



Social justice in forestry

**Report of a Learning Event
Held at the Ankrach Foundation, Mukono, Uganda
28-30 November 2006**

International Institute for Environment and Development (IIED)



Pictures show from left to right: 1) Group photo 2) Steven Ngubane and Pumeza Tunzi 3) Aristides Muhate, Prodyut Bhattacharya and David Young 4) Agus Justianto.

Executive summary

Injustice in the forest is rife. The urgent need to secure justice in decision-making about trees and forests is now the primary challenge for sustainability in many places. The Forest Governance Learning Group (FGLG) aims to contribute to meeting this challenge. FGLG is an informal alliance of in-country teams and international partners currently active in seven African and three Asian countries. It is facilitated by the International Institute for Environment and Development (IIED) and financed by the European Commission and The Netherlands government. FGLG carries out focused studies, develops tactics and tools, and works as a group to effect change. Learning events bringing the country teams together are crucial to the Group's work.

An FGLG learning event was held in Uganda in the last week of November 2006. It focused on how to make the law work better for social justice in forestry. The objective was to share experience and ideas on this theme and to sharpen FGLG country team plans for effective work. Some 47 participants took part, including roughly three from each country team plus staff from IIED, Savcor, LTS International, Global Witness and several Ugandan institutions.

Notions of social justice in forestry were examined at the learning event and the work of the country teams to influence and change law and legal systems was explored. Tactics that have proven useful were discussed and further tactics in several key areas were developed: legal awareness and local rights; capacity for enforcement of 'good law'; engaging with the private sector; and policy advocacy. Finally, ideas from the sessions over the three days were pulled together in plans for sharpening and enriching the work of each of the country teams.

FGLG country teams now have notable *strengths* and can open up significant *opportunities* for work on legal systems:

- Flexibility to make and use political space
- Commitment, confidence and the beginning of impact
- Some good existing laws, and openings for broader democratic reform
- Potential to shift whole governance debates e.g. from enforcement to justice

But the country teams also have *weaknesses* and face considerable *threats*:

- Progress is insecure, fragile and sometimes invisible
- Law is blunt, equivocal, contradictory
- Legal systems tend to protect existing power
- The net result can be all talk and no action

FGLG therefore needs to be realistic about its aspirations to change legal systems for the better. It needs to assume long term strategy, work tactically, seize opportunity and accept control where it is offered, and aim for change not just to laws but to their sub-systems and processes by which they work (or fail to work). *Examples of key ideas to be integrated into country teams work plans* are:

- *Cameroon* – a rigorous governance gap analysis will be undertaken and will include the currently invisible small-medium forestry enterprises sector
- *Vietnam* – the team will both test community forest guidelines and push through test findings by ensuring the policy makers in the team are involved throughout

- **Ghana** – a middle-level professionals ('future leaders') forum will be explored, borrowing an approach from Indonesia-FGLG, to push forward its work on illegal logging and forest rights
- **Malawi** – the team will build links and plan joint work with the parliamentary committee on agriculture to shape practical options for the charcoal sector
- **Uganda** – forest reserve give-aways to agro-industry will be fought by the team through court injunctions, and work through media and international networks

Next steps. The FGLG country team work plans will be modified and updated by the end of January 2007. The aim of all in the course of 2007 is to continuously sharpen tactics to have as much impact as possible on forest governance. Convenors of the country teams will produce short monthly emails to their FGLG colleagues recording 'governance gossip' - incidents, breakthroughs, set-backs, comings and goings of key players, quotes, anecdotes and emerging issues. Short quarterly reports will also be provided documenting the progress and process of FGLG work. The next learning event in the annual series on social justice in forestry is tentatively planned for November 2007.

What some participants said

- *“In sub-Saharan Africa, the environment and natural resources constitute the backbone of our economies. But environment and natural resources policies remain paper tigers. In Uganda we have got a good constitution and some good policies, but these are no use without proper governance. This event is very timely – Ugandan forest reserves are under serious threat right now and we are experiencing a reversal of achievements attained.”* Onesmus Mugenyi, Uganda
- *“For communities in Ghana, compliance with the law means starvation and dislocation. In the current context, laws only reflect the powerful – they suppress the key struggle between companies and farmers. The Voluntary Partnership Agreement process with the EC represents a chance to open up engagement and debate to try to get the balance right.”* Elijah Yaw Danso, Ghana
- *“FGLG-Malawi realised that the main governance challenge is to influence the way that trees are managed at village level. This means grappling with tenure of both land and trees and the FGLG has come up with an approach focused on communities managing risk.”* Bright Sibale, Malawi
- *“FGLG-Indonesia is looking very promising at middle levels of government – there is interest in replicating the approach locally.”* Agus Justianto, Indonesia
- *“Professionalism of members of FGLG-Uganda has been vital in bringing key government people on board and raising government interest.”* Stephen Khaukha, Uganda
- *“The Forest Governance Learning Group has already had impact in Ghana. Its study of the permits regime in forestry revealed widespread problems of illegality badly affecting local people and the forest. The work was used to kick up a fuss and the Forestry Commission is now committed in its strategic plan to correct the permits regime. This is also now a benchmark criterion for multi-donor budget support to Ghana.”* Kyeretwie Opoku, Ghana
- *“For me the excitement was listening and looking at what other country teams are thinking about for the future. From my own government perspective - writing policies etc - it's exciting to work with people who know what people on the ground are saying. It has challenged me and made me realise that it's not about what I'm thinking but about what we're trying to achieve – an impact at grassroots level.”* Pumeza Tunzi, South Africa
- *“This is the first time we have had experience of the African context – I feel excited about what I have learnt. We need to build a lasting relationship through our communications from now on. I am going home with a feeling of greater strength; we are not just a small group banging our heads on this work - there are many others like us. The feeling of solidarity cannot be measured but it will be there in the heart.”* Dasigi Suryakumari, India

Table of contents

Executive summary.....	2
What some participants said.....	4
Acknowledgements.....	6
1. Overview of the event and its outputs.....	7
Objectives, participants and schedule.....	7
Profile of each FGLG country team's work – poster presentations.....	9
Analysis of FGLG country team work – Strengths, Weaknesses, Opportunities, Threats ..	9
Individual visions of social justice in forestry.....	9
FGLG country teams on making the law work better – Powerpoint presentations.....	10
Analysis of efforts to make the law work better – SWOT.....	10
Some practical approaches for making the law work better – presentations.....	11
Developing practical approaches on key themes – group work.....	11
Debating social justice and FGLG – the fishbowl.....	12
Sharpening FGLG country team work plans.....	12
Evaluation.....	12
Next steps.....	12
2. Country specific presentations and feedback.....	13
Cameroon.....	13
Key issues raised following Cameroon presentations.....	13
Ideas for enriching Cameroon work plan.....	13
Panel/plenary feedback on Cameroon work plan ideas.....	15
Ghana.....	15
Key issues raised following Ghana presentations.....	15
Ideas for enriching Ghana work plan.....	16
Panel/plenary feedback on Ghana work plan ideas.....	18
India.....	18
Key issues raised following India presentations.....	18
Ideas for enriching India work plan.....	19
Panel/plenary feedback on India work plan ideas.....	21
Indonesia.....	21
Key issues raised following Indonesia presentations.....	21
Ideas for enriching Indonesia work plan.....	23
Panel/plenary feedback on Indonesia work plan ideas.....	24
Malawi.....	24
Key issues raised following Malawi presentations.....	24
Ideas for enriching Malawi work plan.....	25
Panel/plenary feedback on Malawi work plan ideas.....	28
Mozambique.....	28
Key issues raised following Mozambique presentations.....	28
Ideas for enriching Mozambique work plan.....	28
Panel/plenary feedback on Mozambique work plan ideas.....	32
Uganda.....	32
Key issues raised following Uganda presentations.....	32
Ideas for enriching Uganda work plan.....	33
Panel/plenary feedback on Uganda work plan ideas.....	36
Niger.....	37
Ideas for enriching Niger work plan.....	37
Panel/plenary feedback on Niger work plan ideas.....	42
South Africa.....	43
Key issues raised following South Africa presentations.....	43
Ideas for enriching South Africa work plan.....	44
Panel/plenary feedback on South Africa work plan ideas.....	45
Vietnam.....	46

Key issues raised following Vietnam presentations	46
Ideas for enriching Vietnam work plan.....	47
Panel/plenary feedback on Vietnam work plan ideas	50
3. SWOT of FGLG-country team work and efforts to make the law work better	51
4. Visioning Exercise – what is my vision of good social justice?	53
5. Some practical approaches to make the law work better	54
Access to law – presentation and discussion	54
Legal literacy camps (a key ‘Power Tool’) – presentation and discussion	54
Securing tenure in forestry – presentation and discussion.....	54
Independent forest monitoring – presentation and discussion	54
6. Developing practical approaches on key themes	55
Legal awareness and local rights	55
Enforcement capacity and reducing conflict between national and local rules.....	56
Engaging with the private sector	58
Policy advocacy and opening up reform opportunities.....	60
7. Social justice and FGLG – fishbowl debate	62
8. Follow up actions and links between learning events	67
9. Evaluation of learning event.....	70
Annex 1. Participants contacts.....	72

Acknowledgements

This report has been compiled by Nicole Armitage, Peter O’Hara, Elaine Morrison and James Mayers. All the content was generated by the participants in the Forest Governance Learning Group (FGLG) learning event in Uganda (see Annex 1) but errors and omissions in the way it is reported are the responsibility of the compilers.

IIED facilitates the FGLG and we would like to thank colleagues in the Advocates Coalition for Development and Environment ACODE in Uganda for hosting the learning event - in particular Onesmus Mugenyi and Godber Tumushabe – and The Ankrah Foundation in Mukono for their facilities. The organisers of the event were Nicole Armitage of IIED and Sophie Kutegeka of ACODE, and the chief facilitator was Peter O’Hara of LTS International. They all did a great job.

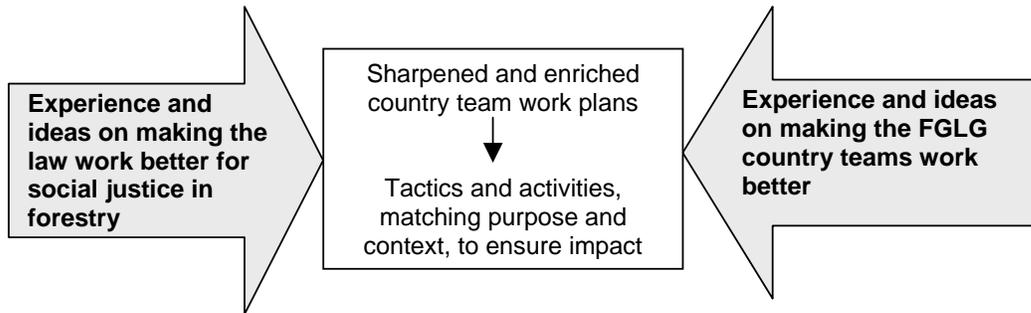
This document has been produced with the financial assistance of the European Union and The Netherlands DGIS. The contents of this document are the responsibility of IIED and can under no circumstances be regarded as reflecting the position of the European Union or DGIS.

Contact: James Mayers, IIED
4 Hanover Street, Edinburgh EH2 2EN, UK. Email: james.mayers@iied.org

1. Overview of the event and its outputs

Objectives, participants and schedule

The objectives of the event are shown in the figure below. They combine the sharing of country team experiences on 'law' in the forest sector and on useful ways of working with a focus on sharpening the country team work plans where appropriate.



There were some 47 participants at the learning event – the majority of whom were members of the ten FGLG country teams. A full contact list is given as Annex 1 to this report.

The learning event was divided into three parts, each feeding into the next, each taking roughly a day. The first part was 'Sharing', the second 'Analysis' and the third 'Planning'. The schedule of the learning event is shown in the figure below. Summaries of the key outputs of the sessions follows in this section while more detailed material is found in later sections of this report.

Methods used during the learning event were designed with the aim of enhancing ownership and peer review within the FGLG. It was also hoped that FGLG country teams could adopt and adapt some of the methods in their own work. More detailed description of methods used in the workshop, and how and when to use them, is available on request from Peter-Ohara@ltsi.co.uk

Schedule of the learning event

	Monday 27 th Nov	DAY 1 Tues 28 th Nov	DAY 2 Wed 29 th Nov	DAY 3 Thurs 30 th Nov	Friday, 1 st Dec
A M	Participants arrive 	<p>SHARING: 8.30 Opening programme:</p> <p>2 parallel sessions. FGLG Country team Poster workshop</p> <p>2 parallel sessions. SWOT analysis of posters</p> <p>12.15 to 1.15 lunch</p>	<p>ANALYSING: 8.30 Recap team and daily schedule</p> <p>Presentation of SWOT synthesis of country team presentations.</p> <p>Presentation of SWOT synthesis of 'legality' in the forest sector</p> <p>Methods/approaches to make the law work better. Forest- monitoring / timber tracking. Access to the law. Securing tenure. Power tools.</p> <p>Group exercises (4 -5 groups) on practical methods elaboration to 'make the law work better for social justice in forestry' around emerging themes.</p> <p>12.15 to 1.15 lunch</p>	<p>PLANNING: 8.30 Recap team and daily schedule</p> <p>Review of key outputs from workshop to date</p> <p>Group work: Introduction to tool box and process planning</p> <p>Adapting/enriching country team work plans by incorporating lessons from workshop - to sharpen tactical actions.</p> <p>12.15 to 1.15 lunch</p>	<p>Participants depart or begin optional field visit in Uganda</p> 
P M	<p><i>Putting up posters</i></p>	<p>2 parallel sessions. Power point presentations: Making law work better for social justice in forestry</p> <p>2 parallel sessions. SWOT analysis of power point presentations</p> <p>5.30 close</p>	<p>Presentation of group outputs.</p> <p>Social justice debate – what are the key barriers to social justice in the forest sector? What can the key challenges to make FGLG more effective?</p> <p>5.30 close</p>	<p>2 Parallel sessions. Group presentations of enriched/ adapted work plans for peer review</p> <p>Next steps</p> <p>Evaluation</p> <p>Closing remarks</p> <p>6.00 close</p>	

Profile of each FGLG country team's work – poster presentations

Poster presentations by each country team were given about its work. The content of the posters was informed by guidance offered a few weeks prior to the learning event. Using 'post-its', questions and comments were placed on the posters. Some questions were highly country-specific, from concerns that the European Union's agenda for the Voluntary Partnership Agreement with Ghana may not match the needs of the poor, to questions about governance of non timber forest products addressed to the India team. Other questions recurred in responses to several country team posters or seemed to apply to all, such as how the FGLG country teams linked are to other organisations/authorities to form coalitions to make their actions more significant, and whether the country teams are having impact and influence in a concrete way through the methods they use.

[Link to further details \(Section 2\)](#)

Analysis of FGLG country team work – Strengths, Weaknesses, Opportunities, Threats

An analysis of strengths, weaknesses, opportunities and threats (SWOT) was developed with each FGLG country team on their work. The country team analyses were later synthesised into a SWOT analysis covering all the country teams. Frequently stated country team strengths and opportunities were: the commitment of the members to the 'issues' in their work; the diverse membership of country teams both in terms of expertise and also in terms of organisations represented (including government and non-government representation); their independence (free to conduct critical analysis) and informality (not bogged down with procedure and protocol, not threatening) and their ability to be flexible. Some country teams have already been strongly involved in policy processes whereas others see influencing policy and policy processes as a potential future focus. Likewise, national and international coalition-building was seen largely as an opportunity for the future.

