

# Opportunities and approaches to supporting: Community forest enterprises



## Learning event report

18 – 20 July 2017, Kribi, Cameroon

Hosted by: INADES Formation Cameroon in collaboration with IIED

An initiative of the project: *CoNGOs: NGOs collaborating for equitable and sustainable community livelihoods in Congo Basin forests*

In association with the Forest Connect alliance and AFECONET



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## Executive summary

The purpose of this three-day learning event was to explore the positive livelihood impacts that might be gained from ensuring community forest rights lead to enterprise opportunities. A series of integrated sessions took stock of the current situation. Participants were introduced to community forestry in Cameroon (the host), alongside four other Congo Basin countries. Insights were presented on approaches to community forest enterprise development (from four countries outside the Congo Basin). Knowledge and capacity gaps in the region on how to support such enterprises were discussed and solutions identified. Finally, successful examples of community forestry business incubation in Cameroon were showcased (including a field trip to mangrove forest enterprises). The final discussions identified what political or institutional change might be needed to upscale success.

In Session 1, the learning event was opened by the Mayor of Kribi and the Cameroon Director of Forests. The latter noted that the Congo Basin contained the second largest area of tropical forest in the world, but was also populated by many communities. Under Cameroon forest policies and laws (1993-95), the idea is that local people should benefit from sustainable community forest enterprises, and so be incentivised to manage the forests sustainably. Within that context this learning event of the CoNGOs project was welcomed. A quick recap was then given of the progress of the CoNGOs project to date, with ongoing work to map and secure community forest rights, training courses to build viable, sustainable and inclusive enterprises, and efforts to help engage and implement community forestry policies.

In Session 2, each CoNGOs country team presented their work in more detail. Each followed the structure of the three overall CoNGOs project outputs: (i) to improve evidence on viable options for community forestry (including rights); (ii) to strengthen community capacity to secure those rights and develop commercial forest and farm production options; and (iii) to articulate their needs in more effective policy engagement and implementation (notably in the development of Voluntary Partnership Agreement processes and REDD+ implementation). In Cameroon, the team was working to ensure that greater numbers of community forests were formally approved. Additionally, both legislative and practical support was being targeted to develop community forest enterprises. The next step would be to secure start-up finance and ongoing mentoring improved the viability of local community organisations. In the Central African Republic, despite security concerns, the team was supporting the development and piloting of viable community forestry models. It was also building capacity for land management in those pilot communities, and supporting a review of the legal framework governing forest land allocation and management standards. In Gabon, the team were assessing pilot community forests, analysing and collecting field data on legal implementation, and making policy recommendations about how to improve the process. In the Republic of Congo, the team were focusing on collaborative legal analysis (with communities), strengthening their capacity to administer their rights, and advocacy to improve the uptake of the community forestry concept. In the Democratic Republic of Congo work had been progressing to develop entrepreneurial capacity and value-chain understanding. Emphasis on building awareness about formalising community forests accompanies reviews of the policy elements such as taxes and export restrictions affecting artisanal loggers. Overall impacts so far have included greater awareness of community forest potentials, (new evidence), development of community forestry management and enterprise (capacity) and legislative changes that have more clearly embedded community forest rights and favoured community forest enterprise development and exports (policy engagement).

In Session 3, the learning event turned to experts from countries outside the Congo Basin in which community forest enterprise development was already well-established (Gambia, Guatemala, Nepal and Tanzania). In the Gambia, the process of community based enterprise training was showcased (using the Market Analysis and Development toolkit within the Forest and Farm Facility – FFF) which had resulted in a doubling of community timber profits and tenfold increases in some NTFP profits. In Guatemala, the historical policy transition from communities as subsistence users to industrial cooperatives was explained. The result has been substantial documented falls in deforestation rates, burgeoning and diverse income generating opportunities, and substantial reinvestment in social infrastructure. In Nepal, examples were given of how to build value chains driven forward by lead firms (with a strong market focus), but involving supply from amongst the 20,000 community forest user groups in the country. In Tanzania two key elements were emphasised: the decision to grant communities 100% legal ownership of their forests with 100% of emerging forest revenues, and the

strong business oriented approach to community forestry, resulting in fast-growing revenues and social benefits to communities engaged in sustainable forest management.

In Session 4, participants reflected on the preceding presentations and assessed what could be applied to the Congo Basin context. Four working groups looked particularly at the challenges that would need to be addressed and possible solutions. Key challenges included both external governance (e.g. the often-torturous processes of community forestry registration) and internal governance (e.g. elite capture and poor organisational management of community groups) plus lack of entrepreneurial know-how and support (e.g. the lack of capacity to generate income to incentivise forest management) and lack of information generally (e.g. across resource rights and market issues). Proposed solutions included: better networking (perhaps through development of the African Forest Enterprise Connect Network AFECNET and / or the African Community Rights Network (ACRN), efforts to encourage association and federation between community forest groups to increase negotiating power, further participatory legal reform to design and simplify legal requirements for community forests and their local enterprises, transparent public information and better harmonisation between forest and other land tenure and concession contracts, better support services to strengthen internal governance in community groups, develop value chains and provide business support and mentoring.

A field trip was organised in which participants visited a community mangrove business located in Kribi run by Nziou women's group. The group specialises in fish smoking while preserving mangrove ecosystems. Staff from a local NGO OPED guided the group and provided further detail about the process through which 35 villages have been supported to develop their community forest business, across 100 sites. Beneficiaries, of whom 90% are female, are currently selling the smoked fish in local markets, and a business plan has been developed to package and sell their product at regional shops. The group then visited the community of Mbéka, where a women's association demonstrated the techniques they use to farm shrimp which originate in the mangrove sites. Through improvements to the equipment that they use, they can now grow and preserve the shrimp to be sold several months later during the low season when demand is higher. A microcredit system is in place for the women to facilitate and promote entrepreneurship. In the evening session, the group shared reflections and on the field visit to the OPED field sites and brainstormed ideas on community forest business development in the Congo Basin.

In Session 5, participants were introduced to the idea of 'business incubation' as a process that accelerates the successful development of start-up and fledgling businesses. Three NGOs active in business incubation then gave descriptions of their approaches in Cameroon. Tropical Forest-Research and Development outlined their work with NTFP products using quality monitoring and industrial processing to improve market access. ICRAF highlighted their work with DRYAD using payment for performance methods to improve markets access for NTFP and agroforestry businesses. Finally, CARFAD described their incubation efforts with ASFOCKA a federation of 27 community forestry groups producing timber. A plenary discussion which followed interrogated these examples and the need to reduce policy implementation barriers and develop lead firms (often in larger cities with good infrastructure and market access) which can help communities market their forest produce.

The meeting concluded with closing remarks by Cameroon's Deputy Director of Forests – with participants agreeing that the event had enabled them to learn about how to make community forest enterprises more sustainable.



## Background information

**CoNGOs** is a project supported by UKAid and involving a UK NGO group that came together in 2016. The International Institute for Environment and Development (IIED) leads this group which also comprises ClientEarth, Fern, Forest Peoples Programme (FPP), Rainforest Foundation UK (RFUK) and Well Grounded. This group also works with Congo Basin NGO partners, namely Association OKANI, Centre for Environment and Development (CED), Centre pour l'Information Environnementale et le Développement Durable (CIEDD), Forum pour la Gouvernance et les Droits de l'Homme (FGDH), Comptoir Juridique Junior (CJJ), Institut Africain pour le Développement Économique et Social (INADES), Organisation pour le Développement et les Droits Humains au Congo (ODDHC), Réseau des Populations Autochtones et Locales pour la gestion durable des écosystèmes forestiers de Centrafrique (REPALCA) and Tropenbos International.

CoNGOs aims for improved governance and practice for equitable and sustainable community forestry livelihoods in the Congo Basin. Countries in the Congo Basin are at a crossroads in managing their lands and forests. Governments in the region have the ambition to transform their countries to 'emerging economy' status within the next two decades, and national strategies aiming for economic growth focus on the exploitation of natural resources including forests, and the rapid development of agribusiness and energy infrastructures, often at large scale.

But the huge number of people working on farms and in the forest, whose economic aspirations might unleash much more equitable and sustainable growth, are not adequately supported. Community forestry has been one avenue through which stakeholders in the Congo Basin have sought to support participatory sustainable resource management and development. However, "community forestry" is also a contested idea. There is an urgent need, not only to clarify, recognise and secure customary rights of forest-dependent communities, but to ensure that policies and laws, as well as supporting services, offer real livelihood opportunities for those communities. This is the key challenge that CoNGOs aims to address.

**Forest Connect** was set up in 2007 as a knowledge network between institutions who support locally controlled forest enterprise. It is an open alliance, co-managed by the International Institute for Environment and Development (IIED), the FAO-hosted Forest and Farm Facility (FFF), the Earth Innovation Institute (EII) and the Centre for People and Forests who manage Forest Connect Asia (RECOFTC) together with regional chapters such as Forest Connect Asia and Latin America and a new pan-African network, AFECNET. Part of the aim of this meeting is to discuss how to strengthen the African network, AFECNET. The alliance has hosted a series of learning events in Africa, Asia and Latin America on: guidance required for enterprise support, experiences in testing a toolkit on enterprise support, how to prioritise scarce support for locally controlled forestry, successful locally controlled forestry enterprise models and risk management for locally controlled forest enterprises.

Among the main business challenges or risks that emerged in that latter meeting was the need for start-up and working capital and ongoing business incubation services. So, the alliance has become interested in exploring further how to enhance business incubation in regions such as the Congo Basin.

It was fitting that these two programmes join forces, therefore to discuss these issues in Cameroon, which has one of the earliest records of formally designated community forests – with many attempts to make community forest enterprise successful.

# Day 1: Communities benefiting from forests in the Congo Basin

## 1.1 Opening remarks and welcome

*Mme Sopi épse Mbakop, Mayor of Kribi and Mr Mfou'ou Mfou'ou Bruno, Director of Forests, MINFOF*

This session introduced participants to Kribi, the CoNGOs project and learning event, and to the context and Government vision for community forestry in Cameroon as the host country for this meeting.

The Mayor of Kribi, Mme Sopi épse Mbakop, opened the workshop with a welcome to participants and to Kribi.

In his keynote speech, Mr Mfou'ou Mfou'ou Bruno, Director of Forests, addressed the importance of improving community forest livelihoods in Cameroon.

**Speech translation:** “The forests of Central Africa make up the second largest area of tropical forest in the world. They provide a multitude of goods and services for local communities, States and the environment at the national and global level. It goes without saying that it is essential that they are managed in a sustainable and responsible manner, and that this should be a major priority for all stakeholders. The State of Cameroon is deeply committed to sustainable forest management, working through the Ministry of Forests and Wildlife on management and oversight of the forest estate. Our numerous initiatives, commitments, efforts and collaborations at the international and sub-regional level have made Cameroon a regional reference point in terms of strengthening the governance and sustainable management of forests.

After the Rio Summit, the Government of Cameroon started a forestry reform to ensure that local people are involved in the management of forest resources and to help improve their living conditions. This initiative led to the adoption of the national forestry policy in 1993, the forestry law in 1994, and the revision of the forestry policy in 1995. These texts represented significant advances in terms of decentralizing forestry and increasing community participation in natural resource management by giving local people a greater role in forest management processes and decision making. Community forests are a tangible example of this desire to involve local communities in the management of forest resources.

Between 1994 and 2016, 683 applications were filed for community forests covering 2,191,385 hectares of land, 193 provisional agreements were issued for community forests covering 940,206 hectares, and there were 182 operational community forests with annual felling permits for 28,272 hectares of forest. In 2010 the Government of Cameroon and the European Union signed Voluntary Partnership Agreements on forest law enforcement, governance and trade in timber and derived products to the European Union (FLEGT). This is another example of the Government's commitment to improve governance in the forestry sector.

Wealth generation around forests has become an important lever for improving local living conditions. The CoNGOs project aims to create added value for community forests by setting up community forest enterprises and creating income-generating activities to improve local living conditions around these community forests. This admirable initiative will help reinforce government action in this field. The exercises during this workshop on opportunities and approaches to support community forest enterprises will enable different actors to share their experiences with wealth creation around community forests and innovative approaches to community forestry. This is extremely important for future progress with community forests in Cameroon and the Congo Basin. As you well know, communities face many challenges in managing their forests. The CoNGOs project is a timely intervention that aims to contribute to the development of a viable model of community forestry that will foster sustainable management and wealth creation. I will be very interested to see the outcomes of the exercises and activities at this workshop.”

## 1.2 Updates on the CoNGOs project and key elements for successful and sustainable community forest livelihoods

### 1.2.1 Presentation on successful and sustainable community forestry - pathway to impact on livelihoods and reduced deforestation

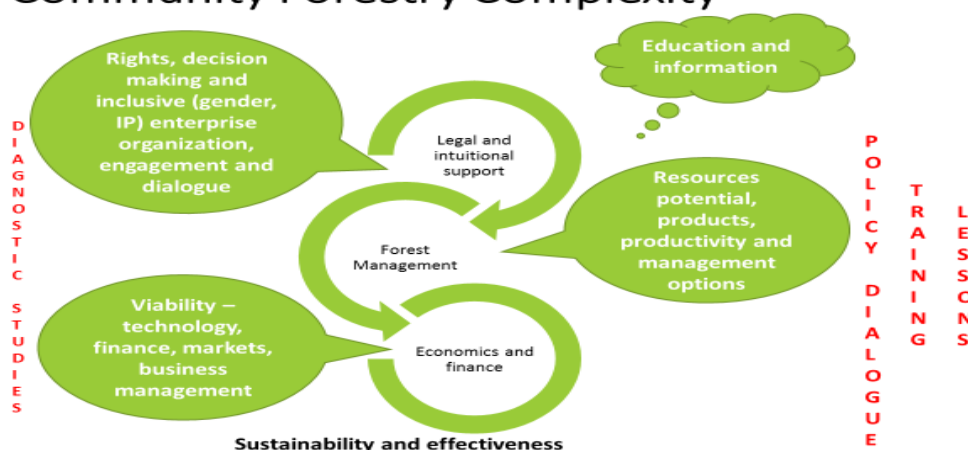
Isilda Nhantumbo, IIED

The objective of the CoNGOs project is “Improved governance and practice for equitable and sustainable community forestry livelihoods in the Congo Basin”. It has three main outputs:

- Output 1: Improved evidence on viable options for community forestry, including strengthening of rights
- Output 2: Stronger capacity of community organisations to pursue resource rights security and commercial forest and farm production options, and articulate policy changes
- Output 3: More effective policy engagement and implementation in support of sustainable and profitable community forestry

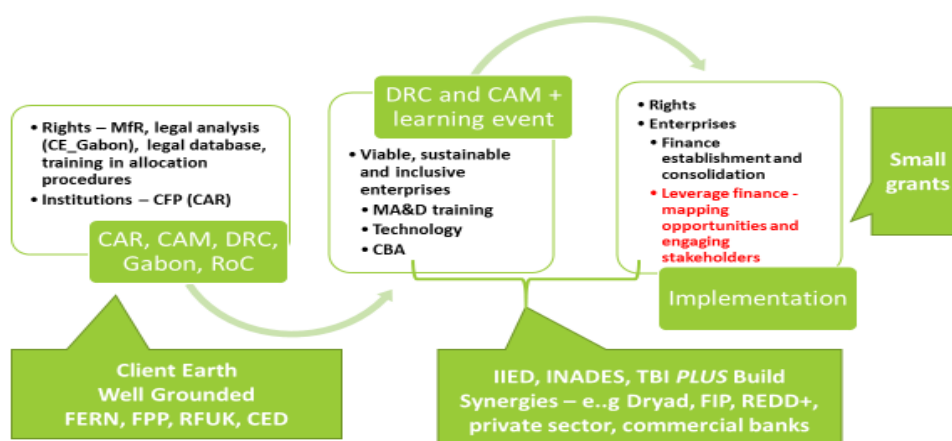
The project addresses the considerable complexity of community forestry in the Congo Basin, below:

#### Community Forestry Complexity



In order to deliver impact, the CoNGOs project is mobilising numerous partners as follows:

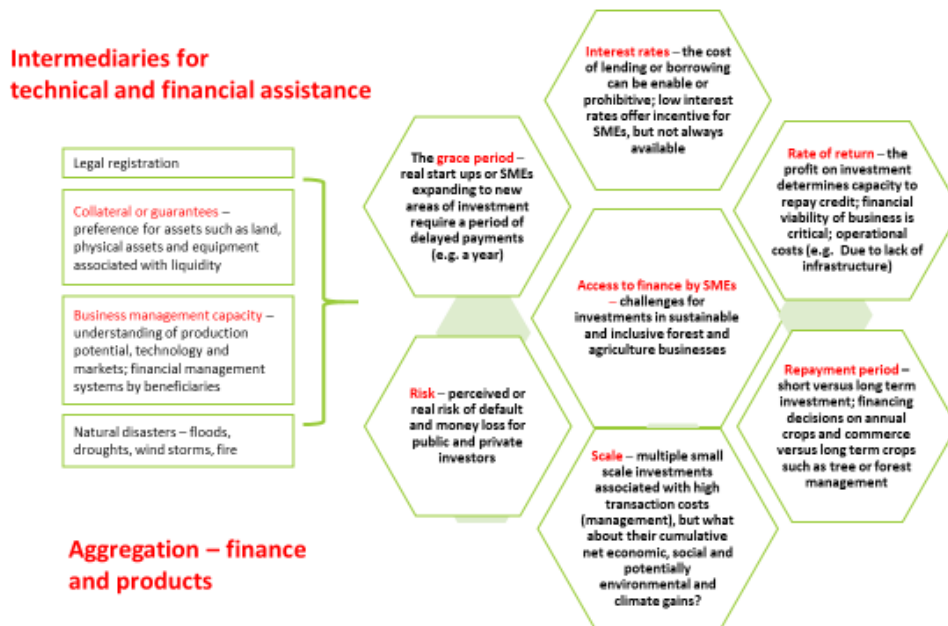
#### Pathway to impact on livelihoods and reduced deforestation





