



Short Term Training Course on
"Community-based Forest Enterprise Development"

COURSE GUIDELINES

31 May – 4 June 2021

Virtual Training

AFoCO Regional Education and Training Center

1. BACKGROUND

Forests cover 31 percent of the global land area¹, approximately 4 billion hectares. In the Asia-Pacific region, forests are 740 million hectares which are almost one-fourth of the region's land area. Despite its significant area, the forests are remained as the last un-explored land to provide substantive incomes. Yet, with the belief that community forestry can be an asset for making people's livelihoods more secure, developing community-based forest enterprises (CBFE) is recognized to help community forestry products and services reach markets/buyers and generate more income.

Despite opportunities as mentioned above, there are certain challenges and difficulties in establishing sustainable enterprises in the forests and forestry sector, including in urban-/peri-urban forests where people are densely living around. One of the challenges is about scaling up of the community forestry; wherein there are many questions to make community forests economically viable. Rural community makes up today is rapidly changing, either due to economic pressure driving people to unsustainable use of forest resources or pushing them out from forest-based livelihoods to cities for alternative labor opportunities. Building up an entrepreneurial mindset at the local and community level is still limited in the region.

Providing the platform to build up the collective efforts to address lack of knowledge and skills, AFoCO RETC and The Center for People and Forests (RECOFTC) jointly organized the Training of Trainers for CBFE inviting member countries in 2019. Through investigating good cases in the Asian region, the participating trainees tried to put collective efforts to accumulate the regional data and information, by which they developed a module book introducing practical methodologies and concepts to investigate enterprise in the forests and forestry sectors.

To the extent of the module book and the trainers, the CBFE development (CBFED) training in 2021 will be the place to introduce it in the virtual platform. The training will also invite local entrepreneurs, project managers, governmental officials, and financial enablers to listen to their voices to explore the CBFED's practical on-sets.

2. OBJECTIVES

The course aims to provide participants with in-depth knowledge of the policies and practical strategies for planning and encouraging community-based enterprise development in the forests and forestry sector. Participants will learn how to address practical and sustainable solutions by sharing practical cases and experiences of the Asian region. The training outputs will be utilized as the baseline information for the project concept note development.

Eight sessions will be provided by the trainers and various experts from international organizations, universities, research institutes, and government agencies. Four CBFED practices will be introduced by various fields (e.g., biodiversity, group certification, carbon, local entrepreneurship, carbon, etc.), which will cover the current trends and cross-cutting practices reflecting general concepts and methodologies. The overview of the lectures is in **Attachment-1**.

At the end of the training, the participants will be able to:

¹ The State of the World's Forests 2020, FAO (<http://www.fao.org/documents/card/en/c/ca8642en>)

- apply the Sustainable Livelihoods Approach (SLA) framework to identify community assets and conditions that help develop these assets for CBFED;
- use the value chain tool to assess potential forest products and services and identify interventions along the value chain for sustainable CBFED;
- explore risks and enabling conditions for sustainable CBFED initiatives in the CF context; and,
- develop an action plan to be acknowledged into future AFoCO projects and strategies.

3. TARGET PARTICIPANTS

This course will welcome gender-balanced technical-level government officials (two per country) who are involved in community-based enterprises development and related work, particularly:

- those with tasks for CBFED in policies and regulations development;
- those with mandates for the CBFED project development; and/or
- those in a project/agency that is currently implementing CBFED projects in a community forestry context.

Those involved for a minimum of one year of serving the government will be invited from the respective member countries.

4. REGISTRATION

Following the nomination of the National Focal Point, participants are requested to submit their information provided by the AFoCO RETC, referring to **Attachment-2**.

5. ZOOM INSTRUCTION

The instruction is in **Attachment-3**.

6. FINANCIAL SUPPORT

A nominal training allowance of US\$35 per day will be provided for the respective nominee.

