



Social justice in forestry

Reviewing progress and looking ahead:

Report of a Learning Event held at the
Ku Chawe Inn, Zomba, Malawi 2nd to 5th December 2008
International Institute for Environment and Development (IIED)



Malawi hosts global forest meet

PROMISE ZALAKATA
KAWANGA

The country will from Tuesday next week host a four-day international meeting in Zomba that will bring together environmental experts from 10 countries inside and outside the continent.

Some of the countries to participate include Cameroon, Mozambique, Ghana, India, Indonesia, South Africa, Uganda, Vietnam and the host Malawi.

In a statement made available to The *Sunday Times*, the International Institute for



that charcoal is worth K5.78 billion in terms of annual turnover. So we are working with government to make sure that the sector is not neglected," said Sibale.

He also added that from the research it was revealed that the charcoal business although it remains illegal, has contributed a lot to employment and social welfare of small income households.

It is estimated that there are over 90,000 people involved in the business of burning and selling of charcoal in the country.

"Malawi's government recognizes the role the forestry plays in the country's

THE SUNDAY TIMES, November 23, 2008

Politics of The Environment

with Ralph Mwenengwe

FGLG take this opportunity seriously

TWO weeks ago in this column I mentioned about the need for our local NGOs to interact with local journalists if we are all going to effectively deal with environmental problems facing us.

I was reading a press statement on Tuesday last week from the Forestry Governance Learning Group (FGLG) that Wednesday the Group would hold a discussion with journalists. I know the FGLG worked on a charcoal study that showed among other things that in Malawi we are having over 90,000 entrepreneurs in this business but who are considered illegal.

Journalists from various...

THE DAILY TIMES, Thursday, December 4, 2008

Forests can reduce poverty, says govt

BY CLIFTON KAWANGA

SUSTAINABLE use of natural resources can contribute to poverty reduction, Minister of Forestry and Mines Ted Krabe has said.

The minister, who was the guest of honour at the opening of an international conference on Forest Governance Learning Group (FGLG) in Zomba on Tuesday, said government recognises the role that the forest sector plays.



Moçambicanos trocam experiências no Malawi

CARLOS MANUEL SERRA

SR. DIRECTOR!

Estivemos presentes, através de uma delegação composta por representantes da Justiça Ambiental, do Centro Terra Viva e do Centro de Integridade Pública, na reunião anual do "Forest Governance Learning Group", que teve como lema: "Justiça Social na Exploração Florestal - Rever o progresso olhando para a frente", e que decorreu entre os dias 2 a 5 de Dezembro, no distrito de Zomba, no sul do Malawi.

Este evento, o quinto na História, oficialmente aberto pelo

aquecimento contribui para a destruição de mais florestas e, consequentemente, para a libertação de mais dióxido de carbono.

No tocante ao trabalho de campo, ficámos verdadeiramente impressionados com a semelhança das realidades do Malawi e de Moçambique, reflectida no levantamento de problemas junto do recentemente criado "Local Forest Management Board", o equivalente ao nosso conselho local de gestão de recursos naturais, que reúne diversos representantes das autoridades governamentais, das comunidades locais, das associações camponesas e de organizações da sociedade civil, tendo como finalidades fundamentais: a monitorização da implementação das políticas e legislação



Forest Governance Learning Group – what it is and how it works

The Forest Governance Learning Group (FGLG) is an informal alliance of in-country teams and international partners, currently active in seven African and three Asian countries, facilitated by the International Institute for Environment and Development (IIED). It aims to connect those marginalised from forest governance to those controlling it, and to help both do things better. A shared belief motivates the Group: that forestry can contribute to the eradication of poverty and sustainability, but only with good forest governance – the right leadership, institutions, policy decisions and practical systems. Following an inception phase starting in 2003, it has been supported since 2005 by the EC and the Dutch government. Starting in January 2009 a new 5-year phase of work will begin.

In each country there are four interconnected parts to the work:

- ❑ Team of 'governance-connected' individuals from a mix of agencies with experience and ideas
- ❑ Policy work on forest livelihood problems due to people being marginalized from decisions
- ❑ Development of practical guidance and tools for making progress
- ❑ Creating and taking opportunities to make governance improvements

FGLG country teams are well networked, motivated and targeted in their approach – each has a communication strategy within its work plan, and these are made publicly available on the web. Country teams, backed by IIED and international partners, carry out focused studies, learning and training events, network building, supported uptake of governance tools, and taking direct opportunities for governance reform. Inter-country capacity-building work and engagement with key international policy processes aims to achieve creative transfers of insight from one location to another, and to install findings in international policy.

The main partners involved in FGLG, in addition to IIED, are:

- ❑ Regional Community Forestry Training Center for Asia-Pacific (RECOFTC) – backstops the work in Asia and convenes the team in Vietnam
- ❑ LTS International (LTSI) – provides some consultancy services
- ❑ Civic Response – convenes the team in Ghana
- ❑ Forestry South Africa – convenes the team in South Africa
- ❑ Justicia Ambiental and Terra Firma – convene the team in Mozambique
- ❑ Centre for Development Management – convenes the team in Malawi
- ❑ Advocates Coalition for Development and Environment – convenes the team in Uganda
- ❑ NESDA-CA and the African Model Forests Network – convene the team in Cameroon
- ❑ Indian Institute of Forest Management – convenes the team in India
- ❑ Inspirit and Center for International Forestry Research – convene the team in Indonesia

By 2008 FGLG had produced:

- ❑ Increasingly effective impact such as: President in Uganda forced to back down from give-away of forest reserves to agribusiness; high-level action on illegal logging and Chinese investment in Mozambique; rights and governance reform installed back on the agenda in Ghana by shaping the Voluntary Partnership Agreement on legal timber with the EC; and governance frameworks more astutely enabling community forestry in Vietnam
- ❑ 9 country teams continuing to be active in Ghana, Cameroon, Uganda, Malawi, Mozambique, South Africa, Indonesia, India and Vietnam – 5 of them leveraging support from other sources for extension of action – and preparations begun for a team to start up in Tanzania
- ❑ Major learning events in Ghana, South Africa, Uganda and India – the two most recent on social justice in forestry, involving participants from all the country teams and other international players, with lessons learned, specific tactics used and impacts achieved by the country teams recorded
- ❑ 66 policy research outputs and tools
- ❑ 49 press, TV and radio advocacy outputs
- ❑ International collaboration to exchange learning and install findings – with more than 21 international organisations and participation in more than 20 international forums

The website for the FGLG, where news, reports and work plans for the FGLG country teams can be found, is: <http://www.iied.org/forestry/research/projects/forest.html>. A film and an independent evaluation of the work of FGLG are planned for the first half of 2009.

Executive summary

Zomba in Malawi was the venue for this gathering of some 42 participants in the Forest Governance Learning Group (FGLG). Like the previous annual learning events since 2004 (in Ghana, South Africa, Uganda and India) this event provided the opportunity to review and draw lessons from the work of the teams over the year. And, as this learning event marked the end of four years of FGLG effort as well as the beginning of a new 5-year phase of work, the opportunity for critically reviewing progress and looking ahead formed the theme of the event. Three main outputs were generated:

- ❑ Highlights of impact, and key tactics used to achieve them, over the last 4 years
- ❑ Reflections on lessons learned during the FGLG learning journey
- ❑ Ideas for key elements of strategic focus for the next five years

In addition to about three members from each of nine of the country teams, the participants included an independent facilitator, a filmmaker and colleagues from LTSI and IIED. The informal competition amongst teams was continued, with peer-assessment of progress, leading to the crowning of the outstanding country team (Ghana this time, following Uganda's win the previous year, and Vietnam the year before that).

'Fish bowl' debates enabled participants to engage with various contentious issues and dilemmas that have emerged through FGLG work. The issues debated included: developments that might have taken place anyway – with or without FGLG; the role of different players in FGLG; whether participants in FGLG are really learning as opposed to collecting experience; and the pleasures and perils of working politically. 'Strengths, Weaknesses, Opportunities and Threats' analyses were carried out of lessons learned on tactics, impact, roles and coordination, and an assessment was also made by participants of the extent to which the FGLG is meeting its objectives.

A whole day was devoted to a field programme. Its theme was 'Exploring Malawian forestry through the eyes of key stakeholders'. Stakeholder groups interacted with included: Zomba Environmental Stakeholders Committee; a Local Forest Management Board; Charcoal burners at Nsomba village; and Mtuluma community in Chingale. Through interactions in the field, and in a debate with these stakeholder groups, participants aimed to identify policy barriers and provide recommendations for greater social justice in Malawian forestry.

The following summary sections pick out highlights from the learning event:

Cameroon – all the key players now at the table

FGLG-Cameroon (or GREG-Forêts or *Groupe de Réflexion d'Etude sur la Gouvernance des Forêts*) comprises some 22 individual members from a wide range of institutions who work to make critical links and partnerships where they are lacking. GREG-Forêts is a very well connected group, with 'all the key players sitting at the same table', and has good prospects for real impact. The group and its members have found diverse tactics effective in the realisation of its objectives. It works through organisation of experience-sharing seminars, networking and building alliances, and outreach through publications.

In 2008 GREG-Forêts' study on institutional mapping of forest governance in Cameroon was completed, translated, and published in French and English. The study has struck a chord with a wide range of actors – establishing a common understanding of key determinants and variables of governance and an approach to interrogating them that works well for forest governance issues in Cameroon.

GREG-Forêts organised regular shared learning on effective strategies to promote social justice, specifically through generating information on SFEs. It now plans to conduct a review of the status associations and key governance challenges facing SFEs and of the practical realities of setting up and managing SFE's and assessing their impacts thus far. GREG-Forêts has also provided the momentum for a forthcoming national forum on forest governance.

In addition to the national forum and work on SFEs, over the next 5 years GREG-Forêts plans to work on the Voluntary Partnership Agreement process between the EC and Cameroon - to ensure that it is based on the recognition of local rights and social justice in forestry and to facilitate sharing ideas between Ghana and Cameroon. GREG-Forêts also plan to work on better understanding and use of climate related opportunities by a range of actors in Cameroon.

Ghana – shuttle diplomacy for locally-controlled forestry

Like some other country teams, FGLG-Ghana has evolved considerably since 2004. The tactical shifts that have taken place are described as follows: In 2004 there was significant reliance on the formal democratic processes and faith in the power of accurate information to stimulate change in well-meaning institutions. By 2005, faith in the establishment declined and greater emphasis was put on external leverage on Government of Ghana (GoG) officials and the timber industry, while efforts were made to coordinate FGLG-Ghana tactics in a multi-stakeholder manner. In 2006, less effort was made to coordinate tactics with state and timber industry players because results only seemed to be cosmetic, and there was an increasing emphasis on a 'core' of civil society players, with lobbying of GoG officials. By 2007, tactical coordination with GoG and industry was largely abandoned, even in the context of the Voluntary Partnership Agreement (see below) and a focus was put on lobbying, mediation and technical/ legal interventions.

The team has worked hard to shape the process which in September 2008 resulted in Ghana being the first country to sign a Voluntary Partnership Agreement with the EC on legal timber and forest governance. Using the team's modest financial resources to help lever contributions from others, significant impact was achieved – team members effectively drove the policy agenda at critical stages of the process. They worked on the legal standard, on critical issues in the informal sector, on assessing potential impacts of policy options within the VPA, and on ensuring that protagonists for locally controlled forestry could voice their frustrations and engage with the process. The team's legal analysis challenged establishment complacency on some key issues and brought the Forestry Commission under pressure from higher authorities.

FGLG participants effectively drove the policy agenda at critical stages. The team's shuttle diplomacy between NGOs, the EC delegation, government agencies and the private sector ensured that these key stakeholders were kept on board, and that key issues were painstakingly resolved. It also turned a bilateral negotiation into multilateral engagement. The result was a VPA, which commits the government to a 3-year participatory sector reform programme, and has significant hope for local forest management rather than a rubber-stamping of existing large-scale concession forestry, which would likely have been the result without this effort. Senior staff in the Forestry Commission are now asking how they can be involved in advocacy and governance work to ensure that sector reform is a reality – such that implementation of the VPA, forthcoming potential REDD initiatives and other developments, are genuine contributors to, not distractions from, better governance of Ghana's forests.

Over the next five years the team expects to work on pro-poor climate change mitigation and adaptation through forestry – ensuring that stakeholder concerns, especially those of communities, are incorporated in international debates, and that strategies of adaptation and mitigation are focused on good forest governance. Another emphasis will be legitimate forest products – providing a platform needed for wider governance reforms in the context of the VPA, and promoting citizen engagement.

India – getting the bureaucrats to listen to grassroots voices

Governance tactics to liberate locally beneficial and sustainable non-timber forest product (NTFP) enterprises have been the focus for FGLG-India. The team recognises that the scope for substantial policy amendments and changes in the political-legal context of India is limited – and best addressed through generation of sound evidence, and use of it one-to-one meetings, workshops and relevant committees constituted by the state/central government. This ‘does not make much noise, but the purpose can be achieved’. Issues surrounding enterprises based on bamboo, tendu leaves, sal seeds, mahua flowers and seeds, and tamarind fruit and seeds have been explored – each of these enterprises being important to the livelihood strategies of forest-dependent poor people.

A particular focus was put on enabling NTFP-related rights under the Forest Rights Act, 2006. Over the last year FGLG India has brought very effective groups on tribal rights into the debate that were not previously involved in forestry – and they have stimulated far-reaching discussion and action. Previously, about 90% of the claims to the Forest Rights Act were individual (typically involving about 4 hectares) and only 10% were community claims (larger areas). With FGLG information contributing substantially, the proportion is now about 50:50. The team has attempted to work the political party system – reminding the ruling party of good work they had done eight years ago and the chance they had to be recognised for this if they implemented it (following memos to the Chief Minister along these lines the team have been invited to key meetings); and urging the opposition party to pressure the ruling party.

Impacts of the work are also evident in several other developments. In Madhya Pradesh, the sal seed collection ban has been lifted and development of enterprises to increase local value addition from mahua flowers has been taken up by a major programme. In both Orissa and Madhya Pradesh the bonus paid to sal seed and tendu leaf collectors has increased. These developments followed recommendations laid out in policy briefs from the FGLG team. In addition to the Madhya Pradesh programme it is encouraging to see NTFP enterprise programmes now developing in Andhra Pradesh and Orissa. Central Government is now developing standards of good NTFP collection practices and sustainable harvesting – in part instigated by the FGLG team.

Over the next five years, the team anticipates exploring governance questions in pro-poor climate change. With relatively strong forest-protecting local institutions having developed over the last two decades in India, it is an opportune time to explore how REDD and related approaches might be shaped to be pro-poor. Forest rights and small enterprises are also likely to remain key themes – one need is to help develop community capabilities to monitor forestry sector investments to ensure transparency and accountability.

Indonesia – building a network of change-makers

FGLG in Indonesia consists of a grouping within the Ministry of Forestry, dedicated to learning and initiating change in their work related to forest governance, connected with several key individuals beyond the Ministry of Forestry, and linked with a district-level group. The national group and district-level group have separate membership and meeting schedules and exchange learning and collaborate on issues of central-local governance and policy implementation. Those involved now number over a hundred, and are selected on the basis of: having an agenda of change in forestry (for example the desire to see the scaling up of community forestry); leadership skills; wide networks and some access to existing resources. The national team members outside the Ministry help build trust and confidence in this change-makers network and provide skills development and ‘hotline’ support (including through a blog).

The work has had some impact. For example, the district-level group has become a real 'home' for a wide range of forest governance actors (local people, local governments, researchers, students and academics and NGO staff). This safe space allows people with less power to raise their voice and more powerful people to listen – it has generated considerable momentum on community logging issues and in stopping conversion of forest into oil palm plantation (even though this means loss of revenue for the district government).

One strong magazine piece by an FGLG member, on community logging in Konawe Selatan, excited interest by the Governor who is now in support of community logging and has stimulated the development of enabling policy. The Vice President of Indonesia is now preparing to visit the site. At national level, in 2008 the Ministry begun establishment of a special 'forest governance' division and asked FGLG Indonesia to help shape the activities. This showed that the Ministry is not threatened by FGLG even though FGLG raises tough questions.

In the next five years, FGLG Indonesia is likely to support efforts at national level for pro-poor climate change strategies in forestry, and to support three local groupings: FGLG Muara Bungo (Jambi) - on district policy development for indigenous people and forest; FGLG Sulawesi Tenggara – on small forest enterprise (e.g. community logging); and FGLG Bali – on district forestry services facilitating community forestry.

Malawi – insulation to grapple with political hot potatoes

For a long time the issue of deforestation in Malawi has been at the core of national debate – but with little resolution. Initial FGLG work on law enforcement, illegality and the forest dependent poor helped identify how best the team could address issues in national policy and legislation frameworks, illegality and forest enterprises initiatives. The team works primarily through policy studies, briefings and debating forums - implemented through negotiated partnerships with the Forestry Department, key NGOs, and several donor-supported programmes. It is now well recognised in all environment coordination meetings and national forest policy debates – and increasingly visible at district level.

A case study by FGLG Malawi proved particularly catalytic. It focused on the Mtanda Hill area in Ntcheu district which had been deforested by refugees from Mozambique. With the refugees now repatriated the Forest Department sought to instigate replanting under through its standard Village Natural Resource Management Committee approach. There was an atmosphere of tension and conflict – it was not clear who owned the trees and they were quickly chopped down. FGLG work influenced local leaders to use a clan-based planting approach in which each clan had the rights to planted trees on their own land. This case opened opportunities to learn how communities function outside the norms dictated by government, and has since become a benchmark for exploring how community groups could be mobilised, strengthened and empowered.

An FGLG team member has said, "FGLG has been useful as an anonymous cloak – as insulation with which people can operate without institutional restriction – to discuss political hot potatoes like the charcoal trade." The team is proud of its study revealing for the first time that the economic value of charcoal to the nation may be about US\$41 million per year – making it Malawi's third biggest industry after tobacco and tea, and perhaps the key source of energy for the country. Yet it is currently all classed as illegal. The debate kicked off by the work has been intense – options for sustainable charcoal production are now being discussed by government, and the FGLG team intends to pursue further work on these. The key may be to build on new co-management agreements to establish a base of sustainable and licensed charcoal production – then to work out procurement strategies by government and environmental NGOs to buy only those sources.

A first ever Forest-Based Enterprise Fair in Malawi, organised by partners of FGLG in 2007, was followed by a study on the status and policy obstacles affecting forest-based small forest-based

enterprises. A policy brief was produced and is looking set to significantly influence policy on forest enterprises in the country. FGLG Malawi has also channelled findings from its various studies to help the Forestry Department come up with practical tools and approaches for decentralise itself. Over the next five years the team intends to explore: how the contribution of forestry in GDP and in people's lives can be a stronger basis for policy; how pro-poor climate change mitigation and adaptation strategies can be developed; and how licensed charcoal produced from sustainable sources can be enabled.

Mozambique – music, theatre, cartoons and hard work too

After a period in which it was steered by individuals connected primarily to the Department of Forestry, FGLG-Mozambique is now convened, and largely made up of, participants in *Amigos da Floresta*. This is an alliance of organizations and citizens working in several sectors from Mozambican civil society, who together share concerns about the current forest situation in the country. Amigos da Floresta was created in 2007 and aims to contribute to sustainable forest management by: fighting illegal logging and other issues threatening forest resources; and promoting policies and strategies that are conducive to reforestation and restoration of damaged ecosystems for sustainable development.

FGLG-supported work on illegal logging in Zambezia province, helped Amigos da Floresta to put pressure on the government. Advocacy campaigns increased public awareness and there were several cases of public complaints resulting in the arrest of forest officials. As a result, there were significant changes including: institutional staff changes, more participatory dialogue, and the recognition of Amigos da Floresta as an important platform for critical review of policies and strategies in the forestry sector – the alliance is now routinely invited to participate in decision-making meetings at government level in the sector.

Following a popular rap song highlighting illegal logging issues, the play *Verde Despido* ('Naked green') was penned by the Kulaya theatre group of Pro-Environment within the Faculty of Law at the Eduardo Mondlane University. It addresses illegal logging and was performed with acclaim ten times to various school and university audiences. Various cartoons and posters have also been created and used to good effect. During 2009, the team expects to use short videos on the TV stations on specific topics.

Amigos da Floresta have generated some 34 reports on forest issues. Current FGLG-supported work includes a review of the status of forest management in Mozambique is now being attempted as well as a study of the practical application of the law regarding economic benefits to local communities in Niassa Province. The early study on illegal logging and forest management in Zambezia is also being updated – and preliminary data indicates a worsening situation. A diagnostic report of the situation of small and medium forestry enterprises in Mozambique has just been published, and is being followed up by a value chain analysis with specific focus on financial and market issues to identify how business management of small forest enterprises can be improved. Reports to date have provided the basis for many articles in national newspapers (o País, Zambezi, Magazine, Notícias, Vertical, Media Fax, and Expresso Matinal) and interviews on radio (Radio Mozambique, Radio Cidade, Radio Indico, BBC and Deutsche Welle).

South Africa – building the launch pad for small forest enterprise to take off

FGLG South Africa has provided a platform to discuss forest governance issues in an open and honest way, and with an emphasis on finding practical solutions. It has set its focus on making progress with governance issues faced by small and medium forest enterprises. Such enterprises in South Africa are estimated to generate about US\$32 million of rural communities' income and assets. It is also estimated that land reform processes will add about 55% of the current forestry (largely plantation) area to the asset base for small and medium forest enterprises. Furthermore a new Forest

Charter for 'broad-based black economic empowerment' is expected to work as an industry transformation framework that will enhance the wellbeing of small and medium forest enterprises.

Through events, briefings, tools and regular meetings with key players, the team has provided considerable leadership in this sector. It contributed to the development of the Forest Charter itself and was an effective catalyst for a number of initiatives and partnerships including the government's strategy on small forest enterprises, a toolkit for small timber growers, a business information booklet for small forest enterprises, and a substantial new forest sector initiative in Kwazulu Natal. It also developed strategic focus areas for government in 2008 for the small forest enterprise sector – these are the key planning and performance measures for government departments. Briefing documents produced by the team, particularly those focused on finance issues – have informed a useful new partnership between government's industrial development and forestry departments.

Over the next five years, FGLG South Africa hopes to help shape the national industrial policy action programme and further develop its small forest enterprise strategy. Synergy between locally beneficial forestry objectives and land reform objectives will also be a strong theme, and the team will aim to install small scales of forest enterprise into the national initiative on certification.

Uganda – an astute mix of research, organisation, court cases and media work

'Information is power' as the old adage goes. For fear of public scrutiny and accountability, public information is not always available, not even through channels legally established to provide the information. Information reaching newspapers is often shallow and may only be half of the truth. The flipside of the same coin is the use of information in political processes – those that do not subscribe to the values of the incumbent government are often isolated and persecuted. This has helped to keep many organizations docile in holding government to account. It thus makes sense to build networks and coalitions – by collectively demanding political accountability and good governance it is not easy for a particular organization to be isolated. It is for this reason that FGLG in Uganda has become the 'governance limb' of the Uganda Forests Working Group, which is a broad association of forest sector stakeholders numbering over 500 organizations and individuals.

The composition of FGLG Uganda helps in addressing this information gap. Amongst its currently sixteen members are those with high-ranking positions in government and members of parliament who often provide information on important decisions to be made. In addition, FGLG has created a host of friends and sympathizers within cabinet, boards of trustees and parliament. Two of its members write for the New Vision and Monitor newspapers. Convened by Advocates Coalition for Development and Environment (ACODE), the group sits quarterly and when urgent matters arise. It reviews information and commissions research studies – carrying out direct advocacy work on findings, and calling on members of the group for specific tasks.

Following an earlier rebuff from the public, central government renewed its efforts to degazette large parts of Mabira forest reserve and hand them over to sugar production. FGLG Uganda entered the fray again - spreading research information to the public, organising meetings to plan action with civil society, and being active in radio talk shows and newspaper supplements. Reacting to this pressure, government has shelved the plans, at least for the time being. This experience also highlights the importance of FGLG's international learning events: In late 2006 the multi-team learning event was held in Uganda and through side-meetings and media work raised the profile of in-country issues. International participants expressed concerns about resignations from the forest authority and the proposed reserve excisions – and these were published on front pages of Uganda's leading newspapers. This in turn helped FGLG-Uganda draw the attention of the BBC, Voice of America and others. Peer review of FGLG-Uganda's work plans at the learning event also helped the team hone its multi-pronged advocacy approach.

A constitutional petition on the degazettement of Mabira forest was filed in 2007. This petition among other things seeks a constitutional court pronouncement on the legality of forest degazettement. Further legal action is focused on a high court suit to protect Bugala Island forest reserves. Filed in 2008 against BIDCO(U) Ltd, producers of palm oil, this case seeks an injunction restraining the defendant from interfering with the Bugala islands forest reserves. FGLG works to keep these cases moving and to deal with issues as they arise – the court process is slow.

With its targeted research work FGLG-Uganda has also had impact in other policy development processes. With an environment and natural resources sector paper FGLG has directly raised the profile of this sector in the National Development Plan. Land policy has been another focus. Early drafts of a new national land policy vested environmental resources like forests, wetlands and parks in the government. Through FGLG work, this position has been reversed and current drafts support the existing policy position that vests natural resources in the people, with government as a trustee (the 'public trust doctrine').

Vietnam – shaping well-grounded governance for community forestry

With community forestry given legal recognition in 2004 in Vietnam, the FGLG team has been engaging with the practical governance questions in trying to make community forestry work. The programme has been intensive: some 16 visits to 25 villages have been made over the last year, in two project provinces (Dak Lak and Bac Kan) and four neighbouring provinces (Quang Nam, Quang Tri, Dak Nong and Gia Lai). Among these, there were exchange visits between FGLG teams set up in Thua Thien Hue and Dak Lak provinces. A village-based farmers learning group was also set up in Thuong Quang commune in Thua Thien Hue province and the FGLG provincial team provided technical support in developing its approach to forest management. And the Dak Lak provincial team have been working on prospects for community timber certification, stimulated by the possibility that an Asian Development Bank funded project may follow up its findings.

Lesson learning and exchange is the focus of much of this work - and it is also geared to develop and refine grounded recommendations for future community forest management and poverty alleviation policies. A national workshop advanced this cause in November 2008, with participation of over 40 people from Dak Lak, Hanoi, Thua Thien Hue, and Bac Kan, and from other national organizations, including the national community forest management pilot programme.

FGLG-Vietnam's work is being noticed. For example, having learned from the community forest management experiences of the FGLG team, the rural development director in Bac Kan province asked a district vice chairman to accept proposals for community forest management in Na Ri district – which are likely to prove catalytic in the province. Nationally, the Community Forest Management Pilot Programme has asked FGLG-Vietnam to contribute to the community forest management handbook now in preparation. Over the next five years FGLG-Vietnam hopes to maintain its focus on realising forest rights at local level as a precondition for successful work on other issues, such as working with communities to harness the potential of carbon financing.

Impacts and tactics – pulling lessons to together

Participants were asked to consider the *impacts* and *tactics* that could be confidently attributed to FGLG and to group these by type. These have been edited and re-ordered a bit after the learning event – in the following two tables:

Table 1. Impacts on governance – a typology with examples from FGLG work

Type of impact	Examples
Improved understanding of governance issues and on-the-ground realities	<ul style="list-style-type: none"> ❑ Promoting research and supporting evidence-based advocacy (e.g. on NTFPs in India and SMEs in Cameroon) ❑ Raising awareness of illegal activities: assessing their economic value to the country (e.g. multi-donor partnership reveals economic impact of charcoal in Malawi); having impact on those in power (Mozambique) ❑ Improving understanding by different stakeholders of what good governance and social justice means (e.g. new research or evidence to ‘unblock’ decisions affect public opinion)
Improved understanding of tactics that can change governance	<ul style="list-style-type: none"> ❑ Clarifying and legitimising lobbying tactics ❑ Improving understanding of link between governance ‘tools’ and local livelihood opportunities ❑ Identifying forest governance as a major ‘issue’ for advocacy and examining solutions and methods at various levels ❑ Building strong coalitions of actors to influence policy makers e.g. in Mozambique and Ghana: influencing forestry staff/ law
Strengthened capabilities to influence or change governance	<ul style="list-style-type: none"> ❑ Improving capacity of FGLG members to influence decisions/ policies in favour of community priorities and transparency ❑ Personal transformation – key players’ capacities built (in skills, behaviour, attitudes) ❑ Actual <i>learning</i> (i.e. thinking in a different way) amongst participants (.g. Indonesia, SME attendees at South Africa Forums) ❑ Increasing collaboration of different stakeholders concerned with forest governance ❑ Influence on organisational change (e.g. enabling Indian politicians to push for governance reform as ‘their’ issues)
Improved engagement mechanisms and processes	<ul style="list-style-type: none"> ❑ Platforms created/ facilitated by FGLG and other processes for multi-stakeholder and multi-disciplinary engagement on forest governance (e.g. VPA negotiations) ❑ Participatory policy making and monitoring processes facilitated and institutionalised ❑ Experience sharing across countries facilitated ❑ Mainstreaming of best governance practices in national and supra local policies enabled ❑ Policy briefs used to inform, influence and support design of mechanisms ❑ Connections made with international discourses appropriate for some problems
Changed discourses and decision-making processes	<ul style="list-style-type: none"> ❑ Raising forestry’s profile and increasing awareness of forest governance: recognition of forestry as a priority area within the government development agenda ❑ Mainstreaming environment in national development programmes ❑ Ensuring that questions of social justice in forestry become part of national forestry discourse ❑ Promoting policies, laws and strategies in the forest sector, or those that influence the forest sector (e.g. on combating illegalities and making decentralisation work)
Changed decisions and influenced policies	<ul style="list-style-type: none"> ❑ Positive policy and administrative reforms with respect to contribution of forests to livelihoods (e.g. recognition of NTFPs in forest resource accounts in India) ❑ Government decisions on investment proposals changed (e.g. degazettement in Uganda, reserve give-aways and logging permits in Mozambique) ❑ Policies influenced lead to better ‘deals’ for local people/‘the country’ (e.g. VPA in Ghana; community logging revised and approved in Sulawesi, Indonesia) ❑ New institutions and innovative approaches that are informed by clear, convincing evidence (e.g. forestry SME funds and policy statements in South Africa; community based forest management in Vietnam)

Table 2. Tactics for governance work – a typology with examples from FGLG work

Type of tactic	Examples
Connecting stakeholders - provoking dialogue	<ul style="list-style-type: none"> ❑ Convening stakeholders to establish positions and initiate dialogue (e.g. contact group for VPA in Ghana) ❑ Lobbying within government agencies to encourage their participation ❑ Fostering direct engagement between citizens and duty bearers, round the same table ❑ Actively seeking to connect movers and shakers (decision-holders, innovators, influential stakeholders) ❑ Adding value to existing government processes with actions for evidence, advocacy, learning and capacity ❑ Trans-country exchanges with more experienced partners
Networking and building constituencies	<ul style="list-style-type: none"> ❑ Focusing on clear objectives for engagement - with time and flexible action to achieve them ❑ Mobilising local forestry groups to monitor policy implementation and accountability ❑ Building networks, information sharing forums and issue-specific groups around governance as long term agenda ❑ Implementing locally-grounded policy research and advocacy ❑ Intensive informal communication with decision makers
Generating and presenting credible evidence	<ul style="list-style-type: none"> ❑ Using evidence-based research and solid statistics to challenge norms and reveal dynamics in forest sector ❑ Producing publications, research and policy briefs as tools to influence policy makers ❑ Employing legal tools and challenges to force information out and clarify positions (e.g. Ghana VPA work, Uganda court cases) ❑ Providing outputs to the right people at the right time and place (e.g. before the next election/parliament session) ❑ Using events (either planned or opportunistic) to expose decision makers to new ideas and make them look good ❑ Publishing and installing key findings in different media (e.g. reports, newspaper, cartoons, theatre, internet, TV and radio in Mozambique)
Interacting with political players	<ul style="list-style-type: none"> ❑ Undertaking low profile (even limited secrecy) shuttle diplomacy amongst political players to move issues forward ❑ Seeking information from parliament members and working with them to create pressure for policy change ❑ Providing concrete information on issues showing promise-fulfilment to those in power, and needing change to those in opposition ❑ Taking decision makers to the field to connect with local realities ❑ Identifying and using 'windows of influence' – including, when the evidence is solid and context safe enough, exposing issues and individuals (e.g. Mozambique)
Securing safe space, trust and independence	<ul style="list-style-type: none"> ❑ Developing a group (FGLG) with in-confidence rules - anonymity being vital for participation of key players, creativity and avoiding negative repercussions ❑ Maintaining independence of the group to ensure impartial evidence and enable advocacy to avoid conflict ❑ Developing trust for negotiations, requiring dedicated, carefully assigned roles and tactical positioning

New phase of FGLG work – new challenges

The next phase of FGLG work, 2009-13, for which part of the funding is now secured, was explored. Thus far there are four anticipated outputs: centred on three content themes and one 'way of working' theme:

1. Forest rights and small forest enterprise

- ❑ This is about creating and taking opportunities for policy and legal reform for land tenure and resource access rights of forest dependent communities
- ❑ Strengthen information and capacity for local forest control and small forest enterprise associations

2. Legitimate forest products

- ❑ Help ensure Voluntary Partnership Agreements and other legality assurance processes foster citizen engagement, install local rights and contribute to broader governance reform
- ❑ Increase number and effectiveness of initiatives putting information on forest resources, their ownership and use in the public domain

3. Pro-poor climate change mitigation and adaptation through forestry

- ❑ Help ensure REDD and adaptation forestry strategies are focused on local property rights, institutional capability and good forestry practice
- ❑ Enable better national decision-making about biofuel development in the context of securing rights, legality and climate mitigation forestry

4. Trans-national learning and preparedness

- ❑ Conduct learning events, country exchanges, and online networking, and produce tools, policy analysis, news and advocacy materials
- ❑ Develop a learning platform between African policy researchers and opinion formers and their Chinese and Indian counterparts to focus on issues of forestry investment and trade

An 'auction' exercise was carried out. The purpose of the exercise was to get people from different country teams further into discussion about the elements of the new project and their relative importance. It was a very lively affair and much debate followed. The importance of multi-stakeholder engagement, of forest rights and enterprise, of legitimate forest products and of and pro-poor climate change responses through forestry were emphasised through this process.

Weaknesses to work on

In moving forward with the new phase of work, some of the following weaknesses in FGLG work thus far will have to be worked on:

- ❑ **Going it alone** - FGLG teams are sometimes effectively stand-alone 'organisations' rather than integrated networks
- ❑ **Becoming too official and bureaucratic** – stay flexible
- ❑ **Lack of strategic learning and planning** - losing sight of the big goals, frittering all energy on activities that seem important but do not make progress on these goals
- ❑ **Multi-stakeholder process frustrations** - feedback is slow, tensions may be unresolved and, at worst, they can have negative impact on stakeholder action on forest governance
- ❑ **Balancing split allegiances** – the more teams focus on policy advocacy at the state/national level the fewer the interactions possible at field level
- ❑ **Doing little with little** – where FGLG works best it has made 'catalytic' use of small funds, often using its small resources to lever larger resources
- ❑ **Good tactics badly implemented** – a common frustration because of context differences and insufficient time and space to ensure quality and follow through

- ❑ ***Evidence without recommendations*** – need to offer constructive and realistic options for change
- ❑ ***Losing the plot on communications*** – much good evidence is insufficiently well used in effective, targeted communication processes
- ❑ ***Fiddling while Rome burns*** – FGLG style of work can take time to produce results, which the forest is disappearing

Work planning for FGLG as a whole

Country teams each developed outline elements of their work plans for the new phase of work - the 'Social justice in forestry' project. The IIED team also developed an outline of its work plan, which will be fine-tuned over the next few months as country teams work up their plans. It includes:

- ❑ ***Strategic international co-ordination***. A steering group for the initiative and more regular conference calls, an email forum and video conferencing
- ❑ ***Trans-national learning and capability***. Catalysing thematic groups and country exchanges, and securing appropriate consultancy inputs in consultation with teams
- ❑ ***Relevant timely inputs at country level***. Gathering and synthesising lessons for better decision-making
- ❑ ***FGLG findings installed in international processes and vice-versa***. Ensuring good information flow, reporting and progress tracking
- ❑ ***Monitoring and evaluation***. Enabling ongoing interrogation of content and process in country teams and internationally
- ❑ ***Practical deepening and widening of FGLG***. Steering development of Tanzania and China team process, improving IIED and RECOFTC skills, capabilities and effectiveness, and prioritising and focusing IIED and RECOFTC attention (promise less and deliver more)

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IIED would like to express its gratitude to the Ku Chawe Inn in Zomba for providing such a pleasant venue for the learning event (and allowing us to festoon their premises with flipcharts, cards, posters, etc). Our host was Bright Sibale of the Malawi FGLG, who worked tirelessly and always cheerfully to ensure the event ran smoothly. Rhoda Mughogho assisted him and calmly took on vital tasks such as facilitating visa applications and ensuring participants were able to negotiate storms and fallen trees on the way to the venue. Rhoda was also responsible for logistical planning in Malawi, whilst Nicole Armitage and Elaine Morrison organised travel bookings and other administration for all participants. The chief facilitator was Peter O'Hara of LTS International, and he was very ably assisted by Karen Edwards.

