

Participatory Forest Management:
Improving policy and institutional capacity for development

**Regional Capacity-Building Strategy
and Work Programme (2006 – 2008)**

1. Background and introduction

The Caribbean Natural Resources Institute (CANARI) is currently implementing a three-year regional project entitled “*Participatory Forest Management; Improving policy and institutional capacity for development*”. The project is being implemented in partnership with the forestry departments of the participating countries, with financial and technical support from the Food and Agriculture Organization of the United Nations (FAO) through its National Forest Programme Facility (NFPF). The project involves regional activities as well as national activities in Barbados, Commonwealth of Dominica, Grenada, Saint Christopher (St. Kitts) & Nevis, Saint Lucia, Saint Vincent & the Grenadines, and Trinidad & Tobago. Jamaica, which has its own NFPF project, will be invited to participate in and contribute to regional activities.

The overall goal of the project is to support the improvement of the socioeconomic and environmental benefits that can be derived from forest management by analysing, promoting and building capacity for participatory planning and management of forest resources at the regional, national and local levels.

The main project objectives, as defined in the original project document, are to:

- build the capacity of forest stakeholders for participatory policy analysis, policy formulation and forest management through effective training, technical assistance, and regional and cross-sectoral dialogue;
- improve the institutional frameworks for participatory forest policy analysis, policy formulation and forest management, and the integration of forest policy in national sustainable development strategies, through the promotion and dissemination of lessons learned and best practices, technical assistance and training;
- develop and transfer methods for sustainable management of forest resources.

Activities over the first year have focused primarily on four sets of activities:

- a review of the status of forest policy in all participating countries, which resulted in the production of seven country reports focusing on policy and institutional issues, with a focus on participation and linkages between forest management and rural livelihoods;
- the formulation of national strategies to build capacity for participatory forest management;
- the conduct of a regional training course on participatory forest management (Dominica, July 2006);

- the formulation of this regional strategy, with the identification of case studies and other activities for Years 2 and 3 relating to linkages between participation, improved livelihoods and improved management.

The present document describes the proposed approach for the implementation of a capacity-building strategy at the regional and national levels, and it outlines the activities to be conducted under the NFPPF project over the next two years.

2. Summary of capacity needs

General observations:

- while local situations differ between countries, the needs that have emerged from the national policy reviews and the national capacity-building strategies are strikingly similar;
- there is extensive experience in participatory forest management in the countries involved in this project, but that experience is diverse, and some countries have developed unique skills and lessons;
- this project therefore provides an opportunity to help all countries reach the same “level” by sharing their respective strengths and skills.

Main capacity needs:

- in all countries, there is a clear need for an improved policy environment and framework that would be characterised by:
 - an explicit statement of forest policy (vision, objectives, programmes and actions);
 - strong and functional linkages between forest policy and the other components of the national development policy framework, especially in relation to social development, poverty reduction, water management, rural development, and tourism;
 - the translation of forest policy statements into effective and efficient policy instruments (laws, regulations, guidelines, codes of conduct, standards, etc.);
 - an explicit inclusion of the principles, goals and tools of participation and devolution within policy statements and instruments;
- even where there is an explicit statement of forest policy (Grenada), there is a recognised need for an improved policy environment, and there is a feeling among forest stakeholders that the policy framework remains weak and incomplete;
- while the need for standards in forest-based business operations has been mentioned in only one instance (St. Vincent and the Grenadines), it is likely that this need exists in most countries, depending on the type of forest-based enterprises (e.g. ecotourism, water bottling, craft production);
- all country assessments have identified the need for improved skills in a number of areas, particularly:
 - stakeholder identification and analysis
 - communications (including facilitation, advocacy and policy influencing) and stakeholder mobilisation
 - community profiling and rapid social assessment
 - conflict management and negotiation
 - collaborative management and partnerships
 - participatory resource mapping
 - community-based tourism

- these skills are needed by senior forest managers, but also by other members of the staff of forest management and other public sector agencies, and by their partners in civil society and the private sector
- in addition to these skills, the organisations involved in forest management also need improved internal management structures, and additional human, financial and technical resources
- community-based organisations involved in forest management have specific training needs in organisational development, networking, fundraising, nursery and watershed management, and identification and implementation of income-generating projects
- a number of interesting themes have emerged in the design of these national strategies, which offer opportunities for further exploration as part of this NFPF project. These themes include:
 - criteria for the selection of suitable regimes for participatory management
 - criteria for the assessment of the impacts of participatory approaches
 - methods for the design of effective participatory research
 - design and negotiation of co-management arrangements
 - strategies and opportunities for community tourism based on the use of forest resources
 - identification and promotion of forest-based business opportunities
 - the role of public awareness in building effective forest management for environmental sustainability, poverty reduction and socio-economic development

3. *Strategy*

The strategy recognises that the FAO-CANARI NFPF project does not have the mandate or the resources to meet all the needs that have been identified. The implementation of the strategy will therefore require action at four levels:

- activities and processes to be supported directly through the NFPF (as proposed in this document);
- sharing of information and recommendations with other training institutions, especially ECIAF and UWI;
- communication and collaboration with participating countries to advocate for the implementation of complementary activities (as described in the individual country strategies);
- communication and collaboration with development partners and other regional entities to advocate for the design and implementation of regional support programmes and for the provision of funding towards the complementary activities to be implemented by the countries.

