest land and resources should be bound by clear legislation that is fair (balancing rights with responsibilities) and transparent. Women's rights are important here: even though women's use of forest resources may traditionally differ from men's, their roles as producers, beneficiaries and decision-makers must be given equal weight. Where

this is not the case, forest producer organizations have an important role in lobbying for change, giving voice to groups who otherwise are easily marginalized, and making sure their rights are upheld.

无论采取什么类型的权属方式，最重要的一点就是，对林地和资源的权利必须与明确的法律法规紧密相联，而且必须公平（平衡权利与责任）和透明。女性的权利也很重要：尽管女性利用森林资源在传统意义上和男性不同，但她们作为生产者、受益者和决策者必须获得同等权益。虽然这不是一个实例，但森林生产者组织在为改变、让女性群体有话语权（否则很容易被边缘化）、以及确保其权利得到保护而进行游说过程中发挥着重要的作用。





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1: Developing organizational strength

1: 发展壮大组织力量

Forest producer organizations can be highly effective agents of poverty reduction via their advocacy and economic roles (as shown in sections 3 and 4 of this report). They can also help to empower women if they deliberately include women in their management team and encourage women to attend and contribute to meetings. In order to do this, an organization needs a clear sense of purpose and a sound institutional structure. Strength has several components:

森林生产者组织通过其游说和发挥经济作用，在减少贫困方面能够成为高效的组织（如本报告中第三和第四部分所示）。如果他们有意让女性参与到管理团队中，并且鼓励女性参加会议和有所贡献，这样也可以帮助女性获得权利，为了做到这一点，组织就必须要有明确的目标意识和一个完善的体制结构。组织力量由几个部分构成：

- Firm, charismatic leadership - hard to quantify, easier to recognize;
- A broad membership base, encompassing a substantial proportion of the forest users (both women and men) in the area of operation;
- Keen, active members, who attend meetings, take part in decision-making and pull their weight;
- Good governance with democratic procedures, women in leadership positions and transparent accounting.
- 坚定和有号召力的领导 - 很难量化，但很容易识别；
- 广泛的会员基础，涵盖了该地区大部分的森林利用者（包括男性和女性）；
- 热心和积极的会员，他们参加各种会议，参与决策并且发挥自己的作用；
- 利用民主程序实施良好的治理，发挥女性的领导作用并且财务透明。

There are other key factors too: a strong degree of autonomy; leaders committed to social aims; procedures that adapt to changing circumstances; a focus restricted to a few long-term issues; sanctions for free riders or those that break rules, and clear procedures for resolving conflicts.⁹

当然还有一些其他的关键因素：自主权利的强盛度；领导者承诺实现的社会目标；适应环境不断变化的议事程序；仅限于对几个长期问题的关注；约束免费搭车者或者处罚那些不遵守规则的人，以及明确解决各种冲突的程序。

Some forest producer organizations are formed specifically to provide a lobbying platform. Others are established to give better access to markets and market information, or to provide particular services to their members. Whatever the original reason for formation, organizations may change the focus of their activities as required by their membership. Providing tangible benefits (income) to members is an overriding necessity, so the examples below focus on the various ways organizations can serve and engage their members.

一些森林生产者组织的建立主要是为游说提供平台。其他一些森林生产者组织的建立是为了更好的进入市场和获得市场信息，或者为其成员提供专门的服务。无论当初建立组织的原因是什么，组织都会根据其成员的要求，改变活动的重点。为组织成员带来实实在在的利益（收入）至上重要，所以下面的实例着重展示了组织是如何利用各种方式为其成员提供服务并使他们参与其中的。

⁹ Macqueen, D.J. (undated). *The role of small and medium forest enterprise associations in reducing poverty*. International Institute for Environment and Development (IIED), Natural Resources Group, Scotland.

Macqueen, D.J. (无日期). 中小森林企业协会在减贫方面所发挥的作用。国际环境与发展研究所，自然资源组，苏格兰。

Associations underpin sustainable family forestry – Finland

协会支持可持续的家庭林业 – 芬兰

Finland has a great deal of forest (covering 66 percent of the total land area), and the standing volume of timber is increasing.¹⁰ There is a long tradition of private forest ownership, and families own 62 percent of the forest land. Despite the great number of individual owners (more than 730,000) and an average holding of only 30 ha, Finnish forestry is thriving. The forests provide raw materials for industry and a source of energy as well as many other benefits, including biodiversity, employment, space for recreation, carbon stocks, and soil and water protection. Ninety-five percent of forests are certified as sustainable under a national scheme recognised by the Programme for the Endorsement of Forest Certification (PEFC).

芬兰森林资源丰富（占土地总面积的66%），林分立木蓄积量也在不断增加。森林私人所有在芬兰有着悠久的历史传统，家庭拥有62%的林地。尽管有大量的个体所有者（超过73万人），并且仅平均拥有30公顷的林地，但是芬兰的林业发展兴旺。森林为工业提供原料和能量来源，还带来其他很多好处，包括生物多样性、就业、游憩场所、碳储量以及水土保持。95%的森林，在得到森林认证认可计划（PEFC）认定的国家计划框架下，都被认证是可持续的。

The well-being created by forests reaches all sections of society, and forest activities bring considerable local income and employment. Income from forestry is accumulated in rural areas, and rural roads and services also benefit. Other benefits are less easily valued in monetary terms, but more than half of working-age people pick wild berries and mushrooms, and most take exercise (walking, skiing, cycling etc.) in the woods.

森林所带来的福祉惠及到社会的各个部分，森林活动给当地带来了可观的收入和就业。农村地区的林业收入逐渐在增加，农村道路建设和农村服务也从中受益。其他的好处就不太容易用货币来衡量，但是有超过半数以上的适龄工作人口都在采摘野生浆果和蘑菇，大多数人都都在树林里做锻炼（散步、滑雪、骑自行车等）。

¹⁰ www.nordicforestry.org/facts/finland.asp

Institutional arrangements

制度安排

This notable success stems from well established management systems that yield high quality timber without compromising biodiversity. It is made possible by long-established forest management associations, which provide a complete range of support services to help small owners make the most of their forest holdings. Most private owners are members of these associations. This support is particularly important for the new generation of family foresters, many of whom work in towns and cities, and have less working knowledge of forestry than their parents (even though the tradition of recreational use of the forest is as strong as ever).¹¹ Trees grow relatively slowly in these northern forests and rotations are typically 60-120 years. Producing high quality timber for industry requires regular maintenance of the growing crop. Planting, weeding and thinning must be done at the right time of year to a high standard, and when trees are harvested the operation must not damage the standing trees. Weekend foresters would not be able to manage their woodland without the comprehensive support of their associations.

取得这样显著的成功是源于建立了完善的管理制度，使得能够在不损害生物多样性的前提下生产高品质木材。历史悠久的森林管理协会，可以提供一套完整的支持性服务，来帮助小业主最大限度地利用其森林资产。大部分私营业主是这些协会的会员。这种帮助尤其对新一代的家庭务林者有重要意义，他们中有许多人是在城镇和城市里工作，与他们的父母相比，更缺乏林业工作知识（即使传统的森林游憩利用像以往任何时候一样频繁）。北部森林中，树木的生长相对缓慢，轮伐期一般是60至120年。要给工业提供高品质木材，就需要定期对林作物进行管护。造林、除草和间伐必须在恰当的年份和时间依据高标准进行；在采伐树木时，作业一定不能伤害立木。周末工作的务林者如果没有这些协会的全面帮助，就不能管理好他们的林地。

Forest management associations are governed and totally financed by forest owners. The law allows them to receive management fees from forest owners, and these fees represent about 15 percent of an association's income. Payment of this management fee brings

¹¹ In 1971, 75 percent of forests were owned by farmers; by 2011 80 percent are owned by non-farmers. 1971年，75%的森林属于农民所有；到2011年，80%的森林为非农民所有。



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automatic membership of the association unless a forest owner opts out. Almost all (80-90 percent) timber production activities in private forests are carried out by forest management associations. They also do the preliminary planning of 75 percent of timber sales. More than 40 percent of timber sold is done by associations on behalf of owners, who delegate the task by giving power of attorney to the association.

森林管理协会由林主管理，资金也全部来源于林主。法律允许森林管理协会向森林所有者收取管理费用，这个费用占到协会收入的15%。交过管理费用，就会自动成为协会的会员，除非林主选择退出。几乎所有（80%至90%）私有林中的木材生产活动都是由森林管理协会安排实施的。他们也为75%的木材制定初步销售计划。有超过40%的木材是由协会代表森林所有者销售出去的，他们通过给森林管理协会委托书来授权相关任务。

It is hard to overstate the importance and value of Finland's 103 forest management associations. Between them they represent 633,000 forest owners and 320,000 individual holdings. They have a network of forestry professionals and contractors throughout the country to help the forest owners increase the value of their woodland. Associations are in turn members of eight regional forest owners' unions, which promote private forestry and protect owners' interests. They also develop the activities of the associations and foster cooperation between forest owners, as well as helping to market forest products.

很难用言语来形容芬兰103个森林管理协会的重要作用和其存在的价值。他们代表着63.3万森林所有者和32万个人持股者的利益。他们拥有一个网络，在这个网络中有遍布全国各地的林业专业人士和分包商来帮助森林所有者提高林地价值。各协会又是8个地区森林所有者联盟的会员，这些联盟促进了私营林业发展并保障了业主的利益。他们也拓展了协会的活动，促进了森林所有者之间的合作，并且也帮助推销林产品。

At the top of the pyramid is the Forestry Council, which operates through the Central Union of Agricultural Producers and Forest Owners (MTK). The Forestry Council helps private owners by providing information on wood markets and prices. It also influences forest policy and is involved with the operation of regional forest owners' unions and local forest management associations. In recognition of the many complementary (sometimes conflicting) uses of forest land, owners can participate in land use planning via their local management associations and owners' unions when

local, regional and national plans are being formulated.

在这个金字塔的顶端是林业委员会，它通过芬兰农业生产者和林主联合会（MTK）来进行管理。林业委员会通过提供木材市场和价格信息来帮助私营业主。它同样影响着森林政策，并且也参与到地区森林所有者联盟和地方森林管理协会的管理当中。由于认识到许多林地利用的互补性（有时是相互冲突的），在地方、区域和国家计划的制定过程中，所有者可以通过他们本地的管理协会和业主联盟，参与规划土地的利用。

MTK's first biodiversity project began in 1995 and the current Sustainable Family Forestry Programme is an updated version of the original. Within this broader framework, forestry is still viewed as primarily an economic activity, with wood and service production driven by demand.¹²

芬兰农业生产者和林主联合会（MTK）的第一个生物多样性项目开始于1995年，目前的可持续家庭林业项目是原项目的更新版。在这个更加广泛的框架内，林业仍然被看作是一项主要由需求驱动的生产木材和服务的经济活动。

The concept of family forestry is complex, in the sense that it aims to optimise timber production without losing the forest's values for biodiversity conservation and recreational use. But it is simple in that the overall aim is to hand the forest resource on to the next generation in a flourishing condition. Family forestry also places great emphasis on the benefits to wider society of open forest access. Plots are not fenced, and the general public has a right to enjoy woodland areas. There are no restrictions on collecting mushrooms and wild berries on other people's land, as long as this is done only occasionally and without causing nuisance. These 'everyman's rights' must yield to the forest owner's wish to carry out legal silvicultural operations.

家庭林业的概念是复杂的，某种意义上，它的目的是在不失去森林的生物多样性保护和游憩利用价值的前提下，最优化地生产木材。但是，它又是简单的，因为它的全部目的就是在隆盛条件下把森林资源传到下一代手中。家庭林业也重视开放式森林给社会带来的更多好处。土地没有围栏，普通的广大民众有权利在林地中享受。在他人土地上采集蘑菇和野生浆果不受限制，因为这只是偶尔才进行的活动并且也没有造成损害。这些“普通人的权利”必然要让位于森林所有

¹² MTK (2006). Sustainable Family Forestry Programme.
MTK (2006). 可持续家庭林业项目。

者进行合法营林作业的意见。

Keys to success

成功的关键点

- There is a long tradition of private forest ownership.
- Forest organizations (in this case called forest management associations) were set up by forest owners themselves.
- Forest management associations are run democratically and completely financed by forest owners.
- There is wide membership, attracted by the comprehensive range of services.
- The enabling environment - sound national legislation protects forests while allowing open access, and well developed forest industries provide ready markets for timber.
- 森林私人所有具有悠久的传统。
- 森林所有者自主成立森林组织（在这种情况下，称为森林管理协会）。
- 森林管理协会实行民主管理，资金完全由森林所有者提供。
- 受全方位服务吸引，会员广泛。
- 有利的环境 - 完善的国家立法保护森林，同时允许开放访问，而较为发达的森林工业能为木材提供市场。

Village groups make good use of forest ownership rights – Gambia

村落组织充分利用森林所有权- 冈比亚

Gambia is one of the smallest and least developed countries in Africa. Forty-three percent of its land area is forest, but 78 percent of the forest is severely degraded. In an attempt to stem deforestation and increasing rural poverty in the 1990s, the Gambian Forestry Act transferred ownership rights to villagers and allowed them to benefit from the forest.

冈比亚是非洲最小并且最不发达的国家之一。43%的土地面积是森林，但是，78%的森林已经严重退化。20世纪90年代，为了遏制毁林和日趋严重的农村贫困，冈比亚林业法案将所有权转让给了村民，并且允许他们从森林中获得利益。

Institutional arrangements

制度安排

The community forestry approach encourages local groups to manage their own forest resources, supported by forest department and NGO staff. After a 'probation' period, communities have exclusive use of their forest, according to an agreed five-year plan which focuses on fire protection, enrichment planting and sustainable use of forest products. At this point the community is ready to embark on the Market Analysis and Development (MA&D) process.¹³ This approach identifies forest products that could be commercialized and develops markets for them. Individual and community revenues are increased and people are encouraged to protect forest resources in a participatory way.

社区林业鼓励当地组织管理他们自己的森林资源，这也得到了林业部门和非政府组织工作人员的支持。在“试用期”之后，社区拥有了森林的专用权，根据共同议定的5年计划，要重点进行防火、改进种植和对林产品的可持续利用。就此，社区已经准备着手进行市场分析和开发(MA&D)过程。这种方法可以识别出能够商业化的林产品并为其拓展市场。个人和社区的收入增加了，也就能鼓励大家用参与的方式来保护森林资源。

Once the products have been selected, group members form interest groups around the potential enterprises. Community members with management experience, a good level of education, or respect within the community are particularly encouraged to join the groups. Forty percent of the enterprise net benefits have to be reinvested in the community forest - the remaining 60 percent go towards community or village development. Communities also receive 50 percent of all fines collected for infringing community forest rules.

产品一旦被选中，组织成员就会围绕着有潜力的企业形成利益群体。拥有管理经验、良好教育水平、或者在社区中受尊敬的社区成员都特别鼓励加入到组织中。企业40%的净收入必须再投入到社区森林中，剩下的60%用于社区和村落发展。对违反社区森林规则所收缴的全部罚款，社区也能得到其中的50%。

13 FAO and IFAD (2012). *Good Practices in Building Innovative Rural Institutions to Increase Food Security: Case Studies*. 粮农组织和国际农业发展基金会（2012）。建设创新型农村机构提高粮食安全的良好实践：案例分析。



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What has changed?

改变了什么？

Communities have been able to improve their facilities from the income generated through 72 small businesses. The money has been spent on various items and activities: vehicles for local transport, places of worship, small loans to individuals setting up small businesses, electrification, clean water, vaccination of livestock, road maintenance, schools, farm inputs and the like.

社区已经从72家小企业的收入中获得了更多的基金。这些钱已经用于各种项目和活动中：当地的交通车辆、礼拜场所、给个人建立小企业的小额贷款、电气化、清洁水源、牲畜接种疫苗、道路维修、学校、农业投入等。

In the 26 villages using MA&D, 11 products (including fuelwood, timber, honey, palm oil and handicrafts) are being marketed effectively, giving increased household income. Particular money-spinners included ecotourism activities, handicraft production, branch firewood and honey. Natural resources are being protected now that people see clear economic benefit from using the forests carefully. Attitudes towards the forest have improved, and villagers are especially careful not to cause damaging fires.

有26个村正在使用市场分析和开发工具包，11个产品（包括薪材、木材、蜂蜜、棕榈油和手工艺品）已经有效的进入了市场，增加了家庭收入。能够赚大钱的项目包括生态旅游活动、工艺品制作、薪材和蜂蜜。自然资源开始被保护起来，因为人们在精心利用森林时看到了明显的经济效益。人们改善了对森林的态度，村民都尤其注意避免引起破坏性的火灾发生。

Women are particularly involved in small-scale activities such as selling branch firewood, fruit, herbs and leaves. These products are relatively low-value but provide important sources of income. Women are also becoming involved in making decisions and are taking positions of responsibility on community forestry committees.

尤其是女性也参加到这些小规模的活动，如销售枝丫薪材、水果、药材和树叶。这些产品的价值相对较低，但也是重要的收入来源。女性也开始参与决策，并在社区林业委员会中身居要职。

A final point is that Gambia's National Forestry Fund benefits from community forestry too. Revenue from the sale of forest products is subject to a 15 percent tax, and this income contributes towards forest department spending on transport, training and equipment.

最后一点是，冈比亚的国家林业基金也受益于社区林业。林产品销售收入要缴纳15%的税，这个收入为林业部门的交通运输、培训和设备费用做出了贡献。

Keys to success

成功关键点

- Activities are locally driven. Action plans are drawn up by village development committees themselves, and everyone joins in activities and decision making.
- Proceeds from the sale of forest products and services are collected, held and spent transparently, and a proportion is reinvested in the community forest.
- Women have positions of responsibility in the community forestry committees.
- A multi-stakeholder approach brings together many individuals and institutions (village entrepreneurs, labourers and transport providers, the forest department, NGOs and the municipal council). Good partnerships have also been established with related socioeconomic actors.¹⁴
- Support - both technical and financial - from donors for training workshops. Donors also supported village meetings, and the preparation of training materials in local languages and for those who could not read.
- A broadly enabling market environment: there is increasing demand for handicraft products, and parts of the tourism industry actively support community-based enterprises where possible.
- Long-term government promotion of community forestry. Legislation supports the local management of forest resources, and land tenure and regulations on land use are clearly defined.
- 活动都是由本地发起。乡村发展委员会自身制定了行动计划，每一个人都参与了活动和决策。
- 林产品和服务的销售所得款项被集中起来，这个款项的持有和花费都是透明的，

¹⁴ For instance, the working partnership between the National Beekeepers' Association of the Gambia and the Jamorai Timber and Firewood Federation.

例如，冈比亚全国养蜂者协会和贾莫莱（Jamorai）木材及薪材联合会之间的工作伙伴关系。

- 并且部分款项被再投资于社区森林。
- 女性在社区林业委员会中担任要职。
 - 多个相关利益方参与的方式把多个个体和机构（村企业家、工人和运输提供者、林业部门、非政府组织和市议会）联系在一起。也与相关的社会经济参与者建立了良好的合作伙伴关系。
 - 从捐助者那里获得的资助（包括技术和资金方面的）可以组织培训班。捐助者还为村民会议提供支持，为当地不能阅读的人们准备当地语言的培训材料。
 - 拥有一个较为有利的市场环境：手工艺产品的需求不断增加，在可能的情况下，部分旅游业也积极支持以社区为基础的企业。
 - 政府长期促进社区林业的发展。立法也支持当地的森林资源管理，土地权属和土地利用管理也有明确的规定。

Regrouping after political reform - Eastern Europe

政治改革后的重组——东欧

Following political reform in Eastern Europe, land was restored to previous owners or their descendants. Some forests were fragmented into small plots whose owners had little or no knowledge of forestry. Owners found them hard to manage not only because of their lack of experience, but also because each plot generates only a small income and timber harvests are infrequent. The new owners urgently needed support services and institutions to help them manage their forest assets, reduce their transaction costs and realize economies of scale. In response to this demand for support, organizations of forest owners were created: some to represent forest owners through the restitution process, some for political representation, while others were established for business cooperation.¹⁵

东欧的政治改革后，土地被归还给以前的所有者或者他们的后代。一些林地被分成小块，他们的主人只有很少或者根本没有林业知识。业主们发现，他们很难管理自己的林地不仅仅是因为他们缺乏经验，也是因为每小块林地只能给他们带来很少的收入，从而很少进行木材采伐。这些新的所有者迫切需要服务和机构的支持，以帮助他们管理其

森林财产，降低交易成本，实现规模经济。为了响应对这种需求的支持，森林所有者组织被创立了：一些组织代表着土地归还原主过程中的森林所有者，一些组织作为政治代表，而其他的一些则是为业务合作而建立的。

Institutional arrangements

制度安排

In these countries (the Czech Republic, Hungary, Latvia, Lithuania, Romania and Slovakia), there is a long tradition of joint forest ownership. Although arrangements - whereby peasants who used or managed State or large landowners' forests had various user rights - were lost during the communist era, the legacy of traditional values has been useful when establishing modern organizations.

在捷克共和国、匈牙利、拉脱维亚、立陶宛、罗马尼亚和斯洛伐克这些国家中，有着森林所有权联合的悠久传统。虽然这些制度安排（凭此使用或管理国家或大地主森林的农民们拥有各种使用者权利）在共产主义时代丢失掉了，但遗留下来的传统价值观在建立现代组织时还是有用的。

Small organizations created for business cooperation gradually developed more functions. After setting up services for market support, technical information and business services, they tended to move into the policy and advocacy arena. Similarly, those formed to give political representation later began offering management services. Most organizations draw their membership from a particular geographical area or a specific type of owner (such as municipal, church and private forests). Others bring together timber harvesting interests or other forest entrepreneurs. Umbrella organizations have been established, mainly to represent members' political interests.

为了开展业务合作而创建的小型组织已经逐步开始发挥作用。在建立市场支持服务、信息技术和商务服务后，他们也试图进入政策和游说领域。同样地，那些因政治代表性而建立的组织慢慢的开始提供管理服务。大部分组织是从特定的地理区域或者特定类型的所有者（如市政、教会和私有林）中吸引其会员。其他的组织则是把木材采伐利益团体或者其他林业企业家联合在一起。联盟组织被建立起来了，主要是代表着成员的政治利益。

¹⁵ Weiss, G., I. Guduri & B. Wolfslehner (2012). Review of forest owners' organizations in selected Eastern European countries. Forestry Policy and Institutions Working Paper 30. FAO, Rome.
Weiss, G., I. Guduri & B. Wolfslehner (2012). 东欧若干国家森林所有者组织综述。林业政策和制度工作论文30号。粮农组织，罗马。



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The communist history of Eastern Europe has hindered organizational development, as one political legacy of the former regime is a mistrust of cooperative ventures, particularly those promoted by the state. It is also difficult to establish democratically run organizations where democracy itself is in early stages of development.

东欧的共产主义历史阻碍了组织的发展，作为一个前政权遗留下来的问题，这导致了对合作企业的不信任，特别是对由国家推动建立的合作企业。在民主本身还处于早期发展阶段时，要建立民主管理的组织，也是较为困难的。

What has changed?

改变了什么？

Forest owners perceive that forest management planning and the logistics of forestry operations have improved because of activities of the organizations. They also report better market conditions for selling timber. Many organizations had developed extra services besides the one that prompted initial formation, and the range they could offer appeared to influence their effectiveness.

森林所有者意识到，因为有了组织活动，森林管理规划和林业物流经营才得到了改善。他们也指出，还有了更好的木材销售市场。除了那些刚刚建立的组织，很多组织都开展了额外的服务，其提供服务的范围可以影响其有效性。

Services to members included education and training, marketing of wood and non-wood products, forest management planning, forest management and product processing, 'green' certification, forest insurance, obtaining financial support and membership of international networks.

给成员提供的服务包括了：教育和培训、木材和非木质产品销售、森林经营规划、森林管理及产品加工、“绿色”认证、森林保险、获得资金支持 and 成为国际网络组织的会员。

Keys to success

成功关键点

- Developing member-only services to give incentives to join and maintain membership. Success also depended on broadening the range of services on offer.