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Cover photos were taken by members of the IIED team.

Section 1: Overview of the event and its outputs

1.1 Objectives, participants and schedule

Critically reviewing progress to date, and looking ahead to new challenges in forest governance were the main objectives of this learning event. Given that the work is at a transition stage between phases of funding, it was an opportune time to assess progress and impacts made by each country team, to provide constructive criticism and suggestions, to debate key existing and emerging issues in forest governance, and to start planning for the new phase of funding.

This learning event is the fifth such event since the Forest Governance Learning Group was established, and the third under the current phase of funding. It gathered together 42 participants from nine FGLG country teams – Cameroon, Ghana, India, Indonesia, Malawi, Mozambique, South Africa, Uganda and Vietnam - as well as from RECOFTC, LTSI and IIED. The currently active team in Niger is in the process of phasing out its forest governance emphasis and transforming into a broader natural resource-oriented learning group – so did not participate in this event. We were to be joined by a colleague from Burkina Faso who is working on forest governance issues but who was sadly unable to attend at the last minute. The event was held at the Ku Chawe Inn in Zomba, Malawi. The Malawi FGLG team kindly and very ably hosted the event.

The event was held over four days from 2-5 December 2008. One day was designated 'Malawi day' when we learnt more about forest governance and social justice issues in Malawi, and visited several field sites. The field programme is described in more detail in section 5.

The full schedule for the event is given in table 1.

Table 1: Schedule of the learning event

	1 st	Tues 2 nd Dec	Wed 3 rd Dec	Thurs 4 th Dec	Fri 5 th Dec	6 th
A M	P A R T I C I P A N T S A R R I V E - R E G I S T R A T I O N	A. ACHIEVEMENTS DAY Preliminaries <u>9.00 sharp start</u> 1. Opening remarks from Malawian hosts. 2. Setting the scene – overview of FGLG – where have we been, where are we now and where next? Group photo	B. LESSONS DAY 7. Recap of previous day. 8. Lessons learned through FGLG (two groups) <i>Poster presentations</i>	C. MALAWI DAY 12. Recap of previous day. 13. Introduction to field programme and task – divided into 4 groups. 14. Analysing policy barriers and recommendations to justice in Malawian forestry with separate stakeholder groups.	D. FUTURE DAY 15. Recap of all key outputs so far. 16. New project proposal - critical review presentation. 17. Priority auction - key tactics and lessons from previous phase and elements of next phase are presented and auctioned off to highest bidder.	P A R T I C I P A N T S D E P A R T
		Break: 10.30 – 11.00	Break	Break	Break	
		3. Overview of learning event. 4. FGLG country team achievements and tactics presentations (two groups) <i>Powerpoint presentations</i>	9. SWOT synthesis and analysis of lessons learned on tactics, impact and coordination from previous phase.	Field programme continues	18. FGLG country team planning – review/ revision of plans for remaining months of current project and outlining elements for strategic focus in next five years.	
		Lunch	Lunch	Lunch in field	Lunch	
		Session 4 continues	10. Presentation of synthesis and statements for debate.	Multi-stakeholder debate on barriers and recommendations for improved social justice.	19. Country team presentations for peer review (two groups) <i>Powerpoint presentations/posters</i>	
P M	↓	Break	Break	Break	Break	↓
		5. Plenary synthesis: Key impacts and tactics. Scoring of impact against FGLG project document for last phase. 6. Peer reviewed outstanding FGLG teams nominated.	11. FGLG ‘fish bowl’ debate – key lessons from successes and limitations to take forward.	Travel back from the field (optional stop in Zomba town).	20. Plenary – coordination on next steps – key milestones. 21. Visioning exercise. 22. Evaluation. 23. Closing remarks. <u>5pm finish</u>	
		Dinner at Ku Chawe Inn	Dinner at Ku Chawe Inn	Malawi cultural evening	Dinner at Ku Chawe Inn	

1.2 Opening remarks and inaugural speech

The inaugural session was attended by the Minister of Energy and Mines, Hon. Ted Kalebe MP, and the Deputy Secretary, Ministry of Energy and Mines, Mr McCallum Sibande.

Following an introduction by Wellings Simwela (convenor of FGLG Malawi and Deputy Director of Forestry at the Department of Forestry), the Minister of Energy and Mines gave the **inaugural speech**, summarised below.

The current administration in Malawi recognises the important role that the forestry sector plays in our economy. Malawi's economy depends on agriculture, including forestry. The forestry sector contributes 2% to the GDP and employs large numbers of people in both the formal and informal sectors. Forest resources provide about 90% of the country's energy needs. At the household level forests provide energy for cooking, as well as food, medicines, fruit and water. In fact, in Malawi, the rural population, which makes up about 85% of the total population, depend entirely on forests and trees for their fuel-wood, timber, poles and traditional medicine. Yet forest lands are being cleared for crop production and this negatively affects the livelihoods of many forest-dependent people. The Government of Malawi, through the Ministry of Energy and Mines, is aware of the important roles that forestry plays in the economy as well as threats that it is facing.

There are various policy measures in place to support the forestry sector in Malawi. The Malawi Growth and Development Strategy 2006-2011 aims to reduce poverty through sustainable economic growth and infrastructural development. It recognises that the sustainable use of natural resources, including forestry, contributes to poverty reduction. A national forestry policy and programme have been developed.

The Minister assured the meeting that the Government of Malawi is supportive of forest governance work. The Government is now working with FAO to revive implementation of the national forestry programme (nfp) and an nfp forum will be reintroduced. The Forestry Management Board, which is an independent advisory body to the Minister responsible for forestry, has also been revived. With EC support, the Malawi Government is also implementing the Improved Forest Management for Sustainable Livelihoods initiative in 10 districts, with objective of reducing poverty amongst the rural poor through sustainable forest management.

The importance of the local control of forestry and social justice has never been greater and the Learning Group is well-placed to make a difference.

1.3 Setting the scene and overview of FGLG

James Mayers made a presentation to set the scene, provide an overview on FGLG to date and put forward the proposed objectives of the learning event. This is summarised below.

Forest governance can be thought of as 'who gets to decide what about forests' - and is more important than ever. For example:

- *Old problems – of who has the rights and capability – are still with us.* Some 77% of forests worldwide are still government controlled. There have been small gains made for community control since 2002 in countries like Cameroon, Tanzania and India
- *New land grabs – for food and fuel – are apparent.* Some 1,000,000 acres in Madagascar is being leased to Korean company Daewoo to plant corn and oil palm for the Korean market. Biofuel developments are spreading in Malawi, Ghana, India, Indonesia....

- *Forests continue to be degraded.* One recent study estimated a global natural capital loss of US\$2.5 trillion a year, which is of the same scale of the current global finance crisis - but permanent
- *Opportunities are emerging.* Developments with legitimate forest products, small enterprises, and Reducing Emissions from Deforestation and forest Degradation (REDD) are exciting.

The current phase of FGLG (2004 to 2009) has four targets:

1. *Macro-planning frameworks:* poverty reduction strategies, national forest programmes, decentralisation programmes and related processes enable improved forest governance
2. *Illegal and corrupt forestry* practices that degrade livelihoods are reduced through the adoption and spread of practical approaches to improve forest governance
3. *Forestry enterprise initiatives* and private sector association comply with the law and spread practical approaches to improve forest governance
4. *Locally controlled forestry:* ownership, access rights, policy and management frameworks are improved to support local control and benefits from forestry

FGLG's work is about generating learning about how to improve forest governance, then using and spreading that learning. **Key outputs** since the start of this phase include:

- 10 country teams active
- Learning events held in Ghana, South Africa, Uganda, India – and now Malawi
- 66 policy research outputs/ tools
- Over 50 press, TV and radio advocacy outputs
- Engaged with 21 international agencies and 20 international forums
- EC funding secured for a new 5 year phase of the project

FGLG has enabled teams to work on 'getting at the truth' - then doing (almost) whatever it takes to have impact with the evidence. For example, in the case of the campaign to prevent the alienation of large portions of forest reserve in Uganda, notably at Mabira forest reserve, various forms of information were generated and wielded. The excised portions of reserve were to be handed over to rather poorly designed agri-business concerns. FGLG-Uganda helped develop and marshal economic information about the costs and benefits of the proposals compared to the values of the forests to local livelihoods and the potential alternative development options. Legal action has also been central, with FGLG-Uganda convening agency ACODE spearheading four separate court cases on forest reserve issues. This has shown to all that rights and rules are worth fighting for, established credibility of the protesting voices, and forced parties on all sides to develop and reveal information. This work became central to a national campaign that engaged all sorts of groups in Uganda. This forest governance information and advocacy work paid off with plans for the Mabira and other reserve alienations officially on hold.

FGLG has managed to secure at least part of the funding it needs for the next five years, from the EC. In planning for this, four outputs are proposed for the **next phase of FGLG from 2009-2013:**

1. *Forest rights and small forest enterprise:* policy reforms, investment decisions and institutional arrangements in favour of secure forest rights and small forest enterprises
2. *Legitimate forest products:* strategies to improve legality of forest products, institutionalise citizen engagement and contribute to broader forest governance improvement
3. *Pro-poor climate* change mitigation and adaptation through forestry: initiatives to combat climate change through action in the forest sector contribute to pro-poor forest governance and sustainability
4. *Trans-national learning and preparedness:* understanding improved in international networks and processes about effective action for improved social justice in forestry.

There is much thinking and planning to be done to ensure FGLG work builds on its strengths and achieves optimum impact. Three **objectives for the learning event** in Zomba were proposed:

- to review achievements, impacts and key tactics used from the past four years
- to gather lessons learned during the FGLG journey
- to outline plans for the next year, and the strategic focus for the next five years

A formal independent evaluation of the work to date of the FGLG will take place in the first half of 2009. And work on a film, which it is hoped will both illustrate some of the work to date and look forward to the challenges ahead, was started in late 2008.

Section 2: Country team presentations and feedback

During the course of the learning event, each of the nine country teams represented shared the following material with other participants:

- achievements, tactics and impact of FGLG work (presented as a powerpoint presentation)
- lessons learned through FGLG (presented as a poster)
- elements of strategic focus for next five years (prepared during the event)

Each of these elements was presented and discussed by country teams in turn. On the first day participants discussed achievements and impacts, elaborating on key tactics used to achieve them. Presentations were in the form of a powerpoint but are recorded in this report as narrative text. Each team's presentation was followed by a panel of respondents from other teams who offered comments as peer review. The panel commented according to the following criteria:

- Performance over the year: the quantity and quality of work achieved
- Overall relevance: has the team addressed the most pressing governance challenges with the appropriate tactics?
- Innovation: how innovative has the team been, have they tried new things and taken calculated risks? How responsive have they been?
- FGLG impact: has the team changed the lives of forest stakeholders positively? Is there clear value of the FGLG contribution or would things have happened anyway without FGLG?

On the second day each country team presented a poster on lessons learnt through FGLG, both in terms of practical lessons and critical reflections on the FGLG initiative as a whole. The content of the posters has again been converted into narrative text for the purposes of this report. Once again, participants from other teams offered feedback, this time through informal discussion around each poster. Key questions and responses on the poster presentations are included below.

On the final day, teams were asked to prepare short presentations on elements of strategic focus for the next five years under the new phase of funding. These presentations were prepared during the meeting and presented in various ways; each team will develop them into full workplans over the coming months. Once again, a panel of respondents from other teams commented on the presentations, using the following criteria:

- Relevance: are the key social justice in forestry barriers and opportunities being addressed?
- Learning: is there evidence of learning or responsiveness, based on lessons from the last phase and learning events outputs?
- FGLG added value: is the team using FGLG's comparative advantages effectively?
- Meaningful FGLG impact: how confident are you that there will be significant positive change in the lives of forest stakeholders?

In this section of the report, all the material relating to each country team is grouped together, such that (for example) the presentations made by the Cameroon team, and the feedback they received is given in one sub-section.

Cameroon

A: Achievements, tactics and impacts

INTRODUCTION

FGLG-Cameroon (from here on called GREG-Forêts or *Groupe de Réflexion d'Etude sur la Gouvernance des Forêts*) has experienced increasing growth and dynamism within its three years of existence¹. Its membership of 22 individuals has enabled the group to effectively coordinate and reinforce experiential learning relevant to debates and actions on key forest governance issues within government institutions, research institutions, conservation organisations, development agencies, national and international non-government organisations and the private sector represented² in the team and beyond.

To attain its goal of improving forest governance and contributing to the overall outputs of the global FGLG, the work plan for 2008 prioritized the following key activities for the year:

1. **Administrative outputs.** Consolidating GREG-Forêts participation through effective administration and convening of sharing and learning seminars alongside regular meetings - connecting high-level governance actors (policy) with each other and with on-the-ground practice (management).
2. **Forest Governance gap analysis.** Preparing a solid gap analysis which builds on the database of initiatives and governance institutions that CEW carried out and analyses: the key issues; the knowledge base; and likelihood of action to address each issue, and therefore the gaps and the kind of action needed to fill each.
3. **Voluntary Partnership Agreement – a process and content contribution.** Offering practical governance experience from GREG-Forêts to the process between the Cameroonian government and the EC to develop a VPA on Forest Governance.
4. **Small forest enterprises – initial review of status, associations and key governance challenges.** Reviewing the status of small forest enterprises, building on the work of the WWF Project on Forest and Trade, CIFOR sub-programme on [Forest Finance and Trade, Law Enforcement and Corporate Accountability](#)³, and other initiatives.
5. **National forum on forest governance.** Stimulating and participating in a national forum on forest governance to be organized in collaboration with the MinFoF HIPC Community Forest Project (RIGC), the Forest Governance Facility (FGF) and other ongoing initiatives sharing the same goals
6. **Proposal development.** Working to secure support for high priority actions by GREG-Forêts beyond 2008.
- 7.

This brief therefore highlights the major achievements by GREG-Forêts for the current year and major actions undertaken since its inception in 2006. In the analysis, it identifies the tactics used and the impacts so far made in working towards the overall goal.

¹ GREG-Forêts first meeting was convened in May 2006

² Central Africa Regional Programme for the Environment (CARPE), Centre pour l'Environnement et le Développement (CED), Centre de Recherches et d'Actions pour le Développement Durable (CERAD), Centre for International Forestry Research (CIFOR), Forest Governance Facility (FGF), GTZ Commission des Forêts d'Afrique Centrale (GTZ-COMIFAC), Initiative Forêt Modèle d'Afrique Centrale (IFMA), IUCN, Ministère des Forêts et de la Faune (MINFOF), Network for Environment and Sustainable Development for Central Africa (NESDA CA), PALISCO, World Bank, WWF.

³ For the list of ongoing and recently completed projects under Forests and Governance programme <http://www.cifor.cgiar.org/Research/Governance/Projects> (last accessed 10 February 2009).

II IMPLEMENTING GREG-FORETS 2008 WORKPLAN

The effective mobilization and team spirit that prevailed within the GREG-Forêts team during the current period enabled some significant achievements to be made.

Forest Governance Gap Analysis

The Study on *Institutional Mapping of Forest Governance in Cameroon* was completed, translated, and published in French and English.

This was a practical study, simplified from its earlier conception. To the country team, it was vital in helping to identify the gap between the theoretical framework for governance and its effective practice in Cameroon. The study was undertaken in several phases:

In the first phase, the members during a learning exchange seminar built consensus on the key principles or determinants of governance. The outcome of this exchange was the identification of variables that shape each determinant.

The matrix below highlights the identified key determinants and variables for Forest Governance

Deter- minants	<i>Legitimacy and Voice</i>	<i>Accountability</i>	<i>Performance</i>	<i>Legality</i>	<i>Equity</i>	<i>Strategic Vision</i>
Variables	Rights; Entitlements; Recognition; Consultation; Democracy; Participation; Representation.	Transparency; Responsibility; Decentral- isation; Information flow.	Capacity; Effectiveness; Efficiency; Coordination; Organisational quality– Monitoring and evaluation for adjustments	Rule of law; Regulations; Enforcement; Judiciary; Corruption; Control/Verificati on; Standardisation.	Fairness; Natural justice; Sharing of benefits; Distribution of land space; Attribution of resources.	Vision; Leadership; Process of Coordination; Concept; Relationship with International/ Regional Conventions.

These determinants and variables provided a basis for data collection in a second phase. A team of experts identified representative institutions⁴ involved in promoting good governance in the forest sector and the key governance determinants and variables were examined with various actors linked to these institutions to understand their perceptions of institutional activities in practice.

Preliminary findings led to the review of the data collection methodology and samples by the GREG-Forêts and the commissioning of additional data collection in a third phase of the study. This final phase of data collection enabled a test of the viability of the initial findings and finalization of the institutional mapping.

This study has generated qualitative data relevant for the understanding of current governance structures and activities in Cameroon. Whilst not a rigorous evaluation of forest governance in the organizations or institutions identified, the study has 'struck a chord' with a wide range of actors – establishing a common understanding of key determinants and variables of governance and an approach to interrogating them that works well for forest governance issues in Cameroon. This document has been published in French and English.

⁴ Representative organisations from Government, Legislative organ, Research institutions, Conservation organisations, funding bodies, regional and international organizations and National NGOs.

Voluntary Partnership Agreement and Small Forest Enterprises

GREG-Forêts organised regular shared learning on effective strategies to promote social justice, specifically through generating information on SFEs

Regular reflections on SFEs have greatly improved understanding amongst GREG-Forêts members on the multiple dimensions of SFEs. To ensure that SFEs serve as a viable route to poverty alleviation and local control of forest resources, many aspects of governance need a re-think. Again, there is a critical need to link approaches to the development of SFEs to conservation activities in order to ensure sustainability.

As a priority, GREG-Forêts highlighted the importance of broadening understanding of the institutional and legal frameworks affecting SFEs and identifying the opportunities for SFEs within this given framework, including the possibilities of developing SFEs linked to Community Forests. Public access to this information through development of a communication tool was therefore prioritised as critical in addressing this understanding.

This shared perspective within GREG-Forêts represents a useful prelude to the conduct of a review of the status (including a general assessment of impacts), associations and key governance challenges facing SFEs. GREG-Forêts is now planning such a review, with additional emphasis on characterising the practical realities of setting up and managing SFE's and assessing their impacts thus far.

National Forum on Forest Governance

GREG-Forêts has provided the momentum for key governance actors in Cameroon to engage in debate on key issues during the national forum on governance

The national forum on governance to be jointly organised⁵ by MINFOF and the Network of Parliamentarians for the Protection of Forests (REPAR) provides the platform for GREG-Forêts to effectively engage key decision makers in Cameroon on the thematic issues that have been the focus of its work over the last three years and on the individual governance work of its members.

Specifically, GREG-Forêts' achievements this year have placed the group in a unique position to play a lead role in the critical reflection on forest governance in Cameroon during this forum and to make substantial contributions to the understanding of SFEs and VPA processes and content. Of critical importance, GREG-Forêts learning seminars have also provided the platform for its members to adopt common positions on Land Tenure priorities⁶ and the distribution and management of Forest Royalties⁷.

A strong dialogue has been established with the Ministry in charge of forest (MINFOF)

As a strategic approach to strengthen GREG-Forêts's influencing capacity, GREG-Forêts has engaged the Ministry of Forest through several dialogue sessions with its top officials. These sessions were highly useful in informing government and giving visibility to GREG-Forêts actions. A major outcome is the on-going discussion to finalize before project term, an MOU between MINFOF and NESDA CA (GREG-Forêts' host institution) for effective collaboration. This is expected to enable

⁵ The date for the National Forum is yet to be fixed by the Ministry in charge of forest.(MINFOF)

⁶ National Land reform policy to restate local community tenure rights, and review of the forest law to prioritize local community access/control rights to land and forest resources,

⁷ The AFR designed within the 1998 Joint arrete and other relevant texts and implemented over the last ten years has failed to attain its goal of increasing forest dependent community access to forest concession revenue and providing incentives for sustainable forest management. As a contribution to on-going debate for the reform of this arrete, proposals are aimed at ensuring transparency, greater accountability and mechanisms for equitable distribution.

access to government information, information dissemination on GREG-Forêts positions and policy influencing on thematic governance issues.

Administrative Outputs

The new institutional arrangement for GREG-Forêts is an effective approach to strengthen national NGO capacities

For the effective implementation of its action plan, GREG-Forêts moved its host institution from CIFOR to NESDA CA, a national organization while maintaining its initial Convenor, Dr Chimere Diaw. This option, notwithstanding alternative institutional options examined by the team, was considered an effective approach to strengthen national NGO institutional capacities with options for attracting donor support.

Implementation Constraints

Notwithstanding the achievements of GREG-Forêts this year, implementation of its plans was hampered by constraints emanating from government: although GREG-Forêts preparations for the National forum have been well advanced, the clear agenda for the organization of this Forum by MINFOF and REPAR is yet to be made public.

III TACTICS

GREG-Forêts and its members have found diverse tactics effective in the realisation of its objectives:

Organisation of experience-sharing seminars

Regular learning seminars organised by GREG-Forêts was the most effective tactic to draw from the diverse experiences and knowledge of work carried out in various institutions by its members. These seminars not only enable learning on the broad spectrum of governance activities currently being carried out but also enable the team to build a common understanding and positions on thematic issues. A further advantage is the strengthening of performance of these governance experts in their work (this outcome was recognised by government actors in the team).

Presentations and discussions on thematic issues are facilitated by members with identified expertise or working experience⁸. Adapting to the highly busy nature of GREG-Forêts members, discussions are further enriched through email 'gossip' which enables members absent from specific sessions to contribute to discussions. The methods draw substantially from experiences of members in organising sharing seminars on thematic issues of focus.

Networking and Building Alliances

Policy influencing can only be effective where there is a constituency of partners with a common vision on the target issue. Developing such constituencies has been a very useful tactic in stimulating national debates for reforms. This tactic draws substantially on the experiences of country team members/institutions in building alliances and networks of various actors⁹

⁸ CED/FSC experiences on Land tenure rights; WB on VPAs; IUCN/Individual experts on SFEs; CERAD on policy reforms for annual forest royalties].

⁹ IFMA: Establishes networks for strong partnerships in strengthening capacities and greater involvement of local populations in forest landscapes; NESDA CA: Promotes/facilitates MP networks to strengthen capacities for effective representation on environment/forest priorities (REPAR, MP Caucus); CED: establishes CS networks in defence of rights of minority groups; WWF: Promotes/facilitates networks of CSOs to establish common positions on IPs and other diverse thematic issues.

A major innovation for GREG-Forêts is the alliance building initiative with the Ministry of Forests which, as highlighted above, will enable GREG-Forêts to significantly strengthen and channel diverse expertise into the dialogue platform for forest governance in Cameroon.

A major tactic widely used by donor/bilateral organisations represented on GREG-Forêts ¹⁰ was that of providing financial support to activities by networking organisations where these are aligned with government priorities for action.

Outreach through Publications

A major focus of GREG-Forêts has been the conduct of a study on governance and the effective outreach of its findings called for the design of an outreach strategy. The tactic opted for was the publication of its findings as cited above. This approach is likely to be used for the SFE work too - a simple publication will be developed to facilitate public access to this information.

IV IMPACT OF GREG-FGLG

Notwithstanding its inception challenges, GREG-Forêts has grown well, with significant impact in mobilising governance reflection and consolidating diverse perspectives on forest governance:



“FGLG is very different from an advocacy-only initiative. We have all the key players sitting at the same table – we can both attack where essential and debate where necessary.”
Chimere Diaw, FGLG Cameroon

Increased momentum and commitment to promoting better forest governance:

A major strength of the group now lies in the high commitment and involvement of its membership drawn from key national and international institutions carrying out governance activities in Cameroon. GREG-Forêts is now recognised as an effective platform for enriching debates on major forest governance issues in Cameroon. Drawing on the experiences of its individual members from key international and national organisations, conservation and private sector institutions as well as government and policy reform advocates, it has a proven track record and niche with its learning seminars characterised by high profile attendance and intense debate. Organised on a monthly basis, the debates and their conclusions are well captured in reports of these seminars. These reports are circulated to enable a wide pool of actors to stay in touch with discussions.

Consolidation of perspectives on forest governance:

The pursuit of the governance gap analysis has had significant impact in building a common understanding on the key determinants of governance. Considering that the organisations of most of the members of GREG-Forêts were subject to the study, the findings and recommendations have increased understanding amongst its members (who largely are top decision makers within their institutions) and are thus likely to spur greater action for improved performance. On the national landscape, the study strengthens the advocacy capacity of GREG-Forêts members to influence forest governance policies and practices. It also lays the basis for monitoring institutional performance on governance in Cameroon. The study has been published for wide dissemination and use.

¹⁰ World Bank, GTZ, FGF/SNV

A-1: Panel feedback and additional questions

Performance over year	Overall relevance	Innovation	FGLG impact
<ul style="list-style-type: none"> • Clarify FGLG activities planned and achieved • Gaps neither obvious nor linear • A good presentation but some clarity lacking • Good observation about the policy world not being linear 	<ul style="list-style-type: none"> • Presentation too quick. • Clarify purpose of governance mapping • Clarify who you want your results to inform • Relevant fora dialogues • Analysis was lacking 	<ul style="list-style-type: none"> • Strength in developing a coalition • Innovation takes time – take a long term perspective • Good governance mapping 	<ul style="list-style-type: none"> • Impressive progress over last year • Limited impact but it is early days yet • GREG-F is a very well connected group – good prospects for real impact • Impact will come from the connections that you make with other organisations

Questions and comments

- As a think tank, how do you interact with Ministry of Forestry?
 - They contribute to our work. An MOU with the Ministry is being developed. We are helping the Ministry think through governance issues as well as the impact of the mining sector.
- What tactics do you use for the economic analysis of small forest enterprise?
 - We use local as well as national tactics but particularly important is the use of local knowledge of small scale forest enterprises in this area.
- Is legal reform a condition for VPA implementation?
 - We have had discussions with government about the problematic laws regarding the VPA, and have identified which laws need to be reformed.
- As a national hub on governance, is this a challenge due to the possible diversity of too many views which may cause conflict and a loss of focus?
 - Yes it can be a challenge but we have learned more because the discussions are often richer and thereby more relevant to the complex context.

B: Lessons learned through FGLG

I The learning journey of the country team

The Cameroon country team has had a relatively young existence of three years with an initial action plan that was mainly focused on developing GREG-FGLG as a new national initiative for reflection and thinking on forest governance and sharing its vision to key organisations to achieve impacts.

A challenging inception phase

The first two years could be considered as a period of establishing FGLG and ensuring a national appropriation of its vision on forest governance. The learning process then was basically that of building an understanding on its operational nature, identifying ways by which its members could contribute to the learning process as well as draw learning from the experiences and strengths of its diversified expertise notwithstanding the busy nature of its members. It was equally critical for the group to establish a strong and useful partnership to its vision, secure support for the activities of the group and finally set up an appropriate and flexible institutional arrangement for the functioning of the

group. As a result of these major inception challenges, GREG-FGLG was faced with great delays and setbacks which constrained the full execution of key activities within the action plan.

A move in institutional host

Determining an institutional host for the group equally emerged with the institutional movement of the group's convenor. This opened up reflection within the group on appropriate options for hosting reflection groups in a manner that ensures its legal functioning and strengthens capacities of national host institutions.

An improved appropriation of GREG-FGLG's vision

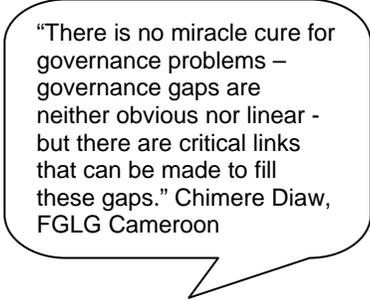
The current year has experienced a significant increase in the appropriation of the vision of GREG-FGLG by its members. This has been translated in its active commitment and regularity in convening to participate in reflection seminars. Specifically GREG-FGLG has moved from the organisation of quarterly learning seminars within the first two years to regular monthly seminars in implementation of the current action plan. This consistency and the rich content of its debates have re-dynamized the group and expanded its membership to 22.

II Lessons learnt by the country team

Governance related lessons

All organisations in the forest sector work on governance related issues with no areas of specialisation

Based on the identified six principles of legitimacy and voice, accountability, performance, equity, legality and strategic vision as key determinants for the concept of good forest governance, the institutional mapping study broadened understanding to the fact that all organisations in the forest sector work on governance related issues. These organisations, however, do not adopt specific areas of specialisation in governance within their actions or projects. As a further finding, their various projects carried out by these organisations seek to promote good governance in Cameroon through different angles of intervention including policy research, policy development, funding, advocacy etc. A single intervention action or project may therefore be critical to deliver on the various determinants of good governance.



"There is no miracle cure for governance problems – governance gaps are neither obvious nor linear - but there are critical links that can be made to fill these gaps." Chimere Diaw, FGLG Cameroon

Reflections on Small Forest Enterprises require a special attention to its multi-dimensional facet

Learning on SFEs highlights the need to re-define the landscape for SFE with a better knowledge of the forest resources that are likely to attract small investments. In addition the definition of this enterprise needs to be linked to conservation activities to ensure sustainability and, finally there is need to analyze the institutional and legal framework in order to be informed of the various institutional roles and clear procedures for SFE outlets.

Performance Lessons

Aligning GREG-FGLG's agenda with national priorities generates greater interest and commitment amongst its members.

It was observed that discussions and debates on key thematic issues currently under debate within several reform processes generated a more interactive response from its members than issue that were not yet recognised as top national priorities. This was the situation with discussions on the VPA process which did not stimulate active discussions as did the discussions on the *concept of governance, land tenure rights and forest royalties* which constitute high priorities within on-going national debate.

While addressing national priorities should guide the group's agenda, taking on board many diverse issues resulted in an over-charged agenda. This emphasises the need to have a focused approach in identifying priority thematic issues within the group's work plan.

Questions and comments

- What are some of the difficulties you are facing as a coalition?
- What are the main political changes you had influence over since you were created?

- Has a detailed diagnostic on numbers and types of SMFEs been done to see the scale of activity?
 - We do not have any findings here yet.

- Team membership: are there more Cameroonians or outsiders?
 - Mainly regional and international NGOs

- As some GREG forest members work regionally – what opportunities are there for working with FGLG country teams?
- If your lessons and work are relevant to the region, how do you apply them regionally?

- Result – action? What was the plan for using ‘governance mapping’ in action?
 - The aim of forest government work was to say who was doing what in this important area of governance.

C: Elements of strategic focus for next five years

Main thematic focus	Major strategies and tactics/ plans	Impact	Risks, assumptions
1. Rights and small forest enterprise 2. Legitimate forest products 3. Climate change 4. Trans-national learning and preparedness Justification: 1,2,3 are: national priorities, priorities of some members, are already a focus of GREG. 4 is the end game in our tactics	1. Action and implementation 2. Hit and learn – conceptualise and analyse, develop policy expectations and methodologies 3. Publish, debate and network at national, regional and international levels 4. 3 month consultation to develop and refine content of thematic focuses and multi-year workplan	1. A functional enterprise development model identified in GREG-related sites (individual and collective enterprises) 2. GREG Products effectively contributing to better recognised forest rights and governance 3. VPA/ FLEGT/ policy reform framework based on the recognition of local rights and social justice in forestry 4. Participatory M&E system including civil society and local	Assumption: The impetus of the movement coordinated by GREG will be sufficient to keep all actors involved (government/donors) Risks: That donors and government lose interest in multi-stakeholders involvement (reforms: rights based, legitimacy of FLEGT), misallocation of REDD-based returns

	<p>5. Auction-type allocation of roles and responsibilities among members and GREG coordination</p> <p>6. Develop a multi-scale participatory M&E system for GREG and focus area 2.</p>	<p>stakeholder and feeding into the revision of agreements (VPA+)</p> <p>5. Better understanding and use of climate related opportunities by range of actors in Cameroon</p> <p>6. Climate-based networks effectively influencing negotiations and policies at national, regional and global levels.</p>	
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C-1: Additional questions and panel feedback

- What is the new process or tactic for you in the next phase?
- Please clarify learning and sharing as this is only there for climate – what do you have in mind?
- What about implementation?
- Our members are already involved in three of these focal areas so we plan to learn together and make policy orientations. All the learning will be through focus areas 2 and 3.

- This is exactly the start that is needed. I see particular strength in the ways you will work and how you are building on what you have already done. I hope that in the process of exploring this further that more content focus emerges. It might be difficult to maintain and develop a profile working on all of these things. The hierarchy of priorities might become clearer as you explore this further?
- We think that many of the issues are already underway – GREG members specialising in some of these issues will try and function by focus groups, distributing responsibilities to certain of our members. If we say we can tackle all four issues it is because we can. We will articulate this more clearly to identify roles and responsibilities to members.

Relevance	Learning	FGLG added value?	Meaningful FGLG impact
Thematics are inter-linked. Regarding opportunities, they are harnessing their strength	Group has learned a lot. Expanding to have more impact and learning how to change strategic process.	My only issue would be for some of the areas there are other countries also doing some work on these – e.g. VPA – what are the options for Ghana and Cameroon to learn and share ideas and not just waiting for annual FGLG platform. Global Witness is also working in Ghana on independent monitoring etc so maybe you can look at learning between the different countries.	Convinced that it will achieve intended impact and benefits for stakeholders. Participatory monitoring will include stakeholders and nice to see monitoring in this workplan.

Ghana

A: Achievements, tactics and impacts

Achievements versus planned activities

Key planned activities	Achievements	Evidence/ comments
<ul style="list-style-type: none"> Support successful conclusion of VPA negotiations in mid '08 	<ul style="list-style-type: none"> VPA agreement signed September (2 months late). 	<ul style="list-style-type: none"> VPA agreement. FGLG participants maintained momentum of process.
<ul style="list-style-type: none"> VPA supports tenure, and rights reforms legal standard and 	<ul style="list-style-type: none"> VPA commits Ghana to a 3-year participatory sector reform programme. 	<ul style="list-style-type: none"> VPA agreement. FGLG participants drove policy agenda at critical stages
<ul style="list-style-type: none"> Participatory post VPA evaluation addressing emerging issues such as bio fuels, REDD and trade 	<ul style="list-style-type: none"> FWG Gm planned for 18-19 December with follow ups in January and February 2009. 	<ul style="list-style-type: none"> Facilitators' reports and meeting presentations.
<ul style="list-style-type: none"> Hold 2 governance training events for mid-level forest managers 	<ul style="list-style-type: none"> One event held 25-26 Nov with IUCN. 	<ul style="list-style-type: none"> Meeting facilitators reports and meeting presentations
<ul style="list-style-type: none"> Prepare and publish EOP reports on learning, transferable tactics, impacts and ways forward 	<ul style="list-style-type: none"> Pending conclusion of December review meeting 	<ul style="list-style-type: none"> Reports

Country team tactics

Most successful tactics	Purpose	How used	Innovation/ comments
Promotion of diverse CS VPA "Contact Group" (representatives of NGOs, forest users, land owners, trade unions, research organisations)	Ensure that VPA SC was aware of: <ul style="list-style-type: none"> wider interest in VPA process; community discontent about forest governance status quo; and Had no illusions about community capacity to hold officials accountable 	<ul style="list-style-type: none"> Supported regular meetings amongst contact group members Facilitated regular encounters between CG and VPA SC Facilitated CG access to media 	Limited space for arbitrariness
Shuttle diplomacy	Ensure that participants understand opposing positions	Facilitated communication between CSOs /state officials/ EU officials	Turned bilateral negotiation into multilateral engagement
Legal analysis	Challenge establishment complacency	Open exchange of formal arguments	Brought FC under pressure from higher authorities

Key achievements

Achievement	Evidence
Ghana concluded a VPA that commits the State to advancing the community tenure, administration and enterprise reform agenda and a regime that imposes ODA sanctions for non-compliance.	Text of EU-GOG VPA Text of NREG
Ghana is on the threshold of developing a forest rights movement committed to CFM (devolution, decentralisation and democratisation) that can take advantage of the state commitments under the VPA.	Minutes of meetings of: <ul style="list-style-type: none"> • Forest Watch Ghana • VPA Contact Group • District Forest Forums meetings • Capacity Building Workshops for CSOs and District Forest Managers
Emerging Ghana movement is increasingly linked with national CS advocacy networks in CWA holding out the prospect of harmonising and up-scaling reform campaigns and long-term engagement with regional and global policymakers.	<ul style="list-style-type: none"> • Community Rights Network using "loggingoff.info" as primary communication tool • RRI supported networks in CWA • GAWA network in WA.

