



Food and Agriculture
Organization of the
United Nations

Report of the Second Training of Trainers
**Transforming Forest Tenure Conflict: Developing Collaboration and Collective
Action**



FAO – TCP/RAS/3506

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Acronyms

BATNA	Best Alternative for a Negotiated Agreement
CF	Community Forest
CFUG	Community Forest User's Group
DoF	Department of Forest
FAO	Food and Agriculture Organization
INGO	International Non-governmental Organization
LSGA	Local Self Governance Act
PES	Payment for Environmental Services
TCP	Technical Cooperation Program
ToT	Training of Trainers
VGGT	Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests

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Executive Summary

The Food and Agriculture Organization (FAO) in collaboration with the Department of Forest (DoF), organized a training of trainers on transforming forest tenure conflict: Developing collaboration and collective action in Gohadawari, Kathmandu. The training was part of the Technical Cooperation Programme on Strengthening Forest Tenure for Sustaining Livelihoods and Generating Income, and took place between 26 and 28 April. 18 participants joined the three day training with the objective of improving their knowledge and capacity to analyse, manage and steer forest tenure conflict.

Mr. Resham Bahadur Dangi and Mr. Yurdi Yasmi opened the training and welcomed the participants. Participants' expectations were shared, learning objectives clarified, and the training agenda presented. This was followed by the first session which covered an introduction to forest conflict in Nepal, and Asia. The session was used to highlight the scale and intensity of forest conflict in Asia and Nepal and to present root causes of forest conflict and their links with forest tenure. During the session forest conflict management objectives and short and long term recommendations for forest conflict management were presented. Through group work, issues of encroachment, competing claims, and management objectives were highlighted as key issues for forest conflict in the context of Nepal. During the second session the links between the voluntary guidelines for the responsible governance of tenure of land, fisheries and forests (VGGT), and forest conflict in Nepal were introduced. Following this, a conceptual link between forest tenure and forest tenure conflict was presented, and participants discussed the reasons why forest tenure conflict is more frequent over state owned forest land. The next session focused on the theoretical background of conflict and conflict management, and looked at the definition of conflict and disputes, the levels / scales at which forest conflict can take place, the escalation and dynamics of forest conflict, and triggers for forest conflict in the existing forest tenure systems. This conflict theory was applied to the following cases: Gaurishankar Conservation Area, Chure Conservation Area, and Ghodaghodi Tal of Kailali district.

The second day started with a session on forest conflict management, which covered an overview of the various responses to conflict, and the various management approaches. These approaches (including adjudication and alternative dispute resolution) were discussed in the context of Nepal. Different management methods and how they are implemented at various levels (from local to national) were presented and discussed. This session was followed by a session on forest conflict analysis, which covered a review of the information needs, the key questions, and tools for analysis. This was based mainly on the approach of interest based conflict management. In groups a tool for rapid conflict assessment was applied to the different conflict cases. The second day also covered the core communication skills for facilitators and conflict managers. These skills were applied in a session that targeted deeper analysis of the cases, and which was used to identify the various conflict management options for the different cases.

The third day focused initially on the importance and types and role of leadership for the development of conflict management strategies. The types and levels of leadership were applied to the different cases. The next session focused on a comparison between adjudication and alternative dispute resolution, and included presentations on negotiation and mediation and how they compare to other management options, the development of a conflict mediation processes and case specific strategies for

conflict management, and how to identify the options through BATNA. The participants applied these concepts to the cases using group work and reflection. During the evaluation and closing session, key results of the training were reviewed by organizers, hosts and participants, and evaluations were conducted using questionnaires and a knowledge test.

Key results from the training include:

- **The institutional capacity of MoFSC, DoF, Regional Forestry Training Institute, District Forest Offices, Federations of FUG and selected INGO at national and district level has been strengthened.**
 - a. **Key concepts:** Conflict / dispute, conflict management, adjudication, alternative dispute resolution, conflict analysis, BATNA, forest tenure and forest tenure conflict.
 - b. **Key Skills:** Analysis skills, consultation and reporting, negotiation skills.
 - c. **Key Attitudes:** Recognition of conflict and implications for forest management and forest tenure regimes.

- **An overview of key issues for addressing forest conflict in Nepal is available, and participants are enabled to recognize, analyse and respond to forest conflict in different situations.**

- **Three different types of forest tenure related cases were selected, analysed and conflict management strategies for the areas were developed.**

- **Basically it was found that most of the forest tenure related conflicts are related to following areas:**
 - a. Unclear policies related to forest tenure
 - b. Inconsistencies and contradictory provisions in different acts and regulations
 - c. Lack of long term assurance on forest tenure for forest users groups
 - d. Insufficient and low level of capacity to conflict management within government, programs/projects and civil society organization

Next steps

1. Participants made following commitment as a next steps for application of the learning:
 - Sharing with the colleagues during the regular monthly meeting
 - Integration and developing training package on conflict management
 - Will use the leaning while facilitating "Conflict Management" at FUG level
 - For conflict analysis and identification of management options

Background

Strong and secure forest tenure for forest dependent communities is a necessary condition for improved income and sustainable livelihoods. However, in many Asian countries community tenure is generally weak and contested. This commonly results in conflict. Strengthening the forest tenure systems is necessary if forest dependent communities are to benefit from forests and forestry activities. This entails progressive change in forest policies and institutions involved. Any change brought to policies or institutions has to be built on a solid understanding of the current situation and on a set of objectives. While strengthening forest tenure is a critical and urgent first step, secure tenure alone is not enough to guarantee an improvement in the livelihoods and income of forest dependent people. A second pillar is needed, namely strong and capable institutions at all levels that steer and support a genuine process aimed at strengthening forest tenure.