Many of the weaknesses and threats identified were interlinked: the aims are ambitious but actual capacity of FGLG is limited; unclear focus leading to ambiguous outputs; emphasis on talk rather than action; inadequate finance; and lack of available dedicated time of members. Interestingly, the informality noted as a strength of FGLG was also regarded by some as a weakness. Some thus felt that, because of FGLG's informality, it is not taken seriously enough either by some country team members or the decision makers that it tries to influence. Sustainability of the FGLG was also a concern among some members, who wonder what will happen when the funding support for FGLG ends.

[Link to further details \(Section 3\)](#)

Individual visions of social justice in forestry

Everyone was asked to draw, without using words, their vision of 'good social justice' in the forestry sector. Then a number of people were asked to explain their visions. Visions were very varied although there were some fairly clear groups – several featured scales and seesaws showing the active process involved, the need to ensure that the majority are winners from the forest sector, and highlighting the difficult balance between empowering some and disempowering others. Other visions of good social justice in forestry showed generally happy worlds and happy people, while others gave a message about the balance between the needs of people and preserving a good environment. Finally, a few visions showed the severity of the challenge being faced in achieving good social justice in the forest sector, including the drawing of a cart with square wheels to symbolise the hard journey ahead.

[Link to further details \(Section 4\)](#)

FGLG country teams on making the law work better – Powerpoint presentations

Each country team gave a presentation on the theme “making the law work better for social justice in forestry”. Each followed a simple structure suggested a few weeks prior to the learning event. Again most of the issues raised were country specific. Shared concerns included: over-regulation of both use and transport of forest products as disincentives for legal use among local people; richer more powerful actors benefiting from unrestricted log sales and/or bribery; complexity of law, policy and related procedures as a key cause of illegal use as well as a key difficulty in enforcement; and overlapping rules/policies and a large bureaucracy making the law unworkable or *ad hoc* in its application.

Key opportunities to address these concerns lie in forest sector reform processes ongoing in several countries. Effective roles for FGLG country teams were identified in various forms of evidence generating and lobbying for governance change, either directly themselves or indirectly by supporting others. Facilitation/coalition building among stakeholders focused on lobbying/advocacy/monitoring was seen as another key set of appropriate FGLG country team roles.

A rotating panel made up of workshop participants gave comments on content, analysis and effectiveness for each of country team presentations. Comments typically included questioning the practicality of plans, requesting further detail, and suggesting how the country teams could link up with other organisations doing similar work to be more effective.

[Link to further details \(Section 2\)](#)

Analysis of efforts to make the law work better – SWOT

A SWOT analysis was conducted for each country (all participants wrote on meta-cards - one or two cards per person for each of the four columns in the SWOT). The country-specific analyses were later synthesised into a SWOT analysis covering all the countries. It was noted that some new laws and processes are very good in promoting social justice, including those that are securing and increasing the rights of villagers. An increase in legal systems that promote responsible behaviour in the private sector was also seen as a strength. Cross cutting weaknesses include poor implementation of ‘good’ laws by governments, and a lack of monitoring and evaluation of laws.

Opportunities can be created in several countries to improve awareness of laws through developing appropriate simple formats, clear language and learning processes. Ongoing reforms in policy and bureaucracies are also current opportunities which FGLG should be particularly alert to. Work to engage with the international dimensions of local forest governance issues (e.g. palm oil markets and forest certification criteria) is another important area where the FGLG has some comparative advantage for promoting better laws for social justice in forestry. Some key threats are directly linked to weaknesses, and include: development of yet more ‘layers’ of contradictory law; legal regimes stemming from international initiatives in the name of environmental concern which remove potentially sustainable livelihood opportunities from rural people; and, linked to the above, increasing incompatibility international and national law.

[Link to further details \(Section 3\)](#)

Some practical approaches for making the law work better – presentations

Following a consultation within the FGLG prior to the learning event, four participants were each asked to prepare their thoughts on practical approaches that have been found to be useful in making progress in key areas necessary to make the law work better. Four presentations were thus prepared and given:

- *Access to law* - Kyeretwie Opoku
- *Legal literacy camps (a key 'Power Tool')* – Sonja Vermeulen
- *Securing tenure* – Cornelius Kazoora
- *Independent Forest Monitoring* – David Young

Discussion followed each.

[Link to further details \(Section 5\)](#)

Developing practical approaches on key themes – group work

After the SWOT analyses were synthesised further, a vote was taken to decide on four priority emerging themes for which effective methods are needed. Four groups then followed some simple guidelines to make progress in developing practical methods to address each theme. The four themes were:

- *Legal awareness and local rights.* Assessment is needed at local level of the need for, benefits and costs of compliance with the law and the extent to which local rights are backed up by the legal system. Much then needs to be done to spread knowledge about existing local rights. Key approaches involve materials that simplify policy and legal documents backed up with good dissemination and engagement strategies using e.g. radio and stakeholder-specific processes. Simple methods to assess whether understanding is spreading also need to be developed and made routine.
- *Enforcement capacity and reducing conflict between national and local rules.* Managing conflict between statutory and traditional law is a key concern for which methods are often weak. The unavoidable fact that there are both good and bad laws on the statute books is also a methodological challenge! Where opportunities can be made to tackle bad law or promote good law, tactics include forming pressure groups to lobby for more resource allocation, developing training materials/curricula related to law, working to simplify law and policy documents and working with NGOs and government to get them disseminated
- *Engaging with the private sector.* Approaches identified here included: FGLG playing a role in independent monitoring of the private sector and highlighting when rights are abused and rules broken; providing advice on enterprise models planning for small and medium enterprises; facilitating 'horizontal linkages' e.g. helping develop enterprise associations; and similarly 'vertical linkages' to pressurize the government to provide more business support for small and medium enterprises.
- *Policy advocacy and opening up reform opportunities.* Methods here need to focus on enabling the marginalized to have a voice in policy, as well as highlighting evidence (through case studies and field trips) of what policy works and what does not work, and to influence policy by carefully identifying 'entry points' by keeping track of key processes and linking with influential actors. In general the FGLG is seen as playing a facilitating role in policy advocacy, coordinating multi-stakeholder platforms around policy issues at a national level, linking forestry into other sectors and vice versa and linking out to international organisations/policies who have the potential to reinforce national laws/policies.

[Link to further details \(Section 6\)](#)

Debating social justice and FGLG – the fishbowl

Statements were written by the workshop coordinators based on what appeared to be contentious issues emerging during the workshop. Justifiers were selected to present and justify the statements in a debate. The debate method that was used – the ‘fishbowl’ - was designed to provide opportunity for many people to participate in the debate and to limit domination by a few. The statements, key arguments and finally the votes on the statements are presented in Section 7.

[Link to further details \(Section 7\)](#)

Sharpening FGLG country team work plans

The main elements of the FGLG country team work plans were re-examined, with the benefit of the ideas drawn from all the sessions in the learning event, with a view to modifying and enriching them. The thinking on these modifications is summarised in the country-specific tables in Section 2. Some interesting cases of ‘tactic transfer’ can be seen. For example, the Ghana country team intends to explore a ‘middle-level professional forestry forum’ in Ghana drawing on the experience of the FGLG in Indonesia. It is also clear that many country team ‘tool boxes’ have been enriched – some with tools picked up during the learning event itself.

Feedback on presentations of the ideas with which work plans will be modified included concerns that some plans were still too ambitious, and a general concern that some methods and tactics are not sufficiently thought through. More specifics are needed in most cases about particular objectives to be met by particular actions – how will they be done and who will be implementing and involved. There was also some concern expressed as to what was the ‘FGLG part’ of some plans where actions are contributory and part of bigger changes taking place.

[Link to further details \(Section 2\)](#)

Evaluation

A brief qualitative and quantitative evaluation of the learning event was carried out with all participants. Four criteria were used for the quantitative evaluation: organisation; facilitation and methods; facilities; and outcomes/outputs. Facilitation was deemed excellent/good, organisation and outcomes/outputs were thought good, and facilities fair to poor. Many qualitative comments related to an appreciation of the methods and facilitation in contrast to some disappointment about the facilities.

[Link to further details \(Section 9\)](#)

Next steps

The key next step after the learning event is for country teams to return to their countries and discuss the suggested enrichments to the plan with the wider FGLG country team and **adapt their work plan accordingly and re-submit by the 31st of January 2007**. The next learning event is preliminarily set for November 2007, exact date and location to be decided. This next event will be seen as an opportunity to see how enriched adapted plans were implemented, and to see if the comments and concerns on feasibility etc. were justified.

[Link to further details \(Section 8\)](#)

2. Country specific presentations and feedback

Cameroon

[CD-ROM link to FGLG-Cameroon poster summary of group's work](#)

[CD-ROM link to FGLG-Cameroon powerpoint presentation on making the law work better for social justice in forestry](#)

Key issues raised following Cameroon presentations

- The *capacity of the FGLG to influence policy making* is determined by the composition of the Learning Group, in which all key stakeholder groups are represented. The members of the Learning Group are in good positions to influence policy making and it is hoped that this influence will be effective.
- Problems in forestry may be due to lack of systems within forestry, or non-forest systems or both: the Group was asked whether it is trying to address *all challenges or focus on specific ones*? The Learning Group is first considering national-level issues, and will then focus on particular issues. The Group will build its capacity to network and will select three to five key issues on which to focus, whilst the wider network may be able to deal with other issues raised. The Group will share information with the wider network.
- What is being done to address *development of small and medium enterprises* and economic development? In 2004 a new ministry was established which is concerned with SMEs, but it is still early days.

Ideas for enriching Cameroon work plan

Problem Statement: Despite significant progress, the prospects for sustainable forest management in Cameroon remain bleak until major governance challenges are overcome. Institutional problems, for example, are apparent at many levels: weak capacity to realize the potential of a decentralized fiscal system; weak information flow among stakeholders; poor accountability and equity in the management of annual forest royalties (AFR); the absence of communal and local development plans for management of AFR; and the insufficient local returns from timber and non-timber forest by-products, thus not realizing their potential to alleviate poverty and improve livelihoods.

Problem/ challenge	Relevant comparative advantages of GREG-Forêts	Methods 'tool box'.	Who will be involved in methods	Strengths of methods/ expected impacts	Limitations of methods
Diverging initiatives on forestry governance	Higher member commitment Multi-institutional representativity Policy influence	Institutional Mapping (Literature review and survey) Gap analysis/SWOT (workshops)	FGF, GREG, Projects Units, Forestry Administration	- Baseline information - Gap identification on the objective base - Avoid overlapping with ongoing or prospects Initiatives - Inform VPA process	The whole country cannot be covered
Lack of sufficient information for creating small and micro- enterprise in the forest sector	First initiative within the Congo Basin region	Survey Mapping Field trip/workshop Briefs	- GREG-Forêts - Consultants - MINFOF - Ministry of small enterprises - Private sector Communities	- Support strategy developed for SMEs - Inform VPA process - Communities awareness on SMEs opportunities	The surveys would not cover al the country
Deteriorating information system on distribution of AFR and forest incomes		Surveys	GREG, MINEFI, MINFOF, private sector	- Increase transparency - Bi-annual briefs notes	Information access
Economic benefit of protected areas are too small or non-existent to communities		Study on the incentives provided to local communities surrounding some PAs	Consultants, WWF, WCS, MINFOF	Consultants, WWF, WCS, MINFOF	Sampling and cost if nationwide
		Reporting system of the governance influencing process	GREG-Forêts	Show progress on the regular basis	

Panel/plenary feedback on Cameroon work plan ideas

Effectiveness

- The work plan could be effective if more information is available and the right links are made.

Detail

- A PA review will be difficult.
- The goals and tools are clear.
- The stakeholder list is not comprehensive.
- The strengths listed may be outputs of other non-FGLG processes.
- There is a need to sort out the links and flow of the work plan.

Feasibility

- The group needs to quantify time, cost and skills required for the survey.
- Stakeholders should include those that change policy.
- Some of the outputs can be simultaneous.
- Resources should be checked for feasibility.

Comments

- Is your method the most appropriate way of disseminating information? The huge gap you highlight is between the government framework and SMEs.
- The group should work out the scale of the survey – it may not be the best method.
- SME strategy can be developed by the government – the FGLG role should be in disseminating information.

Ghana

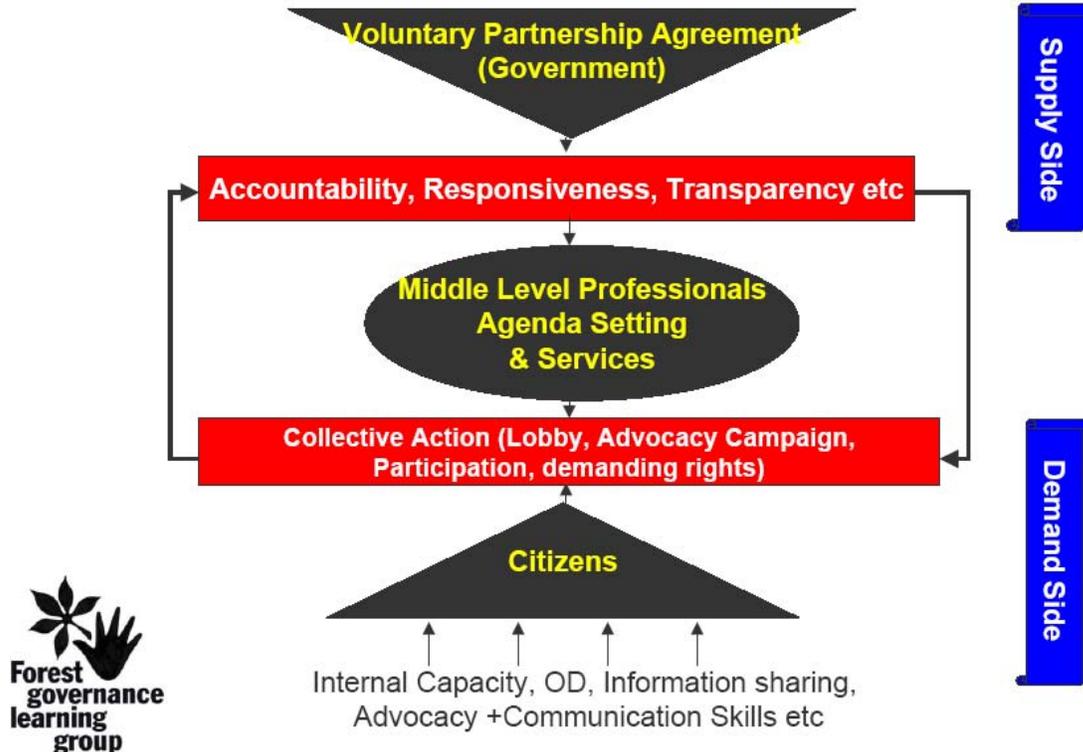
[CD-ROM link to FGLG-Ghana poster summary of group's work](#)

[CD-ROM link to FGLG-Ghana powerpoint presentation on making the law work better for social justice in forestry](#)

Key issues raised following Ghana presentations

- If things go wrong with the EU-VPA relationship, the group is prepared to walk away from this process. So far, everything done within the VPA has had the approval of civil society and if there comes a time when it does not, the group will drop out. There could be potential for FGLG-Ghana to share information/learning with FGLG-Indonesia where an EU-VPA is also being drawn up.
- Group activities have focused on the state-timber link to corruption but it is true that local elites are also corrupt – not much has been done on this yet but movement is welling up around forest forums to put chiefs under pressure. Community members are beginning to ask questions of them.
- In Ghana, FGLG operates in a fairly discreet way behind the scenes. This allows ministers to vent their frustrations without it becoming public. It has not been a problem to have this kind of membership.
- The group could develop improved 'capturing' of tactics being used in short and regular and 'chatty' descriptions of governance gossip and attempts to influence > use this within and beyond FGLG to guarantee confidence and momentum.

