



Shaping
Forest
Management

*How coalitions
manage forests*



Shaping Forest Management: How coalitions manage forests is a successor to DFID's publication *Sharing Forest Management*. It:

- Argues that participation is now essential to contemporary forest management
- Details some benefits of participation, including the conservation of natural resources and the fostering of sustainable rural livelihoods
- Discusses the importance of effective management coalitions
- Explains the need to identify the different interests within stakeholder groups – and the different roles groups play
- Outlines the institutional context within which decisions must be taken – and the changes reform is bringing
- Explores the principles of governance and accountability
- Examines the crucial role that information systems play.

1 Developing findings

Introduction

In 1996, Britain's Department for International Development (DFID) published *Sharing Forest Management: Key Factors, Best Practice and Ways Forward*. This:

- discussed DFID experience promoting participation in forestry
- gave evidence of successes – and failures
- outlined lessons learned
- raised outstanding questions.

DFID has used its field experience to develop these findings further. *Shaping Forest Management: How coalitions manage forests* is not a 'how to' manual as such (although the resources section provides some pointers). Instead, it takes a closer look at some important current issues:

- engaging *stakeholders* – *who* should take part and in what *role*?
- building effective *coalitions*
- understanding the *institutional framework*
- using *institutional profiling*.

Participation is central

Participation is not new. Over 20 years, valuable experience has emerged under various banners – including community forestry, social forestry, rural development forestry and, most recently, shared forest management.

Participation is not a panacea. Yet if implemented at the right level, and sensitive to local conditions, it *does* offer significant benefits.

It is now time for forestry to drop qualifiers such as 'shared', 'community' and 'joint' – and to agree that there is a role for participation in *all* forestry.

Participation benefits

Participatory approaches contribute significantly to:

- managing and conserving *natural resources*: increasing the extent of forested land, improving its condition, reducing soil erosion and protecting watersheds
- fostering *sustainable rural livelihoods* and so helping *alleviate poverty*
- achieving *good governance* by promoting transparency, accountability and the representation of a diversity of interests.

We hope *Shaping Forest Management*, and the complementary detailed case studies, will help readers to engage in – and promote – *effective* and *appropriate* participation.

Sustainable livelihoods

An intricate relationship

Many groups (including a growing number of development agencies) take part in forest management coalitions with the goal of alleviating poverty. This is particularly important in forestry, with its intricate balance between poverty and eroding natural capital. There is thus a synergy between sustainable forest management and poverty alleviation.

In this context, participation is a way to stabilise and improve livelihood systems, reduce vulnerability to shocks, and increase people's control over their lives.

A *livelihoods approach* acknowledges that most rural households depend on a complex web of support. It also recognises that, for many households, the forest is just one of many important natural resources, which are themselves often only part of a wide portfolio of income sources. It also assists in the identification of interest groups, as well as facilitating our understanding of the social and institutional context.

Holistic, not sectoral

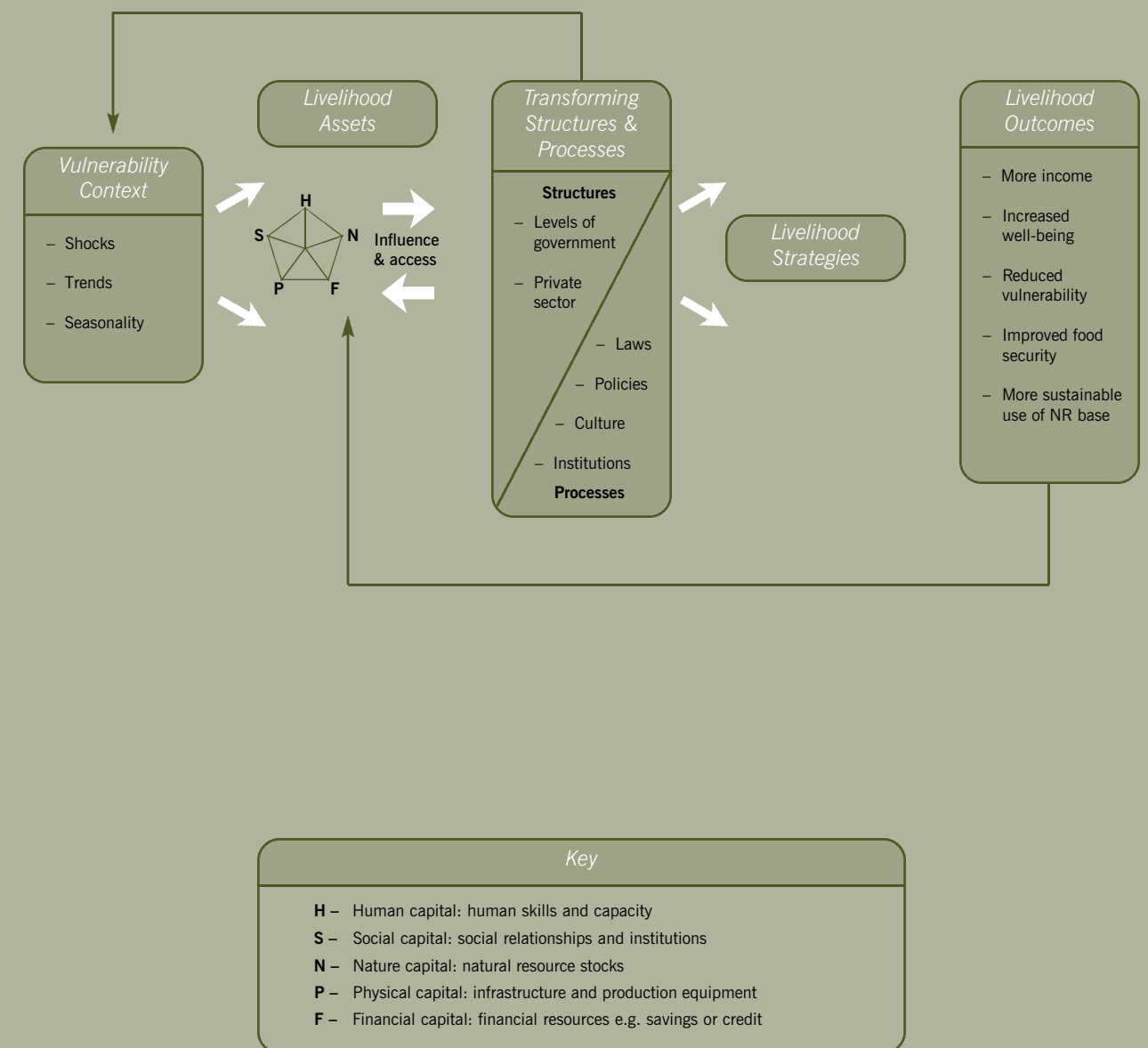
DFID has developed a holistic framework to map the livelihoods approach. The framework illustrates a number of factors that affect people's vulnerability:

- a lack of *capital assets* (or inability to put them to productive use)
- ineffective *structures and processes* in the political, social, economic and institutional environment
- a deficit in the skills and knowledge that people need to improve their situation: their *human capital*
- an erosion of *social capital* – an elusive concept encompassing trust, norms and networks – resulting in increased transaction costs (in the absence of trust, costs increase) and difficulties in managing pooled resources.

