Organizational innovations that make community forestry prosperous

Duncan Macqueen
Why ‘prosperity’?

‘Negotiated visions of what people value and have reason to value in line with the common good’

Values...

- based on familiarity
  - Land and natural resources
- based on common interest
  - Jobs and material wealth
  - Social networks and relationships
  - Health and security
- based on passions
  - Education and fulfilment
  - Cultural identity / purpose / recreation

The common good

Why community forestry?

- Continuing forest loss threatens global climate - net forest loss of 3.3 million hectares per year
- Main drivers of forest loss lie elsewhere - industrial agriculture / forestry
- Positive impacts of community forestry – Secure ‘community forestry’ delivers more! – forest, biocultural diversity, livelihoods, climate resilience
- Scale is collectively huge - products worth US$1.3 trillion annually - 26% of world’s forests - 40% of protected areas.
- COVID-19 - highlights fragility of supply chains and need for sustainable local production

<table>
<thead>
<tr>
<th>Type of Forest Area and Production System</th>
<th>Type of Community Organisations and Decision Making</th>
<th>Livelihood Characteristics</th>
<th>Issues for Sustainable Forest Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Forest Core</strong></td>
<td>Fairly homogeneous indigenous peoples’ organisations (mainly rights-based) with customary authorities</td>
<td>Low population density and subsistence use of natural forests (timber, NTFPs and fuelwood) with domesticated agrarian patches</td>
<td>Challenges of maintaining differentiated cultural forest use and protection, valid over millennia but now under new external and internal pressures.</td>
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<tr>
<td><strong>Forest Edge</strong></td>
<td>Diverse competing community forest organisations (rights- and business-based) with customary and political decision making</td>
<td>Rapid population and agrarian expansion into (still mostly natural) forests with mixed subsistence and commercial use of timber, NTFPs and fuelwood</td>
<td>Challenges of sustainably and verifiably managing diverse natural forests.</td>
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<tr>
<td><strong>Forest Mosaic</strong></td>
<td>Product oriented Forest and Farm Producer Organisations (mainly business-based) usually with elected business decision makers</td>
<td>High populations and co-existence of people and (mostly planted) forests with mostly commercial use of planted trees for timber and NTFPs</td>
<td>Challenges of differentiating farm grown products from those sourced from natural forests.</td>
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<tr>
<td><strong>Urban Forest-Linked Processing Centres</strong></td>
<td>Urban and peri-urban processing groups in contexts who use forest inputs usually with elected decision makers</td>
<td>Very high populations in non-forest settlements with commercial use of timber and NTFPs</td>
<td>Challenges of sustainable sourcing and traceability from diverse forest contexts.</td>
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<tr>
<td>SUBSECTORS</td>
<td>SECONDARY DIVISIONS</td>
<td>EXAMPLES</td>
<td></td>
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<td>------------</td>
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<tr>
<td>1 BIOMASS ENERGY</td>
<td>Fuel wood</td>
<td>Firewood branches and chopped logs</td>
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<td></td>
<td>Charcoal</td>
<td>Rough charcoal or compacted charcoal briquettes</td>
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<tr>
<td></td>
<td>Wood pellets*</td>
<td>Chipped wood that may be dried to differing degrees</td>
<td></td>
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<tr>
<td>2 INDUSTRIAL ROUND WOOD</td>
<td>Logs</td>
<td>Sawn logs that may or may not be debarked</td>
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<tr>
<td></td>
<td>Pulpwod</td>
<td>Sawn logs (including smaller dimension stems and branches)</td>
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<tr>
<td>3 PRIMARY PROCESSED PRODUCTS</td>
<td>Sawm wood</td>
<td>Planks and posts</td>
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<td></td>
<td>Pulp for paper*</td>
<td>Pulp feedstock</td>
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<td></td>
<td>Paper products*</td>
<td>Paper and paper board</td>
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<tr>
<td>4 SECONDARY PROCESSED PRODUCTS</td>
<td>Furniture and parts</td>
<td>Wooden chairs, office, kitchen or bedroom items</td>
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<tr>
<td></td>
<td>Builder’s joinery or carpentry*</td>
<td>Wood panels, parquet panels, shingles and shakes</td>
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<tr>
<td></td>
<td>Shaped wood*</td>
<td>Unvarnished parquet, strips, frieze, tongued, grooved, beaded, moulded and rounded wood</td>
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<td>5 NON-TIMBER FOREST PRODUCTS</td>
<td>Food products</td>
<td>Fruits, nuts, seeds, including coffee and honey</td>
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<td></td>
<td>Oils and resins</td>
<td>Woodworking oils, cosmetic and medicinal oils, resins and gums</td>
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<td>Fibre products</td>
<td>Thatch, wickerwork furniture, craft</td>
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<td></td>
<td>Ornamental plants</td>
<td>Flowers, houseplants, garden and urban amenity planting</td>
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<tr>
<td></td>
<td>Medicinal plants</td>
<td>Various remedies for internal and external application</td>
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<td>6 SERVICES</td>
<td>Tourism</td>
<td>Parks, recreational sites (hiking, biking, canopy adventures, etc)</td>
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<td>Biodiversity conservation</td>
<td>Forest protection and management</td>
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<td></td>
<td>Watershed protection</td>
<td>Riparian strips, cover and steep slopes, etc</td>
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<tr>
<td></td>
<td>Carbon sequestration</td>
<td>Forest management and restoration</td>
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<td></td>
<td>Hunting and gathering</td>
<td>Licensed harvesting</td>
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Diversity of value chains

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How to make community forestry prosperous?