Ideas for enriching Ghana work plan



Participant	Criteria addressed
Andrew Adjei-Yeboah MP	Dep. Minister, Ministry of Lands Forest & Mines
Ofori Asamoah MP	Chairman, Parliamentary Select Committee, Lands & Forestry
Collins Dauda, MP	Ranking Member, Parliamentary Select Committee, Lands & Forestry
Fredua Agyemang -Technical Director, Ministry of Lands Forestry and Mines	Senior department or ministry level forestry decision maker
Chris Beeko – Project Coordinator, Forestry Commission	Leads for the Forestry Commission on the Voluntary Partnership Agreement
Yaw Danso - Social Forestry Consultant	Experienced forestry opinion–former with decision makers “ear”
Gene Birikorang – Forester & Economist	Non-tax revenue consultant, Ministry of Finance & Economic Planning
Eddie Prah, - Forestry Consultant, Former Director Forestry Commission and Director, SAMARTEX Ltd	Effective Private sector organisations (large scale)
Emelia Arthur – Executive Director, Integrated Action for Development Initiatives	Effective Private Sector organisations (small scale) and also effective civil society organisations
Angela Dansong - Asst. Director Policy Planning Monitoring & Evaluation Division Ministry of Agriculture	Opinion former from Land / agric
Kyeretwie Opoku (Coordinator, Civic Response)	Convener and effective Civil society organisation

Problem/challenge	Relevant comparative advantages of FGLG country team	Methods 'tool box'	Tactics	Who will be involved in the methods	Strengths of methods – expected impact	Limitations of methods
International demand for illegal timber	International network of FGLG	VPA: Direct engagement with decision making; impact assessment studies	Monthly break meetings with TD/ Lunch @ “two sisters” with Dep Min. Monthly walk with CE; FGLG members opinion brief; “From the convenor’s laptop”	Target: Elite timber exporting industry: Actors: VPA steering committee, consultants, FGLG rep.	1. Achieves compliance with the permits and fiscal regimes 2. Opens up engagement on the policy process	Top down – and does not necessarily create sustainable accountability
Marginalisation of community interests	FGLG firmly in the network of community practitioners	FVP: Forest forums: mass political engagement, education and incentives	Poster campaigns	Target: Marginalised rural forestry stakeholders Actors: FWG members, CBOs, FGLG, RAVI	Strengthens participation and accountability	Time consuming to build up critical mass; Requires special facilitation skills to be effective
Lack of motivation for professional action Lack of peer support and dialogue	Cross cutting membership; Credibility with MLP; Capacity building skills	MLPF: Quarterly Governance seminar with MLP	Semesteral dialogue with FC board	Target: Middle level forestry managers Actors: FGLG members, IUCN, CARE International, CRMU	Provides platform for professional sharing Inculcates the issue of social justice into professional thinking	Resource consuming

Panel/plenary feedback on Ghana work plan ideas

- *Effectiveness*: the intention to work with both demand and supply sides will ensure that the work plan is effective. The Group has also identified a number of methods which will provide good linkages to make it effective and achievable; ideas for engaging politicians are particularly interesting.

- *Detail*: the workplan was considered to be meticulous. However there may be a need to use tactics such as a poster campaign to address the marginalisation of community interest (the Group agreed, and said that there is a whole programme of activities built around this). The workplan does not mention the time schedule: the Group responded that the activities will continue to the end of funding. Asked whether there is a specific theme or whether they taking a broad approach for good reason, the Group responded that their 'theme' has been *social justice in forestry* since 2004.

- *Feasibility*: the work plan is presented well, but there is a need for greater clarity on the 'marginalisation of community interests' activity: how will FGLG work on this in the field? It was explained that the Secretariat of the 'Forest Voices' project and FGLG are same. The Forest Voices initiative is taking place in 12 districts, so there are many links to field which can be fed into the FGLG.

General comments:

- The Group clarified that the Forest Voices project is a separate project, coordinated by Forest Watch Ghana.
- Further information was sought on the quarterly seminars for mid-level professionals. The Group explained that the first one will take place in December 2006 and the content will be agreed with Care and IUCN. A similar event was held for civil society last July.
- Adding the semester dialogues as a new activity in the work plan represents a major creative jump by the Ghana FGLG, adding a valuable piece to the jigsaw.

India

[CD-ROM link to FGLG-India poster summary of group's work](#)

[CD-ROM link to FGLG-India powerpoint presentation on making the law work better for social justice in forestry](#)

Key issues raised following India presentations

- The Group was asked what *support the government gives to community forest growers* to value-add to wood products? The Indian FGLG is focusing on NTFPs because these are the main products that communities can use and trade. The government is responsible for handling timber. There is an agreement between the Forest Department and communities which gives the latter permission to use timber, provided communities approach government as an association or organisation. Communities use such timber for handicrafts, such as toy making and wood carving.
- *Dissemination of publications and selected practices* to different stakeholders is done through a Group email, and Group members share publications with each other. In the future there will be a Group website.

Other issues raised were:

- How will the Learning Group use the knowledge generated in order to have an impact?
- Has the Group been successful in getting fair trade status for community products?

Ideas for enriching India work plan

Theme: 'Governance tactics for forestry enterprise'

Problem/Challenge	Comparative Advantages of the FGLG Country team	Methods/Tool Box to be used (What and How)	Key Stakeholders to be involved	Strengths of Methods	Limitations of methods	Specific outputs	Expected Impact
<ul style="list-style-type: none"> - Primary collectors of NTFP across central India not getting remunerative price (Raw selling, lack of opportunity for value addition, lack of awareness on collection, processing, market and quality control) - Different States have different laws on procurement and trade (High price difference, traders' monopoly, low priority board inadequate legal space on NTFP and NTFP based enterprises, selective restrictions on collection, 	<ul style="list-style-type: none"> - Shared vision on and strategic positioning of the members to spearhead the process of improving decentralised enterprise governance – equity in benefit sharing - Advocacy, lobbying, Awareness and capacity building. - Collaborative efforts with stakeholders and developing synergy with other similar initiatives in order to maximise result 	<ul style="list-style-type: none"> - Phase I Synthesis of existing information on selected products in three states using common framework of analysis. (Gap analysis in information and knowledge on procurement and trade) - Case documentation of governance mechanisms of selected enterprises - National Consultation for policy dialogue - Linking and networking with other similar 	<ul style="list-style-type: none"> Policy makers, Political leaders, Local institutions (Village Councils, District Bodies) Line Departments (Forest, Finance, Cooperative, Excise, Panchayatraj, Rural Development Forestry Research and Training Institutions, Traders and their Associations, Processing Industries, State Forest Produce Marketing Corporations/Federations, Forestry Support NGOs, 	<ul style="list-style-type: none"> - Focused and draws from existing documentations. (Detailed database prepared on selected NTFPs for ready reference and policy debates,) - Factual and analytical, (Enhanced understanding on governance of enterprises and bargaining) - Bringing stakeholders together in one platform, cost effective and faster reach - Larger reach 	<ul style="list-style-type: none"> - Availability and access to information, - Dependence on attendance of participants - Abundance of information, Reaching key players 	<ul style="list-style-type: none"> - Synthesis report produced and discussed - Policy brief on the selected NTFPs prepared and circulated - IEC documents prepared and disseminated - National Consultation organized - Framework for Minimum Support Price developed 	<ul style="list-style-type: none"> - Enabling environment created for enterprise development that ensures local control of resources and decision making

<p>inadequate financial allocation for sustainability of NTFP resource) Specific problems of NTFP Based Community Entreprises</p> <p>- (Absence of enabling environment including legal framework, Benefit sharing mechanism not in place both within and outside, governance, capacity to add value and trade, lack of market intelligence, limited knowledge on sustainable harvesting and quality control, infrastructure and finance)</p>	<p>- Providing multistakeholders' platform for conflict resolution. Public private partnership concept to enable open economic policies</p>	<p>initiatives and players</p> <p>- Policy briefs and updates, Publications in local language</p> <p>- Regular consultation with stakeholders</p>	<p>Legal experts, Fair Trade Organisations Community Entreprises (Cooperatives, Federations etc)</p>	<p>- Enhancing experience, cost effective</p> <p>- Rapport building.</p>			
---	---	---	--	--	--	--	--

Panel/plenary feedback on India work plan ideas

Effectiveness: the work plan includes a great level of detail but how involved are the Group members in the activities? Where do they appear in the stakeholders groups listed? Has replication of activities between states been discussed? Is there a mechanism for influence extending to the central level then reaching out to other states?

Detail: there is much detail on 'what', but the team needs to work on the 'how'. The broad range of stakeholders presents good potential for creating critical mass, in a way that doesn't cost too much. There appears to be a lack of provision for monitoring: how can the Group involve community enterprises in monitor whether and how things change?

Feasibility: the work plan presentation is good, and clear. However the main concern is *how* the work is going to be done. The work plan doesn't address the question of resources, and the planned meetings will cost a lot.

General comments:

- The Group explained that their approach to FGLG is from a programmatic perspective, which goes beyond the limits of the FGLG project. Group members are contributing from their other work, where it is relevant to FGLG.
- Asked what, if any, new tools and tactics have been added to the original work plan, the team acknowledged that this is a weakness. However they plan to broaden the membership to include legal experts, etc.
- It was suggested that methods for reaching policymakers need to be better targeted, around specific opportunities, events and people, rather than just producing a policy brief. However the Group responded that the Forest Department is involved in the Group, and the Group members regularly consult with policymakers. It was thought that if contact is (only) event-based, people will soon forget that contact once the event is over. There is a need to be strategic in approach. For example, RCDC (one group member is from RCDC) did some work recently on the effectiveness of forest management, and produced a book presenting the views of junior Forest Department officials. This did not reflect the senior FD line at all – the book was given to senior FD officials and did create impact.

Indonesia

[CD-ROM link to FGLG-Indonesia poster summary of group's work](#)

[CD-ROM link to FGLG-Indonesia powerpoint presentation on making the law work better for social justice in forestry](#)

Key issues raised following Indonesia presentations

- *Multi-stakeholder involvement:* The FGLG team proposes to enlarge the group beyond Ministry of Forestry officials to private sector, civil society etc also. Invitations have already been extended to some people from these sectors.
- *Sustainability:* It is difficult to fund FGLG activities. Initial support came from DFID through the Multi-stakeholder Forestry Programme and now IIED is now providing funds. GTZ and the Ministry of Forestry is also a potential source of funds. If existing members become future decision makers they should be able to help out in the future.
- *Evidence of changes:* The group has a process to revise government regulation related to forest management. FGLG members are involved in the process. Proposals are poor and the focus is on good governance and decentralisation of forestry sector.

- *Drivers of change:* The role of the FGLG team is as a driver of change. This will help ensure the sustainability of the group. The group would also like to create standard mechanisms to facilitate local and regional efforts.

Ideas for enriching Indonesia work plan

Assumed problem	Comparative advantage	Methods	Who	Strengths	Limitations
Lack of policy maker capacity	<ul style="list-style-type: none"> - Potential leaders - Drivers of change - Networking 	<ul style="list-style-type: none"> - Develop themes for forest governance - Conduct learning events - Implement change in the workplace - Share learning among colleagues - In cooperation with work plan - Write a practical briefing - Review experience - Revisit workplan - Revisit chosen indicators of change 	<ul style="list-style-type: none"> - FGLG members - Other stakeholders interested in forest governance 	<ul style="list-style-type: none"> - Change of potential leader mindset in forest governance - Leadership 	<ul style="list-style-type: none"> - Voluntary based - Lack of support from policy makers - Difficult to change bureaucracy values

Specific objectives:

- Engage and spread learning about workable approaches to good forest governance
- Make measurable progress in improving practice within government and in relationship among other actors (other government departments, NGOs etc)
- Build long-term capacity of leaders to tackle rapid change, complexity and uncertainties in the forestry sector
- Provide materials, tools and guidance on implementing good forest governance

Panel/plenary feedback on Indonesia work plan ideas

Effectiveness

- 'Lack' is a difficult word to use. Should use 'weak' instead (on account of FLEG process).
- Lack of policy support is mentioned but also the fact that there are no policy makers – is this a contradiction?

Detail

- One problem has been identified (to build capacity) but can FGLG meet this as an informal group?

Feasibility

- This is a set of ambitious objectives – especially if networks are not strong (?)

Comments

- Where is the capacity to influence?
- What is the content of the learning? The group needs to elaborate on this.

Malawi

[CD-ROM link to FGLG-Malawi poster summary of group's work](#)

[CD-ROM link to FGLG-Malawi powerpoint presentation on making the law work better for social justice in forestry](#)

Key issues raised following Malawi presentations

- In FGLG-Malawi, members come from land, economic justice and environment groupings. The Minister of Local Government, the forestry department and several other government institutions and academics are also involved. Local people are represented by chiefs.
- The convenor is the Assistant Director of Forestry (Forestry Department) – whether this is a useful/appropriate pairing for the group and the convenor is being reviewed at present.
- Funding has been received from the EU, DFID, USAID, COMPASS and IIED to support activities. Funding from IIED is used as seed funds to mobilise arrangements with EU, DFID and other bigger sources.

Ideas for enriching Malawi work plan

Assumed problem	FGLG Malawi Comparative advantages	Methods and how to use them	Who will be involved	Expected Impacts IM=Immediate LT=Long-term	Limitations
No data to guide decision making and policy formulation on charcoal	Expertise within FGLG Co-funding (from USAID and EC)	Gathering evidence on charcoal-survey	Training Support Programme, University of Malawi, COMPASS, FD, FGLG, CDM, IFMSLP	Right Decisions and policies on charcoal-IM	NONE
	FGLG has already been asked to provide evidence to the PCANR	Build links with the Parliamentary Committee on Agriculture	Training Support Programme, FGLG, CDM	Profile of FGLG improved-IM	NONE
		Advocacy meeting with PCANR and the National Environmental	Training Support Programme, FGLG, CDM	Right Decisions and policies on charcoal-IM and LT	NONE
		Produce and spread policy brief	Mzuzu University, TSP, CDM, IIED	Stakeholders knowledge on charcoal improved-IM and LT	NONE
Inadequate information flows to districts where action is	Information and contacts available through members of FGLG in the FD	Produce the District Post	CDM, FGLG, District Forestry Offices	Decentralised institutions are aware of current developments in the forestry sector-IM and LT	In the long-term, funding may be difficult to source
Lack of transparency	FGLG Members have already identified this as a	Feasibility Study on IFM in	FGLG, IFMSLP, Department of	Decision on whether FGLG should invest-	The FD may resist participating in the IFM

and accountability in forest transactions	priority	Malawi	Forestry, IIED, Global Witness	IM	
Forest enterprise not seen as an option for rural communities	Independence/expertise FGLG Members have	Develop strategy for SME Promotion	FGLG, IIED, COMPASS, IFMSLP	SMEs (Forestry) being promoted-LT	No limitation foreseen
	FGLG members have substantial internal SME capacity	Gathering evidence on SMEs-survey	FGLG, IIED, COMPASS, IFMSLP	Role of SME (Forestry) recognized as a key livelihood source-LT	No limitation foreseen
Lack of FGLG members knowledge about approaches in neighbouring countries	Existing relationship through Learning Events	Linking up with FGLGs in the region	FGLGs Malawi, Mozambique and South Africa	Knowledge gained used to galvanise FGLG-Malawi	Funding may not be available
Weak linkages with existing networks (CISANET, MEJN, FOSANE, LANDNET)	Well connected FGLG Members	Use existing networks like MEJN, CISANET	FGLG	Knowledge gained used to galvanise FGLG-Malawi	No limitation foreseen
Scepticism by Gov that decentralize systems can work at community level	Ongoing process Existing power tool and standards	Case Studies showing that existing traditional systems work	FGLG, District Assemblies, District Forestry Officers and other Civil Society Organisations	FD accelerates decentralisation to District Assemblies	Longterm funding may not be ascertained
FGLG not as	FGLG members know the	Meeting to	FGLG, IIED	Members are satisfied	No problem foreseen

vibrant as members would like it to be	problem	discuss convenorship and FGLG Fulltime Coordinator		with the FGLG institutional set-up and operations	
FGLG not able to track impacts of its governance activities	FGLG has members that can report various impacts in their sectors	Develop governance tracking "Gossip diaries", memory lanes, documenting key decisions in the sector by date	FGLG, Spies	FGLG members use diaries as evidence in advocacy work.	No problem foreseen

Panel/plenary feedback on Malawi work plan ideas

Effectiveness

- The work plan looks good for public policy needs.