The role of social capital is especially difficult. Rebuilding it, while necessary, is not easy – especially if efforts are concentrated on some earlier semi-mythical 'harmonious existence'. Similarly, potential *negative effects* must be recognised. People in power may use social relationships to support, for example, rent-seeking behaviour. Or local people may assume such a degree of power that the forest service is then unable to intervene in the public interest.

A livelihoods approach encourages holistic rather than sectoral thinking, and allows participation to be more closely matched to people's livelihood strategies. It also recognises that strategies change – poor people do not adopt a particular strategy which they then follow in perpetuity.

Holistic framework to illustrate the livelihoods approach



2 The coalition approach

A **coalition** is defined as a collection of disparate groups sharing a common interest.

Many groups, one vision

Participation starts from the realisation that leaving forests to be run by one agency is seldom efficient or effective.

Experience shows substantial benefits if a **coalition** of different stakeholder groups is involved in forest management.

To begin with, groups are unlikely to share the same *objectives*. But a successful coalition needs members to find, and share, a *mutual goal*. A shared *vision* helps groups work together – even when *how* to reach this mutual goal has still to be agreed.

Active involvement

The coalition approach is an active one:

- *agreeing* change is necessary
- *committing* to the coalition
- *believing* participation is the best way forward
- *using* transparent decision-making methods
- *compromising* through negotiation.

Each group needs to feel **empowered** to contribute. Empowered groups who understand their environment, and the forces shaping it, are more likely to promote change. By working in partnership – and negotiating compromises – groups can help create robust management systems.

Empowerment implies human-centred development, for example promoting community development through action groups and participation. It also requires a context where the principles of good governance - accountability, transparency and representation - have been strengthened.

Costs and benefits

It is also crucial to consider the *costs* and *benefits* of participation. Developing coalitions is an investment of time and, for some groups, money. A fair share – or 'equity' – is an appealing ideal. Nevertheless, understanding the deeper motivations of those acting for a *collective* good is essential.

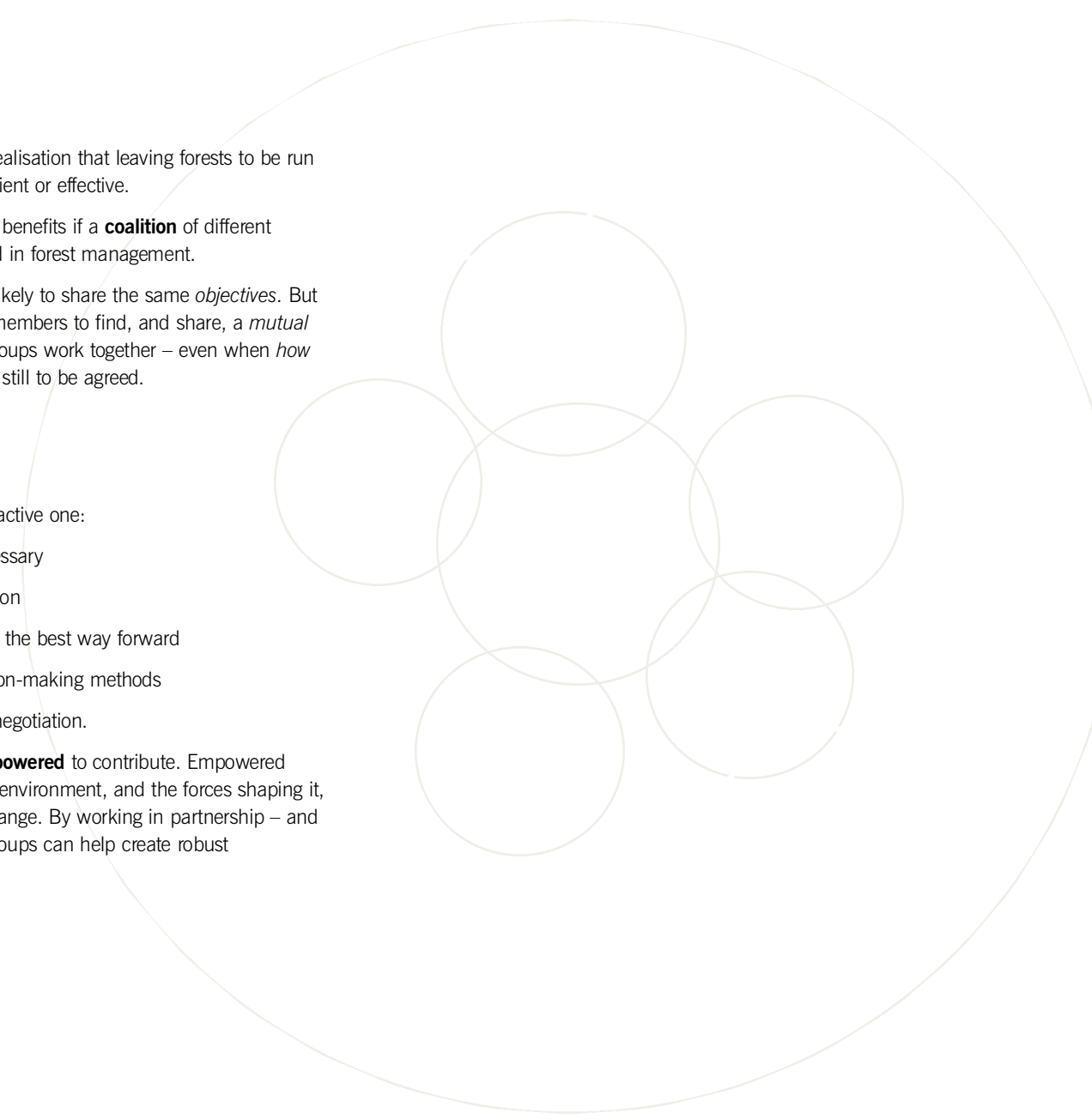
Generally, individuals want a return for themselves and their families. Returns sought are usually economic, but may include (perhaps subtle) shifts in their quality of life.

Groups entering coalitions often seek benefits they cannot more easily obtain elsewhere. It is also worth remembering that people *within* each group may have differing views on benefits. Social position, for instance, often affects people's perception of a 'collective' good.

An appropriate approach

Participation can be introduced at different levels. For some groups, consultative processes may be more suitable than full responsibility. This will depend on local natural resource management objectives, but also on each group's

- available resources
- relationship with other groups
- perception of threats and opportunities.