- Systemic support measures, including a legal framework that recognises joint ownership and management; financial support or subsidies; and awareness-raising and networking.
- Direct government support in providing advisory services.
- Being created around a single uniting feature, either a geographical area or a particular form of ownership.
- Having charismatic leaders.
- 拓展会员专享的服务，给加入和保持会员身份的会员奖励。他们的成功还依赖于扩大了提供服务的范围。
- 系统的支持措施，包括承认所有权联合和管理的法律框架；财政支持或补贴；意识提高和网络合作。
- 政府在提供咨询服务方面的直接支持。
- 根据某一共同点创建组织，这个共同点或为相同的地理区域，或为某种特殊形式的所有权。
- 有魅力的领导者。

Strong user groups serving members and the wider community – Nepal

强大的用户组织服务其会员及更广泛的社区 – 尼泊尔

Community forestry in Nepal has been a success story, helping to conserve and re-establish forests while providing livelihoods for people living nearby.

尼泊尔的社区林业是一个成功的事例，它帮助保护和重新营造了森林，同时为附近居民提供了生计手段。

Institutional arrangements

制度安排

Since 1993, local forest-dependent communities across Nepal have been able to take control of what was previously State forest. Legally recognised as community forest user groups, they have been granted rights to use, manage and market forest products on the basis of approved management plans and constitutions. These rights have enabled them to generate a wide range of livelihoods benefits from the forest, while conserving it and preventing further deforestation. In 2009 there were more than 15,000 user groups representing approximately 40 percent of Nepal's population, managing about 25 percent of the country's forest area.

自1993年以来，尼泊尔当地以森林为生的社区已经管理了曾是国有林的森林。法律上已经承认了社区森林用户组织，以经过批准的管理规划和组织章程为基础，他们被授予了使用、管理和销售林产品的权利。这些权利使他们能够从森林中获得更多的生计利益，同时也保护了森林并防止进一步的毁林。2009年，森林用户组织已超过1.5万个，代表着约40%的尼泊尔人口，管理着约占国家森林面积25%的森林。

What has changed?

改变了什么？

Many development partners have supported Nepal in its community forestry initiatives. Community forest user groups can now be seen as far more than 'merely' forestry organizations. Being resource-rich and socially-viable local institutions, they are able to serve the wider community as well as their members.¹⁶ In a country where democracy itself is in its infancy, community forest user groups provide a good model of democracy in action.

很多发展伙伴都支持尼泊尔的社区林业行动计划。社区森林用户组织现在不仅仅被看作是林业组织，它们已经是资源丰富并有社会活力的地方机构，他们能够服务于更广泛的社区和其成员。在一个民主本身还处于起步阶段的国家里，社区森林用户组织提供了一种好的民主行动模式。

Household income of user group members increased by 61 percent between 2003 and 2008. The proportion of people living below the economic poverty line fell from 65 percent to 28 percent over the same five years. User groups place special attention on supporting poor families, such as by allocating unmanaged or unused land to them, or by offering training to improve job prospects. Especially disadvantaged groups such as dalits (members of the lowest caste) and women might be given free membership of a user group, or be allocated funds set aside for such a purpose. And there are special programmes for disabled people.

2003年到2008年间，森林用户组织成员的家庭收入增加了61%。同样在这5年中，生活在经济贫困线以下的人口比例从65%降低到28%。森林用户组织特别重视为贫困家庭提供支持，比

16 *Livelihoods and Forestry Programme (2009). Community Forestry in Nepal: promoting livelihoods, community development and the environment.*
生计和林业计划 (2009)。尼泊尔的社区林业：改善生计、社区发展和环境

如分配没有被管理的土地或者没有使用的土地给他们，或者通过提供培训来增加他们的就业机会。特别是像达利特人 (dalits) (最低等级的成员) 和女性这样的弱势群体，有可能成为用户组织的免费会员，或者为了某个目的，被配给预留的资金。对于残障人士也有专门的计划。

Community forest groups use their forests not only to fulfil subsistence needs, but also to generate funds from product sales. Further cash is raised from membership fees, levies, entry fees and fines. User groups continued their wide range of community activities even during times of political instability (the Maoist uprising) and lack of effective government. They contribute towards improving the local infrastructure, including roads, bridges, small-scale irrigation canals and ponds, river bank strengthening, drinking water and sanitation systems, and community buildings and offices. They also offer educational support to schools and in terms of adult education.

社区森林组织利用他们的森林，不仅仅是满足维持生计的需要，同样也要从产品销售中获得基金。还可以从会员费、税款、入会费和罚款中获得更多的资金。即使在政治不稳定 (毛派起义) 和缺乏有效的政府管理时期，森林用户组织还在继续开展更广泛的社区活动。它们促进了当地基础设施的改善，包括道路、桥梁、小规模沟渠和池塘灌溉、堤岸加固、饮用水和卫生系统，以及社区建筑和办公室。他们还给学校和成人教育提供教育支持。

The list of improvements to the lives and livelihoods of very poor people that have resulted from well established community forest user groups is long. However, it should be mentioned that savings and credit schemes are also part of the picture, as is a huge range of forest enterprises, many based on a variety of non-timber forest products ranging from medicinal plants to plates made from leaves. In the Rapti region alone, more than 14,000 people (94 percent of them poor) are involved in forest-based micro-enterprises. Ecotourism also plays a part, with tourists eager to visit this spectacular part of the world and enjoy a glimpse of Nepali life via home stays or guided walks.

非常贫困人口的生活和生计改善可以列举很多，它们是社区森林用户组织得到完善建立的结果。然而也要注意储蓄和信贷计划也是其中的一个重要原因，因为大量的森林企业，很多都是以从药用植物到树叶制盘等各种非木材林产品为基础的。仅在拉布提地区 (Rapti)，就有超过1.4万人 (94%是穷人) 参



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与到以森林为基础的微型企业中。生态旅游也发挥了作用，因为游客渴望参观这个世界中壮观的地方，通过家庭住宿或导游活动，了解享受尼泊尔的生活。

Community forestry was developed to reverse the loss of forest in the 1970s. It has succeeded in this aim, with more than two-thirds of the community forests now in good ecological condition. More than 93 per cent of user groups said that their forests were in better health now than at the start of community forestry.

社区林业是在20世纪70年代为扭转森林减少而得到发展的，这个目标已经成功实现，有超过三分之二的社区森林目前处于良好的生态状态下。有超过93%的用户组织说，目前他们的森林健康状态比社区林业刚开始的时候要

好。Local people use various measures to protect and revitalise community forest. Controlled grazing, fire prevention and forest patrols all play a part. Regulations covering tree felling and the collection of non-timber forest products have also been important, together with enrichment planting. Many individuals have been trained in silviculture, nursery production, fire protection and agroforestry. Local nurseries now produce millions of tree seedlings suitable for timber, fodder and other products every year.

当地居民采取各种措施来保护和振兴社区森林。控制放牧、火灾预防、森林巡逻都发挥了作用。包括砍伐树木和采集非木材产品在内的各种规定，以及改进种植，也都是很重要的。许多人都接受了造林、育苗生产、火灾预防、农林复合经营方面的培训。当地的苗圃现在每年能生产出数百万适用于木材、饲料和其他产品的树苗。

Turning to issues of climate change and environmental services, curbing deforestation and forest degradation is one of the most cost-effective ways to mitigate climate change. Rural dwellers who have diversified livelihoods are less vulnerable to unpredictable weather patterns. Nepal's forest user groups are proving successful in both of these important areas. They are constantly seeking new ways of making the most of scarce fuel resources, such as by using improved stoves, making charcoal briquettes from weedy species such as *Lantana camara*, and exploring possibilities of rural electrification from hydro-power. The possibilities of bio-gas and solar energy are also being examined. Support for these initiatives is provided by the Asia Network for Sustainable Agriculture and Bioresources (ANSAB), which is also a Forest Connect partner (see box below).

回到气候变化和环境服务的话题上，遏制毁林和森林退化是减缓气候变化的最有效的方法之一。生计多元化的农村居民在面对不可预测的天气时，就不会那么容易受到打击。尼泊尔的森林用户组织在这两个重要领域证明是成功的。他们在不断寻求新的方法来最大限度地利用稀缺的燃料资源，比如通过使用改良的炉灶，用马缨丹等杂草物种制成木炭煤球，并且不断探索利用水力发电使农村电气化的可能性。利用沼气和太阳能来实现的可能性也在研究中。作为森林联盟的合作伙伴（见下文），亚洲可持续农业与生态资源网络（ANSAB）也为这些倡议行动提供了支持。

Overall, then, community forest user groups set a good example of what can be achieved by concerted efforts over several decades. The next step could be for Nepal's user groups, where appropriate, to move towards commercial timber production rather than focusing exclusively on protecting the forest. This is explored in section 4 below.

总之，社区森林用户组织通过几十年共同努力所获得的实践树立了一个好榜样。对于尼泊尔的用户组织而言，下一步在适当的情况下，可能要走向木材生产的商业化，而不只是关注森林保护。这点将会在第四部分进行讨论。

Keys to success

成功关键点

- Clear need for action (imminent ecological disaster of uncontrolled deforestation).
- Legal framework for community user groups and support from ANSAB.
- Long-term support by range of development partners.
- 明确的行动需求（在面对无节制砍伐森林造成的生态灾难时）
- 适于社区用户组织的法律框架和来自亚洲可持续农业与生态资源网络（ANSAB）的支持。
- 许多发展伙伴的长期支持。

Forest Connect

森林联盟

An existing support mechanism for small forest producers is an initiative called Forest Connect. This international alliance, established in 2007 following discussions in Costa Rica between FAO and the International Institute for Environment and Development (IIED), was set up specifically to tackle the isolation of small forest enterprises.

现有的对小森林生产者的支持机制是一个名为森林联盟提出的倡议行动。这个国际联盟，成立于2007年，是继粮农组织和国际环境与发展研究所（IIED）在哥斯达黎加讨论后，专门成立来处理小型森林企业孤立无援问题的。

Its aims are 'to avoid deforestation and reduce poverty by better linking sustainable small forest enterprises to each other, to markets, to service providers and to policy processes such as National Forest Programmes.'

它的目的是“通过把可持续的小森林企业之间、市场、服务提供者和政策进程（如国家森林计划）更紧密地结合在一起，来避免毁林并减少贫困”。

Group facilitates access to markets and loans – China

团体组织有利于获得市场和贷款 – 中国

Xiaozhuang village in Zhejiang Province has a population of about 500 in 133 households. Village land is predominantly forest with only a small area of cultivated land; many inhabitants derive their income from harvesting bamboo shoots and mushrooms from the forest.

浙江省的肖庄村有大约500人，一共133户。村里的土地主要是森林，耕地面积只占很小一部分。许多村民通过从森林中采集竹笋和蘑菇获得收入。

The Xiaozhuang Bamboo Shoot Cooperative was founded in 2007 by the manager of the local food

¹⁷ IIED (2012). A facilitator's toolkit. Forest Connect. 国际环境与发展研究所(2012). 服务商工具包。森林联盟。

processing factory.¹⁸ Initially there were only five 'funding' members and 132 others - by 2009 the 'non-funding' membership had grown to more than 2,000. The coop buys bamboo shoots, fruit, vegetables and mushrooms from members to process, store, transport and sell. It has adopted a brand, which is important for marketing and consumer recognition. Members have a purchasing agreement with the coop, which includes quality standards for all produce. The agreement is not symmetrical - producers are free to sell to other buyers if they wish, but the cooperative is bound to buy produce (as long as it meets the standards) from members.

当地食品加工厂的经理于2007年建立了肖庄竹笋专业合作社。最初只有5个“投资”人和另外132个成员，到2009年，“未提供资金”的成员已发展到2000多个。合作社向成员购买竹笋、水果、蔬菜和蘑菇用来加工、储存、运输和销售。它统一采用了一个品牌，这对营销和消费者的认可有重要作用。成员们与合作社有采购协议，它包括了所有农产品的质量标准和。该协议是不对等的 - 如果生产者愿意，他们可以自由的出售给其他买家，但是，合作社则只能从成员那里购买农产品（只要符合标准）。

The most valuable benefit to members is a better access to loans. A prerequisite for a loan is passing a forest tenure appraisal carried out by the forest department and financial institutions. Being a member of a coop (such as this one) that practises good forest management and protection gives a higher appraisal and a better loan. The coop had other positive impacts. Jobs have been created, giving a more stable income for some. The village has gained higher profile in the eyes of local government so benefited from infrastructure improvements such as better roads.

对成员们最有价值的好处就是可以更容易地获得贷款。贷款的先决条件是要通过一个由林业部门和金融机构做出的林权评估。如果合作社的成员（就像这个例子一样），能实施良好的森林管理和保护，就可以得到较高的评估和更多的贷款。合作社也带来了其他方面的积极影响，创造了就业，给一些人带来更稳定的收入。该村在地方政府方面也获得了较高的知名度，这样也受益于基础设施的改善，比如修建了更好的道路。

¹⁸ FAO (2011). Testing research report on forest farmer cooperatives in Longquan, Zhejiang for Forest Connect Toolkit. 联合国粮农组织 (2011). 为森林联盟工具包提供的浙江龙泉林农专业合作社试验研究报告。



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Sharing the task of forest protection – China

共同承担森林保护任务 – 中国

Dacao village in Jiangxi province relies heavily on income from its forests (mainly timber, bamboo and bamboo products). More than half of its 750-strong population are labourers. Forest farmers have been managing their land independently since forest tenure reform, but they struggle to deal as individuals with three challenges: fire, theft, and the effects of pests and diseases.

江西省大槽村的收入很大程度上依赖于森林（主要是木材、竹子、竹制品）。全村750人中一半以上是强壮的劳动力。自林权改革以来，林农们自己管理自己的土地，但是作为个体，他们需要努力解决所面临的防火、防盗、以及防病虫害这三大问题。

Their solution has been to form a civil mutual aid organization focusing on the three challenges (called a ‘three-prevention’ association), which was registered with the local authorities as a corporate body in June 2006. The association publicises the problems of forest protection and has sent members on relevant training courses. There are daily forest patrols.

他们解决这些问题的方法就是建立一个民间互助组织，重点应对这三大挑战（称为“三防”协会），该协会于2006年6月在地方当局注册，成为一个法人团体。该协会宣讲森林保护方面的问题，并为成员提供相关的培训课程。每天还进行森林巡逻。

Dacao's association was the first of its type to be established in the province and it provides a working example for other villages wanting to set up similar groups. Cooperation has also been established with other ‘three-prevention’ associations.

大槽村的三防协会是省内同类型协会中第一个建立的，这也给其他想建立类似组织的村子提供了一个工作实例。同时该协会也和其他“三防”协会建立了合作关系。

Limitations

局限性

The association works because farmers are willing to cooperate to reduce losses from their valuable forest. It also has effective regulations, democratic

management, and support from the government (in the form of grants to buy fire protection equipment etc.). But there are limitations in capital and technology, and the patrols are done by a limited labour force. Control methods for pests and diseases are not up to modern standards, and it continues to be difficult to prevent theft from the forest. If these drawbacks are not overcome and members do not see better overall forest protection, they might be less willing to pay their membership fees.

该协会的运作是因为农民们都愿意进行合作，以减少其森林财产的损失。协会也制定了有效的规章，实施民主管理，并获得了政府的支持（以赠款的形式购买消防设备等）。但是在资金和技术方面仍然有局限性，并且森林巡逻也主要是通过有限的劳动力进行。对病虫害的防治方法还没达到现代标准，对于防止盗伐森林也存在困难。如果无法克服这些缺点，成员们无法看到更好的森林保护，他们也许不太愿意支付会员费。

Group strength beats wind erosion – Romania

用组织的力量控制风蚀 – 罗马尼亚

Romania, in common with several countries that were formerly part of the Soviet bloc, went through a tricky transition period when the communist regime ended. In 1991 there was a fiasco in the restitution process, when forest was being restored to former owners in tiny plots (maximum 1 ha). With no legal framework to guide the new private owners, about 65,000 ha of forest was cut to raise cash, leaving vast areas of deforestation.

罗马尼亚，和其他一些国家一样是前苏联集团的一部分，在共产主义政权结束时经历了一个艰难的过渡期。1991年，森林归还原主的过程失败了，因为森林都被分成小块（最大为1公顷）归还给前业主。由于没有指导新私人业主的法律框架，为了筹集现金，大约有6.5万公顷的森林被砍，留下了大面积的森林砍伐区。

Marsani, in southwestern Romania, suffered particularly badly. Its sandy soils had, during the Communist era, been stabilized against wind erosion with *Robinia pseudoacacia*, irrigated agriculture and shelter belts. Once the trees were cut down, erosion began again and there was urgent need to protect the soil. A project between the Romanian government and the World

Bank began in 2006 to create pilot forest owners associations. Marsani was one of the areas that benefited..¹⁹

罗马尼亚西南部的马萨尼（Marsani）是遭受风蚀比较严重的地区。在共产主义时代，其沙质土壤用刺槐林、灌溉农业和防护林带的方法稳定控制住了土壤风蚀。而一旦树木被砍，风蚀又开始了，从而产生了迫切保护土壤的需求。罗马尼亚政府和世界银行之间的一个项目开始于2006年，这个项目是为了建立森林所有者协会进行的试点。马萨尼（Marsani）是受益的区域之一。

There was much local resistance at first - the new forest owners feared an increase in taxes and more legal obligations, possibly even re-nationalisation. But their concern for the environment overcame these fears, and good cooperation with local government meant that the *Renasterea Padurii Marsani* association came into being. Another incentive was that, as a group, they could access funds for new planting from the national land reclamation fund, set up in 1992. The group owns about 6,000 ha of forest and employs forest rangers and engineers to monitor illegal logging and carry out silvicultural operations.

起初有很多来自当地的阻力 - 新的森林所有者担心税收增加，也担心有更多的法律义务，甚至还担心土地又被重新国有化。但是，他们对环境的关注使他们消除了忧虑，而与当地政府的良好合作让*Renasterea Padurii Marsani* 协会应运而生。另外一个诱因是，作为一个组织，他们可以从1992年成立的国家土地复垦基金中获得新的造林基金。该组织拥有约6000公顷的森林，并且雇佣了护林员和工程师以监控非法采伐和进行造林作业。

Marsani created its own private forest district in 2010. It is not yet very efficient in forest management, but it has proved effective at increasing social responsibility and capacity building. Local owners are aware of their environmental responsibility, and of how proper forest management can provide this. Owners now pay a lower administration fee to the state, and value added tax is not applicable as forest-related services are provided internally by the association. Marsani has also become a pilot area for testing trees suitable for planting on extreme sites.

¹⁹ Weiss, G. et al. (2012). *Success Cases and Good Practices of Forest Owners' Organizations in Eastern European Countries Draft Report*. European Forest Institute.
Weiss, G. et al. (2012). 东欧国家森林所有者组织成功案例和良好实践的报告草案。欧洲森林研究所。

马萨尼（Marsani）在2010年建立了自己的私有森林区域。目前在森林管理方面还不是非常有效，但它已经证明是可以有效提高社会责任和能力建设的。当地业主都认识到他们的环境责任，也知道如何进行适当的森林管理以便实现它。森林业主目前只向国家交纳较低的管理费用，增值税不适用，因为协会只在内部提供了森林相关服务。马萨尼（Marsani）也成为试验树木是否适合在极端地区种植的试点地区。

Strength and weakness of a capable leader – China

能人所带来的优势与劣势 - 中国

A retired military leader is the guiding force behind the Lisiling hazelnut professional cooperative in Xinghua village, Liaoning Province. Coming back to his home village at the end of his career, Li Shoufa wanted to improve local livelihoods. This was not easy, given that more than two-thirds of village lands are mountainous and only 10 percent is suitable for agricultural crops. Poplar and other commercial timber species do not thrive, but wild hazelnut (*Corylus* sp.) abounds locally and there is a good market for the nutritious nuts.²⁰

有一个退休的部队领导是辽宁省杏花村李司令榛子专业合作社发展的主导力量。退役后，李守发回到自己的家乡，希望改善当地的生计。这是不容易的，因为村里超过三分之二的土地都是山地，只有10%适合农作物生产。杨树和其他商业树种的种植都没成功，但当地盛产野生榛子，同时榛子作为营养丰富的坚果也具有不错的市场。

So Li Shoufa encouraged villagers to join him in planting more hazel trees, and by 2006 was earning substantial amounts selling hazelnuts. In March 2008 he registered the Lisiling Hazelnut Professional Cooperative and established it with a board of directors and supervisory board. Farmers joined voluntarily, with a view to doing business independently and taking responsibility for their own profits or losses. The Lisiling Hazelnut Association was established the following year, to promote the coop. By 2010, the coop's registered capital had quadrupled.

²⁰ FAO draft report (2012). *Success Cases and Good Practice of Forest Farmer Cooperative Organizations in China*.
粮农组织报告草案（2012）。中国林农合作组织的成功案例和良好实践。



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因此李守发鼓励村民和他一起种植榛树，到2006年通过大量销售榛子，赚到了很多钱。2008年3月他注册了李司令榛子专业合作社，并建立了理事会和监事会。合作社按照村民自愿入社、自主经营、自负盈亏的原则经营。次年，又建立了李司令榛子协会，以促进合作社的发展。到2010年，合作社的注册资本已经增长了三倍。

Production was established on more than 600 ha, and the operating model followed the so-called 'five-unified' approach: production, collection, processing, marketing and management were carried out jointly for maximum efficiency. The coop held seminars on nut production and planting skills, and the bulk of the inputs were allocated by the coop to ensure full control. The system was further refined by the addition of beef cattle to graze among the nut trees. Farmers' incomes have risen more than tenfold as a result of these activities.

合作社在600多公顷的土地上开展生产，并采用所谓“五个统一”的运营模式：即统一生产、收购、加工、营销和管理，发挥最大效率。合作社还组织榛子生产和种植技术研讨会，大部分农资也由合作社配送，从而保证了全程控制。通过引入肉牛并在榛子林里放养，这个生产系统得到了进一步的改良。这些活动的结果让农民的收入增加了10倍以上。

An important part of the success stems from a focus on branding and energetic marketing. The Lisiling hazelnut brand was registered in 2004, a chain of stores was set up, and Lisiling is now a regional brand. Lisiling hazelnuts are now recognised as a 'China Green Food', and have won medals at various food fairs.

取得成功的一个重要因素就是重视品牌效应和有一个充满活力的市场。李司令牌榛子于2004年注册，同时还设立了连锁店，李司令现在已是一个区域品牌了。李司令榛子也被认证为中国绿色食品，并在各种食品展览会上获奖。

Pitfalls ahead?

未来的挑战？

Having been set up as a farmers' forestry professional cooperative, the Lisiling hazelnut coop is subject to specific legislation that ensures sound institutional practices. It is working in a favourable business environment where hazelnuts are an expensive commodity with plenty of demand. With the focus on building the brand and ensuring competitive production, the coop

has improved the incomes of its members. In future, the coop will have to develop a broader leadership base so that progress can continue after Li Shoufa's second retirement.

作为一个农民林业专业合作社，李司令榛子专业合作社遵守能确保机构稳定运行的法律法规。它在一个有利的营商环境下经营，因为榛子是一种有大量需求的价格较高的商品。由于重视品牌建设，并确保生产有竞争力，合作社已经提高了其成员的收入。未来，合作社将需要拓展更广泛的领导基础，以便当李守发退休后，合作社能继续得到发展。

Early days for Huarango producer groups – Ecuador

初步发展的Huarango生产者组织——厄瓜多尔

In the poor agricultural province of Chimborazo, local partners²¹ are being supported to encourage farmers to plant the nitrogen-fixing small tree *huarango* (*Acacia aroma* var. *huarango*) and to form producer groups under the national producers' organization, CONPROG.²² One of the aims is to get more added value for the growers, and this depends on bringing them together to benefit from economies of scale.