Detail

- There are many problems listed to be solved – these could be prioritised or merged.

Feasibility

- It is difficult to understand the process flow.
- A logical framework method would be helpful.
- The work plan may be too optimistic.

Comments

- This is a very ambitious work plan.
- If the government is sceptical, a case study may not be the right/only method.

Mozambique

[CD-ROM link to FGLG- Mozambique poster summary of group's work](#)

[CD-ROM link to Mozambique FGLG powerpoint presentation on making the law work better for social justice in forestry](#)

Key issues raised following Mozambique presentations

- The Mozambique Group was asked how it balances, integrates and synthesises varied interests in forestry, especially when forest policy making is in a formative and evolving phase? The private sector is well organised but local communities less so. International and national NGOs are very active but are not well coordinated.
- Asked to clarify how local communities are benefiting from the forests, the Group responded that communities get firewood, charcoal etc, and also sell these products. 80% of the country uses firewood and charcoal. This is shown as 3% of the formal economy, but there is much more informal use which is not included in the national accounts.

Other issues raised were:

- Creating a database seems to be a sustainable activity but how will this be managed after the current phase of this programme? Who will host and manage the database?
- What role does 'industry' play in forest-based resource management and policy formulation? Are they involved in the FGLG effort?
- Could you use the FGLG to attract additional finance to finalise successfully the various studies/ analyses (which are apparently done by consultants but often with inadequate funding).

Ideas for enriching Mozambique work plan

The challenges of FGLG-Mozambique are as follows:

- **Forest policy and legislation** – The legal forest framework is new and still not complete: there are provisions in the law that the implementing mechanisms need to be approved and tested for their practicability.

- **Illegal and corrupt forestry** – There is a consensus that the simple license is an unsustainable way to forests use in Mozambique. Contrary to what is stated in the forest policy the number of simple license is not decreasing, companies are reluctant to embark on concession. Licensing and concession allocation procedures are complex, expensive, time consuming and prone to illegalities.
- **Community rights** – The main communities rights and benefits stated in the forest law are far to be reality. The access to forest resource is limited to self-consumption goods, commercialisation of forest products for subsistence not allowed. Communities are not organized to exercise and take full advantage of the rights established in the forest law.

Assumed problem	Comparative advantage of FGLG-Mozambique	Methods and Steps		Who To be involved	Strengths	Limitations
		Steps	Methods			
Provisions in the law without implementation mechanisms <ul style="list-style-type: none"> ▪ 40% returning (incentive) of fees to industry ▪ 50% of fines to people who participated in law enforcement ▪ Guidelines for consultation with communities (concessions and simple licence) 	High level of expertise	1. Assessment of progress	Step 1 Rapid Survey and consultations with DNTF	Forest leadership (DNTF)	Methods proposed are known and cheap	1-6 Time availability of FGLG members
	Working expertise on issues	2. Discussion and analysis	Step 2 FGLG internal meetings and discussions	Tourism (DNCA)	Methods proposed are known and cheap	1,3,4,5 e 6: Time availability of DNTF leadership
	Strong expertise on issues	3. Establishment of taskforces to draft implementation mechanisms + pilot studies	Step 3 Part of the work will be done by: FGLG members, contracted consultancy co-financed with other projects, DNTF staff	FGLG members (IUCN, WWF, ORAM, CTA, UEM, GTA, Terra Firma, Rural Consult)	Broad involvements of best expertise and key stakeholders	Hiring external experts costly and the financing is not secured (Co-financing with other projects is an option to overcome this problem)
	Good relationship with forest sector leadership	4. Consultations with forest leadership and other key stakeholders	Step 4 meetings, e-mail, networking, website	Selected provinces (Nampula, Cabo Delgado, Zambézia, Sofala)	Methods proposed are known and cheap	1-6: DNTF staff mainly junior so without experience to contribute for legal implementation to legal and implementation methods
	Mutual trust- free and open discussion	5. Organize forest forum meetings		Consultants		
		6. Revision an submission for approval		Environment (MICOA)		
				Forest Forum		
				Community- based natural resource Forum		

			Step 5 Forum meetings		Broad involvement of best expertise and key stakeholders	6 delays in approving ministerial diplomas, etc, etc by the ministry
			Step 6 Publications, policy briefings, news notes		Methods proposed are known and cheap and power to give pressure for decision making and action	
			Step 7 formal submissions, Publicity (TV, media, radio...)		FGLG members have committed themselves to dedicate time and effort	

Panel/plenary feedback on Mozambique work plan ideas

Effectiveness

- The work plan builds on existing processes in Mozambique – is there really a comparative advantage for FGLG?
- The group needs to consider the timeframe.

Detail

- Enough detail has been provided.

Feasibility

- This seems to be a very practical and achievable work plan.
- Early engagement with the government is necessary.

Uganda

[CD-ROM link to FGLG-Uganda poster summary of group's work](#)

[CD-ROM link to Uganda FGLG powerpoint presentation on making the law work better for social justice in forestry](#)

Key issues raised following Uganda presentations

- The group is very keen to get international bodies to support the ongoing fight against the government's degazettement of forest reserve and would like to take up any contacts that people can provide. Sonja Vermeulen is happy to put the group in touch with the Round Table on Sustainable Palm Oil. The planned degazettement for sugar cane/palm oil plantations has already led to the resignation of the National Forest Authority's board (and the installation of a political board). Senior management have also resigned over this issue.
- Stephen Khauka was the first convenor of FGLG whilst at NFA. He felt he was not doing the group justice in this position and needed to be more independent so he stepped down. ACODE now provides FGLG secretariat under the umbrella of the forestry working group.
- There has been some new advocacy work with NEMA re: ecosystem payments and some developments where carbon trading issues have been introduced. NFA is doing a WB/NEMA sponsored carbon trading project.
- The level of professionalism of FGLG members means they can challenge and confront their co-members (some of whom are employed in the forest authorities) on facts and still get along.

Ideas for enriching Uganda work plan

Activities	Comparative Advantage	Steps / Methods	Who is involved?	Time frame	Strength of Step / Method	Weakness of Step / Method
1. Engage in PEAP/ENR-SWG-SIP/MTEF policy processes Activity 1.1.1 – 1.1.2	Formal and informal access as well bringing multi-sectoral perspective	Prepare / distribute policy brief on forest sector	ACODE, NFA, FID	Dec 06 – Jan 07	Wide reach to targeted audiences	May not be read
		Finalise Sector Investment Plan	ACODE, NFA, FID	Dec 06 - Feb 07	Official policy development / prioritisation of forestry	Government ownership may not be real
		Participate in MTEF budget process	FID, ACODE	Dec 06 – June 07	Official and binding government budget meetings	Weakness of public expenditure allocation
		Present at local government budget framework meeting (regional)	FID + others	Dec 06 – June 07	Influencing top district decision-makers to argue for DFS establishment / financing	Time required, costly endeavour
2. Develop and implement a communication campaign to curb illegalities (e.g., Mabira & Bugala	Openness, not constricted by government bureaucracy	Engage media networks - Nile Basin, Lake Victoria, Africa Network of Environmental Journalists	ACODE, NFA, FID, media networks, donors	Dec 06 – Dec 07	Bringing hot political forestry issues into the public domain	Lack of understanding, risk of not getting message into the mainstream because forest issues not always published

Activities	Comparative Advantage	Steps / Methods	Who is involved?	Time frame	Strength of Step / Method	Weakness of Step / Method
Mabira & Bugala degazettments, evictions, encroachments) Activity 1.4.1		Engage international partners in campaign - International Roundtable on Palm Oil and WWF/IUCN	ACODE, NFA, FID, IRPO Secretariat, www.rspo.org WWF/IUCN	Dec 06 – Dec 07	Bringing international credibility on sustainable oil production (principles & criteria)	Very informal and voluntary industry led process
		Popularise the case ruling on Butamiri Forest Reserve	ACODE, NFA, FID, Parliamentarians, media networks	Dec 06 – Dec 07	Creating awareness on established legal precedent	Political will to enforce it and civil action to put pressure
		Engage Parliament (e.g., Natural Resource Committee) on various forestry aspect issues	ACODE, NFA, FID, Parliamentarians, media networks	Dec 06 – Dec 07	Raising profile amongst law makers with power to veto government	Very selective in presenting Parliamentary motions
3. Create awareness and promote “Improving Justice Tool-kit Activity 2.1.1	Originators of the tool-kit	Disseminate tool-kit to law enforcement institutions through workshop for a (community group, policy dialogue)	NFA (LEU), NEMA, Police, JLOS SWG	Dec 06 – Dec 07	Using ongoing cross-sectoral initiatives to raise profile	Target audience may only be elites
4. Engage with the private sector on practical legal compliance	Keen interest, right mix of players and strong linkages through	Host a feasibility study for establishing Independent Forest Monitoring	FID, NFA, ACODE	Jan – Feb 07	Drawing on proven experience through Global Witness	Uncertainty of finance for implementation phase (if it is proposed)

Activities	Comparative Advantage	Steps / Methods	Who is involved?	Time frame	Strength of Step / Method	Weakness of Step / Method
Activity 3.1.1	international FLGG partners					
5. Provide advisory support to 3 community groups Activity 4.2.1	Strong capacity and proven experience in this area	Engage with UFWG members (national and community)	ACODE, others	Dec 06 – Dec 07	Using national civil society platform along with local level investigations	Access through national NGOs (not field base), uncertain on follow-up in the field
6. Organise National Consultative Forum Activity 4.3.1	Strong capacity and proven experience to coordinate it	Identify and convene participating stakeholders groups in national forum	NFP actors	Nov 07	Wide reach and open debate	Costly (must find co-financer)

Note 1: Activity 3.3.1 has been removed from the work plan.

Note 2: Need to recruit new MoF member, possible inclusion of New Vision

Panel/plenary feedback on Uganda work plan ideas

Effectiveness: The presentation was great. There are two comments regarding effectiveness: it was mentioned that some documents may not be read, so the Group should take into account the measures needed to maximise the possibility of them being read. Secondly there is a need to aim for a certain objective, yet a central theme seems to be lacking, so how can we measure effectiveness?

Feasibility: The policy brief is good, and the media focus is useful, but what more is needed to get the media to look at forestry issues? The obsession of the media is sensationalism, yet forestry issues are usually not sensational. The Group responded that they have already gained journalists' interest on a number of occasions. They have also been able to influence the editorial policies of many media organisations such that there is increasing focus on the environment. They have also mentored a number of journalists to take on environmental reporting.

Detail: Neither the problem nor the theme were clearly stated. Outcome and impact also need to be specified. How can the Group ensure community involvement in the policy process? There may be a need for strong political support to address issues of illegality. The work plan seems very ambitious for the funds available – are there too many activities? The Group responded that some activities might not need so many resources. As regards community participation: FGLG is an arm of a larger grouping of forestry sector practitioners, part of the Uganda Forestry Working Group. The FGLG 'arm' focuses on advocacy and learning on governance issues. The Group has had to shift attention towards activities which will exert pressure on the government on certain issues.

General comments:

- There are many activities but when combined, what are they intended to achieve? What is the central theme? (the Group responded that this was yet to be decided)
- The existing work plan has been enriched. However the plan of activities looks really ambitious: the Group now needs to see where it can become more tactical, and what can be pruned and made more realistic. It's not clear why the additional SME studies are needed; what happened to the idea of following up on the recommendations of existing studies, rather than doing more analysis? The Group responded that there is little knowledge of what is taking place where, and who is doing what in SMEs. There are some studies in existence but these need to be reviewed.
- The work plan mentions a toolkit, which was not well used and which needs revising. Why was it not better used? The Group responded that the problem was in the dissemination of the toolkit, rather than lack of acceptance. Possibly there is just a need for more publicity. The Group does not want to reinvent it, rather use it better, so as to be able to see the results of the toolkit.

Niger

[CD-ROM link to FGLG-Niger poster summary of group's work](#)

[CD-ROM link to FGLG-Niger powerpoint presentation on making the law work better for social justice in forestry](#)

Ideas for enriching Niger work plan

(to be discussed with team)

Themes	Challenge/ Problem	Comparative advantage of GAGRF	Methods/"Tools"	Who involved?	Strengths of methods/ Expected outcomes	Limitations of methods
Low, poor quality of participation by civil society (including NGOs) in policy making processes	Institutional weakness in the government's official policymaking process with respect to participation by citizens, monitoring, accountability.	Team composed of representatives from key government institutions (Rural Code, Ministry Water & Environment, Decentralisation), Civil Society (Plateforme Paysanne, NRM-Decentralisation Network, NGOs), Judiciary (a magistrate) and Private Sector (President of national transport union). Thus well-placed to have access to "inside information", and analyse and debate issue from different stakeholders' perspective.	<p>Action 1: Inform and influence key NRM policy makers</p> <ol style="list-style-type: none"> Two studies (carried out) to identify structural weaknesses: <ul style="list-style-type: none"> - <i>Analysis of policy framework regulating NRM.</i> - <i>Analysis of existing Guide to Legislative Procedures.</i> Production of thematic briefs on these two topics. Wide strategic distribution of policy briefs. Develop a strategic list. Organisation of a Thematic Briefing Day for the Rural Development Commission of the National Assembly on the following topics: <ul style="list-style-type: none"> - <i>Improving legislative procedures;</i> and - <i>Lessons from an experience in the co-management of common-property silvo-pastoral resources.</i> Pursue information strategy with RDC/NA. Consider the creation of a Forestry/Natural Resources network within NA. <p>Action 2: Monitor and participate in two key policy processes to understand process (i.e. case study) and seek to influence them.</p> <ol style="list-style-type: none"> National Forestry Plan: <ul style="list-style-type: none"> - Get copies of regional study reports - Critical reading of reports - Briefing of GAGRF by the national advisor to the Minister - Prepare and submit written comments on proposed NFP at the national workshop Rural Development Strategy: 	<p><u>Action 1</u></p> <ol style="list-style-type: none"> GAGRF members. GAGRF with support from in-country communication specialists and/or IIED GAGRF using their own networks and mailing list of NRM/D network. GAGRF with RDC/NA and media. GAGRF with RDC/NA. GAGRF with RDC/NA. <p><u>Action 2</u></p> <ol style="list-style-type: none"> GAGRF 	<p><u>Action 1</u></p> <ul style="list-style-type: none"> - Cost-effective – studies done by GAGRF, briefing notes relatively cheap. - Evidence based. - Wide potential impact on raising knowledge as briefs can be widely disseminated. - Strategic due to links with NA with potential for wider impact on other policymaking & legislative procedures. • Capacity building of MPs. 	<p><u>Action 1</u></p> <ul style="list-style-type: none"> - Longer-term outcomes dependent on broader NA. <p><u>Action 2</u></p> <ul style="list-style-type: none"> - Difficult to access regional reports. - Little critical mass.