3 Dynamic differences

Understanding interests

Those trying to form coalitions – or part of an existing one – need to be aware that each coalition will be fluid, dynamic and, to a certain extent, unpredictable.

Some groups will leave, others will join. Groups with similar aims will forge informal *partnerships*, while the voices of different *interests* will emerge in each stakeholder group.

A failure to understand the appropriate role of different interest groups can seriously threaten coalition development. Simplistic notions of 'community' often hide complex differences in wealth, gender, age or origin. This adds difficulties to identifying different parties' needs and incentives – making it more difficult to find the appropriate participation levels for each group.

Forest *users*, for instance, share a *stake* in the forest and may form a single stakeholder group. But in that group the dependency, resources and commitment of fuelwood collectors is different to, say, hunters. So different interest groups are likely to form.

Differences – at all levels

Other major stakeholder groups are also likely to contain differences.

Government forest services have multiple roles, a complex network of power relations, and different channels (formal and informal) through which information flows. Understanding how such organisations function will help identify key interest groups – and lines of influence.

Field staff need to be treated differently from central policy makers. It will also be necessary to analyse the line of influence between them (in terms of its form, strength and appropriateness).

Different interest groups can be found in development agencies, too. A multidisciplinary team, for example, may have disciplinary representatives working overtly, or even covertly, to slightly different agendas.

Monitor the differences

Identifying a cluster of different interests within a stakeholder group raises several issues.

Firstly, it is important to ensure that, even if interest groups have different *objectives*, they still subscribe to a shared *vision*. If interest groups within a stakeholder group cannot work together, the group as a whole is unlikely to form an effective coalition with others.

Secondly, it is necessary to monitor the motivations and perceptions of each group. Different interest groups will have different perceptions of benefits. Variations in livelihood strategy or responsibilities (i.e. in the division of labour) are also likely to affect a group's priorities.

These perceptions will develop over time and are not easily measured from a single 'professional' vantage point. Management approaches must capture the views of all major stakeholders, and not just one view (often the donor agency's) of what progress means.

A number of questions must be asked:

- what do different groups think about various components of the forest resource?
- how do they perceive capital assets (particularly social and organisational capital)?
- what is their objective for participating?
- what form of coalition do they favour?
- are their goals compatible with those of other groups?

Different roles

Finally, understanding interest groups will help clarify the *role* each stakeholder plays – and the realisation that some groups play many different roles at once.

Three key roles can be identified:

- *enabling* agencies – facilitating relationships, setting standards and evaluating performance
- *delivery* agencies (public or private sector) – delivering outputs to users
- *users* – being assisted by an intervention (and who may liaise with the delivery agency through intermediaries).

Often, it is necessary for a large stakeholder to clearly separate its different roles. So the government, for instance, needs to separate regional and policy formulation (*enabling* roles) from service provision (a *delivery* role).

	Enablers	Deliverers	Users
State Forest Service	<p><i>Central Office</i></p> <p>Policy-making</p> <p>Setting and regulating legal framework</p> <p>Facilitating information flow</p> <p>Channelling resources to regional and local offices</p>	<p><i>Field Offices</i></p> <p>Providing extension services</p> <p>Facilitating coalitions</p> <p>Developing capital assets of interest groups</p> <p>Giving technical support</p>	<p><i>Commercial Wing</i></p> <p>Undertaking commercial operations</p>
Private Sector	<p><i>Non-profit</i></p> <p>Facilitating coalitions</p>	<p><i>Non-profit</i></p> <p>Supporting development of livelihood assets e.g. literacy classes</p> <p>Giving technical support</p> <p><i>Profit</i></p> <p>Providing services e.g. seed supply</p> <p>Giving technical support to partners e.g. in outgrower schemes</p>	<p><i>Large scale</i></p> <p>Private forest owners, influenced by government policy and service provision</p> <p><i>Small scale</i></p> <p>Farmers with on-farm tree resources</p> <p>Non-timber forest product (NTFP) collectors</p> <p>Market traders of forest products</p> <p>Small enterprises based on forest products</p>
Civil Society	<p>Advocacy groups, influencing policy and legal frameworks</p> <p>Conflict resolution</p> <p>Capacity building</p>	<p>Advocacy</p> <p>Service provision e.g. through farmers' unions</p>	<p>Forest resident associations</p> <p>Community-based organisations</p>

An illustration of some of the many roles major stakeholders play. Government, private and non-governmental agencies are found acting as enablers, deliverers or users. It is important for these roles to be understood and – in many cases – to be clearly separated.

4 The institutional context

The wider picture

Participatory management requires a good understanding of coalitions and how they operate. Several concepts have been introduced to provide a framework for this understanding – including *stakeholder groups*, *interest groups* and the idea of *multiple roles*.

It is also essential to appreciate the wider picture – the *context* in which coalitions operate. And as change can be driven internally or be externally imposed, it is always useful to bear in mind *who* is driving the process.

As foresters move away from considering forests in isolation, the importance of the *institutional framework* is increasingly clear.

While *organisations* (such as the state forest sector) are distinctive bodies set up to achieve a particular purpose, **institutions** is a broader term. It encompasses organisations, but also the *enabling environment* of policy, law and customs within which they operate.

Stakeholder groups can include a number of different institutions, but equally an institution can be an umbrella term which includes a number of different stakeholders.

Institutions are defined as sets of structured behaviour and relationships guided by certain norms of conduct (rules) and put into practice by organisations.

In profile

Institutional profiling is one tool which can assist in understanding the institutional framework, stakeholder groups, interest groups and roles.

Essentially a mapping exercise, it can be undertaken by a stakeholder group, an interest group, or by representatives of all involved in managing a forest. It is also very useful in situations where professionals need to make decisions based on imperfect knowledge of a situation.

Each group selects a project or a particular interest group as an entry point – and uses it as the centre point for its map. Interest groups are then assigned a circle – the size of which can be adjusted to illustrate importance. Lines between groups illustrate a relationships strength (according to the thickness of the line), direction (shown by arrows), type (with a broken line showing an informal relationship) and whether it has a positive or negative influence.

Further complexity can be added if desired and a profile can also be expanded into three dimensions, as an outlying interest group is used as the centre for another map.

However, complexity is not always an advantage. The quick nature of profiles is often their greatest strength – combined with their accessibility to a wide range of people, including those who are not literate or well educated. Sometimes, it is best for facilitators to start with a simple tool and build complexity at a pace dictated by the participants.

Helping change

As well as being useful as a monitoring tool, profiling can be a powerful way of helping those who seek to map and support change.

An initial profile may show blockages or weaknesses – perhaps as a result of power relations or information deficits. Missing connections and entry points to support change can be easily identified. Future profiles can then be used to show whether change is happening – showing developments in the attitude and feelings of marginalised groups.