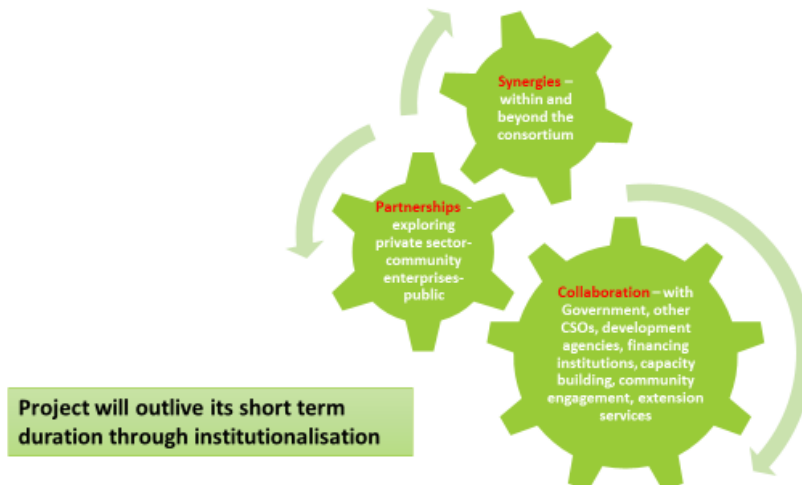
An important emphasis is to unlock barriers to finance for community forest business:

## Unlocking barriers to accessing finance – one of the keys to successful and sustainable outcomes



This cannot be achieved alone – but requires substantial collaboration:

## The second key aspect to successful and sustainable outcomes



## 1.3 Progress towards equitable and sustainable community forest livelihoods in Congo Basin countries

### 1.3.1 Presentations of study findings on the challenges faced by forest enterprises, and markets and finance initiatives in Cameroon

*Raphael Meigno, INADES and Moise Kono, CED*

#### 1. Raphael Meigno, INADES

##### **Justification for the study**

- Globally, over a billion people who live in poverty are heavily reliant on forest products.
- In Cameroon, the State has the political will to improve public participation in the conservation and management of forest resources to alleviate poverty and improve living standards.
- Yet with 20 years of experience with community forests in Cameroon, there is little visible impact on target populations of forest dependent people.
- This paper aims to highlight the challenges faced by forest enterprises, and identify existing initiatives to improve finance and access to markets to determine how to improve their viability.

##### **Methodology**

- Harmonise understanding of terms of reference for the study amongst the research team
- Set up and prepare a data collection team (3 members)
- Develop a sampling strategy for study populations and develop survey tools (e.g. interview questionnaires)
- Interview:
  - managers of community forests(3)
  - officials from deconcentrated State services(8)
  - senior project and programme staff (2)
  - resource persons (3)
  - potential entrepreneurs (8)
- Conduct a literature review
- Analyse data and produce study report

##### **Challenges faced by forest enterprises in Cameroon**

#### 1. Legal and administrative challenges

- Local communities in Cameroon favour two of the four organisational models for community forest management in national legislation: GICs (common initiative group) and Associations.
- The forest administration has no jurisdiction over GICs, which makes it hard to control them.
- Processing, marketing and value chain management expertise (for NTFP, timber, environmental services) scarcely exists in Cameroon and the enterprise model is alien to traditional social structures.
- There is no legal obligation for financial transparency (mandatory accounting, certified accounts) at community level or more broadly within Cameroon.

#### 2. Social and institutional challenges within communities

- Community members have a more industrial perception of 'enterprises' and feel rather excluded by 'business' concepts which they cannot see applying to them.
- Local forest management organisations were initially highly dependent on outsiders
- Community forest resources are controlled by dominant groups in the villages concerned.

#### 3. Challenges related to natural resources in forests

- Permits to use resources are annual and usually cover timber products rather than NTFPs – although the latter might more easily form the basis of community enterprises.

#### 4. Technological and logistical challenges in markets

- Most economic activities are conducted on an artisanal basis, with little specialised equipment.

- The tracks that serve forests that provide raw materials are in very poor condition, production costs are increased by lack of transport

#### 5. Financial challenges

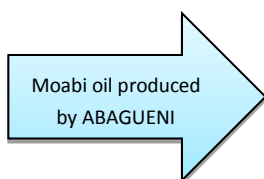
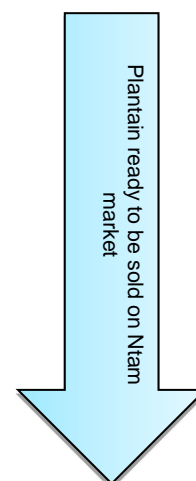
- Lack of investment capital to develop economic or environmental activities (sawmills, joineries, processing NTFPs, etc. or develop sites for ecotourism)
- People engaged in income-generating activities are unfamiliar with banking transactions and ill-informed about the conditions they need to meet to obtain credit from funding institutions.

#### Example of a forest enterprise initiative

1. Primary products - Production/processing/storage of NTFPs and agricultural produce

Example: Members of the ABAGUENI Association (mixed Baka association)

Raw materials	Headings
Supplies of raw materials (moabi fruit)	Members of the Okani association
Operating costs	Transport: 500,000
	Purchase sacks, storage covers and jerry cans: 150,000
	Other expenses: 100,000 (transport problems, unforeseen expenses, etc.)
Annual output	Moabi oil: 200-300 litres
	Wild mango: 150 to 200 kg
	Djangsang: 200 to 250 kg
	Plantain: 40 tonnes



**Difficulties encountered**

Level	Difficulty encountered
- <b>Production</b>	Production of NTFPs varies according to the season
- <b>Processing</b>	Wild mangoes are hard to stone
- <b>Storage</b>	No secure storage unit
- <b>Marketing</b>	Remote production areas makes it hard to access markets Poor knowledge of the economic system
- <b>Administrative/institutional</b>	Harassment by police and eco-guards

**Funding initiatives and support processes that could boost community forest enterprises**

- Classic banks (SGC, BICEC and SCB CA)
- Finance from multilateral partners working on sustainable forest management (e.g. WB, ADB, UNDP, FAO) through micro-credit mechanisms (e.g. leasing-MINEPAT) and revolving loan structures (e.g. CAMCULL)
- Government incentive programmes: (e.g. SME bank, Projects bank, finance via CTDs, sub-contracting programmes, support projects/programmes)
- Development assistance: (especially French, German, Dutch and British development agencies)
- Approaches that support start-up SMEs (MA&D)

**Suggestions to boost the development of forest enterprises in Cameroon**

- Increase the number of community-managed forests in forested areas
- Facilitate the formation of associations or federations to improve their negotiating power and scale-efficiencies in the market
- Reform legislation so that it includes provisions for business development in community forests
- Train/inform and support forest managers on existing finance mechanisms
- Develop start-up funding for young entrepreneurs
- Improve the capacity and viability of local organisations that manage community forests.

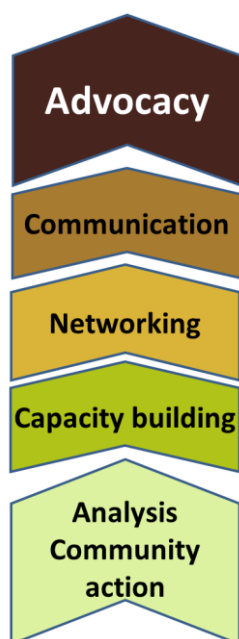
**2. Moise Kono, CED:****Problems**

- Less than 5% of Cameroon's forests are managed by local communities
- Nearly 1 million hectares managed by communities
- Rapid deforestation
- Legal and administrative barriers to CF
- Community voices not heard

**Solutions**

- Increase the number of hectares of community-managed forests
- Secure community rights
- Overcome obstacles
- Communities need to make their voices heard – by participating in decision making and political processes

## Approaches: CED & Fern



- Use levers:
  - Levers:
    - VPAs
    - REDD+ & NCD
    - VGGT
  - Where? Europe (EEAS, Commission, DEVCO, VGGT), regional level (PFBC, COMIFAC, CEEAC, ILC), national level (reforms, land management processes...)
- Communication:
  - produce films, guide
  - collaboration with media
- Networking:
  - CFP working group
  - Input from multi-actor national working group
  - Synergy with the Gbabanji indigenous peoples' network
- Capacity building: Support communities (IIED training, develop simple management plan)
- Analysis: documentation – capitalisation
- Community action: WITH/TO SUPPORT communities:
  - 2 sites: Nomedjoh – Nkolenyeng
  - Help set up CFs – participatory approach

## Approaches and outcomes: FPP & OKANI

### Approaches:

- Legal work:
  - Analyse legal framework
  - Propose amendments to draft Forest Code
- Support communities in order to improve market access in coastal areas

### Outcomes:

- Legal work
  - Input from review committee
  - Ongoing legal analysis (in collaboration with CED/CFP)
- For market access: Identification of potential entrepreneurs

### Levers, opportunities & priorities. Participation is key

To influence the forest reform:

- Eliminate barriers to FC
- Simplify procedure for setting up a community forest
- Propose amendments to the text

To influence the land reform

- Propose amendments to secure ownership/use rights
- Secure women's ownership/use rights

VPA process:

- Keep VPA space open
- Influence review of the legal framework for CF timber

REDD+ process:

- Influence analysis of drivers of deforestation

Land use planning process:

- Set aside land for CFs



## Challenges

- No clear timetable for forest and land reforms
- Risk of VPA space closing
- Hard to participate in discussion about simplifying the legal framework for CF timber
- REDD+ process is slow and not very participatory
- Participation in NDC debates from the outset
- Communities have limited knowledge and experience of advocacy
- Lack of trust between CSOs and PA

## Solutions

- Gather and share information
- Foster political contacts (continuously)
- Foster national, regional and European networks
- Invest in work at the grassroots level, networking
- Listen
- Develop realistic, targeted advocacy strategies with local communities
- Measure impact and progress

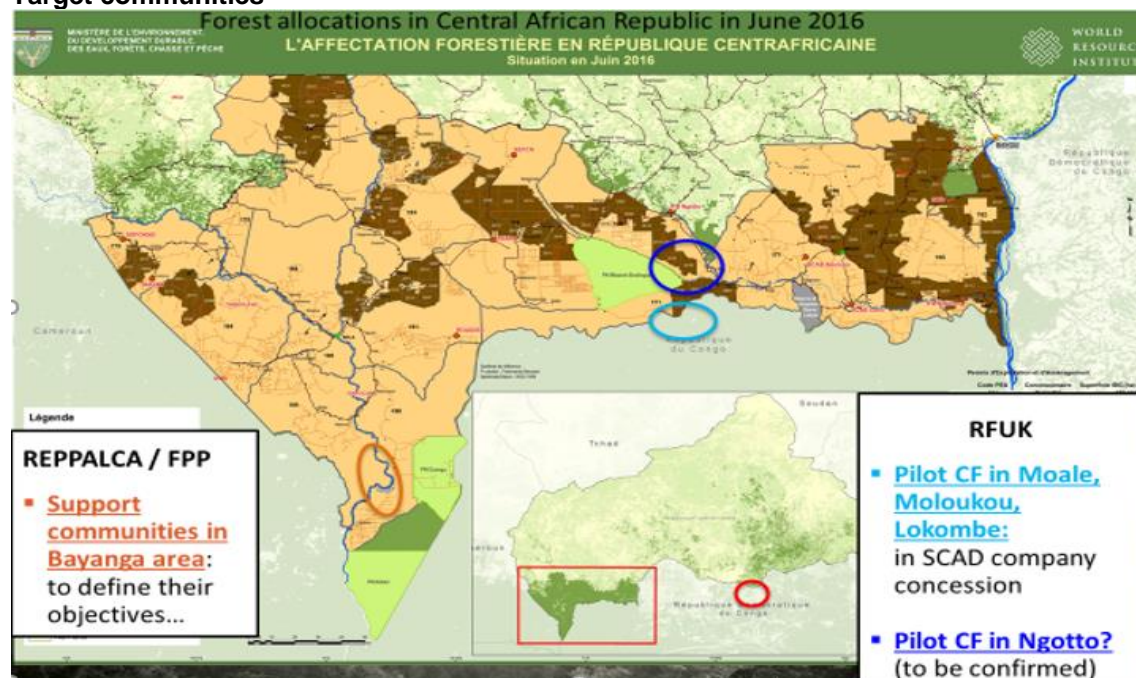
### 1.3.2 Community forests in the Central African Republic (CAR): opportunities, lobbying strategies and support for income-generating activities

Marjolaine Pichon, RFUK

#### Strategic approach to support community rights and good forest governance – see RFUK briefing and CAR assessment

- Support the development of viable community forestry (CF) models: 2 pilot CFs to test the *Allocation procedures manual* adopted in December 2015.
- Capacity building for pilot communities, CSOs and central and deconcentrated authorities, on CF issues and allocation procedures, participatory mapping and using data to inform land management decisions.
- Support review of the legal framework for CFs and its incorporation into a broader policy and legal framework (allocation procedures, management standards, land reform, Convention 169).

#### Target communities



### Prospects

- Initiate dialogue with the forestry administration on the need to review the legal framework and make the Forest Code more consistent;
- Review CF allocations;
- Establish a link between CFs and the land reform (to secure rights to land as well as resources).
- Current phases of support for pilot communities:
  - monitor preparation of CF application
  - identify need for support in creating income-generating activities.



### Impacts

- Community forestry is one of the priorities of the Voluntary Partnership Agreement (VPA) roadmap.
- Initiate dialogue with REDD+ and VPA stakeholders.
- DENRM is coordinated around joint advocacy to promote CF in forest governance processes.
- The future FLEGT action plan includes NGO recommendations on governance and support for SMEs.
- The Congo Basin Forest Partnership annual priorities include community involvement in local initiatives.

### Challenges

- The Central African Republic has an unstable security situation
- There is only tentative support from the public authorities for community forestry
- Civil society and public understanding of the potential of CF is limited

### Priorities

- For the VPA process: use it to contribute to the legal framework; use it to increase respect for community rights; meaningful community participation
- In terms of forest policy: fight for recognition of CFs
- In REDD+ and climate change processes: include initiatives to support community involvement.
- Involve parliamentarians and network of journalists for the environment.

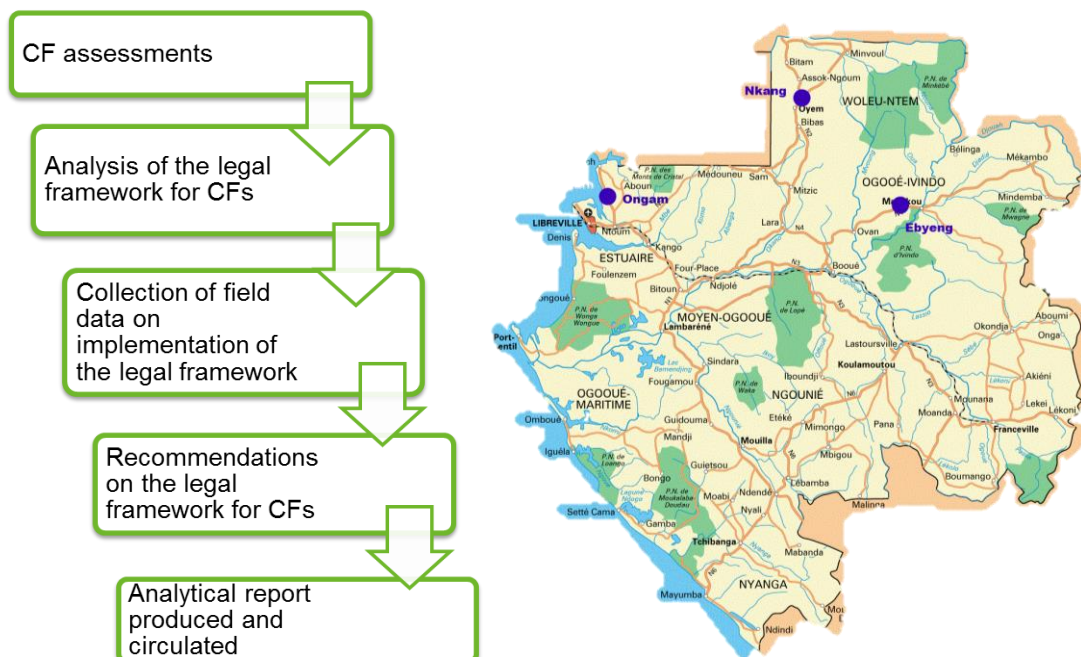
### CSO Organisational Development

- The project has contributed to continuous support for organisations: update strategies, put in place administrative, financial, communications and monitoring and evaluation systems...
- There are signed or ongoing agreements with GDRNE, MEFP, CIEDD and I3D
- Exploratory sessions with REPALCA and CRAD: potential clients
- The project has financed leadership training in 2017: 360° personal evaluations and micro-projects to trigger change within organisations
- There has also been considerable individual coaching: 7 hours per person over 6 months
- Diversity and inclusion (D&I) indicators have been used to improve gender considerations
  - 2016: research on how D&I issues arise in organisations in the sub-region
  - 2017: consultation, two participants from CAR contributed to the report
- Ongoing preparations for training on inter-organisational discussions and learning.