A-1: Panel feedback and additional questions

Performance over year	Overall relevance	Innovation	FGLG impact
<ul style="list-style-type: none"> • Excellent work • Achieved most tasks • VPA involved wide range of stakeholders • International links 	<ul style="list-style-type: none"> • Impressive work that is highly relevant both nationally and regionally • Networking good • Long term relevance of the ODA sanction 	<ul style="list-style-type: none"> • Involvement in the VPA and supporting processes, supporting contact group and steering committee good • Facilitation of communications very good • Very responsive • Innovation in networks • Like the shuttle diplomacy tactic 	Clear value of FGLG but hard to demonstrate impact on the ground in such a short time

- After VPA why have you become involved in bio-fuels and so on?
 - It relates forest governance and rights work to forests but it now includes carbon as well as access to land that trees grow on.
- What is the significance of the ODA sanction in the VPA?
 - Recognition that results of ODA have been poor over the last five years. Therefore there is a need to develop benchmarks and to hold government responsible for them. While it is not a panacea it can contribute to the problem of poor aid delivery.
- Who is responsible for the VPA?
 - The VPA is signed between the Ghanaian government and EU.

B: Lessons learned by, and about FGLG-Ghana

I FGLG-G's learning journey.

- 2004 Significant reliance on the formal democratic processes and faith in the power of accurate information to stimulate change in well meaning institutions.
- 2005 Less faith in the establishment and greater emphasis on external leverage over Government of Ghana (GoG) officials and timber industry (e.g. VPA). Efforts to coordinate FGLG-G tactics in a multi-stakeholder manner even though there was no strategic consensus.
- 2006 Less effort to coordinate tactics with state and timber industry because results only cosmetic and increasing reliance on CSO core and lobbying of GoG officials.
- 2007 Abandoned tactical coordination with GoG and industry even in VPA context and focused on lobbying, mediation and technical/ legal interventions.

II Practical lessons for Ghana.

- Tactics assume a strategy and a constituency. Tactics are difficult to coordinate across different stakeholder/ interest groups. FGLG-G tactics were possible because they were generated within or adopted by FWG, the VPA "contact group" (trade unions, academics, traditional authorities, producer groups) as well as an international network of NGOs coordinating advocacy at the EU and producer country governments.
- Tactical work in the context of negotiations requires tremendous trust between point persons, their constituencies and progressive public officials and sophisticated role assignment and positioning amongst tactical operators.
- Tactical approaches often require a low profile and sometimes even a limited secrecy in the context of high profile processes such as the VPA.

III Critical reflections on the global FGLG initiative

Positive reflections

Participation in FGLG has greatly improved our comparative understanding of forest reform processes and the networks through which this can be pursued. It has also challenged us to think strategically about how to deploy modest resources and has improved our overall effectiveness as resource managers.

Challenges

Highly structured medium term EU-type funding is not well suited to support for tactical interventions. There was inevitably a one-size-fits-all quality to the funding which has often been difficult to manage. Further, FGLG is about value addition. There are very few activities (other than Learning Events) that would not have happened at all without FGLG support raising problems of attribution. What is the best use of marginal FGLG resources?

C: Elements of strategic focus for next five years

Content	Process/ Strategies	Impact (in 5 years)	Risks/ Assumptions
<p><i>Pro-poor climate change mitigation and adaptation through forestry</i></p> <ul style="list-style-type: none"> Stakeholders concerns especially communities are incorporated in international debates (COP 15) Strategies of adaptation and mitigation are focused on good forest governance Current forest governance discourse has linkage to implementation to REDD 	<ul style="list-style-type: none"> Sensitization of communities and other stakeholders on climate change Stakeholder engagements (pre-COP 15 forums) to develop positions of communities and CSOs on climate change and relation to forestry Research into impact of climate change on communities and adaptation and mitigation strategies Lobbying and advocacy for bye-laws and policies on adaptation and mitigation strategies that guarantee good forest governance Information sharing of lessons learned and best practices across thematic teams 	<ul style="list-style-type: none"> Greater public awareness on climate change and especially for communities Policy framework and related laws that promote adaptation and mitigation strategies and guarantee social justice Processes leading up to COP 15 and other international discourses are participatory and consultative with community and civil society concerns which are properly integrated 	<ul style="list-style-type: none"> Stakeholder preparedness to engage in the consultative processes is initiated, maintained and further developed GoG/MLFM/FC continues to commit to wider sectoral reforms (policies, structures and institutions)
<p><i>Legitimate forest products</i></p> <ul style="list-style-type: none"> Provides the platform needed for wider governance reforms in the context of VPA Promotion of citizen engagements and that platforms facilitated are strengthened for good forest governance 	<ul style="list-style-type: none"> Platforms strengthened for broader forest governance among different stakeholders through constructive engagements Capacity building for CSOs and communities in monitoring LAS of VPA Forest Audits Multi-stakeholder engagements Advocacy on failures of the LAS to ensure compliance and implementation of reforms of FC policies, institutions and strategies Workshops to disseminate results from Audits Information sharing of lessons learned and best practices across thematic teams 	<ul style="list-style-type: none"> Legal timber exported to EC by 2011 (ensure FC compliance) FC wider sectoral reforms that ensure social justice in forestry implemented Wider civil society awareness of VPA Forest Audits (at least 3) Capacity of CSOs and communities to monitor independently LAS of the VPA 	<ul style="list-style-type: none"> Stakeholder preparedness to engage in the consultative processes is initiated, maintained and further developed GoG/MLFM/FC continues to commit to wider sectoral reforms (policies, structures and institutions)

C-1: Additional questions and panel feedback

- The focus on pro-poor climate change sounds good. You have emphasised direction and impact of quite broad endeavours – further sharpening of FGLG’s niche will be good in months to come (e.g. a rights angle on climate change and VPA).
- I would like to know what FGLG’s added value is for VPA – Indonesia will sign a VPA soon so we would like to learn from your experience.
 - Wider sectoral reforms as part of the VPA process are happening.
- On the learning side, what is your overall strategy? I don’t see publications or social forums etc. How will you collect broader feedback from society?
 - We will be organising stakeholder forums and sensitising civil society on climate to feed into debate and policy. Civil society publishes audits of legality assurance system every year – we will create a platform to share that information and feedback.
- Forest audit are big things – considering your FGLG resource/ funds, what kind of audit will you do?
 - We see it as a catalyst so it will not be FGLG money doing all the audits – FGLG will be used for value addition e.g. to publish results or hold a forum on the audit.

Relevance	Learning	FGLG added value?	Meaningful FGLG impact
Themes identified promote social justice conceptually, but I would have been interested to see specific activities/ issues you will be dealing with e.g. you talk about pro-poor climate change but it does not mean anything until you are specific on this	I agree that it is relevant but we need to see the details. On learning side you seem very logical moving from where you are to where you are going. My feeling is that maybe there is a big overlap between FGLG now and advocacy side of your work. I am afraid that you may not be using the other opportunities for learning. Issues of climate change have not yet been explored. Need to look at more interactive social forums.	The fact that they will be using FGLG as a catalyst is clear – information sharing with whole of FGLG such as Indonesia and Cameroon is also clear. Policy work is not clear whether FGLG international or coordination should help you influence international actors. Maybe FGLG coordinators should help you influence people coming with REDD money.	Impacts stated in workplan are quite broad – need to sharpen relevancy so you can also sharpen impacts.

Quotes from FGLG Learning Event, Zomba 2008

“Comparative learning and meetings such as this have been very important for our work.” Kyeretwie Opoku, FGLG Ghana.

“Challenging people in public is important – if big men make silly statements, next time they will think twice about what they say.” Kyeretwie Opoku, FGLG Ghana

“Tactical work requires a lot of trust from stakeholders and from the government institutions that we are working with.” Kyeretwie Opoku, FGLG Ghana

“FGLG provides vital cover for tactical work – it would be difficult and even unwise to describe how the Voluntary Partnership Agreement process in Ghana was shaped.” Kyeretwie Opoku, FGLG Ghana

“We have gradually learned to use small resources to achieve greater impact.” Kyeretwie Opoku, FGLG Ghana

“You can’t do governance without politics – ‘the dead goat doesn’t fear the knife’ - as we say in Ghana.” Kyeretwie Opoku, FGLG Ghana

“There is no bigger source of power than control over natural resources. When working on forestry, there is no question that people know what you are doing – you must be ready to engage with power.” Kyeretwie Opoku, FGLG Ghana

“Some things might have happened anyway [without FGLG]. That does not mean that FGLG is misconceived – and other routes would not have created the learning we have here.” Kyeretwie Opoku, FGLG Ghana

India

A: Achievements, tactics and impacts

FGLG India project was divided in two phases. In the Phase 1 covered the 18 month period from February 2006 to July 2007. It addressed the theme of “Governance tactics for forestry enterprise”; this relates mainly to outputs 1 and 3 of the international project. The Indian Learning Group examined governance tactics for forestry enterprise by looking at non-timber forest product (NTFP) enterprises. Given that the governance issues are different for each product, the Group studied five common products which are vital ingredients in the livelihood strategies of the forest-dependent poor: bamboo; tendu leaves; sal seeds; mahua flowers, fruit and seeds; and tamarind fruit and seeds. The phase 1 work was principally spread over three central Indian states: Andhra Pradesh, Orissa and Madhya Pradesh, with links to national level issues. These three states are part of a contiguous rich forest patch which stretches across India, and all have large populations of forest-dependent poor who are facing similar challenges. All three states have large forest areas, large tribal areas, significant populations living in poverty, great dependence on NTFPs, conflicts over natural resources, and yet much potential for poverty reduction from improved governance of forest resources. Furthermore, promising approaches are being developed in all three states: the Learning Group aims to learn from, exchange and develop such approaches. Phase 1 was coordinated by Dr D. Suryakumari of the Centre for People’s Forestry in Hyderabad.

In continuation to FGLG India initiatives on NTFP enterprises during phase I, the group met on various occasions to discuss the activities that can be picked up and carried forward in phase II so that it has continuity and can turn findings in action. There have been very innovative and interesting ideas that were floated during these meetings but due to the limitations of time and other constraints not all were taken up. Nonetheless, it was also agreed principally that the members in the FGLG India team who had flagged other issues may continue to work on them in their individual capacity or in collaboration, and not necessarily under the FGLG banner. Their knowledge and experience can be shared with other FGLG members for everyone’s benefit. Finally the following themes were adopted for the FGLG India phase II project:

Thematic focus

As per the FGLG India work plan the following three broad themes were finalized for implementation:

Theme 1:	Enabling access rights to be realised and supporting local control of, and benefits from forestry in general and NTFPs in particular: The Scheduled Tribes and other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006 (abbreviated to the ‘Forest Rights Act 2006’ in this work plan) provide for decentralised access control and secure local forest tenure, to those living in forest areas. There is an urgent need to generate awareness and provide information to appropriate groups of people (PRIs, Gram Sabha members) concerning this legislation, such that they assert their rights and realise appropriate benefits. This theme relates to ‘Output 4’ of the international project.
Theme 2:	Encouraging the formation of networks of private forestry actors in MP: The <i>Lok Vaniki</i> Act in Madhya Pradesh enables private farmers to harvest and sell their woodlots sustainably. However their representation and returns would be improved if they formed a network. FGLG will explore the possibility and facilitate the formation of a network at district level unions which will be federated at state level. This theme relates to ‘Output 3’ of the international project.
Theme 3:	Applying NTFP enterprise governance learning to have real impacts: FGLG-India will endeavour to influence policy makers and other stakeholders through the policy brief and synthesis reports to encourage adoption of the recommendations made in phase I. This theme relates to ‘Outputs 1 and 3’ of the international project.

Plans versus achievements of FGLG India Phase II activities

The above themes were divided in set of activities to achieve the outputs. These activities are given in tabular forms to explain in brief the progress of the FGLG India.

Key planned activity	Achievements	Evidence/ comments
<i>Theme 1: Enabling NTFPs related rights under the Forest Rights Act, 2006 (FRA)</i>		
Production of extension materials on Forest Rights with reference to NTFPs	Completed. Information, Education Communication (IEC) materials printed and distributed at village level	In the last FGLG India meeting this activity was amended to analysis of existing IEC material rather than producing its own IEC material because the group felt that since many civil society and government is already taking up the production of IEC material, FGLG with its limited resources and special niche should not duplicate the same: rather it should be able to comment whether the messages are going in the right form to the communities.
Training of Trainers (ToT) on FRA in three states	2 of 3 ToT completed	1 conducted by RCDC at Bhubaneswar and 1 by CPF at Hyderabad. 1 due in Bhopal
Monitoring of FRA implementation and production of policy briefs	Monitoring ongoing. Sanjay Upadhyay to develop the policy briefs based on the finding on the CFR implementation under FRA.	Progress mentioned in narrative report along with observations
<i>Theme 2: Encouraging the formation of networks of private forestry actors in MP</i>		
Scoping for formation of a Lok Vaniki network	Workshop on Lok Vaniki (Private Forestry) for formation of Farmers Association was done. Follow-up of workshop is ongoing	proceedings circulated
Formation of Farmers Association	Ongoing	The modalities of the formation of federation is being worked out and will be followed up with the state forest department and farmers
Workshop on Tree Growers Cooperative in Rajasthan	Scheduled to be held in January	Expected to be completed before the end of phase II
<i>Theme 3: Applying NTFP Enterprise Governance learning to have real impacts</i>		
Publications of FGLG NTFP enterprise governance study, policy briefs and synthesis reports and dissemination	<ul style="list-style-type: none"> Published material (synthesis report, policy briefs) circulated to stakeholders like senior bureaucrats, policy makers, civil society organizations, Ministry and externally funded projects on livelihood and forestry, academics and practitioners. Use of policy brief and synthesis report in various trainings, meetings and workshops Showcase of learning at APFW. Applying learning by TRIFED, State Govt. and NGOs. Synthesis report being used by others for programme design/ 	<p>The real impacts of this are:</p> <ul style="list-style-type: none"> In Orissa tendu leaf collectors are now getting a share of the royalty from the government. In Madhya Pradesh the bonus on tendu leaves has been increased. The ban on sal seed collection was lifted and the price of sal has also been increased. TRIFED took up the value addition of mahua in Madhya Pradesh. It is also improving storage facilities. The MoEF has decided to set up a national level centre for community forestry. MoEF has decided to incorporate

	<p>policy advocacy etc.</p> <ul style="list-style-type: none"> • One to one discussion with policy makers and senior bureaucrats. 	<p>management of NTFP in the national Working Plan Code</p> <ul style="list-style-type: none"> • MoEF to initiate a study on developing criteria and indicators on sustainable NTFP management.
<i>Other Phase II Activities</i>		
National workshop on “Protected Area Governance: Challenges and Opportunities” held at SCOPE Complex, New Delhi from 4-5 September 2008 sponsored by MoEF	Completed	Recommendations of the workshop circulated
National Workshop on “Role of Civil Society in Forestry Sector in India” held at FRI Deheradun from 10-11 October 2007 in association with ICFRE and Commonwealth Forestry Association (CFA)	Completed	Proceedings of the workshop in print at Deheradun
FGLG International Learning Event at IIFM, Bhopal	Completed	Proceedings circulated by IIED
Meeting of the FGLG-India members	4 meetings completed	Meeting minutes circulated

Tactics of FGLG India

Most successful tactics	Purpose	How it was used/ steps	Innovation/ comments
Workshops, orientation programme and ToTs	<ul style="list-style-type: none"> • Multi-stakeholders participation and gaining uniform clarity on process of implementing new law and bring transparency 	<ul style="list-style-type: none"> • Organizing state level workshops and consultation meeting to gain clarity on the implementation strategy of FRA 	<ul style="list-style-type: none"> • Multi-stakeholders' participation • Common understanding and synergic action avoiding duplications • Reduced conflict • Monitoring, feedback • Increasing transparency • Spreading the word using media coverage • Capturing innovative solutions¹¹ using FGLG India members' expertise
Publication, policy brief, IEC material	<ul style="list-style-type: none"> • Awareness and information sharing • Applying learning of phase I • Adopting recommendations made 	<ul style="list-style-type: none"> • Bringing info to the policy makers and implementer • Mass awareness among local people 	<ul style="list-style-type: none"> • right information at grassroots level • Community mobilizing • Influencing policy makers • Reaching out to influential contacts • Spreading the word

¹¹ In Andhra Pradesh about 202 claims were submitted with regard to collective claims. Mapping of the area for which claims were submitted was made by the communities (with the help of NGO) in all panchayats and verification was done by para professionals appointed by the government in 3 Panchayats. Claims submitted for collective rights include the following: fishing tanks inside forest, fishing tanks outside forest, NTFP collection area, bamboo area, fuel wood collection area, grazing area, traditional festival area, beedi leaf collection area, common lands and area where small wood for agricultural implements and housing is collected. With the help of the NGO (ASDS), the FRCs could prepare maps for all these areas specifying the boundaries for each.

Close monitoring of implementation process and personal meetings with government officials	<ul style="list-style-type: none"> • Directly providing ground information to top level • Working on solutions using expertise of FGLG India members 	<ul style="list-style-type: none"> • Close monitoring • Holding personal meetings • Encouraging good work • Finding solutions for fall outs 	<ul style="list-style-type: none"> • Adoption of innovative solutions¹² by officials • Building trust • Improving accountability
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Impacts

1. Policy changes at grassroots level favourable to NTFP gatherers for example:

Lifting of sal seed collection ban in Madhya Pradesh, increase in the bonus of sal seed and tendu leaf collectors in MP and Orissa, and mahua flowers value addition taken up by TRIFED in Madhya Pradesh. The increase in the bonus of tendu leaves and sal seed collectors is considered to be more of political nature since the state is geared up for elections. The lifting of sal seed ban was also politically motivated. However, the manner and the procedures followed to implement these did follow the same lines of the recommendations mentioned in the sal seed and tendu leaf policy briefs. For instance in the meeting in which the decision was made, it was also mentioned in the print media reports that the “government has conducted a scientific study on sal seed regeneration before deciding to lift the ban”. This is exactly what FGLG policy brief on sal seed recommended.

“Over the last year FGLG India has brought very effective groups on tribal rights into the debate that were not previously involved in forestry – they have stimulated far-reaching discussion and action.” Sanjoy Patnaik. FGLG India

2. Increase in concern on NTFP based enterprise amongst different stakeholders and local collectors like:

- Initiative for establishment of NTFP enterprise taken up by government and non government (like TRIFED in Madhya Pradesh, GCC in Andhra Pradesh, DFID sponsored MP rural livelihood project, ORMAS in Orissa, Orissa forestry project sponsored by JBIC)
- larger global issues like conservation, sustainable harvesting, certification are now local concerns too
- Development of new strategy by the Central Government for development of standards of good collection practices and sustainable harvesting
- incorporation of NTFP management in Forest Working Plan Code at national level
- Criteria and indicators (C&I) of sustainable NTFP management by MoEF
- FGLG members in national and provincial committees to influence forest policy
- Within FGLG India group a renewed concern has developed to work for NTFP enterprise and governance issues.

This increase in concern has been due to IIFM own initiatives under its various projects coupled with linking the information dissemination with FGLG India team sharing and elaborating the efforts at various ministries like National Medicinal Plant Board, Ministry of Health and Family Welfare, SU division, MoEF, Tribal Affairs Department, Ministry of Tribal Affairs. It was a conscious and deliberate effort of FGLG to bring the issue of NTFP to all forums and thereby influence the policy

¹² In Madhya Pradesh there was no record on the area even with the individual person that how much forest land is being used by him. To expedite the land records and the area the government trained all the ground staff to use GPS and PDA for on spot verification and mapping of the area so that there is no delay in filing the claims.

makers to take decisions which were described above. Furthermore, IIFM is the agency which will be developing the C&I for sustainable NTFP management.

3. Synergistic action (due to FGLG members taking up the issue of FRA into other forestry and resource rights networks) by various government departments and civil society organisations for addressing the NTFP related issues under FRA, like:

- Under FRA, individual claims were filed to a large extent; however community forest rights claims (CFR) are insignificant across India. Whereas, in areas where FGLG is operation people were successful in filing the CFR claims with the facilitation of FGLG members. Massive information dissemination and capacity building initiatives were taken up by FGLG members for the proper implementation of FRA – the trainees included village leaders, panchayati raj institution members, foresters, NGOs, tribal and people’s organisations. As a result there was a shift in the thrust from Individual Rights to Community Forest Rights at FGLG areas of intervention (e.g., Andhra Pradesh, Madhya Pradesh and Orissa)
- Effective implementation of FRA by gaining clarity on implementation at meeting and trainings facilitated by FGLG-India and avoiding duplication by bringing the stakeholders and implementers together at such events
- Mobilizing resources available with government and other donors for local communities.

“Previously about 90% of the claims to the Forest Rights Act were individual (typically involving about 4 hectares) and only 10% were community claims (larger areas). With FGLG information contributing substantially, the proportion is now about 50:50.”
Sanjoy Patnaik, FGLG India

A-1: Panel feedback and additional questions

Performance over year	Overall relevance	Innovation	FGLG impact
<ul style="list-style-type: none"> • Excellent presentation – especially interesting was the work with political parties • Better quantity and quality of work than last year • Working with opposition parties was good • Collaboration between FGLG India and FGLG Mozambique was also good 	<ul style="list-style-type: none"> • Tackling a very important topic that was relevant • Tactics were appropriate and there was a good range of them. For example, workshops, media coverage, follow-ups and meetings with governments and political leaders 	<ul style="list-style-type: none"> • Proactive in making maps • Capacity building • Creating a platform but would question picking up issues from others • Linkage to other stakeholders 	<ul style="list-style-type: none"> • Involvement of political parties – using FRA as a vote winner • Networks at different levels • Maps and experiences into different levels of government • No clear demonstration of <i>impact</i> on people’s lives but a good description of outputs

Responses to queries on the Forest Rights Act:

- Individual claims of 4 ha of land are being set aside for resident households if they have been in occupation since 13 December 2005 (for tribals); for others, the rights depend on 75 years of occupation or three generations. The demarcation process is ongoing.
- FGLG is trying to mobilise groups especially for those households who live outside reserves but are not recognised by the new Act. While they may have been protecting natural resources and

wildlife for many years, the FRA does not recognise this fact. Thus they are trying to help communities get the law changed.

B: Lessons learned through FGLG

I The learning journey of the country team

FGLG India phase I (described above) produced a set of policy briefs containing five brochures (one for each product). A synthesis report was published to disseminate the learning of the study at local, national and international levels.

Phase II started in August 2007 and will conclude in 2009. During this phase, three themes were taken up: Theme 1: Enabling NTFP related access rights under the new Recognition of Forest Rights Act; Theme 2: Scoping for formation of farmers having private forest *Lok Vaniki*; and Theme 3: Applying phase I learning.

Since phase II focused more on implementation and application of previous learning of phase I, it witnessed different kind of learning – how to put governance tactics into use. The learning of the second phase is therefore summarized as the experiences of using governance tactics, described below.

FGLG India has done fairly well and was instrumental in influencing the senior bureaucrats and policy makers to adopt some of the recommendations of the FGLG studies in practice. This way through being a small group it has benefited many people to have social justice in forestry through change in practice from the top.

In doing so FGLG India's approach was to work as silent player, and to try to influence those who matter in such a way that change became their own, rather than being imposed from outside. This helps not only in establishing good relationships but also achieving the purpose without facing much opposition. This kind of governance tactic, which is moderate in nature and has greater acceptance, is adopted by FGLG India so that it can create a win-win situation without resistance. However, a lot of precautions are needed in adopting this governance tactic. Firstly, the proposition should be backed by sound scientifically validated fact and its occurrence should not be localized but a more generalized phenomenon. Secondly, the claims or credits have been kept minimal so that the person to be influenced can internalize the proposition. Here precaution has to be taken that the involvement of media is very little. Thirdly, a very good working relation and trust of the government is must in order to smoothen out the process and increase acceptability in bureaucratic circles.

In a few cases FGLG members also used the media (especially in Orissa), showcasing the facts of the failure of governance system to bring about change, if the government is not moved by the first governance tactic.

In the end it must be pointed out that in India different states have different set of rules and the policies and influencing them is not an easy task; even the policy briefs made from phase I learning are also state specific. Therefore, to expect an all-India response based on these documents is a bit ambitious. However, the recommendations mentioned in the policy briefs are being pursued with the respective states as well as MoEF for the MoEF specific recommendation like issuing guidelines for coordinated efforts amongst the states regarding NTFP collection and trading. A few of the recommendations have been worked up, and a few are under consideration or are being evaluated by the state.

The politico-legal scenario in India provides very little scope for policy amendments and changes in the practices, and these require time to come into being. Therefore, a moderated governance tactic

based on sound scientific facts is being used to influence the government. Use of media at present is restricted since it can create a politically unfavourable environment between the government and the opposition. We are conducting one to one meetings, and participating in workshops and important committees constituted by the state/central government for incorporation of the recommendations in a manner which does not makes much noise but whereby the purpose is achieved.

Some observations by members of FGLG India

The group in India initially focussed its efforts on the governance factors that affect forest based community owned and managed micro enterprises. While, pursuing the concerns with the relevant authorities, the group started looking into the question of community rights over forest produce, using the provisions of the latest legislation popularly known as the "Forest Rights Act 2006". While efforts were made to encourage the communities to file claims for community forest resources, the questions that are coming up are - what will be more beneficial to communities, JFM or CFR? Each has its own merits and demerits and FGLG members have to actively participate in the ongoing debate and contribute to enhance clarity on these matters among various stakeholders. While CFR is promising, there is need to continue with the JFM approach too and provide legal backing for that also. There is need to link these initiatives to the climate change discourse and take up international advocacy in favour of poor forest communities, if the existing provisions of REDD do not serve the purpose much. Thus, the journey of FGLG India may be described as the one which started with state level studies and entered into the national level discourse, and is now aiming to enter the international level. Thus on the one hand there is spread horizontally in terms of engagement, on the other there is vertical move by going into the depth of issues at the field level. The concerted efforts of FGLG will provide direction to the forest governance discourse in India and also can contribute to the international processes in future, by articulating the concerns from the field. (Suryakumari)

"I am involved in monitoring FRA implementation in West Bengal. The FD is doing things that are not acceptable in the Act. I have no idea what is happening in other states. If any NGO objects, they are indifferent and somewhat obstructive. This is time to call a meeting of state departments to get their feedback and make them aware of what is happening....." (Dr. Ajit Banerjee)

II Practical lessons

- i. It is important to take up focused research and also prepare communication documents (e.g. policy briefs and synthesis report) with the findings and recommendations clearly spelt out and to disseminate them widely, so that there is visibility to the work as well as so that some of the points are picked up by the policy makers (though there will not be any formal acknowledgement for the same).
- ii. Maintaining the networking approach and keeping people (as many as possible) informed and having engagement with various international forums (e.g. FGLG, CFA, ICFRE workshop) is useful to convey our opinions and sharpen our understanding on relevant issues for programme implementation.
- iii. The bureaucrats have a mindset of their own and they think that whatever is their way of thinking will only yield positive results; they avoid the term "research" but want to get readymade solutions (results of research). Also, if some decision comes from top level in the government to implement anything – good or bad, it flows down the government machinery, without internal questioning of its implications at ground level. They are also reluctant to involve other groups (civil society organizations and academic institutions).

III Critical reflections on the FGLG initiative as a whole

Positive – at the level of the Learning Group

1. The initiative brought together people working in isolation and helped to build a coalition to improve governance at grassroots level. Lateral dissemination of implementation issues, ideas and learning within a timeframe.
2. It could help the group to go about national level advocacy in a systematic way. The inputs provided by the IIED team and consultant during the multi stakeholder consultation not only helped the FGLG process but also was useful to FGLG members and their organizations.

Positive – at the individual level

“India has many experiences and example of good governance projects like the Poorest Areas Civil Society (PACS) programme supported by DFID during 2002-2007, which included 4000 villages across India in six states in development field. The programme brought significant change in bringing the village voice including the voices of marginalized groups and women’s voices heard in the Panchayats/ Gram Sabha. This happened due to effective communication strategy and close networks of civil society, in which I was involved closely. Similarly, I see FGLG India project concept doing similar efforts in the forestry sector; particularly it helps the voices of grassroots people be heard at highest level of bureaucracy.” (Professor K. C. Malhotra)

“I for one could benefit from the FGLG at individual level too. My own clarity on "developing log frame and defining the outcome, output and indicators etc" got enhanced and the same is being used in planning work of the organization also. Being in FGLG helped me to think in a focused way and strategize accordingly.”(Suryakumari)

“The beauty of FGLG project was linking international agenda with local and national level issues in focused manner and disseminating the learning with appropriate people for action”. (Prodyut Bhattacharya)

“It helped us to capture advocacy issues further in more conciliated manner involving different stakeholders”. (Sanjoy Patnaik)

Disappointments at the learning group level

1. Initially there was disappointment that there was no component on climate change... but the current proposal addressed it.
2. It took time for the members of FGLG India to come together and act together, because India is a large country and the individual members are too much tagged to their own routines. Triggering a collective thinking process takes time.
3. Restriction on number of members to participate in the international events, especially from a country like India, which is not only geographically large but is also, has high diversity in forestry governance.

Disappointments at the individual level

“May be due to ECs norms or any other coordination bottlenecks, there is less flexibility in implementation timeline, work plan and budget lines. There have been many good ideas which the group proposed but which could not be taken up due to this limitation.” (Prodyut Bhattacharya)

“It was not possible to interact more with the African and other Asian counterparts to the desired level. May be the workshop schedule can have certain warm up exercises, where people from different

countries are asked to know about each other and share. Or maybe it is my own lapse... I am not very sure". (Suryakumari)

"The group was ambitious in proposing different forest governance agenda but could not sustain the zeal due to constraints related to individual member's preoccupations." (Sanjoy Patnaik)

Questions and comments

- What is the relationship between FGLG and member organisations?
 - There are one or two implementing partners and a set of experts including: forest officers, lawyers and so on. The Group maintains links with others outside FGLG.
- How do you pay for time on FGLG?
 - Part-time salary to the implementing partners. Otherwise the members volunteer their time. Expert advisers are not paid.
- Forest rights – how are these handled and what is involved in these?
 - The law says that tribal and other peoples should have forest rights. These laws are encapsulated in a legal framework.
- How do you ensure briefing notes lead to actual policy influence?
 - By focusing on one product with policy briefs, we think we have played a role in changing the policy with this focused approach.
- But which of these governance tactics has had real impact? Are you following up on the outcome of the workshops, meetings etc?
 - Through workshops, seminars, etc. we are trying to get political parties to pressurise the ruling party. Workshops have been beneficial because they start a network with others elsewhere in the country.
- How can you ensure these outputs (publications) are turned into real impacts?
 - Through our members we have tried to focus on investment policy monitoring or the livelihoods of dependent tribals, but it must be linked to our work
- How do you distribute these publications? Is it possible to put them on an FGLG website?
 - We have an FGLG site where we post these reports.
- You are on top of NTFPs now – when will you ride the big beast that is timber?
 - Not much work on this area.

C: Elements of strategic focus for next five years

Theme: Pro-poor climate change

- Policy opportunity – National Climate Change Action Plan – Green India
- Existence of strong forest protecting institutions (JFM/CFM) over two decades
- Opportune time to have engagement with REDD towards pro-poor
- Limited knowledge of the climate change issue and forests with regard to benefits to communities.

Theme: Forest Rights and Small Enterprises

- Already a good amount of work has been done by the group members

- Need to ensure better implementation of Acts and policies to protect community rights over forests and forest lands
- Need to develop communities to monitor forestry sector investments (project/ donor) to ensure transparency and accountability.

Strategies/ Tactics/ Approaches

- Develop understanding within the group through secondary literature review and discussions with key resource persons
- Creation of multi-stakeholders' platform at different levels
- Gap filling and scoping studies on mitigation and adaptation strategies in forests
- Dissemination of relevant and appropriate information to all concerned including the community
- Inter-network networking
- Leverage funds from other sources to scale up activities
- Capacity building of a wide range of stakeholders
- Use all possible spaces and opportunities to influence policy process.

Impact

- Understanding and enhanced capacities on REDD strategies among key stakeholders including the local community developed and enhanced
- Initial framework for benefit sharing from REDD to the local community institutions developed
- Communities enabled to benefit from the Acts and policies
- Community micro-enterprises established, managed and benefits start flowing
- Forestry investments at different levels monitored and decisions democratised.

Assumptions and Risks

- Government continue to support implementation of the Acts and policies
- Policy makers open to ideas and suggestions
- Growth of similar networks
- Willingness for association by other stakeholders
- Available scientific and technical knowledge can be tapped.

C-1: Additional questions and panel feedback

- This looks excellent, strong initial focus at such early stage, makes a lot of sense to build on what has been done and getting into climate change. Monitoring forest sector investment seems laudable but not currently linked to enterprise/ climate change so you could target it directly at REDD/ community level. Put rights and enterprise as overarching theme, and climate change under that?
 - FGLG India is doing rights and enterprise already – want to bring in national level policy influencing component, as for community level micro-enterprises we are already doing some initiatives. Major focus on climate change and continuing work on enterprises under that.
 - Investment work would be developed as a framework that could be used in different scenarios.

Relevance	Learning	FGLG added value?	Meaningful FGLG impact
Good presentation overall especially relevance for social justice. Good emphasis on opportunities for micro-enterprise empowerment at community level.	Not demonstrated how learning will be done – as these are new themes you need to make it clear whether you will continue with same learning approach or modify and clarify how activities will be implemented.	Climate change, forest rights and enterprise = some of this work done by others but team wants to add value. Piggybacking on REDD etc. should be added value for team and beneficiaries	Likely to benefit stakeholders and macro-enterprise, but link to REDD and community-level impact and how that process will work not yet clear. Added value of FGLG and how you will mobilise network not yet clear. Very relevant workplan but need to put more emphasis on learning.

Indonesia

A: Achievements, tactics and impacts

Setting the context: the Indonesia team works in the following ways:

1. Change from within

FGLG works to support and encourage its members to promote and initiate change in their work related to forest governance. Two years before Indonesia joined current the FGLG initiative, a group called FGLG (independent of RECOFTC and IIED) has operated in the Ministry of Forestry, with successful learning and progress on forest governance. The current group was then named “FGLG+”, similar to the previous group but building on its lessons, and drawing in a few key individuals beyond the Ministry of Forestry. The national-level group linked with a district-level group, each with separate membership and meeting schedules, exchanging learning between the two groups to collaborate on issues of central-local governance and policy implementation.

2. Reframing forest governance in Indonesia

FGLG Indonesia believes that improving governance will require the combination of many personal transformations of those in institutions responsible for forest decision making – involving processes or cycles of continuous feedback and learning.

Plans versus achievements over the last year

Key planned activities (from work plan for the year)	Achievements	Evidence/ Comments
Governance learning workshop for members of FGLG District Bungo and Kendari, led by Dani	To be conducted on 20-23 December 2008	<ul style="list-style-type: none"> • Postponed several times due to time availability of participants and organizer • Thus, learning schedule for Bungo and Kendari is combined to make it easier • December was chosen because those times would be quite convenient for government officials
FGLG monthly learning event series at national level (Ministry of Forestry)	Did not happen monthly as planned	<ul style="list-style-type: none"> • Overambitious in terms of setting planned activities • Time constraints • Topics not necessarily of interest/ concern to members

Key planned activities (from work plan for the year)	Achievements	Evidence/ Comments
<p>National level outputs:</p> <ol style="list-style-type: none"> 1. Submission of writing workshop outputs to national and local periodicals 2. FGLG blog, set up by Nova 3. Brief on triple loop learning, by Sonja and Dani 4. Brief on success stories of FGLG, by Nova 5. Brief on impact of FGLG on social forestry practice in the Ministry of Forestry, by Danang and Erna 6. Brief on learning experiences by Linda 	<p>Three pieces have been published: one in a national magazine and two in district (Bungo and Kendari) newspapers</p> <p>Andy has been writing to the Bungo Pos and Kabar Indonesia (digital newspaper); Iman is now the favourite presenter in Bungo.</p> <p>Blog was set up. We still make improvements to make it more accessible, informative and interactive for members.</p> <p>Published</p> <p>Published</p> <p>Writing is still in progress. However, there is a video recording of Erna's interview on her process practising FGLG approach on social forestry</p> <p>Will be ready in January (based on IASC paper presented on July 2008)</p>	<p>Suhendro's story on community logging in Konawe Selatan has excited interest by the Governor to support community logging and eventually develop enabling policy. Now the Vice President of Indonesia is preparing to visit the site.</p> <p>Andy is frequently invited to District meetings on forestry policy</p> <p>http://www.fglgindonesia.blogspot.com http://www.fglgindonesia.ning.com</p> <p>2004 to 2008 FGLG has contributed creative solutions to the MoF process to legalize community forestry.</p>
<p>District level outputs:</p> <ol style="list-style-type: none"> 1. Short "creative communications" report of achievements and impact at Bungo, by FGLG members 2. Short "creative communications" report of achievements and impact at Kendari, by FGLG members 	<p>Two publications from Ratna Akiefnawati, Iman Budisetiawan and Dasrul</p> <p>One short story from Suhendro, written by Novasuryahati</p>	<p>Nova will prepare creative communication report during the December workshop by interviewing FGLG members.</p>

Tactics of the country team's work since joining FGLG

Most successful tactics	Purpose	How it was used/ steps	Innovation/ comments
Learning workshops (e.g. writing workshop and creative communication workshop)	<ul style="list-style-type: none"> • Building members' capacity and confidence • Sharing skills • Linking members to journalists 	<ul style="list-style-type: none"> • Specialised three to five days workshop using vibrant facilitation and real life issues 	<ul style="list-style-type: none"> • Mornings on forest governance issues and practical writing with journalist in afternoons, enabling the balance between thinking and doing
Thematic discussions	<ul style="list-style-type: none"> • Charging members spirit to enable peer support and encouragement • Enriching members' insight and views on current issues on forestry and governance 	<ul style="list-style-type: none"> • Regular meeting, discussing current forestry and governance issues 	<ul style="list-style-type: none"> • Held effectively in district (i.e. Bungo) where more shared topics and fewer time constraints than for National group.
Multi-stakeholders forestry network	<ul style="list-style-type: none"> • Enabling members to replicate the FGLG effects through his/her network • Allowing members diversity 	<ul style="list-style-type: none"> • Linked the local multi-stakeholders forum as part of National FGLG (i.e. Bungo case) • Linked FGLG members to other networks (e.g. FLEGT and MFP) 	<ul style="list-style-type: none"> • Similar to bumblebee technique, members are able to spread 'the FGLG viruses' to scale up the FGLG effect.