Profiles also help inject a level of realism into development interventions. Some areas may be too entrenched and too complex to tackle in the present, while other blockages are best tackled indirectly – through work elsewhere in the framework. Profiles suggest a pathway through the problems and help establish a goal which is desirable to all interest groups.

Framing institutions

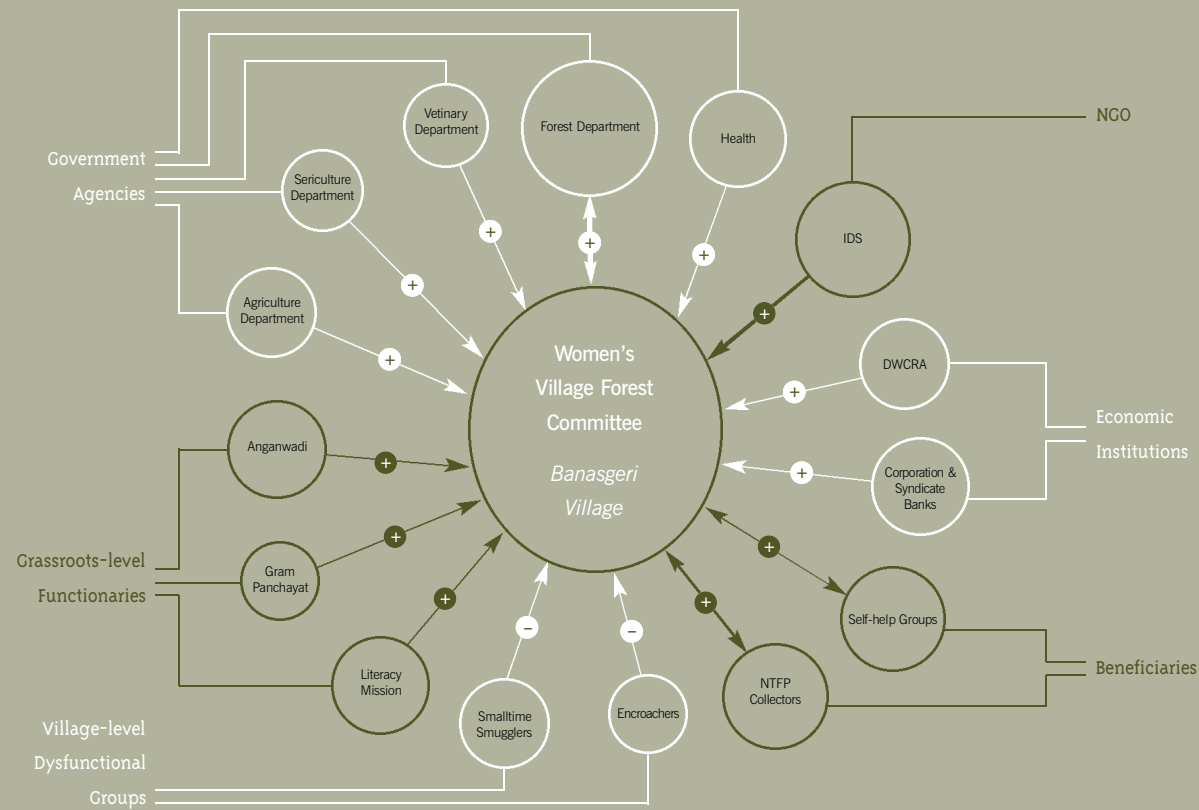
Such profiles clearly illustrate that developing forest management coalitions is a *dynamic* process. No group actually operates within the type of artificial boundary so often imposed by outside interests.

Institutional frameworks are not static, either. The needs of interest groups – and what they regard as significant incentives – will change over time. As a result, the whole framework must evolve.

This is especially likely to happen as incomes grow and people switch towards more productive and remunerative forest product activities. Forests will prove to be a stepping stone out of poverty for some people and, at some point, they may no longer want – or need – to manage the resource.

By paying careful attention to relationships and to the environment within which they operate, it becomes possible to focus attention on the joint goal of improving livelihoods and meeting forest conservation imperatives.

Institutional Profiling Case Study: Joint Forest Management in the Western Ghats of India



A profile by a *Women's Village Forest Committee (VFC)*.

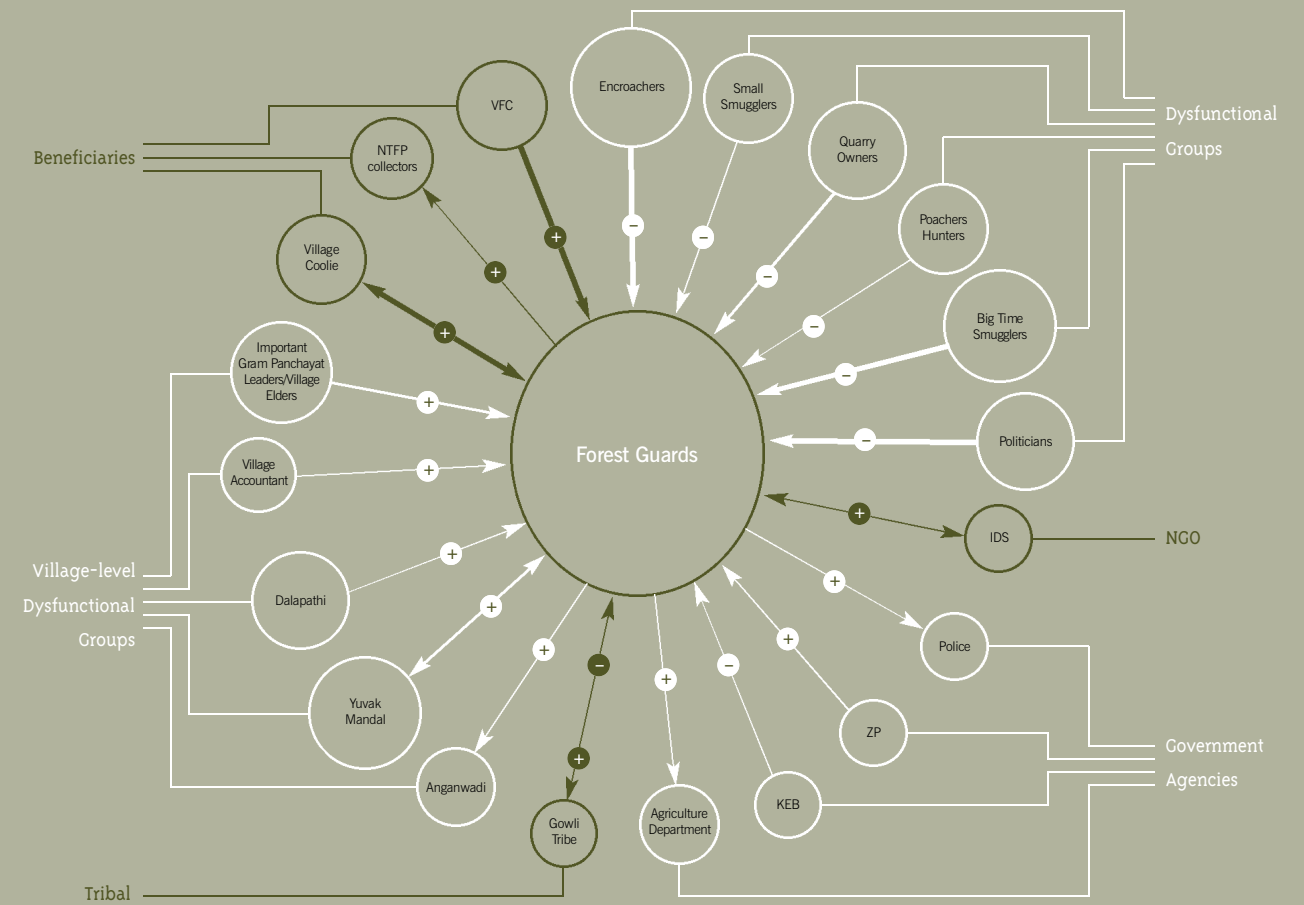
The profile shows how villagers are dependent on many more relationships than simply that between the village and the Forest Department. With forestry as the entry point, the challenge is to build links with other organisations to support a livelihoods approach and achieve effective resource management.