As part of the technical cooperation program, a capacity building needs assessment was conducted to identify priority institutional capacity building needs (short and medium term). One capacity building need shared across the countries is the issue of stakeholder conflict management and the facilitation of negotiations and dialogue between stakeholders. The importance of conflict sensitive governance of forest tenure reform is a key recommendation for the responsible governance of tenure of forests and forest land (FAO, 2011; FAO, 2012).

FAO developed a training manual (FAO, 2005; FAO, 2008) to provide practical guidance for countries for the management of forest conflict. The training manual focuses on analysing conflict, identifying conflict management options, facilitating/mediating negotiations of forest conflict, and developing agreements.

Learning Objectives

The overall objective of the training of facilitators was to enable key stakeholders, including facilitators, policy- and decision makers and trainers to improve their knowledge and capacity to analyse, manage and steer forest tenure conflict.

The learning objectives

At the end of the training, participants could:

- Define and recognize forest tenure conflict and discuss the connection it has to strengthening forest tenure for forest dependent communities.
- Distinguish the range of conflict management options to forest tenure conflict and identify their relevance in a given context.
- Identify steps and processes to come up with agreements on the management of conflicts.
- Demonstrate communication skills focusing on deepening the understanding of the positions and interests of the conflicting parties, and on the options for collaboration.

Participants

A total of 20 participants were in the three days training. Most of the participants had participated the first Trainer's Training on Forest Tenure.

Table 1: Number of Participants

Gender		Type of organization			Level	
Men	Women	Government	Civil Society	NGO	National	Sub-national
15	5	17	2	1	6	14

Methods used in the training

Opening and closing sessions of the training were semi-formal and other sessions were conducted using participant centered various training methods followed by few interactive presentation with brief lecture. Major training methods used during three days training were group discussion, question answer, brain storming, game, case study, problem solving, story, diamond ranking etc. Main trainer of the training was Mr. Toon De Bruyn (International Consultant forest tenure capacity building). Guest facilitator was Mr. Sindhu Dhungana (Joint Secretary, MoFSC-working as District Forest Officer, Kailali). In between, some of the short sessions were facilitated by Mr. Yurdi Yasmi (FAO Forest Policy Officer, RAP) and Mr. Kapil Neupane, (National Consultant, forest tenure capacity building. Similarly Mr.Ganga Ram Dahal (FAO, International Consultant forest tenure policy) made remarks in between of the sessions.

Training Report

Day 1

Opening Session

The opening session was facilitated by Mr. Phadindra Pokhrel (Focal Person of TCP from Department of Forests) by welcoming all the guests, trainers and participants of TOT II. The Chief Guest of the session was Mr. Resham Bahadur Dangi -Director General of Department of Forests). Mr. Yurdi Yasmi addressed the participants and expressed his views and expectations related to the training as follows:

- Livelihoods of rural poor in Nepal depends on the natural resources
- Forest and land are the basic sources of food, shelter and income
- Sustainable management of natural resources is necessary for the economic development of the people of Nepal.
- This training has opportunity to explore different types of conflict in different forest management regimes and how to respond the conflict for betterment

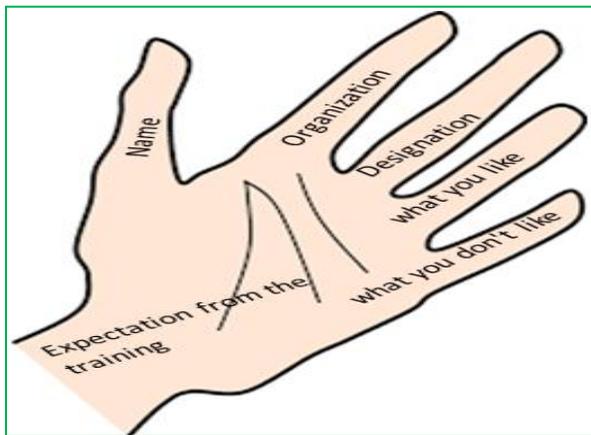
Mr. Resham Bahadur Dangi (Director General, Department of Forest) gave the welcome and opening speech on behalf of the Department of Forests. He introduced the content of the training: Forest

Conflict seems negative but it is not necessarily negative, as from conflict helps to bring new policy discourse. Latent conflict on natural resource may escalate if it is not managed timely. He added that forest management covers the federal, provincial and local levels, in the new constitution, which has direct relation with the forest tenure. Forest policy pillar number 5 has provision of private sector promotion and investment. To minimize the risk, there should have clarity on forest tenure. He expressed the hope that the training will be helpful to address these issues.

Session 1: Introduction and outline

During the first session, the training objectives and outline were introduced, and an exercise was facilitated to have participants introduce each other.

Figure 1: Participants introduced themselves using a drawing of their palm



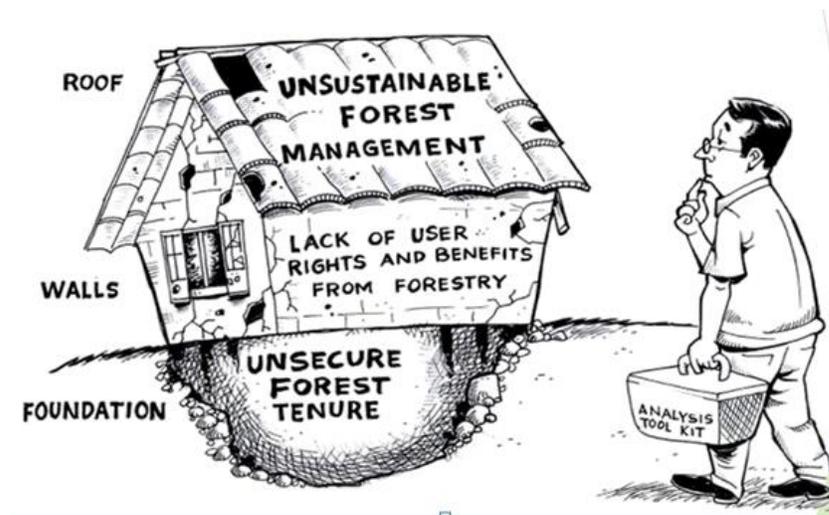
Session-2: Forest Conflict in Asia

Objectives: At the end of the session, participants will be able to share their views on the causes and management options for forest conflict in Asia and Nepal.