Within the limit of time and resources available over the next two years, the NFPF project will employ the following strategies:

- focus activities on a limited number of interventions or types of interventions;
- use the experience of individual countries, whenever possible, as the basis for documentation, learning and dissemination of that learning;
- use case studies and small grants to build on existing experience, test new approaches and methods, and disseminate learning.

4. Recommendations for the NFPP

In light of the strategy outlined above, it is proposed that the NFPP project be implemented in the following manner.

Supporting policy development:

- Start with a review (case study) of the policy process used in Grenada, its impacts, benefits and weaknesses, and the lessons learned from implementation to date
- Involve senior policy makers and forest managers of other countries in selected stages of the Grenada review process, and give them the opportunity to observe and learn from other policy processes that may be initiated during the course of the year (Saint Lucia and Trinidad and Tobago)
- Using the Grenada and Jamaica processes as examples, provide technical assistance to other countries (particularly Dominica, Saint Lucia, St. Vincent and the Grenadines and Trinidad and Tobago) in the design of national policy processes tailored to local needs and conditions (with attention given to fundraising, as this NFPP project does not have the financial resources that would be required to support the implementation of these processes)
- Provide technical assistance to Barbados and St. Kitts and Nevis towards the recognition and integration of forestry issues in national land and land use policies
- Liaise and communicate with development partners to encourage them to support national forest policy initiatives

Testing and documenting new approaches and lessons

- Design and implement local action learning projects (years 2 and 3) focusing on priority themes of interest to all countries, but implemented in participating countries where there is specific experience and expertise (and in response to explicit expressions of interest within the countries involved):
 - strengthening civil society organisations (including community-based organisations and national non-governmental organisations), with possible locations including St. Vincent and the Grenadines and Trinidad and Tobago
 - designing participatory institutional arrangements, selecting suitable management regimes, and developing and implementing management agreements involving state agencies, the private sector and community organisations (with the possibility of undertaking this in Saint Lucia)
 - developing and sustaining forest-based businesses (all Windward islands, especially Dominica, appear suitable for such work)
 - community management of tourism resources (possible locations include Dominica, Saint Lucia and Trinidad and Tobago)
- Provide small grant support to new initiatives that are consistent with the themes and priorities identified in this strategy (year 3)

Providing training while building local training capacity

- Identify a cadre of people who have the potential to play a lead role in providing training in various aspects of participatory forest management at national and regional levels (year 2, months 1 – 3)

- Design and conduct a regional training-of-trainers workshop, focusing on stakeholder analysis, communication skills, and conflict management (year 2, month 4 or 5, with counterpart funding and self-financed participants)
- Design and conduct national training programmes (to be refined and completed at Dominica workshop), with a small number of selected participants from other countries. Activities could include:
 - introductory course in participatory forest management and organisational strengthening for foresters and main partners in Barbados, Dominica, and St. Kitts and Nevis
 - workshop on participatory planning, monitoring and evaluation in Trinidad and Tobago
- Design and conduct a regional training workshop focusing on the relationship between forest management and sustainable livelihoods, building on the results of the local action learning projects
- Disseminate further the learning from the local action learning projects through:
 - written case studies
 - short national seminars

Documenting, sharing and disseminating lessons learned and directions for the future

- Prepare an end-of-project update on: (a) the contribution of forests to sustainable livelihoods, and (b) the status of participatory forest management in the seven participating countries
- Convene a regional conference to present and discuss learning from research and evaluate the impact of the programme