Key conclusions and action points are:

- a strong positive relationship with the Forest Department and with an NGO, the India Development Service (IDS) – two organisations that have provided direct support and training to the VFC. The results have been effective forest management and some local empowerment
- arrows mostly pointing inwards, indicating that the VFC has little influence over other groups and that a focus on empowerment is needed (the success of this will be seen if future profiles show more arrows pointing outwards). For example, a number of wealthy and powerful encroachers have been difficult to evict, while one less powerful group of encroachers has been removed by the VFC and the land planted with trees
- relationships with a large number of government departments, indicating the VFC considers overall livelihood strategies and not simply forestry; these relationships could be strengthened
- relations with the Gram Panchayat (village council) are weak, even though this is the focal point for the implementation of all government programmes. This needs to be addressed by looking at ways to integrate village-level forest planning and Gram Panchayat processes
- future efforts should aim to strengthen all types of capital, including natural capital via inputs from the agriculture, sericulture and veterinary departments; financial capital from economic institutions; and human and social capital via the literacy mission and capacity-building from the NGO and the Forest Department.

The following three profiles show differing perspectives from within the *Karnataka Forest Department (KFD)*.

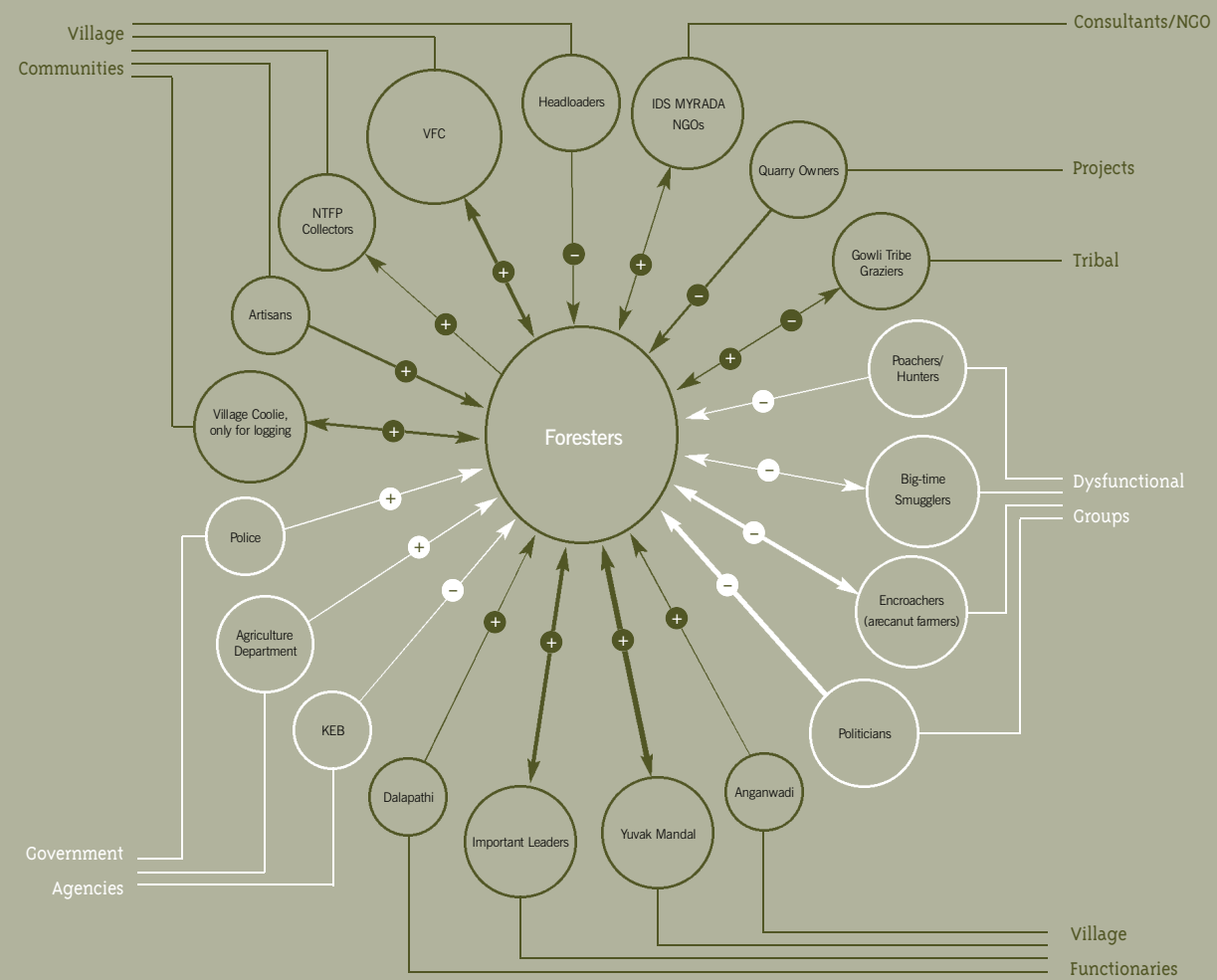
These profiles show an extensive web of relationships that differ between levels of staff seniority and responsibility. Reference to "the Forest Department" obscures this diversity of relations and perceptions, which condition the attitudes, behaviour and working environments of all KFD staff.