		<p>perspective.</p> <p>Team has "in-house" skills for the analysis and some regional "out-reach".</p>	<ul style="list-style-type: none"> - Invite the Executive Secretary of RDS to a GAGRF meeting to explain process. - Get GAGRF on the official partners' list of RDS - Brief GAGRF members of evolution of process - Organise an information day on RDS process in the region of Zinder. <ol style="list-style-type: none"> 3. Design and implement monitoring system to track process, identify areas of opportunity/limits of participatory policymaking processes. 4. Document and disseminate lessons. 	<p>members and key government institutions.</p> <ol style="list-style-type: none"> 2. GAGRF members, key government institutions & NGOs. 	<p><u>Action 2</u></p> <ul style="list-style-type: none"> • Cost-effective. • Evidence based. • Wider links to local people at regional level. 	
--	--	---	---	---	---	--

Themes	Challenge/ Problem	Comparative advantage of GAGRF	Methods/“Tools”	Who involved?	Strengths of methods/ Expected outcomes	Limitation of methods
Corruption in the forestry sector	Non-compliance with existing laws	The composition of the GAGRF team give good access to unofficial knowledge and have potential to influence (2 members of GAGRF hold senior posts within Department of Forestry within the Ministry of Water & Environment; 1 member a former government forester, 1 member in Decentralisation). Also GAGRF has access to local case study information through their work in the Zinder region.	<p><u>Action 1:</u> Promotion of informed debate concerning corruption and illegal practices in forestry:</p> <ol style="list-style-type: none"> 3. Production of a Thematic Note on Corruption and illegal practices. 4. Strategic distribution of Note. 5. Organisation of Regional Workshops with the groups concerned. Consider use of participatory policy debating tools – e.g. “fish bowl” technique. 6. Capitalise workshop results and widely share. 7. Design a monitoring system with authorities to track corruption – e.g. inspiration from the tool “Independent Forest Monitoring”. <p><u>Action 2:</u> Promotion of informed debate on the Forest Law:</p> <ol style="list-style-type: none"> 8. Facilitation of thematic debate within GAGRF to identify key issues and methods to use to promote wider debate. 9. Facilitation of thematic debate with wider group of institutions/organizations interested. 10. Document and strategic dissemination results of debate to key actors. <p><u>Action 3:</u> Promotion of informed debate on the Transfer of Rights/Responsibilities in NRM to local government</p> <ol style="list-style-type: none"> 11. Production of a thematic Note on the essential issues/questions (then elaborate further on them...). 12. Facilitation of thematic debate with wider group of institutions/organizations interested. 13. Document and disseminate results of debate to key actors. 	<p><u>Action 1</u></p> <ol style="list-style-type: none"> 14. GAGRF 15. GAGRF and NRM/D network 16. GAGRF and key actors at regional level (ANEB, Brigade, DRE, MRs, Local Govt.etc.) 17. GAGRF 18. GAGRF with relevant authorities. <p><u>Action 2</u></p> <ol style="list-style-type: none"> 19. GAGRF 20. GAGRF and ??? 21. GAGRF and NRM/D network. <p><u>Action 3</u></p> <ol style="list-style-type: none"> 22. GAGRF 23. GAGRF and ??? 24. GAGRF and NRM/D network. 	<p><u>Actions 1 to 3</u></p> <ul style="list-style-type: none"> - Cost-effective - Good use of GAGRF member’ own projects & links. - Explicit links with authorities for ensuring compliance. - Potential to institutionalise findings (i.e. M&E system). 	<p><u>Actions 1 to 3</u></p> <ul style="list-style-type: none"> - Dissemination dependent on NRM/D network which experiencing difficulties.

Themes	Challenge/ Problem	Comparative advantage of GAGRF	Methods/"Tools"	Who involved?	Strengths of methods/ Expected outcomes	Limitation of methods
Greater local control over the management and use of natural resources	Contradictory legislation and the non-transfer of authority from central government to local governments for NRM.	<p>Team composed of representatives from key government institutions (Rural Code, Ministry Water & Environment, Decentralisation), Civil Society (Plateforme Paysanne, NRM-Decentralisation Network, NGOs), Judiciary (a magistrate) and Private Sector (President of national transport union). Thus well-placed to have access to "inside information", and analyse and debate issue from different stakeholders' perspective.</p> <p>Team has "in-</p>	<p><u>Action 1:</u> Critical reading and cross referencing of NRM laws (Forest Law, Decentralisation, Rural Code, Pastoral Code):</p> <ol style="list-style-type: none"> 1. Critical reading of laws. 2. Enriching of analysis with other actors in the field through workshops organised by the organisations of the GAGRF members. 3. Documentation and strategic dissemination. <p><u>Action 2:</u> Describe the situation concerning Local Conventions in Niger:</p> <ol style="list-style-type: none"> 1. Harmonise understanding of concept and vocabulary within GAGRF. 2. Development of Strategy. 3. Information, orientation and collaboration with regional focal points of National NRM-Decentralisation Network: TOR Study. 4. Organise Study. 5. Document and strategic dissemination of findings. <p><u>Action 3:</u> Monitor the evolution of the process of Rights and Responsibilities Transfer from the State to the Decentralised County councils:</p> <ol style="list-style-type: none"> 1. Production of a Thematic Note to kick start debate on the Transfer R&R for discussion within GAGRF. 2. Organisation of a thematic workshop on the subject with a wide participation of stakeholders. 3. Document and strategically disseminate workshop results. 4. Contribute to informed debate on the subject in Zinder/the regions (participation/facilitation) through the CCDHI; 5. Monitor the evolution of the process towards the creation of a 'Decentralisation Observatory'. <p><u>Action 4:</u> Cataloguing Analytical Tools</p> <ol style="list-style-type: none"> 1. Identify, document (as necessary) and store in an accessible manner training tools in techniques of facilitation. <p><u>Action 5:</u> Support to the emergence of a 'Space' for exchange and action between Foresters and Decentralised County Councils</p> <ol style="list-style-type: none"> 1. Strategic Reflection among GAGRF members. 2. Develop TOR for an initial workshop. 3. Organise the 1st Workshop in Zinder. 	<p><u>Action 1</u></p> <ol style="list-style-type: none"> 1. GAGRF 2. GAGRF with other actors. 3. GAGRF and NRM/D network <p><u>Action 2</u></p> <ol style="list-style-type: none"> 1. GAGRF 2. GAGRF 3. GAGRF and members of NRM/D network. 4. GAGRF with NRM/D network. 5. GAGRF with NRM/D network. <p><u>Action 3</u></p> <ol style="list-style-type: none"> 1. GAGRF 2. GAGRF & other actors. 3. GAGRF & NRM/D network. 4. GAGRF, CCDHI and local actors. 5. GAGRF, NRM/D network. <p><u>Action 4</u></p> <ol style="list-style-type: none"> 1. GAGRF <p><u>Action 5</u></p> <ol style="list-style-type: none"> 1. GAGRF 	<p><u>Action 1 to 5</u></p> <ul style="list-style-type: none"> - Cost-effective - Good use of GAGRF member' own projects & links. - Explicit links with authorities for ensuring compliance. - Institutionalisation 	<p><u>Action 1 to 5</u></p> <ul style="list-style-type: none"> - Dissemination dependent on NRM/D network which experiencing difficulties

		house” skills for the analysis and some regional “out-reach”.	4. Document and strategic dissemination of workshop results to inform subsequent workshops.	2.GAGRF 3. GAGRF with local actors. 4.GAGRF and NRM/D network.		
--	--	---	---	--	--	--

Panel/plenary feedback on Niger work plan ideas

Effectiveness: the work plan is good and fits together well. However it will take huge resources, money, time, and organisation.

Feasibility: the work plan seems big and ambitious: there is much to do. There is almost a need for a separate group to handle the policy process issue. On the issue of corruption, it is known that the fuel market is very sensitive in Niger: what impact will the work have?

Detail: the work plan is very good and detailed. How will the Group take the studies to the policymakers, will policy briefs be enough? As regards issues of corruption, it was suggested that other actors like the judiciary be involved. The debates need to be planned strategically: who will be involved and what will they discuss? It was explained that the Group already includes a magistrate or judge, acting in their personal capacity, to help the Group understand legislation.

General comments:

- What is the FGLG mechanism? Is the Group geared to the uplift of local communities?
- How is policy making synthesising varied interests – civil society/ private sector/ government?
- Does the Group have tentative solution(s) for the dilemma of linking the informality of FGLG and the formal decision making structure?
- How does the 'informal structure' of FGLG give 'mileage' in achieving the objectives – any examples? The Group has done a series of studies on corruption, national planning, policy making processes, etc – and they will hold meetings to try and build critical mass around these issues.
- How are the FGLG members using the knowledge generated for impact? What is FGLG's position on their potential impact?
- What is the proportion of new work in this work plan? The final sections are new. FGLG can be a catalyst but it will only make an impact if it documents and disseminates information it more broadly – so this has been added, plus more rigorous monitoring in certain key areas, also some ideas for new tools. It was suggested that it would be useful to see the table in the form of a diagram, to see how the three themes link to one big target.
- In action 2, the National Forestry Plan was mentioned. In India this process took 6 years to reach consensus. What is the methodology in Niger? The Group wants to document the process of designing the policy, which is supposed to be participatory. In doing so, the Group can also attempt to influence the policy at the same time, by being part of the process as well as documenting it. The timescale for this process is unknown.

South Africa

[CD-ROM link to FGLG-South Africa poster summary of group's work](#)

[CD-ROM link to South Africa FGLG powerpoint presentation on making the law work better for social justice in forestry](#)

Key issues raised following South Africa presentations

- The Group was asked whether it is addressing markets? It is, partially, in that the strategy will look at a broad set of SMEs, and their whole value chain, which will show the potential markets. Another process is looking at the economic restructuring of the sector, including market instruments for SMEs.
- Asked how the government can be involved in the process of strategy development, the Group responded that it includes national to local level government representatives, so they are the direct link to government.
- There are two levels of activity in the Group – strategic and practical implementation. The Group is informal. It has analysed strategic documents by DWAF, such as those addressing policy and strategy support for SMEs. The Group worked with DWAF to try to fast track some aspects.
- There are opportunities for links with the India FGLG.

Ideas for enriching South Africa work plan

IDENTIFIED OUTPUTS	COMPARATIVE ADVANTAGE	METHODS AND TOOLS	WHO'S INVOLVED	STRENGTHS	LIMITATIONS
Development of SFESS	<ul style="list-style-type: none"> -Sector & knowledge base group -Independent, flexible, and informal, yet formal. -Network -Ability to leverage resources. -Integration and Alignment. 	<p>Development of an institutional arrangement.</p> <p>Stakeholder mobilisation and workshops.</p> <p>Core and call in, working groups, sectors key informants, stakeholder events.</p> <p>Appraisals, assessments and analysis, interactions in the form of workshops, meetings, presentations, electronic media.</p>	FGLG, Industry across value chain, government departments related to the sector, political heads, international stakeholders.	<p>Structured commitment and shared vision.</p> <p>Leverages of resources in terms of time, financial and other.</p> <p>Constructive criticism.</p> <p>Integration and alignment.</p> <p>Real stakeholder participation.</p>	Time Resources.
Consolidation of inputs		Appraisals, assessments and analysis, interactions in the form of workshops, meetings, presentations, electronic media	FGLG, government	<p>Integration and alignment.</p> <p>Real stakeholder participation.</p> <p>Buy-in at municipal level</p>	Political agenda

Hosting of SFE event		Workshops, information packs, presentations.	FGLG, Industry across value chain, government departments related to the sector, political heads.	Dissemination of information to a larger audience. Buy-in from stakeholders. Strengthens commitment and accountability.	Resources
Pilot Implementation		Setting of institutional structure. Mobilisation of key stakeholders. Identification of project and sourcing of funds to implement. Monitoring and evaluation of SFESS. Workshops, meetings, presentations. Packaging of businesses.	FGLG, Industry across value chain, government departments related to the sector, political heads.	Structured commitment and shared vision. Leverages of resources in terms of time, financial and other. Constructive criticism. Integration and alignment. Real stakeholder participation.	Resources. Political agenda.

Panel/plenary feedback on South Africa work plan ideas

Effectiveness

- This is a very ambitious plan and it is not clear who will approve it – government rather than FGLG?

Detail

- The terms used are confusing and some seem to be steps rather than methods. More clarity is needed on this.

Feasibility

- This is very optimistic and could be a bit concerning re: resource and political agenda limitations. If these can be overcome it could be feasible.

Comments

- Please make your progress reports as dynamic as all of you!

Vietnam

[CD-ROM link to FGLG-Vietnam poster summary of group's work](#)

[CD-ROM link to Vietnam FGLG powerpoint presentation on making the law work better for social justice in forestry](#)

Key issues raised following Vietnam presentations

- The group considers it a good idea to publish any written material under another name rather than FGLG so will seek out a provincial or national Vietnamese organisation for this. FGLG (and IIED) will be acknowledged as the supporting body rather than the publishers.
- The group tries to influence change by involving people from different policy and decision making levels – including high rankers, development workers and researchers. This allows different voices to be heard and linkages to be made across levels.
- The group works with communities by trying to understand what local people define as poverty. A national definition of poverty is also used for comparison across sites.
- For its activities around CFM, the group will try and identify existing lessons from local people who have their own mechanisms to benefit distribution from the forest. The group can then examine whether these mechanisms are pro-poor.
- Illegal logging has been a major issue in Vietnam. The government has tried to address it but without success. Rather than sending people in to protect the forests, involving local people in management is likely to be a better solution.

Ideas for enriching Vietnam work plan

Theme: Supporting Poverty Alleviation through Community Forestry

Problems	Relevant comparative advantages of the country team	Method tool box	Who will be involved	Strengths of the methods	Limitation of the methods
There is absence or lack of guidelines on the concrete rights and responsibilities to forest, concrete procedures and regulation on extraction of forest resources	Team members from both national and provincial levels directly involved in development and test of CFM guidelines	Contribute to the development and refinement of CFM guidelines: <ul style="list-style-type: none"> - Collect and synthesize existing experiences in CFM and from literature (experiences from other countries) - Participate and contribute regularly in CFM guideline editorial group meetings 	FGLG team members, local communities and hired consultants/ organisations FGLG team members who involve directly in development and test of CFM guideline	Provide practical experiences in CFM Participatory approach Make use of team strengths	
Local people are unclear about their rights and responsibilities with regard to forest and land	Legal expert in the team Combination of practitioners and legal experts	Help local people to develop their own village regulations on forest management: <ul style="list-style-type: none"> - set up a village based team to facilitate the process 	Villagers, FGLG team member at provincial (and commune) levels, concerned local state officials.	Participatory approach Regulations proposed by local people and suitable with local (cultural, economic) conditions	Risk to be biased by village based team

		<ul style="list-style-type: none"> - village meeting to generate ideas on rights, responsibilities, benefit distribution mechanism, etc. - Prepare written regulations - Village meeting to revise written regulations - Submit regulations to the state for information (check if the regulations are not against laws) <p>Educate people on state laws and policies (see discussion of WG 4 on 29 Nov afternoon).</p>			
<p>Uncertainty about the capability of people living in the remote areas in managing forest resources + Belief that only state organisations can manage forest well</p>	<p>Prior experiences</p>	<p>Compile existing experiences on good forest governance by local people:</p> <ul style="list-style-type: none"> - Conduct CFM forest survey - Document good and bad lessons - Disseminate 	<p>FGLG members in collaboration with concerned state organisations</p>	<p>Provide real lessons on forest management by local people</p>	<p>Potential bias by people in charge of the survey and documentation.</p>

		<p>lessons learnt (via workshop, policy brief, multimedia, etc.) to concerned people</p> <p>Set up a model where villagers can protect local forest:</p> <ul style="list-style-type: none"> - Select site (including site survey) - Discuss with villagers on forest management strategy - Set up forest management plan - Implement forest management plan - Monitor and evaluate the implementation - Document lessons learnt and disseminate 	Villagers, FGLG team members and concerned state organisations	Illustrate the capability of local people in managing forest resources	Time and budget
--	--	---	--	--	-----------------

Panel/plenary feedback on Vietnam work plan ideas

Effectiveness: the work plan sounds very efficient, almost brilliant in its simplicity and use of Group capacities. The one query in terms of effectiveness concerns dealing with local capacity to manage forests. The Group may find the resistance to that is not just lack of information, but also vested interests, so it should include a component to deal with that.