Mr. Toon De Bruyn initiated the session by presenting a slide of a house as analogy for forest tenure conflict. Participants were asked to reflect and give their views on the links between forest tenure and forest conflict:

- If the forest tenure is unsecure, sustainable forest management is not possible
- There is confusion about forest tenure in Nepal, so there is conflict between community and government.
- Forest tenure is foundation of sustainable forest management

Figure 2 Forest Tenure - Livelihoods and Income



Some of the forest tenure conflicts in Nepal expressed by the participants;

- Hydropower and high Voltage power line construction in community forest.
- Community forestry capture by Army and Police.
- The need for patrolling as written in the government annual programme proves that there is forest tenure conflict.

Perception of different right holders related with forest tenure was presented and three groups discussed the key **challenges of forest tenure** in Nepal: biodiversity conservation, livelihood of rural poor and excluded, investment and business (no security, no enterprise development, low production)

This was followed by a brief presentation by Mr. Ganga Ram Dahal on the links between public forest, tenure and conflict. The presentation highlighted the importance of a strong bundle of rights for making community managed forestry a success in terms of improving livelihoods and income for forest dependent people.

Session-3: Conflict management in VGGT

Objectives: Participants were expected to describe their opinions on the seriousness of forest conflict as a barrier towards responsible governance of forest tenure.

Before lunch, there was a brief presentation on the Voluntary Guidelines for the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGT) in the context of food security. The presentation identified the background and rationale of the VGGT, and explored where in the VGGT dispute and conflict are referenced. Participants discussed the relevance of the VGGT and its recommendations and guidelines for the Nepalese context.

Table 2: References to conflict and dispute in the VGGT

<p>PREAMBLE</p> <ul style="list-style-type: none">• 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.• Weak governance of tenure can lead to conflict
<p>GUIDING PRINCIPLES</p> <ul style="list-style-type: none">• Prevent tenure disputes, violent conflicts and corruption. They (Government) should take active measures to prevent tenure disputes from arising and from escalating into violent conflicts. They should endeavor to prevent corruption in all forms, at all levels, and in all settings.
<p>IMPLEMENTATION GUIDELINES</p> <ul style="list-style-type: none">• All parties should take steps to prevent and eliminate issues of tenure of land, fisheries and forests as a cause of conflict and should ensure that aspects of tenure are addressed before, during and after conflict, including in situations of occupation where parties should act in accordance with applicable international humanitarian law.• States should respect and promote customary approaches used by indigenous peoples and other communities with customary tenure systems to resolving tenure conflicts within communities consistent with their existing obligations under national and international law, and with due regard to voluntary commitments under applicable regional and international instruments• For land, fisheries and forests that are used by more than one community, means of resolving conflict between communities should be strengthened or developed.• States should facilitate the operations of efficient and transparent markets to promote participation under equal conditions and opportunities for mutually beneficial transfers of tenure rights which lessen conflict and instability.

After lunch, an energizer was facilitated by Mr. Kapil Neupane by dividing the participants in three groups with competing instructions. The energizer targeted to simulating conflict, and aimed to identify the various behavioral traits resulting from conflicting interests.

Session-4: Defining forest conflict, and understanding conflict dynamics

Objectives: Participants can illustrate the key characteristics of forest conflict using an example from their work experience

This session was led by Mr. Sindhu Dhungana and discussed various elements of forest conflict, including:

- Defining conflict
- Level and scale of conflict
- Stages of conflict
- Links between tenure and forest conflict
- Drivers of conflict

Figure 3: Dispute vs. Conflict



Causes of conflict are position, need and interest of individual or group. Brain storming method was used to explore stages of conflict (latent, emerging, escalating and violent). Participants raised issues related with forest tenure in Nepal and focused on duration of Leasehold Forest and membership/ownership transfer to family member and multiple membership of household in CFUG.

Following cases of forest tenure conflict in Nepal were presented there and discussed in the plenary:

- **Resin collection** by private companies within community managed forests payment of Environmental services from community forests (e.g. use of water pond inside CF)
- **Management and exclusion right issue of water resources** outside the forests area(e.g. Ghodaghodi lake which was previously managed by CFUG but now municipality is interested to manage on the basis of Local Self Governance Act (LSGA)
- Conflict between **Community forest user Groups and Conservation Area management** authority (e.g. Gaurishankar Conservation Area, Annapurna conservation area)
- Conflict between Community Forest User Groups and Chure Conservation authority

Afterwards a discussion followed during which participants compared the different cases in terms of the causes and management options. Key elements emerged from this discussion as follows:

- Resources are the main element of conflict
- Mediation is necessary as a management approach beyond what can be done with the legal framework
- With the newly emerging federal structure, forest resources will be a major reason for forest conflict

Session-5: Drivers for forest conflict in different forest tenure regimes

Figure 4: Group Work: Presenting the conflict cases



Participants were divided into three groups and discussions were held on 3 different cases discussed in previous session. (Gaurishankar Conservation Area, Chure Conservation, Ghodaghodi Tal, Kailali). This discussion was guided by three sub topics:

- Context
- Issue
- Stage of conflict

Box 1: Overview results group work reviewing case studies

- **Gaurishankar Conservation Area**
 - Institutional overlapping
 - Policy Conflict
 - Conflict is in emerging stage
- **Chure Conservation**
 - Allowed forest product daily use (internal consumption)
 - Not allowed for commercial use
 - High influence of contractors to policy
 - Conflict stage is in emerging
- **Ghodaghodi Tal, Kailali District**
 - Institutional overlapping
 - Conflict between forest act and LSGA
 - Municipality deceleration by the state is the main cause of conflict
 - Conflict stage is in emerging

Mr. Yurdi Yasmi presented the concluding remark for day 1, stressing the following key messages:

- When we talk about conflict we should be clear on what, who and why
- When we talk about conflict resolution we should start with agreement (not with disagreement)
- Perception has high importance in conflict resolution

Day Two

Review of first day

Day second was initiated with a review of the 1st day by Renuka Neupane and Rosina Shrestha with brief presentation followed by a game "Hot Potato". 11 questions related with first day session were asked to the loser of the games. At the end of the day review a dance in Nepali folk song was presented as energizer by the review team and joined by other participants. Review team for the next day was selected voluntarily. A problem of "17 camel and 3 brothers" was discussed in brief and assigned as homework for the next day.

Session-6: Exploring Conflict Management options and practices

Objectives: participants can describe and list various conflict management options.

This Session was initiated with a reflection on the energizer of the previous day (chair collection game) and the game reflected on how the conflict response is related to the tension between the relationship and individual goals.

Different conflict management options and their characteristics/responses were reviewed again in relation to forest tenure conflict. Using a powerpoint presentation with plenary question and answer the views and knowledge of the participants in this session were discussed and key concepts introduced.

In the session two cases were presented (land boundary conflict and forest contracted to the industry which was using by the local community) and discussed about the appropriate step for conflict resolution. The objectives of conflict management and responses, relationship and goals in relation to dealing with conflict situation were discussed.

Session - 7: Analysis tools Forest Conflict

Objectives: i) participants can identify key questions for analysis and use the rapid conflict assessment tools for the assessment of various conflict cases.

The session started with a video related to perception and selective attention - The monkey business illusion. The link with conflict analysis and management was discussed. When we are looking at conflict we should see/observe more and more times to know the actual situation of the conflict. The session was facilitated by covering different tools and techniques for the conflict resolution including dealing with conflict.

The session was initiated by showing 3 pictures related with perception and concluded that the conflict is because of the perception of an individual or group followed by these topics;

- Causes of conflict (position, need and interest)
- Conflict analysis (what and how)
- Rapid conflict analysis

Major points raised during the plenary discussion were as follows;

- We should observe the conflict from political eye (not as party politics)
- There is close relationship between conflict and leadership theory
- In conflict analysis factors are static and causes are dynamic
- Conflict is because of power
- Conflict analysis techniques
 - Root cause analysis
 - Issue analysis
 - Stakeholder analysis
 - Four R (right, responsibility, return and relationship) analysis
 - Conflict timeline
 - Mapping conflict over resource use and analysis
 - Force field analysis

For the rapid conflict assessment, substantive interest, procedural interest and psychological interest to be considered. Mr. Ganga Dahal added that, most of conflicts in Nepal are because of political bias and

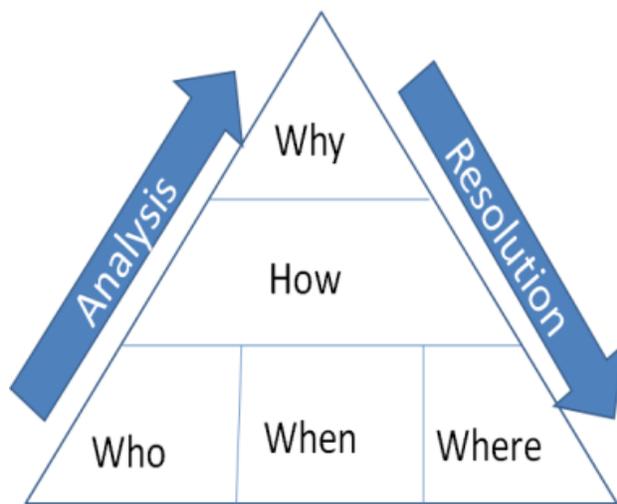
seems more hidden, as few conflicts have escalated. This session was followed by a session on practicing the

Session - 8: Questioning techniques

Objectives: Participants practise various questioning and communication techniques to analyse selected cases.

A model for questioning was introduced to support analysis and resolution of forest conflict. Participants were invited to apply this model in their groups and later when visiting other groups.

Figure 5: The Questioning triangle



Group work in three groups on rapid conflict analysis was done before lunch for the cases Gaurishankar Conservation Area, Chure Conservation Area, and Ghodaghodi Tal, Kailali. Basis for the analysis/investigation based on the bundle of right. Half of the group member of the group was suggested to investigate other group's analysis and practice of questioning as investigator.

This was followed by a presentation of the group work on the basis of questioning and analysis using the tool of rapid conflict assessment from the previous session (Table 2).