### 1.3.3 Lessons learned from the assessment and legal analysis of community forestry in Gabon

Nathalie Faure, Client Earth

**What activities have been undertaken in Gabon in the context of this project?**



**In what context have community forests been implemented in Gabon?**



#### 1. Socio-economic and environmental context

Gabon is a heavily forested country where most of the sparse population is concentrated in urban areas. Land is allocated for many different industrial activities.



#### 2. Legal context

- Objective of community forests (CF) in Gabon: rural development and poverty reduction
- Regulatory framework is gradually developing
- Forest Code of 2001
  - Decree of 1st December 2004 setting out conditions for the creation of CFs
  - Order of 31st January 2013 setting out CF allocation and management procedures
  - Order of 6th May 2014 regarding a village community's right to reserve a community forest
- Guides and frameworks for application have been prepared

### 3. Creating Community Forests

- Pilot CFs have been created with government and NGO support
- 16 CFs already created (final agreement) and 22 CFs being set up (provisional agreement)

#### Definition of a legal forest

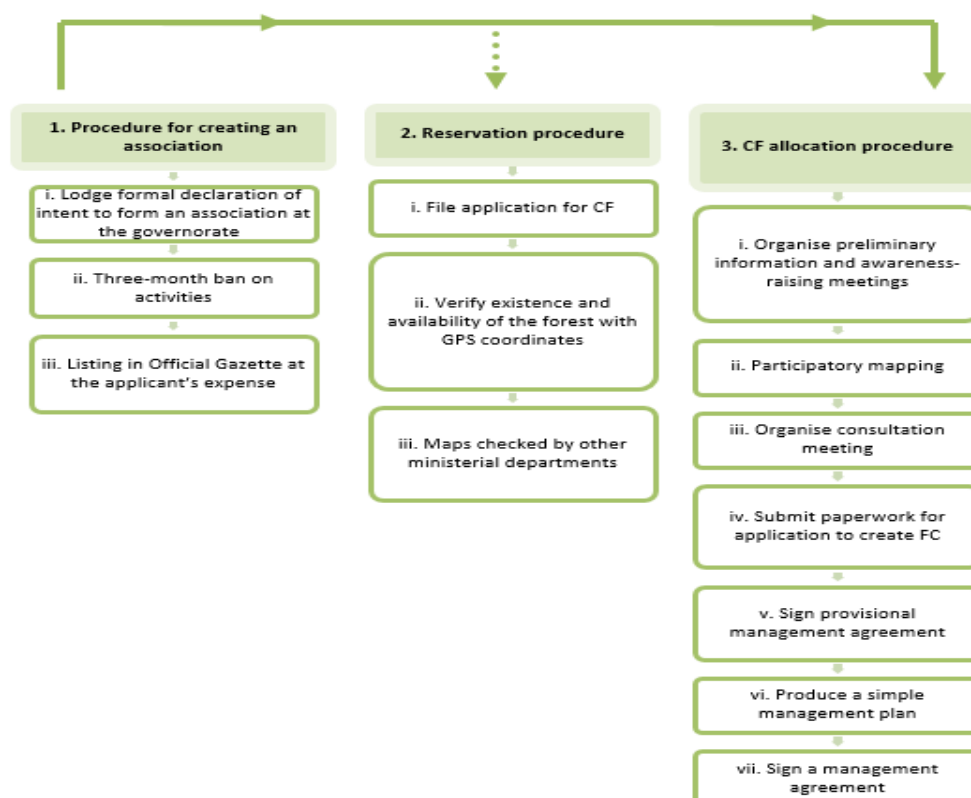
A forest that the State has allocated to a local community – which has set up an association to apply for a CF in part of the rural forest where it exercises customary use rights in an unlimited area – for sustainable natural resource management activities.

The community forest is covered by a management plan, supply contracts with local processing companies, and a signed agreement with the administration that lasts for as long as the community complies with its written commitments.

#### Main findings

NB: Because of the recent implementation of the legal framework these are preliminary conclusions

- Who can set up a CF?
  - Inconsistent definitions of communities that can manage a CF
  - Obligation to form an association before setting up a CF can be a barrier
- Where and how can CFs be created?
  - Rural forest lands set aside for CFs are not clearly identified. Plus, in reality there is little room for them
  - CFs only cover part of the spaces where communities exercise their customary rights
  - The complex allocation procedure requires external support
- What activities can be undertaken in CFs?
  - Broad range of authorised activities, regulated on a case-by-case basis in each management plan
  - Communities use forest operators to harvest timber
  - Mainly subsistence activities
- What are the conditions for selling products from CFs?
  - 'Supply contracts' with a local processing company are mandatory, but often ignored
  - Tax exemptions exist for CF products
  - Products and volumes sold are similar to those generated by exercising customary use rights





## Recommendations

- Clarify spaces where CFs can be created
- Facilitate access to CFs
  - Clarify what is meant by 'local community' and broaden the type of authorised organisation
  - Adapt CF allocation procedures to the local context
- Remove temporal and spatial restrictions on CFs (draft law limits them to 20 years and 5,000 hectares)
- Adjust the extent to which CF activities are regulated
  - Ensure that the exploitation of CFs is not over-regulated
  - Contracts to exploit CFs should be managed by third parties

### 1.3.4 Opportunities and challenges in the Republic of Congo (RoC)

Marie-Ange Kalenga, FERN

#### Opportunities

- Forestry reform:
  - A draft version of the law of May 2017 broadens the scope of CFs so that they can be created outside community development series (SDC). Additional comments by civil society have been made to strengthen the legal framework that is being developed – under the stewardship of Client Earth / Comptoir Juridique Junior
- Legal framework:
  - Existence of community development series opens possibilities.
  - Legal recognition of customary land rights is a plus.
  - Legal possibility of creating locally managed forests – under FGDH stewardship.
- Presence on the ground:
  - It is possible to disseminate information among decisionmakers – under the stewardship of FPP and FGDH.
- REDD+ process
  - Opportunity to influence the REDD+ investment plan (governance component) – Fern/FGDH
  - Complaint mechanisms exist and can be used - FGDH
- VPA process:
  - Local community and indigenous people's participation in local governance – FGDH
  - External observation to ensure that local communities and indigenous peoples rights are respected – Fern/FGDH
  - Complaints mechanisms- FPP

#### Approaches and outcomes: ClientEarth and CJJ

- Legal analysis by the DFMP LWG, informed by field research.
- Prepare contributions and formulate specific recommendations to strengthen the legal framework (collaboration with MEFDDE).
- Meetings with parliamentarians (members of REPAR) to improve appropriation of the concept of community forests.



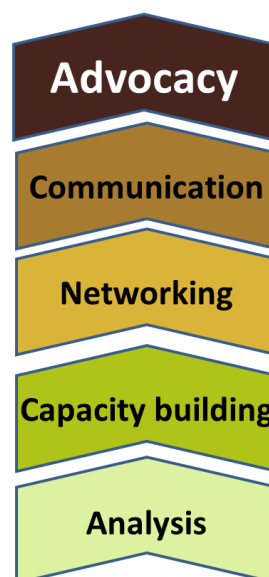


#### **Approaches and outcomes: FPP & ODDHC**

- Consult and gather information from local communities and indigenous peoples (CLPA).
- Training on legal issues and human rights.
- Strengthen inclusive and participatory community governance.
- Improve local people's knowledge of rights to land and resources.
- Strengthen local communities and indigenous people's capacity to claim their rights.
- Two missions undertaken in Ouessou, Mokeko, Pokola, Kabo, Ngatongo and Ngombe and Ngombe Village.
- Management committees have been set up to facilitate data collection and relay communities' grievances or requests to private actors (CIB and IFO), the local administration and the collaborative council. Regular visits are planned.
- Collect and analyse data from communities about the restricted scope of SDCs; problems associated with restrictions and hunting practices; lack of finance for Local Development Funds (LDF); local people's lack of capacity; protecting local people's living environment, etc.
- Technical assistant based in Pokola.

**Approaches and outcomes: Fern & FGDH**

- Use policy levers for joint advocacy: at the European level (contributions to the future FLEGT action plan, visit EU capitals); at the regional level (dialogue with PFBC and CAFI); at the national level (position papers on land management, assessments, lobbying meetings, dialogue with tropical forest peoples regarding REDD+ and VPAs).
- Communication: via LoggingOff, social networks, information letters.
- Capacity building: support FGDH on strategic issues; two missions to raise awareness among communities and indigenous peoples; FGDH exchange visit to Cameroon.
- Networking: set up a small multi-actor CF group with Africa Resource Rights Network, Publish What You Pay, Transparency International.

**Impacts**

- Civil society organisation recommendations on CF have been included in the latest version of the draft Forestry Code.
- In the VPA process, NGO recommendations have been reflected in the European Commission work plan for the FLEGT action plan.
- In REDD+ and climate change processes there has been an institutionalisation of dialogue with CAFI; CSO concerns taken into account by the World Bank Carbon Fund.

**Challenges**

- Delays, lack of transparency and timetable for reform of the Forest Code.
- Reluctance / pessimism in the Forest Administration.
- Poor enforcement of laws / and lack of local governance.
- Lack of national land use planning (leading to insecure land tenure)
- Insufficient land available to create CFs.
- Hegemonic attitude among local authorities.
- Low community and indigenous people's capacities and communication.

**Priorities**

- Forest Code: recognition of a broader concept of CF through legal advocacy, and through collaboration with parliamentarians.
- VPAs: use EOs to increase respect for local communities and indigenous rights; meaningful local community and indigenous participation.
- REDD+ and climate: influence the REDD+ and ERPD investment plan.
- Ensure recognition of local people and indigenous customary rights.
- Test pilot CFs in two SDCs.

- Support awareness-raising tools; capacity building for members of local communities and indigenous people and management committees; training on human rights; work with them on land and social issues; lodge complaints/ claims with IFO and CIB.
- National and local dialogue: with the platform for dialogue on CFs; with the SDC collaborative council and forest enterprises.

### 1.3.5 Opportunities for policies and approaches to support community forest enterprises in the Democratic Republic of Congo (DRC)

*Alphonse Maindo, Tropenbos*

#### Context: key factors in community forestry in DRC

- DRC contains:
  - 10% of global tropical forest reserves
  - 50% of dense African forests
  - 60% of forests in the Congo Basin
- Roughly >60% of the 80 million people in DRC depend on forests for their livelihood
- There is widespread extreme poverty
- The country is typified by weak governance (it is a fragile State)
- CF provides an opportunity to reduce poverty
- But the legal and institutional framework needs to be improved
- There is a complex situation with high informality / illegality versus a multiplicity of taxes along the value chain
- DRC needs to be rebuilt



#### What has been done so far

- Knowledge of the sector and actors: (study of wooden pole value chain, artisanal logging, CF, SMFEs, taxes and duties, etc.)
- Training for Market Analysis and Development (MA&D) facilitators on how to set up and manage SMEs
- Legally established CFs: 6 with a simple management plan
- Raising awareness about formalising and legalising CFs
- Policy: Inventory of taxes on artisanal exploitation by producer organisations
- National strategy on CF has yet to be validated; legal timber exports cannot proceed
- Advocacy/lobbying (to authorise legal exports of artisanal timber, 5-year excise warehouse licence)





The construction timber value chain (rails, poles) in Kisangani and Bumba has developed over several decades. Now a major value chain involving several categories of actor whose incomes vary according to their level of intervention, it has so far developed without a specific legal framework. The over-exploitation of forests (for poles) in peri-urban areas and expanding rural settlements is causing concern about the sustainable management and future of these forests. This study focuses on the organisation of the construction timber value chain in Kisangani and Bumba.

Triangulating data from different sources (semi-structured interviews, direct observation, focus groups, interviews with resource persons, preparing an inventory and herbarium) showed that this value chain involves actors from the public and private sectors. Demand for poles is driven by several factors, including low costs, lack of financial resources, suitability for different types of infrastructure and speed of construction. The species that are exploited generate various socio-economic benefits for local communities, with users selecting species according to their dimensions, quality and the type of construction involved. However, the value chain is having an impact on forest ecosystems: huge amounts of timber are felled indiscriminately from different species and different types of forest, and poles are becoming increasingly scarce in forests near the study site. Widespread rural and urban poverty and lack of employment leave local people with few alternatives to this activity. One way of exploiting forest resources and managing this value chain in a sustainable manner could be to build on synergies between actions by the State and development partners to regulate the sector, reduce poverty, create plantations of the most sought-after species and provide multi-faceted training for actors in the chain.

### Knowledge of the value chain and actors in the sector







**NTFP research and livelihoods development**





## Impacts

Sphere of impact	TB/RDC contribution to change	Effect of the change
<b>Policy</b> (ban on artisanal timber exports)  <b>Practice</b> (artisanal loggers in Eastern Province comply with regulations / FLEGT licences)	- TBI has trained and supported artisanal loggers and 7 association (laws, legality) - Mambasa Association helped lift ban on exports - Authorisation: from 1 to 5 years for US\$ 600  - TBI has studied taxes & legal requirements (list of taxes) - TBI has provided training on forestry regulations - TBI has raised awareness about regulatory compliance	- Regulatory compliance → better forest governance - Biodiversity conservation - National government has reviewed its policy on artisanal timber exports - Timber exports improve local incomes and livelihoods and increase government tax revenues  - List of taxes = reference for the administration and forest users - Operator compliance increased from 1% to 40% (accredited), and tax recovery by 20%. - Reduction in abuses by agents - Higher revenues for the Treasury & CoLos - Image of artisanal logging is gradually improving



## Ongoing and future activities

- Promote individual/collective entrepreneurship (training)
- Strengthen civil society organizations to improve governance (+inclusion)
- Promote NTFPs to encourage sustainable livelihoods
- Work to strengthen access to markets and microcredit
- Continue to use Market Analysis and Development Training (MA&D)
- Use information and communication technology to sell at best price

## 1.4 International approaches to community forest enterprise development

This panel discussion explored approaches being used to develop sustainable community forest enterprises on the African continent and more broadly. Presenters from the Forest Connect alliance introduced one key element they have developed and then answered questions from participants about overcoming challenges to adoption within Congo Basin countries.

### 1.4.1 Mpingo Conservation & Development Initiative's approach to community forestry enterprise development, Tanzania

*Jasper Makalla, Mpingo Conservation & Development Initiative*



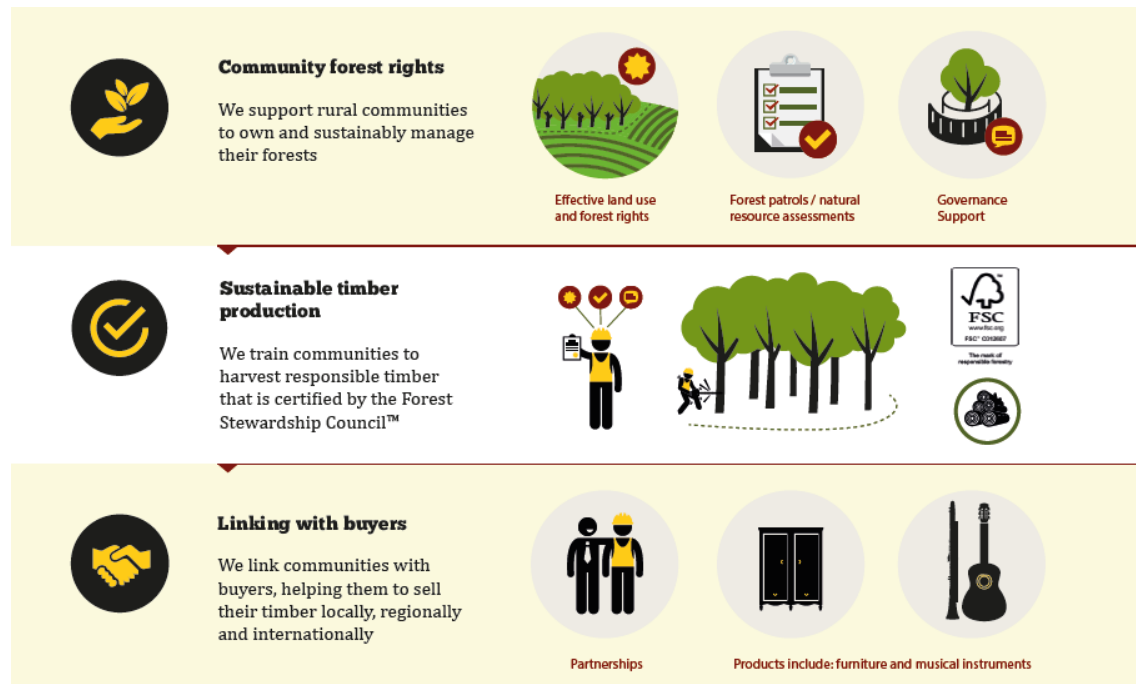
#### Background:

- Tanzanian NGO founded in 2004
- Mission: to advance forest conservation and rural development in Tanzania by facilitating sustainable and socially equitable use of forest resources
- FSC certified since 2009 with 187,557 ha of community owned natural forests





## What MCDI does



## Governance context in Tanzania

- Enabling Policy and legal framework
- Empowers communities to secure 100% legal ownership over their forest.
- Retain 100% of the forest revenues
- A great incentive for the communities
- More than 8 million hectares under community forests management

## Business oriented approach

- Communities paying for services from timber sales
- 18 communities out of 41 have started paying
- US \$30,500 between 2014/17
- Reduces aid dependency and risks



### Sawn timber production

- Value-add through sawn timber production
- More revenues mean communities cover own costs