Feasibility: The work plan is clear, composed, logical, and impressive. Time might be a practical constraint? How is FGLG linked into other bigger initiatives?

Detail: The methods are quite broad - what about more specific methods? How long will each method take? Eg. Modification of guidelines could take a long time.

General comments:

- The work plan includes a really good set of actions and is very locally oriented. Success at that level will depend on ability to get lessons into higher-level decision-making. How will the Group bring policy people on board in the work? The Group responded that it already includes policy makers from different levels, both national and provincial. Some of them work on forestry policy and are well-positioned to use recommendations.
- It was explained that draft guidelines have already been developed. The FGLG is contributing to refining them; the guidelines are being tested in 14 sites, which include the areas that FGLG is focusing on.
- The Group includes members who are on the government committee on community forest management. Will this be a weakness in that the government might not like what they are advocating, such that they might be removed from committee, or the committee be perceived to be biased? The Group responded that law-making follows procedures, such that the committee has to ask people about their ideas on certain policies. Collecting project information is just one channel for collecting information for the policy, and it might not be biased.
- The work plan presented is for 2.5 years. As yet there is no co-financing; it is solely funded by FGLG. There is a long list of activities that the Group could do, but some will require co-financing. These will only be included in the work plan as and when further funds are forthcoming.

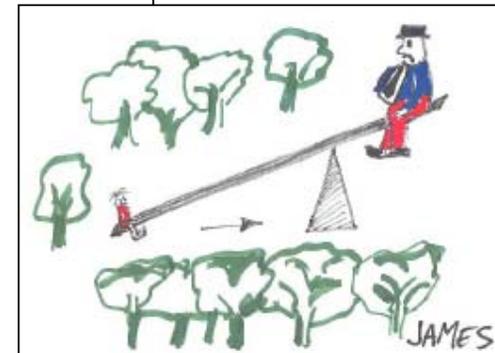
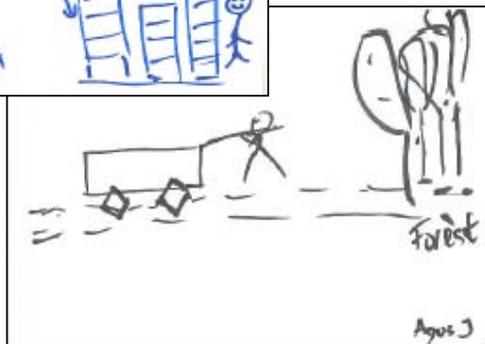
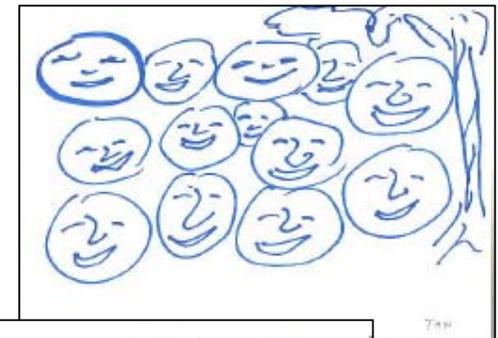
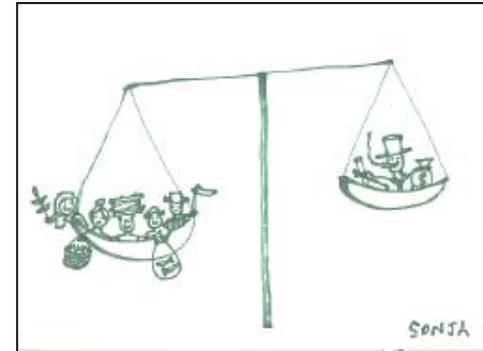
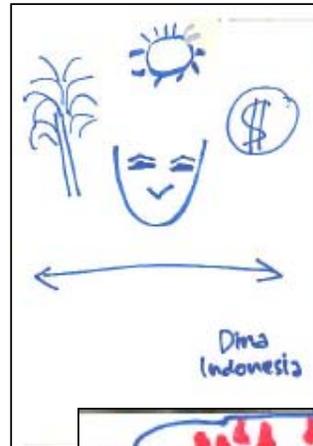
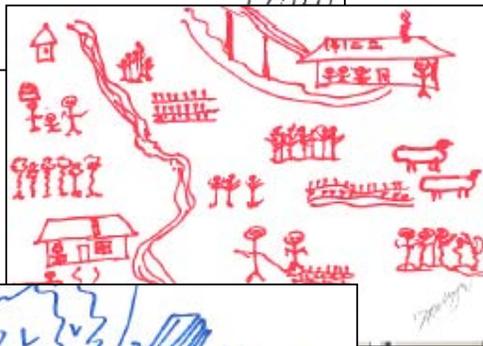
3. SWOT of FGLG-country team work and efforts to make the law work better

SWOT of FGLG-country team work	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Flexibility to make and use political space • Diverse levels and expertise • Confidence and commitment and the beginnings of impact • High level of skills and knowledge among members • Good policy links of members • Strong commitment • Informality of groups allows analysis and open, powerful discussion • Strong multi-stakeholder involvement 	<ul style="list-style-type: none"> • Limited practical experience and impact • Weak linkages and dialogue with stakeholders • Mainstreaming FGLG activities in member core activities • Not enough money • FGLG still invisible • Institutional design of FGLG and mandate • Political interference • Limited resources and time • Informality can limit policy influence (as no mandate formal) • Sustainability of knowledge generation and debate is weak • How to reach out to target direct and indirect target audience
Opportunities	Threats
<ul style="list-style-type: none"> • Shifting whole governance debates • Sharpen focus • Deepen dialogue and networking • Lever new funding • Make stronger links to international/'external' activities • Real empowerment impact • Multi-stakeholder dialogue • Opportunity for learning and influence through national and international links • Improvement in contribution and policy processes • Critical mass creation through effective communication 	<ul style="list-style-type: none"> • Insecure and fragile impacts • All rhetoric, no action • Internal conflicts and confusion • Overriding macro-level processes • Increasing disrespect for the rule of law • Knowledge generated but not used • Excessive influence of corporate sector over government • Political change limits impact • Limited resource and knowledge for large agenda • Lack of ownership in the past project period • Top down process

SWOT of efforts to make the law work better for social justice in forestry	
<p>Strengths</p> <ul style="list-style-type: none"> • Some good laws are in place • Participatory processes (=opportunity?) • Some rights exist e.g. tenure • Recognition of the problems • 'Contracts' exist e.g. CF, private sector obligations • Legal framework for forest management is there • Some laws provide social justice • Simplification of administrative procedures 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Non-enforceable • Limited knowledge and resources • Equivocal and/or contradictory = poorly drafted • Designed to support status quo • Focus on sanctions not incentives • Blunt: doesn't address specific local needs • Some people lack access • Poor communication about what the laws are and how they can support social justice • Conflicting of unclear laws • Implementation of 'good' laws is weak: capacity constraints, complexity/design, conflicts with local rules/norms • Law making/drafting is often hostage to powerful interests e.g. which species can be exported • The monitoring and evaluation processes are still not well designed • Effective participation
<p>Opportunities</p> <ul style="list-style-type: none"> • Private sector involvement • Education communication and awareness • Broader democratic reform e.g. decentralisation • Tools • Judicial activism • Learning from past failures • Legislative reviews • Using a rights perspective • Setting legal precedents • Enabling/strengthening local forest rights and benefit sharing from forests • International market is driver for improving law enforcement • Natural disasters are drivers to reform forestry laws e.g. watershed management • Improving awareness of communication about laws 	<p>Threats</p> <ul style="list-style-type: none"> • Political interference • Lack of political will • Forest/resource depletion • Laws get worse! • Corporate globalisation • Resources for process: time, skills. Money • Weak law enforcement • Poverty and illiteracy • International pressure may be restrictive for forest livelihoods • Legal provisions for social justice (ownership/benefit sharing) exploited by power groups for their private interests • Informal character of our mandate • The use of forest areas for non-forestry uses ins increased > mining • Never ending economic growth and consumption • International laws conflicting with local norms

4. Visioning Exercise – what is my vision of good social justice?

(Some examples by participants)



5. Some practical approaches to make the law work better

Access to law – presentation and discussion

CD-ROM link to presentation by Kyeretwie Opoku

- A civil society code could be useful in addition to formal legislation – it is important to challenge the formal legal system. There is a human right to property, but not to land. The survival of communities depends on land so this must be made a right.
- There is a close link between law and politics – this is because politics has an influence on how society moves.

Legal literacy camps (a key ‘Power Tool’) – presentation and discussion

CD-ROM link to presentation by Sonja Vermeulen

- One of the strengths of customary regulation is that it is highly flexible and always evolving. There could be a risk of losing this if codification is not done selectively. In India, the plan was not to codify everything but just where it could be most beneficial – e.g. to prevent sand mining in a community area.
- One contradiction in the Indian act is that traditional and customary laws are meant to be in keeping with laws in force.

Securing tenure in forestry – presentation and discussion

CD-ROM link to presentation by Cornelius Kazoora

- If laws do not recognise the cultural setting within which they are placed they will not work. In Uganda, the land decree failed to acknowledge cultural chiefdom structures and made it possible for people to be approached individually to purchase/obtain their land, bypassing customary decision-making structures.
- If time and resources were not an issue, Uganda would benefit from creating new and more appropriate laws on tenure. But as resources for this are limited, we should focus our efforts on implementing existing laws – these may not be perfect but their implementation is better than none at all. Then we can start to look at creating new laws.
- Laws do not provide funds or resources for the committees etc that they prescribe – responsibility is given to people without resources. This is injustice.

Independent forest monitoring – presentation and discussion

CD-ROM link to presentation by David Young

- As FGLG is multi-sectoral, it could play a helpful role in taking IFM forward. There is a useful role for local civil society to play in IFM alongside other stakeholders.
- IFM is about monitoring whatever system is in place – be it FSC, legal or otherwise so it can be applied in many situations.
- The impact of IFM on industry has been mixed. In Cameroon, some companies have responded with positive improvements, others have faked bankruptcy and moved to neighbouring countries. The majority have increased the sophistication with which they make money without the law getting in their way too much e.g. through document fraud, misuse of community forestry licences, cutting of wrong species etc.

6. Developing practical approaches on key themes

Legal awareness and local rights

WHY? Assumed platform	HOW? Methods and steps	WHO? Who involved?	Strengths of methods	Limitations of methods
<p>Non-compliance: Need to educate people so that they can comply with existing legislation/policy</p> <p>Need to educate people so that they can prevent loss of control/ownership over land resources because they don't know their rights</p> <ul style="list-style-type: none"> - Absence of formal mechanisms to educate people re: their rights 	<ul style="list-style-type: none"> - Identifying reasons for non-compliance - Then if due to lack of knowledge – identify laws and policies that they need to know about - Govt and community buy in c/o FGLG - Develop tools and materials that are accessible and understandable - For e.g. simple language, use of images, radio, posters etc - Design a monitoring system to see if info is reaching and understood and apply knowledge – acceptance – practice - Review, refine, document and disseminate for wider audience 	<ul style="list-style-type: none"> - FGLG members (or appointed consultants and communities) - Policy and legal experts (e.g. law students, NGOs if not on FGLG team) - Extension workers, NGOs specialised in literacy - communications specialists from univ, radio stations etc in collaboration with FGLG and communities - FGLG in partnership with the above esp. govt 	<ul style="list-style-type: none"> - Replicable (potential) approach - Potential to use existing knowledge and skills - Community ownership 	<ul style="list-style-type: none"> - How replicable is it really (content)? - Reliant on partners funding themselves – limited budget - Are there sufficient skills and knowledge?

Enforcement capacity and reducing conflict between national and local rules

WHY? Assumed platform	HOW? Methods and steps	WHO? Who involved?	Strengths of methods	Limitations of methods
- Weak institutional capacity. Rules, laws and legislation not known by people inside the institution	- Advocate and lobby for improved resource allocation for law enforcement	- FGLG – take lead to advise, inform and coordinate + other NGOs/ Target govt. Use CBOS as pressure group	- Stakeholders strategic involvement. Clear objectives. Mass involvement. Quick results (sometimes)	Time consuming. Availability, limited skills.
	- Develop capacity building programme to support law enforcement partners	- Academic institutions, NGOs to deliver training. FGLG to inform process, provide technical curriculum advice, develop training materials. Donors to provide financial support	- Improve basic skills and knowledge base	Slow results. Process of M&E is tedious. Limited resources.
	- Simplify the rule. Laws and acts through posters, information sheets etc	- FGLG to identify needs/types of rules and get money together. NGOs to produce materials and disseminate. Govt to coordinate (Moz and India) and to finance (Uganda)	Cost effective. Easily understood by different stakeholders.	Resource Policy ambiguity

<ul style="list-style-type: none"> - Develop checks and balances/accountability - Modern law making and traditional cultural problems - Poor awareness of law amongst citizens 	<ul style="list-style-type: none"> - Coordination between different inst/stakeholder/department. Develop multi-stakeholder platform. Link people – same problem 	<ul style="list-style-type: none"> - FGLG: link people and influence govt to make it happen. Identify the problem and bottlenecks 		<ul style="list-style-type: none"> Time consuming Fragmented. Priorities are different
	<ul style="list-style-type: none"> - Clear responsibility in the department (ToRs). Case studies. 	<ul style="list-style-type: none"> Govt coordination. Advice and research from NGOs. 	<ul style="list-style-type: none"> Bring people together. Cost effective. More acceptable. 	