Table 3: Analysis results from Group work

What to analysis	Gaurishankar Conservation Area	Chure Conservation	Ghodaghodi Tal, Kailali
Conflict parties	National policy (MOFSC/NTNC) and CFUG	National policy (Chure Conservation programme) and CFUG	CFUG and Municipality
Issues and importance of issues	National policy converted the CF in to Conservation area	National policy converted the CF in to Conservation area	Municipality want to capture the resources of the area which were using by CFUG
Interests	Bio-diversity conservation	Chure conservation	Revenue generation
Options	Bio-diversity conservation in collaboration with CFUG	Chure conservation in collaboration with CFUG	Benefit sharing (revenue)

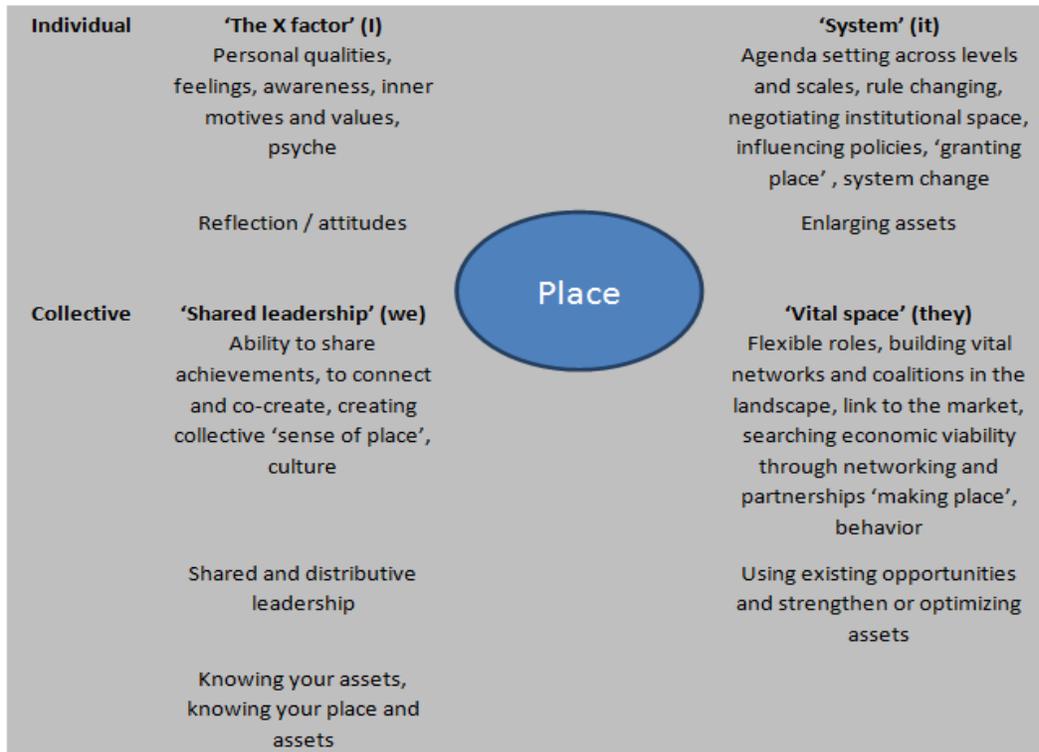
DayThree

Session - 9:Leadership in Conflict

Upon explicit request of the participants, a session on leadership was facilitated. The session looked at the type of leadership, using a questionnaire, and at the different leadership traits for the different levels at which leadership is required.

The session illustrated that different leadership styles exist, and reviewed the characteristics of this style. It further illustrated that the participants combine various leadership styles in their personality. To bring in the issue of conflict and forest tenure reform, a discussion on the leadership needs for the various conflict cases was organized based on a framework as presented in table 3.

Table 4: Leadership levels and traits

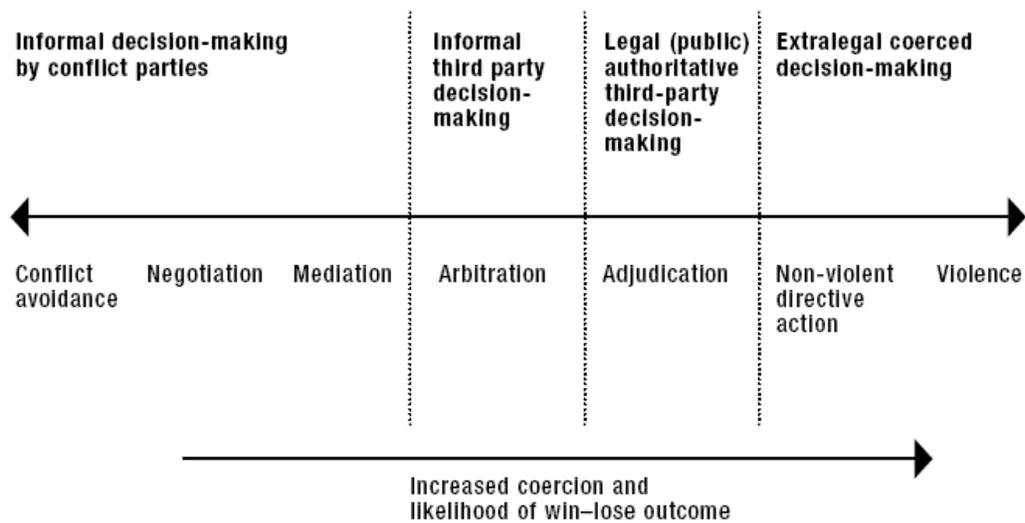


Session - 10: Negotiation and mediation

Objectives: Participants are expected identify different management options, and determine whether or not using mediation based on the questionnaire lists.

During this session, different management options were reviewed and specific attention to the development of a mediation process given. After adjudication and alternative conflict management were compared, and their relevance discussed, an exercise to develop a conflict mediation process was organized. Participants were provided cards (with steps of mediation) for re- arrangement. The group re- arranged the cards and presented.

Figure 6: Conflict management continuum



The relative strengths and weaknesses of mediation were discussed in comparison to adjudication and other more formal approaches to conflict management.