### Sawn timber production - value addition

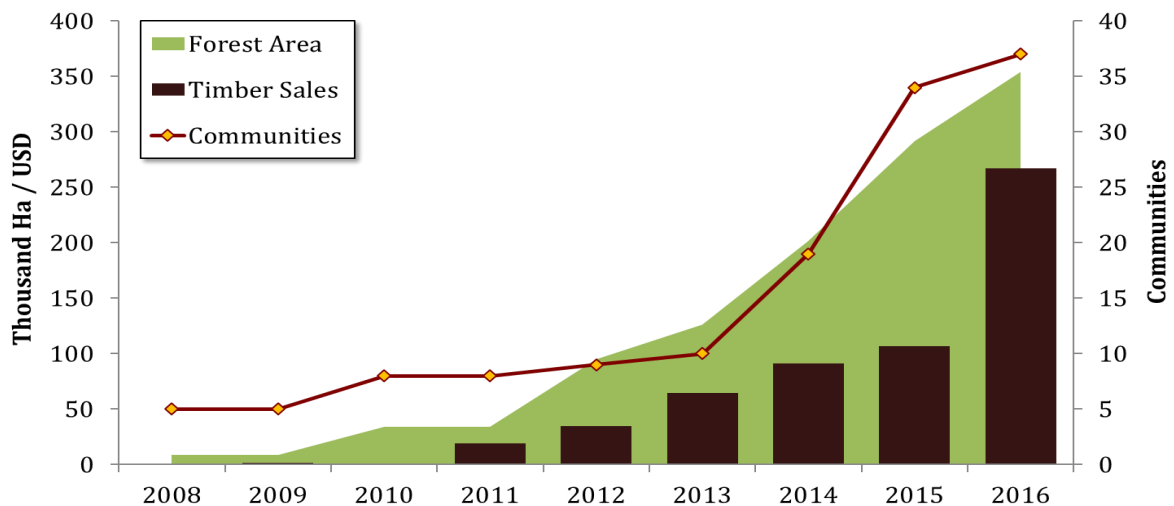
- Moving from inefficient primitive technology
- To: high efficiency technology and solar kiln drying



- Empowering five villages comprising more than 10,000 people to self-generate over \$260,000 in communal development funds through FSC-certified sawn-timber production

### Results & Impacts

- Cumulative sales exceed \$610,000 in 18 villages
- 69,600 beneficiaries



### Results & Impacts (2016/17)

- 1 Village Dispensary
- 20 mattresses & 40 bed sheets- Health centre
- School fees for 42 Secondary students
- Birthing kits to 53 expectant mothers
- Food during hunger to 53 households in 1 village





**Birthing kits - 400 women beneficiaries**





### 1.4.2 The Gambian Experience on Community-Based Enterprise Development (CBED)

Kanimang Camara

#### The Context: Policy Reform

- Since central control for Forest Management did not work, The Gambia moved to participatory management approaches in 1990s
- Gambia Forest Management Concept (GFMC) and National Forestry Fund (NFF) made state forests nuclei of knowledge for Community Forest Management
- Forest Policy Goal of 30% forest cover, 200,000 HAs of it community owned and managed

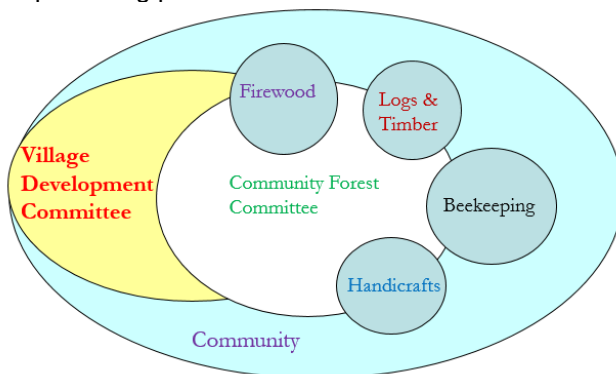


#### CBED using Market Analysis and Development (MA&D) Approach

- 450 CFs Demarcated in The Gambia with 37,508.0 HAs.
- 260 CFs with 22,900 HAs under CFMA
- 24 Joint Forest Park Management initiatives for another 17,300 ha. with 240 communities.

#### Enterprise Development and Market Assistance Program

- Fuel wood, Logs/Timber, Community Based Tourism, handicraft making and honey most promising products



### Economic and Financial Returns

- Doubled profits in timber from 33 to 63% - added processing of dead wood
- Employment of 484 IG members in all
- Raised honey returns 10x by marketing through established association--20% of its total honey production by CFCs
- Supply 80% of local wood supply (CRR)



### Social and Environmental Benefits

- Empowerment, better organization for other productive activities
- Created culture of working together through the federation (sharing of market information and other cost)
- 60% of profits invested in social infrastructure and micro credit
- CFCs seek to extend forest area
- 14 wildlife species increase habitat
- Limited but some investment in forest management with earnings

### FFF nurturing the process (value addition on NWFPs by women)





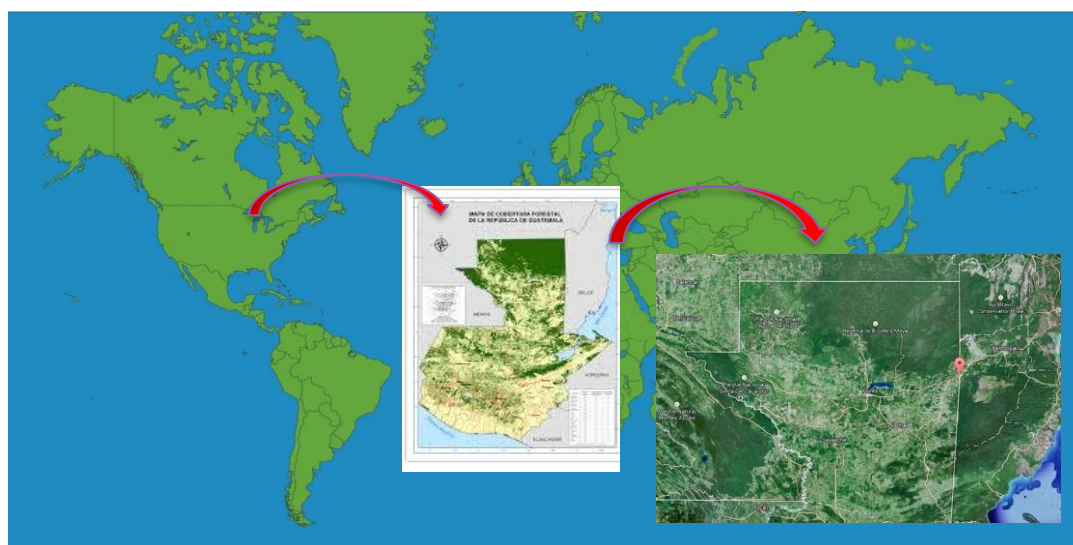
### Thoughts about how this approach might be adopted in the Congo Basin

- PFM approach leads to involvement of communities and solid approach to forest management planning
- Local ownership and responsibility is key to managing a resource base under pressure from population—Forests under communal management have better forest cover than those without them.
- Forest products that have greatest potential are not those that villagers might originally be commercializing
- Strong training and skills building programs key to organization and technical success using MA&D Approach

### 1.4.3 Cooperative business incubation services, Guatemala

Juan Jose Ochaeta, FEDECOVERA

#### A successful model of community forest management: Maya Biosphere Reserve Guatemala



In the late 1980s and early 1990s, policies in the Central American countries related to the conservation of forest, water and cultural areas were established; the governments created specific legislation to establish an entire complex of Protected Areas but with the ideology of restricting access to those resources.

In 1989, Guatemala, through Legislative Decree 4-89, the Guatemalan Protected Areas System (SIGAP) was created and the National Areas Council Protected Areas (CONAP) became the state institution responsible for the administration of all protected areas at the national level.

In 1990, through Legislative Decree 5-90, the Maya Biosphere Reserve (RBM) was created, the largest protected area in the country and in Central America, with more than 1.6 million of hectares of natural forest.

- The Maya Biosphere Reserve is home to a large concentration of ancient Maya cities, many of which are under excavation.
- The Reserve, in its master plan, was divided in three areas according to the type of activity that is performed in each: buffer zone, multiple uses zone and core zone.
- Each one of the zones has a specific objective:
- The buffer zone is used to develop agricultural and livestock activities, supporting the barrier advance of the agricultural frontier.
- The multiple uses zone permits sustainable forestry management
- The core zone is formed by wild and archeological areas which are strictly protected. Such zones are places where natural processes, including biological evolution, continue without

any annoyance. They have no permanent human settlements, nor forestry management, agricultural or livestock development.



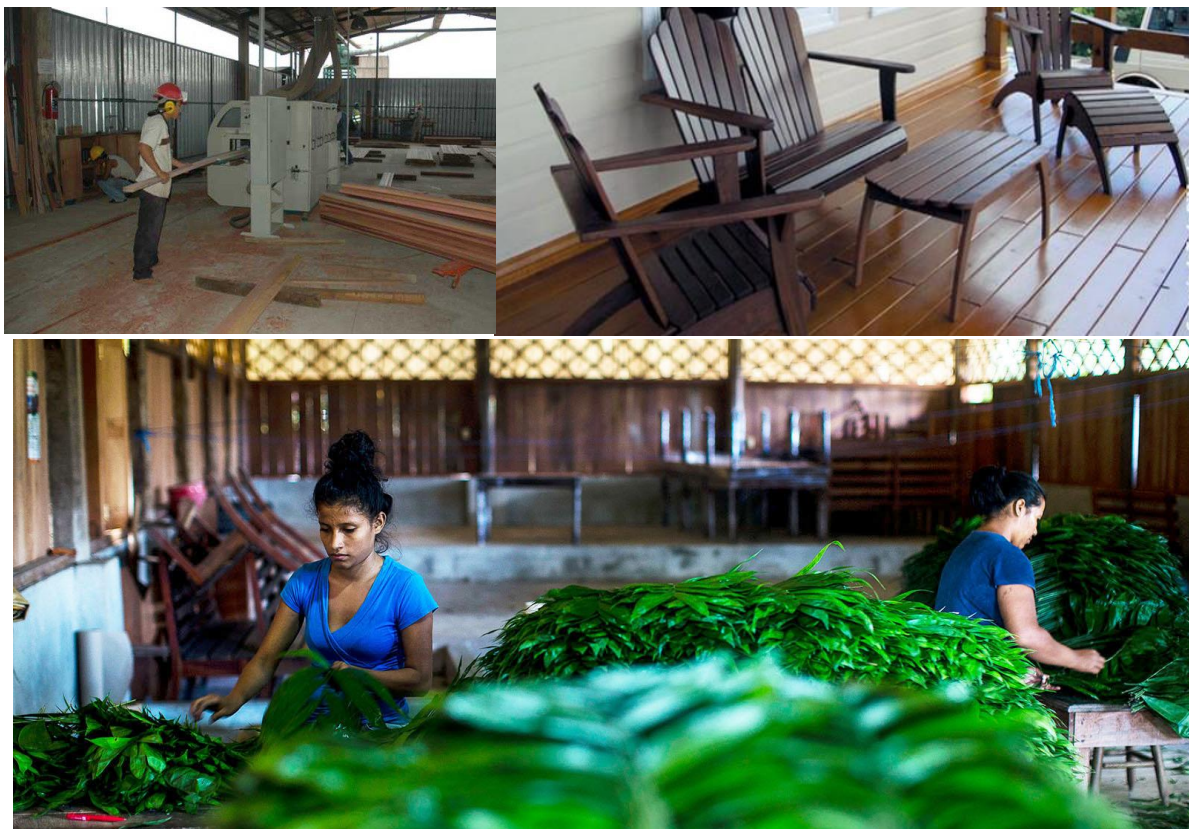
- The multiple use zone of the Maya Biosphere Reserve was given as a concession for 25 years to communities and private companies that carried out forestry activities as part of cultural practices or forestry industry processes.
- There are 15 forestry concessions in the Maya Biosphere Reserve, 13 of which are community concessions and 2 are industrial concessions.
- The community concessions can exploit wood and non-wood products like gum tree, Xate or tourism while the industrial ones may only be used for forestry wood products.
- More than 1500 direct associates of the Community Forestry Concessions benefit from

economic activities generated from the forest.

### Business information

- The State of Guatemala gave 400,000 hectares of forest in a total of 15 concessions over 25 years to well organised communities
- Every community forest concession has a master management plan for 25 years, a management plan for every 5 years and an operational management plan that they prepare every year.
- Global forest management standards are applied through Forest Stewardship Council (FSC) certification. Communities invest technology, labor and economic resources permanently, in the control and monitoring of their areas under management, which has guaranteed their protection and conservation.
- The main timber species is Mahogany, and the main market is the US and Europe
- With money earned during the initial years they bought machinery for extraction activities and machinery for primary transformation processes (sawmills)
- In 2003, the communities created FORESCOM, an industrial company that transforms the timber from the communities into final products such as floor decking.
- They now have access to specific financial products at the national banks

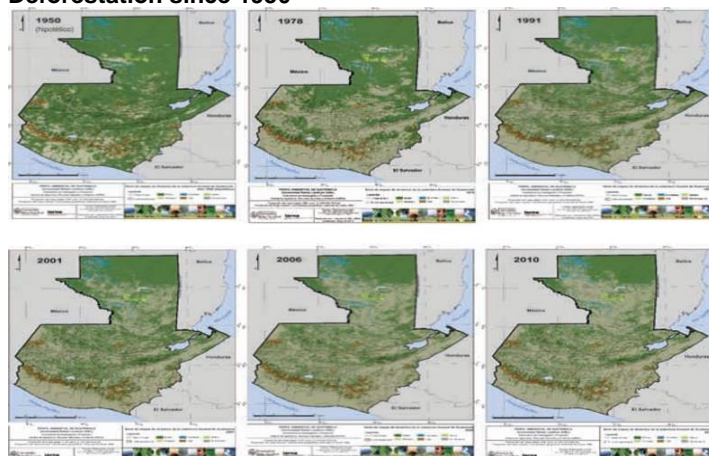




### Main Results

- 400,000 hectares have been managed with less than 0.4% deforestation since 1996.
- Leaders of community organisations develop permanent skills related to leadership, technical forestry, administrative, business and marketing, all thanks to the community forestry process.
- The economic resources generated from sustainable forest management are reinvested in the construction of school classrooms, scholarships, teaching, contraction of minimum health units, basic services for the community and other state services
- The Petén community process has managed to position itself in an important space within the governmental institutions of Guatemala.
- A national and international network of strategic allies has been developed which promotes policies aimed at consolidating community organisations and the conservation of natural and cultural resources in the region.
- Each year, productive activity in the forest generates approximately US\$5m

### Deforestation since 1950





## ACOFOP

- In 1997 was created ACOFOP (Association of Forest Communities of Petén)
- Through ACOFOP the community forest managed the allocation of Management Units within the Multiple Use Zone of the Maya Biosphere Reserve.
- Currently, ACOFOP is a community-based association, made up of 24 peasant and indigenous organisations, which through good Community Forest Management guarantee the perpetuity of the forests of the Multiple Use Zone (ZUM) of the Maya Biosphere Reserve.
- The main objective is to achieve the improvement of quality of life in the communities, through integral forest management and environmental services

## Learning lessons

- Communities need to participate actively in developing the business processes and forestry policies and the creation of other economic activities like tourism and non-timber products
- Second and third level organisations are important for representation in the national and international context
- Development and business vision from Communities Forest Concessions
- Communities need to collect credible indicators about forestry activity to show the economic, social and ecological impact of their management
- Government needs to be open and trust in communities to manage their forests

## The supportive Guatemalan policy environment

Plantations development			
Public Sector			
<b>Forestry Incentives Programs</b>	<b>PINFOR</b> <b>(Forest producers with legal ownership of the land)</b> <ul style="list-style-type: none"> <li>• Forestry plantations</li> <li>• Management of natural forest protection</li> <li>• Management of natural forest production</li> </ul> <p>Started: 1996 End date: 2016</p> <p>Total amount in US\$ 236,930,139.22</p> <p>Amount of hectares incentivized by projects type 366,403.82</p> <p>Total beneficiaries 868,677</p>	<b>PINPEP</b> <b>(Smallholders without legally ownership of the land)</b> <ul style="list-style-type: none"> <li>• Forestry Plantations</li> <li>• Agroforestry Systems</li> <li>• Management of natural forest protection</li> <li>• Management of Natural forest production</li> </ul> <p>Started: 2010 End date: 2030</p> <p>Total amount in US\$ 55,963,308</p> <p>Amount of hectares incentivized by projects type 69,405</p> <p>Total beneficiaries 180,190</p>	<b>PROBOSQUE</b> <b>(Forest producers with legal ownership of the land)</b> <ul style="list-style-type: none"> <li>• Forestry plantations</li> <li>• Management of natural forest protection</li> <li>• Management of natural forest production</li> <li>• Agroforestry Systems (included silvopastoral systems)</li> </ul> <p>Started: 2015 End date: 2045</p>

#### 1.4.4. ANSAB's Experience in Community-Private-Partnerships in forest-based enterprise development in Nepal

Puspa Lal Ghimire, ANSAB

##### About ANSAB

- Civil Society Organisation, governed by an International Board, established in 1992
- Works in South Asia & headquartered in Kathmandu, Nepal
- Vision: Rich biodiversity & prosperous communities
- Mission: Generate & implement community-based, enterprise-oriented solutions