Engaging with the private sector

WHY? Assumed platform	HOW? Methods and steps	WHO? Who involved?	Strengths of methods	Limitations of methods
1. Private sector self interest – need to get:				
- them to give back responsibility.	- Lobby to move beyond voluntary C&I/CSR to legal compliance and incentives (e.g. tax breaks). E.g Ghana and Moz SRA yet to work	- Govt: finance and economic devt, environment and forestry - Shareholders, owners	Builds on contemporary practice	Fear of reducing competitive business climate
- training and capacity building.	- Stimulate community SME workforce demand for business training including legal aspects	- Managers - Labour forces - Financial institutions NGOs, national and international community federations.	Raising skills, transparency, competitive edge	Business training is costly also participatory sessions are very dependent on context and legal framework: met with hostility by business and sometimes govt
- engagement in non-profit and low profit activities. - better profit sharing (NTFPs and timber).	- Explore and share info on different business models including share equity, crops, joint ventures	- Chambers of commerce - Associations of SMEs - Forest resource organisations	Shifting ownership and institutionalising social justice	
- obey the law!	- IFM and independent enterprise monitoring. - Support legal framework with cods of conduct, ISO compliance etc. - Expose environment and human right crimes to move towards reforms		Credibility and transparency	External dependence: funding source and skills govt antipathy to contract
2. Business opportunities (currently poor links for SMEs) Need to:				

<ul style="list-style-type: none"> - Link large and small enterprises. 	<ul style="list-style-type: none"> - Explore and share info on PPPs - Partner in producing guidance manuals (e.g. business planning, legal steps for SMEs) 		<p>Ensuring equitability and sustainability of business</p>	<p>Fear of reducing competitive business climate (may be completely unfounded)</p>
<ul style="list-style-type: none"> - Vertical value chain links. 	<ul style="list-style-type: none"> - Pressure govt to engage business development support 			
<ul style="list-style-type: none"> - Horizontal links (enterprise associations) 	<ul style="list-style-type: none"> - Build evidence of SMEs comparative advantage in forest industries to secure equitable access to resources (raw materials but also equipment etc) 			

Policy advocacy and opening up reform opportunities

WHY? Assumed platform	HOW? Methods and steps	WHO? Who involved?	Methods	Strengths of methods	Limitations of methods
<ul style="list-style-type: none"> - Policy and legal reform processes not open enough to social justice in forestry - Limited political space for social justice in forestry - Gaps and contradiction in legal and policy frameworks 	<ul style="list-style-type: none"> - Identify and publicise entry point - Demystify concept of social justice - Identify interested and affected stakeholders 	<ul style="list-style-type: none"> - FGLG network - Policy developers and authorities - Independent team 	<ul style="list-style-type: none"> - Gap analysis - Stakeholder power analysis - Parliamentary briefings - Policy briefs - Research - Multi-stakeholders (multi-idea) - High level meeting of political and decision makers - Economic valuations 	Ownership of process and outcomes	<ul style="list-style-type: none"> - Time and resources - Not yet adopted in basic law about public participation
	<ul style="list-style-type: none"> Listen/capture views of those marginalized Continued or sustained research to dig out evidence of what works and not works > publicise Analyse and investigate the impacts of greater openness from different perspectives 	<ul style="list-style-type: none"> Policy analysts and lobbying groups CBOs Well-connected researchers 	<ul style="list-style-type: none"> - Action research - Research studies - PRA - Community debates - Focus groups - Public policy dialogue 	<ul style="list-style-type: none"> - Evidence based - Informed process and outcome 	- Costly
	<ul style="list-style-type: none"> - Support advocacy initiatives that support greater space for influence - Participatory in establishing policy and legal 	<ul style="list-style-type: none"> - Govt and civil societies - Opposition - Those previously excluded (identified – self, evidence) 	<ul style="list-style-type: none"> - Spying - Networking and critical mass - CSO funding mechanisms - IFM - Link with credible international bodies 	- Ownership	

	<ul style="list-style-type: none"> - Use space made to make tactical gains - Capture and install broader stakeholder interests in policies - SME policy, VPAs - Implementing decentralisation - Justice, law and order working group (Uganda) - Mainstream forestry in justice, governance, environment and policy forums - Track international CSO governance initiatives (ECEP, AIMES) 	<ul style="list-style-type: none"> - Rights holders HIV/AIDs commissions. - Courts, prisons, custom standards bureau - Cross sectoral actors - Policy maker authorities, private communities, NGOs, politicians, research and education. - Media, judiciary, labour, police, enterprises 	<ul style="list-style-type: none"> - Dialogue with policy holders within these walls – field trip - Case studies - Develop charters in forestry - Media use for specific messages and evidence 	<ul style="list-style-type: none"> - Broader stakeholder involvement - Ownership - Shared vision 	<ul style="list-style-type: none"> - Time consuming - Requires political dedication
--	---	---	--	---	---

7. Social justice and FGLG – fishbowl debate

+: Social justice can ensure benefits for many instead of only a few – it is possible to take on the corporations to get more winners

+: Social justice creates a platform that enables everyone to operate under one law – and without different laws for different people. Social justice allows for the transfer of power to the powerless.

A win-win situation for all is a possible outcome if social justice is promoted

AGREE: 13

NEITHER AGREE NOR DISAGREE: 6

DISAGREE: 20

+: At present, social justice is not properly addressed so there is bound to be some dissatisfaction and tension among certain groups. But in long term, a win-win situation is possible.

-: By their very nature, capitalism and globalisation will ensure that any form of social justice that promotes win-win will not prevail.

-: The transfer of power is not possible without someone losing – hence it cannot be a win-win for all. The people involved in bringing social justice are hand in glove with those in power. Social justice is the second step - the first is about creating a situation where everyone can win.

+ : The threat of social justice is that it separates 'human' from 'environment' and takes away the focus from considering these two factors together.

+ : Environment exists within its own right – the notion of social justice is a threat as it unhinges environment from a wider set of values that we need to consider.

Promoting social justice is a threat to environmental justice

AGREE: 7

NEITHER AGREE NOR DISAGREE: 5

DISAGREE: 26

- : The real threat is that the notion of social justice is being degraded for political /economic gains by Blair, the head of Cargill and no doubt, Bush in due course.

- : Social justice relates not only to this generation but future generations also - there is no threat to environmental justice because social justice includes taking care of the environment also.

+ : Social justice is a secondary concern as without conserving the environment, social justice will be impossible.

+: Without money FGLG will be reduced to a talk shop with no ability to take action or influence.

+: More money could help get good human resources into FGLG.

+: Money talks. E.g. when the World Bank has something to say people listen – but because of FGLG's limited funds nobody will listen.

The key weakness regarding the work of the FGLG country teams is a lack of financial resources

AGREE: 3

NEITHER AGREE NOR DISAGREE: 5

DISAGREE: 30

-: There has been much achieved by FGLG without lots of money. The lack of resources encourages extra care on deciding what to do rather than rushing into more wasteful actions.

-: Financial resources have been used as seed money to access more funding.

-: It is a good think to have only a little money as it shows that FGLG country team members are stimulated by interest in the issues rather than money. More money could weaken FGLG by creating tensions.

+ : While FGLG country teams talk about land tenure problems, governance etc nothing is actually solved by FGLG – while it keeps talking the communities keep suffering.

+ : We have talked about afforestation for years talking to communities and nothing has really started at a scale that would be helpful. Country team members need to be very careful about talking and not acting.

A key weakness of FGLG is that it is a talk group not an action group

AGREE: 4

NEITHER AGREE NOR DISAGREE: 6

DISAGREE: 29

- : If we don't talk we can't communicate. Action starts through talking. FGLG is mainly built on actions that involve communication and influencing people who are in a position to take action.

- : Talking is part of the work – if not a strength of FGLG. It would be difficult to be a learning group that didn't talk – otherwise we would sit around in silence!

+ : Social problems are often a core cause of environmental problems – and because in the past environmental problems have often been treated with environmental solutions key social issues have not been addressed.

+ : Social justice hits the nail on the end more than governance – it broadens beyond technical forestry to social issues and other sectors. The term 'good governance' has now been unhelpfully co-opted by donors such as the World Bank

Social justice is the most appropriate overarching theme for FGLG to focus learning events on

AGREE: 19

NEITHER AGREE NOR DISAGREE: 12

DISAGREE: 3

- : It may be an appropriate theme for the group – but the way it was chosen as an umbrella theme for these learning events may not be - depending on how and from whom the term emerged.

- : The concept of social justice is not clear and on top of the concept of governance, simply creates more confusion by making the focus of FGLG even broader.

+ : Social justice gets to the crux of what good governance is all about anyway and is a very clear concept to promote the rights of communities to resources and their access to policy making.

8. Follow up actions and links between learning events

A few milestones common to all FGLG country teams were identified for the coming year:

Revised country team work plans. We agreed in Uganda that all country teams would think through the ideas generated at the event - Group-wide and country-specific - and revise and sharpen their FGLG work plans. Given that we intend to convene another learning event in late 2007 we propose that these plans install this as a milestone and include a particular focus on a one-year plan of activities for the 2007 calendar year. This work plan revision is due to be done and sent to country-team colleagues and IIED lead supporters in draft by about mid January so that it can be finalised **by 31 January 2007**.

Reporting. We need to increase our reporting efforts in FGLG. This will enable us to better inform each other and the 'outside world'. It will also help build up a vital picture of progress in working on governance issues over time. It is proposed that convenors of country teams ensure that the following two types of report are sent to their country team colleagues and IIED lead support person (also copying in James Mayers on all):

(a) Monthly 'governance gossip'. A paragraph or two in an email once a month. This is close to what some convenors are doing already in their regular email communications, but stepped up and formalised a little. This couple of paragraphs should not be a heavy commitment, the style can be 'chatty' and fairly quickly done. It could cover any or all of:

- Incidents, breakthroughs and set-backs occurring in the Group's work or related processes
- Quotes from, or anecdotes about, policy makers and opinion formers
- People, programmes and institutions - news of key meetings, comings and goings
- Issues that have emerged, interesting developments and important bits of work by the Group or others

(b) Quarterly narrative reports. A couple of pages after the end of each calendar quarter (around the same time that summary financial reports are due), i.e. January 2007 (for the quarter ending December 2006), April (for the quarter ending March 2007), July, October, etc. These quarterly reports are part of all the work plans already, but only a few country teams have been delivering! Here is a suggested format for these reports:

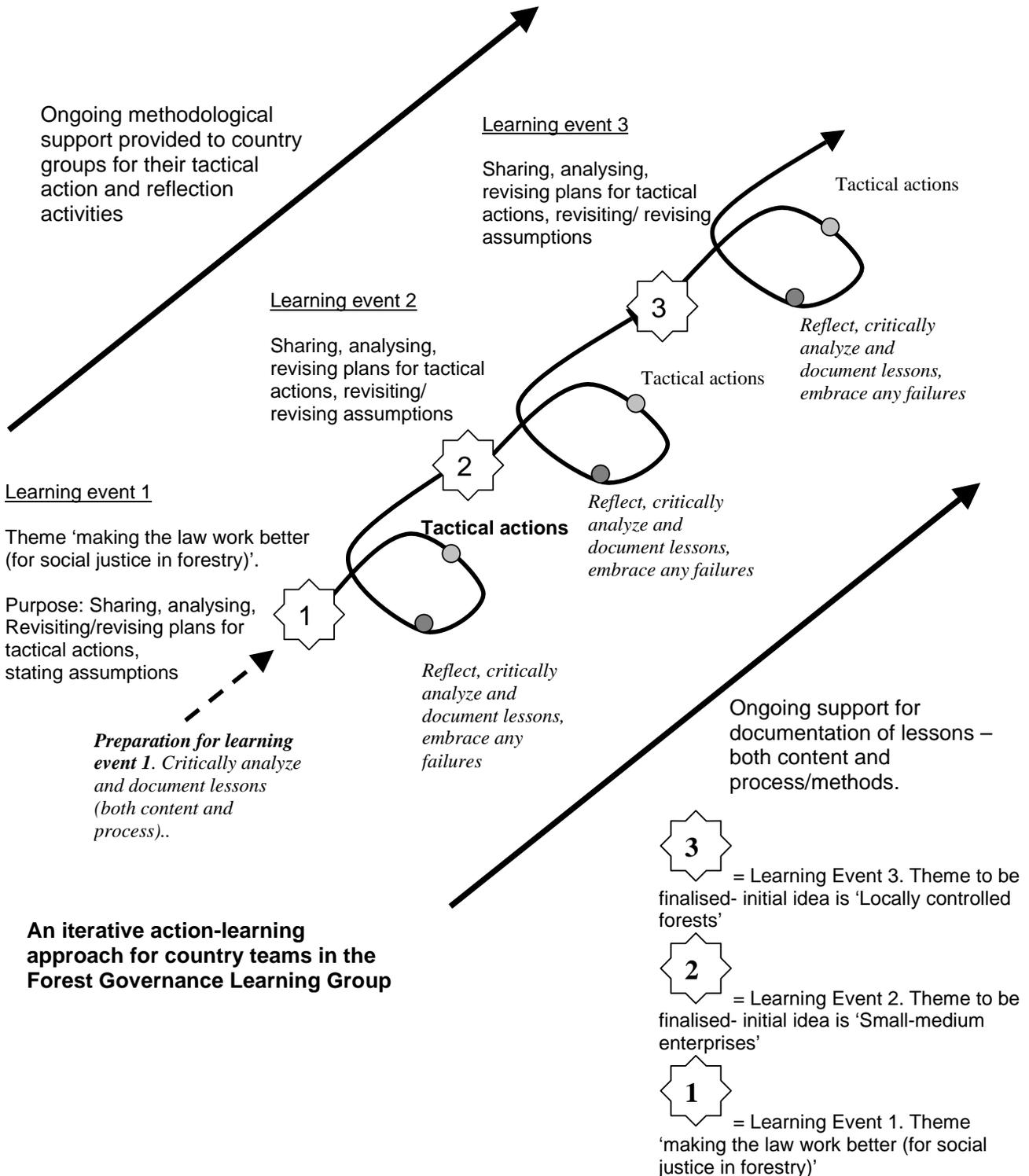
- Introduction - on any important background, changes or events in the quarter
- Progress with plans - what activities planned in the previous quarter have been undertaken and with what effect
- Forest governance developments - a summary of the three monthly 'governance gossip' reports plus any other relevant developments and progress
- Processes and methods used - a brief description of the strengths and weaknesses of tactics and methods used
- Plans for next quarter - activities planned with dates and locations where possible
- Issues and lessons - any conclusions worth making, wider issues to raise or keep track of, help needed, or suggestions for others (e.g. other FGLG country teams)

Next international learning event. A tentative plan is to hold the next event in November 2007. Theme, format, preparation, location and exact dates will be the subject of a discussion within FGLG within the first half of 2007.

The following table shows the above milestones (not including the monthly 'governance gossip' reports). It also includes the suggestions from the country teams about months during which back-stopping visits from the international team would be useful. These suggestions will be the subject of further communications to identify what is possible.

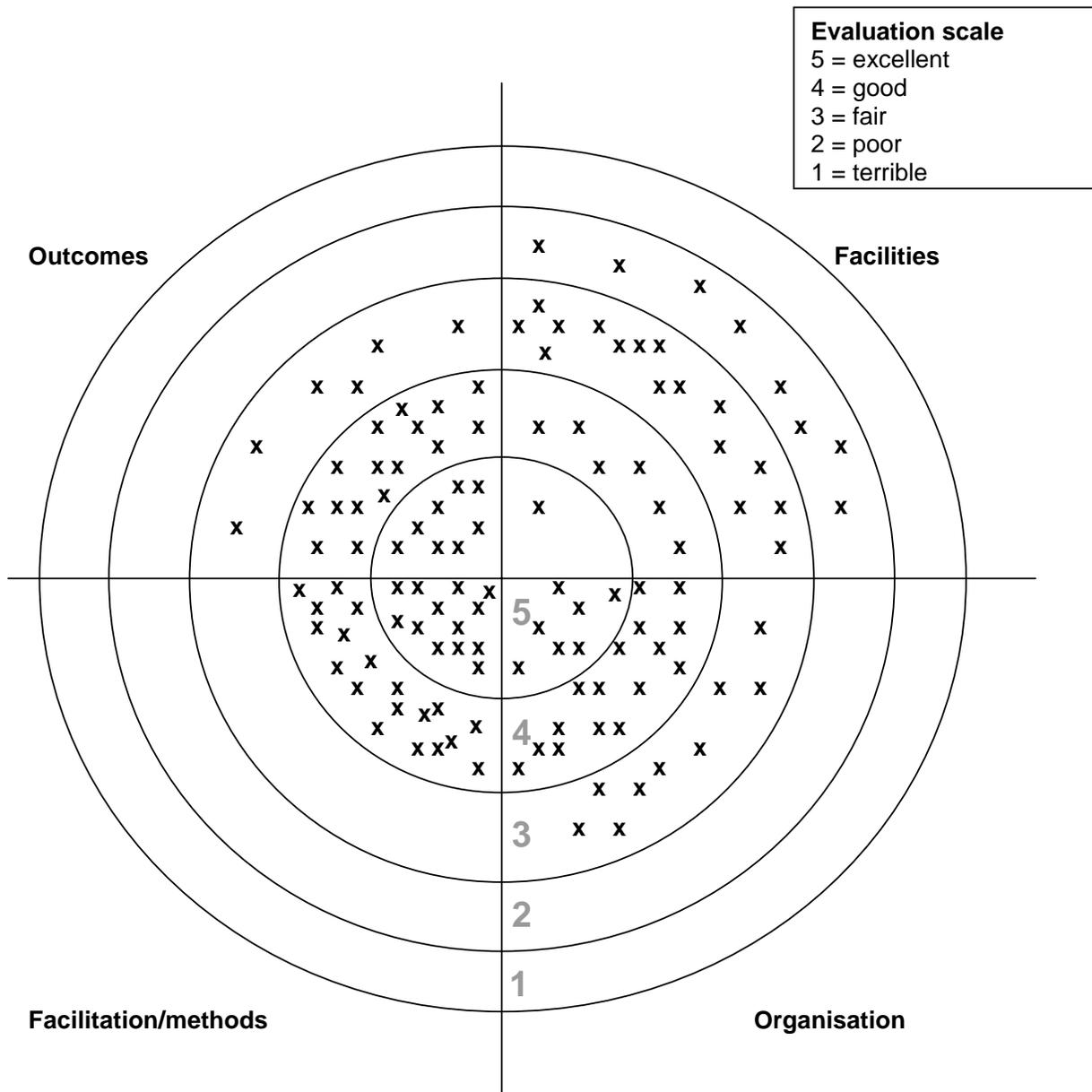
	Cameroon	India	Indonesia	Ghana	Malawi	Mozambique	South Africa	Uganda	Vietnam
Jan 07	Revised work plans, quarterly narrative and financial reports – all country teams								
Feb 07		Elaine	Sonja					David	
March 07					David, Duncan		International links – Brazil, India, Malawi, Cameroon		
April 07	Quarterly narrative and financial reports – all teams								
		Duncan Peter							
May 07							One of: Paddy, Duncan, Scott, Sonja, James	James, Scott	
June 07				James		Duncan			Sango, Elaine
July 07	Quarterly narrative and financial reports – all teams								
	James						One of: James, Scott, Sonja, Duncan, Paddy		
Aug 07									
Sept 07									
Oct 07	Quarterly narrative and financial reports – all teams								
								James, Scott	
Nov 07	Learning event – all teams								
Dec 07									

The learning event held in Uganda is conceived as the first in a series of three on social justice in forestry. The link between these learning events is conceptualised in the following diagram. At the second learning event, currently anticipated in November 2007, assumptions and work plans/methods will be re-visited in the light of experiences of plan implementation over the year in between, to draw out lessons to share and incorporate into subsequent plans.