在农业贫困省钦博拉索（Chimborazo），当地的合作伙伴获得资助来鼓励农民种植小的固氮树种*huarango* (*Acacia aroma* var. *huarango*)，并在全国生产者组织名下建立生产者组织，名为CONPROG。目的之一就是帮助种植者获得更多的附加价值，当然这也依赖于把农民聚集到一起所带来的规模经济效益。

Huarango is a good long-term investment, as the tree yields a variety of products. Apart from its environmental value as a drought-tolerant nitrogen-fixer and soil stabiliser, the wood makes a good fuel. Despite its spreading habit, the tree can be used in an agroforestry enterprise, interplanted with annual crops such as maize and beans. Its seeds contain gum that can be used as a basic raw material for the food industry. And the crushed seeds produce tannin, used in the leather industry.

²¹ Biorecolte, an NGO that focuses on agro-forestry.

Biorecolte, 一个重点关注农林复合经营的非政府组织。

²² www.triasngo.be

Huarango树是一个不错的长期投资项目，因为这种树可以生产出多种产品。除了它的环境价值，如耐旱固氮、土壤固化，木材还可以作为良好的燃料。尽管它有传播习惯，但这种树能用于农林复合经营项目中，可以套种一年期的作物，如玉米和豆类。它的种子含有一种胶，可以用作食品工业的基本原料。粉碎了的种子所生产的丹宁酸，能在皮革行业中使用。

In 2009 there were 40 active *huarango* growers. Two years later, the number had increased to almost 120, about two-thirds of them women. They have come together in five informal groups which have been supported by the local partner to meet regularly and elect boards of directors. The groups have benefited from observation tours and workshops to share experiences of growing *huarango*. The elected leaders will, in time, participate in a leadership course, and steps are being taken to register the groups with government authorities. Once they are legally constituted and recognised by the state, it will be possible to build a stronger provincial organization that will influence policy and attract state support.

2009年，有40个积极的Huarango树种植者。两年后，已经增加到近120位，他们中约有三分之二是女性。他们聚集到一起形成了5个非正式组织，也得到了当地合作伙伴的支持，他们定期举行会议，并选举出理事会。这些组织从考察旅行和研讨会中受益，分享种植Huarango树的经验。选出的领导者将及时参与领导力方面的课程，也在采取措施使这些组织在政府当局注册。一旦这些组织合法成立并且得到国家的认可，就将有可能建立一个更强大的省级组织，这将会影响政策和吸引国家的支持。

It takes three to four years before the *huarango* can be harvested for the first time, so this initiative is in its infancy. But there are hopes that joint tree-planting and collective marketing will provide jobs, income and new dynamism to this impoverished area.

Huarango树在第一次收获前需要3到4年的时间，所以这个倡议行动还处于起步阶段。但是希望在于联合种树和集体营销会给这个贫困地区带来工作机会、收入和新的活力。

Charcoal: a commodity in need of producer groups? – Malawi

木炭：一种需要生产者组织的商品？—马拉维

Only 4 percent of Malawian households are connected to national grid. Even in towns, only 10 percent of homes use electricity for cooking. Instead they use charcoal, which is light to transport, relatively cheap and readily available. It has been suggested that trade in charcoal might be as valuable as the tea or sugar industries in Malawi.²³ However, the true figures are not known, because most charcoal production is illegal.²⁴ Producer organizations could give structure to an industry that is largely anarchic at present. And a structured industry would pay its way in terms of government taxes.

马拉维只有4%的家庭连接到国家电网。即使在城镇，也只有10%的家庭用电做饭。他们使用木炭作为替代，它便于运输，价格相对便宜并且容易获得。有人曾说，在马拉维，木炭生意可能与制糖业和茶叶行业同样重要。然而，真实数字不得而知，因为大多数的木炭生产是非法的。生产者组织可以使这个目前很大程度上处于无政府状态的行业形成体系。而一个形成体系的产业是会给政府纳税的。

Bearing in mind the adage, 'The forest stays if the forest pays,' allowing local people to make legal income from woodland could conserve the forest at the same time as driving economic development.²⁵ Charcoal is in steady demand, so presents a good business opportunity for small forest enterprises. As moving from subsistence to running a small business needs considerable planning and technical support, individuals would do better if they formed producer associations like those described in other cases. Charcoal producer organizations that helped their members to make

23 IIED (2007). *Charcoal - the reality: A study of charcoal consumption, trade and production in Malawi*

国际环境与发展研究所 (2007). 木炭 - 现实状况：马拉维的木炭消费、贸易和生产研究。

24 Charcoal can be produced legally if the producer has a licence from the forest department. But the licence requires a management plan, which is difficult for village committees to devise without help. 如果生产者能获得林业部的许可，那么他们就能合法的生产木炭。但是获得这个许可需要一份管理计划，然而村委会在没有其他帮助的情况下是很难做出这个计划的。

25 Forest Governance Learning Group (FGLG.) *Malawi Policy Briefs 1 & 2* 森林治理学习小组，马拉维政策简报1 & 2。



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charcoal legally would be a step towards regulating an activity that currently pays almost no consideration to future sustainability.

铭记一句格言：“如果森林付出，森林就可以继续存在”，让当地居民从林地中获得合法收入，就能在推动经济发展的同时，保护森林。木炭有稳定的需求，所以可为小森林企业提供一个良好的商机。要想从维持生计转向经营小企业，是需要有效规划和大量技术支持的，如果这些个体能建立起生产者协会，就像本文其他例子中的那些组织一样，他们就会做得更好。木炭生产者组织可以帮助他们的成员把木炭生产合法化，这就朝着规范这些目前几乎不考虑未来可持续性的活动迈出了一步。





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2: Creating networks

2: 创建合作关系

Forest producer organizations cannot provide everything needed by their members without establishing relationships with other key stakeholders, in the forestry sector and beyond. It is in their interests to build and consolidate strong alliances with other players such as their governments, development partners, the private sector and other civil society organizations. Indeed, evidence collected by IFAD and FAO suggests that relationships are at the heart of success. In order to provide a wide range of services to members, organizations have to develop dense networks of relationships - among small producers themselves, between their organizations, and with markets and policy makers.²⁶

森林生产者组织如果不和林业部门以外的其他重要利益相关者建立合作关系，就不能满足其成员的需要。建立并巩固与其他相关利益者的强大联盟符合他们的利益，比如与政府、发展伙伴、私营部门和其他民间社会组织。事实上，由国际农业发展基金会和粮农组织所收集到的证据表明，建立合作关系是成功的核心。为了给成员提供广泛的服务，组织就必须在小生产者自身、其组织、以及市场和政策制定者之间建立起密集的合作网络。

Networking also includes making more formal arrangements. Forest producer organizations need to occupy and formalise strategic positions in market value chains and society at large. Links to research bodies are also important, as access to new technology, best practice and markets will be easier where forestry organizations help to set research priorities. For instance, better agroforestry and conservation farming techniques offer significant potential gains,²⁷ but small producers need clout to counter pressure from large operators who are more interested in research into industrial-scale agriculture and forestry.

这个网络的建立还包括了要做好更多的正式安排。森林生产者组织需要在市场价值链和整个社会中，占据和建立战略地位。与研究机构建立联系也很重要，因为当林业组织帮助确定研究优先项时，就可以更容易地获得新的技术、最好的实践和市场。例如，有效的农林复合经营和保护性耕作技术提供了巨大的潜在收益，而小生产者也需要这些来面对那些对农林业的产业规模研究更感兴趣的大型经营者所带来的压力。

To establish and maintain successful partnerships, forest producer organizations must themselves have reached a certain level of internal democracy and professionalism. FAO's Forest and Farm Facility will support the establishment and development of such groups. By helping to create the networks of forest producers essential to the roll-out of climate change adaptation and mitigation programmes, as well as those focused on the illegal logging and timber trade, the Facility will add value to a range of global initiatives.

要建立和保持成功的合作伙伴关系，森林生产者组织自身内部的民主和专业化必须要达到一定的水平。粮农组织的森林和农场基金将支持这些组织的建立和发展。该基金通过帮助建立对于开展气候变化适应和减缓计划，以及重点关注非法采伐和木材贸易都至关重要的森林生产者网络，就能给一系列全球性的倡议行动增加价值。

²⁶ Herbel, D., Crowley, E., Ourabah Haddad, N. and Lee, M. (2012). *Good Practices in Building Innovative Rural Institutions to Increase Food Security*. IFAD and FAO.

Herbel, D., Crowley, E., Ourabah Haddad, N. and Lee, M. (2012). 建设创新型农村机构以提高粮食安全的良好实践，国际农业发展基金会和粮农组织。

²⁷ Pretty, J.N. et al. (2006). *Resource-Conserving Agriculture Increases Yields in Developing Countries*. *Environ. Sci. Technol.*, 2006, 40 (4), pp 1114–1119.

Pretty, J.N. et al. (2006). 发展中国家资源节约型农业提高了产出，环境、科学与技术，2006，40 (4)，pp 1114–1119。
<http://pubs.acs.org/doi/full/10.1021/es051670d>

Partnerships to access carbon markets – Kenya

合作伙伴关系进入碳市场 – 肯尼亚

'If there is a silver lining to the storm cloud of climate change for Africa's small farmers, it is the potential for them to participate in international climate change mitigation markets that have emerged in recent years.'

“对非洲小农户来说，如果能从气候变化行动风暴中看到一线希望，那么他们就有可能参与近几年才出现的国际减缓气候变化的市场中去。”

The Kenya Agricultural Carbon Project is showing how groups of smallholders can gain access to the global carbon market. Through partnership with a Swedish NGO (Vi-Agroforestry), groups of farmers will receive payments for greenhouse gas mitigation. The arrangement is based on sustainable land management, with rates of sequestration calculated using a new carbon accounting method.²⁹

肯尼亚的农业碳项目表明了小农户组织是如何能参与到国际碳市场中去的。通过和一个瑞典的非政府组织（Vi-Agroforestry）建立合作关系，农户组织将获得温室气体减排的补偿。这一协议是建立在土地可持续管理基础之上的，固碳率的计算采用了新的碳核算方法。

Western Kenya has a dense rural population where small-scale agriculture (average plots are less than 1 ha) flourishes between the well-watered slopes of Mount Elgon and the shores of Lake Victoria. The Agricultural Carbon Project is promoting sustainable agricultural land management on about 45,000 ha. The primary aim of more sustainable management - which includes agroforestry as well as other activities (using cover crops, crop rotation, mulching, composting etc.) - is better productivity. Increased yields will improve livelihoods, with the extra income from carbon sequestration being a small but significant bonus.

28 USAID (2010). *Institutional Models for Carbon Finance to Mobilize Sustainable Agricultural Development in Africa*.

美国国际开发署 (2010)。促进非洲农业可持续发展的碳金融体制模式。

29 USAID (2010). *Ibid.*

美国国际开发署 (2010)。Ibid.

肯尼亚西部农村人口密集，在水源充足的埃尔贡山斜坡和维多利亚湖岸间，小规模农业（平均地块规模不足一公顷）发展兴旺。农业碳项目改善了约4.5万公顷农业土地的可持续管理。更可持续管理的主要目的 - 包括农林复合经营以及其他活动（使用覆盖作物、轮作、地膜覆盖、堆肥等） - 是提高生产率。产出的增加将使人们的生计得到改善，从碳固定中获得额外收入，虽小但是收益可观。

Institutional arrangements

制度安排

Vi-Agroforestry is working with registered farmers' groups rather than individual smallholders, as it is not cost effective to measure, report and verify reduced emissions on an individual basis. The groups sign contracts covering the rights and obligations of both parties, and Vi-Agroforestry - on behalf of the farmers - sells the emission reductions to the World Bank BioCarbon Fund. Validation is done by an independent third party, after which most of the revenue will be paid to the farmer groups, with the balance being used to fund advisory services. An Emission Reduction Purchase Agreement was signed between the BioCarbon Fund and Vi-Agroforestry in 2010.

Vi-农林复合经营组织是与注册了的农户组织开展合作，而不是个体小农户，因为测度、报告和核实单个农户的减排量是不符合成本效益的。这些组织签订的合同包括了双方的权利和义务，从而Vi-农林复合经营组织，代表农民把减排量卖给世界银行生物碳基金。由一个独立的第三方进行验证，这之后，多数收入将会支付给农户组织，余额被用于资助咨询服务。2010年生物碳基金和Vi-农林复合经营组织签署了减排购买协议。

This model of support depends on the existence of a network of farmer's groups so, as well as working with existing cooperatives and organizations, the project encouraged individuals to come together in groups of 15-30. All groups were supported to become democratic entities with elected leaders and transparent record-keeping. Some farmers were trained as trainers, to disseminate the techniques in sustainable agriculture that are the cornerstone of the initiative. Farmer field schools and agricultural training centres were also established. Small groups that are unable to meet the requirements for a direct contract with Vi-Agroforestry can join an umbrella organization for this purpose.



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这种支持模式是依赖于现有的农户组织网络，以及与现有的合作社和组织开展合作，该项目鼓励个体聚集到一起，形成了15至30个团体组织。所有的组织都被支持成为有经过选举的领导者，和透明备存记录的民主实体。一些农民被培训成为培训者，以传播作为倡议行动基石的可持续农业技术。农田学校和农业培训中心也被建立起来了。那些不能满足与Vi-农林复合经营组织直接签署合同要求的小团体组织，也可以为达到此目的而加入一个联盟组织。

What has changed?

改变了什么？

By January 2012, more than 16,500 households had been made aware of the sustainable land management techniques, and improved management covered 7,000 ha. The method of accounting for reduced emissions under sustainable agricultural land management has been approved by the Verified Carbon Standard. Now that it is in the public domain, the methodology could be used for similar projects.

到2012年1月，有超过1.65万个农户已掌握了林地可持续管理技术，改善了7000公顷林地的管理。关于农地可持续管理减排量的核算方法已经收录到核证的碳标准中。现在这个方法用于公有领域，也可以用于类似的项目。

From the farmers' point of view, the benefits of payment for reduced emissions will be relatively small. More immediate benefits come from increased food security and income from better yields and enterprise development such as selling timber and poles from farm forestry.

从农民的角度来看，减排量补偿带来的收入，相对来说不多。更直接的好处是提高了食品安全、因产量提高而增加的收入和其他项目的发展，如销售从农用林业中获得的木材和柱材。

Keys to success

成功关键点

- Connections with extension services to provide training in and demonstrations of better land management. Although carbon sequestration is an important aim of this project, growers will only 'buy in' to sustainable agricultural techniques if they gain increased crop yields and food security.
- Wider partnerships between farmer groups and the

relevant church and education authorities, because tree planting efforts were encouraged not only on farms but also in public places such as around churches and school buildings.

- An intermediary - in this case Vi-Agroforestry - to provide the links between the World Bank BioCarbon Fund and the farmer groups.
- 与推广服务结合起来，以提供培训和良好土地管理的示范。虽然碳固定是这个项目的主要目标，但种植者只需要“买进”可持续农业技术，其作物产量和食品安全却都得到了提高。
- 农户组织、相关的教会和教育机构有着广泛的合作关系，因为不仅仅是在农田里，同样在公共场所，比如教堂和学校建筑附近也鼓励种树。
- 在这个实例中，Vi-农林复合经营组织作为中间人，为世界银行生物碳基金和农民组织之间架起了桥梁。

Agroforestry and links to carbon trading – Zambia

农林复合经营与碳交易之间的联系——赞比亚

Community Markets for Conservation (COMACO) is an organization owned and run by communities in the Luangwa Valley of Zambia. It works with 50,000 farmers and has established the infrastructure, extension services and payment mechanisms needed to bring markets to remote rural communities. One of its conservation agriculture projects is using a nitrogen-fixing tree to increase yields for small farmers. Being decentralized and having many participants, this project is an ideal candidate on which elements of carbon trading can be 'layered'. It shows how an existing organization can reduce transaction costs related to carbon credits and allow individual farmers to benefit.³⁰

自然保护社区市场 (COMACO) 是由赞比亚卢安瓜谷社区所拥有和经营的一家组织。它和5万个农民一起开展合作，已经建立了基础设施、推广服务以及补偿机制，用来把市场带到偏远的农村社区中去。其中的一个保护性农业项目正在利用固氮树来帮助小农户增加产量。这个项目被分散开来，也就有了许多的参与者，对于碳交易要素“分层”来说，

³⁰ USAID (2010) *Institutional Models for Carbon Finance to Mobilize Sustainable Agricultural Development in Africa*. 美国国际开发署 (2010). 促进非洲农业可持续发展的碳金融体制模式。

是个理想的选择。它也说明了一个现有的组织是如何降低相关碳信用的交易成本，以及让个体农户受益的。

Faidherbia albida, also known as winter-thorn, is leafless in the rains, so it does not shade crops during the growing season. Planted at 100 trees per hectare, mature winter-thorn trees supply enough extra nitrogen (and improve the soil's organic matter content by leaf fall) to more than double the yield of maize growing under its canopy. Benefiting from the soil's increasing productivity, farmers are happy to abandon former shifting (slash and burn) agriculture, so carbon emissions are reduced. This reduction in emissions represents a legitimate financial asset that can be monitored, verified and registered.

苹果环合欢(*Faidherbia albida*)树，也被称为冬季荆(winter-thorn)，在雨季无叶，所以在生长季节它不能为作物遮阴。每公顷种植100棵冬季荆树，成熟时就能额外提供足够多的氮(它的落叶也可以提高土壤的有机质含量)，在它树冠下生长的玉米产量会增加二倍。这得益于土壤生产力的提高，农民会愿意放弃之前的游耕农业(刀耕火种)，这样的话碳排放量就减少了。这种排放量的减少，还可以成为一种合法的，可以进行监控、验证和登记的金融资产。

Bringing smallholders themselves into the monitoring process and reducing transaction costs by group action means that extra income will accrue to them rather than to corporate investors in carbon markets. As with the example of Kenya above, the main incentive to plant winter-thorn is better farming yields. But as soil improvements take a few years to become apparent, and as tree-planting is costly, the small extra income from carbon markets can make the practice more affordable.

把小农户纳入监测过程中，而且集体行动使交易成本降低，都意味着他们将获得额外的收入，而不是碳市场中的合作投资者。就像上面关于肯尼亚的例子，种植冬季荆的主要动机是增加产量。但是因为土壤改良需要几年的时间才能显现出来，并且种树的成本也较高，所以从碳市场中额外获得的一点收入就能使活动负担得起。

Keys to success

成功的关键点

- Being able to layer a carbon project onto an existing network reduces monitoring, verification and

registration costs.

- Using proven, well-tested agroforestry techniques to improve yields and reduce carbon emissions.
- 能在现有网络的基础上，将碳项目分层，以便降低监测、核查和登记成本。
- 利用经过验证的，行之有效的农林复合经营技术，来提高产量和减少碳排放量。

Forging useful connections – Mexico

建立有效的联系 – 墨西哥

CONOSIL, the forest owner's federation in Mexico, was established in 2005. Before it was set up, forest communities (*ejidos* and *comunidades*) had only weak, often informal, local cooperatives, despite the fact that private individuals are thought to control about 85 percent of Mexico's forests. About 13 million people, many of them very poor, live in Mexico's forests.³¹ CONOSIL estimated that 2 million potential forest owners could benefit directly from sustainably managed forests, and indirect benefits would reach a greater number. So a three-year project implemented jointly by Finland's Central Union of Agricultural Producers and Forest Owners and CONOSIL has been working to strengthen the capacities of national and local forest owner associations.³²

墨西哥森林所有者联合会CONOSIL，成立于2005年。在它成立之前，尽管私人个体被认为掌控着墨西哥85%的森林，但森林社区(合作农场和社区)都是比较弱小的，通常是非正式的，并且只在本地进行合作。大约有1300万的人口，其中很多是穷人，生活在墨西哥的森林里。据墨西哥森林所有者联合会CONOSIL估计，有200万的森林所有者有可能能够直接从可持续管理的森林中受益，间接的收益会更大。所以一个为期三年的，由芬兰农业生产者和森林所有者联合会与墨西哥森林所有者联合会共同实施的项目，就一直致力于提高国家和地方森林所有者协会的能力。

³¹ There are various estimates on the actual number of people currently inhabiting forest areas. The actual figure may be lower due to rural exodus to urban areas and emigration induced by lack of economic opportunities.

关于目前居住在森林地区的实际人口数，有各种不同的估计。但实际数字可能偏低，这是因为人口从农村迁徙到城市以及由于缺乏经济机会而形成的人口移出造成的。

³² Simula, M. (2012). Evaluation of the MTK-MFA Support to Forest Owners' Organizations in Mexico 2009-2011.

Simula, M. (2012). MTK-MFA支持墨西哥森林所有者组织的评估2009-2011.



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What has changed?

改变了什么？

Forest owner organizations are now functioning better. Individual associations have adopted democratic decision-making and established rules of procedure which involve general assemblies and board meetings. The board of CONOSIL meets regularly and has audited accounts. It has also developed a strategic plan and annual operational plans, and member associations are following suit. Better records of membership at all levels are being kept, and regional working groups have been set up to inventory forest resources. The regional studies are linked with a GIS system so they can be updated periodically at low cost.

森林所有者组织目前运作良好。个别协会还采用了民主决策，还建立了会员大会和理事会议的议事规则。墨西哥森林所有者联合会的理事会定期举行会议，并且审核账目。它也制定了战略规划和年度经营计划，相关成员协会也纷纷效仿。各级成员协会较好地保存了档案记录，为清查森林资源，区域工作小组也已经成立。区域研究和地理信息系统相结合，使其能够以较低的成本实现定期更新。

Now that the organizations are working better, they have built a range of strong links with institutions and government. There is good cooperation between CONOSIL and the national forest authority (CONAFOR), and forest owner associations are working closely with CONAFOR and the Ministry of Environment and Natural Resources. In some cases their respective offices are in the same premises. This makes it easier to implement government support programmes and make sure that regulations are complied with. At both national and state level, forest owner organizations are liaising actively with related authorities through consultative meetings and by taking part in policy and other forums.

由于这些组织运作良好，他们已经与相关机构和政府建立了一系列的密切联系。墨西哥森林所有者联合会和墨西哥国家林业局（CONAFOR）之间也有着良好的合作关系，森林所有者协会也在与墨西哥国家林业局和环境及自然资源部开展紧密的合作。在某些情况下，他们的办公室同处一处。这使得它更容易实施政府的支持计划，并确保遵守相关法规。在国家和省级层面上，森林所有者组织通过协商会议，并参与政策和其他论坛的方式，积极与相关部门保持联系。

Looking more closely at links with government, it is clear that forest owner organizations can provide valuable, cost-efficient services to government in policy implementation. These include:

- 通过与政府建立更紧密的联系，很显然，森林所有者组织可以给政府政策实施提供有价值的、具有成本效益的服务。包括：
- Making it easier and cheaper for government to promote sustainable forest management to individual forest owners.
- Controlling illegal harvesting by involving forest owners in forest protection.
- Implementing certification and REDD+ financing schemes through owners' groups, thus reducing transaction costs for the public sector.
- Improving forest fire prevention.
- Combating forest pests and diseases.
- 让政府更容易和更经济地促进个体森林所有者的森林可持续管理。
- 通过让森林所有者参与森林保护的方式，控制非法采伐。
- 通过森林所有者组织来实施认证，和 REDD（减少森林砍伐和森林退化所致排放量）+融资机制，从而降低公共部门的交易成本。
- 改善森林火灾的预防。
- 防治森林病虫害。

Impact on policy development is significant and increasing. For instance, CONOSIL organized a National Forestry Congress in 2011 and is represented in the National Forestry Council. A noted success in policy development was to lobby for the adjustment of tax legislation to give preferential treatment to forestry. A similar argument was made in favour of tax breaks on community forest revenue which is re-invested in local development.

对政策制定的影响是显著并日益增加的。例如，墨西哥森林所有者联合会在2011年代表国家林业委员会举办了全国林业大会。政策制定方面一个明显的成功点就是，为税法调整进行游说，以使林业获得优惠。进行游说的另一个类似主题就是支持将社区林业收入的税收减免，再投资到当地的发展。

Another important connection is with the national rural finance institute (Financiera Rural or FIRA). This has led to agreement on various issues such as jointly identifying priority projects for financing, promoting FIRA as a lending institution among forest owners, and identifying potential candidates for FIRA credits. There are links too with other sources of finance such as Fundación Produce, Agromoney and others, which

have already funded several projects. A programme specifically designed for the needs of forest owners (*FinÁrbol*) is being developed, although this is still in its early stages.