A profile by the *Forest Department's Forest Guards*

Forest Guards:

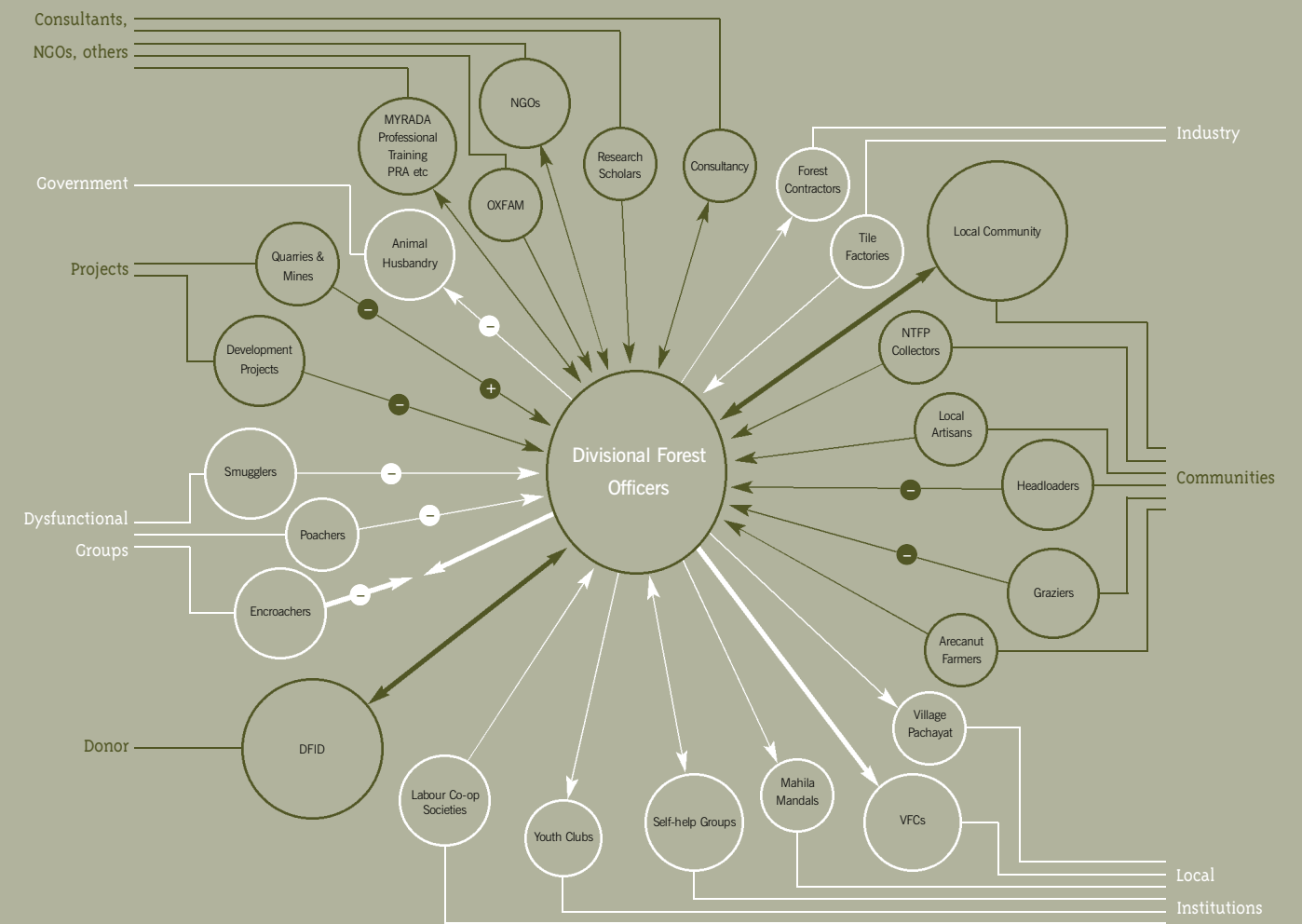
- are under pressure from constant demands by the VFCs, rather than working in mutually reinforcing partnership with them. The forest guards feel marginalised and bypassed by the foresters who, as member secretaries of the VFCs, are the main actors in joint forest management
- identify many dysfunctional groups among their day-to-day contacts at the front line, but, in general, see the greatest threats to the forest coming from more distant stakeholders (encroachers, big smugglers, quarry owners, politicians) rather than from local people
- make a particular distinction between 'big-time smugglers', who are outsiders and undertake illegal logging activities, and 'small smugglers' – who are local people taking wood for fuel, agricultural implements or other basic needs
- disaggregate grassroots organisations, showing their awareness of local-level politics and power relations through their day-to-day contact with villagers
- have little influence over most stakeholders (arrows point inwards). The only strong two-way relations are with the village coolies, who fulfil the guards' traditional roles of sourcing local labour for FD works. Given the mandate for joint forest management, this raises questions over the effectiveness of efforts to build partnerships with VFCs and other local actors.



A profile by the Forest Department's *Foresters*, the next rank above guards

The Foresters

- have a stronger relationship with the VFC and good partnerships with a number of other village-level groups (youth groups – yuvak mandals, and local leaders). These relationships reflect the start of effective joint forest management, in contrast to the forest guards whose relations with village groups are still weak
- are powerless against the negative influences of local politicians; recognise (along with the guards) the Dalapathi, the traditional village leader who is a powerful force in guiding the decisions and actions of villagers.



A profile by the Forest Department's *Divisional Forest Officers*, the senior field managers