Impacts

1. Enlightening the spirit within to bring changes in forest governance and public understanding

- Erna Rosdiana (Staff member at the Directorate General of Land Rehabilitation and Social Forestry of Ministry of Forestry). She found FGLG to be a useful forum for building a good understanding of the principles of good governance and how to build them, through lesson sharing across members (national and international). She promoted good governance through Community Based Forest Management (CBFM). She and her network persuade the Ministry of Forestry to declare a Community Forest scheme (Hutan Kemasyarakatan or HKm), resulting in a formal declaration in February 2008.
- Suhendro. He is one of the newest members of FGLG. He found FGLG full of positive energy to make changes, to actively participate and to continuously learn. He promoted Community Based Sustainable Teak Forest Management. His article 'The Long Wait of Konawe Local Community', output from FGLG writing workshop resulted in policy development on community teak plantation by the Governor of South East Sulawesi.
- Darto Wahab (Staff at Planning and Financing Department of Ministry of Forestry). He found that informal and colourful atmosphere are quite effective in improving people's performance and creativity. Thus, he changed his working space into a colourfully-decorated and educational room. He also transformed MoF's shuttle buses into a mobile forest campaign.

"In FGLG we are collecting people who have an agenda of institutional change".
Dani Wahyu Munggoro, FGLG Indonesia

2. Bridging the gap and demolishing the blocks between forest governance actors

- FDMB (Multi-stakeholders discussion forum). FGLG Bungo in Jambi has transformed into a learning group with a role as an inspiring 'home' for various forest governance actors (local people, local governments, researchers, students and academics and NGO staff). This has given local people equal voice as the other actors. Now local government agrees about the importance of not diverting forest into oil palm plantation, even though this means loss of revenue for the district government.

3. FGLG facilitates members to find creative solutions and innovations. The group highly respects MoF organizational values, and does not operate in opposition.

- In 2008 the Ministry mandated the MoF officials to establish a special division named 'forest governance' and Imam Santoso (Head of Research and Development Division in MoF) asked FGLG Indonesia to help shape the activities. This shows that the Ministry is not threatened by FGLG even though FGLG raises tough questions.

A-1: Panel feedback and additional questions

Performance over year	Overall relevance	Innovation	FGLG impact
Difficult to follow or measure the team's objectives.	Seems very relevant in terms of the national context and diverging to regional level.	Innovative tools are being used to address problems at scale. Working with sensitivity to bridge institutional rifts.	Reform is a long term process so impacts are not yet evident. The team is on the right tracks but some practical milestones are needed.

- Why did people stop coming at the national level?
 - FGLG was not based on the IIED idea – it was an existing initiative called FGLG with its own vision of how to change forest governance for the better in Indonesia. When IIED approached them, they tried to merge the two initiatives. When they worked with national Ministry of Forestry they chose initially the most motivated leaders. The second cohort were less motivated but still strong. But by the third new group of people, they really did not have much in the way of motivation and leadership skills or desire to participate. Hence the move to the district level.
- What is the difference between writeshops and workshops?
 - Workshops were about reflection and challenging of individuals. Writeshops were about capturing the main changes that need to happen in the sector – they were necessary because the FGLG participants were policy makers and practitioners, not good writers (e.g. not researchers).
- Do you have examples of how individuals who were exposed to FGLG actually changed what they were doing?
 - One FGLG member from the district level in South East Sulawesi was working on developing community logging. The way he communicated what he wants to change in the newspaper article (written at the writeshop) got him invited to meet the governor and his ideas were implemented.

B: Lessons learned through FGLG

There are sectoral gaps and blocks in Indonesia: the government is not paying enough attention to forests and people are only looking within their own blocks. But there are some good people in

different institutions interested in Indonesian forestry and they are trying to break down barriers. FGLG is trying to take a birds' eye view, to make change and see things differently from above. A disappointment is that people are very busy and there is not enough time to document important lessons.

When we collect project champions we try to use a dual approach of changing the way champions see themselves and then changing the way they see others. If this happens, people will develop their own proposals and ideas for wider change.

Learning journey

- The history of FGLG Indonesia
- Focus: from government policy to searching for local champions on forest governance

Important practical lessons

- People individually are agents but gain strength from sharing attitudes and experiences with other members. "Standing alone, together" - Band of Brothers - (lesson from the National group). The disappointment is sometimes you are standing together, alone... conflict with other commitments by the coordinator (a lesson from the administration of the group in 2008).
- FGLG members do not need to be good writers themselves. What matters is to link to the media and get their interest. That way, you get governance impact (lesson from Suhendro in Kendari).
- The FGLG safe home allows people with less power to raise their voice and more powerful people to listen. It does not happen in one meeting, you need more time (lesson from Bungo).

Critical reflections on FGLG International

- Positive effects:
 - networking - similar forest issues in Vietnam and ecotourism in South Africa, is it possible to take it further?
 - members' spirit
- Disappointments/ weaknesses:
 - need more update on members activities - success and struggle stories to be told and written
 - we want more upload and download in term of general forest governance information traffic between international organizations (IIED, RECOFTC, CIFOR) and the country team

Comments and questions

- How does FGLG Indonesia integrate with other programmes or projects?
 - Multi-stakeholder steering committee set up including CIFOR, MoF, civil society, University of Indonesia, donors, other projects (open ended). The steering committee used to work with stakeholders. FGLG members are selected from the steering committee.
- Are ethnic differences reflected in actual community management practices?
 - They are recognised at district level – targeted at mid-level staff to bridge communication to top and field level.
- The institutional transformation actions here are strong – the forest governance objective seems weaker
 - Forest governance as tool for citizen engagement
 - Community forestry for combating poverty alleviation

- Are there any examples you can give over years of FGLG in Indonesia?
 - Learning journey has taken team from working at national to district level.
- What has worked well in your approach that other groups could use to improve their approaches or assist them in achieving the outputs?
 - FGLG as a social process
- Where are the critical lessons on FGLG initiative as a whole?
 - FGLG as a bundle of identity, communication, community and change
- How do you influence political change?
 - Selecting 100+ ‘articulating leaders’. Must have following elements: Agenda of change on forestry sectors e.g. scale up of community forestry, leadership skills, power, wide networks and existing resources. We help build change-makers network, trust and confidence, new skills and hotline support. There are 40-50 national level ‘articulating leaders’ at national level and same number of members at district level (work on community logging in Sulawesi)
- What are the practical lessons from the last year? Challenges or problems encountered by the team and how these have been resolved? How have you changed or adapted tactics and approach over the last year? What tactics are of most relevance to other FGLG teams?
- What have been the challenges in attitude so far given your efforts?
- Is the balloon concept about getting people to join FGLG or are the FGLG people getting down to the people and what happens now?
- Is FGLG Indonesia at a higher level than the other stakeholder groups?
- Brilliant as always – really missed visit. Funky poster.
- How does this framework work under decentralisation?
- What are the key setbacks based on anticipated outcomes of impacts?
- Work has been done – the question is how to improve communication among stakeholders with different perspectives.
- It is not clear what mechanisms are in use to demolish the walls between stakeholder groups – please clarify.

C: Elements of strategic focus for next five years

Content	Process	Impact	Risks, assumptions
<i>National level</i> Pro-poor climate change via forestry *funded by DFID Multi-stakeholder Forestry Programme and others	Supporting FGLG within MoF to create/ promote pro-poor climate change national policy Expand membership of FGLG for ‘unusual suspects’ (other departments, civil society, business sectors)	Adaptation and mitigation policy/ programme for the poor implemented Better governance system in MoF/ districts	Pro-poor policy consistently implemented Political dynamics
<i>Provincial/ district level</i> Forest rights and small forest enterprise *funded by FGLG new initiative and other donors	<i>FGLG Muara Bungo (Jambi)</i> Supporting district policy development on indigenous people/land forest in Jambi <i>FGLG Sulawesi Tenggara</i> Supporting small forest enterprise (e.g. community logging) in southeast Sulawesi <i>FGLG Bali</i> Supporting district forestry service to facilitate community forest management in Bali		

C-1: Additional questions and panel feedback

- The national level theme of pro-poor climate change looks like a national policy – is there an ongoing process that you can contribute to or are you planning to initiate this?
- There is a policy level focus on REDD in Indonesia. Several activities are ongoing that FGLG members are involved in, such as Poznan.

Relevance	Learning	FGLG added value?	Meaningful FGLG impact
Did a good job by dividing national and provincial levels. Have involved ministry but as a large part of the forest is managed by concessionaires they need to be included in stakeholder process. But I see there is an indigenous rights component there already. Relevance to social justice is there – would like you to take opportunity to include industry in process.	Quite a mixed response – at one level you talk about expansion of membership and indigenous peoples rights at the other you need to re-work process as it seems a bit general and broad. You need to justify processes you will take. I think you still need to work on learning aspect of this process.	Indonesia has chosen 2 thematic focuses in line with FGLG vision and they plan to make use of FGLG expertise and tactics in expanding membership – this should add value if they implement what they are planning.	Good chance of impact, team is getting stronger which we have sensed this week. Ways of working are getting clearer and a niche for this work seems evident. Impact anticipated here might be overambitious and might need re-articulating. Impact of political dynamics should be reflected in content/ process areas.

Malawi

A: Achievements, tactics and impacts

For a long time the issue of deforestation in Malawi has been at the core of national debate. However time has always passed by with no real solution put forward to address the issue. The initial work done on law enforcement, illegality and the forest dependent poor brought to the fore how FGLG would want to address the issue of national policy and legislation frameworks, illegality and forest enterprises initiatives. For Malawi FGLG forest enterprise initiatives, illegality issues, national policy and legislation frameworks, community ownership and access rights and mainstreaming standards and guidelines for participatory forestry became the area of focus. The Mtanda Hill case study opened opportunities to learn how communities function outside the known ways and practices elsewhere. The case study has since become a benchmark for exploring how community groups could be mobilised, strengthened and empowered.

Charcoal production, as a forest enterprise though 'illegal', captured the imagination of the group. Since the completion of the charcoal study then efforts are being made by the group to advocate for licensed sustainable production of charcoal as part of forest enterprises initiative. Arising from the charcoal study is the study on small and medium forest enterprises. Recommendations from this study are yet to be put in practice. The preoccupation with forest enterprises is mainly to assess how communities could improve their livelihood through generation of income from forest resources available to them. This is one key pillar of government for reducing poverty.

The Forest Governance Learning Group is aiming for improved governance of forest resources in ten countries in Africa and Asia. Four main outputs are expected over the period 2005-2009:

- Poverty reduction strategies, national forest programmes, decentralisation programmes and related processes enable improved forest governance
- Illegal and corrupt forestry that degrades livelihoods is reduced through the adoption and spread of practical approaches to improve forest governance
- Forestry enterprise initiatives and private sector associations comply with the law and spread practical approaches to improve forest governance
- Ownership, access rights, policy and management frameworks are improved to support local control and benefit from forestry

The specific objectives of the Malawi FGLG during the four year period are:

- To identify, speed-up, and spread learning about workable approaches to good forest governance
- To make measurable progress in improving sustainable local returns to livelihoods from law enforcement, private sector responsibility and enhanced local ownership and access rights; and
- To build long-term capacity to spread these improvements.

Plans versus achievements over the last year

FGLG activities in Malawi follow those agreed in the EC funded contract between IIED and the FGLG grant holder Centre for Development Management (CDM). Over the past 4 years, FGLG has achieved commendable progress in line with the agreed focus areas of its activities. The first year of this grant agreement was largely preparatory in nature. However, two research activities on illegality in the forest sector and improved forest governance in Malawi were carried out. The research activity on improved forest governance led to the development of Forestry Accountability Tool.

During the second year of the grant, the Malawi FGLG disseminated the research results carried out during the first year; carried out research activities on charcoal; began the development of tools and

approaches to promote sustainable charcoal production; organised learning events/ news events/ products (e.g. the district post); and worked together with other institutions and programmes to promote change in forest governance in Malawi and outside the country.

During the third year (2007/08 financial year), the Malawi FGLG completed the charcoal study; participated in the organisation and facilitation of the Forest Based Enterprise Fair; engaged government on the sustainable charcoal production options; and carried out a study on “main policy opportunities and constraints for Malawi’s small and medium forest enterprises (SMFEs)” – linking to previous work on charcoal which is going to be completed during the next financial year (2008/09). FGLG also advocated on the piloting of sustainable charcoal production at a number of levels more especially at central level; and participated in several forest governance fora and debates.

In the 5th and last year, 2008/2009, the FGLG focussed on spreading the learning from the work done in the previous years. The aim was to complete the work and also to sustain achievements made. We also focussed on local institutions and forestry and did 1) conduct the study on local forestry sanitation, 2) documented the case study at Mtanda Hill in Ntcheu, 3) initiated and developed tors and conducted 4) field stakeholders visits, 4) conducted an NFP/ Poverty reduction linkages study with FAI, 5) developed a concept paper on institutional reform for FD, 6) developed various policy briefs and also hosted the FGLG International Learning Event.

A key challenge that the FGLG faced was that of timely implementation of planned activities due to the busy schedules of many governance members. Some activities which were supposed to have been finalised during the year could not be accomplished as result of the delays. However, these challenges did not significantly affect the performance and cohesiveness of the FGLG group in the country.

Quotes from FGLG Learning Event, Zomba 2008

“There has been a ‘Chinese Takeaway’ like in Mozambique in Malawi too – but perhaps FGLG has been silent on this because of it is currently too close to government?” Chris Buss, LTSI

“FGLG has been useful as an anonymous cloak – as insulation with which people can operate without institutional restriction – to discuss political hot potatoes like the charcoal trade.” Robert Kafakoma, FGLG Malawi

“Necessity knows no law. We know we are destroying an important resource – but our children need to go to school.” Charcoal producer, Malawi

“Now we have started co-management we know the forest will do better. Tourists are coming to see our umbrella stone. I will not tell you much about it because I want you to come and see it. We will use the money to look after the old people and the sick.” Village woman, Malawi

“We know who the forest destroyers are and they know we could come and get them now with our rights for co-management – so they keep away.” Village man, Malawi

Key planned activities (from work plan for the year)	Achievements	Evidence/ Deviations/ Comments
<i>1.0 Poverty reduction strategies, national forest programmes, decentralisation programmes and related processes enable improved forest governance</i>		
1.1 Strengthening coordination and linkages	Gossip forum done Core group meetings done Coordination meetings with FD and CURE and other stakeholders	Gossip forum not very helpful as people are afraid of sharing information District post not done due to pressure of work SME Policy distributed
1.2 Monitoring of the FGLG Work-plan	Regular FGLG core group meetings held Monitoring and support visits by IIED and LTS have been very helpful	Core Group has been very helpful
<i>2.0 Illegal and corrupt forestry that degrades livelihoods is reduced through the adoption and spread of practical approaches to improve forest governance</i>		
2.1 Organise advocacy meeting with policy makers	Meeting held with national stakeholders of the NFP Facility under FAO Meetings held with Director on institutional reform.	Meeting with the PCANR not possible because of political situation. Meeting produced a Concept Note for institutional reform.
2.2 Training of district forest officers	District and community forest officers have been supported with capacity to implement the Mtanda Case study	Case study has been documented and is awaiting publication. 10 committees were trained using district based trainers in group dynamics, leadership, communication and other technical areas of forestry management. The purpose of the training was to develop capacity of both the community and the District Assembly trainers.
Nkhatabay Compliance assessment study	Draft report	Draft report done
<i>3.0 Forestry enterprise initiatives and private sector associations comply with the law and spread practical approaches to improve forest governance</i>		
3.1 Complete SMFE study	Peer review meetings held to critique the report and the study is now completed awaiting publication	The study on "Opportunities and constraints facing Malawi's small and medium forest enterprises (SMFEs)" has been done. A policy brief on the same has also been developed
<i>4.0 Ownership, access rights, policy and management frameworks are improved to support local control and benefit from forestry</i>		
4.1 Document and disseminate Ntanda hill-Ntcheu Case study	The case study has been documented and is about to be disseminated Study on local forest institutions is also being completed	Case study report is available. The report on local institutions is being prepared.

Tactics of the country team's work since joining FGLG

Most successful tactics	Purpose	How it was used/ steps	Innovation/ Comments
Policy studies and briefs, implemented by negotiating partnerships with strategic stakeholders	To identify, speed-up, and spread learning about workable approaches to good forest governance amongst all stakeholders	Topical governance issues would be identified, discussed and terms of reference developed for a particular work. Once a study is done, a policy brief is prepared and disseminated amongst key stakeholders.	Use of evidence-based policy briefs FGLG now well recognised in all environment coordination meetings. The group is continuously becoming more visible in forestry policy debates at national and district level.
Mtanda Case study	The case study in Ntcheu combined with the findings on local forestry institutions will be used to lobby government more especially the Forestry Department and Local Assemblies on scaling up of the development of community	Practical implementation through the District Assembly. Documentation of case study results Working with local communities directly through their traditional/ clan leaders	Use of clan-based approach to community forest management as opposed to Village Natural Resources Management Supporting the community with training and basic inputs and monitoring implementation with them
FGLG Core Group working with the FD from inside out	To improve coordination and effectiveness of the FGLG work	Regular meetings on various issues affecting the FGLG Using network meetings to get FGLG message through and get known The FGLG supports some FD staff and members to visit and monitor forestry activities at district and community levels, to meetings with local leaders in some districts and national preparatory meetings e.g. for UNCCD	Informal meeting over a meal, drink or side meetings during major activities in the forestry sector Working with FD to initiate change from within

Four impacts that the team is proudest of:

Impact on charcoal policy: The charcoal study: the team is very proud that for the first time, the nation has data on the economic value of charcoal, estimated at MK5.78 billion. Options for sustainable charcoal production are now being discussed by government.

Impact on decentralisation: we have contributed a lot in terms of implementing decentralisation of the Forestry Department. Through the power tools, the illegality study that we developed, the Mtanda case study and various meetings that we organised with the Department of Forestry, the Department has decentralised.

Work on SMEs: the successful holding of the first ever Forest-Based Enterprise fair, which our partner, IFMSLP, held in 2007, was followed by a study on policy obstacles affecting the forest-based SMEs. A policy brief has been produced and this will significantly influence policy on FBE.

Impact on practical partnerships: the FGLG has shown how partnerships work. This has been demonstrated through our work with IFMSLP, CURE, CAMPASS and the Forestry Department.

A-1: Panel feedback and additional questions

Performance over year	Overall relevance	Innovation	FGLG impact
Really good products and evidence produced (plus running the international event) but some room for more pressing home of these findings to change the reality.	The focus is very relevant – in terms of the research, and learning from the design is possible.	Very impressed, not with how new it is, but with how practical it is. E.g. the clan idea versus a forced committee and evidence-based approach on charcoal. Presentation of products (e.g. charcoal stacks in report and ‘Malawi’s green gold’) also very well presented. Suggest moving forward with the charcoal campaign next year – charcoal is of regional relevance so should look at making wider links too.	Room for improvement – for example with charcoal economic value to communities exposed, and raising profile of SMFEs but work still to be done if you are to get impact. There is a gap between exposure of information and moving to a new reality. Evidence not yet there that stakeholders’ lives have been improved

Some of the reports are being used for community training and in colleges as training materials. Awareness has also been raised at SADC level where new CBNRM ideas have been showcased. Some of the newer reports could still be made more use of locally (through translation and informing) and nationally (through advocacy), but the benefits of gathering credible evidence as a first step should not be forgotten – before the charcoal report, decisions were based on emotion, now they can be based on fact.

B: Lessons learned through FGLG

Learning journey	Practical lessons	Critical reflections	Products
<p>1997-2002</p> <ul style="list-style-type: none"> National forestry policy Malawi initiates the NFP NFP launch 	<p><i>Lesson 1:</i> FGLG involves very busy people, hence need flexibility in dealing with them</p>	<p><i>Positive</i></p> <p>Generally high quality policy research work, making key data and information available to the country</p>	<ul style="list-style-type: none"> Malawi policy brief no. 1 Charcoal the Reality
<p>2003-2005</p> <ul style="list-style-type: none"> IIED visit on FGLG Malawi – FGLG formed Study on forest illegality First FGLG national meeting Piloting of tools Power tools for local accountability FD first instruction to DFOs to decentralise Negotiations with 	<p><i>Lesson 2:</i> Partnerships between FGLG and strategic partners have helped to galvanise our policy research work</p> <p><i>Lesson 3:</i> Technical support provided by IIED and LTS has helped to strengthen the team. Our strong partnership with FD has made our</p>	<p>Built strong partnership between key forestry stakeholders and individuals</p> <p>Inspiring others to work better to create impact</p> <p><i>Disappointments</i></p> <p>Lack of institutional</p>	<ul style="list-style-type: none"> FGLG Malawi: ‘A study on livelihoods, governance and illegality’ Opportunities and constraints facing Malawi’s small and medium forest enterprise Is tree planting a solution to global

FD on decentralisation	work easier but it has made advocacy challenging	reform within sector/ FD	warming
2006-2009			
<ul style="list-style-type: none"> • Charcoal study • Charcoal options • Enterprise study • Assessment of forest governance compliance study • FBE fair (IFMSLP) • Mtanda case study documentation • Institutional study • FGLG learning event held in Malawi 		<ul style="list-style-type: none"> • Influence policy needs a lot more money than we have had • Limited advocacy skills by FGLG members/ IIED/ LTS • FGLG key coordinators often too busy 	<ul style="list-style-type: none"> • Malawi policy brief no. 3 • Charcoal industry worth K5.7bn, says study

Comments and questions

- What skills do you feel are needed?
 - We need to build up our policy analysis and advocacy skills
- Please tell us why there has been so much effort on charcoal
 - Charcoal is Malawi's third biggest industry after tobacco and tea, and perhaps the key source of energy for the country yet it is currently all classed as illegal. Unsustainable charcoal production is very environmentally damaging – but sustainable production could form the foundation of a green economy.
- What is your membership: institutions, individuals, how much is FGLG's paid staff time
 - Alliance of different professionals: universities, NGOs, government, people from all walks of life
- Why does partnership with FD make advocacy harder?
 - Having FD convene FGLG is an advantage as they are on our side. However the convener is one of us and has to wear two hats: FD and FGLG. But overall there are benefits – no problems.
- Evidence to support inspiring others to act
 - Refugees from Mozambique settled and wiped out an area of forest on the border in Ntcheu district. Refugees were repatriated and some replanting took place under the Forest Department's standard Village Natural Resource Management Committee (VNRMC) amongst an atmosphere of tension and conflict. The problem was that no-one had confidence whose trees they were and they were quickly chopped down. FGLG entered to influence local leaders to use a clan based planting method, where each clan planted trees and had rights to them on their own land. The results have been highly positive and show how reinforcing traditional authority structures rather than undermining them can pave the way towards success.
- What are the energy substitute options – biofuels?
 - Promoting alternative energy sources is an important aim as the electricity grid currently only covers a fraction of the country. We need to think about using forest industry residues such as sawdust and offcuts, biofuels (jatropha), and maybe even dedicated forest energy plantations.
- What next for enterprise? Business training? More trade fairs? What is the EU doing?

- There was a major effort to build capacity for enterprise development at DFO level under IFMSLP. Also, some NGOs are taking up report recommendations. But there is a need to go deeper – and establish a single institutional centre of expertise for small forest enterprise development with proper analysis of value chains and marketing systems.
- What can we do to provoke government to lay out a plan to legalize charcoal?
 - It is legally possible already – but just not being implemented. The key might be to build on the new co-management agreements to establish a base of sustainable and legal charcoal production – then perhaps work out a procurement strategy by government and environmental NGOs to buy only those sources.
- How can we harness the financial muscle of FAO NFP facility to help this work? (policy work needs more money)
 - Same people in FAO are in FGLG but perhaps need to build on this a bit more.

C: Elements of strategic focus for next five years

Content	Process	Impact	Risks and assumptions
Forest rights and enterprise	Policy and national forestry accounting	Contribution of forestry in GDP quantified	Political will
Pro-poor climate change and mitigation	Good governance scoring	Good governance accountability monitoring in place	EU funding continues under IFMSL
Legitimacy	Demand driven charcoal production	Licensed and certified charcoal produced from sustainable source	
	Trans-national learning		
	Multi-stakeholder engagement		

C-1: Additional questions and panel feedback

Relevance	FGLG added value	Learning	Meaningful FGLG impact
Two main areas relevant to social issues. But multiple mentions of corruption. There are many areas of intervention that could be used to tackle corruption – the Pajeros	Malawi FGLG has found its niche. Just indicative framework but good things like governance matrix scoring plus contribution of forestry to GDP	Some evidence of learning – e.g. getting governance scoring into media. Charcoal would be a good area to explore corruption.	No evidence of pro-poor impact in immediate activities but longer term impacts will probably follow

Mozambique

A: Achievements, tactics and impacts

FGLG-Mozambique is represented by *Amigos da Floresta (AdF)*, composed of citizens working in several sectors from Mozambican civil society, who together share concerns about the current forest situation in the country. The AdF movement was created in 2007 and it aims to contribute to sustainable forest management through two broad aims: (i) fight against illegal logging and other issues threatening forest resources; and (ii) promote policies and strategies that are conducive to reforestation and improvement of damaged ecosystem in the context of sustainable development.

Amigos da Floresta strives towards sustainable management of forests to guarantee an efficient and effective fight against poverty in which all citizens can be responsible and participate in this cause.

Plans versus achievements 2008

The table below summarises planned activities of the FGLG-Mozambique team indicating achievements backed by some evidence.

Table 1: Planned activities in the 2008 by Mozambican team work

Key planned activities	Achievements	Evidence/ Comments
Awareness - Theatre	3 performances of "Verde Despido", by Kulaya group of FDUEM	"Verde Despido or naked green" is a name of the theatre piece that addresses tackling illegal logging; good participation, especially students
Awareness - AdF informs	34 reports produced and distributed by national press and various partners	E.g. Illegalities in the forestry sector, dilemmas of charcoal production, wood confiscations in Cabo Delgado, etc
Awareness - Planting trees	Happens on special days with pro-environment group collaboration	21/3 - International Forest day 5/6 - Environment day 1/10 - Law and Environment Anniversary
Research - Forest management in Zambezia - Chinese Take Away (take 2)	Report: research was done in China, Maputo and Zambezia	Update of the original study, to examine whether the conclusions are still relevant
Research - Preliminary survey of the forest situation in Tete Province	On going: to identify problems in the forestry sector	The geographical situation of Tete protected it from logging for many years. But now loggers are moving in and little research is being done
Research - Application of the law regarding economic benefits to local communities	National report	Analyze how the obligatory share of 20% of forest revenues from logging and wildlife are channelled to the local communities
Research - Supporting SMFEs in Mozambique	Diagnosis report of the SMFEs situation in Mozambique	SMFEs are importance for livelihood, because the net effect of several small players represents a substantial part of local economy
Support local initiatives that promote sustainable development	On going: Evaluation of Community forest enterprise (Sofala and Manica)	Analyze financial and markets issues to evaluate the performance and improve business management of SMFEs
Advocacy - Newspaper articles and headlines	Interviews to the several media channels in Mozambique	RM, Radio Cidade and Radio Indico, and also BBC and Deutsche Welle Broadcasting

Environmental education awareness

Theatre: "Naked green" or "Verde Despido", was penned by the Kulaya theatre group of Pro-Environment within the Faculty of Law at the Eduardo Mondlane University (FDUED). It was performed ten times to various school and university audiences.

Reports and bulletins of the AdF: 34 reports were published in electronic format and many of the articles were picked up by the national newspapers: o País, Zambezi, Magazine, Notícias, Vertical, Media Fax, and Expresso Matinal.

Planting trees: AdF members used the Forest International day (21/3), Environment International day (5/06), Anniversary of Environment Law (1/10), to organise tree planting, overseen by pro-environment of FD-UEM and the country convenor.

Research

a) Management of forests in Zambezia Province - A Chinese Take Away – Take 2

The author of the study, Catherine Mackenzie, was invited to join the team to update the study, verifying whether some of its findings still applied. The research was done in Maputo city, Zambezia province and China. Preliminary data indicates a worsening situation of forestry in the province of Zambezia, confirming the error of public statements that the "Mackenzie" report is out of date. Currently, another report is being drafted.

b) Preliminary survey of the forestry situation in Tete Province

Tete province was chosen because little research had been done about forestry in this province. The geographical situation of the province, without direct access to the sea, has protected it from logging operations for many years. However, the reduction of the species with commercial value in the coastal provinces is leading to renewed interest in Tete – which may become the centre of attention for loggers.

This study by Justica Ambiental (JA) aims to identify problems in the forestry sector, according to preliminary analysis of the Mozambican legislation, environment in general and forests in particular, as well as the definition of recommendations to facilitate the process of decision-making by public authorities with powers and competence in the management of forest resources.

a) Stage management of forests in Mozambique and practical application of the law regarding economic benefits to local communities in Niassa Province

This study by Centro de Integridade Publica (CIP) aims to determine the management status of forest resources in Mozambique, and verify that the recently adopted legislation is being properly implemented, including the channelling of about 20% of charges of forest and wildlife resources exploitation to the local communities.

b) Training and empowerment of local communities in land and natural resources management in Matutuine, Maputo Province

This practical action and report by Kuwuka JDA aim to support local communities with their participation in land and natural resources management and their rights and the establishment of partnerships, shared responsibilities and benefits, and also the need to control and rational use of forest resources, especially the cutting of trees for production of firewood and charcoal, agriculture and bushfires.

c) Supporting Small and Medium Enterprisers Forestry (SMFEs) in Manica and Sofla Provinces

The main objective of this project is to provide support to SMEFs and community enterprises through a flexible network, to reduce poverty by better linking small forest enterprises with each other, with

markets and service providers. A diagnostic report was produced by Centro Terra Viva (CTV), which shows that SMFEs are important for livelihoods, taking into account that the net effect of several and small players represents a substantial part of local economies.

Local initiatives that promote sustainable development (SMFEs – Moz)

2007-2008: Diagnostic report of the SMFEs situation in Mozambique (classification of SMFE policies and legislation, associations, labour affairs, and finance markets)

2008-2009: Value chain analysis with specific focus on financial and market issues to evaluate the performance and improve business management of the SMFEs

2009-2010: Develop a guidance manual for SMFEs; building capacity on best business and management practices and also establish information services of SMFEs.

Advocacy work

Newspaper articles and headlines: Participation in Radio Mozambique, Radio Cidade and Radio Indico, interviews with several European radio stations (BBC and Deutsche Welle), and also publications in the following newspapers: O País, Zambezi, Magazine, Notícias, Vertical, Media Fax, and Expresso Matinal.

Tactics of the Mozambique team’s work since joining FGLG

Table 2. What has worked within FGLG-Mozambique

Successful tactics	Purpose	How it was used/ steps	Innovation/ Comments
Team work	Broadening and strengthening of the movement AdF	Creating diverse centres of pressure for responsible forest management - attitude change	Strong use of credible legal institutions (e.g. CIP, CFJ)
Specific allegations about illegalities in the forestry sector	Fight against illegal logging and others issues affecting the forest resources	Dissemination through the Report of AdF and some media outlets	Arrest of offenders
Environmental education activities	Increased awareness in environmental protection and forest resources in particular	Theatre, cartoons and posters	Innovation 2009: Short videos on the TV stations on specific topics

Impact of the country team’s work since joining FGLG

- The appearance of the AdF movement forced the government to take forest sector issues seriously. As a result there were significant changes including: institutional staff changes, more participatory dialogue, the use of AdF as a platform for critical review of policies and strategies in the forestry sector
- AdF were invited to participate in decision-maker meetings at government level on the forestry sector (National Meeting of Forestry, Forestry National Forum, workshop on Forestry law enforcement in Mozambique, etc.)
- Increased public awareness because of advocacy campaigns

“We are pretty sure that the dismissal of the head of the Forestry Department and other key figures allegedly involved in malpractice was the result of information developed by FGLG and Amigos de Floresta.”
Maximino Costumado, FGLG Mozambique

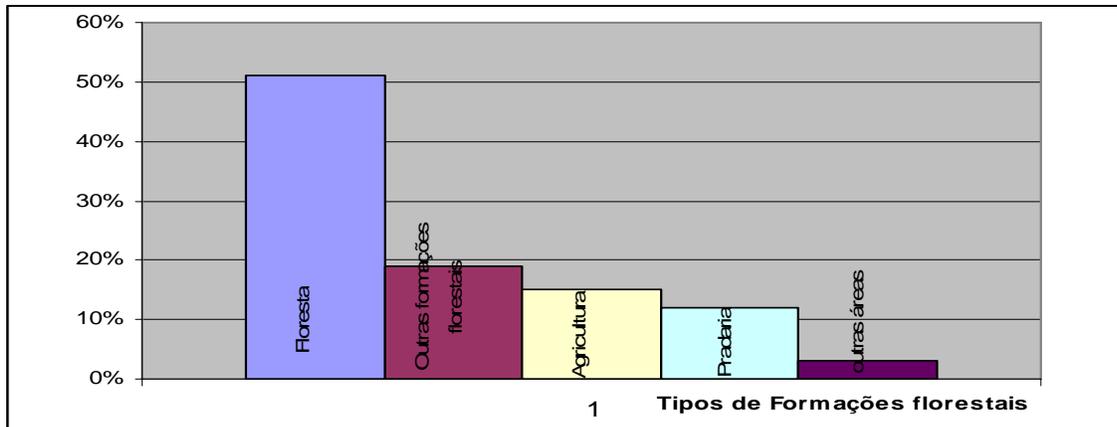
“The information was sent to the government before it came out in the papers – we played this carefully. Since the sackings we sit down regularly with government.” Carlos Serra, FGLG Mozambique

- Public complaints that resulted in the arrest of some forest officials (Monte Puez).

Mozambique overview: Current situation of the forest sector

Mozambique Forest Resource (Inventory 2008)

Around 70% of the country (54.8 millions ha) is covered by forest and other types of woody formation. The forest area is 40.1 million hectares, whereas other woody formations (bushes, undergrowth and forests with itinerant agriculture) cover around 14.7 million hectares. On the other hand, the productive forests (wood) cover around 26.9 million hectares.



Source: Inventário Florestal Nacional. Marzoli (2008)

Level of Deforestation Vs Admissible Cut

The progressive and massive deforestation in Mozambique has diverse causes, namely: illegal forest exploitations, itinerant agriculture, uncontrolled bushfires, and climatic changes, among others.

The National Forest Inventory (2008) suggests an allowable annual cut should fall between 520,000 and 640,000 cubic meters per year. The current level of lumber exploitation in Mozambique is below that estimate. However, the data on which such assertions are based probably does not reflect field reality, due to the weak inspection capacity.

Reducing deforestation is crucial to rural livelihoods which also face climate change – it is also critical for conservation of biodiversity.

Annual Licensing Vs Concession System: Management and sustainability

The annual simple licence (SL) can be allocated for a different area each year, depending on the perceived logging potential of forest area remaining. An SL holder can log up to 500 cubic meters per year from his licensed area, reserved for Mozambicans. However, forest concessions are based on a 50-year sustainable logging programme over a designated area of forest and foreign concession holders are allowed. The current forest legislation emphasizes the importance of changing the prevailing system of forest exploitation from SL allocations towards sustainable exploitation through forest concessions of long term (50 years, renewable). Table 3 shows how far this intention is being carried out (or not!).

Table 3: Comparison of numbers of Simple Licences and Forest Concessions

Year	Number of Simple Licences	Number of Forest Concessions (accumulated)
2002	421	52
2003	418	81
2004	429	94
2005	461	100
2006	630	126
2007	637	137

Source: (DNTF, 2008)

According to the annual report of the forests sector (2008), around 38% of the timber volume licensed was in the form of concessions and 62% of the timber volume came from simple licenses. Most concessions do not have a management plan approved. Sustainability is a distant pipe dream, bearing in mind the elevated number of simple licence holders who do not put in practice the minimum requirements for sustainable exploration of forest resources.