7. GENERAL ENQUIRIES / EMERGENCY CONTACT

For more information or in the case of emergencies, please request you to contact the following officers:

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8. TRAINING SCHEDULE

Day	Time (Seoul time, GMT+09)	Activity	Remark
28 May (Fri.)	15:00-17:00	Check and confirm Zoom Application connection	RETC
31 May (Mon.)	12:00-12:30	Zoom check-in	RETC
	12:30-13:00	Opening Ceremony & Introduction of participants	RETC
	13:00-15:00 (120')	Introduction of learning flow and agenda Presentation 1. Country report	Trainers
	15:00-16:00 (60')	Break	
	16:00-18:00 (120')	Session 1. Introduction to CBFED and Principles for Sustainable Enterprises (Session 3 to 5 of CFE Module jointly developed with RECOFTC in 2019)	Trainers
	18:00-18:15 (15')	Daily feedback	Trainers
1 Jun. (Tue.)	12:30-13:00 (30')	Recap on the previous day	Trainers
	13:00-15:00 (120')	Session 2. Building a Vision for CBFED and Sustainable Livelihood Approach (Session 6 to 7 of the Module)	Trainers
	15:00-16:00 (60')	Break	
	16:00-17:00 (60')	Session 3. CBFED Practice #1: Biodiversity Friendly Enterprise of the Philippines	Guest speaker
	17:00-17:15 (15')	Daily feedback	Trainers
2 June. (Wed.)	12:30-13:00 (30')	Recap on the previous day	Trainers
	13:00-15:00 (120')	Session 4. Tools for CBFED and Value Chain Analysis (Session 8 to 11 of the Module)	Trainers
	15:00-16:00 (60')	Break	
	16:00-17:00 (60')	Session 5. CBFED Practice #2: Local entrepreneurship: a voice from a young forester of the ROK	Guest speaker
	17:00-17:15 (15')	Daily feedback	Trainers
3 Jun. (Thur.)	12:30-13:00 (30')	Recap on the previous day	Trainers
	13:00-15:00 (120')	Session 6. Risks and Enabling Conditions for CBFED (Session 12 to 13 of the Module)	Trainers
	15:00-16:00 (60')	Break	
	16:00-17:00 (60')	Session 7. CBFED Practice #3: Locally-controlled Forest Enterprise by Small-holder Group Certification Scheme	Guest speaker
	17:00-17:15 (15')	Daily feedback	Trainers
4 Jun. (Fri.)	10:30-11:00 (30')	Recap on the previous day	Trainers
	11:00-12:00 (60')	Session 8. CBFED Practice #4: CBFED for Carbon offset	Guest speaker
	12:00-14:00 (120')	Presentation 2. Action plan	Trainers
	14:00-15:00 (60')	Break	
	15:00-15:30 (30')	Recap & highlights of the training (inc. evaluation of training)	Trainers /RETC
	15:30-15:45 (15')	Closing Ceremony	RETC