另外一个重要的联系是与全国农村金融机构（*Financiera Rural* or *FIRA*）之间的合作。这样就在各种问题上都达成了一致，比如共同确定优先资助的项目，推动全国农村金融机构作为一个森林所有者的贷款机构，并确定潜在候选人的全国农村金融机构信用评级。与其他的融资资源也建立了联系，比如农产品基金会（*Fundación Produce*），*Agromoney*等，这些机构已经为几个项目提供了资助。目前，为了满足森林所有者的需求，特别设计和实施了一个项目，名为*FinÁrbol*。不过，该项目还处于早期阶段。

Links to research institutions have not been overlooked. Close cooperation has been established with several universities in the country. Looking beyond Mexico's boundaries, CONOSIL has signed an agreement with the Cuban Institute of Animal Science. They will work together to develop systems which reduce the damaging effects on natural forests of animal grazing. CONOSIL is also a member of the International Family Forest Alliance (IFFA).

与研究机构的合作关系也未被忽视。已和国内几所大学建立了密切的合作关系。跨出国门，墨西哥森林所有者联合会已经与古巴动物科学研究所签署了一项协议。他们将共同合作开发一个系统，用来减少放牧对天然林的破坏性影响。墨西哥森林所有者联合会也是国际家庭森林联盟（IFFA）的成员。

Changes were not only seen in the successful partnerships developed through the project. Association leaders and technical staff have learned new skills and knowledge at three workshops, and via written material published online and elsewhere. Many women have taken part in training sessions.

变化不只体现在通过项目而成功拓展出来的合作伙伴关系中。协会的领导者和技术人员已经在三届研讨会上，以及网上或其他地方发布的书面材料中，学到了新的技能与知识。许多女性也参加了培训课程。

Keys to success

成功的关键点

- Strong government support, including strategic planning plus long-term commitment to supporting

consolidation of the organizations during early development.

- Effective partnership with the development partner.
- Having a hierarchical democratic structure from local up to national level.
- Effective communication within and beyond the organization.
- Awareness-raising, followed by demand-driven technical and financial support to forest owners.
- Strong links between owner organizations and forest authorities so that the latter see the involvement of the former in activities such as forest protection and tree seedling production as complementary rather than competitive.
- 政府的大力支持，包括战略规划，以及加强支持处于早期发展阶段中的组织的长期承诺。
- 与发展伙伴建立了有效的合作伙伴关系。
- 从地方到国家层面，拥有一个有层次的民主结构体系。
- 组织内外的有效沟通。
- 认识提高，其次是需求驱动的技术和资金支持着森林所有者。
- 所有者组织和森林管理当局之间建立了紧密的联系，这样，后者可以看到前者是作为补充参与到森林保护和林木种苗生产等活动中，而不是竞争。

Financial partnership: grants to encourage sawlog production - Uganda

融资合作伙伴关系：提供资助支持锯木生产 — 乌干达

Uganda's forests have declined steadily in the face of pressure from a growing population which depends on fuelwood and subsistence agriculture for daily needs. By 2008, forest cover was only about 18 percent. Commercial agriculture has also encroached on forest land to produce tea, sugar, tobacco and, more recently, palm oil. Natural forests are no longer able to supply the increasing demand for timber, fuelwood and poles.³³

In recognition of this shortfall, the Sawlog Production Grant Scheme (SPGS) was set up in 2004 to fund timber plantations. It is a partnership between the Ugandan government and donors (the European Union

³³ Jacovelli, P.A. (2010). *A Ugandan Model For Engaging The Private Sector In Commercial Tree Growing*. 18th Commonwealth Forestry Conference, Edinburgh, July-Aug 2010.

Jacovelli, P.A. (2010). 吸引私营部门参与商业化树木种植的乌干达模式，第18届英联邦林业会议，爱丁堡，2010年7月-8月。



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initially, with Norway a more recent participant) and by 2010 it had supported tree planting and maintenance to acceptable standards on more than 17,000 ha.

乌干达在面对不断增长的人口压力的同时，森林也在持续不断地减少，因为增长中的人口靠薪柴和生计农业作为每日必须的生活来源。到2008年，森林覆盖率只有18%左右。商品农业也侵占林地，用来生产茶、糖、烟草，最近也开始生产棕榈油。天然林不再能满足日益增长的木材、薪材和柱材的需求。认识到这一不足后，锯木生产资助计划

（SPGS）于2004年被建立，用来给用材林提供资金。这就是乌干达政府和捐助者之间的合作伙伴关系（欧盟为最初的捐助者，挪威是近期的参与者），到2010年，它已资助植树并存活到可接受标准超过1.7万公顷。

Although most SPGS support, both financial and technical, goes to large-scale commercial growers, the scheme also includes an element of community support.³⁴ This is aimed at saving the remaining natural forest by providing poor rural communities with alternative sources of timber and poles, which they can use locally or sell. Another important objective was to increase the number of skilled forestry workers. This increases the pool of labour to carry out silvicultural activities and boosts local employment. Bearing this potential synergy in mind, priority is given to community groups in areas close to existing or planned commercial plantations. Groups in areas close to conservation sites with natural high forest are also encouraged, to create an alternative source of timber and reduce further degradation of natural forest.

虽然大多数锯木生产资助计划（SPGS）在资金和技术上支持大规模的商业性种植者，但这个计划也包括了社区支持这个组成部分。其目的在于通过给农村贫困社区提供他们在本地使用或出售的木材和柱材的替代来源，来保存剩余的天然林。另一个重要的目标是提高熟练林业工人的数量。这增加了开展造林活动所需的劳动力，并且促进了当地的就业。考虑到这个潜在的协同效应，在附近地区现有的或计划中的商业性造林中，社区组织被赋予优先权。地处天然林保护区附近的组织也获得了支持，以便开发木材资源的替代品，从而进一步减少天然林的退化。

³⁴ See the SPGS website – www.sawlog.ug
见SPGS网站 – www.sawlog.ug

Institutional arrangements

制度安排

Under its Community Tree Planting Initiative, SPGS provides technical advice, practical training and, in some cases, quality tree seedlings to community groups. Groups have to be at least 20-strong, and individual members can be supported to plant up to 5 ha over two years. Considerable work has been done to make sure that communities are ready to plant and, more importantly, to maintain the trees.

在社区植树的倡议行动上，锯木生产资助计划提供了技术咨询服务和实用培训，而且某些情况下，还给社区组织提供优质树苗。这些组织必须最少是前20强，个体会员才能获得支持用2年多的时间去栽植5公顷树木。为了保证社区愿意种树，更重要的是要保护树木，已经做了大量的工作。

SPGS prefers to work with registered community-based organizations, as they already have a formal structure and common aim. The SPGS team comes to inspect the area (the scheme will not support planting on wetlands, natural forest or any other ecologically sensitive site) and organize training for successful applicants. This covers basic planning, land preparation, maintenance and tree protection. Groups must then prepare the land so that trees can be planted as soon as they have been delivered.

锯木生产资助计划（SPGS）更愿意和注册了的社区组织开展合作，因为它们已经有一个规范的组织体系和共同的目标。锯木生产资助计划小组来该地考察（该计划不支持在湿地、天然林或其他任何生态敏感地区种树），并为申请成功的会员进行培训。它包括基本的规划、土地准备、管护和保护树木。一旦得到批准，组织必须准备好能种树的土地。

Having liaised with community leaders, SPGS buys and brings in appropriate seedlings at the start of the rainy season, and group members plant them immediately. SPGS staff make regular visits to provide hands-on technical advice and further training on how to maintain and protect the young trees, particularly from fire, animal damage and competition from weeds.

在与社区领导者联络后，锯木生产资助计划雨季开始时，购买或者带来合适的树苗，组织成员就赶快把树苗种上。锯木生产资助计划的工作人员开始定期探访，亲自提供技术咨询以及进一步的培训，告诉他们如何管

护幼树，尤其是如何防火，怎么预防动物破坏以及杂草竞争。

With an eye to the future beyond the donor-funded period (currently to 2013), SPGS has been instrumental in the formation of the Uganda Timber Growers' Association (UTGA) – an independent, private-sector lobby and support group.

考虑到捐助期（现在至2013年）结束后的未来发展，锯木生产资助计划在乌干达木材种植者协会（UTGA）的建立过程中也发挥了作用，乌干达木材种植者协会是一个独立的、私营游说和支持性组织。

What has changed?

改变了什么？

SPGS community support had by 2010 reached over 100 communities with a total of over 3,000 individual members. More than 1.7 million seedlings had been supplied, and over 1,200 ha of plantation established with an 80 percent survival rate. Demand for community support is increasing rapidly, as existing communities wish to expand their plantations while new groups are keen to join. Demand for seedlings had reached 5 million by January 2011.

到2010年，锯木生产资助计划已经为100多个社区，3000多个成员提供了社区支持。提供了170多万颗树苗，营造了1200多公顷的人工林，存活率为80%。对社区支持的需求在快速增长，因为现有的社区希望扩大他们的种植，同时新的团体也很想加入。对树苗的需求到2011年1月份已经达到了5百万。

Members of the Kamusiime Memorial Rural Development Association pooled their land to grow commercial timber. Having signed an agreement with the Sawlog Production Grant Scheme (SPGS) in 2004, by 2006 they had established 50 ha of fast-growing *Pinus caribaea* var. *hondurensis*, using improved seed from clonal orchards. A committee decides a work schedule, and every member comes to work once a week (or pays for equivalent labour, which is often done by women and young people, thus providing employment opportunities for marginalised groups). The group also took on a contract to establish 20 ha of forest for a private investor.³⁵ The tree seed is grown in nurseries, and selling seedlings provides additional income.

Kamusiime Memorial农村发展协会的成员集中了他们的土地来种植商业木材。在2004年与锯木生产资助计划签署了一项协议。到2006年，他们已经营造了50公顷的速生洪都拉斯加勒比松（*Pinus caribaea* var. *hondurensis*），采用来自于无性系种子园中经过改良的种子。委员会决定工作日程，每一个成员每周工作一次（或支付同等劳动报酬，这往往是由女性和年轻人来完成的，因此被边缘化的群体就获得了就业机会）。这个组织也履行了为私人投资者营造20公顷森林的合同。在苗圃中还进行树种育苗，树苗销售也带来了额外的收入。

SPGS supports the association with community planting officers who are on hand to provide advice. Practical training sessions teach members how to prune and thin their trees. The importance of weeding between young trees is stressed, as is the importance of choosing the right species for each site. Growers are discouraged from planting crops between the trees, even though this has traditionally been a way of establishing forest, because experience shows that competition with other plants retards tree growth.

锯木生产资助计划为与现场提供建议的社区种植工作人员的联合提供了支持。实用的培训课程教会了成员们如何修剪和打薄树木。幼树之间的除草工作受到重视，同样的，适地适树也很重要。不鼓励种植者在树木之间种植农作物，即使这曾是传统的造林方式，因为经验表明，和其他植物之间的竞争会阻碍树木的生长。

35 <http://www.sawlog.ug/downloads/SPGS%20News%20No.%207.pdf>



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Keys to success

成功的关键点

- Long-term commitment on both sides of the partnership. No money is paid up-front - the grants are only released when the conditions agreed in the contract are met, and the money is released in stages after the trees have been inspected.
- Organizational capacity: some associations are weak and find it difficult to coordinate community tree planting. Capacity building of such groups, as is foreseen under FAOs' Forest and Farm Facility, will make them better able to benefit from the grant scheme.
- 合作双方的长期承诺。不预先支付现金，只有合同中约定的条件满足时才发放补助，而且要在查看树木后才能陆续发放资金。
- 组织能力：有些协会比较弱小，很难找到能合作的植树社区。正像粮农组织的森林和农场基金所预估到的，这些团体的能力建设将使他们能更好的受益于资助计划。

Links between producer groups and retailer of medicinal plants – India

药用植物生产者组织和零售商之间的联系 - 印度

Madhya Pradesh State, in Central India, is known for its forest products. Some products, such as tendu leaves (*Diospyros melanoxylon*), sal seed (*Shorea robusta*), chebulic myrobalan (*Terminalia chebula*) and gums are nationalised and can only be traded by state agencies. Trade in others is unrestricted. The government set up a State minor forest products federation (MPMFP)³⁶ almost 30 years ago, to bring local cooperatives together and help the collectors of non-timber forest products- nationalised or not - get a fair price.

印度中部的中央邦，因为林产品而闻名。有些产品，比如天杜叶（*Diospyros melanoxylon*），萨尔种子（*Shorea robusta*），诃梨勒（*Terminalia chebula*）和树胶已被国有化，且只能由国家机构进行交易。其他产品的交易不受限制。大约30年前，政府成立了国家林副产品联合会（MPMFP），把本地的合作社聚在一起，帮助收购国有或非国有的非木材林产品，以便价格公平。

³⁶ The Madhya Pradesh State Minor Forest Produce (Trade and Development) Cooperative Federation Ltd, Bhopal.
中央邦林副产品（贸易和发展）合作社联盟有限公司，博帕尔。

Institutional arrangements

制度安排

The federation is important in generating employment in poor, remote forest communities. Many smallholders forage in the lean agricultural season when other work is scarce. Primary coops bring the various forest products to the federation, which sells them on. The profit is shared three ways: half to the collectors, 20 percent to develop non-timber forest products and regenerate the forest, and 30 percent for infrastructure development. Individual members benefit from life and accident insurance from the federation.

这个联合会为贫困、边远的森林社区创造就业机会方面发挥了重要作用。很多小的农户在农业荒季，其他工作也很少的情况下，采集林产品。初级合作社提供各种林产品给联合会，联合会出售林产品。利润被分配用于三个方面：50%的收入归采集者，20%用来开发非木材林产品和再造林，30%用于基础设施建设。个体成员还受益于联合会的人寿及意外保险。

Partnership with Sanjeevani, a retail outlet in Bhopal, was a logical step in the federation's development. The Sanjeevani initiative gives a specific sales point for the medicinal plants collected and produced by primary coops. Sanjeevani also provides affordable consultations by ayurvedic practitioners, which increases sales and boosts the popularity of the traditional health care system. Since September 2002, there have been over 30,000 patient visits and 70,000 medicinal sale transactions.

与来自博帕尔的零售商Sanjeevani建立起合作伙伴关系，是联合会发展的必然之路。零售商Sanjeevani主动提供了一个特别销售点，专门用于出售由初级合作社采集和生产的药用植物。零售商Sanjeevani还提供了草药医生的优惠问诊咨询服务，从而提高了销售量并促进了传统保健系统的普及。2002年9月以来，已经有超过3万人次的病人诊治和7万医药销售交易。

The coops' link with Sanjeevani gives them a secure market for their produce, although they are not obliged to sell their products only to Sanjeevani. Sanjeevani too is free to source raw materials from other suppliers. However, as it is a profitable venture, current arrangements appear to be satisfactory to both sides. Sanjeevani's profit is distributed in the same proportions as for the societies within MPMFP (50:20:30 to collectors, regeneration and infrastructure).

合作社与零售商Sanjeevani建立起的联系，给合作社带来了一个安全的产品销售市场，虽然他们不一定只把其产品出售给Sanjeevani。Sanjeevani也可以自由地向其他供应商采购原材料。然而因为它是一个盈利性企业，所以目前的协议似乎是双方都满意的。Sanjeevani所带来利润的分配和国家林副产品联合会的分配比例相同（50:20:30采集者、再造林和基础设施建设）。

Close links with the state administration are reflected in government promotion of better value-addition (so that collectors gain maximum benefit). Single-plant medicines rather than complex mixtures are being promoted, and a collectors' training centre has been set up. Once collectors have learned about processing and quality control, they can supply prescription-ready plant material to Sanjeevani. It is easier for the regulatory authorities to analyse and check single-plant products, and they are only slightly less convenient for patients, who simply mix the ingredients prescribed by the ayurvedic practitioner.

与国家行政管理部门的密切联系体现在，政府促进了附加值的提高（使采集者获得最大的利益）。单一植物药品而非复杂合成物的销量提高，同时还成立了一个采集者培训中心。一旦采集者学会了加工处理和质量控制，他们就可以为Sanjeevani提供准备好的处方植物材料。监管机构分析和检查单种植物产品比较容易，只是对患者来说略有不便，因为他们只是简单的混合草药医生所开出的配方。

A further supportive link with the government has been the setting up of People's Protected Areas to guard against over-exploitation of the forest environment. In a protected area, non-timber forest products are conserved in situ.

与政府之间建立的进一步支持性合作关系就是建立人类的保护地，以保护森林环境避免过度开采。在受保护的区域，非木材林产品被就地保护。

Keys to success

成功的关键点

- Long-term government support – the umbrella organization is a government initiative.
- Distribution of benefits to regenerate the forest and improve infrastructure as well as provide income to individuals.
- Finding ways of increasing value-addition by

producers (promoting single-plant medicines, and training producers in quality control).

- 政府的长期支持 – 联盟组织是政府的倡议。
- 所获收益分配给再造林和改善基础设施，以及给个人带来收入。
- 生产者设法提高附加值（增加单种植物药品，并对生产者进行质量控制方面的培训）。

Links to industry – China

与工业的联系 – 中国

Shaowu city in Fujian Province consumes huge amounts of raw materials in its wood and bamboo processing industry. Local production can supply only about half of the peak demand, so the Wujiatang Town forestry station encouraged local forest farmers to form an association to plant fast-growing trees (such as eucalyptus) and small-diameter bamboo. This partnership was a vital part of establishing the association, as the forestry station runs courses for members on improving nursery stock and how to plant for maximum seedling survival. Government involvement also smooths the way for farmers and factory owners to cooperate, and offers guaranteed transactions to protect both parties.

福建省邵武市木竹加工业需要大量的原材料。本地生产仅能供应一半左右的需求，所以吴家塘镇林业站鼓励当地林农建立协会，种植速生树种（如桉树）以及小径竹。这一合作关系是建立协会的重要组成部分，因为林业站为其成员组织有关改进苗木种植以及如何种植能使苗木存活率达到最高的培训。政府的参与也使林农和厂方之间的合作更容易，并且也给交易提供担保以保障双方的利益。

Before the association was formed, farmers did not have a ready market for their forest products, despite the growing demand from industry, as it was too costly to set up planting contracts with individual farmers. Now the farmers are linked to industry via their association, which effectively resolves the potential conflict between small farmers and large markets, and between fragmented forest and efficient management.

协会成立之前，农民没有现成的市场销售林产品，尽管行业需求在不断增长，但和单个农民签订种植合同成本太高。而现在协会把



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林农和产业联系到了一起，这有效地解决了小农户和大市场，以及森林细碎化和高效管理之间的潜在冲突。

Members are drawn from six villages near to Wujiatang Town, in addition to four larger-scale farmers. So far they have established 133 ha of trees, including on barren hills and wasteland. The association provides a mutual communication platform between farmers and enterprises, and a better raw material supply mechanism has been established.

协会成员来自吴家塘镇附近的6个村，还有4户有较大规模生产的林农。到目前为止，他们已经营造了133公顷的林木，包括荒山荒地。该协会在林农和企业之间搭起了相互沟通的平台，一个有效的原料供应机制已经建立。

Links to markets at home and abroad – Namibia

与国内外市场的联系 – 纳米比亚

The marula tree (*Sclerocarya birrea*) is widespread in the miombo woodlands of southern Africa. Its tart fruit is a key ingredient of the well-known Amarula liqueur and the hard nut contains a nutritious, oil-rich kernel. Marula oil is used in cooking and as an ingredient in skin-care products.

马鲁拉树 (*Sclerocarya birrea*) 广泛分布于非洲南部的干燥性疏林植被中。它的酸果是著名的爱玛乐利口酒的重要原料之一，果实坚硬，富含营养，内核油脂丰富。马鲁拉油可用于烹饪，作为原料也用于护肤品中。

Most rural Namibian women's livelihoods depend substantially on harvesting and processing indigenous products, including marula. Women often perform the work because production and harvesting require very little startup capital, resources are accessible to all and the work can be combined with other household tasks.³⁷ One challenge has been to link the marula collectors, who are scattered in villages throughout the woodlands, with potentially lucrative markets abroad. Another is to increase domestic demand (most rural households collect and produce enough for their own needs).

大部分纳米比亚农村女性的生计基本上是靠采集和加工土特产品，其中就包括了马鲁

拉。因为生产和采集需要很少的启动资金，这些资源对每个人来说都可以容易的获得，并且这些工作可以和其他家务结合在一起，所以女性通常来做这些工作。由于拥有潜在有利可图的国外市场，所面临的一个挑战就是如何与分散居住在林地村庄中的马鲁拉的采集者建立联系。而另一个挑战是要提高国内需求（大多数农户采集和生产主要是满足自己的需要）。

Namibia's indigenous natural products sector is growing steadily, but there is limited local demand and few economies of scale. Most of the products are exported in a raw state with no added value. A notable exception to this has been the partnership (dating back to 2000) between a local producer group, the Eudafano Women's Cooperative, and The Body Shop, a global brand with shops in more than 50 countries.

纳米比亚的天然土特产品行业稳步增长，但本地需求有限，缺乏规模经济。大部分产品是以原始状态出口，没有附加值。有一个值得关注的例外，就是一个当地的生产者组织，Eudafano 妇女合作社与美体小铺这个在50多个国家设有商店的国际品牌建立了合作关系（可以追溯到2000年）。

Institutional arrangements

制度安排

Established in 1999 as a women-only marketing cooperative, Eudafano has since grown to encompass 24 producer associations representing 5,000 people. The coop now has its own processing factory that produces oils and juice to international standards, so value-addition now takes place in Namibia. The factory also processes Kalahari melon seed oil, and supplies other cosmetic firms such as Aldivia.

作为一个仅限女性的营销合作社，Eudafano成立于1999年，已发展成包括了24个生产者协会的组织，代表着5000人利益。现在这个合作社拥有自己的加工厂，按照国际标准生产油和果汁，因此在纳米比亚就产生了附加值。工厂还加工卡拉哈里瓜的种子油，并向其他化妆品公司，如阿尔迪维亚（Aldivia）供货。

A more recent partnership is with the US Embassy's Millennium Challenge Corporation (MCC), which is investing in the capacity of local producers and processors, including Eudafano. And the Namibian government's Ministry of Environment and Tourism is

37 <http://iipdigital.usembassy.gov/st/english/article/2012/03/201203121998.html#axzz1w4dbcv8F>

working with Eudafano, CRIAA-SADC and GTZ³⁸ to bring marula oil into the domestic market for edible oils.³⁹ The oil is well-known by communities in the north-central regions and has long been produced and traded informally. In an effort to bring them to a wider range of consumers, a range of marula food oils was launched at the Namibia 'Tourism Expo' in Windhoek.

近期一次是和美国大使馆的千年挑战社团（MCC）之间的合作，该社团正在投资包括Eudafano合作社在内的当地生产和加工者的能力建设。纳米比亚政府的环境和旅游部正在与Eudafano合作社、南部非洲发展共同体的非洲信息行动研究中心（CRIAA-SADC）、以及德国技术合作公司一起开展合作，把马鲁拉油带入国内食用油市场。在北部和中部地区的社区中，这种油尽人皆知，但长期以来一直是以非正式的方式进行生产和贸易。在努力把它们带入到一个更广泛的消费群体过程中，在温特和克举行的纳米比亚“旅游博览会”上，又有一系列的马鲁拉食用油被推出。

The network of suppliers will be guaranteed an extra income if the marula food-oil product can be successfully commercialised. Trials have been carried out at the Katutura Artisan's Project using different technologies and production techniques. Decorticating the kernels from the hard marula nut is difficult, and CRIAA-SADC has been trying to develop a safe and hygienic technology to simplify the process. The full transfer of technology, including training, has now been completed, and production is under way at the Eudafano factory.