Uncontrolled Bushfires

Last September, the central provinces of Manica, Sofala and Zambezia suffered uncontrolled bushfires, which devastated extensive forest areas and caused the death of 39 persons and forced many families to flee their homes. The fires affected 1,661 families, destroying 1,580 houses, 307 granaries, 15 positions of energy, nine churches, three schools and four classrooms.

The bushfires in Mozambique destroy, yearly, around 219,000 hectares of forest. This statistic motivated the Government to sensitize peasants, who use fire during the opening of new fields for agriculture or hunting.

Biofuel

The interest in biodiesel has been attributed to the increase and the volatility of the price of the oil, to the challenges of the global climate, and the advent of new technologies. For Africa, biodiesel presents an opportunity for the reduction of the poverty on two counts: promotion of development in the rural areas and improvement in access to energy.

In Mozambique, the Odeveza INC. Company (www.odeveza.com) is establishing an integrated system of biodiesel production based in the utilization of *Jatropha curcas*, a second-generation culture well adapted to the climate and soil of the region.

However, several studies and actors are concerned about the viability of biofuel and how to guarantee the sustainable development and welfare of the people. Biofuel production requires large land areas that can contribute to deforestation and also can reduce the availability of land to produce provisions for the people.

Community benefits from involvement in the management of forest resources

There is a legal requirement that communities should benefit from concessions and annual harvesting areas as part of the process of promoting local development and sustainable use of natural resources. Communities should be consulted in the process of land allocation and when the boundaries of forest concessions are set. In addition they should receive 20 per cent of royalties paid by simple licences and concessionaires, as stated in the Regulations of the Law of Forestry and Wildlife (Decree 12/2002). However, both government and private operators fail to deliver benefits to the communities.

This is partly because of the superficial nature of consultation, the absence of an enforceable contract between the communities and operators, and logistical problems that contribute to the delay of delivering the forest taxes to the beneficiary's communities.

A-1: Panel feedback and additional questions

Performance over year	Overall relevance	Innovation	FGLG impact
<ul style="list-style-type: none"> Nearly achieved everything they planned Good tactics 	<ul style="list-style-type: none"> Addressing issues from different levels Use of media Good networking 	<ul style="list-style-type: none"> AdF existence is an innovation in itself Activities and tactics very interesting Different methodologies used well 	<ul style="list-style-type: none"> Relatively new team so hard to assess impact Difficult to know if you have changed lives – too early Value addition (score 2 out of 3) Cannot assess long-term impact – again too early

- How did you relate to local people and how do you make the link between environmental and social questions?
- Floresta is working with local people but it hopes to strengthen this element of their work next year. They are part of a coalition many of which have strong links with local communities.
- Prior to Floresta joining there was other work ongoing. How much can or should be built on from the work undertaken by previous members of the FGLG Mozambique group?
- There has been much more collaborative work following a face-to-face meeting with the national director.

An update on the 'Chinese takeaway' is available in English. The situation has deteriorated in the last two years.

B: Lessons learned through FGLG

- Poster: "intervention of the *Amigos da Floresta (AdF)* to better management of forests"
- Cartoon and theatre presentation
- Photographic exhibition of Amigos da Floresta activities: reports and illegalities, participation in meetings, newspapers publication articles, picture of publications covers, planting trees on special days in partnership with Faculty of law of Eduardo Mondlane University (UEM) and some pictures of the support Small and Medium Forest Enterpriser initiative in Mozambique
- A compilation of reports of the movement.

Lesson learned by Mozambique team since joining FGLG: positive effects

- Team's work: approach improves and strengthens the law which results in higher performance and greater results
- Global action on forestry issues: need to work not only nationally but also on global action to exert more pressure for positive change
- Access to information: greater interest and awareness on the national and international forests situation
- Biofuels: challenges and opportunities, and its impact on forests.

Lesson learned by Mozambique team since joining FGLG – limitation

- The AdF movement is still known locally, it would be important and more valuable to expand it
- Weak opening at the local level (provincial) for access to information, compared to the central level, because there is greater collaboration
- High degree of illegality in the forestry sector (e.g. cutting of timber in Tete and Cabo Delgado by foreigners)

Critical reflections on the FGLG initiative

Positive impacts

- Common problems among member countries of the FGLG initiative
- Experiences exchange of success and failure of different teams for better intervention of FGLG

Weaknesses

- Low participation and adherence to the initiative of FGLG by members
- There are still limitations on the platform of FGLG between countries?
- We are not exploiting the real benefits of the FGLG initiative?

Questions and Comments

- What do you intend to do with the Chinese illegal exports of timber?
 - Convince the government that it needs to act and fast. Deforestation rates are alarming: 220,000 ha per annum lost or 46 football fields per hour!
- How much time (%) do the coordinators spend on FGLG?
 - It pays two salaries. Not Carlos: he is a volunteer as are the majority of others.
- Who is paying for FGLG staff time: (organisation, %)?
 - Other organisations contribute time for free.
- Great 'communications' (theatre) - which works best and why?
 - They are always based on stories of the forest and give communities suggestions of what to do when their rights are being abused.
- 10 years ago I noticed a lot of wastage at Chimoio. Does Mozambique FGLG intend to work on wastage in the processing industries?
 - They want to advocate for wood off-cuts being used more effectively. Aim to urge more processing of sawn logs in Mozambique.
- Who was the audience for the cartoons and do you have a way of testing if the comic has an impact on the audience?
 - Especially young people, students and communities.
- How do you measure response/ impact of cartoons?
 - Feedback – visit the beneficiaries of the cartoons and debate the impact and ways in which to improve the cartoons
- How the policy makers are responding to the work?

- Positive relations with government since 2007. We are always invited to workshops meetings, e.g. forest forum
- How do you deal with offenders using the media?
- We have 25 journalists whom we send our articles to for publication.

C: Elements of strategic focus for next five years

Content	Process	Impact	Risks and assumptions
1. Forest rights and small forest enterprise	Strategic involvement of key people (parliament)	Awareness of forest rights/ duties from the communities	Rapid deforestation and degradation
2. Good governance and forest integrity	Awareness campaign (press releases, cartoons, theatre, music, video clips, spot TV, films, publication, articles)	Protection and conservation of forests	Limited funds to implement the activities
3. Climate change	Research (1,2, & 3)	More capability to deal with climate change and mitigation	Weak engagement of government
4. Trans-national learning	Independent M&E process	Implementation of alternative and sustainable livelihoods	Motivate team work
	Advocacy and lobby	More accountability from the forest authorities	Share of best practices between countries
	Public expose		
	Participation in different events (national and international)		

C-1: Additional questions and panel feedback

Relevance	FGLG added value	Learning	Meaningful FGLG impact
Clear presentation of process and impacts. Need to highlight research – e.g. unveiling problems on the ground about why communities receive little help	Lots of talk of advocacy functions – but you do this anyway – what is the added value? Assume it is <i>collective</i> action	Difficult to score this because waiting for more input from team – needs to be narrowed down! What specifically do you want to work better logical flow from negative now to positive future	Problems enormous – lots of grass there so that is where the fire is blowing! You can achieve them!

- Query about contribution of value chains and livelihoods
- What is the awareness campaign about? For example, promoting forest rights especially legal rights – it will be quite a broad campaign.

South Africa

A: Achievements, tactics and impacts

SMFEs in South Africa

- Constitute 3% (600K tons) of forestry industry production capacity mainly for pulp;
- Generate about Rand 288 million (\$32 million) of rural communities' income and assets;
- *Second economy* is proclaimed as critical vehicle for economic *growth and transformation* in SA;
- Projected *growth* of 150 000 ha (10.5%) in Eastern Cape and KwaZulu Natal predominantly to come from SMFE;
- Substantial proportion of *economic reform* will benefit SMFE;
- *Land reform* will add \pm 55% of current forestry area asset base for SMFEs;
- *Forest charter*, i.e. industry transformation framework will enhance their wellbeing

Planned versus actual activities

Planned	Achievements	Outcomes
Catalyse development of SFESDS	Provided inputs into the ToR for SMFE strategy	Basis for the development of strategy
Consolidation of inputs	Produced key and strategic focus areas for 2008 Developed three briefing documents to inform various key decision processes Inputs on EC FDP	Group's blue print on briefs' subjects One brief informed IDC & DWAF partnership negotiation Protocol for forestry development in EC
Host &/ co-host SFE business events	Co-hosted 4 SFE events, & other two planned for early 2009	Engagement on land reform Platform for interaction on key issues – reported on recent SMFE Conference
Pilot implementation of SFESDS	None	N/A

"For me FGLG is a political instrument to influence change." Steven Ngubane, FGLG South Africa

"The high turnover in government leadership is a huge challenge". Pumeza Nwabisa Tunzi, FGLG South Africa

Methods and tactics

Most successful tactics	Purpose	How was it used/ steps?	Innovation/ comments
Brainstorming and prioritisation	Identify and prioritise issues	Appraisal; listing of views; capturing and deciding on core issues; focused group discussion or workshop	Part of Visioning and mind map process
Periodic reviews	Provide baseline data and facilitate learning	Identify issues, subject key attributes; literature review; interact with subject experts; draft synthetic reference	Precursor and successor of a discussion or workshop session
Subject and focused workshop	Focused group discussion on a subject to produce briefs	Identify issue, develop session brief, subject reviews, discussion session, documentation	Infusion of tactics in the process
Stakeholder mobilisation and engagement	Raise awareness, forge relations, visioning and decision-making	Workshops, meetings, presentations and electronic media	Entry point i.e. brief, need to be identical to a second party

Key achievements and impacts

- One of the three briefs was financial support, which informed IDC and DWAF partnership processes;
- Exposure and capacity building of members and their institutions' views;
- Catalyst for a number of initiatives and partnerships including FSI and STG Toolkit.
- Co-hosted four SFE events, and two others are planned for 2009.

A-1: Panel feedback and additional questions

Performance over year	Overall relevance	Innovation	FGLG impact
Achieved what was planned in terms of training, briefs etc – but could not pilot the small enterprise strategy due to time.	Focus on small forest enterprises relevant as well as links to Charter, and Eastern Cape development – but question over uptake of briefing and who was involved in events	Themes were not really new in process but the risks were calculated and briefs responded to need	Clear achievements and activities but less clear whether/ how this has impacted on forest stakeholders

What about impact in terms of changes on the lives of forest stakeholders? FGLG impacts are an outcome of what we have achieved. E.g. providing an 'access to finance brief' was the achievement. But the impact was negotiated agreements of finance provision to small forest enterprises. E.g. property rates brief – rates levied on industry – they have suggested the range of rates which would create an 'enabling environment' – so they are considering putting rates down for small forest enterprises.

Drivers of process have been the charter process – what new groups, institutions are emerging and how might they help you achieve your aims? Policy reform over the past 3 years – the Forest Charter

has been a key document in drawing in multiple stakeholders to share a vision of transformation of the sector. New key organisations have come to the fore e.g. Amalhati they have a role in the process, principle agreement but difficult to operationalise. FSA and Amahlathi perhaps competing, but FGLG provides a space to step back and include both agendas.

FGLG South Africa was there to help small forest enterprises in role between FSA and DWAF – what has the group added to that partnership? Initial aim was to help define SMEs for industry and DWAF initiatives, but it was broadened to DTI, FIETA, smallholders group.

B: Lessons learned through FGLG

Learning journey of the team

Constitution of team – formally established in 2006. Membership focus – core team and call-in members.

Outputs and objectives:

1. Development of SMFE support strategy to influence the development process
2. Consolidation of input – defined focus on issues
3. Hosting SMFE events – changes in structure, relevant to SMFEs
4. Pilot of the SMFE support strategy

Problems/ challenges

- Individual organisational identity – power/ selfish gains
- Funding is modest
- Changes in leadership (influence buy-in)
- Commitment of members – inconsistency of attending meetings, expectations and ability of members to prepare for meetings
- Cloak of anonymity not always there – convenor seen as institutional representative rather than independent FGLG convenor

Lessons learned

1. Power of a common purpose

- process of building purpose
- output and influence of purpose used to achieve broader institutional outputs

2. Capacity building

- exposure of members to other institutional outputs
- ability of group – ‘think tank’ and advocacy instrument

3. Milestone approach

- few meetings with specific focus and output
- quick turnaround and review of outputs

Critical reflections

Platform to discuss issues in an open honest forum – discuss problems and assist each other in solutions

Provision of leadership in SMFE support: emerging timber grower toolkit; SMFE business information booklet; and Kwazulu Natal forest sector initiative

Questions and Comments

- How do you select membership?
 - Core team comprises government departments and industry. Members called from particular areas where needed and where problems arise.

- How do the farmers join FGLG project?
- What influenced this change (SMFE Strategies) – lessons?
- What is the level of community involvement in your programmes? It all seems governmental level participation.

- How in the next phase to solve the problems related to perception of Forestry South Africa?
 - As much as issue is based on individual people, we are thinking of building a stronger group identity like Ugandan group has done, and creating group agendas rather than institutional. Will maybe try and use media like Ugandans also.

- What is your way forward to increase the commitment of members?
 - Once identity is built this will hopefully be addressed

- Would a single common purpose plus a set of proven ways of working be the way to go in future?

- What have you learned about how to use pressure on others?
 - It's voluntary so difficult to pressure people to act – but once identity is built will be easier to get people to participate

- How have the learning events helped to reshape the focus of FGLG South Africa? Are there lessons attributed to the learning events?
 - In Uganda we planned to develop a strategy, hold meetings etc so we became more output oriented with milestones on briefs etc. Our initial approach of talkshop did not work – there was too much repetition of what was happening outside of FGLG.

- How is the platform organised/ methods?
 - When we started focusing, platform helped us work out how to solve it

- What about the 'wider' FGLG?
 - We have learned a lot about what Uganda are doing – would like to try and use media like Uganda has. In looking forward there is an initiative that wants to use FGLG group for an output from SADC committee on forestry.

- Strong lessons – any on techniques/ tactics?
- Any lessons learned from what did not work?
- What's the main problem in delivering programme? How to tackle it?

C: Elements of strategic focus for next five years

Content	Process	Impact	Risk and assumptions
	Building the identity of FGLG-SA <ul style="list-style-type: none"> Goals that establish identity and mandate Multi stakeholder participation 	Commitment and participation by members Achieve all outputs of the work programme	Changes in leadership in the organizations might lead to delays in gaining commitment and possible funding
<i>Forest Rights and Enterprise</i>			
National Industrial Policy Action	Providing inputs on forestry (social justice) issues to the development of the plan.	Resource prioritization for intervention	Engagement process may be flawed
SMFE Strategy	Identify key constraints and gaps and support around these aspects of the strategy to ensure social justice aspects are covered.	Create an enabling implementation environment for the strategy (to ensure effective use of resources and proper implementation of the plan).	FGLG participation in the SMFE Strategy development process
Land Reform	Scan the environment to identify the niche to ensure small forest enterprises in communities are able to negotiate rights around forest related land reform.	Advance the position and capacity of communities for improved benefits	Communities willing to continue with the forestry business
<i>Legitimate Forest Products</i>			
National Initiative Certification – moving illegitimate to legitimate within certification process to ensure it is not exclusive	FGLG lobbying (“insulation”) as well as influence through members to have bridging process for small holder to come into the National Initiative	Small grower empowered with skills and technology to manage forests at level of National Initiative, thus opening access to markets (nationally and internationally) BUT also ensuring a process of legal afforestation.	Recognition of the National Initiative in the international market Recognition of FGLG as a stakeholder group in the process
<i>Transnational Learning and Exchange</i>			
Participation in the African Law Enforcement Governance and Trade (AFLEGT) processes	Create “space” for discussing and debating SA stakeholder positions that can back up SA government inputs to AFLEG	More structured and informed SA position on the AFLEGT related issues	FGLG becomes recognized as the National Steering Committee as per initial discussion.

C-1: Additional questions and panel feedback

Relevance	FGLG added value	Learning	Meaningful FGLG impact
Area positive (missing climate change) but with attention to certification good	Happy with use of comparative advantage of FGLG to mobilize multi-stakeholder engagement; tactics on certification etc good	Right areas for context of South Africa. Using the existing frameworks good to get rights for communities - for social justice	Likes integration with existing frameworks – warning about intense work programme with many activities

- Looks good – especially the inclusion other stakeholders in FGLG – strong representation of the industrial forestry sector good – others e.g. CBOs is good but where is conservation and where are the people who are forest dependent?
- Beware of climate change, it will affect SA significantly. But the SA team is aware of this and it is concerned about spreading itself too thin.
- A wealth of knowledge on climate change and forestry and this could be shared with others in the region
- A very ambitious plan – beware of how you can implement it!
- Good that land reform is in the plan. Challenge of getting land claimants involved at a broader level and not just from a commercial forestry perspective especially income diversification would be an important challenge that few others are addressing.

Uganda

A: Achievements, tactics and impacts

Uganda joined FGLG in 2004, convened by the National Forestry Authority (NFA). In April 2006, the baton was passed to ACODE. As a member of the Uganda Forest Working Group (UFWG), ACODE proposed to align FGLG with the framework of UFWG. The UFWG is a loose coalition of over 500 individuals and institutions working on forestry. It is a platform for harmonizing voices and creating synergies on topical forestry issues, as arising from time to time. FGLG was accepted as a limb of the UFWG, with specific focus on forest governance.

FGLG–Uganda currently has a membership of sixteen people. These are individuals in government, parliament, media, civil society, and private consultants. Membership is founded on voluntarism and self help. The group sits quarterly and as and when urgent matters arise. The secretariat (ACODE) proposes an agenda and the group discusses and provides guidance. The secretariat undertakes tailored research and advocacy work, calling on members of the group for specific tasks.

FGLG is premised on five specific objectives that have informed our annual work plans over the last four years, namely:

- To link, facilitate dialogue, and spread learning amongst the various actors in the forestry sector about workable approaches to good forest governance
- To make measurable progress in enhancing justice and equitable distribution of forestry resource benefits and enhance local ownership and access to those resources
- To develop initiatives for combating illegalities in the forestry sector, and to enhance the integrity of the forestry resource base.
- To advocate for just and equitable forestry related policies, legislation and mechanisms of implementation of those policies and legislation.
- To link Uganda's forestry sector with other participating countries in the FGLG, so as to share lessons and experiences

Work plan January–December 2008

The 2008 work plan proposed four thematic areas: macro policy, forest based illegalities, forest sector financing and involvement of local communities in the forest sector.

Uganda is reviewing the macro policy – formulating the National Development Plan (NDP) to replace the Poverty Eradication Action Plan (PEAP). One of the main features of the NDP is a move away from the thematic focus on 'poverty eradication' to 'wealth creation'. This presents opportunities for improved resourcing of forest-based opportunities to create wealth for local forest dependent communities. The aim in targeting the NDP formulation process was to install natural resource priorities, particularly forestry, in this core macro-economic framework.

The other themes (tackling illegalities, financing and community involvement in forestry management) are provided for under the forestry policy and plan. However, many challenges persist. Corruption tendencies within conservation agencies such as the NFA and the District Forest Services (DFS) are certainly challenging. Some forest officers are accused of corruption in issuance of forest concessions and of abetting illegal logging. FGLG sought to generate empirical data, expose illegal activities and incite policy and administration reforms.

Achievements - 2008

Policy Research Studies

Study to inform the National Development Plan

The NDP will be a 5 year macro-economic framework and will replace the Poverty Eradication Action Plan (Uganda's PRSP). ACODE contributed to this process by undertaking a study on major issues for environment and climate change. Forestry and governance appear in the study as a critical interface for enhancing forest based incomes for the poor and investment for the middle and upper classes. A meeting was organized to generate consensus and disseminate the findings. Because of our work, ACODE was invited to the Environment and Natural Resources paper drafting committee coordinated by National Environment Management Authority and to a retreat to determine ENR priorities.

Study on forest based illegalities

This study was commissioned to generate information on illegalities in forest reserves under the management of NFA. The study will in addition review emerging governance shortfalls in the forest managing authority and provide possible redress actions. A policy briefing paper will be produced. In addition, the study findings are being used to generate newspaper articles – that identify breaches and perpetrators of illegal actions.

Documentation of Mabira Advocacy Campaign

An article was written documenting the Mabira advocacy campaign. The article sheds light on the governance issues involved in the proposed degazettement of a large portion of Mabira Forest Reserve and provides insights on how environment can be used as a lens in tackling poor governance. This article was peer reviewed by the South African Institute for International Affairs and published on the web:

http://www.saiia.org.za/images/stories/pubs/sops/saia_sop_07_twesigye_20080801_en.pdf

Policy Dialogues

National conference on Collaborative Forest Management

ACODE worked with partners (Care International and BUCODO) to organize a national conference on Collaborative Forest Management (CFM). This conference reviewed CFM as a tool of decentralization, community involvement and benefit sharing out of forestry enterprises. This conference voiced community concerns on CFM agreements and called for the finalization of CFM regulations with specific detail on benefits that accrue to the communities. As a follow up activity, ACODE, under the EMPAFORM project participated in training CBOs in Bushenyi and Hoima districts on advancing CFM.

Dialogues on the National Land Policy

Several dialogues were organized to inform the national land policy. ACODE facilitated regional consultations organized by the Ministry of Lands. In addition, ACODE worked with partner organizations in civil society to organize advocacy platforms on specific aspects of the draft national land policy. One of these platforms was about the public trust doctrine and how it can be strengthened in Uganda. Proceedings of this platform were reproduced in the newspapers to attract wide coverage. Other platforms were about land tenure, radical title, and compulsory acquisition.

FGLG quarterly meetings

Quarterly meetings were organized. One of these discussed a cabinet memorandum that proposed amendments to the forestry law. Amendments aimed at clamping down on the powers of the NFA. The memo also re-affirmed the persistent intentions to degazette Mabira. The meeting agreed on the second phase of the Mabira campaign and several activities were outlined in this endeavour: briefs, brochures, media articles and pullouts, etc. Government has since halted this forest giveaway.

Organized a dialogue on Mabira

A one day dialogue was organized with the objective of bringing together key stakeholders from all the districts in the western region to discuss issues of environmental governance with specific focus on the renewed efforts to give away Mabira and portions of some other protected areas. This dialogue was successfully organized in Hoima district in collaboration with the District administration (August 9th 2008).

Learning, Sharing and Networking

ACODE was invited to an international sharing event on securing community assets held in Mozambique, in September 2008. This is an annual event that brings together environmental lawyers and practitioners across Africa, America and Europe to share the plight of marginalized communities and generate ideas on how to best secure those interests. Last year's event was held in Kenya with support from the Ford Foundation and next year's is being planned for Zimbabwe. These events help in distilling lessons in natural resources governance, particularly land, forestry and wildlife. They also provide opportunities for further learning, but also spreading lessons and experiences from FGLG related activities.

Media advocacy

A media strategy was adopted to maintain high profile in the print and electronic media: radio and television talk shows, newspaper articles and supplements. Many articles were written on the proposed amendments to the forestry law to clamp down on the powers of NFA.

FGLG Identity

FGLG – Uganda Brochure

ACODE reviewed and finalized the Forest Governance Learning Group–Uganda brochure. The brochure highlights the objectives, activities and accomplishments of FGLG and is intended to spread understanding about the activities of the group. It also seeks to amplify and consolidate the identity of the group. Copies of the brochure were disseminated to key forest sector institutions and agencies.

Inherited activities from 2007

Constitutional petition on the degazettement of Mabira forest

This petition was filed in 2007 to challenge the proposed degazettement of Mabira forest. This petition among other things seeks a constitutional court pronouncement on the legality of forest degazettement. A legal team was constituted to follow up this action and meetings are occasionally organized to address issues relating to the petition as and when need arises.

High court suit to protect Bugala Island forest reserves

This suit was filed in 2008 against BIDCO(U) Ltd, producers of palm oil. This case seeks an injunction restraining the defendant from interfering with the Bugala islands forest reserves. The legal team has occasionally met to discuss challenges and opportunities met in the disposition of the case. The court process is rather slow making it uncertain when this case will finally be resolved.

Summary of planned activities versus achievements

Key planned activities	Achievements	Evidence, Deviations/ comments
Prepare the Environment and Natural Resources (ENR) sector paper to inform the Poverty Eradication Action Plan (PEAP) review and formulation of the National Development Plan (NDP)	Paper prepared and dialogue organized to disseminate study findings	Final draft
Organize a dialogue on the ENR sector budget	n/a	
Attend meetings to inform the formulation of Budget Framework Papers (BFPs) for the ENRs	ACODE attended ENR – Sector Working Group Meetings	Minutes of meetings
Publish and disseminate the research study on disbursements to the DFS	Paper being made ready for publication	Revised draft
Prepare a policy briefing paper for the above study	n/a	
Organize law enforcement and compliance clinics	n/a	
Prepare a policy brief out of “Improving Forest Justice” tool kit	Conducted a study on forestry illegalities with particular focus on concessions	Draft study
Follow up the court cases instituted in 2007	Both cases in the constitutional court and in the high court are in progress	Minutes of meetings of the legal team
Provide legal and advisory support to two communities interested in Collaborative Forestry Management (CFM) arrangements	n/a	
Organize a national forestry conference	Organized national conference on CFM	Conference report
Influence the national land policy formulation process to embody forestry issues	Facilitated national land policy regional consultations (9 workshops) Organized 4 civil society platforms on selected policy issues (public trust, radical title, land tenure & compulsory acquisition) Prepared a news paper pull out on the public trust	Reports for the various regional consultations (Ministry of Lands) Dialogue reports Newspaper clipping

Tactics (2005-2008)

Seeking information by investigation

‘Information is power’ as the old adage goes. For fear of public scrutiny and accountability, public information is not always available, not even through channels legally established to provide the information. Public information is often released only after important decisions are reached. Cabinet minutes are never available save for excerpts reproduced in daily newspapers. Yet what the newspapers provide is often only half the truth, and may be shallow and insufficient for public policy

analysis and advocacy. The composition of FGLG helps in addressing this information gap. There are members with high-ranking positions in government and members of parliament who often provide information on important decisions to be made. In addition, FGLG has created a host of friends and sympathizers within cabinet, boards of trustees, parliament and the media, who share similar values.

Building networks

Developing democracies are often characterized by political patronage and isolation of political 'enemies'. Individuals and organizations that do not subscribe to values and ideologies of the incumbent government are often isolated and persecuted. This has helped to keep many organizations docile or at best less active when it comes to advocacy on governance and holding government accountable. To overcome the possibility of identification and associated consequences, it makes sense to build networks and coalitions. By demanding political accountability and good governance collectively, it is not easy for a particular organization to be identified. It is for this reason that FGLG is a limb of the UFWG, which is a broad association of forest sector stakeholders numbering over 500 organizations and individuals.

Working with the media

In all advocacy activities, especially where high levels of government are targeted, it is important to involve the media. Otherwise, your work will at best be ignored or your organization silenced altogether. FGLG Uganda has two members, each from one of the two most prominent media houses in the country, New Vision and Monitor newspapers. Journalists not only provide media coverage for FGLG activities, but also provide sensitive information that informs our work. FGLG-commissioned research studies also provide information and empirical research data for newspaper articles.

Key impacts – 2008

Increased prioritization of ENR in the NDP

Environment and natural resources has gained prominence in the NDP process. Seven chapters have been outlined and environment and climate change is one of them. FGLG Uganda contributed to this by developing a paper on priorities of ENR and climate change. The ENR sector paper was part of the coordinated contribution of civil society organizations under the leadership of the Uganda National NGO Forum. This provided added clout and unveiled more opportunities for policy advocacy. In addition, FGLG participated in several meetings in civil society and government spheres. These engagements collectively have caused these developments.

Renewed efforts to degazette Mabira have been halted

Cabinet resolved to push on with the Mabira degazettement. In addition, it was proposed that the forestry law be amended with the aim of clamping down on the powers of the NFA and making degazettement an easier process. Both proposals have been halted. FGLG Uganda contributed to this by spreading this information to the public, through FGLG member journalists, radio talk shows and newspaper supplements. In addition, meetings were organized to electrify civil society groups for action. Amidst pressure, government bowed out, at least for the time being.

President has intervened in accusations of poor management by NFA

Internal weaknesses within the forest governing body have been exposed in the press and the president has made directives to stop irregular and corrupt awarding of concessions. This development was informed by the study on forest illegalities mentioned above, which is being done by two FGLG members. One of authors of this study works with the New Vision newspaper and harnesses opportunities of mainstreaming study findings into the press. It is on the above study findings that the president has acted.

Re-institution of the public trust doctrine in the draft land policy

The early drafts of the national land policy (drafts 1 and 2) were more inclined to vesting environmental resources like forests, wetlands and parks in the government. Because of FGLG work, this position has been reversed. Draft 4 is supportive of the existing policy position that vests natural resources in the people, with government as a trustee (public trust doctrine). FGLG contributed to this by advocating for the latter position. With representation on the National Land Policy Working Group, the policy was informed within the group. Contribution was also made in partnership with other CSO under umbrella of the Uganda Land Alliance. Dialogues were organized and joint supplements published in the papers.

Performance of the District Forest Services being stepped up

Some district forest services that were previously not in place are now constituted. Some dysfunctional ones have been stepped up. FGLG contributed to this through the UFWG, which implements projects to assist the DFS. ACODE is a member of the steering committee of the DFS. The study on disbursements to the DFS, when finally published, will consolidate this gain by providing policy guidance on how to strengthen the DFS and step up management arrangements for 70% of Uganda’s forests (under the management of DFS).

Increased community applications for Community Forest Management

The number of CFM arrangements has increased over the last couple of years, from 8 last year to over 12 this year. In addition, a number of applications have been lodged. FGLG contributed to this by raising awareness on CFM through training of community based organizations. The national CFM conference that was organized at the beginning of 2008 also helped to review benefits accruing to communities out of the arrangements. As a result, NFA agreed to periodically review CFM agreements to ensure that tangible benefits accrue to communities.

A-1: Panel feedback and additional questions

Performance over year	Overall relevance	Innovation	FGLG impact
Good performance in terms of quantity and quality of work which is attributable to the diverse membership of group – information is obtained through members based in various institutions. Looks like a big, well resourced group.	Relevance cannot be faulted - good content and breadth of work e.g. from mainstreaming environment to direct advocacy work	Good innovation in terms of group membership group and what they are trying to achieve.	Strong evidence of impacts, both for Mabira work and for the inclusion of environment and trust in land legislation.

- Illegality report and press. Have you done any work to set up ‘standards’ for legality with reference to certification?
 - Forest Working Group already existed as a loose alliance prior to FGLG with a common understanding and agenda covering many aspects of forestry. So when FGLG came along they aligned FGLG with one part of this broader FWG that focused on governance. In terms of illegality – they were not talking about certification. It was more that the NFA was going against basic concession allocation and enforcement type activities that they should have been doing. They do have certification.

- Is FGLG within National Forest Authority or is it independent? For example, the proposals to fund the District Forest Services – is this coming through NFA or is it independent?
 - Independent.

- Did you find challenges during your FGLG activities?
 - Mabira demonstration got out of control and two people injured, one person killed.

- Prioritisation of environment and natural resources in national development plan etc: how much can these impacts be attributed to FGLG?
- FGLG is a limited financial support – it is just a catalyst for much bigger budget and decisions that can be made by constituent members. E.g. they did the study, they organised the dialogue – so they can claim credit.
- How do you do deal with workload?
- Only have four meetings a year to discuss priorities and agree to pursue as separate institutions. Secretariat at ACODE does additional fundraising to help fund the work of the group. E.g. when they got cabinet memo stating that they were trying to degazette Mabira again – they raised money to support several other activities that followed thereafter.

B: Lessons learned through FGLG

FGLG-Uganda has attended all four of the international learning events since 2004: in Akosombo, Rustenburg, Kampala and Bhopal. An important observation made is that the FGLG family is a mix of country groups with diverse contexts of forest governance: community mobilization, activism, advocacy, and evidenced based advocacy (policy research). Although, the learning events have been designed to accommodate all contexts, lessons from the events are perceived differently by the country teams depending on their work contexts and ideological standing.

FGLG-Uganda is convened by ACODE a public policy research and advocacy think-tank. ACODE strives to undertake evidence-based advocacy as opposed to activism in the real sense. FGLG-Uganda has tended to lean towards ACODE's ideological leaning and work modules (advocacy that is research based). A key lesson from the Kampala event for example was that the law is a means/ process and not necessarily an end in delivering justice. The team thereafter shaped research and advocacy activities to make the law work better.

Similarly, a key lesson from the 2007 event (Bhopal) was that forests are theatres of conflict. FGLG would therefore wish to be seen, not as a party in conflict, but a leader in conflict prevention and management and key player in peaceful resolution of claims. This involves undertaking research and developing alternatives for parties in conflict, who are often community groups, the general public (e.g. in the Mabira advocacy campaign), individual politicians and sometimes, governments.

Lessons from the learning journey

Lessons here are traced back to 2006 when FGLG-Uganda hosted the international learning event. This event, hosted at the Ankrah Foundation on the outskirts of Kampala city was both timely and instructive for Uganda FGLG. The learning event group had an opportunity to visit Mabira forest and talk to some of the particularly aggrieved communities/ individuals. At the end of the event, a press conference was convened and participants voiced concerns about the proposed degazettement of Mabira.

Using the international event to influence the agenda

The concerns of international participants were published on the front page of the Uganda's leading daily, the New Vision. This was both supportive to the FGLG-Uganda agenda but also instructive. It helped to provide yet another supportive story against the proposed degazettment with the twist of international concern. But it also drew lessons on harnessing international criticism and provided the necessary contacts that helped FGLG-Uganda draw the attention of the international media houses like BBC and Voice of America.

Peer review of work plans provides insights

Sessions critiquing work plans during learning events provide invaluable perspectives. For example, in Kampala, our proposed work plan was scrutinized. We were challenged to identify comparative advantages, strength and weaknesses of the activities identified. Identifying the weaknesses of your chosen activities prepares you for the potential challenges. This provided insights for the multi-pronged strategy approach that was used in the advocacy campaign to save Mabira forest.

Be modest in planning but consistent to create change

FGLG-Uganda was also challenged for a bloated activity agenda in relation to the modest resources available. This helped us to refocus and prioritize an activity layout that can be well accommodated with the resource envelope. Although ACODE was adamant that empirical data to inform advocacy activities is essential, efforts were taken to prioritize and streamline the activity layout.

The identified themes in Kampala, namely: (a) legal awareness and local rights; (b) reduce conflict between national and local rules; (c) engaging with the private sector; and (d) up scaling the voice of the marginalize in public policy, helped inform our proposed work plan for 2008. Some of the activities that were consequently replicated in our work plan include: spreading understanding of rights, managing conflicts over forest resources, keeping track of key processes e.g. budget process, and linking forestry with other sectors.

Much to learn from each other through networking

The 2007 event (Bhopal) was similar in critiquing country teams' performance against set activity plans, and sharpening work plans for 2008. The quantitative and qualitative evaluations of country teams' performance were also both informative and inspiring. For example, participants queried the prominence of FGLG brand. In response, FGLG-Uganda has this year published a brochure that is intended to profile the activities of the group.

The most inspiring lesson from Bhopal perhaps is summarized in the words of Prof. Mohan Gopal: '...justice is a standard of human conduct'. This may apply to the conduct of individuals and communities, commissions and governments. The work of policy think tanks, as non partisan entities in the conflict, is to provide research and analysis to support 'true justice'. This helped in re-invigorating enthusiasm in living up to the task.

Critical reflections on FGLG initiative

The FGLG family at both country and international levels offers opportunities for deep thinking, learning and acting. The international learning events provide opportunities for rigorous cross learning, and have been well facilitated by IIED. By and large, these events provide numerous lessons, perhaps more than can be implemented (due to very limited resources). The question therefore is 'what is the good in lessons that cannot be implemented?'

By thinking more positively, FGLG is just a catalyst. Indeed, the initiative provides numerous opportunities for pro-active country teams. ACODE has been able to use this platform to do fundraising to take forward the lessons learned and activities proposed at the international events. In the alternative, country teams can pass on these lessons to mandated government institutions, which may have the resources and mandate to take action. The FGLG family, collective and individually, needs to do more fundraising to deepen activity implementation.

Similarly, FGLG desires a composition of high ranking government officials, policy makers and most important stakeholders in forestry. Many of these are expected to give their time for free and for a cause. Although this is quite true for Uganda, the future is not certain. Some of these individuals are private consultants who value their time in economic terms. Others are government technocrats who are used to per diems and allowances. This is a big challenge given the size of the resource envelope.

The future demands empirical research information to inform any advocacy activities. This involves fieldwork, documentation and publication – often a costly venture. Many country teams lacked the necessary resources to go this far. FGLG teams must look for resources to facilitate research to inform advocacy, if we are to remain relevant as country teams and as a family.