1. If I plant or manage it, will I benefit and / or can I sell it?
   Rights and institutional setting – secure tenure
2. If I can sell it, will I get a fair price?
   Addressing community needs – market access
3. If I can sell it at a fair price, can I grow it to specification?
   Availability of natural resource – technical extension
4. Can collective organization ensure the above until harvest?
   Effective governance and participation - organization
5. If yes, is collective action able to cope with the unexpected?
   Adaptive management and learning - flexibility

Where to start? Locally accountable organization

Whether you want to shape policy, build business or improve climate action – **organize to thrive!**

**1st Tier – local production**

**2nd Tier – Regional value addition, marketing, business incubation, finance, projects**

**3rd Tier – National policy representation, channel project finance**

**4th Tier – regional cooperation – global advocacy / exchanges**

**Guatemala**

Probosque law 2015 commits US$ 20 million per year for forest and agroforestry producers.
Priorities: CF group links to farmer organizations

Togo

Forest and Farm Facility (FFF) – FAO / IIED / IUCN / Agricord

Letter of Agreement 1
Letter of Agreement 2
Letter of Agreement 3
Letter of Agreement 4
Letter of Agreement 5
Letter of Agreement 6

DREDDPN

CTOP (Togolese federation of farm producer organizations)

MAPTO

FUPROCAT

CPC (Centre for Producers of Cereal)

UWAGP Annua-Moro
UWAGP Togolo Nord
AUDETN
ALBAYA
ESSIOUBAMO
SOLOJAYE
AGBEGNO
ETSONMETO
NOVI VA
AGBOMISRY
BETHEL
EBAWIGNON

East Plateau
Central
West Plateau
Maritime

Expanded agroforestry systems and new cassava processing facility for Novi Va, Togo
Priorities: Organizations doing risk assessment

Ecuador

Vertical integration of ‘24 de Mayo’ in Guayusa value chain following risk assessment

New role for “24 de Mayo” association in the guayusa value chain:

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Priorities: Organized federations changing policy

- First-tier local organisation
- Second-tier regional association
- Third-tier national federation

Flow of services and information:
- Flow of product and representation

Bolivia

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US$ 37 million cocoa incentive programme over five years
Priorities: Apex organizations incubating business

Ghana

New federation of 1 million members – with inbuilt business incubation team (BIT)
Priorities: Organizations mobilizing internal finance

Viet Nam

Organizational innovations that make community forestry prosperous

CF cooperatives

Finance & insurance

Social organisation

Technical advice

Value chain marketing

Business support

Research & development

Governance & legality

Market

US$ 3.5 million cinnamon processing factory installed by 23 person cooperative
Priorities: Women’s empowerment through business

Thiongote in Laikipia County in Kenya developing women’s tree fruit business
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Priorities: Organizations upscaling climate solutions

- Madagascar

Four supply cooperatives to Manarivo AB diversifying away from peanuts into aromatic oils

SOCIAL
1. Organizational systems
2. Membership services
3. Political representation
4. Technical extension
5. Business incubation
6. Financial services
7. Quality assurance
8. Cooperative union

ECOLOGICAL
9. Climate adapted stock
10. Biodiversity
11. Spatial optimisation
12. Tree based productivity
13. Pest management
14. Erosion control
15. Soil mulching

PHYSICAL
23. Mapping
24. Inventory / remote sensing
25. Physical boundaries
26. Terracing
27. Water management
28. Storage and transport
29. Electrification and connectivity
30. Information services

ECONOMIC
16. Increase scale
17. Stock information
18. Processing and packaging
19. Vertical integration
20. More distribution channels
21. Better marketing
22. Horizontal diversification
Priorities: Organizations that leave none behind

**Zambia**

**Enabling services**
- Enhance real incomes and capabilities

**Springboards**
- Economically at risk
- Socially vulnerable
- Most poor/vulnerable

**Safety nets**
- Crop stabilisation funds
- Warehouse receipt systems
- Rainfall insurance
- Maternity cover
- VSLA’s
- Burial societies
- Food for work
- Food aid
- Maternity cover
- Single parent assistance

**Operationalising economic, social and cultural rights**

**Empowerment**
- Address concerns of social equity and exclusion

**Risk reduction**
- Insurance and diversification mechanisms (social security)

**Protection**
- Social assistance and coping strategies (social assistance – formal and non-state)

**EMPOWERMENT**
- Advocacy representation
- Resource rights
- Technical assistance
- Utilities/infrastructure

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Priorities: Blend this and more into compelling stories
Cheers!