如果马鲁拉食物油产品能够成功地商业化，供应商之间形成的网络将会保证获得额外的收入。已经在Katutura Artisan项目中，通过利用不同的工艺和生产技术进行尝试。要从坚硬的马鲁拉果剥出果核较为困难，南部非洲发展共同体的非洲信息行动研究中心（CRIAA）一直在试图开发一种安全和卫生的技术来使这个过程简单化。整个技术转让，包括培训现在已经完成，Eudafano工厂已经在生产中利用这一技术。

At the tourism exhibition, cooking and tasting demonstrations showed how the oil could be used in both traditional and modern recipes. Awareness of marula food oil was thus raised with the media and

consumers, and contacts were established with the hospitality industry.

在旅游展览会上，烹饪和品尝的展示，告诉人们马鲁拉油是怎么在传统和现代食谱中使用的。因此媒体和消费者都提高了对马鲁拉食用油的认知，与酒店餐饮业的联系也建立起来了。

Wider trade associations dealing with marula oil include the Southern African Natural Products Trade Association, which brings together producers from Botswana, Namibia, South Africa and Zimbabwe. It also played a key role in developing Phytotrade Africa, which now represents many producers of natural products throughout the region. Phytotrade's members include producer groups such as the Eudafano coop as well as research institutions, government agencies, NGOs and individuals with an interest in the natural products trade. This wide membership means that Phytotrade can offer networking opportunities to producer groups, as well as the chance to promote their products at global trade fairs.⁴⁰

有更多的贸易协会都参与了马鲁拉油的经营，包括南部非洲天然产品贸易协会，它把来自博茨瓦纳、纳米比亚、南非和津巴布韦的生产商组织到了一起。它也对创建非洲植物贸易协会（Phytotrade Africa）这个非盈利的贸易协会发挥了重要作用，该协会现在代表了整个地区很多天然产品生产商。该协会的成员包括了很多生产者组织，比如Eudafano合作社，同时也包括了研究机构、政府机构、对天然产品贸易感兴趣的非政府组织和个体。这样广泛的会员表明了非洲植物贸易协会能够给生产者组织带来交流机会，同时也可以带来在国际贸易展览会上促销其产品的机会。

38 The Madhya Pradesh State Minor Forest Produce (Trade and Development) Cooperative Federation Ltd, Bhopal.

中央邦林副产品（贸易和发展）合作社联盟有限公司，博帕尔。

39 <http://allafrica.com/stories/201007220943.html>

40 For more information on the marula tree, see the World Intellectual Property Association's Aid-for-Trade case story, *A Tree and Traditional Knowledge: A Recipe For Development*

关于马鲁拉树的更多信息，请参阅世界知识产权协会的贸易援助案例，一棵树和传统知识：发展的秘诀



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Voice of a marula producer⁴¹

马鲁拉生产者的心声

"My name is Hileni from Etale village in northern Namibia. I have six children. My grandmother taught us how to press marula oil which we traditionally use in food and cosmetics. I started selling marula oil to local markets in the 1990s. I later became a marula primary producer for Eudafano Women's Cooperative in 2006 after seeing the benefits that my neighbours got from selling marula. We collect marula fruits from our own plots. It takes a month to collect marula fruits and a month to extract the kernels. I sell about 100kg of kernels per season."

“我的名字是希莱妮（Hileni），来自纳米比亚北部的艾达尔村（Etale）。我有六个孩子。我的祖母教会我们如何压榨我们传统使用于食品和化妆品的马鲁拉油。20世纪90年代我开始在当地市场中出售马鲁拉油。后来在看到我的邻居因贩卖马鲁拉油而获得了很多利润，于是在2006年我就成为Eudafano 妇女合作社马鲁拉的初级供应商。我们从自己的地里采集马鲁拉果实。我需要用一个月的时间来收集马鲁拉果实，用一个月的时间取出内核。每一季我可以卖出100公斤左右的内核。”

"I spend the money from marula to pay school fees for my children, hospital fees, purchasing food and other household essential needs. I earn much more from marula than from any other source. People from my community are protecting marula trees. Some are also cultivating new marula trees just like I do."

“我用从马鲁拉树所获得的收入给我的孩子交学费、医药费、购买食物和家庭其他必需品。我从马鲁拉挣的钱比其他所有来源都多。我社区的人们现在都在保护马鲁拉树。有些人和我一样，还种植新的马鲁拉树。”

"My life has changed because I am no longer poor. My family's diet has really improved. Since getting involved in the marula trade I can now afford a range of other foods such as maize meal, bread, rice, sugar and meat."

“我的生活已经改变了，因为我不再贫穷。我家庭的饮食水平也提高了。由于参与马鲁拉贸易，我现在可以买得起其他很多食物，比如玉米粉、面包、大米、糖和肉。”

Keys to success

成功的关键点

- Recognition that women have a particular role in the marula industry and, in the early stages, establishing women-only groups.
- Support from several quarters (government, development partners) in the form of research and development (how to process marula locally) and marketing.
- The involvement of a trade association to increase networking possibilities.
- 认识到女性在马鲁拉产业中发挥了重要作用，在早期阶段就建立了仅有女性的组织。
- 以研究和开发（如何在本地加工马鲁拉）及营销的方式，各方（政府、发展伙伴）都提供了支持。
- 贸易协会的参与增加了更多合作交流的可能性。

Sharing expertise by twinning – Tanzania and others

通过结对共享专业知识 – 坦桑尼亚和其他国家

Keen to share its success in forest management, the Finnish Central Union of Agricultural Producers and Forest Owners coordinates twinning projects in several developing countries including Mexico, Ethiopia, Vietnam and Nepal.^{42,43} The organizations learn that it is possible to gather small producers together in order to meet the market demands, as happens in Finland. Twinning promotes sustainable forest management and functional timber markets. Activities include training forest owners to quantify their forest resources and the timber they sell in terms of volume rather than on an area basis. There might be demonstration plots for the forest owners to see the differences between unmanaged and managed forests. And coops in the partner countries are supported to publicise current market prices through local radio stations or newsletters to members.

⁴² The projects are funded by the Finnish government through AgriCord, with FAO providing further support.

该项目得到芬兰政府通过农业机构联盟的资助，同时也得到粮农组织提供的进一步支持。

⁴³ http://www.nordicforestry.org/article.asp?Data_ID_Article=4408&Data_ID_Channel=44

⁴¹ <http://marula.net/>

热衷于分享其在森林管理方面的成功经验，芬兰农业生产者和森林所有者联合会已经与一些发展中国家协调形成了结对项目，包括墨西哥、埃塞俄比亚、越南和尼泊尔。就如同在芬兰所发生的，这些组织知道把小生产者集中到一起以满足市场需求是可能的。结对项目促进了森林可持续管理和功能性木材市场的发展。活动包括给森林所有者培训，教他们如何确定森林资源的数量，教他们按材积，而不是按面积销售木材。也有一些示范区，让森林所有者看到：经过管理的森林和未被管理的森林之间的区别。伙伴国家的合作社被鼓励通过当地广播电台或者简报，向成员公布当前的市场价格。

Recognising the success of this approach, other countries have expressed interest in becoming involved. Further twinning arrangements are already planned for Nicaragua and Zambia. The case of Tanzania below is presented as an example of the thorough planning that will be needed for success.

认识到了这种方式的成功，其他国家也已表示有兴趣参与。进一步的结对已经计划安排在尼加拉瓜和赞比亚。下面坦桑尼亚的实例是为了说明全面的规划是成功的必要条件。

Twinning in Tanzania

在坦桑尼亚的结对

The Southern Highlands of Tanzania face a timber shortage by 2025, despite active tree planting by smallholders over the past decade or so. Prices have risen following the decision by the Ministry of Natural Resources and Tourism to triple the prices for logs sold from its own plantations, giving small- and medium-scale tree farmers more incentive to plant and raise trees.

尽管在过去的10年左右，小农户积极进行种树，但到2025年，坦桑尼亚南部高地还会面临木材短缺。在自然资源和旅游部决定把其种植园出售的原本价格上涨三倍之后，木材价格已经上涨，这就激励了中小规模的林农去种植更多的树。

Despite the higher market prices, many smallholders do not benefit fully from their investments. Trees grow slowly and require attention and protection to produce income. Lack of capital and price information often prompts smallholders to cut immature trees and sell them too cheaply. Small growers also have to cope with frequent fires, the lack of good quality seeds and poor technical knowledge of silviculture and other

woodlot activities. In the face of these challenges, smallholders have been keen to establish their own tree growers' associations.

虽然市场价格较高，但许多小农户还是没有完全能从他们的投资中受益。树木生长缓慢，需要照料和保护，才能产生收入。资金和价格信息的缺乏，常常促使小农户砍掉还未成熟的树木，并且以便宜的价格卖掉。小规模种植者还必须应对频发的火灾，高质量种子的缺乏，以及造林和其他造林活动技术知识的不足。在面对这些挑战时，小林农们一直热衷于建立自己的树木种植者协会。

There are currently 17 tree growers' associations in the Southern Highlands, which aim to add value to smallholder forest resources by improving the quality of produce, encouraging better forestry practice, spreading market and business knowledge, and improving the networking and lobbying activities of smallholder foresters. Almost 40 percent of existing growers' association members are women, although in many villages women do not own land (or are unaware of their rights to own it).

在南部高地目前有17个树木种植者协会，其目的是通过提高产品质量，鼓励更好的林业实践，传播市场和经营知识，以及加强交流合作和为小林农开展游说活动，来增加小农户森林资源的价值。将近40%的现有种植者协会的成员是女性，虽然在许多村庄，女性没有自己的土地（或不知道自己有权拥有它）。

Demand for timber comes from several hundred sawmills (most of these are small operations) and pole treatment plants. Until recently, most raw material came from government plantations, but these are rapidly being depleted by poor management.

木材需求来自于几百个锯材厂（其中大部分是小规模经营）和柱材加工厂。直到最近，大部分的原料来自于政府的种植园，但是这些都因为管理不善而很快被用尽了。

What will change?

改变了什么？

The project will focus on improving three areas – service delivery, lobbying capacity, and the profitability of forest products. It also aims to establish a model for other tree growers' associations. The focus on training in productive forestry contrasts with earlier interventions that focused more on conservation and



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biodiversity. It will reach 825 members of 12 tree growers' associations and their families (about 4,500 people). The Matembwe tree growers' association (UWAMIMA by Kiswahili acronym) has been identified as a host twinning organization (with three others), based on its good performance and progress made in forest management. UWAMIMA was established in 2009 and registered in September 2010. The association has 45 members and about 1,500 ha of woodlots.

这个项目将重点改善三个方面：所提供的服务、游说能力、以及林产品的盈利能力。它的目标也是要为其它树木种植者协会建立一个模式。与早期重点干预保护和生物多样性相比，现在更侧重于进行生产性林业培训。这个项目将会产生12个树木种植者协会，成员将达到825个，也包括他们的家庭（大约4500人）。Matembwe树木种植者协会（斯瓦西里语的缩写UWAMIMA）已经被确定为东道主的结对组织（和其他三个组织一起），主要是根据它的良好表现和在森林管理方面取得的进展。Matembwe树木种植者协会（UWAMIMA）成立于2009年，并在2010年9月注册。该协会已有45名成员和大约1500公顷的林地。

The forest management association Päijät-Häme, from South Central Finland, has considerable experience of technical forestry. It can also share its expertise in business development, marketing logs, harvesting and silviculture. Much larger than UWAMIMA, the Finnish partner has 7,000 members with a combined forest area of 250,000 hectares. It has 42 permanent employees (forestry professionals and administrators) as well as 28 forest workers. Päijät-Häme provides a complete range of services for its members in Finland, via well-equipped forest contractors.

来自芬兰中南部的森林管理协会Päijät-Häme，有着相当丰富的林业技术经验。它也可以分享它在业务拓展、原木市场营销、采伐和造林方面的专业知识。它是比Matembwe树木种植者协会要大得多的芬兰合作伙伴，拥有7千名会员和25万公顷的森林面积。它有42个长期雇员（林业专业人士和行政人员），以及28个林业工人。Päijät-Häme利用装备精良的森林承包商，为它在芬兰的成员提供一整套的服务。

The biggest issue for UWAMIMA's members is a lack of capital, inputs and seeds. Lack of cash for investment will be tackled by accessing the Tanzania Forest Fund (under the Forestry and Beekeeping Division of the Ministry of Natural Resources and Tourism), which has been in operation since December 2011. Work will also focus on generating income while the tree crop matures. Other sources of capital will be sought from

banks, savings and credit cooperative organizations (SACCOS), and donors. A grant scheme will also be piloted.

Matembwe树木种植者协会成员的最大问题是缺乏资金，缺乏投入和种子。缺乏投入资金将通过获得坦桑尼亚森林基金的方法得到解决（设在自然资源和旅游部的林业和养蜂局），自2011年12月以来其一直在执行过程中。当树木作物成熟时，工作重点将放在创收上。也将从银行、储蓄和信贷合作组织（SACCOS）及捐助者中寻求其他资金来源。也会进行资助计划的试点。

Poor market awareness, and a tendency to harvest trees to pay for emergencies rather than according to a plan, will be remedied. Market information and measurement systems will be put in place. The latter is particularly important to growers who do not know how to calculate the volume (and hence the value) of timber they are selling. Setting up joint wood sales will also help growers to get a fair price. Systems to measure logs and trees need to be soundly based, so partnership with Sokoine University in Morogoro is planned.

较差的市场意识，以及为应急而不是根据计划伐树的情况，会得到改善。市场信息和测量系统将落实到位。后者对于那些不知道如何计算他们所销售木材量（值）的种植者来说尤为重要。木材联合销售的建立也将有助于种植者得到公平的价格。测量原木及树木的系统需要有全面的基础，所以和Morogoro 省的Sokoine大学的合作就在计划中了。

Fires, which often spread to woodlots when straw is burnt after harvest, can lead to devastating losses. Under the project, local by-laws will be enforced by higher penalties. Effective fire breaks will be made, firefighting equipment will be procured, and members trained in fire prevention.

在收获后秸秆被烧掉时，火灾常常蔓延到林地，会导致损失惨重。根据该项目，地方法规将执行较高的惩罚。也将建立有效的隔火带，购置消防设备，以及培训成员防火。

The lack of extension services will be remedied in the short term by employing a forester. Members will be able to learn technical forestry skills, how to measure timber, and the basics of the timber trade. Lobbying with relevant bodies will be done to improve the availability of good quality seed of the right species for this area.

通过雇用林务员，推广服务的缺乏将会在短时间内得到改善。会员将能学习到林业技术技能，如何测量木材，以及木材贸易的基本知识。向相关机构进行游说，可以提高这一地区适合品种优质种子的获得率。

Keys to success

成功的关键点

- Bringing the practical experience of a long-established forest management association to help a newer producer group develop.
- Having a focus on income-generation for tangible benefits.
- Creating links to sources of credit.
- Establishing a market information system.
- Taking steps to protect the growing forest from fire.
- 引入具有实践经验的历史悠久的森林管理协会，来帮助新的生产者组织发展。
- 重点放在创收上，获得实实在在的收益。
- 和信贷来源建立联系。
- 建立市场信息系统。
- 采取措施保护不断增加的森林避免火灾。







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3: Lobbying and policy-making

3: 游说和政策制定

Forestry matters are often in the news, as concern grows about the environment, deforestation and the effects of climate change. These issues impinge directly on the daily lives of small forest producers, but their voices and concerns are rarely heard in public. If they establish or join a well-organized producer group, however, the group can legitimately speak out on their behalf. Producer groups can be involved in analysing the current position, help set the policy agenda and influence policy design.

有关林业的消息常在新闻中出现，因为对环境、森林砍伐和气候变化影响的关注增加了。这些问题直接影响到小森林生产者的日常生活，但公众很少听到他们的声音和所关注的问题。如果他们建立或加入一个组织得好的生产者团体，那么该团体就可以合理合法地代表他们说出他们的心声。生产者组织可以参与分析当前的形式，有助于设定政策议程，影响政策的制定。

For this, producer groups need good coordination with related stakeholders. This is connected with the partnership activities outlined in section 2 above, which also help to generate broad support. Groups also need to gather and consolidate the views of their members. And they need to engage with policy makers in a proactive way that ensures their positions are taken into account. This is complex work, especially for organizations that are themselves hoping to grow and develop, so change at policy level is often slow.

关于这一点，生产者组织与利益相关者之间需要有良好的协调。这与第二部分概述的开展合作伙伴关系活动相联系，也有助于获得广泛的支持。生产者组织还需要收集和整理其成员的意见。他们需要以积极主动的方式与政策制定者沟通，以确保他们的立场被予以考虑。这是一项复杂的工作，特别是对于那些本身是希望发展壮大的组织，因此在政策层面上的改变往往是缓慢的。

Examples below show that change can happen, albeit slowly, to raise the profile of small forest producers.

下面的例子展示了这种变化发生的可能性，尽管速度缓慢，但提高了小森林生产者的形象。

Wanting to speak with one voice - South Africa

希望发出一种声音 - 南非

South Africa's commercial plantations, established to supply the raw material for construction, mining and industrial use, cover a mere one percent of the land area. Natural high forest covers only 0.5 percent, but 'woodland' is more widespread, covering almost 30 percent of the country. People living in rural areas harvest many types of produce from the indigenous forest and woodland - timber for house-building and fencing, fruit to eat and for brewing, bark for ropes and textiles, medicinal products, honey, insects, mushrooms and other edible plants, thatching grass, fodder and material for craft industries.⁴⁴

南非营造的商业性人工林用于为建筑行业、采矿业和工业利用提供原材料，仅占土地面积的1%。天然林只占0.5%，但“林地”分布广泛，差不多覆盖了全国土地的30%。生活在农村地区的人们从原始森林和林地中获得了多种类型的产品 - 用于房屋建筑和围栏的木材、用来食用的水果和用来酿制的水果、用于制成绳索和纺织品的树皮、医药品、蜂蜜、昆虫、蘑菇和其他食用植物、盖屋顶的草、草料和手工艺品的原材料。

There is a significant divide between such forest users and private investors in commercial forestry: the latter own 70 percent of plantation forests and almost all of the timber processing plants. The South African government is taking steps to transform the wood products industry, in line with its vision that development will result from economic growth and the redistribution of wealth. The Department of Water Affairs and Forestry aims for more equity within the sector, and is aware that policy needs to be amended to address concerns raised by small enterprises. As a step towards this, the government has created a Small Enterprise Development Agency (SEDA) which offers non-financial services to small businesses via a network of offices. Small-scale growers, through their forestry associations, can access these much-needed services.

关于商业林业，在森林用户和私人投资者之间，存在很大的分歧：后者拥有70%的人工

林，和几乎所有的木材加工厂。南非政府正在采取措施，按照其发展将产生于经济增长和财富再分配的愿景，改革木制品产业。水务和林业部的目的是为了让行业内更公平，并认识到政策需要被修订，以解决小企业所关注的问题。朝着这个方向迈出的一步就是，政府已经建立了一个小型企业发展局（SEDA），它通过利用办事处网络，给小企业提供非融资服务。小规模种植者，通过他们的林业协会，可以获得这些所需要的各种服务。

Institutional arrangements

制度安排

A study of medium and small-scale growers' associations revealed that one of the greatest motivations for forming each association had been the desire to 'speak with one voice' in terms of bargaining power and influence over government policy (including land rights). Associations highlight a wide range of legislative constraints including laws on land, water and the environment; property rates; and the minimum wage. When it comes to business issues such as credit, marketing, business services and insurance, the problems lie not with the law but with systems that are difficult for small enterprises to access or use.

一项中小规模种植者协会的研究显示，各协会建立的最大动机之一是：希望在议价能力和影响政府政策（包括土地权）方面，“用一个声音”说话。协会突出强调了各种立法的限制，包括土地法、水法和环境法；财产税率和最低工资标准。当涉及到业务问题，如信贷、市场营销、商业服务和保险时，问题虽不在于法律而在于制度，要让小企业参与或者加以利用还是有难度的。

Most members of these associations cultivate timber on their own account, having found it unsatisfactory to act as outgrowers of timber for big companies. These small-scale growers face many constraints including a lack of marketing skills and the background problems of rural poverty and unemployment. The associations help their members by marketing products on their behalf, seeking training opportunities, and negotiating better deals.

这些协会的大部分成员都依靠自己种树，后来发现不能满足于仅作为外围种植户为大公司提供木材。这些小规模种植者面临着许多制约因素，包括缺乏市场营销的技能，以及农村贫困和失业这样的背景问题。协会可以通过代表他们营销产品、寻找培训机会、

⁴⁴ Septi Bukula and Mzwanele Memani (2006). *Speaking with one voice: The role of small and medium growers' associations in driving change in the South African forest sector*. IIED.

Septi Bukula and Mzwanele Memani (2006). 发出一种声音：中小种植者协会在推动南非林业部门变革中的作用，国际环境与发展研究所。



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以及谈判获得更好的交易，来帮助其成员。

Forestry South Africa (FSA) is a major organization representing roughly 1,300 commercial timber growers and 20,000 emergent growers in South Africa. Its members control 93 percent of the country's plantation area and FSA is regarded by government as the industry's representative body. One of FSA's founding objectives was to bring the emerging small-scale timber grower sector into mainstream forestry activities, although the organization is currently dominated by large-scale growers: of the 10-member committee, five were large growers in 2006.⁴⁵

南非林业（FSA）是一个重要的组织，代表了南非约1300个商业木材种植者和2万个新出现的种植者。其成员管理着该国93%的人工林面积，南非林业（FSA）被政府看作是行业的代表机构。南非林业（FSA）成立的目标之一就是要将新兴的小规模木材种植业带入到主流的林业活动中去，虽然该组织目前占主导地位的还是大规模种植者：10名成员组成的委员会中，在2006年有5个都是大种植户。

FSA, in its role as umbrella body, acquires and shares various types of information, covering legislation (such as the Municipal Property Rates Bill and Communal Land Rights Bill) and research and development issues. Interaction between FSA and other associations enables useful, accurate information to be shared. Members can also share their difficulties and devise solutions, and these issues can then be taken up with relevant institutions, for example lobbying government on legislation.

南非林业（FSA），在其作为联盟组织所发挥的作用方面，可以获取和分享各类信息，包括立法（比如市政财产税率议案和公共土地权利议案），以及一些研究和开发问题。南非林业FSA和其他协会之间的相互联系，能使有用的和准确的信息被分享。成员间也可以共同分担困难，并制定解决方案，然后这些问题就能引起相关机构的重视，例如通过游说政府以立法的方式来解决。

What has changed?

改变了什么？

Many associations are now recognised by government and receive financial and technical support. Some aspire to compete fairly with large firms by accessing domestic and international markets independently. This is a major challenge for small grower associations

⁴⁵ www.forestry.co.za

throughout rural South Africa, because large firms tend to dominate every aspect of the value chain, including setting prices for forestry products.

许多协会现在都得到了政府的认可，并获得了资金和技术支持。有些协会渴望通过独立进入国内和国际市场，与大企业公平竞争。但这是南非整个农村地区小种植者协会面临的主要挑战，因为大企业往往主宰着价值链的每一个环节，包括确定林产品的价格。

Small grower associations play an important role in their communities, although the nature of the role is changing. Having, for the most part, being set up as somewhat passive recipients of support from large companies, government and other service providers, they now wish to increase their bargaining power and exert more influence over the timber sector and its potential to improve quality of life in rural areas.

小种植者协会在社区发展中发挥了重要作用，但这种作用的性质正在发生变化。在大部分地方，某种程度上变成了从大公司、政府和其他服务提供者那里获得支持的被动接受者。现在他们希望提高他们的议价能力，并能对木材行业发挥更大的影响力，提升其改善农村地区生活质量的潜力。

Network of user groups speaks out for its members – Nepal

用户组织为其成员发出声音的网络 – 尼泊尔

Nepal was a pioneer of community forestry. Faced by the threat of rapid deforestation leading to severe erosion of its dramatic mountain topography, local groups have been planting and tending trees for decades. FECOCUN, the formal network of forest user groups, has been in existence since 1995. The federation was originally formed to give voice to small users in policy process, and it has now grown into a social movement organization of 8.5 million forest users.⁴⁶

尼泊尔是社区林业的创始者。面对快速砍伐森林所导致的对其令人印象深刻的山地地形严重侵蚀的威胁，当地的社团组织几十年来一直在种树和管护树木。尼泊尔社区林业团体联盟（FECOCUN），这一正规的森林用户组织网络，自1995年以来就一直存在。联盟最初的形成是为了让小用户在政策的制定过程中

⁴⁶ www.fecofun.org

有发言权，而现在它已经发展成拥有850万森林用户的一个社会运动组织。

Nepal's 1993 Forest Act provides the legal framework for community forest user groups. Other user groups that rely on forest resources at grassroots level can also join, and there are currently about 13,000 affiliated member groups. Thirty employees of FECOFUN are based in Kathmandu, with many more in over 250 district offices. The federation is also supported by thousands of volunteers and community forestry facilitators, and several national and international organizations.