Questions and comments

- You seem to have a big, diverse group, were there any challenges in terms of the outputs/objectives of the group?
 - Voluntary team, no big problems operating as a team
- What problems do you have from the current phase?
 - Have a group that is working voluntarily, challenge is how to maintain momentum and whether people will continue to provide their time on that basis
- Do policy briefs work?
 - Helped us influence budget process and sector investment plan
- Emphasis here on learning event milestones – what would FGLG Uganda milestones look like?
 - Mabira, influencing budget process, President's intervention in forest concessions influencing national development planning that is taking place
- What are the main roles of stakeholders involved in FGLG? Are they contributing optimally?
- Do you speak on behalf of forest stakeholders or enable them to represent themselves?
 - Works at policy advocacy level – much of our work involves leaking information from government to public.
- How are you linking with Malawi on charcoal issues?
 - Some studies carried out but need to link up and compare more.
- Do you have any monitoring indicators?
 - We have a workplan that we have always followed but no specific indicators
 - Using learning events for national lobbying – more tactical learning on this next phase
- Containing the media is so important – they have BIG influence.

“FGLG in Uganda is like Robin Hood – stealing information from the rich to give to the poor.” Gaster Kiyingi, FGLG Uganda

“It is important to have peer review of work plans by other FGLG teams to be able to drive on without fear” Gaster Kiyingi, FGLG Uganda.

“We have engaged journalists to help unearth issues and persuade the President to take action. The media is an effective player in forest governance if used appropriately.” Gaster Kiyingi, FGLG Uganda.

“FGLG has provided the kind of vital safe space that has enabled people to say what they need to say on tricky and sensitive issues.” Gaster Kiyingi, FGLG Uganda

“The court cases that FGLG has helped pursue have been critical to push the government and others to clarify their positions”. Gaster Kiyingi, FGLG Uganda

“Learning events themselves raise the profile of in-country issues. In Uganda the learning event really helped on the Mabira issue [press focus]. Perhaps the same may be possible on the charcoal issue in Malawi.” Gaster Kiyingi, FGLG Uganda

C: Elements of strategic focus for next five years

Content	Process	Impact	Risks and assumptions
Policy advocacy <ul style="list-style-type: none"> Macro-policy processes Climate change National Forest Plan review Rights and litigation Land Policy process 	<ul style="list-style-type: none"> Research and briefs Dialogues Breakfast and lunch meetings for lean groupings of policy makers Buying into government processes 	Increased prioritisation of forestry	Political will
FGLG learning	<ul style="list-style-type: none"> Meetings scheduled periodically Linking with trans-boundary and international processes 	Strong FGLG country team	Team spirit
Forestry rights and enterprises <ul style="list-style-type: none"> Forestry illegalities in CFR and LFRs 	<ul style="list-style-type: none"> Studies Media advocacy Enhancing stakeholder participation 	Reduced level of illegalities	Political interference
Forest products <ul style="list-style-type: none"> Streamlining charcoal as an enterprise Firewood production as an enterprise 	<ul style="list-style-type: none"> Studies Media reports 	Clear policy direction on charcoal and firewood production as forest based enterprises	- do -

C-1: Additional questions and panel feedback

- Why is FGLG learning a thematic focus – I would rather see it as a cross-cutting process.
- The thematic foci are activities rather than themes – this is dangerous, you need to articulate these as themes. Also, I cannot see social justice here – I see legality, charcoal, firewood etc but there are no guarantees that these will lead to social justice.
- Re: activities, if you look at what Cameroon presented as thematic areas we have a commonality – we were trying to drill down to be clear on activities under here but we will take your advice to sharpen this further.
- Learning is a thematic focus – we have a secretariat behind us to take forward lessons, conduct more research etc, it's probably a cross-cutting issue but we need to keep it clear that this will be a priority. Social justice should come from these activities, they are all aimed at this.
- Social justice is embedded but not explicit – needs to be made clearer
- You say that in legality the risk is political interference – what do you mean by this – is it a risk or a challenge – this could be put under the process column?
- The way Uganda is politically structured is by central and then local government and then sub-local government. We have a system where political decisions overrule local level decisions.

Relevance	Learning	FGLG added value?	Meaningful FGLG impact
Relevant in context of social justice. There is a lot of process/ tactics mixed – you might need to re-work these categories. Policy/ advocacy could be a strategy.	Team has mentioned how learning will be done as a specific activity using meetings as main basis for this. For me it is already stated but if possible I suggest to use other tools also – not just meetings.	Added value is strong – some re-jigging good as suggested. Strong comparative advantage as presented here. Would like to see some positive alternatives considered and not just about driving out the bad stuff. Big challenge is to really work on how high profile people in team can carve out space in their jobs to do FGLG work.	Reduced level of illegality is an impact but we need to see these in terms of stakeholder benefits. Need to go deeper with the impacts. If you streamline the charcoal policy what will the impact be?

Vietnam

A: Achievements, tactics and impacts

- Significant reduction of poverty rate at national level, yet contribution of forest to poverty alleviation remains unclear: Vietnam has made important progress in reducing the number of people living under poverty line, from 58.2% in 1993 to 24.1% in 2004, implying a reduction of more than half of the population living in poverty in 11 years. In the forestry sector, however, it is still unclear to what extent forestry has contributed to lifting poor people out of poverty and the impacts of forestry on the poor have been vague.
- Community forest management is being practised by local people in different parts of the country, even during the time of state forestry: communal forest has been a tradition in many upland forest villages in Vietnam. Such practices have been maintained even during the time of state management of forest resources. With the devolution policy on the way, community forestry has emerged as an important form of forest management in Vietnam.
- Legal recognition of community forestry in 2004 and a national program is currently undertaken to try out community forestry guidelines -> a CFM handbook to be prepared by the end of the project: In December 2004, the national assembly approved the new forest protection and development law. This law recognizes the legal status of community forestry. As an important step to expand the areas of forest under community forestry, a national program aiming to try out implementing CFM guidelines prepared by MARD in 40 communes in 10 provinces. It is expected that this project will come up with a CFM Handbook, which provides practical guidance on how to run CFM.

Plans versus achievements

The discussion that follows presents an overview of the achievement of the major groups of activities that FGLG Vietnam has planned for 2008:

- *Planned activity 1:* it was planned that around 15-16 trips to local to 20-24 villages in two project provinces (Dak Lak and Bac Kan) and four neighbouring provinces (Quang Nam, Quang Tri, Dak Nong and Gia Lai) would be carried out during the year.
Achievements: Altogether, 16 visits to 25 villages have been made till date, including a recent visit to a community in Bac Kan province on the occasion of the national workshop. Among these, there were exchange visits between Thua Thien Hue and Dak Lak teams. All these visits benefited FGLG members, their partners at the national and provincial levels and local villagers.
Comments: Information on three issues: 1) the need for legal status of CFM, 2) conditions to manage forest as CFM, and 3) benefit sharing and poverty alleviation have been collected during the visits. The purpose is to use the lessons learnt from the visits to make well grounded recommendation for future CFM and poverty alleviation policies.
- *Planned activity 2:* Support one village in Nam Dong district of Thua Thien Hue province on forest protection and livelihood development
Achievements: A village based farmer learning group was set up in Thon 4 village (Thuong Quang commune) in Thua Thien Hue. The FGLG provincial team provided technical support for group members in managing their forest.
Comments: The lessons learnt from this village will need to be documented in a report until the end of the project.

- *Planned activity 3:* Conduct a study on possibility for community timber certification in Dak Lak province (the study would only be done under a condition that there is a possibility for follow up of the study findings from other sources of funding).

Achievements: Based on the possibility that an ADB funded project may follow up the findings from the study, FGLG team members in Dak Lak has been working on the study. Draft report has been prepared.

Comments: Report to be finalized.

- *Planned activity 4:* Organize national and provincial workshops to share lessons learnt from the project with other stakeholders

Achievements: National workshop was organized in Bac Kan province on 14-15 November 08 with participation of over 40 people from Dak Lak, Hanoi, Thua Thien Hue, and Bac Kan. Other organizations, including the national CFM Pilot program, also made presentations on their experiences in the workshop

Comments: Provincial workshop will be organized in Dak Lak on December 10 and in Thua Thien Hue on December 30.

- *Planned activity 5:* document lessons learnt, prepare reports and policy brief

Achievements: In progress

Comments: to be finalized



“FGLG contributing to communities getting legal status for CFM is so encouraging, so important.”
Nguyen Quang Tan, FGLG Vietnam

Tactics

- *Tactic 1:* Involve policy makers in the team

Purpose: Convey lessons learnt from the project activities into national policy-making and implementation process

Steps: 1) Select key and interested policy makers, 2) Invite them to join the group, 3) Involve them in learning events, 4) Discuss with them about lessons learnt and their implications.

- *Tactic 2:* Work with both academia and practitioners

Purpose: Make sure that the lessons learnt are carefully analyzed and practically appropriate

Steps: 1) Select key and interested persons, 2) Invite them to join learning events, 3) Ask them to analyze and review lessons learnt

Comments: Coordination is important

- *Tactic 3:* Combine learning and sharing with assessment

Purpose: Use the learning events to assess the group’s three focal areas

Steps: 1) Identify focal areas, 2) Develop indicators and data needed to address the focal areas, 3) Collect the needed data during the village visit, and 4) Analyze collected data and document findings

Impacts of the team

Awareness raising on CFM among people involved

- Visits to local communities benefit over 250 participants from not only FGLG Vietnam team but also partner organizations, such as DARD Dak Lak, Forest protection Department in Thua Thien Hue, CFM Pilot program in Hanoi, as well as local people.
- Participants expressed important learning experiences through visits.
- “I have heard of community forest management in workshops in Thailand, the Philippines, and Australia. This is the first time I hear about CFM experiences right in my own town” said the former director of DARD Bac Kan in the national workshop in Bac Kan 14-15 November 2008.

Having learnt from the CFM experiences presented by the FGLG team, Bac Kan DARD director asked a district vice chairman to accept proposal for CFM in Van Minh commune of Na Ri district.

- The national workshop in Bac Kan was a successful opportunity for learning and sharing. The lessons learnt from not only the project team but also from other organizations, such as Care International, CFM Pilot program, Helvetas project in Cao Bang, were presented in the meeting
- During the visit to the field on the second day of the national workshop, the DARD Director of Bac Kan heard about the proposal for CFM in Van Minh commune. He encouraged the district leader to consider the proposal as CFM may be a great option to save the forest resources in the commune.
- The picture was taken after the DARD director made a request to the district authority, when Bac Kan TV was interviewing him.

Lessons from FGLG Vietnam recognized and shared with people around the world: experiences from FGLG Vietnam have been presented in different forums and conferences at the regional and global levels. In addition, the sharing of information has also been done via the internet.

- Lessons learnt from FGLG presented at the International Conference on Forest Tenure and Poverty Alleviation in Bangkok, Thailand in September 2007 and at the 12th IASC (International Association for the Study of the Commons) in July 2008 in Cheltenham, England.
- Policy brief produced by FGLG Vietnam used in postgraduate course on developing countries in Swiss Federal Institute of Technology (ETH) Zurich: Ruedi Felber has used the FGLG Vietnam policy brief in his course on Advanced Studies ETH in Development and Cooperation.
- Vietnam CFM Pilot program requests FGLG convener to comment on the CFM handbook: a draft CFM handbook has been prepared by the CFM Pilot program. The coordinator of the program invites RECOFTC and FGLG convener to provide comments on this document (accessible at <http://dof.mard.gov.vn/download/english.zip>). Invitation to attend a national workshop to discuss this handbook has also been received. Unfortunately, the date of the workshop coincides with the FGLG global meeting in Malawi. However, comments on the handbook will later be sent to CFM Pilot program in writing.

A-1: Panel feedback and additional questions

Performance over year	Overall relevance	Innovation	FGLG impact
In terms of quantity and quality, Vietnam has achieved considerable work	Relevant programme of work Good ability to develop opportunities; certification work is relevant Engaging with the relevant policy makers on CFM Relevant impacts and tools	Timber certification was a good innovation Used a range of learning tools Information picked up in other countries	Good impact at getting CFM ideas accepted Good impact in pilot programmes No evidence of the effect that the project has had on peoples' livelihoods

- By involving policy makers in your team they may be a danger of replicating mistaken solutions.
 - The Vietnam team is aware of this risk.
- Topics of the two workshops?
 - Poverty alleviation and benefit sharing in community forest projects.
- Any changes in the way people manage their forests?
 - No impact assessment done.
- In future do you go deeper with the communities with which you have worked or do you try to spread CFM more widely in Vietnam?
 - More support to existing sites but we would also like to take lessons to the national level to influence forest policy.

B: Lessons learned through FGLG

Based on the findings from community forest surveys and consultations with different stakeholders during provincial and national workshops, the focus areas for FGLG Vietnam from September 2007 till the January 2009 were identified as:

- *Legality of community forest management (CFM):* Currently it is not clear if forest land use title can be of any help for local communities managing forest. On the one hand, community forest title does not convey as many rights as that of an individual. On the other hand, local people in traditional CFM villages have so far taken care of the forest and benefited from it, without any legal recognition from the state. FGLG Vietnam plans to collect evidence, analyze it and provide policy advice on whether community should be given forest land use title and why.
- *Allocation of forest for community management:* while there is no doubt about the state's plan to devolve more forest to local people for management, it is still not clear what management form should apply under what (natural, cultural, biophysical, etc.) conditions. Within its scope of activities, FGLG will provide further lessons from the field on 1) what kind of forest should be allocated to community for management, and 2) what characteristics a community must have to manage forest under community regime.
- *Forest management and benefit sharing:* this is a big issue that encompasses four smaller aspects: 1) the governance structure for good CFM, 2) pro-poor benefit sharing arrangements, 3) the development of sustainable forest composition models, and 4) what and how external support should be available to back local communities up in case of need. FGLG Vietnam plans to collect evidence, document and analyze lessons on these aspects.



"Through FGLG we have learned and worked out the strengths and weaknesses of a 'forest governance' approach for community forest management in Vietnam."
Nguyen Quang Tan, FGLG Vietnam

The learning journey of FGLG Vietnam

The learning journey for FGLG Vietnam underwent three different stages (see figure below). It started with the scoping visit conducted in February 2006 during the pre-project phase to explore the potential foci for FGLG Vietnam. Among the issues identified during the scoping, poverty alleviation and community forest management came up as the most relevant ones for the Vietnam group.

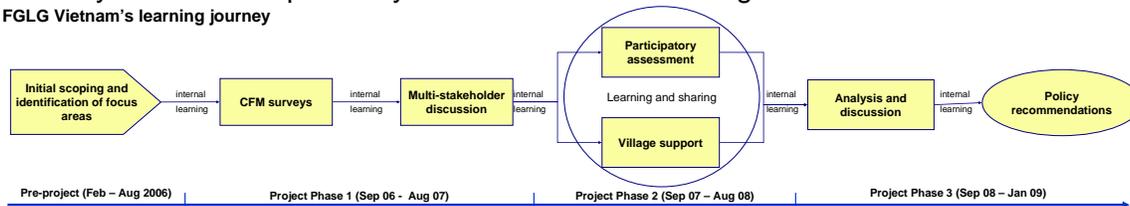
Phase 1: the focus of phase 1 was to explore the possibility for learning on CFM and poverty alleviation. We assumed that forest has potential to contribute to poverty alleviation and that there exist interesting experiences on poverty alleviation in CFM villages for other people to learn. We therefore conducted CFM surveys in two provinces of Dak Lak and Thua Thien Hue to identify potential sites and issues for future learning and sharing activities. Findings were shared with different stakeholders in three workshops.

Phase 2: this phase is full of learning and sharing events among FGLG members, villagers, and staff from concerned organizations. While the general focus on poverty alleviation through CFM remains unchanged, we look specifically at three important aspects: 1) the need for legal status for CFM, 2) the conditions needed for CFM to work, and 3) forest management and pro-poor benefit sharing. These focus areas provide direction for our discussion during exchange visits, study tours, and other learning and sharing events held during this phase.

Phase 3: two important steps take place in this phase: 1) in-depth analysis of the information collected from the learning events in the previous phase and discuss the analytical results with concerned stakeholders, and 2) preparation of lessons learnt and their policy implications in a concise format and

share them with all stakeholders. We also aim to contribute our lessons to a CFM handbook, which is currently under development by a National CFM Pilot Program.

FGLG Vietnam's learning journey



Practical lessons

- *A multi-stakeholder group:* As governance relates to different stakeholders, the involvement of these people in the FGLG group aims to bring representatives of all concerned stakeholder groups on board. Our experience over the last two years indicates that a multi-stakeholder group creates a chance for mutual learning and sharing of experiences and information among group members. For example, policy makers have been able to learn analytical results from researchers and real life problems and good practices from the farmers. At the same time, farmers get a chance to improve their legal knowledge (and voice).
- *Legal status of CFM:* throughout our learning events, it appears that legal recognition of CFM can be very important for the community. Without legal proof of tenure on the community forest, it will be hard for the community to receive official support from outside for forest development. More importantly, lack of legal status makes it difficult for the community members to exclude outsiders from encroaching their forest. For example, due to an absence of legal title a local community in Thua Thien Hue province could not set an official claim on their community forest and thus lost 50ha to a company.
- *Policy brief works well in disseminating key messages:* for disseminating issues on forest governance, we have prepared reports and a policy brief. The lesson we have learnt so far is that the policy brief works quite well in bringing the message to different stakeholders as it is short, concise and well prepared enough. Till date, the feedback we have received on project publications have mainly been about the policy brief. It seems clear to us that the brief can capture the attention of audience much better than the long reports.

Reflections on the FGLG initiative

Positive effects:

- *Opportunities to learn about forest governance and CFM:* FGLG Vietnam's learning events at community level have provided important chances for participants, including group members and their local partners, to learn from practical experiences on the ground on how different CFM may be from the state forestry, which has dominated for the last several decades. Furthermore, exposure to colleagues from other countries has enriched group members' knowledge of what forest governance means and what requires for a good governance to work.
- *Identification of strengths and weaknesses of CFM:* the analytical work of the information collected from CFM surveys and community visits allows the group members to have good understanding of what are the strengths and weaknesses of different forms of CFM in Vietnam. It is obvious a perfect model of CFM and poverty alleviation does not exist. The team has been able to learn a great deal about the good practices being done by the local communities as well as where there is room for improvement of such undertaking.

Weaknesses:

- *Limited support to communities at the field:* as effective learning cannot be achieved without practical application it is important for the community members to apply what they have learnt through exposure with the team. Yet, there are limited resources to support local communities to follow up. This is due to the original design of the project, which did not include allocation of funding for such activities.

Comments and questions

- Concept of governance: is there a Vietnamese word for governance?
 - yes but it is not self-explanatory and still needs explaining
- On the legality of CFM: we are trying to convince government that the red book certificate is still important for communities to show secure rights to forest
- Who is involved in the monitoring and evaluation of FGLG programme?
 - We designed some indicators for second phase 07-08 so have tried to monitor our own achievements
- Who is involved in analysis and discussion?
 - Analysis is done by project team.
- Could FGLG link with other projects/ initiatives to test practical applications in the field?
 - Not much money to do activities at field level but were going to work with an IUCN programme at local level in several places but it did not happen at the scale planned.
- A reflection on the ability or potential of FGLG resources to lever other funding would be useful.
 - Would like to find some co-financing sources
- Is it a linear process or iterative? What's the feedback mechanism/ learning loop?
 - It is a learning spiral within each phase: we will learn from lessons in the current phase to use in the next phase
- Methodology to harness failures?
- Do you think these activities will lead to a change in policy? Is it incentives or information that makes policy change?
- How to deal with political system and what is the role of FGLG?
- What's your plan to overcome the challenge of limited support to activities in the field?

C: Elements of strategic focus for next five years

Content	Process	Impact	Risks
Forest rights: a precondition for successful realization of other focus areas	Assess current status of rights to forest Recommend on forest allocation Tactics: 1) involve key policy makers, 2) combine with other initiatives for added value	(More equitable) distribution of rights to forest of local communities	Insufficient resources to take findings into account No buy-in from the state
Pro-poor climate change: the need to help local communities benefit from potential carbon financing complement with existing PES project in Vietnam	Assess current PES schemes Assess existing mitigation and adaptation efforts Recommend on pro-poor schemes Train local officials and communities on relevant topics Combine with other projects	National PES/ REDD strategies take into account measures/ recommendation to proactively support the poor	REDD not given focus in forestry agenda No buy-in from the state
Trans-national learning and preparedness: Opportunities to share and learn from other countries	Participate in FGLG global learning events Participate in related workshops and conference	Lessons learnt help improve the country's plan and strategy Capacity building for participating members	

C-1: Additional questions and panel feedback

Relevance	FGLG added value	Learning	Meaningful FGLG impact
Relevant to social justice and linked to timely other initiatives – not quite sure about PES – duplication	Good careful analysis of value addition – e.g. non-technical climate change—benefit distribution – e.g. links with other projects – RECOFTC But are better rights enough over 5 years?	Process has given thought to whom to involve, evidence base, briefs but multi-stakeholders learning techniques? Focus themes not quite crystal clear.	Including main decision makers and communities will help get policy and practical impacts – how have you learned from international events and what has changed?

- What are the back-up plans if government does not buy-in to the project?
- Forest rights – not so much focus on enterprise? Is this the best way to approach the rights issue?
- Phrasing intervention with forest enterprise can be a better way in which to achieve forest rights as it is often seen as a more practical intervention than rights on their own.

Section 3: Plenary synthesis sessions

Note that for some of the presentations and plenary sessions, the group was split into two rooms. The outputs from discussions in each room have been combined for the purposes of this summary.

3.1 Key impacts and tactics

This session followed the presentation by country teams of their achievements, impacts and tactics over the past year.

3.1.1 Impacts

First of all, participants were asked to consider the *impacts* that could be confidently attributed to FGLG. These have been grouped by theme.

Understanding issues and recognising reality

- ⇒ Improving understanding by different stakeholders of what good governance means
- ⇒ Promoting research and supporting evidence-based advocacy (e.g. on NTFPs in India and SMEs in Cameroon)
- ⇒ Raising awareness of illegal activities: assessing their economic value to the country (e.g. multi-donor partnership reveals economic impact of charcoal in Malawi)
- ⇒ Raising awareness of illegality: having impact on those in power (Mozambique)
- ⇒ Delivering learning and evidence to improve social justice (e.g. new research or evidence to 'unblock' decisions affect public opinion)

Understanding tactics

- ⇒ Improving understanding of link between governance 'tools' and local livelihood opportunities
- ⇒ Identifying forest governance as a major 'issue' for advocacy and examining solutions and methods at various levels
- ⇒ Building strong coalitions of actors to influence policy makers e.g. in Mozambique and Ghana: influencing forestry staff/ law
- ⇒ Clarifying and legitimising lobbying tactics
- ⇒ Clarifying pincer strategy

Abilities to influence change

- ⇒ Improving capacity of FGLG members to influence decisions/ policies that are more responsive to community's ideas and that are transparent
- ⇒ Personal transformation (in skills, behaviour, attitudes)
- ⇒ Influence on organisational change
- ⇒ Actual *learning* (i.e. thinking in a different way) amongst participants e.g. Indonesia, SMME attendees at South Africa Forums
- ⇒ Key players' capacities built so as to have constructive engagement with all concerned stakeholders at different levels
- ⇒ Increasing collaboration of different stakeholders concerned with forest governance
- ⇒ Enabling politicians to push for governance reform as 'their' issues (e.g. India pre-state elections)

Changing discourses and decision-making processes

- ⇒ Raising forestry's profile and increasing awareness of forest governance: recognition of forestry as a priority area within the government development agenda
- ⇒ Mainstreaming environment in national development programmes
- ⇒ Ensuring that questions of social justice in forestry become part of the key national forestry discourse agenda

- ⇒ Promoting policies and strategies in the forest sector
- ⇒ Influencing reform of policies and of the legal framework
- ⇒ Combating illegalities (de-gazettement)
- ⇒ Making decentralisation work

Engagement mechanisms/ processes

- ⇒ Platforms created/ facilitated by FGLG and other processes for multi-stakeholder engagement on forest governance (eg VPA negotiations)
- ⇒ Participatory policy making processes facilitated
- ⇒ Experience sharing across countries facilitated
- ⇒ Platforms built that allow for social safeguarding of communities
- ⇒ Existence enabled of multi skilled/ disciplinary teams which aim to improve the necessary reforms in the forest sector/ governance
- ⇒ Presence of local forestry networks in monitoring local forest investments institutionalised
- ⇒ Global strategy appropriate for some problems
- ⇒ Mainstreaming of best governance practices in national and supra local policies enabled
- ⇒ Policy briefs used to inform, influence and support design of mechanisms

Decisions changed and policy influence

- ⇒ Positive policy and administrative reforms with respect to contribution of forests to livelihoods (recognition of NTFPs in forest resource accounts)
- ⇒ Government decisions on investment proposals changed (e.g. de-gazettement in Uganda, reserve give-aways and logging permits in Mozambique)
- ⇒ Policy influences lead to better 'deals' for the country (government/ local people)
- ⇒ Sustainable use of forest resources by local communities implemented
- ⇒ New institutions that are informed by clear, convincing evidence (e.g. in S. Africa – funds, policy statements)
- ⇒ National policies influenced (VPA, policy research - Ghana)
- ⇒ Evidence for change – justification of policy shift
- ⇒ Sulawesi community logging revised and approved (Indonesia)
- ⇒ Innovative approach to community based forest management (Vietnam)

3.1.2 Tactics

Having considered impacts, participants were then asked to consider the most successful types of *tactics* that could be at least partly attributed to FGLG. These are grouped into broad categories:

Dialogue and engagement

- ⇒ Involvement and consultation of all stakeholders in various processes to influence policies (e.g. contact group for VPA Ghana)
- ⇒ Involving political parties/ lenders to create mutual pressure for policy change
- ⇒ Participative dialogue in the forest sector (government, civil society, CBOs etc)
- ⇒ Lobbying within the government to encourage participation by the government
- ⇒ Implementing direct citizen engagement (seat at the table) between citizens and duty bearers
- ⇒ Develop synergies between movers and shakers in broad policy process (decision-holders, innovations, influential stakeholders)
- ⇒ 'Add value' to existing government processes by combining dialogue (public) with a diversity of means: relevant and research/ evidence, advocacy, learning and action, capacity
- ⇒ Country exchanges with more experienced partners
- ⇒ Sharing and learning about management of forests: workshops on management of forests
- ⇒ Bringing together of all country teams (through annual event) for sharing of vision

Constituency building and networking

- ⇒ Mobilising local forestry groups to monitor policy implementation and investment to ensure transparency and accountability
- ⇒ Building working networks and information sharing forums; engaging national and local working groups (e.g. focus groups on specific issues)
- ⇒ Developing a 'vibrant group' network to keep forest governance as a continuous, long term agenda
- ⇒ Implementing policy research and advocacy through networks that have local constituencies
- ⇒ Creating a strong constituency to influence by using FGLG to bring parties together e.g. Cameroon, Ghana, Mozambique, RSA
- ⇒ Training district forest managers
- ⇒ Intensive informal communication with decision makers
- ⇒ Seeking information from government parliament members and working with them

Generating and presenting credible evidence

- ⇒ Carry out participatory assessments of village situation
- ⇒ Use evidence-based research, policy tools and solid statistical evidence to inform the dynamics of the forest sector
- ⇒ Identify sustainable alternatives to reduce the poverty through working with communities
- ⇒ Challenge norms by communicating new evidence
- ⇒ Publications, research and policy briefs as tools to influence policy makers
- ⇒ Providing policy analysis outputs to appropriate people at a suitable time and place (e.g. before the next election/ parliament session)
- ⇒ Use events (either planned or opportunistic) to expose decision makers to new ideas and make them look good
- ⇒ Provide concrete data and information on issues needing change to opposition MPs
- ⇒ Publish key findings in different sources of information
- ⇒ Engage and use media exposure for FGLG related activities to improve knowledge (e.g. newspaper, TV, radio in Mozambique)

Political process

- ⇒ Stimulating engagement – shuttle diplomacy
- ⇒ Work with the political class promoting better governance in forests
- ⇒ Finding champions among articulate leaders
- ⇒ Target strategic FGLG members and partners ('Who's who' in FGLG membership)
- ⇒ Involve key decision makers or informants in FGLG (formally or informally) to increase *reach*
- ⇒ Inform decision makers of local realities by taking them to the field (e.g. Vietnam)
- ⇒ Employ legal tools and challenges to force information out and clarify positions (e.g. Ghana VPA work, Uganda court cases)
- ⇒ Identify 'windows of influence' and exploit them – these vary according to country; advanced methods such as public awareness through press 'naming and shaming' affects MPs in democratic countries (e.g. Mozambique)

Making space and scaling up

- ⇒ Scale up of good practices
- ⇒ Support proactive initiatives for collaborative projects and strategic withdrawal from process – making the government own up and continue with communities

Work planning

- ⇒ Clear objectives with time and flexible action to achieve them (e.g. many teams)
- ⇒ Having country teams to integrate their country's and own priorities in designing programmes/ plans

Using FGLG as insulation for independence

- ⇒ FGLG as cloak of anonymity – very useful for being provocative yet avoiding negative repercussions to individuals and individual organisations
- ⇒ Using FGLG as an independent group – easier lobbying/ advocacy – avoids conflicts
- ⇒ Develop a safe learning zone for articulating leaders

3.1.3 Scoring of impacts against project outputs

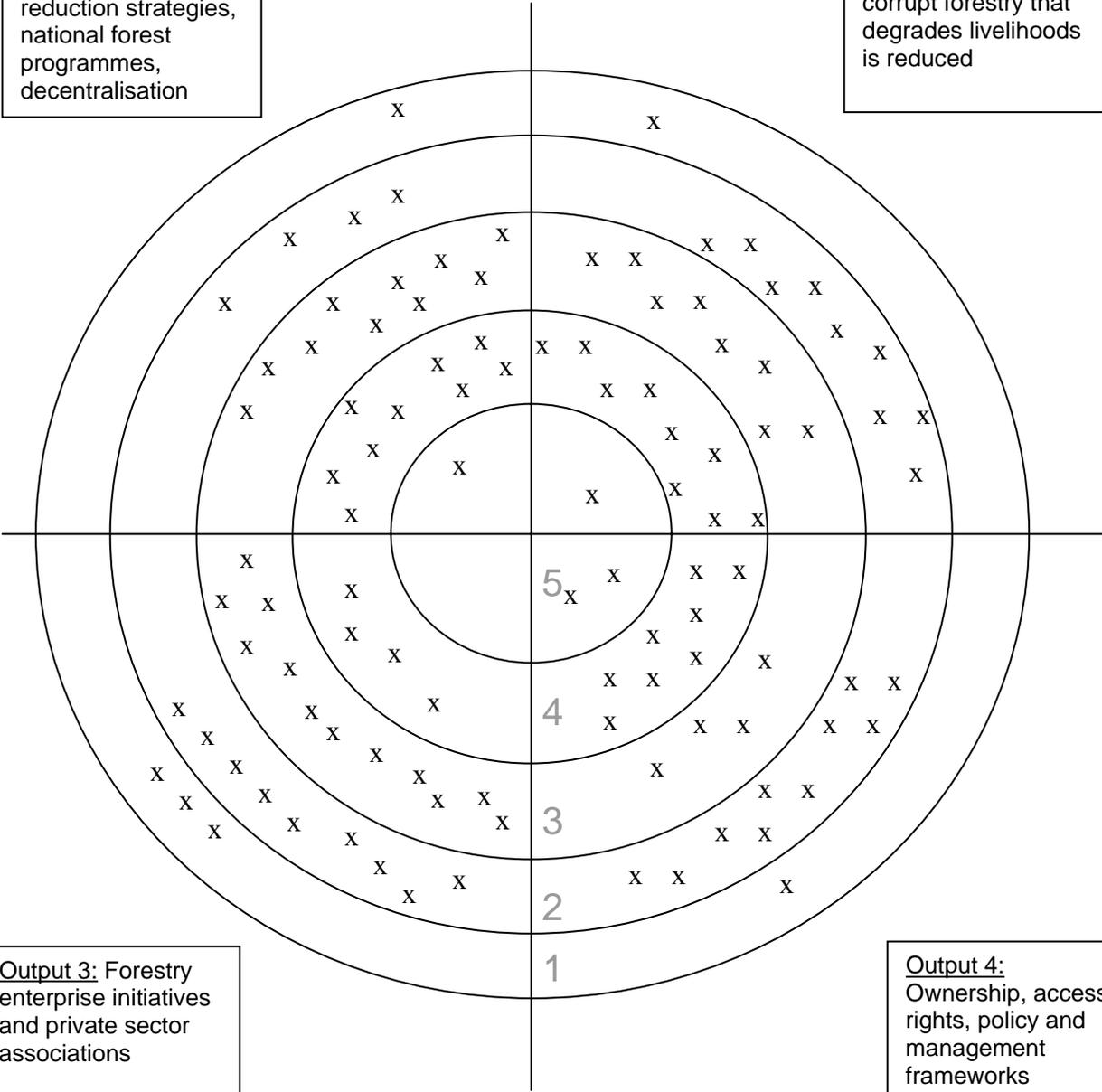
The 'Forest Governance Learning Group' project is organised around four main outputs:

1. Poverty reduction strategies, national forest programmes, decentralisation programmes and related processes enable improved forest governance
2. Illegal and corrupt forestry that degrades livelihoods is reduced through the adoption and spread of practical approaches to improve forest governance
3. Forestry enterprise initiatives and private sector associations comply with the law and spread practical approaches to improve forest governance
4. Ownership, access rights, policy and management frameworks are improved to support local control and benefit from forestry

Workshop participants were asked to 'score' the project impacts so far against these outputs. In the chart below, the scores showing the highest level of impact are closest to the centre.

Output 1: Poverty reduction strategies, national forest programmes, decentralisation

Output 2: Illegal and corrupt forestry that degrades livelihoods is reduced



Output 3: Forestry enterprise initiatives and private sector associations

Output 4: Ownership, access, rights, policy and management frameworks

1 = Insignificant
 2 = Poor
 3 = Satisfactory
 4 = Good
 5 = Excellent

3.2 SWOT synthesis and analysis of lessons learned on tactics, impact and coordination

Having discussed impacts and tactics, participants then carried out an analysis of strengths, weaknesses, opportunities and threats presented by the lessons learned. First of all this exercise was done for FGLG lessons, then FGLG country teams and IIED/LTS carried out SWOT exercises for each others' roles and contributions to the FGLG initiative.

