

Recommendations from civil-society organizations to civil-society organizations

A: Organization of CFEs and their relations with governments and NGOs

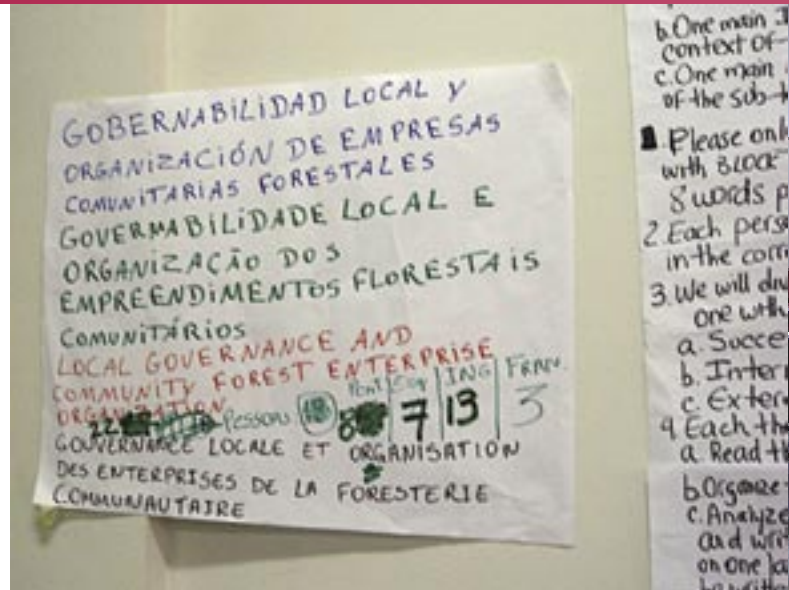
- Establish strong capacity-building programs in organization, financial administration and technical skills for communities by NGOs and governments based on the concept of village promoters
- Civil-society organizations should analyze their own technical capacities and address weaknesses through training, alliances, etc
- Civil-society organizations should analyze and modify their own internal structures to ensure decision-making processes are democratic and inclusive
- NGOs should promote policies that support the development and incidence of CFEs. For example: clear tenure contracts, access to credit, incentives, decentralization, less bureaucracy
- Analyze the motives and reasons for resistance to CFEs
- Build broad movements and strategies to confront and manage opposing forces
- Civil-society organizations and governments should facilitate the establishment and strengthening of strategic alliances of CFEs
- Civil-society organizations should recognize their roles as facilitators and support the development of CFE self-management

B: Finance, credit and investment

- Work with governments and national and international organizations to create appropriate lines of credit
- Register associations and individual community members
- Conduct a project/study on the economic viability of management on community premises
- Identify failures within the lines of credit and propose modifications
- Present the most appropriate lines of credit for different activities along the forest chain
- Give management courses on product chains
- Promote exchanges between communities with different experiences with access to credit and lessons
- Define mechanisms to establish taxes at appropriate scales for communities

C: Enterprise structure and system of production

- All NGOs should support and facilitate genuine networks of community enterprises at local, national and global levels
- NGOs should lobby states to stop subsidies to the private sector, where there has been failure, and instead channel these resources to community enterprises
- NGOs should support and negotiate reform in legislation to promote community enterprises with simple processes
- Economic justice: NGOs should work to defend the right of the state to protect community enterprises from unfair competition
- NGOs that have been active in the forestry sector need to reach and lobby NGOs from other sectors (such as human-rights NGOs) in order to quickly adopt the CFE agenda
- Environmental NGOs are underestimating the communities with their obsession for narrow technical options such as certification, which ignore basic issues of governance
- Enterprise-management NGOs should support capacity-building in CFEs to enable them to compete globally



Photos: A. Martin

- NGOs should change strategies to provide more support to local and national NGOs in order to embrace programs instead of merely strengthening themselves

D: Market relations

- National and local NGOs should create a socioeconomic awareness in order to stimulate a market-oriented economy
- Disseminate socioeconomic community issues so that civil society can pressure governments to adopt policies that will create socially and environmentally responsible markets
- Develop and implement a system of market information to generate, store and disseminate knowledge and information
- Develop competency in communities to generate and access market information
- Large international NGOs should promote the interaction between potential investors to supplant the necessity of community investment

Recommendations from government to government

A: Organization of CFEs and relations with governments and NGOs

- Develop policy and legal frameworks for the formal recognition and development of CFEs
- Create permanent and autonomous decentralized forest development agencies with sufficient economic resources
- Develop programs and policies to promote and consolidate CFE capacities for self-management
- Implement a permanent council that is inter-sectoral, deliberative and participative (government, NGOs, private sector, CFEs) with a long-term action plan (minimum of ten years) and duly monitored
- Create a business agency in charge of promoting and supporting the entire product chain of CFEs