Table 5: Comparison between alternative methods (mediation) and adjudication

Category	Alternative Mechanisms	Adjudication
Clear outcomes	unlikely to provide sustainable solutions	winner or loser
Redress mechanisms	Not limited	Quite limited form of redress
Accessibility	Physical access is important for remote areas	Physical access to courts is often difficult
Capacity corruption	Capacity to negotiate	Corruption in the court system can hinder fair decision making
Confidentiality & control	More confidential	Public
Power relationship	More likely to influence	Law based Relationship
Time and cost	Expeditious, less expensive	More time and money
Flexibility	Flexible	Not flexible

The groups were invited to come up with a blueprint for forest tenure conflict mediation. Groups came up with very similar processes, and a discussion on the differences was facilitated. The differences included: entry point, role of analysis, role of the mediator in the monitoring of the agreements.

Figure 7: conflict mediation processes presented



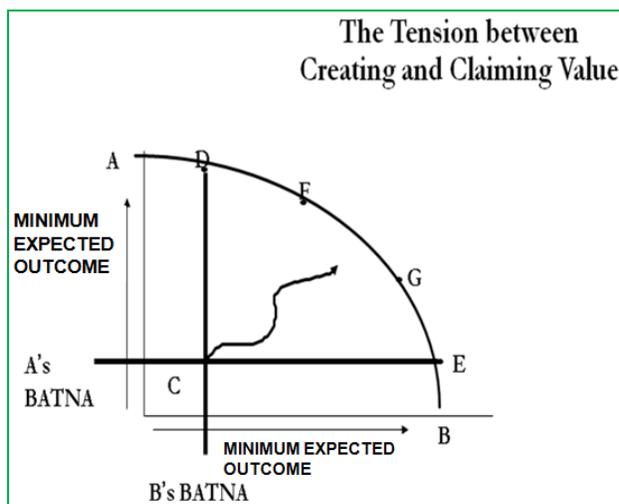
After the presentation of the mediation process, the groups assessed for their cases whether mediation was a viable management option using a questionnaire which aimed to assess whether there is enough basis (constituency and interest) for a mediated option. It was found that mediation was helpful for all cases, but that for some more structural issues there is a need for higher level approaches to resolve the root causes of the conflicts, and that there are policy barriers (e.g. need for clarification in the new constitution)

Session - 11: Identifying options for collaboration: BATNA

Objectives: Participants can explain and define BATNA, and are expected to establish the specific plan for the selected option.

During this session, the concept of BATNA was explained. It is used to understand where conflict mediation and negotiation can be used and where not, and to identify the areas around which agreements can be developed. The graph below was gradually built up explaining the process of identifying the minimum expected outcome of the different parties, the point where these meet and where the negotiations can start.

Figure 8: BATNA



Mr. Yurdi shared a hypothetical example of conflict over Payment for Environmental Services(PES)between community and Hydropower Company related toBATNA, and finding the middle ground between what the community wants to receive, and the company wants to pay.

Once the concept was clear it was applied to the different cases(Gaurishankar, Chure, Ghodaghodi Tal):

- What are the minimum points of BATNA for each case
- Whether the mediation is necessary for the BATNA or not.

Evaluation and Closing Session

The evaluation included a test aimed at reviewing the knowledge gained and conflict analysis skills enhanced by assessing the participants' understanding of key concepts. This was followed by a questionnaire aimed at assessing the participants' appreciation of the sessions, logistics, materials, and facilitation. This questionnaire also probed the participants' intention of applying the lessons learned from the training.

A participatory method was used to assess the post training level. All participants were asked to answer 10 content related questions, all the questions were displayed on the screen and participants were write only answer on separate sheet of paper. After completing all questions, facilitator displayed the answer of each question and ask participant to verify the score. It was found that almost 60% of participants were able to answer 80% of correct answer. Lowest correct answer was nearly 55%. It indicates that the learning level of the majority of the participants has enhanced.

The closing session was chaired by Mr. Ganesh Jha (Acting Director General of Department of Forests) and the chief guest was Mr. Pem Kandel (Chief of Monitoring division, Ministry of Forests and Soil Conservation). Other guests were Mr. Sindhu Dhungana, Mr. Yurdi Yasmi, Mr. Babukaji Dallakoti and Mr. Toon De Bruyn. Master of Ceremony of the closing programme was Mr. Phadindra Pokharel, Focal person of TCP.

Mr.PemKandel and Mr. Ganesh Jha distributed the certificate of completion to all participants of the training.

Mr.Yurdi Yasmi and Mr. Toon De Bruyn were recognised on behalf of the participants and provided Nepali Topi(cap) to both.

Figure 9: Mr. Yurdi Yasmi and Mr. Toon De Bruyn



During the closing session of the training Ms. Binita Guragain expressed the appreciation of the participants and thanked for the organizers and facilitators for their "service with smile". She further stressed that they learnt a lot in this training and they will translate this learning in their work place.

Mr. Raju Chhetri also addressed the closing session on behalf of the participants and said that they gained energy and encouragement from this training to deal with conflict. He further promised that they will share the learning with colleagues for real implementation of the concept of forest tenure and conflict mediation.

Training evaluation and review

The three day training was evaluated at 3 levels, i.e. i) Session Evaluation, ii) Daily Evaluation and iii) Final Evaluation.

Session evaluation

At the end of each session, the facilitator evaluated the learning level of the participants by asking few questions on the basis of each session's objectives. On the basis of the session evaluation the facilitator made clarification to make them clear on the subject/topics.

Daily evaluation

An evaluation was conducted at the end of both day one and two, by using some participatory methods where participants were asked to overall evaluation of the day. Participants were asked to evaluate on the basis of content, relevancy of the content, presentation style, participation, logistics, food and accommodation etc.

Final Evaluation

A questionnaire was distributed to the participants for the overall evaluation of the training Form distributed for overall training evaluation and filled by the participants.