##### Community Forestry in Nepal

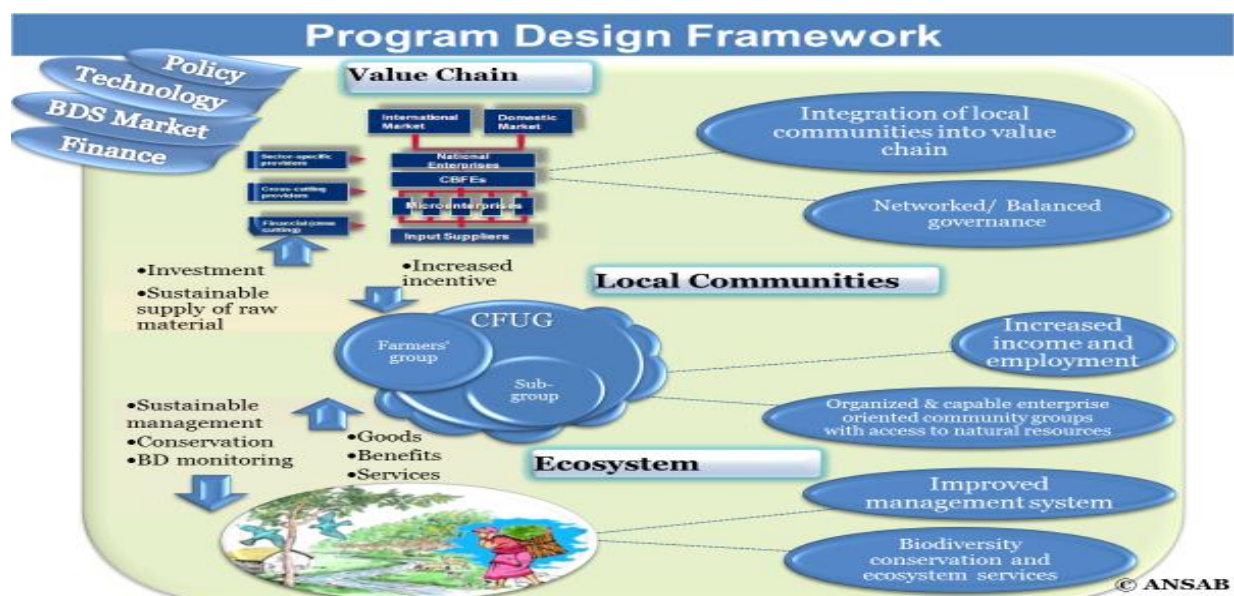
- People's rights on forest protection and use the resources; the rights are transferable to one generation to another
- Nepal is pioneer in community based natural resource management with over 40 years of practical experiences
- Nepal's community forestry - recognized as one of the eight successful sustainable development examples by Rio+20
- Nepal's community forestry listed as one of the eight success stories at global level by UNEP contributing to green economy
- About 35% of people in Nepal are involved in CF program, about 20,000 CFUGs
- CFs are federated in local and national levels



##### ANSAB's Approach to Enterprise Development



- Community- private – partnership in enterprise development and marketing
- Systemic competitiveness and value chain focus
- Responsible business practices considering
  - economic,
  - social (Gender and Social Inclusion) and
  - environmental aspects

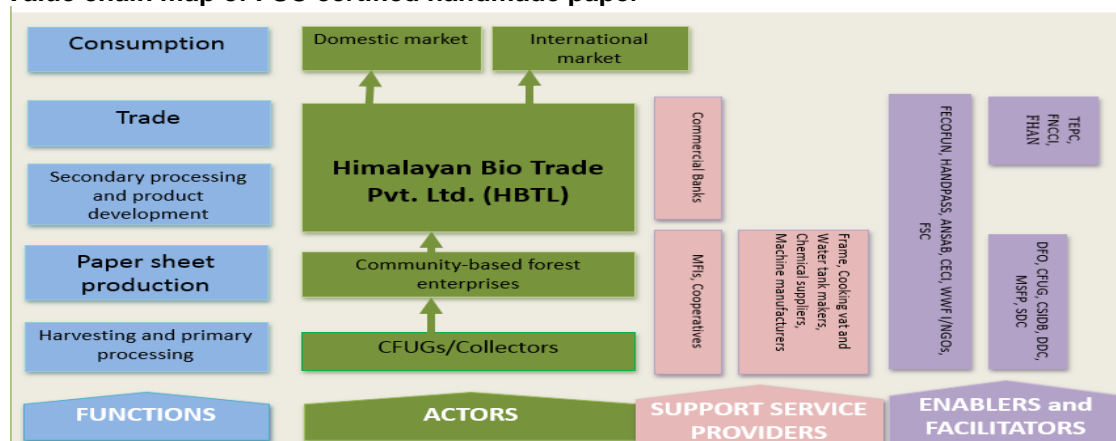


## Results

- 1,181 economic entities developed and strengthened incl. 68 regional and national processing and marketing enterprises - 8 FSC CoC certified enterprises, 2 organic certified companies
- 84,553 economic participants generating US \$7.31 million revenue in a year
- 112,700 hectare of forest and meadow areas brought under the improved community management
- Capacitated 545 Forest User Groups, representing about 73,300 HHs
- Increased equity and distribution of benefits across the stakeholders
- Formulation of various policies incl. Herbs and NTFP policy, sub-group approach, rationalization of royalty rates of NTFPs, REDD, EIA/IEE.



## Value chain map of FSC certified handmade paper



## Impact - handmade paper

Aveda's direct purchase of handmade paper and accessories

- 2.17 million sheets of FSC certified paper
- 5,545 direct employment
- US \$2.3 million revenue generation
- Handmade paper enterprise in PNG



## Examples



## Lessons

- Local people as a shareholder in business can benefit not only the local community but also the entire business
  - Cross shareholding in the different levels of value chain helps to increase ownership and transparency
- Specialty products with a story have good demand in western markets e.g. handmade paper
- Forest certification (e.g. FSC) can ensure the consumers that the products are sustainably harvested with due care of local people
- Need to have a committed lead-firm to organize the production and marketing system
- Long-term vision of the VC actors is necessary, keep this in mind even responding to the short-term needs



## Plenary discussion

- *In Tanzania the lesson seems to be that CF enterprise development requires support and political will from the state. Mr Makala mentioned that everything depends on the legal framework – what were the main legal provisions in Tanzania that made a difference? And how can we address this in Cameroon?*

In Tanzania for community based forest management communities have 100% ownership and can retain 100% of value generated from their community forest. This has been a major incentive and enabling factor in the legal framework. Political willingness is there and the legal framework is well implemented.

- *In Nepal, how did they develop their value chain for NTFPs? Here in Cameroon we have found that the demand is not there.*

This raises an important question about how these enterprises are initiated. In ANSAB we work on two sides – demand and supply. And we have a process in place involving the community looking at the different enterprise options. Then there is the analysis of the market – which product is most beneficial in terms of viability and community interest? During this process we need to consider three basic things to success: technology + market + finance.

- *The cultural heritage of people and their traditions matter. These enterprises have created income and new livelihood ways that are different from the traditional ways. How has this affected the traditions and cultures of local people?*

If a business or product influences cultural values and traditions, we need to look at whether this is bad or just part of change. Change is not always a bad thing if it is desired by those who it affects.

In the Gambia many community forest enterprises have been developed through the MA&D process. The MA&D process involves screening of 5 areas of enterprise development. If one is going to cause cultural and social problems, then that is likely to emerge in the analysis and will not be pursued further. Sustainability is a key component of the enterprise development process and helps limit negative impacts.

- *In Guatemala, you mentioned communities need to see the value addition potential. Do you have examples of other types of enterprises than timber?*

There are other products and services being sold by the concessions than timber. For example, tourism and NTFPs like Xate palm. But this has other challenges compared to timber. For example, for tourism they need to develop capacities in customer services, which requires learning languages and how to meet the requirements from American and European tourists. The NTFP businesses are sold for export and to a relatively high value market. This also brings challenges related to providing high quality assurance and standards.

- *What is the link between the communities and the legal form of the enterprises? How are they implicated in these enterprises? Do they buy shares or how do they own and participate in the enterprises? What has been the financial success of those enterprises?*

In the case of the examples from Guatemala, communities are from the beginning owners of the enterprises. NGOs saw the need for involving communities in the conservation of the Mayan Biosphere Reserve and realised that they needed to support them in developing their enterprises. It took some time but once they were up and running and people realised the economic benefits of sustaining the forest, conservation happened automatically.

In the case of the Gambia the type of enterprise, including its legal classification, will emerge through the MA&D process. This is then registered in combination with the CF. Supporting agencies also have knowledge of tools for addressing natural resource conflict, and this helps address any issues arising in terms of resource ownership or benefit sharing.

In the case of Tanzania, 15-20 members of the community forest committee are involved in the establishment of the simple management plans and making sure they are in line with the by-laws (a legal condition for participatory forest management in Tanzania). We talk a lot about successes but there are of course also failures. In our experience when you give CF rights and start looking at the business there is a risk that communities start to only see the money and forget about the management. They forget about the need and why they have a management plan telling them how much they can sustainably harvest. They need to be guided and supported during these stages so that they don't make these mistakes – there will be conservation NGO's and government authorities that have an interest in the communities not harvesting and the minute they mismanage they will highlight this. Legally they can then lose the resource rights. Of course, conflict is a risk not just in terms of tenure claims but also in terms of when communities start making money.

In the case of Nepal, ANSAB's had an experience from the 1990s with a smaller enterprise owned by 60 households. They found that for a small business, making a small profit, distributing it all according to the community households was not viable. Instead, they started working on a model of partnerships, where an external enterprise would help increase the size and profitability of the enterprise. But more investment was needed. So, they started looking at also including investors as shareholders. That meant that even if the shareholder ownership was opened to outside the community, they would be able to generate more profit and develop the enterprise better. All in all, it helped improve benefits to the local forest user groups. All the shareholders would invest in the enterprise as shareholders, which also helped improve the partnership. In the process, the poor versus rich divide becomes less of an issue, and the same with the government versus community divide.

- *In Guatemala there seem to have been a committed long-term donor helping to make this success happen. What is the key to that? Here in Cameroon there is a lot of donor fatigue. And what about the sustainability of the enterprises once the millions of dollars of support have ended?*

The support of donors such as USAID over nearly two decades has undoubtedly contributed to the success of the community forest concessions. Consistent local NGO partners providing technical and business development support, the willingness of government authorities such as CONAP, and the effective organisation of these concession holders under ACOFOP, are all contributing factors to this commitment. In terms of reducing deforestation and improving local livelihoods the community forest concessions are a success. These enterprises are now economically viable and independent. The support provided by USAID and many of the NGO's that used to be key supporting agencies has now ended or been drastically reduced. They do not depend on donor funding but are financially self-sufficient.

## Day 2

### Field trip to community forest enterprise support site

The participants visited a community mangrove business located in Kribi run by Nziou women's group, which specialises in fish smoking while preserving mangrove ecosystems.

Jonas Kemajou Syapze from OPED guided the group and provided further detail about the process through which 35 villages have been supported to develop their mangrove community forest business, across 100 sites.



Beneficiaries, of whom 90% are female, are currently selling the smoked fish in local markets, and a business plan has been developed to package and sell their product at regional shops.



The group then visited the community of Mbéka, where a women's association demonstrated the techniques they use to farm shrimp which originate in the mangrove sites. Through improvements to the equipment that they use, they can now grow and preserve the shrimp to be sold several months later during the low season when demand is higher. A microcredit system is in place for the women to facilitate and promote entrepreneurship.



In the evening session, the group shared reflections on the field visit to the OPED sites and brainstormed ideas on community forest business development in the Congo Basin. Jonas Kemajou Syapze from OPED gave a short presentation on the mangrove and shrimp businesses, which focus on developing equipment and systems that allow the women to use their time more effectively. For example, the fish smoking time has been reduced from 6 hours down to 2 hours per day. This enables the women to work on other income generating activities.

More than 2,400 women took part in the initial study, and the most committed to the program now fully benefit from the smoking devices. A number of participants commented that some further market analysis could be conducted; if there is no competition for the fish that the women are producing, the demand of the Douala market could be met in a variety of ways, and other models could be introduced and experimented with. It was noted that there was a positive visible impact on the beneficiaries and the protection of the mangroves. In relation to the social impacts that the projects could generate, such as building a school, improving health and redistributing financial benefits to women, Jonas contended that the more a woman contributes financially the more the community benefits holistically. He also commented that the project would like to attain any possible benefits available from carbon funds.



## Day 3

### 3.1 Governance, knowledge and capacity gaps in the Congo Basin on how to support community forest enterprise

*Facilitated by Oscar Simanto, AFECNET and Doudou Kalala, Well Grounded*

The day began with present-backs from Tuesday's session on governance, knowledge and capacity gaps on how to support community forest enterprises. The participants divided into four working groups (Group 1, Group 2, Group 3 and English-speaking group) and discussed potential solutions to addressing these gaps, such as the common guidelines that will be provided by the community forest manual and examples of best practice from existing knowledge networks including AFECNET, the Africa Forest Connect Network.

#### Group 1

This group looked for different governance criteria, at the main gaps and then solutions

##### Participation

- The main gaps were abuse by the elites and low regard for all social strata in rural areas
- The main solutions were to improve information and awareness raising about these contexts, apply legal texts relating to the involvement and representativeness of all stakeholders, develop a consultative approach to policy development and implementation, and require a percentage representation of vulnerable groups in those processes

##### Access to information

- The main gaps included: Access to markets, inadequate business support in rural areas, lack of knowledge of legal texts, inadequate processing techniques, poor transfer of knowledge, illiteracy and failures in management capacity
- The main solutions were to: Increase the quantity of information through awareness raising fairs, and provision of business training for the different actors

##### Transparency

- The main gaps lay in the signing of certain commercial contracts without notice from the communities,
- A solution would be the obligatory publication of contracts

##### Accountability

- The main gaps were that CF managers still do not empower communities
- The main solution was to improve the accountability of CF managers to the community and government administration

##### Securing rights

- The main gaps included: a lack of CF land ownership which facilitates loss of CF integrity, the expansion of large-scale agriculture, poor implementation of the law and administrative bureaucracy
- The main solutions included: Securing land (CF Boundaries), and strengthening community awareness of the CF legal framework

##### Coordination / consistency

- The main gaps included a low level of collaboration in management processes, low level of organization of legal entities and communities
- The main solutions were capacity building, ongoing monitoring of the administration and CSOs, and continued involvement of community leaders in the international organisations

## Group 2

This group looked at different intervention areas and again discussed gaps and possible solutions

### Concerning governance

- The main gaps were: The procedures are long and binding for the establishment of the CF, and there was inadequacy in legal texts in relation to the realities of communities
- The solution lay in advocating for a participatory review of the legal framework

### Concerning knowledge

- The main gaps included a lack of knowledge about the value of goods and a lack of technical knowledge in terms of advanced transformation of certain products, the day-to-day socio-cultural activities and lack of corporate culture, and the lack of an incentive framework for business incubation
- The main solutions included that the support structures strengthen the capacity of communities in terms of resource development / technological support, building community capacity in entrepreneurship and creating a business incentive framework

### Concerning capacity

- The main gaps were organizational problems and inadequate capacity
- The main solutions were to identify products with high economic potential and seek out market opportunities

## Group 3

This third group looked at gaps and then solutions in turn.

### Gaps in the legislative and institutional framework:

- Forest ownership granted to communities organized in associations (in Cameroon), or to the head of the community (in DRC),
- Feak harmonization of land and forestry and agricultural and mining laws,
- Feak coordination between sectors, levels and actors which results in overlapping land uses
- Lack of information or prior consent
- Endemic corruption at all levels both at the level of community and the authorities

### Gaps in technology, knowledge and capabilities

- Limited access to funding
- Absence of strong leaders
- Weak financial and managerial capacity in the CF groups
- Low bargaining capacity in the market

### Solutions to do with political will

- Identify the inconsistencies in the texts to improve the legal and institutional framework by using the various levers of reform to make them pass through advocacy
- Strengthen capacities (financial, managerial, sales like in Nepal) of community members and especially youth (e.g. through scholarships)

### Solutions to do with the local people

- Extend community forestry implementation: but also define how to handle elite capture within local communities
- Improve access to the market through diversification and certification of products or services, improvement in value adding technology and quality control (using a gradual evolution towards higher value markets)

## Group 4

### Concerning governance

- Think what organisation or legal structure offers the best opportunities for local communities to be involved in the process and be motivated by benefits

- Appropriate tenure arrangements are needed to motivate communities to manage the resources
- Promote the respect of the law. Built trust between government and communities.
- The taxes that are collected don't come back to the communities for its development
- Can the taxes be reduced so that the community can use resources to development projects?
- Reduce some cost in the production process especially by reducing taxes, reduce transaction cost to obtain SMP and CAE
- Connect the communities to the market through the support of NGOs that do these specific activities.

#### Concerning capacity gaps

- Exchanging experiences
- Identified the entrepreneurs and people with specific capacities and built the business around them
- Develop basic accounting and managing capacities
- Promote the government leading in the forestry activities process. How? using the NGOs and other federations (second and third level organizations) as tools to achieve this goal. Improving organization can help represent the community forestry sector and promote changes in the legislation.

#### Key priorities included

- Building community forest federations to lobby and advocate for policy reforms
- Simplify the process of developing simple management plans so that communities can develop them by themselves
- Advocate for legislative reforms and Government should be encouraged to adopt key principles of Governance
- Government and decision makers need to be exposed to other advanced countries to learn from them

#### Additional observations from the groups:

Participants noted the importance of independent observers on the functioning of legal entity that controls what is happening in community forests. And in that regard, they noted that the issues discussed, i.e. lack of transparency and tenure issues are common to many countries, not just the Congo Basin.

It was noted by Oscar Simanto that AFECONET had been designed as a solution to bring together practitioners in Africa who support locally controlled forest enterprises, to share knowledge and experiences and come up with solutions to common problems. AFECONET plans to develop business incubation models; look at risk management; do independent resource monitoring; build membership and have a Facebook page; would like to have a common email address; establish partnerships for market development; promote social impact investment projects in locally controlled forest enterprises; engage government policy and advocacy; and develop partnerships and networking.