B: Finance, credit and investment

- Support capacity-building in organizations and the capitalization of CFEs to improve financial administration
- Improve communication and collaboration with international and donor organizations
- Make information easily accessible to communities and civil society
- Increase credit, finance and incentives for CFEs
- Review and simplify the credit systems (subsidies, certification, incentives)



C: Enterprise structure and system of production

- Clarify policies regarding:
 - land tenure systems (property and distribution, rent, administration)
 - rights of Indigenous peoples and local populations
 - forest management systems (forestry systems, forest land assignment, production, protection)
- Implement policies, laws and procedures to decrease bureaucracy and corruption. Governments should encourage the participation of the population in the decision-making process and provide mechanisms for feedback on laws and regulations
- Provide windows of finance: This will require government funds as an assurance for the loans provided to CFES
- Create, improve and increase lines of credit to CFES
- Implement massive extension programs for the development of CFES, including on technical aspects of production systems, communal organization and basic aspects of the enterprises such as administration and legal matters. Formal education may be needed
- Drive investigation into and development of systems of production. Topics should include:
 - forestry of particular species
 - processing of new materials (take advantage of secondary products)
 - models of production for CFES
 - exploitation of products and sub-products of the forest and appropriate production models for CFES
- Intensify protection programs for the forest to control the illegal production of forest products. This activity could include the involvement of agencies at various governmental levels
- A window of services should be provided in order to eliminate bureaucratic limitations and reduce corruption
- Improve and construct roads or other means of transportation, communication and energy through the cooperation of local communities, government and the private sector to ensure that production is on time and transported efficiently to the market

D: Market relations

- Review existing forest policies and legislation through consultation with CFES, civil-society organizations and NGOs to ensure that government can respond to CFE needs;

- Establish a council for the commercialization of forest products in order to provide
 - market intelligence (prices, tendencies, markets, certification, etc)
 - advice to CFES to ensure good contracts and agreements for the processing and sale of forest products
 - advice on improvements in production and the capacity to market forest products
 - advice to the forest sector on increasing its contribution to GDP
- Establish a board of advisors made up of representatives of CFES, civil-society organizations and (regional) NGOs with the responsibility of implementing social and environmental programs in communities
- Ratify and implement international agreements, conventions and agreements related to managerial policies, the protection of biodiversity and respect for Indigenous populations

E: Legal aspects

- Identify the needs and difficulties of communities and implementing SFM before developing laws
- Ensure that laws go through a period of transition before coming into effect
- Ensure that forest laws are sufficiently rigorous to fight illegal logging
- Ensure that legislation recognizes communal rights to land and tenure and to the property of forest resources
- Develop appropriate institutional mechanisms to assist communities to implement SFM
- Explore financial resources at both national and international levels to support the development of capacity within communities to implement SFM
- Create spaces that make it possible for communities to develop the capacity to implement SFM
- Guarantee incentives for the conservation of forest resources by the transfer of a percentage of the financial resources resulting from the actions of agents of forest degradation

Recommendations of communities to governments, civil society, communities, ITTO

A: Organization of CFES and their relationship with governments and NGOs

Recommendations to government

- Ensure the rapid and effective legal demarcation of lands with forest potential
- Create incentives for forest conservation
- Encourage the creation of mechanisms for payments for environmental services
- Create a fund to attend to financial aspects related to environmental projects and community enterprises
- Ensure an equitable distribution of the economic benefits of community enterprises
- Develop greater efficiency in projects for the conservation of the environment
- Create mechanisms to make the market more just

Recommendations to civil society

- Work transparently with respect to funding
- Increase transparency mechanisms by which communities can monitor NGO activities

- Seek projects to support CFES in the implementation and administration of community forest management

Recommendations to communities

- Ensure that leaders consult with their constituencies before signing agreements with NGOs
- Seek training for leaders so that they are not manipulated
- Participate in the development of their own projects
- Give priority to projects that develop training, administration and organization

Recommendations to ITTO

- Develop closer relationships with communities and emphasize support to community forest management for the conservation of the environment
- Assist at the community level in aspects such as marketing, and make issues related to CFES known to the public at a global level
- Focus more on putting concrete actions into effect and less on debate

B: Finance, credit and investment

Recommendations to governments

- Pay full attention to the recommendations made at this conference
- Provide new mechanisms for financing community forest management with less bureaucracy
- Support communities with work tools and professional training with the aim of achieving greater success in the market

Recommendations to civil society/NGOs

- Facilitate the preparation of the proposals for CFE financing as well as the support, management and execution of projects
- Facilitate relationships between CFES and micro-finance institutions with the goal of accessing start-up capital with low interest rates
- Strengthen the capacity of communities in the management and zoning of resources