STRENGTHS	WEAKNESSES
<p>Ownership/ empowerment through 'hub'</p> <ul style="list-style-type: none"> ⇒ Governance hub (think-tank 'go to' place) raises strategic awareness, more effective ⇒ Creativity and innovation of some of the tactics as a result of a participatory approach ⇒ Empowering country teams so that they can own their processes locally from the FGLG vision ⇒ Neutral safe learning space – FGLG members feel a great freedom to work on forest governance issues that are interesting for them <p>Strategic membership and space</p> <ul style="list-style-type: none"> ⇒ Making space and scaling up – because governance is about change in the level of personal organisation and society ⇒ Add value to government processes – improve government policies to focus on the needs ⇒ Strategic selection of members based on focus – use of networks; ability to influence decisions and actions; value of dialogue; ensure free flow of information ⇒ Build networks and constituencies <p>Multi-stakeholders/ actors and processes</p> <ul style="list-style-type: none"> ⇒ Bringing in a wide range of experience and expertise into FGLG helped us (i) sharpen advocacy strategy (ii) engage in policy-making processes at various levels ⇒ Multi-stakeholder consultations provide opportunities for each stakeholder group to present their views and for all to get to know each others' limitations; common perspective can be built from different insights ⇒ 'Hit and learn' coalition – the collaborative advantages of each member are magnified; the action/ impacts are magnified – missing link established ⇒ Engaging with key partners or individuals i.e. those that can influence change get direct access to realistic evidence ⇒ Work as a team and engage all stakeholders – this approach improves and strengthens team 	<p>FGLG membership and profile</p> <ul style="list-style-type: none"> ⇒ Failure to raise the profile of FGLG ⇒ FGLG as stand alone organisation or project ⇒ Not enough high level FGLG members in Mozambique (from government, WWF, IUCN, FAO) because of team's confrontational approach, but this was probably the only way to go ⇒ Lack of protagonist of some of the member organisations of FGLG at a national level <p>Lack of strategic learning and planning, and of innovation</p> <ul style="list-style-type: none"> ⇒ Lack of work planning ⇒ Lack of knowledge management ⇒ Irregular reviews and reflections ⇒ Lessons from the learning events are not being used to full extent ⇒ If we focus on difficult areas to solve problems, then good areas with good forest governance practices may be overlooked and eliminated from the learning process ⇒ Losing strategic focus – not having or losing sight of the big goal, frittering all energy on activities that don't get us there ⇒ Avoid usual processes (one loop learning) ⇒ Danger of blind copying of tactics: too much emphasis on sharing tactics between countries, when contexts may be very different <p>High tech communication media</p> <ul style="list-style-type: none"> ⇒ Using too much computer simulation, graphics in meeting with community people ⇒ FGLG online forum as a mechanism for sharing information <p>Multi-stakeholder process frustrations</p> <ul style="list-style-type: none"> ⇒ Multi-stakeholder processes: feedback slow, frustration, tension, unresolved conflicts ⇒ Multi-stakeholder FGLG meetings just for the sake of them: at best neutral, at worst negative impact on stakeholder action on forest governance

resulting higher performance and greater result
 ⇒ Workshop method – bringing together all stakeholders; creating scope for raising voice at different level; follow-up on consensus
 ⇒ Community-policymaker platforms allow reality to intrude in policy making
 ⇒ Dialogue and engagement platforms for engagement between different stakeholders – provides better understanding and approach for solving forest issues and a forum to debate issues for achieving a common goal

Evidence and credibility

⇒ Generating and disseminating a strong evidence base gives credibility to the argument and builds momentum
 ⇒ Tactics based on a profound knowledge of forest problems and sustainable alternatives
 ⇒ Strong Malawi partnership between Compass/ FMSLP/ FGLG put together enough funds and expertise to do a really thorough study on charcoal that is credible and backed by many institutions
 ⇒ Studies provide concrete data and information to convince decision makers and implementers, and to influence policies and decisions

Creative ways of presenting findings to increase credibility

⇒ Use of media – increase profile of forestry and awareness about FGLG
 ⇒ Policy briefs were easy to disseminate and understand
 ⇒ Regular Mozambican ‘informe’ briefings were picked up by media, leading to illegal logger being imprisoned. How? short clear briefing on each topic sent to media
 ⇒ Be embedded in the action (public dialogue, government, industry/ NGO): direct influence has more political relevance and effectiveness
 ⇒ Work with actors within the government forest department. They can rapidly influence the change that you want to see

Constructive confrontation between decision makers and other stakeholders

⇒ Legal and economic work – both provide concrete provocation to force a reaction and get information out in the open. Together they are dynamite e.g. Uganda
 ⇒ Confront decision makers with reality (e.g. Indonesia on community logging in Sulawesi, Malawi on charcoal). Why? So that they cannot continue to pretend the activities do not exist and

FGLG country team frustration

⇒ Multi-stakeholder representation on FGLG was difficult for some country teams due to power struggles and incentives
 ⇒ Some teams lack shared interests and strategy diffused efforts of the country team
 ⇒ Schedule: problems allocating time – scheduled activities hampered by demands of regular work
 ⇒ Lack of regular reporting – particularly on finance

Meetings: participation and cost

⇒ Large meetings expensive and difficult to organise
 ⇒ Regular meetings of all FGLG members: time constraint, distance, not many things to discuss frequently
 ⇒ Meetings – not all stakeholders critical in decision making

Limited advocacy/ media outreach

⇒ More focus on policy advocacy at the state/ national levels – limited interaction with the field level and limited local media advocacy
 ⇒ Difficult to generate enough media attention on Malawi charcoal to force government to consider options. Perhaps not a big enough event to trigger interest?

Finding financial resources

⇒ Lack of financial resources – not sure why but we need to work to obtain new support

Limitations of annual learning event for global learning

⇒ Lack of capacity building for country team partners
 ⇒ Annual events are good but do not allow enough time for some important details from country teams’ work

Limitation of written materials

⇒ Proper suitable tactics for local communities and illiterate groups – no use of policy brief, use only verbal – cultural context, adaptable model
 ⇒ Many people do not have a culture of reading so progress is slow
 ⇒ Good tactics are badly implemented because tactics are contingent on situation and quality of delivery and follow through
 ⇒ Communications – good evidence but needs to be translated into effective, targeted communication processes to really achieve impact

are forced to give policy attention.	
OPPORTUNITIES	THREATS
<p>Enhancing engagement – multi-stakeholder strength</p> <ul style="list-style-type: none"> ⇒ To strengthen relations with available pro-active institutions ⇒ Integrating forest governance programme of stakeholders ⇒ Increased awareness and prioritisation of forest governance ⇒ Concentrated effort on strengthening and consolidating gains in participatory stakeholder engagement ⇒ Use available info (knowledge management) to attract more participation from stakeholders ⇒ More robust in engaging strategic partners ⇒ Work with ‘articulating leaders’ to make change and spread the approach ⇒ Scale deep (be more specific) and scale up (get more people involved) <p>Economics, law and governance</p> <ul style="list-style-type: none"> ⇒ Economics and law – build and secure core expertise in the teams – do more focused work on the money and the legal issues <p>Carbon climate</p> <ul style="list-style-type: none"> ⇒ Significant benefits (carbon sequestration, PES, timber and NTFPs from forest) ⇒ Climate change lens to attract media <p>FGLG branding</p> <ul style="list-style-type: none"> ⇒ Branding and positioning of groups <p>Expand communication tools</p> <ul style="list-style-type: none"> ⇒ TV briefs on key Mozambican issues: fire control, sustainable charcoal, forest management, starting a business, etc. To raise awareness of forest possibilities and create more momentum for reform ⇒ Progressive awareness about the importance of choosing the sustainable way ⇒ Use communication specialists, contracting out if necessary: researchers and technicians don’t necessarily have communications skills ⇒ Share project information briefs with a wide range of actors as (e.g.) rural development people and others may have something to contribute to our process ⇒ A media writeshop in Malawi for FGLG members where each person writes a press release on a key topic: see which gets published 	<p>External processes</p> <ul style="list-style-type: none"> ⇒ Political dynamics ⇒ Elite capture of participatory processes ⇒ Limited supply of forest resources for poor communities ⇒ Global interest in forestry may change <p>Internal processes</p> <ul style="list-style-type: none"> ⇒ Becoming too official, formal, bureaucratic – stay flexible ⇒ Big discussions over legitimacy ⇒ Don’t avoid any tactics, but be wise in using the right tactic at the right time ⇒ Avoid too much reading for people who have limited time ⇒ Our work takes time to produce results and the forest is disappearing quickly <p>Be careful using ‘branding’, political sensitivity</p> <ul style="list-style-type: none"> ⇒ Is it adequate to brand Museveni’s backing down as an achievement? ⇒ Boycott by forest department of ‘FGLG’ – identifies FGLG as a problem-creating body by the government ⇒ Should be careful about using certain phrases (e.g. gossip) in our documents as they may ‘offend’ key stakeholders – we need to work with all and share documents with all ⇒ Avoid evidence without clear active recommendations – need to offer constructive and realistic options for change ⇒ Avoid very vague ‘climate change’ studies that will not help anybody do anything different ⇒ Avoid sending result studies by post but hold fora to explain findings <p>Funding</p> <ul style="list-style-type: none"> ⇒ Limited funding necessary to be more effective ⇒ Continue with low-level funding – funding must become organic <p>Continuity</p> <ul style="list-style-type: none"> ⇒ Failure of the coalition because some members can quit. Keep permanent contact with the national team and be sure that the permanent staff are strong and passionate enough about FGLG’s vision ⇒ Varied stakeholders with competing and conflicting interests ⇒ Don’t stop following up on recommendations or

<p>Continue building coalitions and networks</p> <ul style="list-style-type: none"> ⇒ Policy makers know about FGLG work (i) increased acceptance in policy process (ii) increased interest for association ⇒ Develop national level think tanks and networks including (higher level) ‘mass movement’ for field level demonstration and public hearing ⇒ Functional organic, multiple interest coalition on government ⇒ Keep working with key actors (government, communities): they have the power to influence (government) and they are the first beneficiaries or first disadvantaged people (communities) ⇒ Impact of the public dialogue, bi-lateral and multi-lateral negotiations through high level contributions/ embeddedness ⇒ Establish missing links between local and other scales of government <p>Engage more with MPs</p> <ul style="list-style-type: none"> ⇒ Provide concrete data to opposition MPs ⇒ Work with and engage MPs more ⇒ Use FGLG to mobilise MPs to form forest governance support platform <p>Piloting, putting ideas into practice – depends on context</p> <ul style="list-style-type: none"> ⇒ Piloting potential solutions – need to extend impact from process to action on the ground ⇒ Catalyse bigger processes (be the seed for new initiatives) and movements, rather than a movement in itself because of limited resources ⇒ More fieldwork, at least pilot projects, to put into practice what we suggest to show that it can be done – more social impact <p>Increasing learning opportunities/mechanisms</p> <ul style="list-style-type: none"> ⇒ More country-to-country learning – bilateral visits to share experience ⇒ Communications – information and communication technologies to share and exchange experience in a digital platform ⇒ FGLG team (UK) could organise a mid-year visit/ meeting with country teams for ‘appreciation’ of work/ impact <p>Improved learning/ process documentation</p> <ul style="list-style-type: none"> ⇒ Experiences from previous phase on what works/ does not work ⇒ Improved communication initiatives – documentation of processes 	<p>people/ institutions for decisive action</p>
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3.3 Opportunities and threats analysis of FGLG teams by IIED and LTS

OPPORTUNITIES	THREATS
<p>Be proactive</p> <ul style="list-style-type: none"> ⇒ Create and take up opportunities for cross country exchange ⇒ Strengthen links and shared experience/ challenges between countries – don't need to wait for IIED to facilitate this ⇒ Identify themes to share between country teams and act – don't just wait for FGLG coordination ⇒ Use ideas from annual meeting to inspire active learning e.g. writeshops – if you like the sounds of it, talk about it and follow-up ⇒ When you need materials and ideas on forestry and governance, just ask – IIED or team in another country ⇒ Be proactive about regular 'news' or 'brief' items – find someone who can write short catchy pieces – and invest in media contacts to build a good regular flow of info to them <p>Lever funding</p> <ul style="list-style-type: none"> ⇒ Raise counter funding where helpful/ needed ⇒ Country teams could raise more funds for their group on basis of FGLG-IIED funding ⇒ There is huge interest out there in the potential of FGLG country teams – e.g. World Bank, FAO, Norway, CIFOR etc <p>Use team's skills and connect with others' skills</p> <ul style="list-style-type: none"> ⇒ Technical help in analysing some of the economic implications of policy recommendations ⇒ Keep focused on relevant governance issues, organic development of group and themes over time ⇒ Use the individual strengths of the people in the group ⇒ Key individuals crossing normal boundaries and connecting with each other works. 	<p>Maintain FGLG identity</p> <ul style="list-style-type: none"> ⇒ Avoid losing FGLG completely in mergers with others ⇒ Avoid using FGLG to get somewhere else then forgetting about FGLG ⇒ Loss of relevance if country team does not find appropriate niche – vis-à-vis what others are doing <p>Small but brilliant</p> <ul style="list-style-type: none"> ⇒ Don't wait for outside inputs – get on with it ⇒ Don't get too formal, keep group agile and unofficial ⇒ Avoid developing FGLG into a 'beast' that consumes large amounts of resources and loses its way ⇒ Avoid becoming overcommitted and diluting the focus and membership of FGLG <p>Big goal</p> <ul style="list-style-type: none"> ⇒ High transaction costs if country teams are not well organised or don't have clear vision <p>Convenor versus group</p> <ul style="list-style-type: none"> ⇒ Either convenor takes on too much (so that it's an FGLG <i>person</i> not an FGLG <i>group</i>) or responsibility is too diffuse and things don't get done <p>Unusual suspects</p> <ul style="list-style-type: none"> ⇒ Try not to restrict FGLG members to familiar forestry figures – bring in new enterprise, communication, artists etc to shake it up and generate new ideas <p>Use and sustainability of funds</p> <ul style="list-style-type: none"> ⇒ Complacency re: role of IIED as funders/ pushers of FGLG ⇒ Long-term unsustainability if IIED/EC funding came to an end ⇒ Don't compartmentalise FGLG into a limited funding box of activities ⇒ Don't view FGLG as project funds – use as seed money ⇒ Not research funds without accompanying advocacy

3.4 Opportunities and threats analysis of IIED, RECOFTC, LTS and Indufor roles by FGLG teams

OPPORTUNITIES	THREATS – ineffective role of resource people/ coordinators
<p>Linking role</p> <ul style="list-style-type: none"> ⇒ Link FGLG to other international groups/ networks ⇒ Connect FGLG to other initiatives/ funding sources ⇒ Continue to guide FGLG teams to inform policy and to link that policy with action on the ground ⇒ Renewed focus on goal setting and strategic planning exercise; focus on linking forest rights with climate change <p>Learning from country experiences</p> <ul style="list-style-type: none"> ⇒ More country teams – more experience to learn from ⇒ Amplify the vision of success in each country and link to IIED's vision ⇒ Political will from FGLG participating countries ⇒ It's important to involve South American countries <p>Roles and skills required</p> <ul style="list-style-type: none"> ⇒ High profile of IIED members with holistic approach and a transversal knowledge ⇒ Maintain flexibility on issues, frameworks, approach for each country ⇒ Skills to write project proposals to source funding ⇒ Be process-oriented rather than project/ output or donor-oriented ⇒ Share skills with other members and be more effective in the leadership role ⇒ Adopt a regional approach to support FGLG countries – decentralise ⇒ Two different groups of facilitator required – international and regional (Asia, Africa) ⇒ What's the role of each of the coordinators? ⇒ Resource people should have strategies on how to support individual countries <p>Review, monitoring and evaluation</p> <ul style="list-style-type: none"> ⇒ Half yearly review against agreed work plan ⇒ Critical comments on lapses if any ⇒ Constructive suggestions on process ⇒ Monitor the FGLG initiative in each member country 	<p>Too donor driven</p> <ul style="list-style-type: none"> ⇒ Too rigid on original plan/ logframe ⇒ Work more as donors instead of partners in our work ⇒ Driven by donor agendas/ priorities which are not too relevant with country conditions ⇒ Imposing employer/ donor ToRs on FGLG with little flexibility ⇒ To become too dependent on donor conditionalities <p>Time constraints</p> <ul style="list-style-type: none"> ⇒ Limited allocation of time to country team activities: few days per year for each country ⇒ Overload of work ⇒ Work plan document finalisation takes too long <p>Country-specific priorities and processes</p> <ul style="list-style-type: none"> ⇒ Wrong priorities in policy frameworks of FGLG countries (that may not provide conducive environment for success) ⇒ Going native ⇒ Excessive focus on tactics and impact and limited focus on process ⇒ Not having focus that target country-specific needs (in terms activity planning) ⇒ Southern priorities and agendas get lost e.g. focus <p>Appropriate technical and financial resources</p> <ul style="list-style-type: none"> ⇒ Capacity to handle technical (issue) facilitation ⇒ Limited funding to address FGLG challenges in respective countries ⇒ Plans to ensure continuity of work done in the event that an FGLG country team changes <p>Work load and organisation</p> <ul style="list-style-type: none"> ⇒ When those with support roles have too much to do they put more pressure on country teams ⇒ Coordination of FGLG as a whole can suffer (not be greater than the sum of its parts)

OPPORTUNITIES	THREATS – ineffective role of resource people/ coordinators
<p>Communication and coordination</p> <ul style="list-style-type: none"> ⇒ Multi-scale coordination ⇒ Maintain good, effective communication ⇒ How to translate your powerful website in our languages? – expand the impact ⇒ More coordination of various country team work outputs for synergised and focused strategies for FGLG work ⇒ IIED’s focal person should have capacity to push issues as per the contract/ workplan – must help to grow others for such work ⇒ Issue based thematic group can be created within forest governance for larger community interaction ⇒ Communicate major developments/ actions to all FGLG members ⇒ Learning of 5 years of FGLG must be packaged as a good product on forest governance for future <p>Increased/ reduced role of coordination</p> <ul style="list-style-type: none"> ⇒ Build in a minimum time spent with groups not only when need arises ⇒ Dedicate more time working with each country team ⇒ Reduce role in favour of direct inter-country coordination/ democratise? ⇒ Coordination must become more organic and multi-scale to reach full potential of the network ⇒ Increased involvement in development and implementation of country workplans ⇒ Devolve coordination to the south. 	

3.5 ‘Fish bowl’ debate: key lessons from successes and limitations to take forward

The ‘fish bowl’ debate enabled participants to debate some key lessons and dilemmas that had emerged during the learning event. Each issue had a proponent who made the case for the issue, and other participants were then invited to give their views. The issues debated were:

- ❖ “The role of RECOFTC, LTS and Indufor is unclear”
- ❖ “To be honest, FGLG is largely funding for activities that would happen anyway”
- ❖ “FGLG is collecting bits of progress, but we are not learning”
- ❖ “The more political we get the more likely we are to be squashed”

Presented in the diagrams below are the key points made by those who joined in the debate. Discussion of each issue was closed by the proponent giving a concluding statement on the issue.

RECOFTC was brought in on account of its regional expertise and capacity

For some teams in Africa the role of RECOFTC is not clear as they are only responsible for coordination in Asian countries – Sango helped in India, Indonesia and Vietnam. John came to Bhopal last year – this year Yurdi was planning to come but couldn't due to the Bangkok airport incident.

LTS has supported the Malawi team very well in terms of linking us up with IIED and other developments. Paddy has always contacted us to discuss FGLG when he comes for other visits. We may need to discuss more what type of support we get from LTS in the next phase.

RECOFTC's role was not clear from the beginning beyond occasionally seeing them at events. In India, we haven't received any reports or info sharing etc from them and they are invisible. I haven't heard about Indufor so I don't know what they are doing.

LTS made the initial contact with the Cameroon team but the added value was difficult to find. We don't need a chaperone or someone telling us what to do. We need to decide what we need from a partnership of another level.

"The role of RECOFTC, LTS and Indufor is unclear"

RECOFTC's role is now focused on supporting Indonesia and Vietnam.

Peter is now independent but until recently he was part of LTS and is a massive value addition to FGLG.

Indufor was active in Mozambique in the phase prior to the current team who has – they played a role in trying to develop a timber tracking system but this role has now been completed and there are no particular plans to bring them back in.

The suggestion for the next phase is that RECOFTC will continue its role and other individuals/organisations will be brought in as consultants. We need to work out what is needed by whom and who might provide it. We should continue to keep LTS in mind as well as others.

The IIED resource for us is very supportive of FGLG Malawi – and I consider LTS Malawi staff as part of our team – we work with LTS Malawi staff on another project also. I don't see or know about the role of the UK LTS team.

Conclusion by proposer of motion: *The required clarifications have been made: we now need to talk about what the future needs of teams are and the potential for input by these 'resources'*

Even if this statement was true I wouldn't see it as a weakness. In the case of Ghana, this statement it is not entirely accurate – a lot of the programme activity we are involved in might happen but without the FGLG umbrella we would not benefit from the comparative learning experiences of Uganda and Cameroon.

There are two realities – in some countries, this work would have been done anyway because that is the core business of the teams' members but other teams have created a niche for convening ideas. If there was no FGLG in Cameroon we would not have had a concept to convene people around. The multi-actor element is important.

FGLG adds value providing an independent eye to check and balance what is happening, where weaknesses lie and what you might have been doing wrong – you cannot do your own M&E

An example of FGLG value addition in Uganda is the provision of small funds to help journalists go to rural areas and gather evidence on what is happening to the environment. As a result, these stories have been published by the media. That is small seed money that you cannot find elsewhere.

“To be honest, FGLG is largely funding for activities that would happen anyway”

Some of these things would have been done anyway but there are political/diplomatic boundaries – FGLG has been used as an insulation unit in Malawi where charcoal is concerned.

In Ghana, it is a case of value addition rather than repetition of activities.

In Malawi, only a small proportion of funds for the charcoal study came from FGLG. At some point this report would have been done by somewhere else anyway. In Indonesia also, some of the activities that Inspirit is doing are being done anyway. Is FGLG adding value to activities that are being done?

In Vietnam, if you waited long enough some of these activities might get done by someone else but the findings would be obsolete by then so we are getting the findings out to meet the evolving circumstances of the country.

While this is true, it is a strength. More important than funding is the creation of a space that allows certain things to happen rather than anything else. In South Africa for example, FGLG was able to immediately respond to a draft of the Forest Charter that came out.

The funding itself is too small to consider – it is the enabling environment and learning that is important.

Conclusion by proposer of motion: *FGLG seems to be about bringing people together in different contexts but you need to think about how to articulate that in a more tangible way. As a group of people with good intentions you need to open up to articulating that better and your identity as a group*

“FGLG is collecting bits of progress, but we are not learning”

I disagree with the statement – if we weren't learning we would not be making progress. If we agree progress has been made it means we've moved from one place to another. In Cameroon, we have learned a lot through our governance mapping work.

I don't think we're really learning yet. I think we're all collecting experiences here and there, some tips, and 'learning by doing'. We are good at 'doing' and participating but less so at learning. When people are learning they move to the next plane – they install findings and move on. People who really learn things become natural teachers: they want to proselytise and tell others. I'm not sure we're doing that yet. I think we've got a way to go before demonstrating this spread.

There are a lot of contacts being built through similar work so we learn about tactics but informally rather than formally. Largely we are not learning as a group as a whole. I think that capturing issues across countries will come in the second phase.

In Ghana, FGLG is a catalyst. Because you are talking about government, it's a political process – transformations begin only following critical mass so we won't see rapid change. Life is messy. The clashes we had around Mabira are evidence of people fighting for governance. Question is whether and how IIED is learning from all of this and how it positions itself in terms of governance process.

I agree because we just report progress even in learning events. We know that every country has its own characteristics so sometimes it is difficult to learn from other countries. In the next phase we need to do more communication through different media.

Learning is an evolutionary process – we've come a long way to understand and take advantage of the kinds of opportunities we have in our own regions. In South Africa, FGLG has not adequately captured the learning progression but much has happened indirectly as a result of the space we have created.

I agree that we're all learning but we don't have a joint learning agenda that's common across all countries.

My concern is with the 'L' in FGLG. When we connect with forest issues we get frustrated – I always think: if I feel frustrated, and confused, then I am learning. This is my learning style.

My concern is that during the conception and development of FGLG the assumptions have never been made clear. We are assuming that we need a group, and learning but who needs to learn? We have never been very clear about how governance and learning fit together, and what learning is.

There is a feeling of ownership and independent action – I think something is beginning to bubble

Conclusion by proposer of motion: *We are left with a need to pin down exactly what is happening already between progress on forest governance and learning. It is reassuring to hear that people think this is generally going on.*

Politics is about power. In Ghana there is no bigger source of power than control over natural resources. This cannot be challenged without taking on existing elites – and they know what you're doing. Yes it's important to be tactical and build alliances. We're not into party politics. But you have to confront political power in order to change things.

I think that we're experiencing tension between a desire to make waves and do something dangerous and a desire to stay in the safe parts of forestry where there isn't so much risk to ourselves. FGLG provides a cloak of anonymity or insulation so that you can say things you wouldn't like pinned to you as an individual or organisation – but if we get much more political there's a chance that FGLG will be picked on and squashed. So the more we try to influence MPs, private sector etc the more likely it is there'll be a backlash.

So much of what we've said is about how to influence policy – so how can we not be engaging politically? It's about how not whether we do it. We can be constructive and gradual rather than antagonistic

What is there to squash? In many of our countries governance is an amorphous challenge and this is what FGLG is about. That's why we have people volunteering to join, because they believe in it. FGLG is an agenda that we must pursue irrespective of the consequences.

“The more political we get the more likely we are to be squashed”

Governance is about policies and how you govern which is broader than politics. I think one of the key challenges is that we're moving towards more multi stakeholder arrangements. Advocacy elements are part of our work.

FGLG is a political instrument to influence change – but I say that with caution. Politics is about political individuals and political space that FGLG identifies as a niche for influencing change. Even if it's not conventional politics, it is politics in terms of the language. You may not be squashed, but there may be a negative impact if you're not careful.

We need politicians to do their job – they have the authority, legitimacy to change things. FGLG should collaborate with politicians in order to make achievements and have impact.

You can't work on governance without being political – you have to take risks to change things - 'the dead goat doesn't fear the knife'. We'd be doing this with or without FGLG. At some point it could might become impossible to use the FGLG name but the network will still exist.

The anonymity of hiding behind the cloak of FGLG is naïve. If you're making a fuss – let them find you. If you're engaging in policy issues that aren't political – why are you doing it?

Conclusion by proposer of motion: *We have a spectrum of views in the room about what politics means – from social decision making at different levels to MPs and parliament. As well as that we have a range of views in terms of tactics – in particular how we work with political elites. There are strong feelings that we should be as collaborative as possible – through to saying we need redistribution and therefore confronting power.*

Section 4: 'Social justice in forestry': new project from January 2009 to December 2013

4.1 Presentation summarising the new project by James Mayers

The next phase of FGLG 2009-13 has four outputs: three content themes and one 'way of working' theme:

- forest rights and small forest enterprise
- legitimate forest products
- pro-poor climate change mitigation and adaptation through forestry
- transnational learning and preparedness

1. Forest rights and small forest enterprise

- This is about creating and taking opportunities for **policy and legal reform** for land tenure and resource access rights of forest dependent communities
- Strengthen **information and capacity** for local forest control and small forest enterprise associations

2. Legitimate forest products

- Help ensure Voluntary Partnership Agreements and other **legality assurance** processes foster **citizen engagement**, install **local rights** and contribute to broader governance reform
- Increase number and effectiveness of initiatives putting **information** on forest resources, their ownership and use in the **public domain**

3. Pro-poor climate change mitigation and adaptation through forestry

- Help ensure **REDD** and **adaptation forestry** strategies are focused on local property rights, institutional capability and good forestry practice
- Enable better national decision-making about **biofuel** development in the context of securing rights, legality and climate mitigation forestry

4. Trans-national learning and preparedness

- Conduct learning **events**, country **exchanges**, and online **networking**, and produce **tools**, policy analysis, news and advocacy **materials**
- Develop a **learning platform between African** policy researchers and opinion formers and their **Chinese and Indian** counterparts to focus on issues of forestry investment and trade

Proposed roles

IIED

- manages and backstops country teams, heads FGLG steering group
- thematic research and outputs
- organises events and exchanges
- communicates internationally

RECOFTC

- member of steering group, backstops Asia teams

Consultants

- provide short term expertise

Country teams x 10

- conduct in-country work
- convenor of each team is a member of FGLG steering group
- communicates nationally and internationally

China-India-Africa policy group

- explores issues of Chinese and Indian forestry and trade in Africa

Methods at country level

- team formation and renewal
- participatory knowledge and information diagnostics/ collation
- regular team interaction
- harnessing team members' networks
- interactions with decision makers
- engaging with key governance processes
- seizing policy opportunities
- participation in international and trans-country events
- managing sensitive information
- alliance and capacity building amongst key groups
- testing and ground-truthing options
- promoting vision, innovation, scale-up and reform

Other methods to run effective process and capture findings

- web phone/ video conferencing
- policy research outputs and tools
- press, TV and radio
- progress and evaluation reports
- social networks and online forums
- wikis
- RSS feeds, tags, social bookmarks and blogs
- film and audio recordings

Discussion of new project

Prior to the learning event, participants were asked for their views on the new project. They were asked:

- Which one thematic area of focus do you think is most relevant and meaningful for you and your country team, and why? Which one is the least relevant and meaningful and why?
- Which is the one aspect of process or design – the planned ways of working and the structure of the initiative - that you think is most relevant and meaningful for you and your country team, and why? Which one is the least relevant and meaningful and why?

The responses are summarised below (participants found it difficult and inappropriate to ‘vote’ for aspects of process/design)

:

Opinions on most and least relevant themes

theme	Most relevant	Least relevant	Comments and issues raised
forest rights and small forest enterprise	16 votes	2 votes	This is clearly essential for most – a few feel it is ‘done’ <ul style="list-style-type: none"> one law provides for rights (forest dwellers), another takes them away (privatisation) – India participatory review of reform options – Cameroon
legitimate forest products	6 votes	5 votes	This is core work only for some – although many are working on transparency (getting information into the public domain) <ul style="list-style-type: none"> explore the conditions for a badly needed legal framework – small scale loggers are currently defenceless – Cameroon build on opportunities for greater transparency provided by EITI - Mozambique
Pro-poor climate change through forestry	11 votes	6 votes	There is strong opinion both ways – but many put it top of the list. <ul style="list-style-type: none"> ‘narrow mainstream “international” discourse on forests and CC and the forces driving this represent the greatest threat to social justice in forestry and to a real CC response’ with REDD, tenure and property rights particularly important: who will benefit from REDD? How will it be distributed? Who owns the carbon? with uncertain property rights and contested legitimacy in state actors – will be much conflict in REDD we have comparative advantage in promoting a greenhouse rights approach to CC impact and governance of biofuels

Suggested emphases for process

- trans national learning – more of it, including issue-specific working groups
- piggyback on trans-boundary policy processes and initiatives
- attend carefully to process design to ensure interconnections between themes are real
- develop theory of change clearly and support it through research
- keep good policy research and effective outputs going
- build on basis of existing collaboration with government – ‘move into’ new departments
- increase work on legal issues and tactics
- scale up – bring more people on board

There were also some *concerns raised about methods* or the way they were (or were not) described in the new project document:

- more consultation in initiative development is needed
- roles of consultants is unclear currently
- China-India-Africa policy learning platform needs more thought

- budget insufficient for the scale of the ambition
- more specific regional agendas amongst neighbouring teams could be effective
- monitoring and evaluation plans need more clarity
- more capacity-building trips for media workers could also be effective
- more country team participation in international meetings is warranted
- some of the web-based techniques may prove inappropriate

James concluded by noting that to make all this work we will need to improve the way we:

- Make more accurate plans – and stick to them
- Carry out cross-country exchanges
- Report on, and share information about what we are doing
- Contribute to wider drives for change – but be able to identify the specific actions of FGLG

Comments and discussion on new project

- It's still quite unclear what we're doing at the global level – are we coming up with recommendations to international organisations etc
 - this is captured in the fourth output – our comparative advantage is to show how learning at national level can be used in international discourses. Many of these points find their way into how people think and work. Getting people from one context to another where they can be effective. E.g. UNFCCC process – we have a chance to influence them in next couple of years. FLEGT – now expanded from law enforcement to much wider things.
- Within the broad outputs can country teams work on more than one output – can we choose?
 - there is greater flexibility to emphasise the different themes – a country team could focus on just one theme, but unlikely.
- I like the themes in the new project. Looking at climate change from regional perspective it's approached differently – need to think about a strategy: we need to think more regionally and globally through networking, and come up with different viewpoints. Concern as to how we can improve the platform for raising the debate: will FGLG have a role?
 - we have an ever-sharpening job to do on that. We will need to regularly come together to work out what our possible influence is. Need to think strategically over the next few months.
- Do we really need to engage in UNFCCC in two years?
 - agreements will be made in the next two years re: REDD and climate linked work on existing or degraded forests – so that could be done well or badly, need to try to influence over the next year. Real sense of urgency.

4.2 Priority ranking exercise on new project

In addition to the above process of discussing the thematic areas and methods in the new project document, an 'auction' exercise was carried out. The purpose of the exercise was to get people from different country teams further into discussion about the elements of the new project and their relative importance.

Participants were divided up into four teams and asked: Which of the nine items (in the table below) for auction are the most important and have the greatest chance of producing maximum impact for social justice in forestry? Each team had a spokesperson and 100 credits to spend. The teams were given a little time to develop a bidding strategy before the auctioneer auctioned off each item, one at a time. In the following table – the amount paid by the winning bid for each item is shown.

Theme or method in new project	Team 1 (Chimere)	Team 2 (Tan)	Team 3 (Sanjoy)	Team 4 (Kingsley)
1. Forest rights and enterprise			56	
2. Legitimate forest products – strategies to improve legality of forest products				46
3. Pro-poor climate change mitigation and adaptation through forestry	40			
4. Transnational learning and preparedness	16			
5. Produce tools, findings, policy analysis results aimed at influencing debates and policy developments				9
6. Develop a learning platform between African, Chinese and Indian opinion formers	9			
7. Deepen multi-stakeholder engagement		62		
8. Setting up thematic focus groups with FGLG			39	
9. More devolution of FGLG coordination to regional country level				10

The auction was a very lively affair. Much debate followed on bidding strategies and whether the results tell us anything at all! Clearly both need to be taken with a pinch of salt. But the importance of the following would appear to be emphasised: multi-stakeholder engagement; forest rights and enterprise; legitimate forest products; and pro-poor climate change responses through forestry.

4.3 Presentation of elements of IIED work plan

Country teams each presented outline elements of their work plans for the new phase of funding under the "Social justice in forestry" project, and these are included in section 2 with other material relating to each country.

The IIED team also presented an outline of its work plan (below). IIED will fine-tune this work plan over the next few months, in parallel with country teams working on their plans.

Main objective	Process	Impacts	Assumptions
Strategic international co-ordination	Steering group and conference calls/ email forum, video conferencing etc	Democratised coordination and improved communication	We can find EU required 20% counterpart funding
Transnational learning and capability	Catalyse thematic groups and country exchanges	Deeper and better learning	Time and energy to make them happen
Relevant timely inputs at country level	Secure appropriate consultancy inputs in consultation with teams	Strategic expertise and greater capacity within FGLG teams	Teams know what they want collectively
FGLG findings installed in international processes and vice-versa	Gathering, synthesising lessons for better decision-making	Feedback and continual improvement of tactics and processes	The added value of FGLG at country and international level continues to sharpen
Analysis and synthesis	Ensuring good information flow, reporting and progress	Feedback and continual improvement of	Champions in new areas actively engage

Monitoring and evaluation	tracking Enabling ongoing interrogation of content and process in country teams and internationally	tactics and processes Broader sharing of issues and tactics and inputs to China and India in Africa	Country teams accommodate M&E needs of project Teams also focus and respond efficiently We can do it!
Practical deepening and widening of FGLG	Steer development of Tanzania and China team process Improving IIED and RECOFTC skills, capabilities and effectiveness Prioritise and focus IIED and RECOFTC attention (promise less and deliver more)		

Questions and responses on IIED's outline work plan

- You talk about securing consultancy inputs and also improving IIED, RECOFTC etc skills. I'm not sure what the consultant would do for me but these two points need reconciling. Various expressions of too much to do in a small envelope have been made – I would assume that IIED would want to assist sourcing additional funding.
 - We hope to improve our skills on media/ advocacy training, etc. and will try and get training on that so we can be more relevant to needs. But there are also areas where we just don't have the skills so bring in consultants e.g. Global Witness was contracted to do a diagnostic on International Forest Monitoring in Malawi.
- One of the key assumptions was the EU continuing to support the Malawi government through IFMSLP which is coming through LTS. We would like some kind of clarity on the IIED/LTS relationship.
 - The consultancy budget is open so it may well be that LTS is called in to support particular country cases: we certainly see the value of that and we are not losing LTS – they are very much friends, but the situation is now more open such that if there is a need for skills that LTS does not have, funds are available to buy those skills in. In Malawi, we tried to get money out of the Scottish executive – we are happy to help with this if country teams identify opportunities, but it is a shared responsibility.
 - We should add an objective in IIED's workplan on leveraging funds but also vice versa – so should country teams (as happened in Ghana)
 - LTS has a Malawi-specific relationship via IFMSLP, my comment on consultancy is think about internal FGLG consultancy between countries or identifying other south-south cross consultancy. Could have champions in south to take social networking forward.
- There should be something under impacts on skills and priorities – you should ask teams what skills they need.
 - Yes: we need to work harder to find out what sort of inputs would be helpful to them.

- Who controls the budget for consultancy inputs? Relationship between funding and thematic group work is not clear. Also it is not clear what is meant by M&E interrogation of content/ process. What is the strategic reason for widening of FGLG?
- The budget comes to IIED from the EC so whether it's easier to contract a consultant or to amend a country team contract is not yet clear – we need to work this out. Decisions on how consultants are appointed should be decided at steering group level – some will be needed at national level and others at international. Synthesis of lessons is about tactical lessons of governance reform. Thematic groups are tactics too but are content oriented. M&E interrogation: there is a budget for monitoring and evaluation so it's a role of IIED as routine oversight - plus work we all do at learning events - to interrogate and peer review one another. Our approach regarding China will be a bit different as they will be approached as a consumer of resources.
- How will the steering group be set up – who will be in it? What will its role be? Beware of micro-management
- It will comprise the ten country convenors plus one IIED person and one RECOFTC person. We had a meeting of that first group during this learning event: we will need to keep it agile.
- Over and above these activities – which are in the project document - can we make an attempt to influence international process and if so, which ones? Support to civil society organisations is dwindling, and if the existence of NGOs comes into question so will FGLG.
- The number of international processes that actually matter for social justice in forestry may not be as many as we actually think. We should be quite specific about which ones we mean and how we want to target them – FLEGT and RRI for example. We are thinking about a strategic plan in the next few months to sharpen up the proposal.