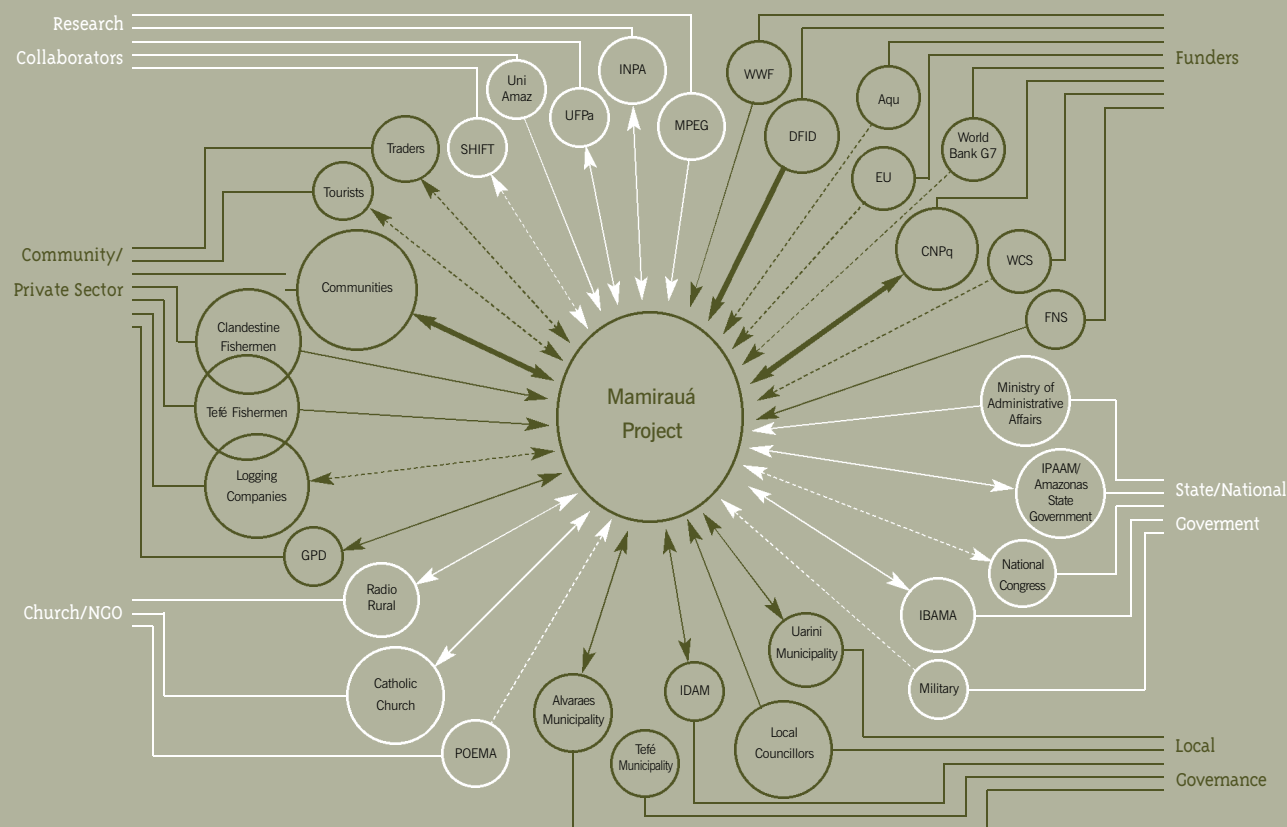
Divisional Forest Officers:

- feel 'under siege' – with many strong lines of influence directed towards them, suggesting they spend much time under pressure and fire-fighting, rather than leading and influencing
- recognise a smaller number of dysfunctional groups and relevant government agencies, and have a less detailed understanding of local political groups and village functionaries (perhaps indicative of a limited understanding of the webs of relationships within which their junior staff operate)
- show a pronounced clash of interests with encroachers
- recognise a greater number of consultants, NGOs, researchers and other higher-level institutions, and more distant stakeholders such as tile factories, and give significant weighting to named funding agencies
- lack recognition of the constraints and pressures on their junior front-line staff, reflecting a traditional top-down management structure which is less conducive to joint forest management.

Acronym key (for all profiles)

DWCRA – Department of Women and Child Rehabilitation Assistance	Aqu – Aqualung (a promotional organisation selling t-shirts etc for conservation)
NTFP – non-timber forest product	CNPq – Conselho Nacional de Pesquisa (National Research Council)
KFD (DFO) – Karnataka Forest Department (Divisional Forest Officer)	SHIFT – a German funded research project
KEB – Karnataka Electricity Board	WCS – Wildlife Conservation Society
ZP – Zilla Parishad	FNS – Fundação Nacional de Saúde (National Health Foundation)
FD – Forest Department	IDAM – Instituto de Desenvolvimento Amazonas (Amazonas Development Institute)
MYRADA – a non-governmental development organisation in South India	POEMA – NGO working in the Amazon
PRA – Participatory Rural Appraisal	IBAMA – Brazilian Federal Environmental Agency
GPD – Grupo de Preservação e Desenvolvimento (Preservation and Development Group)	IPAAM – Instituto Proteção Ambiental Amazonas (Amazonas State Environmental Protection Agency)
INPA – Instituto da pesquisa Amazonica (Amazon Research Institute)	PPG7 – short hand for a National Parks and Reserves Protection Programme funded by the G7 nations in Brazil
WWF – World Wide Fund for Nature	SCM – Sociedade Civile Mamirauá
MPEG – Museu Emilio Goeldi	

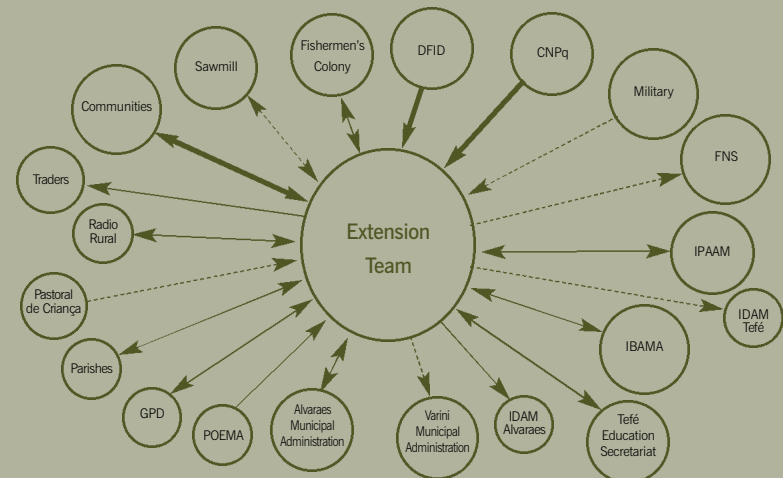
Institutional Profiling Case Study: Mamirauá Sustainable Development Reserve, Brazil



A profile by the project team as a whole

The project team's profile shows:

- a very well developed sense of the institutional setting of the project. Support from politicians, central government agencies, funding agencies and research collaborators has been built and a high public profile maintained
- a new threat emerging – from local councillors, who have been inciting non-resident clandestine fishermen to invade the Reserve's protected lakes for political reasons
- how profiles can stimulate change. From this discussion innovative solutions emerged, such as strengthening project ties with the Tefé Fishermen's Association to build greater local support against the clandestinos and councillors.