1993年尼泊尔的森林法为社区森林用户组织提供了法律框架。其他依赖于森林资源的基层用户组织也可以加入，目前有大约1.3万个附属成员组织。拥有30名员工的尼泊尔社区林业团体联盟（FECOFUN）总部设在加德满都，还设立了250多个地区办事处。联合会还获得了成千上万志愿者和社区林业促进者，以及一些国家和国际组织的支持。

FECOFUN's activities include:

尼泊尔社区林业团体联盟的活动包括：

- Supporting district branches and community forest user group members. This might include preparing or revising written constitutions and operational plans, mediating between user groups and other interested parties, and supporting income-generating activities.
- Training in many spheres, including good governance; leadership skills; community forestry policy and legal provisions; management and use of community forests; harvesting and marketing of non-wood forest products; forest inventory methods; and environment and biodiversity.
- Publishing and distributing policy papers and copies of Nepal's forestry legislation.
- Safeguarding forest users' rights by litigation where necessary.
- 为区域分支机构以及社区森林用户组织成员提供支持，这可能包括书面的组织章程和业务计划的制定或修改，在用户组织和其他有关各方之间进行调解，以及为创收活动提供支持。
- 在许多领域开展培训，包括良好的治理；领导能力；社区林业政策和法律规定；社区森林的管理和使用；非木质林产品的采集和销售；森林资源清查方法；以及环境和生物多样性。

- 出版发行尼泊尔林业法律法规的政策文件及复制本。
- 必要时保护森林使用者的诉讼权利。

The federation has also been involved in:

这个联盟同样也参与到：

- Women's empowerment and leadership development programmes;
- Legal advice and assistance;
- National advocacy and lobbying;
- Collaboration with researchers and academics;
- Interaction with members of parliament, national political parties and leaders;
- The formation of a national network for producers of non-wood forest products.
- 赋予女性权力和领导力发展项目；
- 法律咨询和法律援助；
- 全国性宣传和游说；
- 与研究人员和学者开展合作；
- 与国会议员、国家政党和领导人的互动；
- 形成一个全国性的非木质林产品生产者网络。

Key to success

成功的关键点

- Having expanded throughout almost the whole country, the federation is constantly trying to improve its services to members.
- 几乎已经在整个国家得到拓展，这个联合会正在不断努力提高对其成员的服务。



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Speaking out for local forestry

为本地林业发出声音

The Three Rights Holders' Group, G3, brings together three global networks of forest-dependent people that between them manage a quarter of the world's forests. The three alliances (the Global Alliance for Community Forestry, the International Alliance of Indigenous and Tribal Peoples of the Tropical Forests, and the International Family Forestry Alliance) form the G3 network that cooperates to promote locally controlled forestry and sustainable forest management.⁴⁷

三权持有人组织，也就是G3，汇聚了依赖森林为生者的三大全球网络组织，这些依赖森林为生者管理着世界森林的四分之一。这三个联盟组织（全球社区林业联盟、国际热带森林土著和部落居民联盟、国际家庭林业联盟）建立了G3网络，合作促进本地管理的林业以及森林可持续管理的发展。

The alliance has several lobbying and advocacy roles:

这个联盟有许多游说和宣传的作用：

- Defending the rights of family forest owners and users in relation to authorities and market players.
- Promoting locally controlled forestry and highlighting its positive impact on sustainable forest management, rural livelihoods, forest cover, and the availability of a wide range of forest products and ecosystem services.
- Taking an active part in international forest policy forums.
- 在面对有关当局和市场参与者时，维护家庭森林所有者和使用者的权利。
- 促进本地管理林业的发展，突出强调其对森林可持续管理、农村生计、森林覆盖率率和广泛获得林产品和生态系统服务的积极影响。
- 积极参与国际森林政策论坛。

Promoting forestry to policy makers – Czech Republic

向政策制定者推销林业 — 捷克共和国

Outdated forest legislation from the communist period caused many problems when land was transferred back to its original owners in the Czech Republic.⁴⁸ Forest owners decided to organize themselves to strengthen their position relative to the then-dominant State Forest Enterprise. The Association of Municipal and Private Forest Owners (SVOL) began with members drawn only from communities and towns, but other categories of non-state owners were later allowed to join. SVOL is now the most important of the associations of forest owners formed after the political changes of 1989. It has over 1,000 members managing about 360,000 ha of forest (about 14 percent of the country's forest area).

在捷克共和国，当土地被归还给原所有者时，共产主义时期过时的森林法导致了很多问题。相对于当时占主导地位的国家森林企业，森林所有者决定自己组织起来以巩固他们的地位。市政和私人森林业主协会（SVOL）开始只能从社区和城镇中吸收成员，但是其他类别的非国有所有者后来也被允许加入进来。市政和私人森林业主协会（SVOL）是1989年政治变革后建立的、目前最重要的森林业主协会。它拥有1千多名成员，管理大约36万公顷的森林（占全国森林面积的14%左右）。

The organization played a decisive role in pursuing amendments to land reform legislation, ensuring that community forest cooperatives were restored correctly to their former owners. It also ensured that communities regained their historic forests in national parks, including associated roads and buildings. By establishing a regional structure, it has been able to focus on issues of particular local importance and increase member participation.

在进行土地改革立法修订、确保社区林业合作社准确无误地交还给原来的业主方面，该组织起到了决定性的作用。它也确保社区收回了其在国家公园里有历史意义的森林，包

⁴⁸ Weiss, G. et al. (2012). Success Cases and Good Practices of Forest Owners' Organizations in Eastern European Countries Draft Report. European Forest Institute.

Weiss, G. et al. (2012). 东欧国家森林所有者组织成功案例和良好实践的报告草案，欧洲森林研究所。

⁴⁷ www.g3forest.org

括相关的道路和建筑物。通过建立区域组织结构，它能够重点关注对当地特别重要的问题，也能提高成员的参与。

SVOL's main task has been to participate in policy formulation and speak out on the importance of property rights. It has drawn attention to the social, economic and environmental benefits of community and private forests for the stability and development of rural areas. It has also improved standards of forest management and it supports PEFC certification. Until recently, the forestry sector has been largely ignored by legislators, so raising their awareness is vital if forest owners are to enjoy a supportive policy environment.

市政和私人森林业主协会（SVOL）的主要任务是参与政策的制定和说出财产权利的重要性。为实现农村地区的稳定和发展，它把注意力放在社区和私有森林的社会、经济和环境收益上。同时它还提高了森林管理的标准，并支持PEFC认证。直到最近，林业部门在很大程度上都被立法者忽视了，因此，如果森林所有者要享有有利的政策环境，提高他们的认识是非常重要的。

Improving services

改善服务

A future aspiration is for SVOL to have closer cooperation with research institutions. Access to up-to-date facts and figures will lend weight to its lobbying activities.

市政和私人森林业主协会（SVOL）未来的愿望是，要与研究结构建立更紧密的合作。获得最新的实例和数据，将会使其游说活动更有说服力。

Raising forestry's profile - Mali

提升林业的形象 - 马里

In Mali the umbrella organization AOPP (*Association des Organisations Professionnelles Paysannes*)⁴⁹ has been in existence since 1995. Its objectives focus on making connections between producer groups, trades unions, national authorities and the providers of grassroots technical services. By identifying areas of common interest, it fosters collaboration between farmers from different backgrounds. International meetings and

⁴⁹ The association of professional farmers' organizations.

exchanges are also important in building trust and understanding. These various activities feed into fruitful national dialogue about ways to promote the rural sector and the needs of smallholder farmers.

在马里，组织联盟AOPP（*Association des Organisations Professionnelles Paysannes*）自1995年以来就一直存在。它的目标主要是在生产者组织、贸易联盟、国家主管部门和基层技术服务提供者之间建立起联系。通过确定共同感兴趣的领域，它促进了来自不同背景的农民之间的合作。国际会议和交流在建立信任与理解方面也是非常重要的。这些各种各样的活动推进了富有成效的国家对话，以找出促进农业发展的方法和满足小农户的需求。

Since 2008, AOPP has been implementing forest-related activities under the Forest Connect umbrella supported by FAO. Forest Connect in Mali was developed in partnership with relevant national ministries, NGOs, and groups of small and medium forest enterprises. AOPP was chosen as the focal point for Mali, because it has good national coverage through its members - over 200 farmers' organizations of different types and sizes. Forest Connect's objectives fit well with AOPP's aim of improving the living conditions of Mali's small farmers by improving market access, linking them to service providers, offering training and information, and lobbying on their behalf.

自2008年以来，AOPP（农民专业组织协会）在粮农组织支持的森林伞形联盟帮助下，一直在开展森林有关的活动。马里的森林联盟，与国家有关部委、非政府组织、以及中小森林企业组织合作，而得到了发展。AOPP被选为马里的重点，因为通过它可以很好的覆盖到全国的成员 - 有超过200个不同类型和规模的农民组织。森林联盟组织的目标和AOPP的目标是一致的，旨在通过改善市场准入，建立小农户与服务提供者之间的联系，提供培训和信息，代表小农户进行游说，来提高马里小农户的生活水平。

To help understand the system and development issues of small forest enterprises (focusing on the important non-wood forest products in this country), AOPP commissioned studies on its member organizations (particularly those involved with forest products) and on the current national forest policy. This information was used to draft a discussion paper on how the legislation on national forest resources relates to the needs of rural communities. A national meeting on forestry policy was later held, to bring interested parties together and decide the most efficient way to manage the sustainable use of non-wood forest resources. This



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meeting formed the basis for a memorandum on non-wood forest products.

为了帮助理解这个机制和小森林企业（在这个国家主要集中在重要的非木质林产品上）的发展问题，AOPP委托对其成员组织（特别是那些涉及林产品的）和当前国家森林政策进行研究。此信息被用于起草了一份如何通过立法把国家森林资源和农村社区的需要联系起来的讨论文件。在后来举行的国家林业政策会议上，有关各方聚集在一起，确定最有效的方式来管理非木质森林资源的可持续利用。在本次会议上，形成了有关非木质林产品的基础备忘录。

What will change?

改变了什么？

The government is also now increasingly aware of the concerns of forest enterprise groups and how to take better care of these when drafting and implementing policies.

政府现在也越来越意识到要关注森林企业组织，在起草和实施政策时，要考虑到如何更好地照顾这些组织。

Recommendations of the memorandum on non-wood forest products include:

有关非木质林产品备忘录中的建议包括：

- Setting up training programmes for small forest enterprises;
- State support for such enterprises through programmes related to climate change;
- Legislation being developed to reflect traditional practice;
- Translating all relevant legislation into local languages;
- Setting up a functional framework between those involved in promoting non-timber forest products in Mali and further afield.
- 制定小森林企业的培训计划；
- 国家通过与气候变化有关的项目，支持这样的企业；
- 制定法律以反映传统实践；
- 把所有有关立法翻译成当地语言；
- 在马里和更远方参与促进非木质林产品的组织之间，建立一个功能性框架。

Helping a smaller group to negotiate – Uganda

帮助小团体组织进行谈判 – 乌干达

The Kamusiime Memorial Rural Development Pilot Scheme is a community tree planting initiative in South Western Uganda.⁵⁰ The 20-strong group, mainly women, has planted over 250 ha with support from the Sawlog Production Grant Scheme (SPGS, also discussed more fully in section 2 above). But the national power company was planning to put a power transmission line straight through the plantations. Kamusiime felt that the government compensation being offered for the seven-year-old pine and eucalyptus trees that would have to be felled was too little so they turned to their umbrella organization, the Uganda Tree Growers' Association (UTGA), for support. A team from UTGA travelled to the area and calculated a realistic rate of return of the trees. Armed with these figures, Kamusiime was better equipped to negotiate better compensation from the power company.

Kamusiime Memorial农村发展试点计划是一个在乌干达西南部实施的社区植树倡议行动。这个前20强的组织，主要由女性组成，在锯木生产资助计划（SPGS，在上文第2部分也得到了充分的讨论）的支持下，已种树250多公顷。但是国家电力公司计划将电力传输线穿过种植园。Kamusiime认为，政府给必须砍伐7年树龄的松树和桉树的补偿太少，所以他们求助于自己的联盟组织，乌干达树木种植者协会（UTGA）支持他们。乌干达树木种植者协会（UTGA）的一个小组来到该地区，并计算出一个实事求是的林木回报率。有了这些依据，Kamusiime就可以更好的和电力公司讨论补偿问题。

⁵⁰ Sawlog Production Grant Scheme newsletter, December 2011-May 2012. Issue no. 34/35.
锯木生产资助计划简报，2011年12月-2012年5月。刊号。34/35。

Farm forestry associations form national committee – Kenya

农场林业协会成立全国委员会 – 肯尼亚

In Kenya, ‘farm forestry’ is the legal term for trees planted by smallholders on their own land, but until recently farm forestry associations had no umbrella body. To make good this lack, a meeting in Nairobi brought together representatives of these associations with other interested parties.⁵¹ The associations said that their members wanted to benefit from more efficient cooperation. And it was agreed that farm forestry could improve rural livelihoods as well as contributing to environmental conservation and increased tree cover.

在肯尼亚，对小农户在自己土地上种树来说，“农场林业”是一个法律术语，但是直到最近，农场林业协会都还没有建立联盟组织。为了弥补这个不足，在内罗毕举行的会议上把这些协会的代表和其他有关各方的代表召集到一起，这些协会表示，其成员希望从更有效的合作中受益。与会者一致认为，农场林业可以改善农村生计，以及有助于保护环境和增加树木覆盖。

Kenya’s forest policy came under scrutiny. Some aspects were regarded as beneficial. These included the provision to improve plant material, a benign tax regime for farm forestry, and provisions for payment for ecosystem services. Other aspects were seen as unsatisfactory: associations would like more capacity building and extension services, and to be more involved in policy formulation. Tree growers are not

currently represented on the Kenya Forest Service board, unlike sawmill owners. The need to obtain formal permission to move timber products, and the delays in obtaining such permission were obstacles to small forest producers. Finally, representatives pointed out that policy documents were not readily available locally, and that it was difficult for them to access credit facilities.

肯尼亚的森林政策受到密切关注。某些方面被认为是有益的，包括改进植物材料的规定，一个对农场林业有利的税制和生态系统服务补偿的规定。有些方面则被认为是不令人满意的：协会组织希望有更多的能力建设和推广服务，也要更多的参与政策制定。树木种植者，与锯木厂业主不同，肯尼亚森林服务局目前没有代表他们的利益。他们需要获得正式的许可才能生产木材产品，对于小森林生产者来说，为获得这个许可而耽误时间，就是一个障碍。最后，代表们指出，政策文件在当地都不是随时可用，这让他们很难获得信贷融资。

The meeting culminated with the formation of the National Committee of Farm Forest Smallholder Producer Associations. It is an independent, civil society cooperation between farm forest producer associations that aims to enable associations to exchange experiences and contribute to national forest policy from a farm forestry perspective.

农场林业小农户生产者协会之全国委员会的成立把会议推向高潮。它是一个独立的、农场林业生产者协会之间的民间合作团体，目的是能让各协会交流经验，并从农场林业的角度促进国家森林政策的制定。

⁵¹ The Kenya Forest Service, the Swedish and Finnish embassies, FAO, Forest Action Network, the Kenya National Federation of Agricultural Producers (KENFAP) and the African Forests Forum. 肯尼亚林务局、瑞典和芬兰使馆、联合国粮农组织、森林行动网络、肯尼亚全国农业生产者联合会（KENFAP）和非洲森林论坛。







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4: Developing business opportunities

4: 开发利用商机

Making the forest activities of small family farms more productive and profitable is essential for improved rural development. Smallholder forest producers cannot invest in long-term sustainable forest production without the expectation of reasonable returns. But forest producers, many of whom are also smallholder farmers living in remote rural areas, may be isolated physically, economically and institutionally from services, markets, information and new ideas. There are other difficulties too: woodlots are often in remote areas on depleted soils too poor for agriculture, seedlings may be of poor quality and harvesting is often done prematurely to provide emergency cash flow.

使家庭小农场的森林活动更有效率和盈利，对改善农村发展至关重要。在没有所期望的合理回报时，小农户森林生产者不可能投资于长期的森林可持续生产。但是森林生产者，他们当中许多还是生活在偏远农村地区的小农户，可能在物质、经济和制度方面，都与服务、市场、信息和新想法相隔离。还有一些其他的困难：林地往往都在偏远地区，退化的土壤对于农业来说太贫瘠，树种的质量也很差，为了获得应急的流动资金，往往就过早的砍伐了。

Producer organizations can help smallholders break this cycle of poverty by providing services or direct links to service providers. They can give small producers access to markets and transport through economies of scale. They might also help members to draw up bankable business plans, and forge links with financial service providers. Other activities include educating smallholder families in financial planning and management, and promoting forest activities that can be done profitably by women as well as men. Through networks of grassroots associations, organizations can share new ideas, appropriate technologies and other advice.

生产者组织可以通过提供服务或与服务提供者建立直接联系的方式，帮助小农户打破这种贫困的恶性循环。他们可以通过规模经济帮助小生产者进入市场和方便运输。他们也可能帮助成员制定银行担保的业务计划，并与金融服务提供者建立联系。其他活动包括培训小农家庭的财务规划和管理，促进女性与男性一样开展能盈利的森林活动。通过基层协会网络，组织也可以分享新的想法、合适的技术和其他方面的建议。

Until recently, development initiatives for small farmers or forest dwellers have focused largely on how they can derive more income from non-wood forest products (branch firewood, medicinal plants, leaves, fruit etc.). Such enterprises can be done on a relatively small scale and need little in the way of expensive technology. Growing trees for poles and timber, however, is a different matter. The economies of scale needed to buy and maintain timber harvesting and processing machinery put such activities beyond the reach of small growers. Even a chainsaw is a significant investment, and such equipment needs regular maintenance, an assured supply of spare parts and a skilled operator.

直到最近，对小农户或森林居民的发展计划主要重点集中在他们如何能从非木质林产品（枝丫薪材、药用植物、树叶、水果等）中获得更多的收入。这样的话，相对较小规模的企业就可以发展起来，也几乎不太需要昂贵的技术。但是种植树木来获得柱材和木材是另外一回事。需要有规模经济，才能购买和维护木材采伐和加工机械，但这些活动超出了小种植者的能力范围。即使一个链锯都是一个重大的投资，这样的设备需要定期的维护，需要保证零配件供应和熟练的操作者。

Setting aside these practical challenges, taking the step into forest entrepreneurship has serious financial implications for smallholder farmers, because trees are slower to provide income than agricultural crops. On the other hand, the fact that trees can be incorporated into relatively small spaces means that farmers can continue to derive income from their farming activities until the first cash flow from forestry is realized.

抛开这些现实的挑战，想要进行森林创业就会对小农户产生严重的财务影响，因为树木和其他农作物相比，获得收益较慢。另一方面，树木可以被纳入到相对较小的空间内，这就意味着农民可以继续从他们的农业活动中获得收入，一直到第一次获得来自于林业的流动资金。



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Family forestry provides timber for export – Sweden

家庭林业提供出口木材 – 瑞典

Sweden has only 0.6 percent of the global forest estate, but controls 5 percent of global sustainable annual cut, and enjoys 10 percent of the world timber export market by volume. Yet much of the forest is owned and managed by smallholders.⁵² This success stems from a culture of local control and accountability, together with sensible regulations.

瑞典只拥有0.6%的世界森林面积，但是却占全球年可持续采伐量的5%，按材积计算享有10%的世界木材出口市场。然而大部分的森林都是小农户所有并由其管理。这一成功源于本地管理和问责制的文化，加上有合理的法律法规。

Forest covers 70 percent of Sweden's land area. Half of this is private family forest owned by 330,000 individuals, 125,000 of them women.⁵³ Sweden's forests were badly degraded more than a century ago, but legislation in 1903 ensured new planting and sustainable management. The standing volume in previously degraded forest has since doubled.⁵⁴ The Swedish Forest Agency, established in 1905, implements forest policy, which places equal weight on production and environmental goals. Straightforward laws decree that owners' rights are trumped by the public goods value of forests. Trees must not be felled without permission, and owners must replant afterwards. Stands of young trees must not be felled at all, though thinning for silvicultural reasons is allowed. Sanctions include an official warning and fines. The government has the right to replant an illegally felled area and either recover costs from owner or seize the property. Local control does not confer inalienable rights.

瑞典的森林覆盖占国土面积的70%。其中一半是私人家庭森林，由33万个人和其中12.5万是女性所拥有。一个多世纪前，瑞典的森林严重退化，但1903年的立法确保了新的造林和可持续管理。以前退化的森林林分蓄积自那时

以来已经翻了一倍。瑞典森林署成立于1905年，执行各项森林政策，以保障同时实现生产和环境目标。颁布的法律明确了所有者的权利要通过森林的公共产品价值来实现。未经允许树木不能砍伐，且在砍伐后业主必须补种。幼树林分根本不能砍伐，但因抚育原因而进行的择伐是允许的。处罚包括正式警告和罚款。政府有权补种非法砍伐的林地，要么从所有者那里收回成本，要么没收财产。本地管理并没有赋予不可剥夺的权利。

The law also makes provision for environmental considerations, and public have the right of access over private forest, where it is traditional to forage for berries and fungi. The indigenous Sami people are allowed to graze their reindeer in the forest, usually after negotiations with the forest owners.

该法律还针对环境因素做出规定，公众有权访问私有森林，采集浆果和真菌是那里的传统。通常在与森林所有者谈判后，是允许土著萨米人在森林中放牧驯鹿的。

About half of Sweden's private forest owners are members of the Family Forest Association. This organization had its roots early in the 20th century, when small owners formed associations to defend and create a fair market place. There are now four regional family forest associations (with membership ranging from 13,000 to 51,000). The biggest, in southern Sweden, is fully integrated, with five pulpmills, eight sawmills and a chain for processed wood products, so they use most of their members' timber. They are organized as cooperative whose main task is helping members with silviculture, harvesting and marketing. They are also involved with extension, training, local policy and giving professional advice.

瑞典的私营森林所有者，约有一半是家庭森林协会的成员。这个组织的发展可以追溯到20世纪初，当时小业主组成协会，来维护和创建一个公平的市场。现在有四个地区性家庭森林协会（成员数量从1.3万至5.1万）。最大的一个协会在瑞典南部，把5个纸浆厂、8个锯木厂和木材加工产品链完全整合在一起，所以他们使用了其成员提供的大部分木材。他们组织成合作社，其主要任务是帮助成员造林、采伐和销售。他们还参与推广、培训、当地的政策制定和提供专业咨询。

When it comes to harvesting timber, forest association members usually delegate the task. The association engages a contractor, and there are various ways of calculating timber value. In most areas there are four or five big buyers competing to buy timber (forest

⁵² Elson, D., 2012. *The Forests Dialogue: Investing in locally controlled forestry (draft)*.

Elson, D., 2012. 森林对话：投资地方管理的林业（草案）。

⁵³ Sweden's population is about 9 million.
瑞典的人口约900万。

⁵⁴ Palmér, C. H. (undated). *Small-scale private forestry in Sweden. Areca Information*. chp@areca.se
Palmér, C. H. (无日期). 瑞典的小规模私营林业。Areca Information. chp@areca.se

owners' associations, big forestry companies and independent sawmillers).