All agreed that knowledge hubs and meetings are very important, as is linking networks to other networks, and cross communicating. Fern have brought together representatives of the African Community Rights Network (ACRN) to engage with EU policy makers and one action point might be to explore the synergies between two networks. It was suggested that there is a common challenge of the private sector role in policy making and different options for federations and platforms – depending on the country context.

On manuals and guidelines – it was agreed that participants had often discussed the need to write a brief on the community forest approach. This would work towards a common framework acknowledging different components. It was agreed that all could work together towards the production of such a document. In parallel there was felt to be a need to work more on knowledge generation and demonstrate how our effort in terms of knowledge and financial support is bringing change in livelihoods and other indicators; with clear baselines and monitoring systems.



All groups had discussed finance and access to market as key constraints. The participants wanted to link the various training and capacity development activities with practical support to the different enterprises in the Congo basin. IIED noted that within CoNGOs there is a small grants budget. It is modest but can be used to support producers and leverage funding.

The point was made that, in Guatemala, through the National Forest Alliance, which represents 300,000 people working in community forests, many areas of forest management have been reformed. A similarly structured organisation exists in Gambia; through which community forest groups are organised from provincial to national level advocating for forest rights. In the Congo Basin region REFACOF - a women's organisation working towards women's rights – is an effective structure in engaging with government and lobbying for policy reforms.

Further points made were that in Gabon, actors are looking to see adjustments to legal frameworks, but that 3 years for a project is really short in their experience. For community work it is necessary to allow 6 or 7 years to start to see changes taking place, and so it was vital that partners continue to work on CoNGOs even after the project finishes. It was necessary also to define the elements of the legal frameworks that require change and the lessons learned pertinent to that legislation that we can take from other projects.

## 3.2 Existing forest business incubation in the Congo Basin – showcasing examples from Cameroon

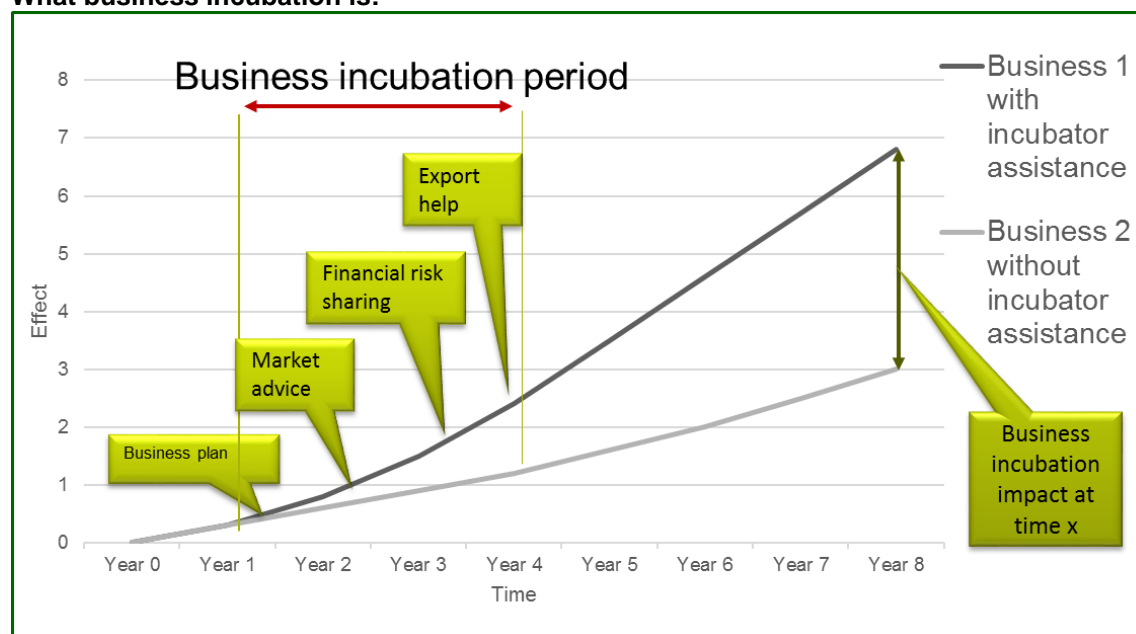
*Facilitated by Moise Kono, CED*

This session examined in more detail how to draw out lessons from Cameroonian cases for general application to the Congo Basin region – showcasing examples where business incubation techniques are being used to develop community forest enterprise opportunities.

### 3.2.1 Business incubation and acceleration – an introduction to the concept

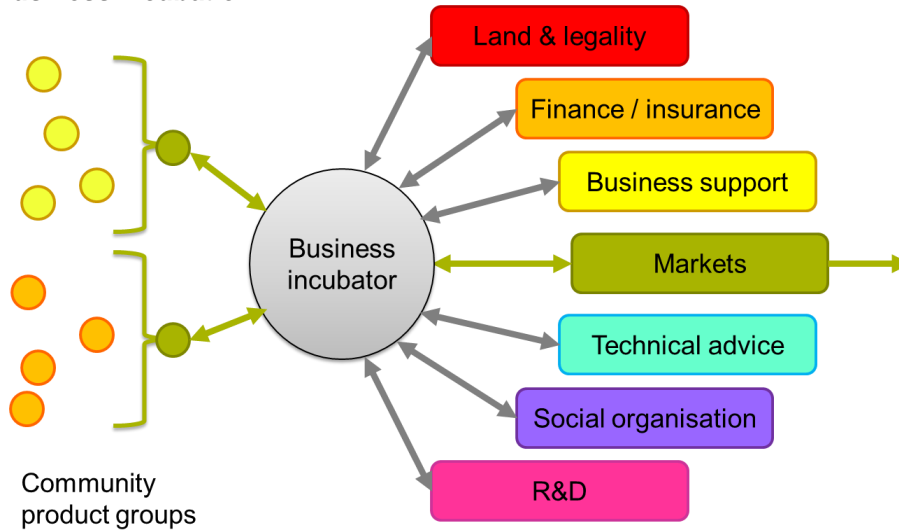
*Duncan Macqueen, IIED*

**What business incubation is:**



“A business support process that accelerates the successful development of start-up and fledgling businesses”

## Business incubation



3 generations – space – coaching - networking

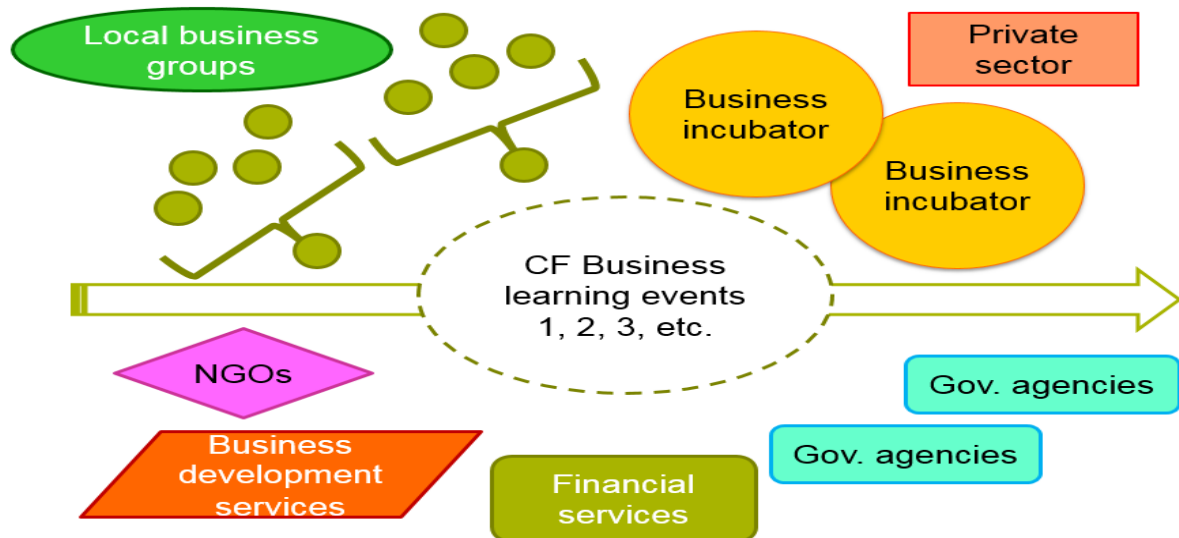
## Example, Guatemala



## Example, Zambia



## Put a learning process in place



### 3.2.2 Cameroon business incubation example 1. Innovative biodiversity conservation model based on the development of economic value chains that are beneficial for community forests: the case of non-timber forest products

*Epanda Manfred Aime, Tropical Forest and Rural Development (TF-RD)*

TF-RD vision: To help create a socio-economic environment that builds self-reliant local communities and helps conserve biodiversity.

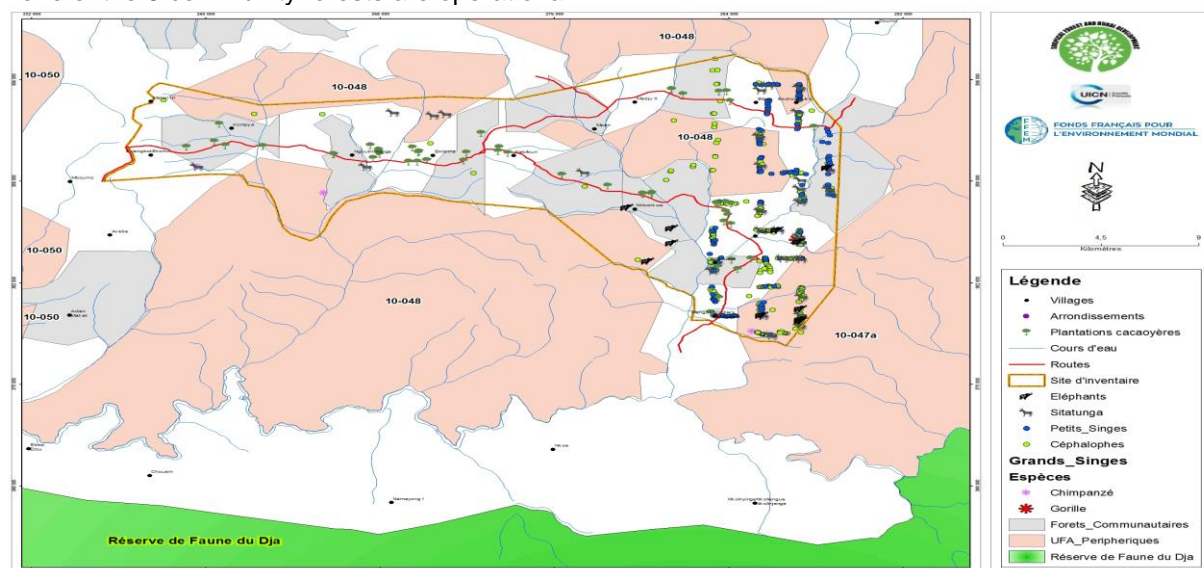
Focus:

- NTFP
- Cocoa-based agroforestry
- Dja biosphere reserve



### Community forests in the TF-RD intervention zone.

None of the 8 community forests are operational



### TFRD approaches

- The main problem for communities is the bush meat crisis
- How do communities perceive the resources on their territory? They believe that God gave them the animals and forest so they can make a living and feed their children. Local perceptions are strongly influenced by education, awareness and attitudes
- Entry point into the community: taking account of people as a whole = men and women. The community versus common interest groups that serve the community.
- One group of men want to produce cocoa in order to make a living and feed their families
- One group of women want to process NTFPs in order to make a living and feed their families

### Specific interventions to help communities make a living and feed their families

- Improve the biological diversity of fallow areas by establishing cocoa-based forests and rehabilitating old cocoa plantations.
- Develop NTFP value chains – for example for Moabi oil.
- Help structure producer groups.
- Help develop a competitive local economy that is compatible with sustainable natural resource management and environmental conservation.
- Make the economy support biodiversity.

### Justification for these key interventions

- Technological processing capacities
- Quality of products
- Market for produce
- Sustainable management of the resources concerned



### Improve the quality and monitor the physical and chemical properties of products



#### IMPACT 1: Improve the quality and monitor the physical and chemical properties of NTFP

Study on preliminary processing techniques and their impact on quality

- Improve local methods of harvesting NTFPs
- Introduced a thermal drier to improve quality
- The result - 15,970 tonnes of quality produce collected by women

Study on secondary processing techniques and their impact on quality

- Product analysis at ANOR Centre Pasteur (acidity and peroxide levels in oils and butters)
- Study on packaging techniques and their impact on quality
- The result - 650kg of Moabi butter - Naturex (France), shea-tera (USA), Amomori (Spain) and Pacha mamai (France)

#### IMPACT 2: Shift from artisanal to industrial processing





### IMPACT 3: Development of new value chains (NTFPs) that exploit the economic potential of biodiversity

- Inventories and maps of the resources concerned
- Identification of 6 new economically viable NTFPs:
  - *Xylopia aethiopica*, *Aframomum melegueta*, *Monodora myristica*, *Piper guineense*, *Voacanga africana*, *Allablackia floribunda*
- 2 studies of the national market and 1 in Nigeria.
  - 600 cosmeticians in Yaoundé and Douala.
  - Women's groups using the MA&D method

### IMPACT 4: Using oilcakes and other sub-products to improve the viability and competitiveness of value chains

- Processing and marketing oilcakes made from:
  - Wild mango (*Irvingia gabonensis*) powder
  - Njansang (*Ricinodendron heudelotii*) powder and paste
  - Biscuits made from coconut and cocoa powder
- Develop a bio-pesticide based on oilcakes
- Improve the profitability of value chains



### IMPACT 5: Processing, packaging and marketing products.

Creation of the marketing company (TF-FC): ADM approach

Raw materials	Amount of nuts or seeds collected/kg	Amount processed	Amount produced	Unit price per kilo/litre	Amount in francs CFA
Njansang	380	363,5	54	18000	972000
Wild mango	1928	1197	750	12000	9000000
Moabi	3454.5	1918	907	12000	10884000
Shea	1000	421	60	10000	600000
Allanblackia	110	72	27	12000	324000
Cocoa beans	5000	4455	986,8	18000	17762. 400
Coconut	400 97	320	180	12000	2.160.000
Total					41.702.400

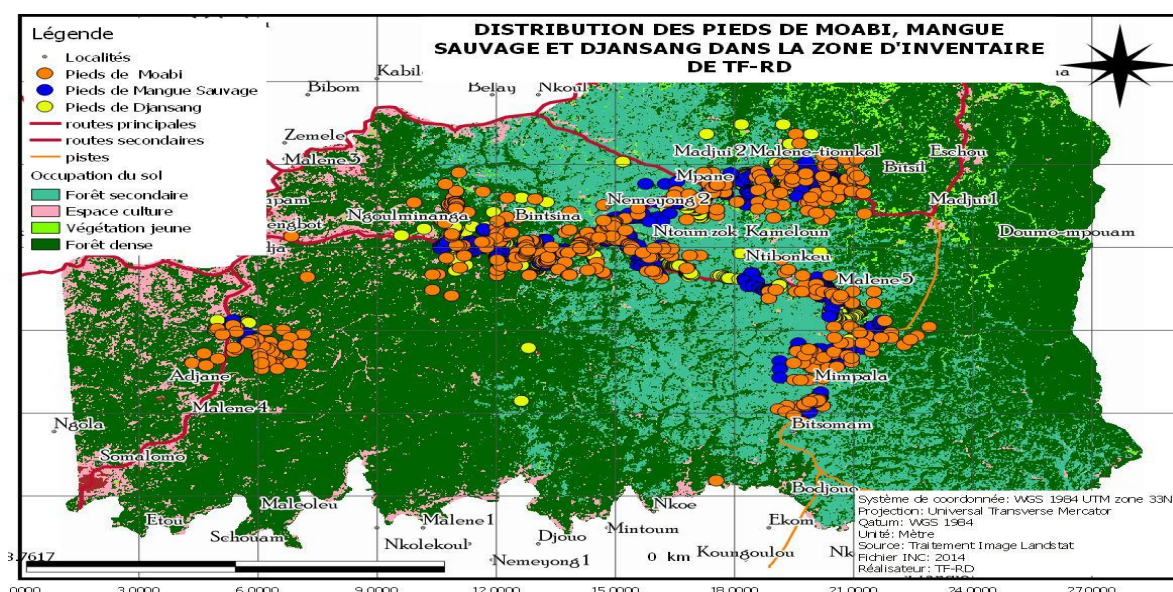
### IMPACT 6: Ensure that the resources concerned are exploited in a sustainable manner

- Study on the effects of harvesting on natural regeneration rates
- Develop a harvesting plan
- Set up nurseries and organise reforestation campaigns





## Inventory of exploited resources



### Challenges/Prospects

- Register Njansang oil as a phytodrug
- Continue to study preliminary and secondary processing techniques in order to improve output: case study on African oil bean (*Pentaclethra macrophylla*)
- Bio-pesticide registration and packaging (TROFORD BIO-PESTICIDE)
- Certification (geographical indication) of Moabi
- Continue work to list and map exploited resources
- Implement marketing strategy at the national and international levels
- Start APA process for all these products to ensure that communities benefit from them.