Assessment of IIED plan by country team participants

Learning	Clarity	Effectiveness/ responsiveness	Innovation
<ul style="list-style-type: none"> • IIED listened to our comments about clarifying their roles, although more work has to go into this. • Evidence of learning is there through establishment of a steering group. • Responsive on learning event outputs. 	<ul style="list-style-type: none"> • Clear that all FGLG teams are very dependent on IIED – without IIED we have problems • I would have loved a role to link FGLG teams in terms of fundraising so sustainability is there. • Without the IFMSLP programme in Malawi we could not function. • How will IIED deal with a group of volunteers (re: steering group) - what role and mechanisms will you put in place to secure motivation? • Need something on process review. 	<ul style="list-style-type: none"> • Findings and synthesis need to be deepened and linked to learning for group. • Impact needs to look at stakeholder change. 	<ul style="list-style-type: none"> • I like the 'we can do it' approach, and innovative processes are there. • New processes are all good e.g. country exchange programme, steering group, consultancy fund, Tanzania and China, improving facilitation. • Some other things such as strengthening international coordination and opportunities need to be there. • More thematic areas such as climate change should also be covered: many people at this learning event wanted thematic processes introduced. • To sustain motivation by country teams we need something more.

Section 5: Field programme

The theme of the field programme was ‘Exploring Malawian forestry through the eyes of key stakeholders – reviewing progress (towards social justice) and looking ahead’. Through interactions in the field and a fishbowl debate with local stakeholder groups, participants aimed to identify policy barriers and provide recommendations for greater social justice in Malawian forestry.

An introduction to forestry, governance and social justice in Malawi, and an outline of the field programme, are given in Annex 2.

A whole day was devoted to the field programme. In the morning, learning event participants split into four groups, each of which met with one of the following stakeholder groups:

- ❖ Zomba Environmental Stakeholders Committee, ZOMSEC (at Zomba town civic offices)
- ❖ Local Forest Management Board (at District Assembly Chambers)
- ❖ Charcoal burners (at Nsomba village)
- ❖ Mtuluma community/ block committee (in Mtuluma, Chingale)

Separate discussions with each group probed their perspectives on key forest governance issues. The whole group then came together with representatives of each of the stakeholder groups for a fishbowl debate in the afternoon. The stakeholder representatives themselves presented statements on core policy barriers to more justice in Malawian forestry and key policy recommendations to improve justice.

Protagonist	Statement	Policy recommendation
Local Forest Management Board	No clear ownership and tenure over forest resources	Participatory policy making process for practical implementation
Zomba Environmental Stakeholders Committee	Charcoal production is done illegally contravening Part XII Sec 81 of the Constitution of Malawi	We must look into alternative sources of energy and income
Community based forest management block committee	We own the mountain now	
Charcoal burners	There is stagnation in the process towards sustainable charcoal management because it is not clear who should do what next in the Forest Department	

A summary of the debate around each statement is given below.

It's not true that there's no clear ownership and tenure – 1996 registration provides clear ownership and clarity of tenure in forest resources

It's an issue of clarity: there has been registration but it is not *clear* on tenure that is affecting forest resources.

Several arrangements are in place including customary management in hands of chiefs: people own trees according to their own rules. In forest reserves, areas should be protected for water catchment protection and wildlife management.

how far are we are going as communities? our line of operation is still not clear and leaves a lot to be desired

Local Forest Management Board

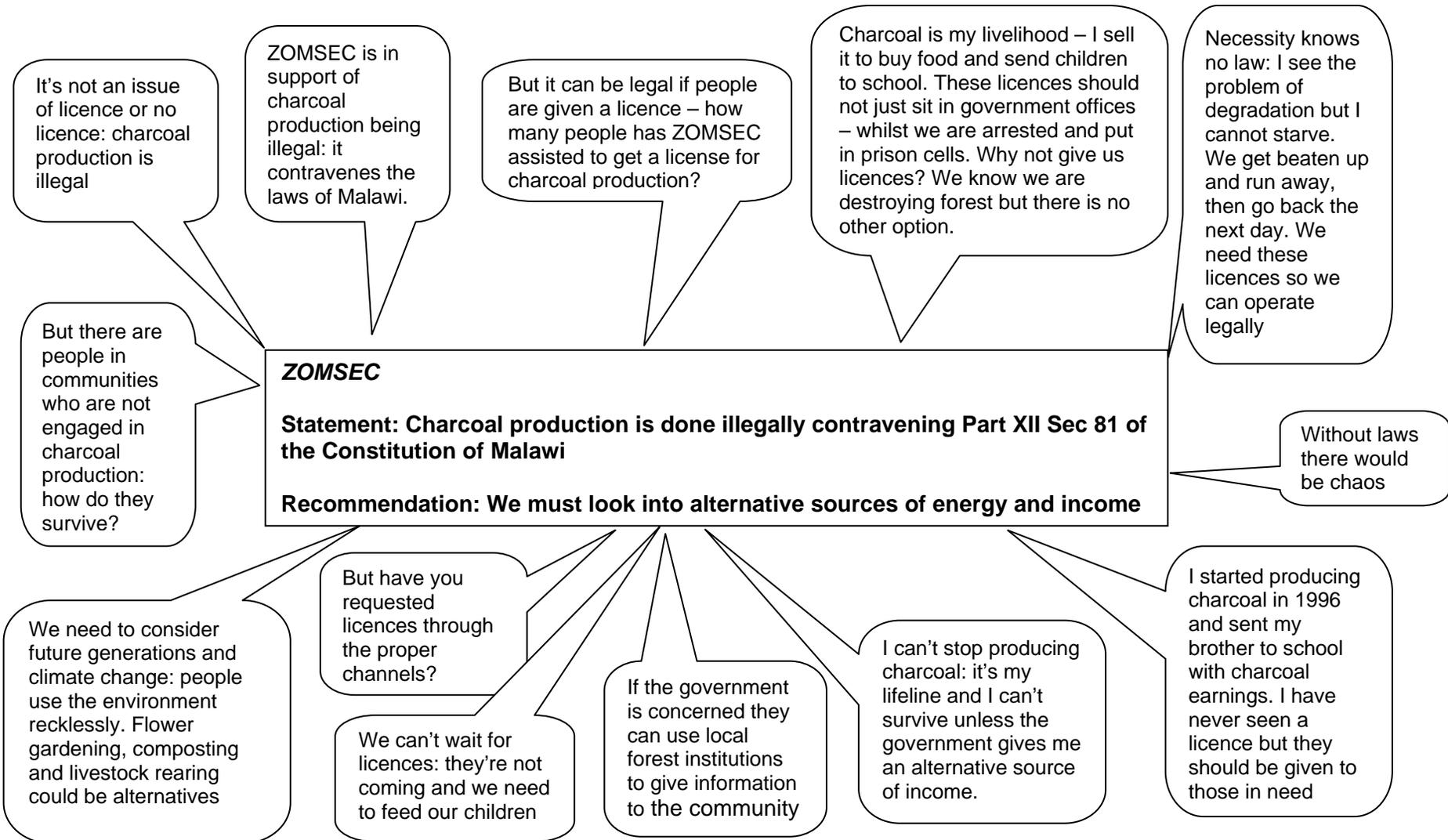
Statement: There is no clear ownership or tenure over forest resources

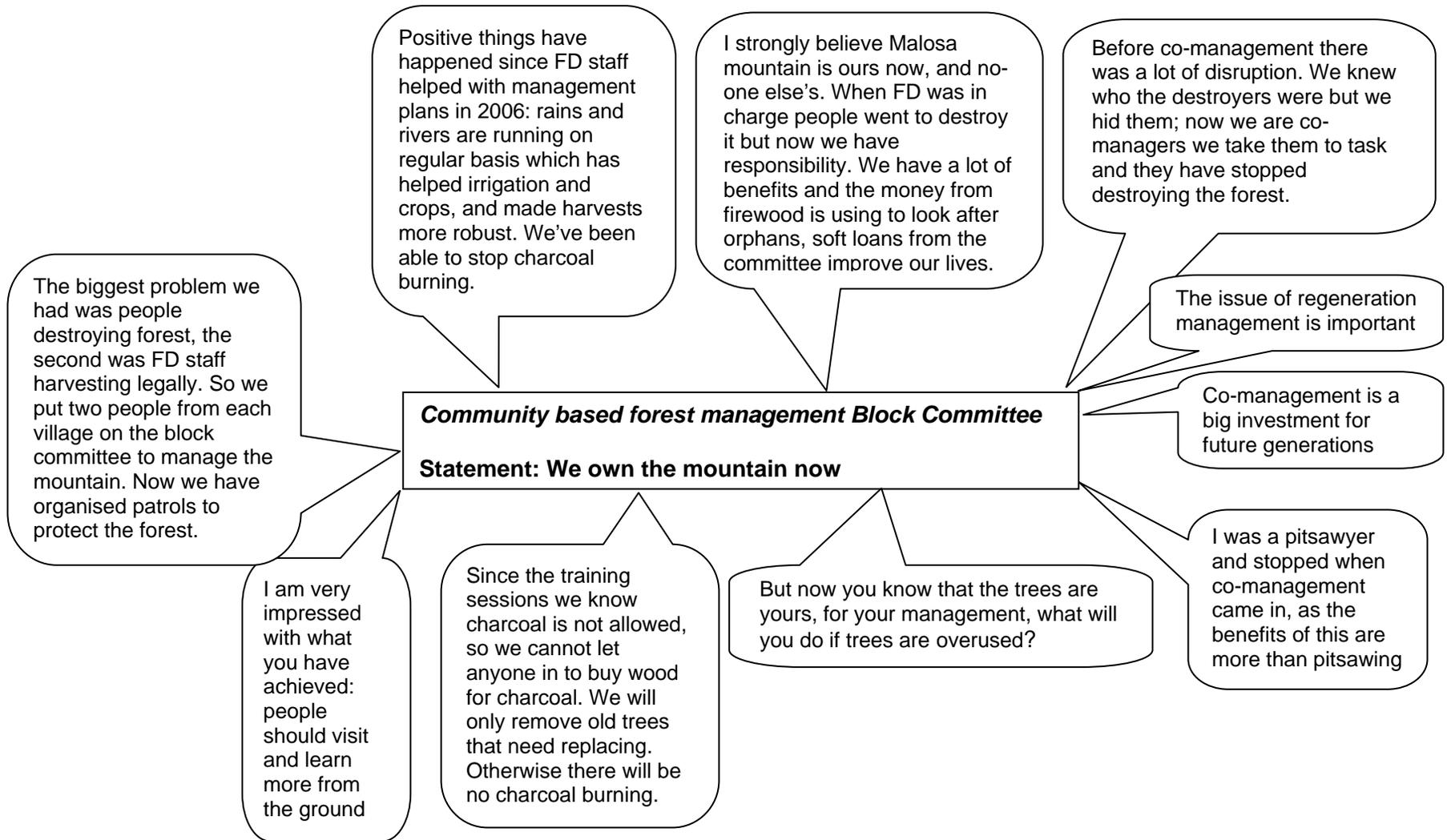
Recommendation: Participatory policy making process for practical implementation

We're not talking about government as a stand-alone. There was a time when people saw all of us as government so we have to be clear on what the resource ownership and tenure is.

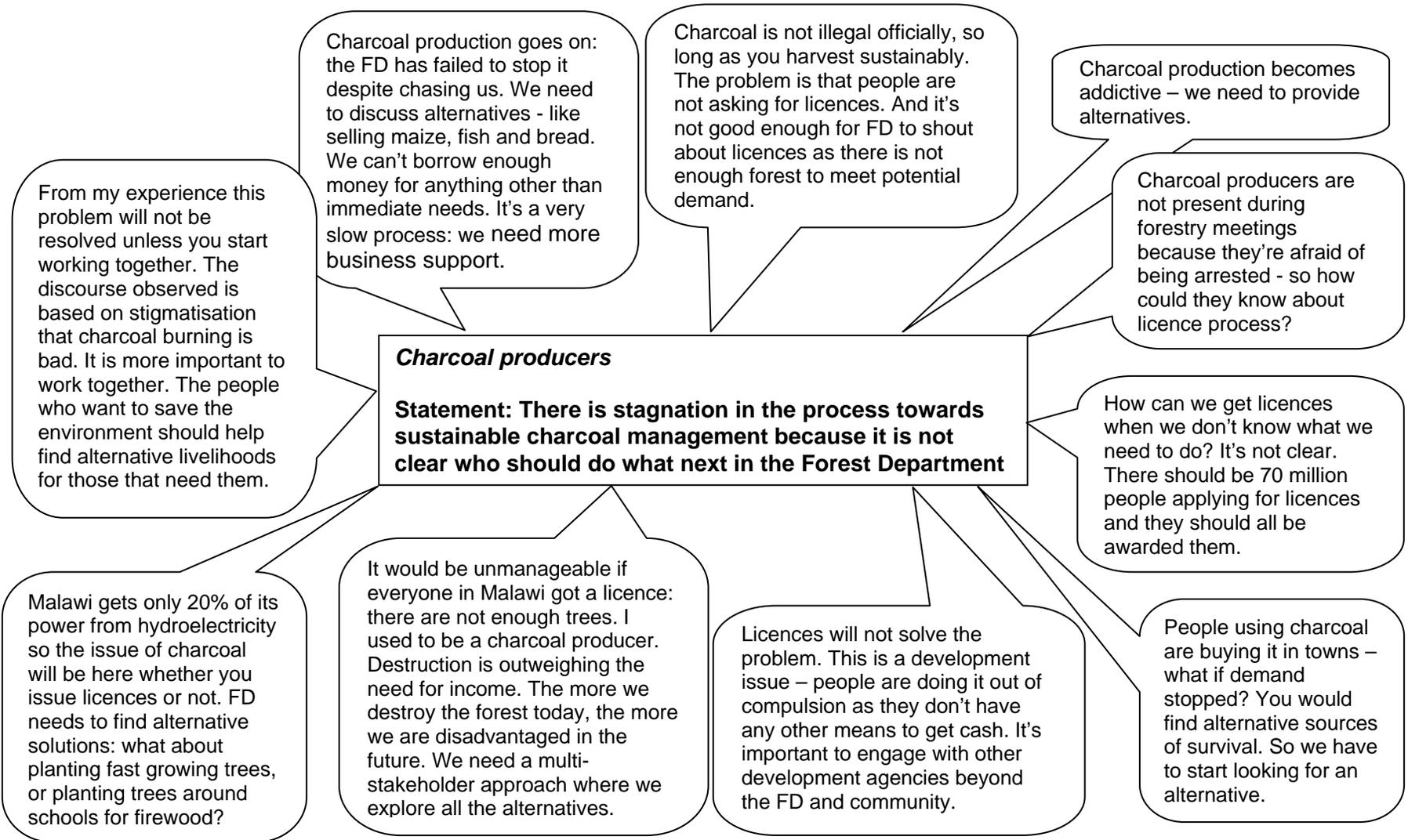
In my view forest reserves are for the people. Look at the way villagers take care of customary land: we should look after reserves the same way. There is no forest reserve for government, therefore they must be used and managed by local communities.

But part 8 of the Forest Act provides for sustainable use of forest land and utilisation on all types of land. We should not cut, take, fell, uproot etc from forest land.



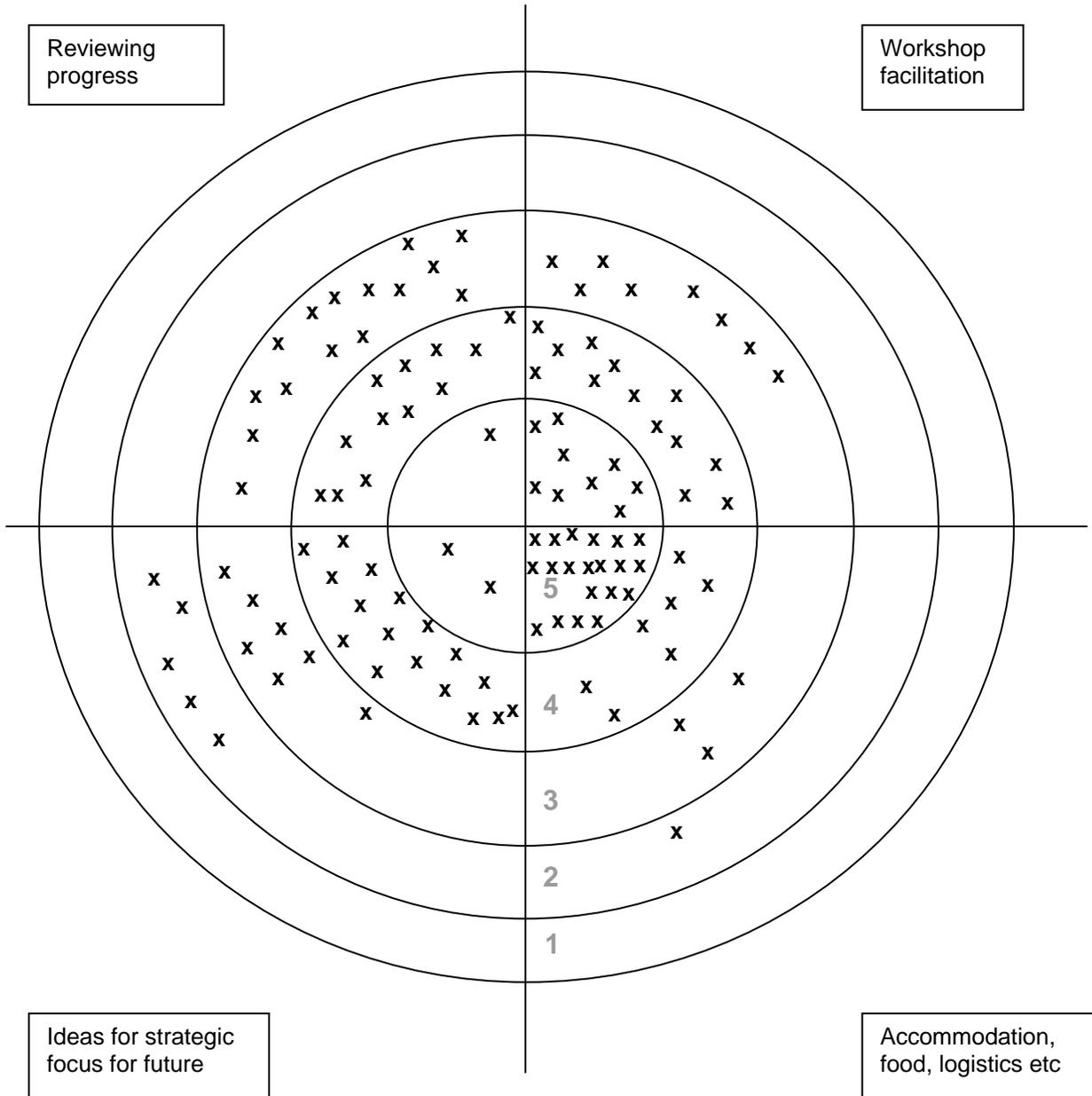


Justifier conclusion: We advise other communities that have never engaged with government to do so. This area now has enough food, irrigation and fertile soil, as trees are there.



Justifier conclusion: *let's work together – the FD and communities. We need to drive the FD to implement co-management in reserves, with jobs in replanting, alternative enterprises and subsidies to help meet basic needs. Neither of us can do it alone when it comes to the problem of charcoal production. Most people who buy charcoal travel in government vehicles and don't pay the right price. We need to start checking people driving Pajeros and picking up charcoal – if there are consequences we will have to face them.*

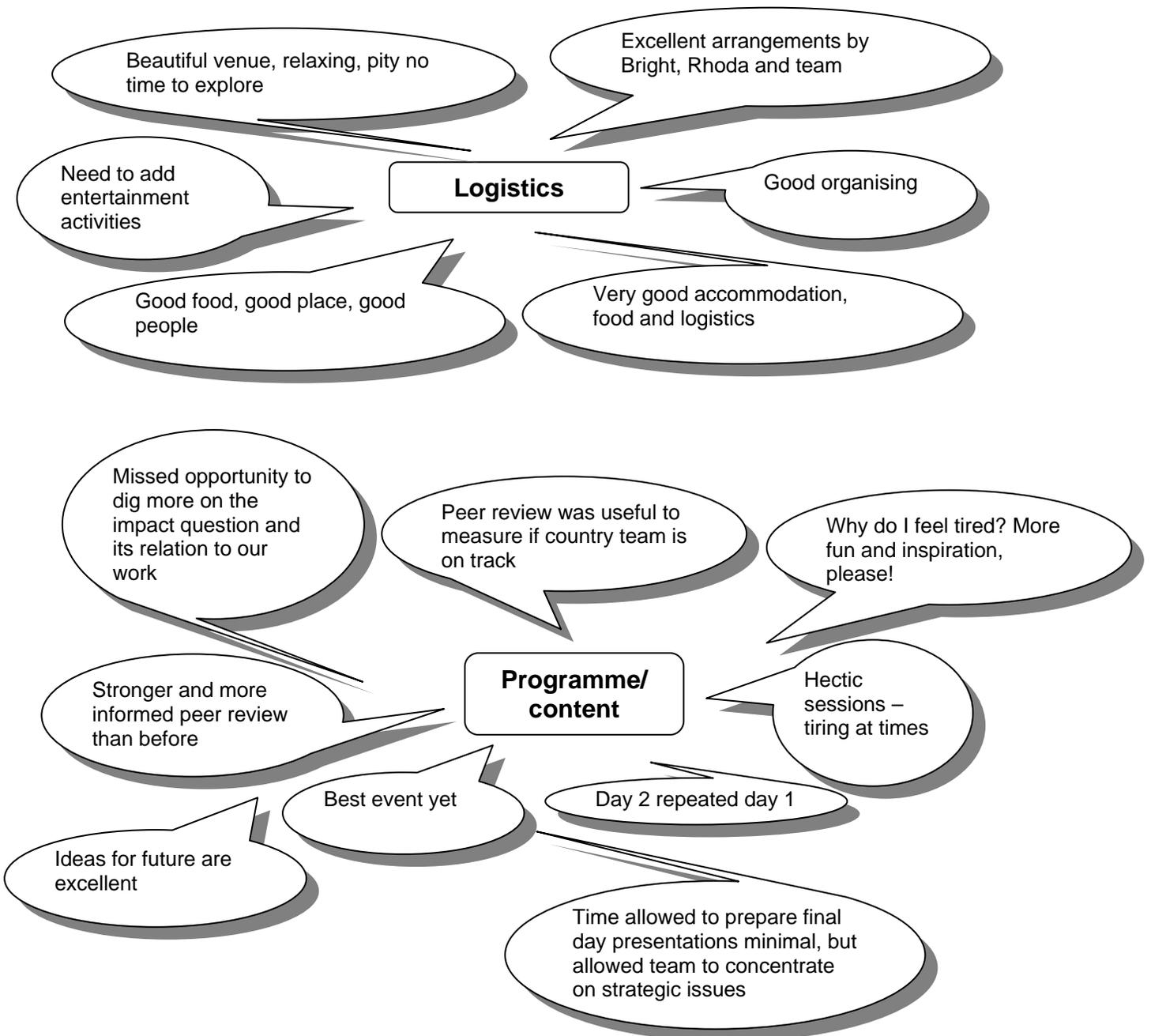
6 Evaluation of learning event

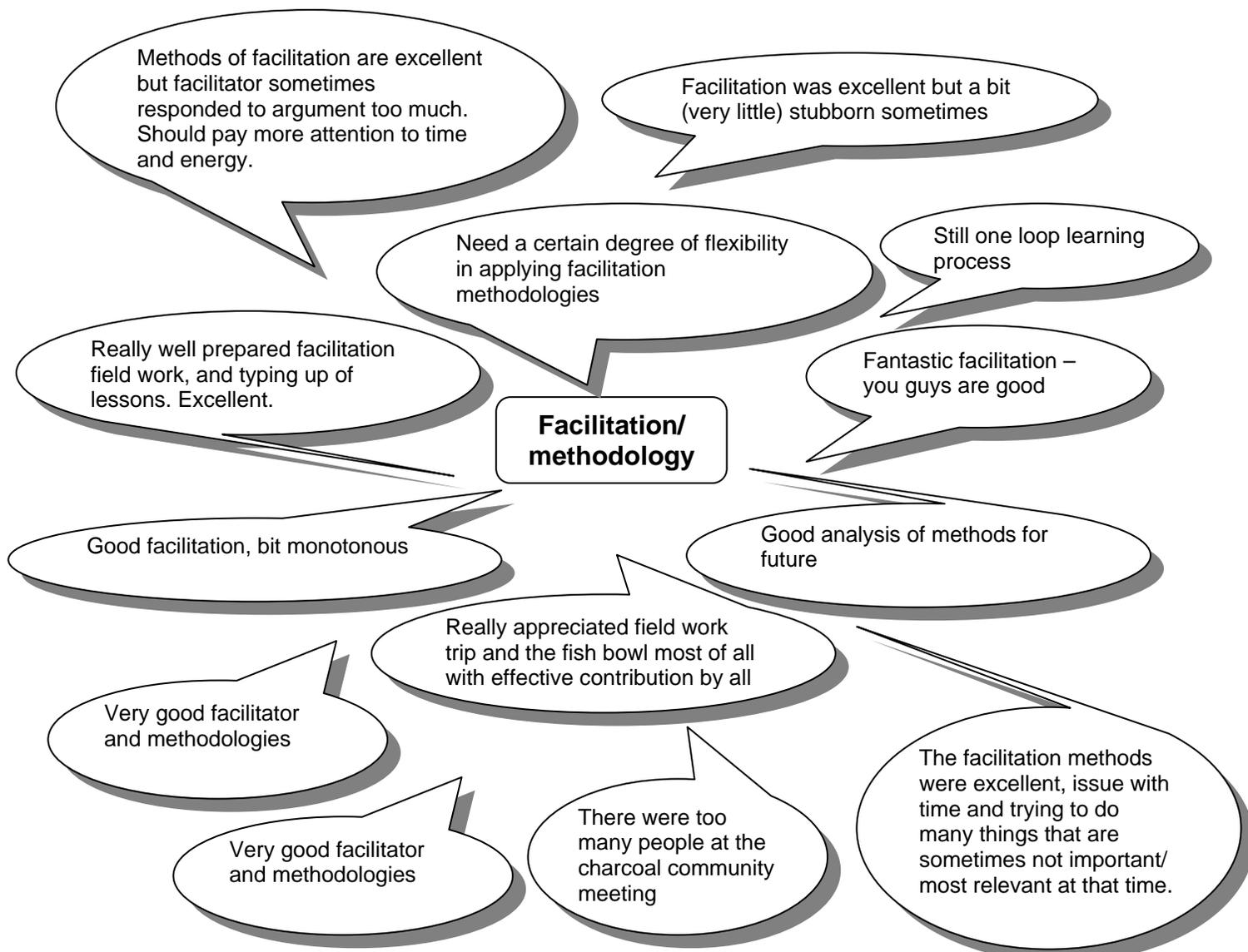


Evaluation scale

- 5 = excellent
- 4 = good
- 3 = fair
- 2 = poor
- 1 = terrible

6.1 Feedback on learning event





6.2 Suggestions for next year

One free afternoon next year

One free afternoon next year

Have some time for integration in the country we visit

Time to relax

More on-time schedule so more time for relax and entertainment

Some flexi time to focus on country situations, process of work, case studies, response, methods etc

If scoring is there, should be taken up seriously. One IIED team should do that for all country teams. Peer review through 'post its'.

Bali

Indonesia

Put forests into a broader NR context

Scoring should be done by one team of independent reviewers or no scoring at all

2009 event

We need to talk more about forest

Explore possibility of more entertainment activities – gets tiring with a compressed programme!

Be participative in discussing content but DICTATORIAL and brief in (discussing) methods

Right to keep a real gap or two in the action

Be daring for triple loop learning!!

Some new method of presentation could be introduced

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Annex 2: Field Learning Trip, 4th December 2008

Towards Social Justice in the management of Malosa Forest Reserve, Malawi

Briefing Notes

Background

Zomba-Malosa Forest Reserve was gazetted in 1924 for water and soil conservation. The Malosa Mountain rises steeply from the Shire Highlands and is bound on all sides by steep slopes, except where it adjoins Zomba Mountain. There are weakly formed plateau areas above 1700m. Malosa Forest Reserve is largely in Traditional Authority Malemia.

For management purposes the area, managed at landscape level, consists of Malosa Forest Reserve (8,599 Ha), Zomba forest reserve (5,937 Ha) that mostly comprises pine plantation and customary land which covers (2400 Ha). There are 499 villages in 3 extension planning areas (EPA) namely Malosa, Chingale and Thondwe, these are situated in a 5 km buffer from the boundary of the forest reserve. Population data for the area provided by department of statistics is estimated at 103,000.

Zomba-Malosa Forest Reserve is the main source of water for most of Zomba inhabitants and serves several strategic institutions such as schools, hospitals and local farmers who use the water to irrigate their crops. The reserve is also a source of a number of non-wood forest products such as mushrooms and fibre for construction.

The ever-increasing demand of forest resources like charcoal, firewood, timber, curios, and precious stones of gemstones due to rapid population increase has exacerbated the depletion of wood and non-wood products more especially in Malosa Forest Reserve.

Who has the current authority for management?

The reserve is classified as state land and therefore falls under the regulatory control of central government and authority of the department of forestry. However the Malawi Forest Policy (1996) and Act (1997) provides the opportunity for the department of forestry to engage in co-management of forest reserves if deemed appropriate. The reserve is surrounded by customary land that remains under the authority of the traditional authorities of the areas. In some areas the communities have demarcated areas of customary forest for village use and these are known as Village Forest Areas (VFA). In the Zomba area these are usually small areas of forest as population pressure and demand for cultivation land is high.

In both customary and state land forest communities are required to have a signed management agreement with the Director of Forestry if they have intentions to harvest woody products.

The stages of co-management in Malawi Context

Stage A: Establishing the Local forest management board and preparing the forest reserve strategic area plan

Stage B: Establishing the block management group and preparing the co-management plan

Stage C: Implementing block management and harvesting activities

Stage D: Sharing and utilising Forest revenues

The Strategic Forest Area Plan

In the last two years the District Forest Office has facilitated the development of a Strategic Forest Area Plan that covers the whole reserve and surrounding area and involved consultation with influential stakeholders. The plan states the following shared vision and objectives for the area.

Vision for Zomba-Malosa

A regenerated sustainably managed diverse forest resource in the reserve and surrounding customary land for the increased supply of water, tangible and non-tangible forest products for the improvement of people's livelihoods.

Objectives

- 1. To promote regeneration and improve forest cover and value within and outside the forest reserve.*
- 2. To rehabilitate and protect fragile areas especially water sources*
- 3. To improve people's livelihoods through increased access and benefits from forest products (including forest based enterprises).*
- 4. To promote appropriate land use management for increased biodiversity and forestry and agricultural productivity.*
- 5. To build and support sustainable local institutions and relevant partnerships at different levels*

Who are the key stakeholder groups?

Below are a few of the key stakeholders that are involved in the use and management of the reserve area.

Local Forestry Management Board (LFMB)

This is an umbrella body formed in 2007 that is responsible for all the activities taking place in Zomba-Malosa Forest Reserves. It comprises members from the block Committees, traditional Authorities, key dominant actors and the district assembly. Since Malosa Forest Reserve extends into Machinga District, the representatives come from the two districts of Zomba and Machinga. However, in these Districts the area of jurisdiction is limited within the distance of 5 kilometers from the reserve boundaries.

The roles, responsibilities and legal mandate of the LFMB are not yet included in the forest policy and act. However, during the development of the National Forestry Programme the formation of Local Forest Management Boards around forest reserves is highlighted as a priority action "to ensure coordination of plans, activities and monitoring"¹³.

The Zomba-Malosa LFMB has developed a strategic forest area plan which covers the reserves and the surrounding customary land that analyses key hot spots, management objectives for the reserves and priority strategies. Co-management is one of the priority strategies.

¹³ Malawi's National Forestry Programme 2001 Ministry of Natural Resources and Environmental Affairs

The mandate of this Board include monitoring the implementation of the strategic forest area plan, giving necessary advice to the block management committees both in financial and technical matters and monitoring forestry activities undertaken by the Block Natural Resources Management Committees within the area.

Charcoal Makers

Zomba- Malosa Forest Reserve is almost completely depleted on the eastern side due to human activities. The activities include charcoal making, cultivation and uncontrolled bush fires.

Intensive charcoal making in this reserve started in 1996 with only very few people from the local area. The charcoal making business intensified after this with “outsiders” from other districts also coming into the area.

The Forest Act of Malawi (1997) states the following:

“81.--- (1) No person shall make or sell charcoal from indigenous timber or tree except pursuant to a licence issued under this section.

(2) Upon application in the prescribed form, a licensing officer may, where the officer finds that he making of charcoal shall utilize plantation timber or indigenous timer or trees consistently with the applicable forest management plan or forest management agreement or forest plantation agreement, issue a licence to make charcoal in such quality and from such timber or trees as may be specified in the licence.”

Since 1997 no license has been issued for charcoal production. The charcoal business remains a huge industry in Malawi estimated at MK 5.78 billion that is slightly less than the value of Malawi’s tea industry¹⁴.

Zomba Environmental Stakeholders Committee (ZOMSEC)

This is a group of individuals, institutions, visitors and any other stakeholders residing temporarily or permanently within Zomba City and a district as a whole. Its main objective is to facilitate environmental protection and provide a link for communication about the general status of the environment in the City of Zomba and surrounding areas.

The principal financial support for ZOMSEC is derived from voluntary contributions by individuals, government, national, regional, international or private organizations and agencies.

Lead members of ZOMSEC include local academics, forestry department officials, local government officials, environmental NGO representatives all members in their own capacity.

Local Communities/ Block Committees

According to the Malawi Forest policy (1996) communities can be actively involved in the management of forest reserves through a co-management agreement with the forestry department. It is mentioned as a specific objective:

¹⁴ Kambewa etc al; Charcoal the reality; A study of charcoal consumption, trade and production in Malawi

2.3.13.2

“Promote consultations with communities having concerns over the expansion of forest reserves and joint management as an alternative approach”

This is further expanded in “Community Based Forest Management; A supplement to the National Forest Policy of Malawi, 1996”

“5.2.3 The co-management of Forest Reserves will in most cases apply to specific blocks of the reserves rather than to their entirety, and will be promoted in circumstances where the reserves productive potential and management objectives coincide with needs and capacities of the non-government partner(s) to produce a situation with a high probability of success.”

Usually communities nearest to the reserve would be the key stakeholders driving the co-management process and are encouraged to form a block committee which represents all interested community members around their area (see map for example blocks).

Mtuluma Block Committee in Malosa Forest Reserve will be one of the first communities to sign a co-management agreement in the next few weeks. The Director of Forestry has already formally approved their management plan.

There is a Block Management Committee of 28 members representing the communities. The institution has been registered as a Local Forestry Organisation. There are fourteen villages in this area and the total number of people is 4195. Within the distance of 1km from the reserve there are 9 villages and the total number of people who are direct beneficiaries is 2604. This is the number of people who are expected to co-manage a block of 679 Ha.

The community have developed a five year management plan for their block of the reserve. The management plan includes local management rules and a harvesting plan which is based on area based harvesting principles of miombo woodland. The plan also includes details of how the group can issue permits and for what fee.

It is on the basis of this plan that the director of forestry will sign the agreement. The community has opened a local bank account and any revenue accrued will be deposited into their account and then divided between the community 60%, the LFMB 10% and central government/ forest development fund 30%. This revenue sharing arrangement is still pending approval from Treasury.

Some common acronyms

VNRMC	Village Natural Resources Committee
LFO	Local Forest Organisation
VFA	Village Forest Area
SFAP	Strategic Forest Area Plan
FBE	Forest Based Enterprise
EDP	Enterprise Development Plan
LFMB	Local Forest Management Board
DFO	District Forest Office/ Officer
DC	District Commissioner
DA	District Assembly

Programme for stakeholder discussions

8.00-8.15	Briefing on history and policy context of field site			
8.15-8.30	Briefing on field task			
8.30-9.30	Team One preparation for field task	Team Two Preparation for field task	Team Three Preparation for field task	Team Four Preparation for field task
9.30-10.00	Travel to Zomba Town (Civic Offices) to meet ZOMSEC	Travel to District Assembly Chambers to meet Local Forest Management Board	Travel to Nsomba Village to meet Charcoal Burners	Travel to Mtuluma, Chingale to meet Mtuluma Community/Block Committee
10.00-12.00	Discussions with Zomsec	Discussions with LFMB	Discussions with Charcoal Burners	Discussions with Mtuluma community
12.00-1.00	Travel along the border of Malosa Forest Reserve with Zomsec. One stop at Machinga District Boundary for further discussions and then proceed to Hippo View for Lunch	Travel along the border of Malosa Forest Reserve with Zomsec. One stop at Machinga District Boundary for further discussions and then proceed to Hippo View for Lunch	Travel along the border of Malosa Forest Reserve with Zomsec. One stop at Machinga District Boundary for further discussions and then proceed to Hippo View for Lunch	Continue discussions with community and leave site by latest at 12.30 with representatives of the community and proceed to Hippo View for Lunch
1.00-2.00	Buffet Lunch	Buffet Lunch	Buffet Lunch	Buffet Lunch
2.00-4.00	Fish Bowl Debate with stakeholder groups			