当涉及到木材采伐时，森林协会的成员通常会进行任务委托。协会聘请承包商，采用各种不同的方法计算木材价值。在大多数地区，有4个或5个较大的买家竞争购买木材（森林所有者协会、大型林业企业和独立锯木厂）。

Keys to success

成功的关键点

- Strong, clear tenure rights.
- Long-term state support (extension services and subsidies for road building, drainage etc.).
- Cooperation within and between forest owners' associations
- Profitable industry that pays well enough to make it worth investing in growing timber
- An independent measuring system for timber.
- 强有力且清晰的产权。
- 国家的长期支持（推广服务及资助道路建设、排水系统等）。
- 森林所有者协会内部及相互之间的合作。
- 有利可图的产业，使在木材种植中的付出具有投资价值。
- 一个独立的木材测量系统。

Joining forces in a shared-stock farm – China

股份合作林场的力量 – 中国

Forest farmers in China face three significant problems now that forest tenure has been reformed. Although they now manage their forest land, farmers cannot necessarily afford the high cost of planting or replanting trees for continuing productivity. Indeed, many of the able-bodied and young farmers actually migrate from their homes in search of paid work elsewhere, leaving a predominantly elderly and female workforce behind. And finally, the longer management cycle and higher inherent risk in growing trees means that many individual farmers are reluctant to engage in forestry, or are tempted simply to take a short-term gain by selling off or renting their land to investors.⁵⁵

⁵⁵ FAO draft report (2012). *Success Cases and Good Practice of Forest Farmer Cooperative Organizations in China*.
粮农组织报告草案（2012）。中国林农合作组织的成功案例和良好实践。

在中国林权改革后，林农面临着三个比较大的问题。尽管他们现在管理着他们的林地，但农民未必可以负担得起较高的造林成本，或较高的为获得可持续生产力而再造林的成本。事实上许多身强力壮的青年农民已经离开家乡，外出打工，留下来的劳动力主要是老人和妇女。最后，林地经营周期长，固有风险高，这意味着一些个体农民不愿意从事林业，或个别农民为获短期收益，而简单地出售或出租其土地给投资者。

An alternative option, which keeps the potential benefits in the local area, has been tried and tested by the Lingsi shared-stock forest farm in Chafu village, Fujian Province. Under a local leader, Chen Kongzhi, forest land was pooled without ownership being transferred. This brought together people with land and others with cash to invest in a cooperative way and benefit from economies of scale.

把潜在收益留在当地，福建省茶富村灵寺股份合作林场已经做出了另外一个选择。在陈恭志的领导下，在所有权不变的情况下把林地集中起来。这就把有土地的人和有现金的人聚到了一起，以合作的方式投资，并从规模经济中获益。

The long-term interests of small farmers are protected, and their enthusiasm to plant trees has been boosted. Older farmers and women have been able to help plant trees alongside a professional team, creating employment for these sections of society. The coop leader had previous wide experience in forestry, and already had a planting team and machinery. Focus on local tree nurseries has also improved seedling survival-rate. Lingsi shared-stock farm now has enough funds and technical expertise to improve seedling survival rate. It also pays attention to intercropping, fire prevention and biodiversity.

小农的长远利益得到了保证，从而他们种树的积极性得到提高。年老的农民和妇女也能和专业队一起，帮助造林，为社会这部分群体带来了就业机会。合作社领导者在林业方面有着丰富的经验，还拥有一个造林专业队和造林机械。对当地苗圃的重视也提高了苗木存活率。灵寺股份合作林场现在有足够的资金和专业技术来提高苗木成活率。它还关注农业间作、防火和生物的多样性。

Forests now generate income for small farmers, and the scheme has also broken out of the limitations inherent in a small model. Chen Gongzhi used his own capital to branch out into a multi-village scheme. From only 20 shareholders in 2001, the organization had grown to encompass 200 a decade later.



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森林为小农户带来了收入，并且该机制也破解了一村一场小规模营林模式的限制。陈恭志用自己的资金，使多个村子都参与其中。入股林农由最初2001年的20户发展到2011年的200户。

Keys to success

成功的关键点

- Innovations meet farmers' requirements.
- Government has offered promotion and guidance
- Leadership by an individual who already had expertise in the field.
- 创新满足了农民的要求。
- 政府的推动和引导。
- 拥有该领域专业知识的个人所发挥的领导作用。

Limitation

局限性

For long-term stability and sustainability, the group needs to improve its internal organization. With better regulation and democratic governance, there is every hope that the organization will outlive its originator.

要想实现长期稳定的可持续发展，该组织需要完善内部组织。利用更好的监管和民主治理，这个组织将有希望长久持续发展。

Increasing the value of acacia woodland – Vietnam

提升相思树林地的价值 — 越南

Vietnam has adopted a new forest strategy and is handing over state-managed land to smallholders on 50-year leases, with the expectation that family forestry will provide extra income for small farmers. The country is in the top ten global producers of wood products, exporting 90 percent of its furniture production. But 80 percent of the raw materials have to be imported. Increasing domestic supply would benefit both the country and the tree growers, if the quality of local timber can be improved and certified. Sawlogs certified as coming from sustainable forest fetch twice the price of uncertified timber.

越南已经实施了新的森林战略，把国家管理的土地交给小农户经营，租期50年，希望家庭林业可以为小农户带来额外的收入。越南是

全球十大木制品生产商，出口了其家具产量的90%。但80%以上的原材料依赖进口。如果本地木材的质量提高了而且得到认证，不断增长的国内供给将使国家以及树木种植者受益。得到可持续森林认证的锯木是没有被认证木材价格的两倍。

Acacia (mainly *A. mangium*) is the most common tree planted by smallholders. It finds a ready market at factories that produce wood chips for pulp production, but until recently middlemen were able to take most of the profit. A project to support the establishment of several forestry service groups as part of agricultural cooperatives has only been operating for a short time, but impacts are already tangible.⁵⁶

相思树（主要是马占相思林）是小农最常种的树。它在生产木片用于纸浆生产的工厂找到一个现成的市场，但直到最近，中间商还是能够掌控着大部分利润。作为农业合作社的一部分，支持建立几个林业服务组织的项目只在很短时间内就开展起来了，而且已经带来实际的影响。

Through a twinning partnership with a Finnish forest management association, forestry service groups were established. Focusing on agricultural cooperatives that were well established but had not so far offered forest services, the project covers organizational development, capacity building, institutional development, more efficient forest production etc.

通过与芬兰森林管理协会结对成为合作伙伴关系，林业服务组织得以建立。重点关注于农业合作社已有效建立，但至今没有提供森林服务这一问题，这个项目涵盖了组织发展、能力建设、制度建设、更有效的林业生产等多项内容。

A 10-day study tour to Finland was followed by a start-up workshop, and members later learned about tree production, nursery techniques and marketing. Demonstration plots were set up and surveys of land and forest areas carried out. Training included how to manage household and cooperative forestry plots, the acacia value chain and timber certification.

一个为期10天的芬兰参观考察后，接着举办了一个研讨会，这让成员们学到了关于树木生产、育苗技术和市场营销方面的知识。示范区也建成了，并开展了土地和林地调查。培

⁵⁶ AgriCord (2012). Evidence of Impact 2012. Leuven, Belgium.
农业机构联盟（2012）。2012年影响的证据。比利时鲁汶。

训内容包括如何管理家庭和合作社的林地、相思树价值链和木材认证。

What has changed?

改变了什么？

Cooperatives and farmers themselves are becoming more aware of the business side of forestry. They know that logs fetch a much higher price than smaller stems that can only be used for wood chips. Prices are posted on the cooperative's website so that members can keep an eye on the market. The challenge will be for farmers to forgo income from forestry for the 8-10-year period before trees can be harvested.

合作社和农民自身越来越认识到林业的商业性。他们知道，原本的价格要比只能用于木片的小茎材高的多。价格发布在合作社网站上，让成员可以随时关注市场。农民也将面临挑战，那就是在树木能收获前，农民8至10年期间都没有来自林业的收入。

Boosting bamboo production – China

促进竹子生产 – 中国

Shangshuzu Village has roughly 400 ha of bamboo forest, which supplies a thriving local bamboo industry. The various processing facilities and general economic development require a growing labour force, leaving the bamboo forest increasingly under-manned. In order to manage the forest properly and protect the raw material supply, the village secretary and others set up the Shanglin Moso bamboo shared-stock cooperative. The coop evaluates bamboo production and converts it to shares: 5,000 kg of bamboo per two years counts as one share.

尚书圩村大约有400公顷的竹林，为当地蓬勃发展的竹产业提供原材料。毛竹加工业的发展，以及经济的快速发展需要越来越多的劳动力，导致竹林生产劳动力日益紧缺。为了有效地管理竹林，保证原材料供应，村书记和其他人一起建立了尚林毛竹股份合作社。合作社按毛竹产量折价入股：每度毛竹5000kg为1股，2年为1度。

At the outset, 42 farming households chose to join. Members entrust all their land to the coop so it can establish a strong production base. The organization is democratic, with the board of directors elected by the members, and the coop employs professionals to

administer and manage the enterprise, and market the bamboo. All members share the profit and risk, and are free to seek salaried employment elsewhere, having been freed from the responsibility of managing their own small plots of forest land.

开始时，42个农户选择加入。入社社员把所承包的林地都委托给合作社，由合作社建立毛竹生产基地。该合作社实施民主管理，由会员选举产生了理事会，合作社还雇用专门人员进行管理和市场营销。所有成员利润共享、风险共担，从而社员可从自己的小块林地管理责任中解脱出来，外出寻找非农就业机会。

The coop has made money. Members receive profits as shareholders, and they also benefit from the income from jobs in factories or from setting up their own rural enterprises such as a hotel or guest house. Members have income levels about 20 percent higher than non-members, so there has been a steady increase in membership. Now half of the total village bamboo lands are administered by the coop, and membership has grown to include 60 percent of the villagers. Surrounding areas have been swift to see and want to replicate the benefits: there are now 16 similar coops in the county with more than 1,000 members. Five hundred long-term jobs have been created. More than 20 other farm forestry professional coops in the fields of bamboo, bamboo shoots and other commercial tree species have also sprung up.

合作社已经开始赚钱，成员们作为股东获得了利润，同时他们还能从工厂工作中获得收入，或者建立自己的乡村企业，如农家乐。社员的收入水平比非会员高出约20%，所以成员数量一直在稳步增加中。现在村里一半的竹林地是由合作社管理，成员已增加到包括了60%的村民。周边地区看到了合作社带来的好处，也想学习：目前全县有类似合作社16家，会员1000多名，长期为农民提供就业岗位500余人。全县还成立20多个专业合作社，涉及竹、笋及各类经济林种。

Keys to success

成功的关键点

- Members have seen their incomes increase, so membership is growing.
- The coop has a good reinvestment mechanism, whereby 60 percent of the profit goes towards future development. The remaining 40 percent is distributed among shareholders.
- It also makes full use of government resources



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available to support such organizations. For instance, the agriculture department helps pay for better infrastructure, so the coop has built almost 10 km of forest road, a bridge and an irrigation system covering more than 30 ha.

- Improving the infrastructure in turn leads to more efficiency and reduction in labour costs, which translates into higher income for the coop.
- 社员收入增加了，所以会员人数不断增长。
- 合作社具有良好的再投资机制，其中利润的60%用于未来的发展，剩余的40%分配给股东。
- 该合作社还充分利用政府支持这些组织发展的现有资源。例如，农业部门帮助投资以修建更好的基础设施，所以合作社修建了近10公里的林道、一座桥梁和一个占地超过30公顷的灌溉系统。
- 基础设施的改善，又能促使效率的提高和劳动成本的降低，转而使合作社的收入增加。

Using trees as collateral for loans – China

利用树木作抵押贷款 – 中国

Five forest farmers in Hongtian village, Yongan City, faced the twin problems of insufficient working capital and high risks when managing woodlands as individuals. In such a situation, there is a temptation for forest owners to generate cash by felling part-grown trees instead of allowing them to grow to maturity and maximum value. Unless there is a system to value young trees and borrow against this, there is no other way for farmers to release income.

永安市洪田村的5位林农，在作为个体经营林地时，面临着营运资金不足和风险大的问题。在这种情况下，森林所有者想要获得现金，只能砍掉部分正在生长的树，而不是等到其生长成熟从而获得最大的利润。除非有一个给幼树估价，并可以用它做抵押的机制，否则林农就没有其他办法来获得利润了。

In this case, such a system exists and the five farmers did not fell their trees but instead set up the Dongsheng shared-stock forest farm, which pooled their farm resources into a single entity. Once the shared-stock farm was established, it was possible to use their growing trees as collateral to borrow from local credit cooperatives. Loans were used to bid for other forest

farms in the area, to create a unit that could support a processing factory and add value to the harvested timber.

这种情况下，这种机制产生了，这五个林农没有砍掉他们的树，而是成立了东升股份合作林场，把他们的资源集中起来形成一个实体。股份合作林场成立后，把他们种植林木作为抵押物，从当地信用社贷款。贷款用于竞购该地区的其他林场，以及建立一个加工厂使采伐的木材增值。

Set up in June 2004, the shared-stock farm expanded rapidly to operational scale and was able to extend the industrial chain by setting up a factory, as planned. By the end of 2005, the forest farm covered more than 650 ha in over 20 villages. The five farmers were very willing to cooperate at the outset, and made flexible arrangements for joint decision-making and sharing (or re-investing) income. So far their annual incomes have more than doubled.

自2004年6月成立后，如所规划的那样，股份合作林场迅速扩大了经营规模，并通过建立加工厂延伸了产业链。到2005年底，林场经营面积已达650公顷，覆盖20多个村。5位林农从一开始就有较强的合作意愿，共同决策收入分配（或再投资），体现灵活性。到目前为止，他们的年收入已经增加了一倍以上。

Challenges

挑战

The stability of this model depends on the forest continuing to produce predictable amounts of timber. Protection of the forest is thus paramount in this case.

这个模式的稳定性取决于森林能够可持续生产出所预期的木材量。所以这种情况下，对森林的保护很重要。

Smallholders establish pioneering forest enterprise – Guatemala

小农户建立了创新型森林企业 – 危地马拉

Most people living in Guatemala's Petén region do not have enough food to eat, and more than a third of children suffer from chronic malnutrition. This seems a paradox in an area where rich tropical forest abounds,

but can partly be explained by the isolation of communities from markets, which limits their opportunities to benefit from the potentially valuable forest.

生活在危地马拉佩滕地区的大多数人口，没有足够的食物可吃，超过三分之一的儿童长期营养不良。在这个地区，这听起来似乎是矛盾的，因为这里热带森林非常丰富。部分原因可能是社区被隔离在市场之外，限制了他们从具有重要潜在价值的森林中获得收益的机会。

Aware of this problem, the Guatemalan government set up two financing programmes to encourage sustainable forest management, one aimed at the large commercial forest sector and the other at small forest owners. The second programme, PINPEP, specifically for individuals with less than 15 ha, is aiming to reach over 400,000 people. It was set up as a direct result of successful lobbying by the National Alliance of Community Forest Organizations, an umbrella group formed specifically to speak out on challenges faced by indigenous smallholders.

意识到这个问题后，危地马拉政府制定了两项融资计划，以鼓励森林可持续管理，一项是针对大型商品林业部门，另一项是针对小森林所有者。第二项计划，对小林地所有者的激励计划PINPEP，专门为拥有不足15公顷林地的个体设立，目标是要覆盖40多万人口。这项计划的制定是全国社区林业组织联盟成功游说的直接结果，该联盟组织就是为专门说出本地小农户所面临挑战而建立的。

Institutional arrangements

制度安排

Despite this considerable government help, tree planters in Guatemala still face challenges. They need to identify suitable local and external markets for plantation timber, and to overcome their isolation from markets. Tree planters need better connections with each other, with consumers and markets, with financial and business development service providers, and with policy makers.

尽管政府提供了大量的帮助，但在危地马拉，树木种植者仍然面临着挑战。他们需要为人工林木材找到合适的本地与外地市场，并且要消除市场障碍。树木种植者之间需要更好地建立联系，也需要更好地与消费者和市场、金融和企业发展服务供应商、以及政策制定者建立起联系。

To this end, FAO's National Forest Programme Facility and Growing Forest Partnerships Guatemala began supporting a group of almost 200 *reforestadores* (tree planters) in San Francisco Petén in April 2011. The aim was to help them improve their market access and skills, and to boost community incomes. The means to this end was the creation of a wood products enterprise, called *Red Forestando Chachaklum*, set up by six forest communities which, between them, own and manage about 1,084 ha of planted forest.

为此，粮农组织国家森林计划基金和危地马拉发展森林合作伙伴关系于2011年4月开始为圣弗朗西斯科·佩滕地区将近200名树木种植者组织提供支持。目的是帮助他们提高市场准入和技能，并增加社区收入。实现这个目的的手段就是创建了名为Red Forestando Chachaklum的木制品企业，它由6个森林社区建立，它们共拥有和管理着约1084公顷的人工林。

For good quality timber, pruning and thinning are vital silvicultural operations. In this case, a group of planters were trained to do this work themselves, saving considerable costs to the enterprise as a whole. They also cut costs by organising a team of individuals and paying them to do all the transport within the plantation and loading timber onto transport vehicles. Now that the plantations are being managed properly, the final crop will be more valuable, providing a safety net for the future.

为了获得优质木材，修枝和疏伐是重要的抚育作业活动。在这种情况下，种植者组织通过培训自己来完成这些工作，为企业节约了大量的成本。通过把个体组织起来，给他们钱完成种植园内的各种运输任务，把木材装载上车，他们同样也节约了很多成本。由于种植园被管理的很好，最后产出的作物也将价值更高，就为未来提供了安全网。

What has changed?

改变了什么？

In the past, community tree planters sold most of their produce to truck owners (locally known as 'coyotes') who set prices on a 'take it or leave it' basis. They were able to dictate terms because they were the only buyers willing to take the small amounts produced by individual planters - larger potential buyers had no interest in trying to negotiate with a diverse and fragmented group of sellers.

过去，社区树木种植者几乎把所有的产品都卖给了货车车主（在当地被称为“土狼”）



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，这些车主用“要么拿走，要么留下”的方式来决定价格。他们可以发号施令，因为他们是唯一愿意购买个体种植者所生产少量产品的买家，更大的潜在买家没有兴趣去和各种分散的卖家进行交易。

The new forest enterprise has changed the situation dramatically, and the tree planters' collective can now deal directly with larger companies. Particle board factories in Guatemala City are now interested in establishing fair, long-term contracts, and business negotiations are under way. The cycle of isolation is broken.

新的森林企业改变了国内的这种状况，现在三家种植者合作就可以和大公司直接进行交易。在危地马拉城的刨花板厂目前正热衷于建立公平和长期的合同，商务谈判也在进行中。隔离效应被打破了。

This success did not happen overnight. Development partners undertook a range of activities to support the setting up of the forest enterprise.⁵⁷ But the success of this work has inspired the Guatemalan government to replicate it within a comprehensive national programme. The national forestry administration, INAB, has created an industrial and commercial department (*Unidad de Industria y Comercio*) to support the formation of more producer organizations in other parts of the country. A new producer organization is already being formed in Alta Verapaz, where over 900 families collectively manage and own over 1,700 ha. Although the initial work described above was supported by donors, who recruited a local and a national consultant plus an international expert to oversee the creation of the enterprise, all subsequent activities are being fully funded and supported by INAB.

这个成功不是一朝一夕的事。发展伙伴开展了一系列支持森林企业建立的活动，但这项工作获得的成功激发了危地马拉政府准备在一个国家计划范围内全面开展这项工作。国家林业局（INAB），已经成立了一个工商业部门（工商业协会 *Unidad de Industria y Comercio*），以支持在国内其他地区，建立更多的生产者组织。一个新的生产者组织已经在奥塔维拉帕斯（Alta Verapaz）形成，900多个家庭共同管理，并拥有超过1700公顷的土地。虽然上面介绍的前期工作获得了捐助者的支持，他们聘请了当地顾问和国家顾问以及国际专家，来监督企业形成过程，但随后所有的活动都是

⁵⁷ The total cost of the support including hiring of consultants, organization of meetings, legal fees for the establishment of the enterprise and all other activities amounted to USD 80,000. 这项资助总费用包括聘请顾问、组织会议、法定的企业成立费用和其他活动费用，总计80,000美元。

由国家林业局（INAB）提供资金支持。

Keys to success

成功的关键点

- Government finance aimed specifically at smaller producers.
- Support from development partners.
- Improvements in silvicultural techniques to increase the value of timber.
- Cutting costs by training group members to do some of the silvicultural operations.
- Aggregating harvesting and transport costs.
- 政府资金专门倾向于小生产者。
- 发展伙伴的支持。
- 改进造林技术，以提高木材的价值。
- 通过培训组织成员来完成一些造林作业活动，削减成本。
- 合计采伐和运输成本。

Community groups make pallets from certified timber – Mexico

社区组织用经过认证的木材制作托盘 – 墨西哥

The green initiative 'Reforestamos Mexico' (Reforestation Mexico) began in 2002, focusing on conservation projects and reforestation. Nearly a third of Mexico's land area is covered by forests, and Reforestamos is committed to keeping forests and jungles in good ecological health at the same time as strengthening social capital.⁵⁸

绿色倡议“墨西哥再造林”计划开始于2002年，专注于保护项目和重新造林。墨西哥大约三分之一的土地被森林所覆盖，“墨西哥再造林”计划致力于使森林和丛林保持良好的生态健康，同时增加社会资本。

Mexican forests generate millions of dollars each year, in the form of timber, non-timber forest products and environmental services. As almost 95 percent of forests belong to small owners, part of the Reforestamos initiative focuses on closing the gap between the rural and urban sectors and promoting conditions to encourage business practices that are 'green' as well as fair.

墨西哥森林每年产出数百万美元的木材、非木材林产品和环境服务。由于近95%的森林属

⁵⁸ www.mexicotoday.org and www.reforestamosmexico.org

于小所有者，因而“墨西哥再造林”倡议计划的一部分是侧重于缩小农村和城市部门之间的差距，促进鼓励“绿色”和公平的经营实践活动。

Reforestamos has been working with community groups, many of them indigenous, since 2005. It became clear that although it is important to develop social capital, it is also vital that small forest owners must be able to generate profit from their woodland resources. Focus has therefore been placed on developing local leadership skills, making forest operations both profitable and sustainable, encouraging timber certification and fostering corporate social responsibility in forest enterprises.

自2005年以来，“墨西哥再造林”计划一直与社区组织开展合作，其中许多都是土著社区组织。很明显，虽然发展社会资本很重要，但小森林所有者必须能从其林地资源中获得利润，这一点也是很重要的。因此重点确定为发展当地的领导能力，使森林经营不但有利可图而且可持续，鼓励木材认证，促使森林企业共担社会责任。

Institutional arrangements

制度安排

A recent initiative supported by Reforestamos is the Pino Real Forest Corporation, registered under Mexican law as a rural collective in January 2012.⁵⁹ The corporation pools the resources and productive capacity⁶⁰ of several smaller coops (ejidos) to provide certified forest products (currently pallets) to specialised markets. The member groups have a combined area almost 68,500 ha forest in common use, and all have Forest Stewardship Council (FSC) accreditation.

最近“墨西哥再造林”倡议计划所支持的是Pino Real森林组织，它于2012年1月根据墨西哥法律注册成为一个农村合作社。这个合作社集合了一些更小合作社（合作农场）的资源和生产能力，以向专门市场提供经过认证的林产品（目前是托盘）。成员组织一共有约6.85万公顷可利用的森林面积，而且所有的森林都得到了森林管理委员会（FSC）的认证。

⁵⁹ Although the entity was active before that date. 虽然实体的运作在那个日期之前。

⁶⁰ Three sawmills, three pallet factories, three drying ovens, forklifts, backhoes and related equipment. 三个锯木厂，三个托盘厂，三个烘干炉，一些叉车、挖掘机及其他相关设备。

Having the machinery and equipment needed to produce higher-value products than the individual members do at present, the enterprise should create jobs, develop skills, and improve the quality of life of partners and employees. Expanding the membership will improve the supply of raw materials, and there are plans to diversify the range of products to exploit market opportunities as necessary.