Attachment-1. Overview on Sessions

Session 1. Introduction to Community-based Forest Enterprise Development (CBFED) and Principles for Sustainable Enterprises	
A. Session Overview	This session introduces the concept of community-based forest enterprise. It covers the stages in the CBFED and principles for sustainable and effective development.
B. Learning Outcomes	At the end of this session, trainees will be able to understand: <ul style="list-style-type: none"> • the definitions and issues relevant and part of the discourse related to CBFED; • the stages in the CBFED as depicting the "CBFED ladder"; and, • the principles for the CBFED as exploring some of the factors/elements necessary for CBFED to be able to thrive and be sustainable in the long-term.
C. Content	(1) Introduction of CBFED (2) Stages in CBFED (3) Principles for sustainable and effective CBEFD
Session 2. Building a Vision for CBFE Development and Sustainable Livelihood Approach	
D. Session Overview	This session provides guidelines on how to build up a vision for CBFED and develop the country's sustainable livelihood approach (SLA) in an analytical research framework or a project/program planning tool.
E. Learning Outcomes	At the end of this session, trainees will be able to: <ul style="list-style-type: none"> • Identify and assess community assets or capitals that are the building blocks of any CBE development; and, • Explain factors that can impact positively or negatively CBFED.
F. Content	(1) Build-up a vision for CBFED (2) CLA for CBFED
Session 3. CBFED Case-study 1: Biodiversity Friendly Enterprise in the Philippines	
G. Session Overview	This session introduces CBFED practices in biodiversity conservation and the harmonious balance between forest protection and livelihood improvement in the context of the sustainable livelihood approach (SLA) to encourage the trainees to brainstorm their country's strategies.
H. Learning Outcomes	At the end of this session, trainees will be able to: <ul style="list-style-type: none"> • Approach biodiversity-friendly enterprise in the context of SLA; and, • Initiate to develop its related plans and programs of the country.
I. Content	(1) Concept of biodiversity-friendly enterprise (2) Strategies and measures (<i>history of project/program development</i>) (3) Challenges and opportunities, in the context of SLA (4) Suggestions to the participants
Session 4. Tools for CBFE Development and Value Chain Analysis	
J. Session Overview	This session introduces the tools and methodologies to identify potential forest products and services for CBFED and guides us to use the value chain analysis (VCA) framework to identify all the relevant actors and linkages for developing a product/service to reach the market.

K. Learning Outcomes	At the end of this session, trainees will be able to: <ul style="list-style-type: none"> • Identify potential resources and products from their community forest for CBFED; • Estimate the quantities and quality of these resources and products/services that are currently available and sold from the country's market prospects; • Explain the concept and the advantages of doing a VCA for products and services; • Distinguish direct and indirect actors and the roles and functions in the value chain; and, • Analyze the linkages between the actors within the value chain.
L. Content	(1) Identification of forest products and services in a community forest landscape (2) Viable forest products and services in community forest landscape – elimination of risks (3) Value chain analysis for CBFED

Session 5. CBFED Case-study 2: Local entrepreneurship: a voice from a young forester of the ROK

M. Session Overview	This session invites a local entrepreneur of the Republic of Korea and listens to the personal history of how she developed her forestry venture after quitting out from a large corporation.
N. Learning Outcomes	At the end of this session, trainees will be able to: <ul style="list-style-type: none"> • Brainstorm how to encourage local entrepreneurship of the country context.
O. Content	(1) Personal history and introduction to the business in the context of Value Chain Analysis (2) Relations/cooperation with the government and other sectors (3) Suggestions to the participants

Session 6. Risks and Enabling Conditions for CBFED

P. Session Overview	This session explores some of the constraints and barriers along the value chain and some of the opportunities that may exist for actors to make the chain more efficient and equitable. Likewise, the session also considers potential risks with certain assumptions when CBFED is developed with a lack of adequate information.
Q. Learning Outcomes	At the end of this session, trainees will be able to: <ul style="list-style-type: none"> • Identify the main constraints and barriers along the value chain that can affect CBFED; • Distinguish possible opportunities that exist to make the value chain more efficient and equitable for all actors; • Identify constraints and opportunities in the value chain to be managed for CBFED; • Appreciate how assumptions can transform into risks and affect the success of CBFED with internal and external risks; and, • Explore some ways to reduce risks for CBEs.
R. Content	(1) Identification of constraints and opportunities in the value chain for CBFED (2) Risks when developing CBFED

Session 7. CBFED Case-study 3: Locally-controlled Forest Enterprise by Small-holder Group Certification Scheme

S. Session Overview	This session explores the schemes of small-holder group certification, how it works in a real business, and what risks and enabling conditions can arise to encourage the trainees to brainstorm their country's strategies.
T. Learning Outcomes	At the end of this session, trainees will be able to: <ul style="list-style-type: none"> • Understand the concept of small-holder group certification; and • Initiate to develop its related plans and programs of the country.