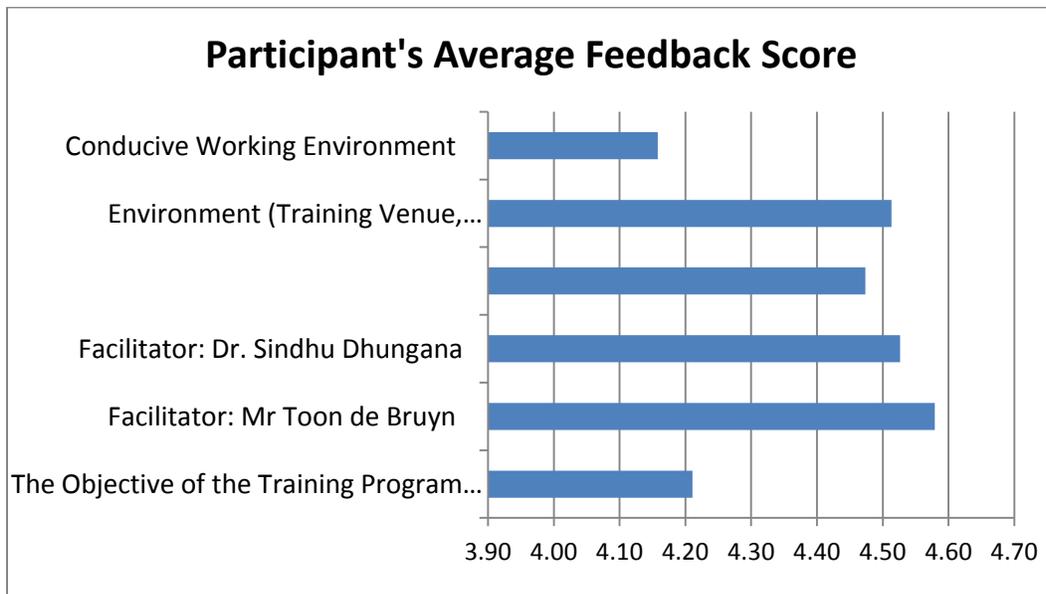
Overall, participants have given a positive evaluation of the course as shown in Table 3. The evaluation questionnaire covered all 10 Topic areas in which the participants were asked to score each session for criteria of relevance, clarity, materials and methods. Furthermore, objectives were assessed for their relevance and appropriateness, and length in relation to the objectives. For the facilitation, they assessed facilitator’s competence, clarity in the delivery, organization, encouraged participation, facilitation skills and ability to respond to the participants needs. In Table 3 an overview of the scoring is given. Key concerns of the participants were the appropriateness of the length, with participants recommended to increase the length to be longer to sufficient time for in-depth discussion on all the planned topics. In addition they also suggested to have a field visit of one of discussed case on conflict.

Table 4 Evaluation Summary Score

Scores / Topic	Forest Conflict in Asia	Good Governance and Conflict Management in VGGT	Defining Forest conflict and understanding conflict dynamics - Relevance	Exploring conflict management options and practices-	Analysis tools for forest conflict	Questioning Techniques	Negotiation and Mediation	Identifying Options for Collaboration -	Leadership Development	The Objective of the Training Program and Contents	Facilitator: Mr Toon de Bruyn	Facilitator: Dr. Sindhu Dhungana	The Training Course Materials & Exercise	Environment (Training Venue, Accommodation & Logistics)	Conducive Working Environment
AVERAGE by Main Topic	2.47	2.32	2.78	2.74	2.59	2.51	2.76	2.51	2.75	4.21	4.58	4.53	4.47	4.51	4.16

In general the participants were also satisfied with the overall training management. The participants were asked to evaluate the training on different ground, Figure 11 indicates the fact. On the basis of the participant's score from 1 -5, they all the areas are above 4 which indicates the overall management of the training found very good.

Figure 10: Participant's Evaluation



Conclusions and next steps

This training is very important in context of Nepal's forestry sector and tenure issue is more critical in community based forest management. This training was very helpful to create awareness about the forest tenure reform and conflict management related with the tenure. This type of training to be organised not only in the central level but in regional and district level, so that all the stakeholders even in implementation level will be able to understand and manage the issues of forest tenure.

Participants identified the following next steps towards transforming forest conflict and strengthening forest tenure following activities needs to be implement by the government of Nepal:

- Polices Formulation:

On the basis of the findings of the conflict analysis following areas needs to be addressed:

- a. Clarify policies related to forest tenure
- b. Address inconsistencies and contradictory provisions in different acts and regulations
- c. Ensure long term forest tenure for forest users groups
- d. Increase the conflict management capacity within government, programs/projects and civil society organization

- Strengthening Forest Tenure at local level:

Participants of the training made following commitments to strengthen the forest tenure conflict management at local level by implementing following activities:

- a. Sharing with the collogues during the regular monthly meeting
- b. Integration and developing training package on conflict management
- c. Will use the leaning while facilitating "Conflict Management" at FUG level
- d. For conflict analysis and identification of management options