拥有所需要的机械设备，生产出比个体成员目前所生产的附加值更高的产品，合作社就可以创造就业机会，发展技能，并提高合作伙伴和雇员的生活质量。发展会员，将可以增加原料供应，现在也制定了扩大多元化产品范围的计划，以便在必要时开发利用市场机会。

There are various checks and balances within the new corporation. Work plans and operations are subject to the approval of a general assembly of members, and there is a board of directors for close scrutiny of annual reports and accounts. A supervisory board makes sure that social contributions are invested wisely.

在这个新的合作社里面，有各种不同的制衡力量。工作计划及实施要获得广大会员的认可，有一个理事会负责审议年度报告及账目。监事会确保社会的资助是一项明智的投资。

What has changed?

改变了什么？

In 2011, the corporation sold more than 45,500 pallets made from certified timber. This scale of activities means that the corporation can compete directly for business with multinational companies, its competitive advantage coming from the ready availability of certified raw material, plus quality and service.

2011年，合作社售出了超过4.55万个由经过认证木材做成的托盘。这一销售规模意味着，合作社可以直接和跨国公司进行经营竞争，其竞争优势来自于现成可用的经过认证的原材料，以及产品质量和服务。

Further stages in development will be to diversify beyond pallets, with the aim of having sustained production throughout the year. This will need some support from government programmes and NGOs, but there is the potential to access credit for developing the company via *Financiera Rural*. Improved profits will make it possible to offer even better incentives to community forest enterprises to conserve biodiversity.



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下一步将是进入除托盘外多样化发展的阶段，目的是进行一年四季的持续生产。这将需要一些政府项目和非政府组织的支持，但也可以通过农村金融(Financiera Rural)获得信贷用于发展合作社。利润的提高将能更好地激励社区森林企业保护生物多样性。

Keys to success

成功的关键点

- Pooling the resources and equipment of several smaller cooperatives for economies of scale.
- Increasing the scale of activities to suit the needs of multinational companies.
- Group certification of sustainably harvested timber so that small producers can benefit from the better price commanded by certified products.
- 集中一些较小合作社的资源 and 设备，形成规模效益。
- 扩大经营规模，以满足跨国公司的需求。
- 组织拥有可持续采伐木材的认证，使小生产者能通过经过认证的产品，获得更好的产品价格。

Groups should benefit from growing market for eucalyptus poles – Ethiopia

各组织受益于不断增长的桉树柱材市场 – 埃塞俄比亚

Eucalyptus trees were introduced to Ethiopia more than a century ago, as a fast-growing solution to the chronic shortage of wood. There are now large plantations of various species (including *Eucalyptus camaldulensis* and *E. globulus*), especially around Addis Ababa, and they are also widely grown on farms, either along field boundaries or as small plantations. Smallholders appreciate their speed of growth, the fact that livestock do not eat them, and their ability to coppice (regrow from the stump) after being cut. Poles find a ready market for the construction industry and the market is booming. There is particularly strong demand for poles in Bahir Dar, Addis Ababa and in neighbouring Sudan.

一个多世纪前桉树被引入到埃塞俄比亚，作为一个速生树种解决了木材长期短缺的问题。特别是在亚的斯亚贝巴周边，目前有大量不同品种的人工林（包括赤桉、蓝桉），它们广泛种植于农田里、农田边，或者小规模种植。小农户很满意它们的生长速度，牲畜也不吃它们，也满意被砍伐后它们萌芽更

新的能力（从树桩重新生长）。柱材有一个现成的建筑行业市场，而且这个市场还在不断扩大。在巴赫达尔、亚的斯亚贝巴和邻国苏丹对柱材的需求尤其旺盛。

However, farmers are not yet doing as well as they should from the buoyant market, because most pole-growers are not members of producer groups. Instead, farmers sell mainly through middlemen who take most of the value, selling poles in the market for up to double what they pay the farmer.

即使农民应该但他们还没有利用这个活跃的市场，因为大多数柱材种植者并不是生产组织的成员。相反，林农主要通过中间人来销售，这些中间人拿走了大部分利润，他们在市场中销售柱材所获得的利润是给农民的两倍。

To bring more of the benefit from eucalyptus trees to farm-level, a pilot project is running in the Amhara region, in the north of Ethiopia. Most of the natural high forest has gone and the land is occupied by small farmers, so extensive plantations are out of the question. Instead, there is great potential for smallholder production, with farmers willing to convert up to 20 percent of their land for this purpose. Indeed, many of the 3.4 million smallholder farmers in Amhara are already growing trees on their farms.⁶¹

为了从桉树中给农村带来更多的收益，在埃塞俄比亚北部的阿姆哈拉地区正在进行一个试点项目。大部分的天然林已经消失，土地由小农户占用，所以大范围的种植是不可能的。相反，小农生产却有很大的潜力，农民愿意把高达20%的土地用于此目的。事实上在阿姆哈拉的340万小农户中，有很多已经在他们的农田中种植树木。

The project feasibility study found a favourable policy and regulatory environment for smallholder forestry, although there is still a poor knowledge of commercial aspects of growing trees, and too few forest producer organizations. There is some institutional support for small farmers, who can turn to the Bureau of Agriculture and Rural Development (BoARD) for advice on all aspects of agriculture and forestry. To date it has focused on delivering seeds and giving planting advice via local development agents. As a result, together with many years' extension support from various outside agencies, farmers are well used to growing trees

⁶¹ Niras (2010). Start Up Support to Forest Producers' Organizations in Amhara Region, Ethiopia. Project document.

Niras (2010). 开始向埃塞俄比亚阿姆哈拉地区的森林生产组织提供支持，项目文件。

from seed (although the quality is not always good, as they collect seed from their own trees). However, advice on how to manage coppiced trees for the straightest poles, and how to make the most of markets, has been absent. To overcome these issues, the project will train key personnel of existing farmers' groups so that the organizations can include forestry-related services. And it will help farmers increase their financial return from trees by establishing a mechanism to share market information on poles of various qualities and sizes.

该项目的可行性研究表明，虽然还缺乏商业种植方面的知识，并且森林生产者组织也很少，但小农林业还是需要有一个有利的政策和管理环境。有一些机构为小农户提供了支持，小农户也可以向农业和农村发展部

（BoARD）咨询农业和林业有关方面的问题。迄今为止，它通过地方发展机构，把重点放在提供种子和给出种植建议方面。再加上各种外部机构多年的推广支持，林农们已完全习惯于利用种子来植树（虽然质量不都是好的，因为他们主要还是用自己的树采集种子）。但是，还是缺乏有关如何管理修剪过的树木以获得最直的柱材，以及怎么最大限度利用市场方面的建议。为了解决这些问题，该项目将会对现有农民组织的主要人员进行培训，这样，这些组织就可以获得林业相关的服务。通过建立一个可共享各种品质和规格柱材市场信息的机制，就能帮助农民增加种树的利润回报。

In Amhara, there are already more than 6,000 agricultural cooperatives and 43 unions, providing services to 1.3 million households. They are democratically organized, with a general assembly at which members can vote, and an executive board to administer the group. The Cooperative Promotion Agency is a prominent public organization that supports unions and coops, working free of charge to promote both the organizations and demand for their products. However, forestry coops account for just 1 percent of the total. The project will therefore work with existing farming cooperatives, helping them to change their bylaws to allow them to market poles. Bringing poles into the picture will smooth the groups' cash flow, as poles can give year-round income (whereas honey production or arable crops, for instance, produce income only intermittently). To provide technical support, a forest officer will be employed for the duration of the project with project funding.

在阿姆哈拉地区，已经有超过6千个农业合作社和43个协会，服务于130万个家庭。它们是民主形成的组织，成员可以在大会上进行投

票，有一个执行委员会来管理这个组织。合作社促进局是一个重要的公共组织，它为协会和合作社提供支持，免费开展工作来促进组织发展，提升其产品需求。然而，林业合作社只占总数的1%。因此，该项目将与现有的农业合作社开展合作，帮助它们改变其规章制度，以便让它们销售柱材。把柱材纳入经营范围，将使这些组织的现金流更平稳，因为柱材全年都能带来收入（例如蜂蜜生产或耕种农作物的收入只是间歇性的）。为了提供技术支持，利用项目资助，林务员将会在项目实施期间被雇用。

What will change?

改变了什么？

Joining a forestry producer group will bring direct benefits to farmers. They will learn how to manage trees commercially to suit particular markets. Having information on the relative demand and unit prices for poles of different sizes will allow them to make informed decisions on cutting and selling. At present, farmers cut before agreeing a price, and have little idea of the true value of their poles. Farmers should also be able to drive a better deal when selling. Once their producer groups are more attuned to the particular needs of forestry, they should be able to offer services such as aggregated sales and even a cutting service for farmers who would like to subcontract this work.

加入一个林业生产者组织将给林农带来直接好处。他们将学习如何管理商业化林木，以满足特定的市场。能获得相关需求，以及不同规格柱材的单位价格等方面的信息，将使他们能够做出有依据的采伐和销售决策。目前，林农在价格议定之前就会砍树，他们没有意识到其柱材的真实价值。在销售时林农们也本应该能促成一笔好买卖的。一旦他们的生产者组织适于满足林业特殊需要时，这些组织就会提供服务，比如集中销售，甚至当林农想转包采伐时，提供采伐服务。

A particular financial benefit from poles being sold via producer groups is that unions and cooperatives are exempt from the 20 percent royalty fees that traders have to pay.⁶² As long as the coop can transport the poles for the same cost as traders, and can negotiate similar market prices, there will be higher net income. This can be split between farmer and coop, giving

⁶² Middlemen traders must remit 20 percent of the value of pole sales to BoARD.
中间贸易商必须交柱材销售额的20%给农业和农村发展部（BoARD）。



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more cash to the farmers and providing income that the coop can use to fund member services.

通过生产者组织销售柱材可以特别获得资金方面的好处，就是协会和合作社可以免交20%的交易者必须支付的特许权使用费。只要合作社的柱材运输成本与其他交易者一样，并可以通过谈判获得和市场价差不多的价格，就会有较高的纯收入。这对林农和合作社都会有好处，可以让农民获得更多的现金，合作社也可以有更多的钱提供会员服务。

Another, much broader benefit that should stem from a better supply of poles and firewood is that householders will have less need to burn cow dung as fuel. Cow dung will instead be available for use as a fertilizer and general soil improver. This will have significant impact in this area of degraded soils that lack organic matter.

另外一点，更多的柱材和薪材供给所带来的更大好处就是，农户将不太需要烧牛粪作为燃料。牛粪反而会被用做肥料和一般的土壤改良物。这将对缺乏有机物而使土壤退化的地区有着重要影响。

Timber production in community forest plantations – Nepal

社区森林种植园的木材生产 – 尼泊尔

As discussed earlier in sections 1 and 3, community forestry has a long history in Nepal. Hitherto, though, it has focused mainly on a variety of forest products rather than timber as a commercial crop, despite the fact that timber is the main source of income for community forest user groups. Little emphasis has so far been placed on efficient harvesting or sustainable management.

正如前面第一部分和第三部分所讨论的，尼泊尔的社区林业有着悠久的历史，不过，迄今为止，它都把重点主要放在各种林产品上，而不是把木材作为一个商业化的作物，尽管木材是社区森林用户组织收入的主要来源。至今，它都很少把注意力放在高效率的采伐或可持续管理上。

A meeting in Nepal in 2010 brought together various interested parties to discuss whether poverty could be reduced by realising the economic benefits of timber

management.⁶³ Participants claimed that timber had received little attention compared to non-wood forest products, environmental services and carbon sequestration. Donors appeared to place more emphasis on livelihoods, capacity building and conservation issues. There was also said to be unnecessary interference by government in the timber trade. Local communities did not benefit fully from the value of any timber extracted, and wanted to see a change from the current ‘wood for the rich and leaf for the poor’ mindset.

在2010年尼泊尔的一个会议上，各方利益团体聚集在一起讨论是否可以通过实现有经济效益的木材管理来减少贫困。与会者声称，与非木质林产品、环境服务和碳固定相比，木材很少受到关注。捐助者似乎把更多的注意力放在生计、能力建设和保护问题上。也有人说在木材贸易方面政府不必要干涉。当地社区没有完全从任何木材采伐的价值中受益，他们希望看到一个不同于目前“木材归有钱人，树叶归穷人”的思维模式的改变。

This situation is unsatisfactory from two viewpoints – communities get very little profit from timber, and wood-based industries lack an assured supply of quality raw material. There is thus tremendous potential to link small entrepreneurs to community forest user groups. However, to maintain supply at the same time as promoting conservation, formal arrangements between the entrepreneurs and the groups are needed. This will make sure that the benefits of natural endowment and the burden of conservation are shared fairly.

这种状况在两点上是不能令人满意的：社区从木材中获得的利润很少，以木材为基础的产业也缺乏有保证的优质原料供应。所以把小企业和社区森林用户组织连接起来，就会带来巨大的潜力。但是为了保证供给同时也促进保护，就需要企业和组织之间建立正式的制度安排。这样就可确保从自然禀赋中获得的收益与保护的责任公平地分摊开来。

In an effort to make timber a better source of income for user groups, a twinning project is being established with Finland's agricultural producers' and forest owners' union.⁶⁴ The plan is to use the Market Analysis and

⁶³ Ban Chautari: A Multi-stakeholder dialogue on forest policy issues. Poverty reduction through forestry: Exploring strategies to realize economic benefits of timber management in Nepal. 7 July 2011, Kathmandu.

Ban Chautari: 森林政策问题的多方利益相关者对话。

⁶⁴ MTK and AgriCord (2012). Twinning Support to the Development of Smallholders' Forestry Organizations in Dang District, Nepal. Project document.

芬兰农业生产者和林主联合会及农业机构联盟 (2012)。结对支持尼泊尔Dang区小农林业组织的发展，项目文件

Development (MA&D) approach to allow communities to run viable timber enterprises that generate jobs and improve living standards.⁶⁵ Growing demand by Nepal's flourishing furniture industry, which includes modern factories as well as hundreds of small workshops, provides a ready market for timber. From a national point of view, furniture manufacturing offers the chance of tapping into export markets, as its added value can make it worth transporting (a serious issue in a mountainous country such as Nepal, where there are few roads).

为了努力使木材成为森林用户组织更好的收入来源，与芬兰农业生产者和森林所有者联合会的一个结对项目正在建立过程中。该计划欲利用市场分析及开发（MA&D）的方法，让社区经营可行的木材企业，以创造就业机会和提高生活水平。尼泊尔蓬勃发展的家具行业，其中既包括现代化的工厂，也包括数以百计的小作坊，所带来的不断增长的需求提供了一个现成的木材市场。从国家的角度来看，家具制造提供了进军出口市场的机会，因为它的附加值高，所以是值得运输的（一个严重的问题是，像尼泊尔这样的多山国家，道路是很少的）。

Making necessary changes

做出必要的改变

Community forest user groups, which already function well in terms of governance and organization, will be encouraged to move towards sustainable timber production. By learning more about the market for timber, groups will be better able to negotiate fair prices, and by improving traditional harvesting systems they will reduce losses and boost quality. Members currently receive little more than a tenth of the market price, although this is to some extent because of quality issues: cutting timber using hand tools such as axes and billhooks, and moving felled trees manually does not produce the best results. It is estimated that perhaps 15 percent of the harvest is lost before it reaches the point of sale. Groups therefore need access to new technology for more efficient harvesting and processing, and better planning capacity.

在组织治理方面已经运作良好的社区森林用户组织，将被鼓励走向可持续的木材生产。通过学习更多的木材市场知识，各组织将能

⁶⁵ MA&D as an approach is discussed more fully in section 1. 市场分析和开发作为一种方法，在第一部分已经有过充分的讨论。

更好的通过谈判获得公平价格，并且通过改善传统的采伐作业方式，他们将能减少损失，提高质量。会员现在只获得比市价高十分之一的价格，虽然这在一定程度上是因为质量问题：砍伐木材使用手工工具，如斧头和钩镰，用手搬运伐倒的树木也不会带来最好的结果。据估计，在到达销售点之前，可能就损失了15%的木材。因此，这些组织需要获得新技术，以实现更有效的采伐和加工，以及更好的规划产量。

The MA&D approach discussed earlier brings group members into the process of identifying and developing successful enterprises. Since community forestry groups are in many cases already managing successful non-timber forest product businesses, this should be a natural extension of the same process. The project will also encourage networking and sharing between user groups and small enterprises.

前面讨论的市场分析及开发（MA&D）方法，可把组织成员带入到识别及发展成功企业的过程中去。由于社区林业组织在许多情况下，已经成功地管理了非木材林产品企业，这应该是同一过程的一个自然延伸。该项目还将鼓励用户组织和小企业之间的沟通交流与信息共享。

Forest user groups do not have the money to expand forest-based activities, but improved profits from their timber could overcome this problem. By producing better quality logs and having access to information about demand and market prices, they will be in a better position to negotiate favourable deals. The plan is also to establish a single sawmill between eight neighbouring user groups, so that there will be sufficient timber to keep it running through the year. Support from the twinning project and FECOFUN (Nepal's support organization for community forest user groups) will help set this up and provide operational training.

森林用户组织没有足够的资金扩大森林为基础的活动，但是从木材中获得利润的增加能帮助他们克服这一困难。通过生产更加优质的原木以及获取需求和市场价格方面的信息，他们将处于更加有利的位置上通过谈判获得良好的交易。该计划也将在八个邻近的用户组织之间，建立一个锯木厂，这样的话就有了足够的木材以保持它整年的生产经营。结对项目和尼泊尔社区林业团体联盟（尼泊尔社区森林用户组织的支持性组织）所提供的支持将帮助建立这个项目并提供相应的经营培训。



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Taking action 采取行动

The many examples in this report suggest that huge potential can be unleashed by active, dynamic forest producer groups. However, smallholders in the developing world can afford to be members of producer organizations only if joining such a group increases their income. In other words, no organization can succeed unless it offers reliable financial benefits (via political or economic services) to its members.

本报告中的许多实例表明，积极有活力的森林生产者组织可以释放出巨大的潜力。然而，发展中国家的小农户，只有通过加入这样的组织增加了他们的收入，才能成为生产者组织的一员。换句话说，任何组织都不能成功，除非它可以为其成员带来可靠的财务收益（通过政治或经济服务）。

This report suggests an operational agenda for providing external support. By showcasing a range of practical examples, it highlights the internal and external organizational capacities that could usefully be supported. It also gives some idea of the success factors and challenges determining organizational effectiveness.

为提供外部支持，本报告提出了一个具有可操作性的议程建议。通过展示一系列的实例，报告突出强调了能获得有效支持的组织内部和外部能力。报告也对决定组织有效性的成功因素和挑战提出了一些看法。

Success factors

成功因素

Security of tenure and resource-rights, favourable economic conditions, an enabling legal framework and long-term support from government and other partners are all mentioned repeatedly. These factors lie beyond the ability of producer groups themselves to change (although their lobbying and advocacy roles mean they can articulate their needs when policies are being devised). Instead, they merit the attention of decision-makers across the world.

安全的权属和资源权、有利的经济条件、法律框架、政府和其他合作伙伴的长期支持，这些都被反复提到了。这些因素超出了生产者组织自身能力改变的范围（虽然他们的游说和宣传作用意味着在制订政策时，他们可以表达自己的需求），相反，他们应受到世界各地决策者的关注。

Other issues are within the capacities of a well-run producer group. Developing services that their members need, cooperating with other players, including women in leadership and administrative positions, and making sure that the group is run fairly and transparently can be done largely from within.

其他问题都在一个运行良好的生产者组织能力范围之内。开发其成员需要的服务，与其他伙伴开展合作，让女性担任领导和管理职务，并主要确保在组织内能够做到组织经营的公平与透明。

Challenges

挑战

Challenges to success include both internal organization and external factors. The question of leadership is key, and transparent governance structures are needed to ensure orderly succession. Keeping members satisfied by providing the support and services they need is another important factor. External support is sometimes required. Forest protection is also an issue. Trees and forests are significant assets that represent considerable stores of wealth, insurance against crop failure and the possibility of income in retirement. But their value makes their protection all the more important. A single careless fire, or the depredations of grazing animals, can wreak

dramatic losses. Challenges also come from bigger players in forestry, whose needs can trump the concerns of small family foresters.

对成功组织的挑战包括组织内部和外部因素的影响。其中，领导能力的问题是关键，因而需要透明的治理结构，以确保有秩序的接替。给成员提供所需要的支持和服务，让他们满意，是另外一个重要的因素。外部支持有时候也是需要的。森林保护也是一个问题。树木和森林是可以带来巨大财富、可为作物歉收提供保障、也可能为退休后带来收入的重要资产。其价值，使得对森林的保护格外重要。意外的火灾，或放牧动物时的毁坏，都会造成巨大的损失。挑战还来自于林业中更具实力的参与者，他们的需求可以胜过对小农户林农经营的关注。

Support existing farmer organizations to encompass forestry

支持现有的农民组织涉足林业

As groups need time to reach their full potential, it makes sense to encourage existing farmer organizations to widen their scope to include forestry. This is already happening in some of the examples cited. Farmer organizations are far more widespread than those in forestry: they would need to gain expertise in new fields, but their existing cohesion and local credibility would give them a significant head start over newly-formed groups.

因为各组织需要时间来充分发挥其潜力，所以鼓励现有的农民组织把经营范围扩大到林业，是非常有意义的。在一些所列举的例子中，已出现了这种情况。农民组织要比林业方面的农民组织更普遍：虽然他们需要获得新领域中的专业知识，但是他们现有的凝聚力和在当地的信誉，会成为新建组织过程中的有利开端。



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Acronyms and abbreviations

AFDI	Agriculteurs français et développement international (France)
ANSAB	Asia Network for Sustainable Agriculture and Bioresources
AOPP	Mali's association of professional farmers' organizations
CONAFOR	Mexico's national forest authority
CONOSIL	Mexico's forest owners' federation
CONPROG	Ecuador's national huarango producers' organization
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FECOFUN	Federation of Community Forest Users, Nepal
FFF	Forest and Farm Facility
FLEGT	Forest Law Enforcement, Governance and Trade
FSA	Forestry South Africa
FSC	Forest Stewardship Council
GTZ	German development agency, now known as GIZ
IFAD	International Fund for Agricultural Development
IFFA	International Family Forest Alliance
IIED	International Institute for Environment and Development
INAB	Guatemala's national forestry administration
LRF	Lantbrukarnas Riksförbund (Sweden)
MA&D	Market analysis and development
MPMFP	Madhya Pradesh State Minor Forest Produce (Trade and Development) Cooperative Federation
MTK	Central Union of Agricultural Producers and Forest Owners (Finland)
NGO	Non-governmental organization
PEFC	Programme for the Endorsement of Forest Certification
REDD	Reducing emissions by deforestation and forest degradation
SACCO	Savings and credit cooperative organization
SCC	Swedish Cooperative Centre
SPGS	Sawlog Production Grant Scheme (Uganda)
SVOL	Association of Municipal and Private Forest Owners (Czech Republic)
US	United States of America
USAID	United States Agency for International Development
UWAMIMA	Matembwe tree growers' association (Tanzania)
VPA	Voluntary Partnership Agreement



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For many years, FAO and AgriCord have supported cooperation between farmers, groups and communities to improve agricultural production. Recognizing that increasing amounts of forest are coming under the control of individuals and communities, their focus has now expanded to include forest products and services.

多年来，联合国粮农组织和农业机构联盟已经为农民、各组织和社区开展合作促进农业生产提供了支持。当意识到越来越多的森林是正在由个人和社区管理时，其关注的焦点目前已经扩展到包括林产品和服务。

This report suggests that effective forest producer organizations, which give small producers political voice and access to markets, can promote economic development for their members. Through a range of practical examples, the document highlights success factors and challenges, and offers pointers to operational support.

本报告表明，有效的森林生产者组织为小生产者提供了政治发言权和进入市场的机会，能促进其成员的经济发展。通过一系列的实例，本文突出强调了成功的因素及面临的挑战，并为运营支持提供了建议。

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