### 3.2.3 Cameroon business incubation example 2. DRYAD's performance based grants

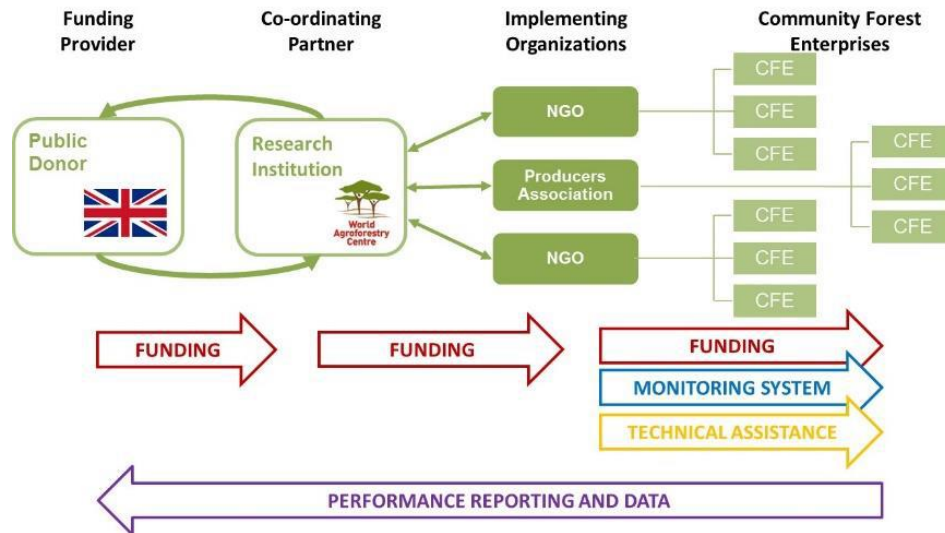
Divine Fondjem, ICRAF

#### Dryad: performance based finance for sustainable community forest enterprises

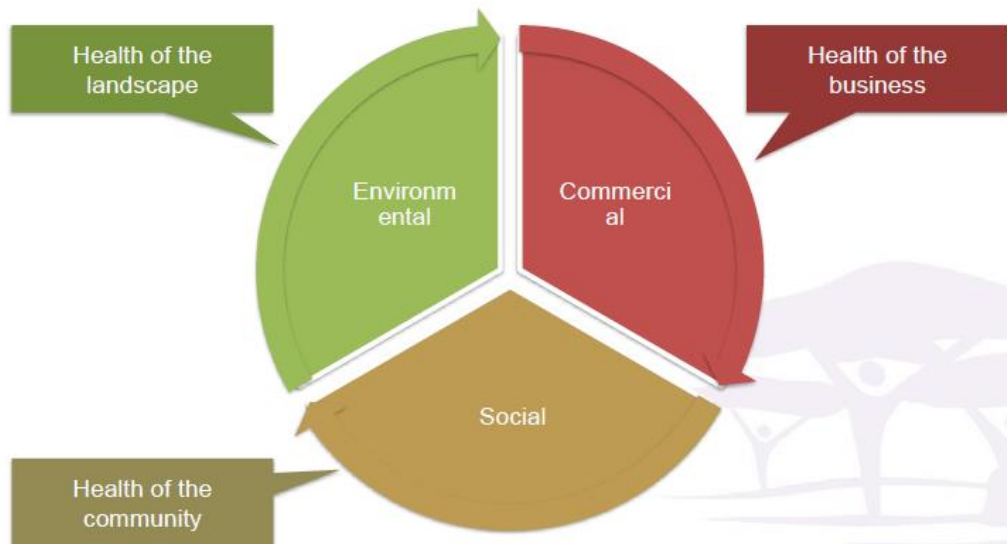
##### Goal

- To enhance viable community forest enterprises (CFE) with sustainable livelihoods and environmental benefits through performance-based public finance and support mechanisms.
- Outcomes
- Well-established and sustainable CFEs with viable business cases and sufficient skills to manage and maintain community forest land.
- Communities derive economic, social and environmental improvement as a result of Dryad funding that benefit community members equitably.
- Impacts
- Reduce deforestation & improve environment
- Improved social welfare of participating communities
- Create economic resilience
- Improve CFE capacity

## How Dryad Works



## How performance is measured



## Payment for performance

- CFEs will use FMS to track indicators agreed with Implementing Organisations (IOs) and ICRAF
- ICRAF will verify that reported data matches the reality in the field
- Phased approach to payment-for-performance

## Staged payment for performance

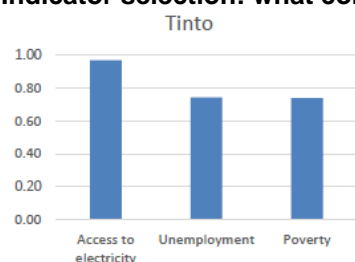


### Indicator selection: participatory and bottom-up

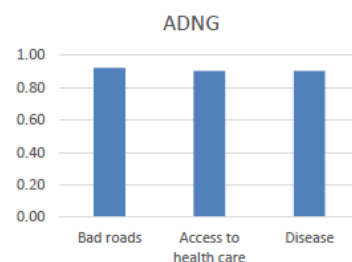
- Investment Memorandum
  - Ask the IO
- Indicator Selection Survey
  - Ask the Community
- Discuss and agree
  - ICRAF, IO, Community

Bucket	Listed Indicators	Off-list	Investee selection
Environmental	E. Indicator 1 E. Indicator 2 E. Indicator 3 E. Indicator N	E. Indicator N	E. Indicator 2 E. Indicator N
Social	S. Indicator 1 S. Indicator 2 S. Indicator 3 S. Indicator N	S. Indicator N	S. Indicator 1 S. Indicator 3
Financial	F. Indicator 1 F. Indicator 2 F. Indicator 3 F. Indicator N	F. Indicator N	F. Indicator 1 F. Indicator N

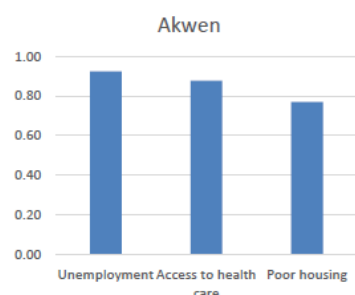
### Indicator selection: what communities want



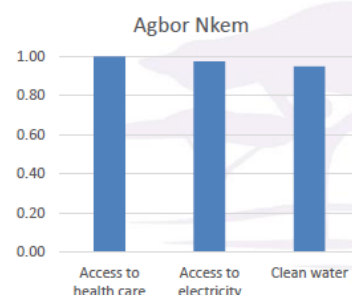
- Electricity
- Unemployment
- Poverty



- Roads
- Healthcare
- Disease



- Unemployment
- Healthcare
- Housing



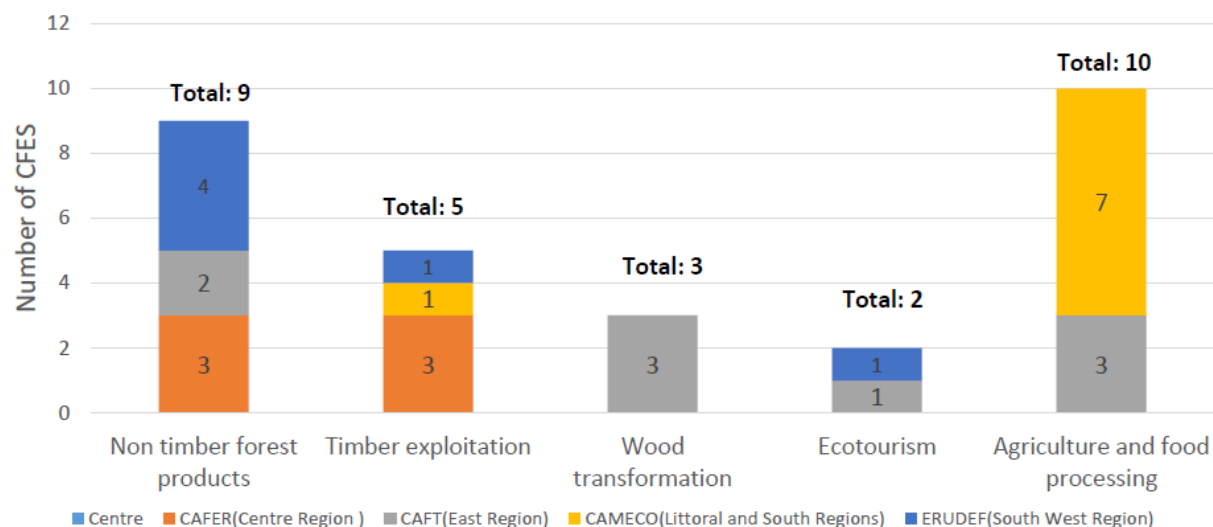
- Healthcare
- Electricity
- Clean Water

### Typology of enterprises in Dryad

Sector	Typology of enterprises emerging from the business plans	Typology of finished products	Added value	Target markets	Links with CF goals: Social, economic and environmental
NTPPs	collection and sale	Business as usual	Place and market opening	Wholesalers	Gender sensitive Generate more revenue to individuals Environmental friendly
	pre-processing and packaging	Honey in 1l and 50l containers. packaged njansang	Place and form value	Super markets and other niches	Gender sensitive Generate more revenue to individuals Environmental friendly
Timber	Timber exploitation		Business as usual in some cases optimising production		Male dominated Generate revenue for community development
	Wood processing and joinery	Openers, Pens, key holders	Form value	Brewery Companies, NGOs, embassies	Male dominated Energy intensive
Agriculture/ agroforestry	Plantain production	Plantain, egussi or melon seeds	Scale economy		Both male and female Highly seasonal, deforestation
		Plantain chips	Form	Super markets	
Service sector	Eco-tourism	Eco and cultural tourism			Youths dominated, generate lots of revenue to individuals



## Typology of enterprises developed in Investment Memorandums and Financial models



### What we do to improve performance

Due diligence check:

- Check on Admin and legal issues
- Human capacity and community participation check
- Finance check and simple book keeping
- Resource check including feasibility of enterprise developed
- Develop and implement training to cover gaps

### A few things we have learned

- NTFP and agroforestry proposals look the most promising
- Timber harvesting may not be financially viable in many cases
- Diversity of development objectives at community level
- Governance is a key enabling -or disabling -feature

### 3.2.4 Community forestry enterprise case study: Kadey Scoops FCK - Simplified Community Forest Cooperative Company

Benjamin Tchoffo, CARFAD

#### CARFAD and the business community

Context: 3 year project to support the Kadey Federation of community forests in obtaining certificates of legality and timber marketing certificate, financed by the EU.

Consortium:

- Led by: CARFAD
- Partners: RFC, Codasc Batouri

Beneficiaries: ASFOCKA: Federation of 27 CFs

Community enterprise: SCOOPS FCK

#### Business approach

- Engage communities in the legal process: VPA – FLEGT
- Set up a timber marketing platform

## Specific interventions to improve businesses



Sensitisation



Training

- Sensitisation
- Training
- Capacity building
  - Set up revolving fund
  - Documents relating to the functioning of the federation, data storage
  - Produce an administrative, financial management and accounting procedures manual
  - Capacity building on income management and conflict management
  - Regulatory texts relating to the management of community forests
  - Train communities and forest operators on the criteria and procedures for obtaining certificates of legality Production Techniques: planning and exploitation, inventories, review SMP
  - Drying and processing timber
  - Set up a timber marketing platform: [www.asfocka.org](http://www.asfocka.org)
- Produce EIAs
  - 26 environmental compliance certificates for 26 community forests
  - Environmental impact notice for the processing plant



Production and transformation materials



Rolling stock

**Project impacts**

- Communities are now price makers rather than 'price takers'
- Timber prices have risen from 7,000 francs CFA/m<sup>3</sup> to 280,000 francs CFA/m<sup>3</sup>
- A wider range of species are exploited
- Incomes have increased

**Challenges**

- How to make the business flourish
- Managing internal governance issues
- Obtaining EACs from the administration in good time
- Finding markets for legal timber

**The need to expand the experience across Cameroon and the sub-region**

- Legal timber required for public procurement
- Help communities obtain legal documents
- Set up a network (confederation) of community enterprises

**Conclusion**

- SCOOPS FCK still fragile
- Need for support and mentoring

**Plenary discussion**

Questions and discussions:

It was noted that TF-RD has 8 community forests in their chosen supply area; but many are not operational as community forests on account of various difficulties. The discussion went on to observe that anyone who wants to enter a community forest needs to negotiate with the communities about what is important for them. Where there is a strong interest in the natural resources and a good market, this serves to protect the community forest and incentivise management. This need not be in community forests. For example, the main issue is access to resources, and cocoa cooperatives that are registered as a full legal entity create opportunities for local people to maintain and benefit from resources

Concerning Forest Law Enforcement, Governance and Trade (FLEGT) for the communities: diversity in society should be taken into account when looking at commercial options. CARFAD had taken this into account during their halfway evaluation and realised that there was a problem with non-wood products. There had been job creation through wood production; but women are involved in taking non-wood forest products from the bush to be processed.

In relation to youth and unemployment, some of the group asked the Dryad programme how to engage and involve the youth in the activities. Divine commented that in the Southwest DRYAD found a high number of youths engaging and being concerned with community forests, although they are not attending school. The youth identify tracks within the forest and the women select bush mangoes. In reality the youth are highly engaged; there is a misconception that there is tension between the generations. DRYAD plan to put into place a system of sharing information on forest management between communities so as to improve success stories. It was asked in relation CARFAD work, when an order of wood from government comes, how do they make sure that it is coming from a legal source? This was all down to the organisation within the chain of custody.

A participant from Gambia commented that the role of the forestry sector and enforcing of laws to assist enterprise development ought to be high on the agenda.

Certain concerns were noted around the issue of NGOs and marketing: ie. how are profits shared between the NGO and the community - thinking about NTFP or essential oils and products that are collected in or outside the community forests? In addition, the question was raised of who is developing and marketing the label on products? TF-RD replied that marketing and promotion is organised within the lead firm and the cooperatives. But more than the label, it is important for



community women to know about the process of production, so that they understand the market reality and value chain in order to arrive at quality. Processing has to be done in Yaoundé as they need electricity – if a generator breaks down profits would be lost in calling out someone to fix it. For this reason, making community forestry enterprises work involves partnerships between lead firms and communities – and there needs to be a strong degree of trust between both.

### 3.3. Political and institutional changes required to support community forest livelihoods

*Facilitated by: Indra van Gisbergen, FERN*

This session discussed what needs to change politically or institutionally to improve prospects for community forest livelihoods in the Congo Basin and our role to make change happen.

Fern began with a presentation on advocacy, by Indra Van Gisbergen:

#### **What does "Advocacy" mean?**

- Pleading your case and taking action for a cause
- Making your voice heard
- Bringing about positive change
- Influencing and amending
- A public or economic policy or practice
- The decision-making process - the people concerned (communities) gain the power to make decisions)



#### **Terminology:**

- Advocacy
- Campaigns
- Lobbying

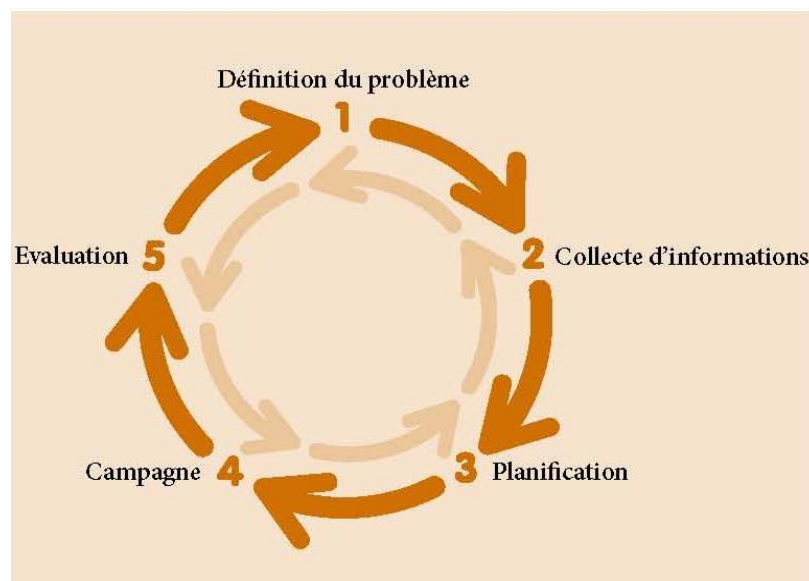
*"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has."* Margaret Mead - American anthropologist

*"Change demands commitment, not a miracle."* Bogaletch Gebre KMG, Ethiopia

Rôle	Caractéristique	
Représenter	Parler au nom des personnes	
Accompagner	Parler en compagnie des personnes	
Habiller	Permettre aux personnes de s'exprimer elles-mêmes	
Servir de médiateur	Faciliter la communication entre des personnes	
Servir de modèle	Montrer la pratique aux individus ou aux décideurs	
Négocier	Marchander pour quelque chose	
Créer des réseaux	Former des coalitions	

Porte-parole    Cibles/personnes au pouvoir  
 Personnes concernées par une situation

### Elements of a sound advocacy plan:



- Non-linear process => A complex dance
- The key element = Desire to take action
- Not getting discouraged if action not effective
- Learning from errors

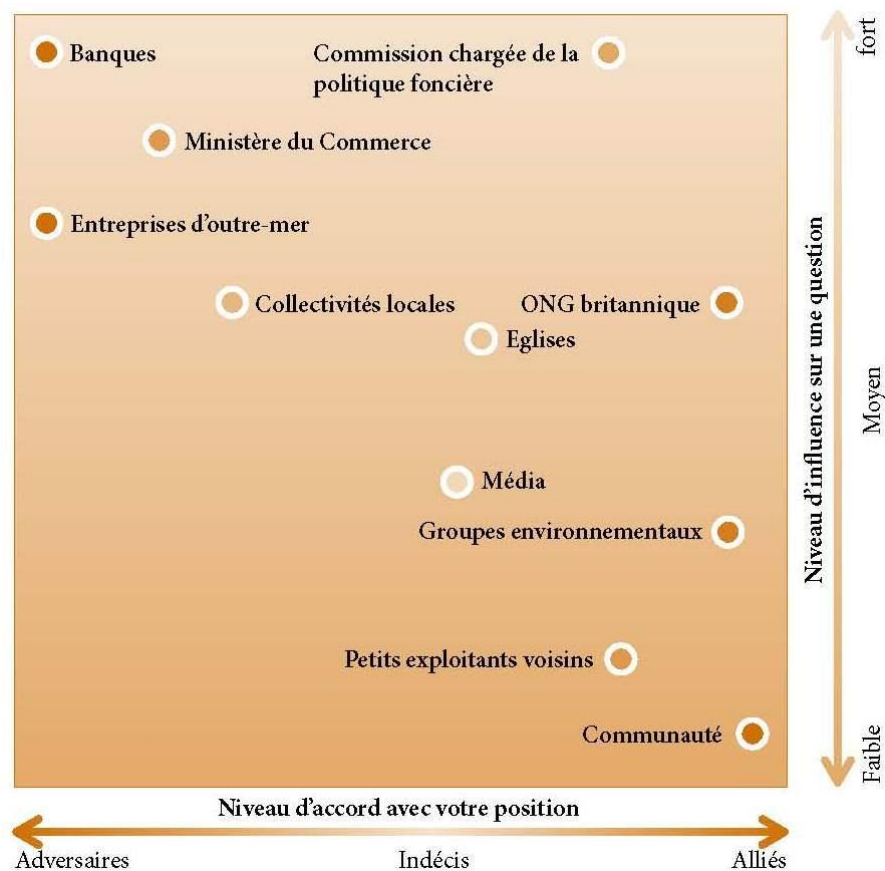
Seek out (and make) allies:

"Nine times out of ten, Ministers take the side of their colleagues. Do you want a 10% or a 90% chance of success?"