5. Work plan and budget

Activity	Timing	Lead roles	Partners	Roles and responsibilities	NFPF budget (USD)	Counter part contribution (USD)
Activity 1 – Review of the policy process used in Grenada, its impacts, and the factors that have constrained or facilitated its implementation (with the participation of other forestry departments)	Year 2	CANARI	Grenada Forestry and National Parks Department (GFNPD) Governmental, civil society and private sector partners in Grenada Forestry departments from other participating countries	CANARI: <ul style="list-style-type: none"> ○ conduct background study of the policy process ○ convene two-day seminar to review process and identify lessons learned ○ invite forestry departments from the region to attend seminar ○ publish and disseminate results GFNPD: <ul style="list-style-type: none"> ○ provide information and mobilise local partners to assist in background study ○ organise seminar Other forestry departments <ul style="list-style-type: none"> ○ participate in seminar and identify implications for their own national policy processes 	LoA 2: 27,140	TBD
Activity 2 – Provision of technical assistance to participating countries in the design of national policy processes, including	Year 2	CANARI	Forestry Departments FAO Regional Office in Barbados	CANARI: <ul style="list-style-type: none"> ○ provide consulting services and information on the design of policy process ○ convene and co-host a meeting of development partners FAO: <ul style="list-style-type: none"> ○ convene and co-host a meeting of 	LoA 2: 18,205	14,000

Activity	Timing	Lead roles	Partners	Roles and responsibilities	NFPF budget (USD)	Counter part contribution (USD)
communication with development partners and funding agencies				<p>development partners</p> <ul style="list-style-type: none"> ○ provide information and guidance to forestry departments in their search for technical and financial support 		
Activity 3 – Local action learning projects (x4)	Years 2 and 3	CANARI	Forestry Departments, civil society organisations and private sector in sites and countries where projects will be implemented	<p>CANARI:</p> <ul style="list-style-type: none"> ○ identify suitable local action learning projects ○ collaborate with local partners in designing projects ○ seek and assess proposals for the conduct of the projects ○ supervise and assist project implementation ○ document learning <p>Local project partners</p> <ul style="list-style-type: none"> ○ design and implementation of projects 	<p>LoA 2: 18,762</p> <p>LoA 3 & 4: 30,000</p> <p>Total: 48,762</p>	TBD
Activity 4 – Conduct of training-of-trainers workshop	Year 2	CANARI	Selected resource people in forestry departments, civil society organisations and training institutions, including ECIAF and the University of Guyana	<p>CANARI:</p> <ul style="list-style-type: none"> ○ identify cadre of people with potential to become trainers and facilitators at national and regional levels ○ design and conduct regional training-of-trainers workshop ○ produce manual for trainers and disseminate via regional training organisations (e.g. ECIAF, University of Guyana) and through future CANARI training workshop.s 	LoA 2: 14.344	5,250

Activity	Timing	Lead roles	Partners	Roles and responsibilities	NFPF budget (USD)	Counter part contribution (USD)
				Other partners: <ul style="list-style-type: none"> ○ assist in the identification of people with potential to become trainers and facilitators at national and regional levels ○ assist in the dissemination and use of the manual for trainers that will be developed in this activity 		
Activity 5 – First round of national training activities (x3)	Year 2	CANARI	Forestry departments in Barbados, Dominica and St. Kitts and Nevis	CANARI: <ul style="list-style-type: none"> ○ design and conduct national introductory courses on participatory forest management in Barbados, Dominica and St. Kitts and Nevis Forestry departments: <ul style="list-style-type: none"> ○ co-host and organise courses, and recruit and mobilise participants 	LoA 2: 19,443	TBD
Activity 6 – Second round of national training activities (x4)	Year 3	CANARI	Forestry departments and other local partners	CANARI: <ul style="list-style-type: none"> ○ collaborate with forestry departments in final selection of topics and design of national training courses ○ seek proposals from local agencies to conduct training, and supervise delivery of training activities Forestry departments: <ul style="list-style-type: none"> ○ select topics and assist with design of courses ○ recruit and mobilise participants 	LoA 3: 28,000	
Activity 7 – Small	Year 3	CANARI	Civil society	CANARI:	LoA 3 & \$:70,000	

Activity	Timing	Lead roles	Partners	Roles and responsibilities	NFPF budget (USD)	Counter part contribution (USD)
grants scheme for civil society partners aimed at sustaining programme impacts (x7)			organisations	<ul style="list-style-type: none"> ○ administer and manage small grants scheme ○ selection of suitable candidates ○ documentation of projects, analysis of lessons learned, and integration of this learning into final analysis and documentation of the overall project Civil society partners: <ul style="list-style-type: none"> ○ develop and submit project proposals to small grant scheme ○ implement projects funded under small grants 		
Activity 8 – Final regional conference to present learning from research and evaluate the impact of the programme	Year 3	CANARI	Forestry Civil society Organisations	CANARI: <ul style="list-style-type: none"> ○ coordinate and execute conference ○ compile and present overall regional research results and evaluation, regional policy implications, identify regional needs Forestry departments, civil society and private sector partners: <ul style="list-style-type: none"> ○ assist in analysis of research results ○ participate in conference ○ make commitment to assist in dissemination of findings and lessons learned 	LoA 4: 30,000	

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