Annex

Annex 1 List of Participants

S No	Name of Participants	Position	Organization
1	Mr. AjayaVikramManandhar	Act. District Forest Officer	District Forest Office, Myagdi
2	Mr. AmanDangaura	Program Coordinator	COFSUN,Nepal, , Kathmandu
3	Mr. Bal Krishna Khanal	Assistant Forest Officer	District Forest Office, Lamjung
4	Ms. BinitaGuragain	Assistant Forest Officer	District Forest Office, Kathmandu
5	Mr. Ganesh B.K.	Assistant Forest Officer	RECOFTC, Nepal, Kathmandu
6	Mr. Ganesh Paudel	Assistant Forest Officer	District Forest Office, Kathmandu
7	Mr. GhanashyamJha	Assistant Forest Officer	District Forest Office,Sindhupalchowk
8	Mr. Govinda Prasad Dahal	Assistant Forest Officer	District Forest OfficeDolakha
9	Mr. Jog Raj Giri	Chairperson	AFFON, Kathmandu
10	Mr. Krishna Bahadur Thapa	Assistant Forest Officer	District Forest Office, Kavre
11	Mr. Manoj Chalise	Assist Planning Officer	Ministry of Forest and Soil Conservation, Kathmandu
12	Mr. Milan Pauthi	Central Committee Member	FEPOS, Gulmi
13	Mr. Prem Prasad Sharma	Assistant Forest Officer	District Forest Office, Kathmandu
14	Mr. Prem Shankar Gupta	Assistant Forest Officer	District Forest Office,Arghakhanchi
15	Mr. Raju Chhetri	Assistant Forest Officer	District Forest Office, Chitwan
16	Mr. Ram BalakYadav	Assistant Forest Officer	Central Forest Training Center, Kathmandu
17	Ms. Renuka Neupane	Assistant Forest Officer	District Forest Office, Kathmandu
18	Ms. Rojina Shrestha	Ranger	District Forest Office, Kathmandu
19	Mr. Sabanam Pathak	Assistant Forest Officer	District Forest Office, Kathmandu
20	Ms. ShraddhaSigdel	Assistant M&E Officer	Ministry of Forest and Soil Conservation, Kathmandu

Annex 2 Agenda

DAY 1: Module 1 - Introduction to forest conflict in the context of strengthening forest tenure		
08.30 – 12.00	<u>Opening and Welcome</u> FA : Mr. Resham Bahadur Dangi FAO: Mr. Yurdi Yasmi	
	<u>Session 1: Setting the scene: Forest Conflict in Asia</u> <i>Mr. Toon De Bruyn and Mr. Ganga Ram Dahal</i> Knowledge and understanding of the importance of forest conflict in Asia, including on the incidence, causes, impacts and management capacity. Understanding of importance of conflict in the country's context. Recap forest tenure and linkages with forest conflict	PowerPoint Group discussion
	<u>Tea Break</u>	
	<u>Session 2: Exploring VGGT: Recommendations for good governance and conflict management in VGGT</u> <i>Mr. Toon De Bruyn</i> Ability to link forest conflict and forest conflict management to forest tenure, and link to VGGT.	PowerPoint Discussion
12.00 – 13.00	<u>Lunch</u>	
13.00 – 13.15	<u>Energizer</u> <i>Mr. Kapil Neupane</i>	
13.00 – 16.00	<u>Session 3: Defining forest conflict, and understanding conflict dynamics</u> <i>Guest lecture: Mr.SindhuDungana, Exercise: Mr. Toon De Bruyn</i> Defining forest conflict in the country's context, and describing trends in conflict escalation and management. Illustration of definition and dynamics in a specific case. Importance of leadership and leadership challenges in conflict management.	Energizer PowerPoint Group Work
	<u>Tea Break</u>	
	<u>Session 4: Drivers for forest conflict in different forest tenure regimes and conflict</u> <i>Mr. Toon De Bruyn</i> Based on the case study presentations, participants identify drivers and causes for forest tenure conflict	Brainstormin g Discussion
16.00 – 16.30	<u>Recap and Daily Evaluation</u> <i>Mr. Kapil Neupane</i>	
DAY 2: Module 2- Conflict Analysis and Communication		
8.30 – 9.00	<u>Recap and Agenda Day 2</u> <i>Mr. Kapil Neupane</i>	

9.00 – 12.00	<u>Session 5: Exploring Conflict Management options and practices.</u> <i>Mr. Toon De Bruyn</i> Describing the different conflict management options, and their characteristics. Discuss their relative strengths and weaknesses of different management option in the context of strengthening forest tenure.	Brainstorming Discussion PowerPoint
	<u>Tea Break</u>	
	<u>Session 6: Analysis tools forest conflict</u> <i>Guest lecture: Mr.SindhuDungana</i> Review stakeholder analysis for various forest management regimes in the country. Mapping of forest resources and rights / duties. Identifying information needs.	Group Work Sharing
12.00 – 13.00	<u>Lunch</u>	
13.00 – 13.15	<u>Energizer</u> <i>Mr. Kapil Neupane</i>	
13.15 – 16.00	<u>Session 7: Questioning techniques</u> <i>Mr. Toon De Bruyn and Mr. Kapil Neupane</i> Identification of key information requirements and turning these into questions. Exploring questioning techniques: problem and solution triangle / Open ended and closed questions. Listing questions.	Group work Exercises Game
	<u>Session 8: Active Listening and Paraphrasing</u> <i>Mr. Toon De Bruyn and Mr. Kapil Neupane</i> Practicing paraphrasing and probing techniques.	Exercises Discussion
16.00 – 16.30	<u>Daily Evaluation and Recap</u>	

DAY 3: Module 4 - Developing Agreements and Evaluation		
08.00 – 08.30	<u>Recap and Agenda</u> <i>Mr. Kapil Neupane</i>	
08.30 – 12.00	<u>Session 9: Negotiation and mediation</u> <i>Mr. Toon De Bruyn</i> Development of conflict mediation process and identification of process for negotiation and mediation for case study. Leadership in negotiation process.	Exercises Presentation Discussion
	<u>Tea Break</u>	
	<u>Session 10: Identifying options for collaboration</u> <i>Mr. Toon De Bruyn</i> BATNA	Presentation and discussion

	Opportunities for collaboration	
12.00 – 13.00	<u>Lunch</u>	
13.00 – 16.00	<u>Session 11: Agreement development</u> <i>Mr. Toon De Bruyn</i> Role Play Identification roles and responsibilities.	Role play and exercise
	<u>Tea Break</u>	
	<u>Evaluation, Certificates and Closing</u>	