- In other words, devote a good portion of your energy to convincing those colleagues

## Mapping/Analysis: visualize the importance and influence of your allies & adversaries

*La matrice des alliés et des adversaires*



Working groups by four countries (Cameroon, Central African Republic, Democratic Republic of Congo, Republic of Congo) – each kicked off with key advocacy bullets drawn from the CoNGOs diagnostic studies and presented by country lead.

**CAR group** (Guy Julien Ndakouzou, Bienvenu Florentin Kemanda Yogo, Marie-Ange Kalenga (in part), Jimm Chick (in part), Marjolaine Pichon

### "What political and institutional changes are needed to support the economic development of community forests?"

**Objective:** secure rights to land and resources for forest communities, with a view to participatory management of forest resources by and for local and indigenous communities (LICs), so that they can take independent charge of their economic and social development.

#### Current situation:

- ✓ Assets /what we have achieved already:
  - Legislation (a forest code and regulations), containing provisions on CFs, and a Procedural Manual on allocation of CFs;
  - Committed communities;
  - Active CSOs keen to move the agenda forward;



- Allies within the ministries;
- Natural potential within two forested areas;
- Funding for a consortium and partners with complementary approaches;
- Studies and documentation available;
- Tools promoting good governance (VPA, REDD, etc.)
- ✓ Constraints/factors with a negative impact:
  - Political instability and ministerial reshufflings;
  - Unpredictable security situation;
  - Difficulties in access (lack of infrastructure);
  - Non-enforcement of laws;
  - Corruption and impunity;
  - Lack of monitoring by the forestry administration;
  - Strong centralisation creating problems with co-ordination and communication;
  - Communities lacking capacity and knowledge of their rights;
  - Logistic constraints faced by the administration in providing support;
  - Contradiction between legal instruments and lack of understanding => confusion
  - Lack of a conducive legal framework and initiatives to encourage entrepreneurship by LICs in forest areas.

#### **Mapping of stakeholders:**

- Communities (beneficiaries and main stakeholders)
- CSOs: GDRNE (sustainable management of natural resources and the environment), etc.
- International NGOs
- The media
- MPs, including the MP for Mbaiki 5 (Moloukou area), and members of the natural resource commission, who sometimes call upon and consult the CSOs;
- Religious organisations
- Certain senior ministerial staff
- Donors: EU, DfID, etc.
- ✓ Stakeholders representing potential advocacy targets:
  - ADB, which works with the platform in connection with REDD+, but has not taken up a position vis-à-vis community forestry
  - Logging companies
  - Mayors (appointed) and local elected representatives
  - Village chiefs (although usually in favour of the principles)
  - Managers of protected areas
  - AFD / PDRSO

**Priorities:** With our expertise and resources, how can we consolidate achievements, lift constraints and get closer to our objectives?

#### **2 advocacy components:**

- Main component: securing LICs' rights to resources and the land they traditionally occupy.
- Secondary component (if appropriate, to be reassessed): development of a conducive legal framework and expansion of initiatives promoting LIC entrepreneurship in forest areas.

**Cameroon group:**

**“What is the scale of change needed on the legislative framework relating to community forestry?”**

**Goal:** Improving the living conditions of local communities through sustainable use of forest resources

**Challenges:** Forest people are poor and do not make sufficient use of resources

- Insecurity of CFs, lack of ownership rights over CFs
- Ignorance of the legal framework
- Difficulty in controlling resources
- Inadequate harnessing of resources
- Communities' weak technical capacity

**Objective:** Create a socio-economic environment supporting the empowerment of local communities, while helping to protect biodiversity and combat poverty

What has to be done to achieve the dream?

1. Improve and harmonize the legal framework so that forests can be sustainably managed  
Action: Advocacy to bring about amendment of the law, the joint order and procedural manuals; passing of laws; consolidation of communities' usage rights and control of resources; advocacy to clarify procedures for marketing NTFPs

**Initiators:** Organisations developing the project and other stakeholders

Allies in amending the law: Ministries, Members of Parliament, decentralized authorities, donors, media, communities.

**Indicators:**

- A clear, precise, well-written advocacy message
- Number of communications
- Number of draft texts and manuals put forward

Analysis of the legal framework needs to ensure harmony between the various ministerial departments dealing with social enterprises

2. Good governance: transparency, leadership, accountability, reducing administrative red tape, participation, information, organizational capacity-building

3. Extension work, communications

4. Marketing, market access

**Republic of Congo group** (Nathalie Faure, CE; Maixent Fortunin Agnimbat Emeka, FGDH; Ines Gady Mvoukani, CJJ)

**Objectives:** Strengthen legislation and compliance with forest law to determine an effective CF model and secure spaces for CF.

**Relevant actors:**

- Le Ministère de l'Economie Forestière, du Développement Durable et de l'Environnement (MEFDDE)
- Le Ministère de l'Agriculture, de l'Elevages de la Pêche

- Le Ministère de la Décentralisation et du Développement local est chargé de l'opérationnalisation
- Le Ministère de l'Aménagement du Territoire et des Grands Travaux
- L'Agence française de développement (AFD)
- Le Programme des Nations Unies Pour le Développement (PNUD)
- L'Organisation des Nations unies pour l'Agriculture et l'Alimentation (FAO)
- La Banque mondiale à travers le projet « forêt et diversification économique » (PFDE)
- PGDF
- Cadre de concertation des organisations de la société civile et des populations autochtones sur REDD+ (CACO REDD)
- Réseau national des populations autochtones du Congo (RENAPAC)
- Réseau Africain pour les Droits des Communautés (ACRN)
- Publish What You Pay Coalition (PYWP)
- Networks of community radio
- Projet d'appui au développement économique et familial (PADEF)
- Projet Lisungi (Ministère des Affaires sociales)
- Regional councils
- Parliamentarians

#### **Current situation:**

- No proper "community forest"
- Existing community development series (CDS) in managed forest concessions
- Existing procedure for the recognition of customary land rights
- Few spaces available for CFs
- Public policies conducive to CF development

#### **Advocacy opportunities:**

- Forest legislation under review
- Process to develop the current land use plan
- FLEGT APV
- REDD+
- CAFI initiative
- Extractive Industries Transparency Initiative
- The decentralization process
- The land use planning process
- Private certification
- Congo Basin Forest Partnership (CBFP)
- Model Forests

#### **Constraints:**

- Elite land grabbing
- Illegal artisanal logging
- Lower CLPA managerial and technical capacity
- The law stipulates that all natural resources belong to the State
- Very few spaces remain available to host CF
- Reluctance or pessimism on the part of the administration in charge of forests
- Absence of a national land management plan (PNAT) (thus insecure land tenure)
- Slow adoption of the new forestry law
- Risk of a change of government after the general elections
- Corruption and administrative burden

#### **Actions to be taken:**



- The development of pilot FC pilot experiences
- Advocacy to ensure an effective CF model in forestry legislation
- Advocating for the increase and security of spaces likely to accommodate the CF
- Implementation of tools (or guides) for the creation and management of community enterprises
- Mobilisation of public services in favour of CF

## Annex 1: Participant list

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## Annex 2: Participant feedback

### Divine, ICRAF:

#### What was your biggest takeaway/learning from the event?

Community forest enterprises need time to mature and also need a strong group of lead entrepreneurs to drive the process to success.

#### Which session did you find most useful?

Session 3 - International approaches to community forest enterprises

#### How relevant did you feel that the sessions were in relation to your own work?

Session 3 was particularly interesting because it gave me the opportunity to appraise how CFEs are organised elsewhere in the world, bring out governance challenges and financial management challenges that must be met for the enterprises to be successful. The idea of having lead entrepreneurs to spearhead community forest enterprises was also a very interesting revelation. However, this made me question how this can be applied within the context of Cameroon where the law on community forestry is not focused on such entrepreneurs. It is thus a challenge to identify and prepare lead entrepreneurs to fit given organisational forms as specified by the law ie. CIGs, associations, and cooperatives.

#### Please provide some feedback on the field trip to the community mangrove businesses on Day 2.

Interesting experience of how community based enterprises may be assisted to avoid destruction of the mangroves. The positive from modern ovens is that it prevents women from accessing the mangrove. Now within the context of CF in Cameroon a major concern is how one can benefit from such activities be mobilised for community development.

This leaves me with the feeling that some policy and advocacy work needs to be done to properly define and identify the best institutional arrangement to govern community forest in Cameroon.

### CED:

#### What was your takeaway/learning from the event? Which session did you find most useful?

The sharing of experiences with community forestry companies has been quite enlightening. Each presentation had its own particularity. However, as we noted with CARFAD, the role of government in the search for sustainable management solutions in the context of community forests is necessary: hence the importance of advocacy. Moreover, the orientation towards certification as in other countries remains a significant added value in the search for potential markets for forest products both at national and international level.

#### How relevant did you feel that the sessions were in relation to your own work?

The presentation of examples of successful forestry companies is a response to the concerns that exist in the management of community forests. To achieve efficient management of forest resources, this requires the involvement of all stakeholders. However, the creation of a Community Forestry Company would make it possible to preserve natural resources with the end result of a certification model, which can enable future generations to benefit from it: these are what we would like the communities to achieve in terms of management of community forests.

#### How will you apply what you have learned to your work in community forestry / business development?

In terms of business development we have learned several lessons:

It is possible to create an economically viable and sustainable community forestry enterprise but this does not happen in a year: as seen in the case of OPED with fish smokers, the case of CARFAD with

the wood marketing cooperative and in the examples of forest companies in other countries demonstrating shared successes and constraints (time and money)

The government's role in governance is important.

**Please provide some feedback on the field trip to the community mangrove businesses on Day 2.**

The work that OPED has carried out in the context of mangrove conservation, with the alternative of the fish smoking business, shrimp conservation and marketing by women, has had many impacts on the socio-environmental level. This initiative deserves to be encouraged by taking into account all the possible constraints at the implementation level.

**Fern:**

**What was your biggest takeaway/learning from the event?**

Sharing lessons learnt, good practice, and challenges across countries is important to strengthen implementation and synergies.

**Which session did you find most useful? How relevant did you feel that the sessions were in relation to your own work?**

The country updates and internal consortium meeting. The rest, albeit interesting, was a bit disconnected from Fern's work in CAR and Congo, and took up a lot of time.

**How will you apply what you have learned to your work in community forestry/enterprise development?**

There are a lot of similarities between countries. However, there was not enough time for interactive and group discussions. One key issue though is the need to strengthen in country coordination and build on our respective areas of expertise.

**Please provide some feedback on the field trip to the community mangrove businesses on Day 2.**

I missed it as I was busy working on the quarterly report. The timing was not really ideal nor the location...

**Epanda Manfred Aime, TFRD:**

**What was your biggest takeaway/learning from the event?**

I learned a lot from the presentations on Nepal and Guatemala, particularly how to bring business into forest conservation and then enable local people to gain ownership of natural resources. TF-RD was encouraged in those two experiences and is committed to learn from them.

**Which session did you find most useful? How relevant did you feel that the sessions were in relation to your own work?**

The session of experience sharing on the third day was most useful.

**How will you apply what you have learned to your work in community forestry/enterprise development?**

We will continue to promote the MA&D approach as begun in communities and scale it up to the final users of our products.

**Brigitte Anziom, ASTRADHE:****What was your biggest takeaway/learning from the event?**

The exchanges of experience.

**Which session did you find most useful? How relevant did you feel that the sessions were in relation to your own work?**

The field visit was a practical case and will help me in what we do.

**How will you apply what you have learned to your work in community forestry/enterprise development?**

In my case, I will propose a project to recover vegetable oil production (from *moabi* and *ebaie*). A market study will determine what we can do in the Nomedjoh community forest.

**Please provide some feedback on the field trip to the community mangrove businesses on Day 2.**

I appreciated the shrimp conservation initiative because at any time of the year they can be sold fresh. With regard to mangroves, the involvement of men is also necessary. It is also important to propose activities that will discourage men from the destruction of mangrove wood and that there are several other women who are not dependent on the group who will always be able to solicit this wood. If nothing is done in this direction, I do not feel that men would easily abandon the harvesting and sale of mangrove wood

**Ines Gady, CJJ:****What was your biggest takeaway/learning from the event?**

The field trip involved visiting the mangrove forest, with plants that are scientifically rich in carbon, which is an important alternative for communities.

**Which session did you find most useful? How relevant did you feel that the sessions were in relation to your own work?**

The presentation of the different experiences on the development of community enterprises has enabled me to reinforce my support techniques, already initiated with the community groups, in order to better organise them. This is both in the management of community forests and to retain edifying examples for my country which lays the foundations for community forests.

**How will you apply what you have learned to your work in community forestry/enterprise development?**

In terms of business development we have learned several lessons:

- That it is possible to organise communities into economically viable and sustainable enterprises;
- Confidence in communities while providing support and follow-up;
- It is better to help communities organise themselves, whatever the number of years their initiatives might take;
- Understand that monitoring and evaluation on governance within communities by government and NGOs is necessary.

The Juridical Junior Counter (JCY) with the Legal Working Group of the Platform for Sustainable Forest Management (PGDF) will contribute to better framing the issue of community forestry in the development of laws and regulations in court.

**Please provide some feedback on the field trip to the community mangrove businesses on Day 2.**

Community-based enterprises can have positive socio-economic and environmental impacts within communities. All that is needed is to better organise the CLPAs by providing ongoing support and monitoring, but also to accompany them in the search for financial resources and means of

sustainability. It is also important to involve more women and communities in enterprises. The OPED project with fish smoking, shrimp conservation and marketing enterprise by women deserves to be encouraged, as do all of these community initiatives.

## **CIEDD:**

### **What was your biggest takeaway/learning from the event?**

The various presentations made by colleagues who have come from all over the world (Guatemala, Gambia and Cameroon) have been of great importance to us to understand the feasibility of certain activities, which despite existing in CAR, do not generate much attention. On the domestication of shrimp, the Wood Marketing Cooperative and the smoking of fish: this sharing of experience has allowed us to expand our understanding of community forestry beyond just the socio-environmental level to include the economic.

At the level of legislation on community forestry, we have learned a great deal about other countries, and how to carry out an advocacy activity in this direction, to transpose them into our legislation.

### **Which session did you find most useful? How relevant did you feel that the sessions were in relation to your own work?**

The different sessions were all useful. Our case in CAR, which is in the implementation phase of community forestry, needs efficient and effective management of forest resources with the participation and involvement of all stakeholders. Community forestry companies will remain a bulwark for alleviating human pressure on natural resources and the environment, but its sustainable management will provide a better future for generations to come.

### **How will you apply what you have learned to your work in community forestry/business development?**

Community forestry in the CAR is in its implementation phase, but the community forestry companies are a very good initiative. As a member of the Sustainable Management of Natural Resources and Environment (GDRNE) Platform, a special emphasis will be placed on this point. The Wood Marketing Cooperative supported by CARFAD is interesting, because the trend in CAR is that some communities would consider opting for this option.

### **Please provide some feedback on the field trip to the community mangrove businesses on Day 2.**

The visit to the site of the innovative project implemented by the NGO OPED allowed us to understand the virtues of the mangrove. What has most impressed us is the business of fish smoking and shrimp conservation and marketing by the women of the village of Nziou and Mbeka'a. Unfortunately, in CAR, we do not have an ocean coastline to experiment with such a mangrove project, but with regard to shrimp aquaculture, it would be possible in certain regions of the country that practice the domestication of shrimps.

## **Florentine, CARFAD:**

Personally, I would like to point out my total satisfaction with this "learning event". It would be very difficult to say that one session was more useful than another. I think that each session had its peculiarity and each time lessons were learned. In addition, all sessions were complementary.

What I generally remember from this learning event is that a lot of advocacy is needed in Cameroon and even in Central Africa for significant advances in community forestry. Indeed, from different success stories, we have learned that government is a very important stakeholder in that it provides incentives to communities. Thus, in the case of Cameroon, civil society is called upon to carry out



advocacy.

Finally, with regard to the visit of the sites of the second day, we note that the accompaniment of the communities in order to fight poverty and to protect the environment, is a long process and requires a lot of financial means.