U. Content	<p>(1) Concept of small-holder group certification (2) Strategies and measures (<i>history of project/program development / main outputs and benefits</i>) (3) Risks and enabling conditions (4) Suggestions to the participants</p>
Session 10. CBFED Case-study 4: CBFED for Carbon offset	
V. Session Overview	<p>This session starts with the question, "how can we sustain the mechanism of CBFED under climate change?". As its initial step of exploration, a community-based carbon offset program will be introduced, how it can contribute to enhancing carbon entrepreneurship in the forests and forestry sector.</p>
W. Learning Outcomes	<p>At the end of this session, trainees will be able to:</p> <ul style="list-style-type: none"> • Understand the general concept of a community-based carbon offset program; and • Initiate to develop its related plans and programs of the country.
X. Content	<p>(1) Concept of the program (2) Strategies and measures (<i>history of project/program development</i>) (3) Factors to the success and failure (4) Suggestions to the participants</p>

Attachment-2. Overview on Country Report and Action Plan

Purpose

Both country reports and action plans are primary materials developed and submitted by the participants. The reports help the participants take active attention and participation in the training topics, which will lead the participants to utilize the training outputs as their baseline information to develop project concept notes.

Country Report

Subject to the training subject, the Country Report (CR) will summarize the current status of the country and list down the main challenges and issues to wit: (1) organizational structure of the government of the forestry sector; (2) backgrounds of the country and the national policies related to the training subject; (3) list of the previous/on-going projects representing the training subject in the country; (4) main challenges and issues in your country; and (5) each participant's training questions related to the subject. A presentation template will be provided to the trainees.

Action Plan

Subject to the training subject, the Action Plan (AP) will provide the summary actions how to tackle down the issues based on their country report, including: (1) SWOT analysis, based on the improved problem tree; (2) problem statements and suggested strategies; (3) specific action plan (i.e., project objectives, budget, duration, and timelines, implementing organization, beneficiaries, and potential environmental and social risk); and, (4) expected outputs and outcomes including economic, technical, social, and environmental impacts. A presentation template will be provided to the trainees.

References

Please refer to the link for references below: <http://afocosec.org/project-manuals-guidelines/>

- Project Manual
- Guidelines for Project Monitoring and Evaluation
- Procurement Guidelines for Projects Goods and Services
- General Guidelines on COVID-19 Coping-up Measures for AFoCO Projects

Attachment-3. Instruction on Zoom Setting

1. Link to the Course

After compiling information on the nominees by the AFoCO Focal Points, the RETC will inform them of the zoom link and other information through an e-mail.

2. Local Time

Korea Standard Time will be applied during the training course. Please, note that Korea Standard Time (GMT+9) is 9:00 hours ahead of Greenwich Mean Time.

3. Link Set-up and Testing

- Two (2) days before the event.
 - a. Share event schedule with all participants.
 - b. Convene the participants and do a quick run-thru of the basic event structure: test screen shares and presentation materials.
 - c. Have the participants update the Zoom app on the computer or device they will use in the meeting.
 - d. Examine registration responses for interesting question responses.
- 15-30 minutes before the event - have all participants sign in to the event and verify:
 - a. The person controlling the zoom session is listed as a host in the participant window. This is generally the training organizer.
 - b. The participants are listed as such in the participant window. If they are not, request the host to correct them.
 - c. All necessary presentation materials are present and ready, including PowerPoint, docs, websites, and video clips.

4. General Information during the Course

The participants shall observe the following:

- Participants are requested to display the virtual training backdrop provided by the RETC during the course.
- Participants are requested to display the name with the country code (e.g., MM_Nay Myo Win)
- During the training session, the only authorized speaker allows to turn on the microphone. The rest of the participants must turn off their audio.
- When participants wish to intervene, kindly notify the host through chat of the ZOOM application or raise hands or nameplate.
- The facilitator/trainer will authorize an intervention only after the presentation is concluded to avoid distraction.
- If more than one participant requests to speak, the host will invite them to speak in the request's order. Participants will speak after the call of the host only.
- If participants encounter a technical problem, kindly notify the host through chat of the virtual application.