An iterative action-learning approach for country teams in the Forest Governance Learning Group

9. Evaluation of learning event



Participants' comments:

- | | |
|---|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Excellent facilitation (x2) <input type="checkbox"/> Next event in India <input type="checkbox"/> Poor internet access <input type="checkbox"/> Poor electricity <input type="checkbox"/> IFM session very interesting <input type="checkbox"/> Friendly and warm interactions of international and national team – good <input type="checkbox"/> In future could capitalise on commonality issues/ focus for enriching/ outcomes of these international FGLG events | <ul style="list-style-type: none"> <input type="checkbox"/> We talk of social justice then complain about facilities? <input type="checkbox"/> Few women in FGLG <input type="checkbox"/> Please: reliable internet, hot showers, photocopying <input type="checkbox"/> Rich and exciting workshop in terms of content <input type="checkbox"/> The environment gave the impression to be in prison due to difficult access to external <input type="checkbox"/> Friendly and respectful ambience |
|---|---|

- ❑ Highly enriching workshop – excellent facilitator
 - ❑ Excellent facilitation, no domination, I like that
 - ❑ Didn't have time to look at cross FGLG issues and how to create critical mass/ strategic activities at global level.
 - ❑ Poor entertainment facilities
 - ❑ Facilitation methods used at workshop were excellent, not boring! However its equally important to have a venue that matches the quality of work generated.
 - ❑ Learnt new facilitation techniques to promote debate – fish bowl was great!
 - ❑ Excellent big meeting room
 - ❑ More cross country issues to be addressed
 - ❑ Its been an exciting learning session and I think has potential to do good work in the future
- ❑ Much better process than Ghana or South Africa events – essential to have a dedicated facilitator
 - ❑ No opportunity to see Kampala and its people
 - ❑ How about creating space to learn from other similar work initiatives from other countries?
 - ❑ Require a bit more improvement on stay and internet facility including food
 - ❑ Excellent facilitation in slightly harsh environment (water, power, internet)
 - ❑ Consider varied time slots for presentations to match objective and presentation – ie. Just info: 10 minutes; debate, 15-20 minutes; analysis: 20-25 minutes/ Keeping to time became at times the objective of the presentation!

Annex 1. Participants contacts

CAMEROON

Mala Armand William
Center for International Forestry Research
Forest and Governance
POBOX 2008 Yaoundé, Cameroon.
T: +237 222 74 49 or 74 51
F: +237 222 74 51 or 223 74 37
w.mala@cgiar.org

Menang Evouna Emeran Serge Marie
Forest and Environment Specialist
WB/DFID,
P.o.Box 3341 Yaoundé. Cameroon.
T: 237 222 38 95 / 508 83 03
emenangevouna@worldbank.org
or menangevouna@yahoo.fr

GHANA

Kyeretwie Opoku
Coordinator, Civic Response
37 New Town Loop, Kokomlemle, Accra,
D-T-D AR. N. Ghana.
T: +233 21 248745
F: +233 21 228887
kyeretwie@civicresponse.org

Elijah Yaw Danso
Development Consultant,
PAB Development Consultants Ltd
P. O. Box CO 1840, Tema. Ghana.
T: +233 242 102 183
F: +233 21 701 2405
eliyawdanso@yahoo.com

INDIA

Prodyut Bhattacharya
Associate Professor, Indian Institute of
Forest Management, Faculty of Forestry
and Ecosystem Management,
P.O. Box 357, Nehru Nagar, Bhopal-
462003. Madhya Pradesh. India
T: +91-755-2775716 Ext. 321
F: +91-755-2772878
prodyut@iifm.ac.in

Dasigi Suryakumari
Director, Centre for People's Forestry
12-13-445; Street 1, Tarnaka,
Secunderabad-17; AP, India. 500 017
T: 91-40-27014494
F: 91-40-27016038
sk@cpf.in;skdasigi@rediffmail.com

Sanjoy Patnaik
Director
Regional Centre for Development
Cooperation.
Centre for Forestry and Governance,
N-4/342, IRC Village, Nayapalli,
Bhubaneswar 751 015, INDIA.
T: 91 – 674 – 2552494, cell no
9437011818
F: 91 674 2540716
rcdccfg@sancharnet.in
sanjoypatnaik@yahoo.com

INDONESIA

Dr. Agus Justianto
National Facilitator
DFID-Multistakeholder Forestry
Programme
Manggala Wanabakti Block 7th, 6th Floor,
Jl. Gatot Subroto, Jakarta-Indonesia
T: 62-21-5720225
F: 62-21-5704401
ajustianto@dfid.or.id

Dina Hidayana
Perum Perhutani
Manggala Wana Bakti Building Block
VII,
10th fl. Jalan Gatot Subroto, Jakarta,
Indonesia.
T: +621 8151635964
dina_bogor@yahoo.co.id

Suhaeri
Deputy Director, Forestry Institutional
Development, Bureau of Forestry Law and
Organisation, Ministry of Forestry
Manggala Wanabakti Building Blocak 7
Floor 3 , JL. Gatot Subroto, Senayan,
Jakarta. Indonesia.
T: +62 21 5701117
F: +62 21 5701117
suhaeri_61@yahoo.com

MALAWI

Robert Peter Goliath Kafakoma
Executive Director, Training Support for
Partners Management
P/BAG B430, LILONGWE 3, MALAWI
T: 265 1775375/8842875
F: 265 1775343
tsp@malawi.net
rkafakoma@tsp.malawi.net

Bennet Mataya
Senior Lecturer and Dean
MZUZU UNIVERSITY
Private Bag 201, Luwingu, MZUZU 2,
MALAWI
T: 265 01 334305/01 333 575
F: 265 01 334 505/01 333 568
bennet_mataya@mzuni.ac.mw or
mataya_bennet@yahoo.com

Bright Sibale
Executive Director
Centre for Development Management
P.O. Box 30905, Lilongwe 3
Malawi
Tel: +265 (1773) 675
bbsibale@sdnp.org.mw

MOZAMBIQUE

Veronica Fernando Dove
Researcher
Environmental Working Group
RUA PEREIRA D'ÉÇA, No. 214,
MAPUTO, MOZAMBIQUE
T: +258- 21- 48 77 21
F: +258-21-48 77 21
dfnica@gmail.com

Adolfo Dinis Bila
Professor
Eduardo Mondlane University (UEM)
Julius Nyerere ave, UEM CAMPUS. P O
Box 257, Maputo, Mozambique
T: + 258 21 496238
abila@uem.mz

Aristides Baptista Muhate
Forest and Wildlife Services Chief
Ministry of Agriculture, DPA- Nampula,
Rua Josina Machel, n^o1124, C.P. 36
T: 26215630
F: 26214177
Muhate77@yahoo.com.br;
amuhate@teledata.mz

NIGER (unable to attend)

Aladoua Saadou
Magistrat
Ministere de la Justice-Niger
BP: 604 NIGER-NIAMEY
T: 00227 96995079
saadou_aladouaconsult@yahoo.fr

Amadou Bachir
Charge de Programme
CRAC/GRN – SOS SAHEL
INTERNATIONAL NIGER
BP: 160 Zinder, Niger.
T: +227 20 510 539 /+227 96 59 48 80
F: +227 20 510 193
cracgrn@intnet.ne

SOUTH AFRICA

Fathima Kolia
Deputy Director – Sector Development
KZN Department of Economic
Development
22 Gardiner Street, Durban 4001. South
Africa.
T: 031 3105300
F: 031 3105454
Koliyf@kznded.gov.za

Falakhe Tobias Malunga
Project Manager
Glenbain Development Trust
Lot 2 Glenbain, Ixopo,3276.
South Africa
T: +27827083088
F: +27821317083088
Malungad4@yahoo.com

Steven Zama Ngubane
Small Business Development Manager
Forestry South Africa
PO Box 13735, Cascades, 3202,
Pietermaritzburg, South Africa
T: +2733 346 0344
F: +2733 346 0399
steven@forestrysouthafrica.co.za

Pumeza Tunzi
Deputy Director
Department of Water Affairs and Forestry
Private Bag x 93, Pretoria, 0001
T: +27 12 336 8054
F: +27 12 336 6656
tunzip@dwaf.gov.za

UGANDA

Florence Ibi Ekwau
MP Kaberamaido District
Parliament House, P. O. Box 7178
Kampala, Uganda
T: +256 712 878216
ibimay2005@yahoo.co.uk

Cornelius Kazoora
Sustainable Development Centre
P. O. Box 5463
Kampala, Uganda.
sdc@infocom.co.ug

Gaster Kiyingi
National Forestry Authority (NFA)
10/20 Spring Road, P.O. Box 70863
Kampala, Uganda
T: +256 (0)77-435347 / (0)31-264035/6,
(0)41-286049
gasterk@nfa.org.ug

Stephen Khaukha
National Forestry Authority (NFA)
10/20 Spring Road, P.O. Box 70863
Kampala, Uganda
T: +256 (0)77-435347 / (0)31-264035/6,
(0)41-286049
stephenk@nfa.org.ug

Sophie Kutegeka
Advocates Coalition for Development and
Environment (ACODE)
P. O. Box 29836, Kampala, Uganda
T: +256 (41) 530798
skutegeka@acode-u.org

Edward Mupada
National Forestry Authority (NFA)
10/20 Spring Road, P.O. Box 70863
Kampala, Uganda
T: +256(0)77-435347 / (0)31-264035/6,
(0)41-286049
edward@nfa.org.ug;

Onesmus Mugenyi
Advocates Coalition for Development and
Environment (ACODE)
P. O. Box 29836, Kampala, Uganda
T: +256 (41) 530798
omugenyi@acode-u.org

Gershom Onyango
Assistant Commissioner
Forestry Inspection Division
P.O. Box 20023, Kampala, Uganda.
T: +256-41-340684 /+256-772-491807
F: +256-41-505941
ggonyango@yahoo.co.uk

Wabyeyo A. Shephatia
Sharing Green for Nature Project
PO Box 2. Butaleja. Uganda.
T: +256 (0)772 2573474

Gerald Tenywa
Features Writer, The New Vision
PO Box 9815, Kampala, Uganda.
T: +256 (41) 337000
F: +256 (41) 230323
gmagumba@yahoo.com

Bashir Twesigye
Advocates Coalition for Development and
Environment (ACODE)
P. O. Box 29836, Kampala, Uganda
T: +256 (41) 530798
b.twesigye@acode-u.org

VIETNAM

Nguyen Quang Tan
Independent Researcher
SN 79, To 4, Van Quan, Van Mo, Ha
Dong, Ha Tay, Vietnam
T: (+84) 912 902 785
tananh@hn.vnn.vn or
quangtan@fulbrightweb.org

Pham Xuan Phuong
Deputy Director,
Legal Department, Ministry of Agriculture
and Rural Development
N2, Ngoc Ha street, Ba Dinh District, Ha
Noi, Viet Nam
T: (844) 7335617
F: (844) 7333671
pxuanphuong@fpt.vn or
xuanphuong_p@yahoo.com

Ho Hy
Vice director, Forest Sub-department
03 Le Hong Phong street, Hue city,
Vietnam
T: (+84 54) 848 758
F: (+84 54) 829 845
hhl2006@yahoo.com

Global Witness

David Young
Team Leader, Global Witness
PO Box 6042. London N19 5WP. UK.
T: +44 (0)20 7561 6392
F: +44 (0)20 7272 9425
dyoung@globalwitness.org

IIED

Nicole Armitage
IIED, 3 Endsleigh Street
London. WC1H 0DD. UK.
T: +44 (0)207 388 2117
F: +44 (0)207 388 2826
nicole.armitage@iied.org

Ced Hesse
IIED, 4 Hanover Street
Edinburgh. EH2 2EN. UK.
T: +44 (0)131 624 7043
F: +44 131 624 7050
ced.hesse@iied.org

Duncan Macqueen
IIED, 4 Hanover Street
Edinburgh. EH2 2EN. UK.
T: +44 (0)131 226 6860
F: +44 131 624 7050
duncan.macqueen@iied.org

James Mayers
IIED, 4 Hanover Street
Edinburgh. EH2 2EN. UK.
T: +44 (0)131 624 7041
F: +44 131 624 7050
james.mayers@iied.org

Elaine Morrison
IIED, 3 Endsleigh Street
London. WC1H 0DD. UK.
T: +44 (0)207 388 2117
F: +44 (0)207 388 2826
elaine.morrison@iied.org

Sonja Vermeulen
IIED, 3 Endsleigh Street
London. WC1H 0DD. UK.
T: +44 (0)207 388 2117
F: +44 (0)207 388 2826
sonja.vermeulen@iied.org

LTS International

Scott Geller
Consultant / Business Development
Manager
LTS International Ltd.
Pentlands Science Park, Bush Loan,
Penicuik, EH26 0PH
T: +44 131 440 5500 (UK landline) or +1
646 853 4120 (US mobile)
F: +44 131 440 5501
scott-geller@ltsi.co.uk

Peter O'Hara
Participatory Natural Resource
Management Specialist, Training
Programme Manager
LTS international
Bush loan, Penicuik, EH26 0PH
T: 0131 440 5500
F: 0131 440 5501
mail@ltsi.co.uk

RECOFTC

Sango Mahanty
Program Officer (currently A/g Programme
Manager)
Regional Community Forestry Training
Centre for Asia and Pacific
Kasetsart University, PO Box 1111,
Bangkok, 10930
T: +66-2-9405700 (x2202)
F: +66-2-5614880
ostm@ku.ac.th

Savcor Indufor Oy

Jyrki Salmi
Business Team Leader
Savcor Indufor Oy
Töölönkatu 11 A 6th floor
T: +358-9-6840 110
F: +358-9-135 2552
jyrki.salmi@Savcor.com