Recommendations to communities

- Promote mechanisms for community savings
- Develop market approaches with the goal of adding to the value of products and becoming competitive
- Consolidate good governance at the community level

Recommendations to ITTO

- Create a specific fund for the support of conservation, reforestation and the protection of small sources of water in communities
- Create a window of financing exclusively for community enterprises
- Fund a global study on the availability of financing for CFES with a view to establishing public and/or private financing schemes at national and international levels

C: Enterprise structure and systems of production

Recommendations to governments

- Improve public policies and incentives for SEM and reduce bureaucracy in the issuing of environmental permits
- Develop public policies that support community enterprises to organize themselves and provide technical training that increases autonomy in the administration of production systems
- Increase flexibility in regulating and conferring rights to land and property
- Develop studies regarding the value of the forest and its natural components
- Promote clear policies regarding community forest management and create laws that regulate access and use and support communities

- Prioritize applied research on products and environmental services and foster relationships between academia and CFES
- Clarify the regulatory framework and intensively promote payments for environmental services and the certification of community forest management
- Create a level playing field in the market that encourages fair prices for CFE products

Recommendations to civil society/NGOs

- Employ technical means to facilitate access to information and knowledge about the valuation of natural resources, establishing a web-based database
- Work with CFES to develop standards and clear rules that facilitate transparency
- Encourage clear and defined roles and responsibilities for better local government
- Create a level playing field in the market that encourages fair prices for CFE products

Recommendations to communities

- Resolve internal problems and offer compensation before adopting projects
- Propose laws and public policies and define the roles of government and the community (example: government payments for environmental services and the payment of taxes to society)
- Link with NGOs and national, international, state and local institutions to receive information and technology about management
- Execute technical, financial and administrative training projects and the loan of services to users
- Establish standards and laws about responsibilities for the administration of economic resources and improve the availability of information
- Procure information about markets and trends in the market
- Incorporate new methods and technologies for community forest management

Recommendation to ITTO

- Consider piloting specific infrastructure projects to support both timber and non-timber CFES

D: Market relations

Recommendations to governments

- Make funds available to support forest micro-enterprises (credit without interest rates)
- Pay dues to ITTO so that the countries they represent can access ITTO funds
- Pay for or support forest certification in order to better market products
- Create specific agencies for communities
- Simplify procedures for the authorization of management and commercialization

Recommendations to civil society/NGOs

- Be realistic in terms of market access for our products
- Provide continuous training to communities in such a way that it can be replicated by communities themselves to promote horizontal exchange
- Undertake long-term projects based on the desires and needs of the communities
- Support projects for the further processing of forest products with added value for communities



Rain forest: Late-afternoon rain falls on the Amazon River near Manaus, Brazil. *Photo: J. McAlpine*

Recommendations to communities

- Consider unified approaches to the marketing of communal products
- Exchange community experiences in accessing the market
- Improve community planning (emphasis in registries)
- Seek organizational and economic support to industrialize forest products that can be sold directly to end-markets
- Organize legally and seek financial support that is guaranteed for the quality and quantity of products
- Seek projects that assure the sustainability of the forest resource for the inheritance of future generations

Recommendations to ITTO

- Support programs to facilitate the commercialization and further processing of community forest products
- Support the channeling of incentives for SFM directly to communities (based on Costa Rican experiences)
- Create a database of community producers (products, forest estate, location)
- Promote increased awareness of community forest management between countries through the exchange of information and experiences

E: Legal aspects

Recommendations to governments

- Prepare national and local policies using consultative processes with communities and their federations
- Base policies on the principle that local communities and their people are those who really manage the forest. People and forests can live in harmony
- Prepare long-term policies to promote CFES

- Establish tax exemptions for CFES for at least 15 years to better enable CFES to compete in the marketplace

Recommendations to civil society/NGOs

- Influence policies through a global review of land tenure, trade and CFES
- Help make the voice of communities heard at national, regional and global levels

Recommendations to communities

- Conduct social campaigns to ensure that tenure and use rights are incorporated into constitutions and laws
- Make policies that are pro-poor, socially just and politically inclusive in the community
- Integrated the management of resources and the growth of CFES
- Practice democracy, good governance, gender equality and pro-poor policies

Recommendations to ITTO

- Introduce a thematic program supporting community projects including
 - forests and enterprises
 - policy, tenure and regulatory frameworks
- Provide CSAG with formal recognition within the ITTO policy framework and bring local voices to the national and global levels
- Organize and initiate sub-regional conferences and CFE workshops on land tenure to support CFES and an international conference to evaluate the recommendations made at this conference