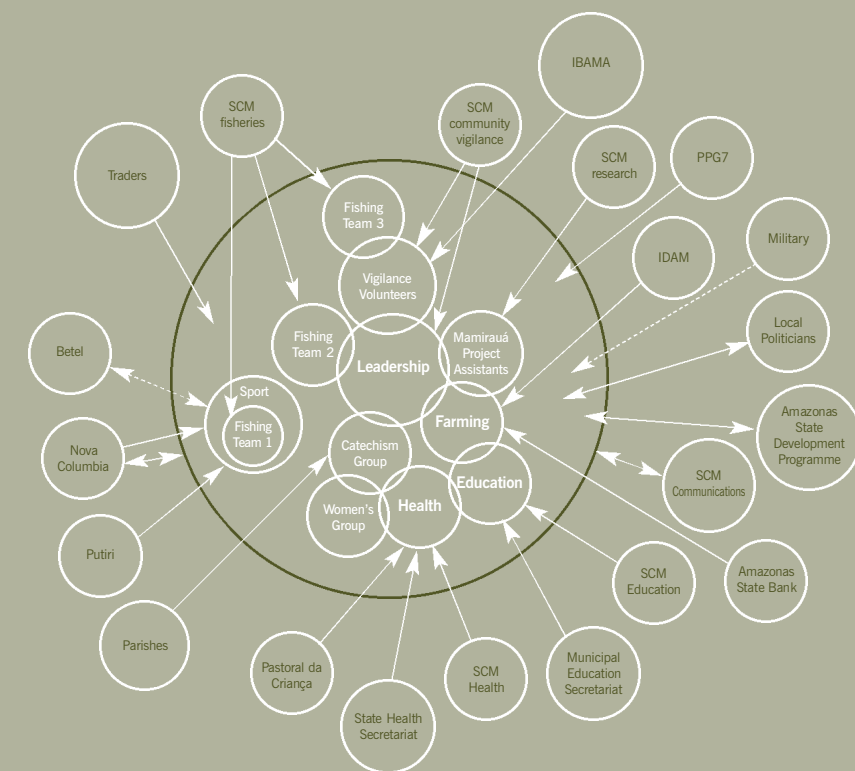


A profile by the project's core extension team

The work of the core extension team is more concentrated at village level. Its profile shows different perceptions even within the project team. The extension team:

- recognises fewer funding, research and national government agencies, thus ignoring the wider institutional and policy environment (the strategic relationships)

- has a greater understanding of the institutional actors at the field level. The extension team differentiates relationships within the Church, for example, mentioning parishes and Church agencies such as the Pastoral de Criança
- gives greater importance to specific local municipal administrations, with their health, agriculture and education responsibilities. This allows the identification of deficits, such as the currently weak relationship with the FNS – the National Health Foundation.



A profile by the Jarauá Community, Brazil

While the project team and the extension team both refer to the "local community" as a unitary group, the Jarauá profile shows that each community has a range of interest groups with different needs and priorities.

From this profile, the project team has developed a new understanding and revised its project approach. The team will now focus on facilitating more representative structures in local communities, on building partnerships with wider stakeholder and local government groups, and on better co-ordination of extension efforts.

Key points are:

- the level of complexity of the profile (and this is a simplified version), with different components of the livelihood system and different political groups clearly shown
- the concentration of political, religious, resource management and project liaison functions (and thus power) in a single leader, and community governance structures which do not emphasise representation of internal stakeholder groups (women, farmers, etc.)
- the wider context within which natural resource management is set – relations with other communities, for instance, are more strongly mediated by sport and religious interests than by forestry
- the perception of the project as a number of fragmented components, each relating to different groups within the community. Only the communications element, through the Community Radio Programme, interacts with the whole community
- the community perception that research work is mainly a source of income (through assistants' salaries) rather than a focus for dialogue between traditional and scientific knowledge.

5 A changing environment

Reform drivers

Examining the *enabling environment* is especially important at a time when the forest sector – along with many other sectors – is changing significantly.

Public sector reform (and the ongoing drive for good governance) is a dominant change process.

The drive for reform comes from many quarters. Often it is *externally* imposed, by:

- *political and economic* pressures, including rising debt, declining terms of trade, economic liberalisation and market integration
- conditions on *international development* support, requiring increased participation in development
- a fast-growing *civil society*, which is becoming more vocal in its demands to have a say in, and receive benefits from, forest management.

In other cases, it is *internally* driven – catalysed by innovative individuals willing to take risks. In India, for instance, joint forest management was driven into existence by a forest officer who believed in the potential it offered for change.

Sometimes, there is a role for *external* facilitators to support *internal* forces for change. Able to take more risks than insiders, they can also create the political space to help internal advocates of change to manoeuvre.

Changing state

Reform processes aim to improve the way systems *function*. Often (but not always) the process involves reducing their size, building management capacity and promoting accountability.

The result is often to place the state in a new – but still important – role. It is no longer the sole *executor*, but has instead become the *facilitator* of a process which has the potential to be more efficient *and* more inclusive.

The decentralisation factor

Decentralisation has been a popular element of public sector reform. State forest services are commonly perceived to be both geographically and socially 'distant' from local people, taking decisions from an inadequate knowledge of problems on the ground.

Decentralisation has connotations of proximity, relevance, autonomy, participation, accountability and democracy. It offers the possibility of more effective partnerships with organisations outside government, increased transparency and participation, and more job satisfaction and motivation among staff.

But there are threats too. The effects are variable – with particular concerns about who *really* benefits and the extent to which the centre has actually ceded power.

Decentralisation can also be seen as a loss of control, status and credibility by those at the centre. It is therefore essential that the important roles retained by central government are clearly understood.

Decentralisation is the process whereby the locus of power and decision-making is transferred either downwards or horizontally to other units or organisations.

An informed balance

On its own, decentralisation is not sufficient to ensure representation of local people and to secure their participation in forest management. Local government can be a long way from the village. Additional mechanisms to build in local responsiveness and involvement need to be considered. Similarly, community-based planning and decision-making need to be integrated into local government systems.

There is no reason to assume that lower-level authorities will always have the best interests of the people at heart – or that problems associated with kinship, tribe, ethnicity and religion will be absent at a local level.

Transfer of control and regulatory authority must therefore be carefully considered. It can create conflicting roles and, in some cases, may hand authority to groups or individuals with strong vested interests. In such cases authority can and should be retained at the centre until systems of accountability, transparency and representation are strengthened.

A persistent dilemma for many governments is how to find the right balance between central and local autonomy. This is particularly true in forestry because flexibility is required as interest groups' needs and motivations evolve, and different parties move in and out of forest management.

An accountable framework

Achieving good governance

Governance is the over-arching framework within which change occurs. It sets the scene for shifts in forest management approaches.

The key characteristics of good governance are accountability, transparency and representation. If these principles are adhered to, it is probable that more effective and efficient forest management can be achieved.

Historically, forest management has often lacked some or all of these elements. Funding came from central government (*enabling agency*) via the state forest service (*delivery agency*) to the clients (*users*). Systems to monitor delivery were lacking and there was little, if any, representation between users and central government.

Debate about governance within the forest sector tends to focus primarily on governments. This is a valid emphasis given the nature of forests and their role supplying public goods and services. Governments clearly have an important role as stewards of forests.

But governance of civil society groups, non-governmental organisations and commercial companies is also important. Change is needed across the board, and all institutions will be asked to adapt in order to build effective coalitions.

Governance is the way in which the policy, action and affairs of a nation, organisation or institution take place.

Accountable systems

Accountability requires transparent, explicable systems, effectively enforced. Two concepts are useful:

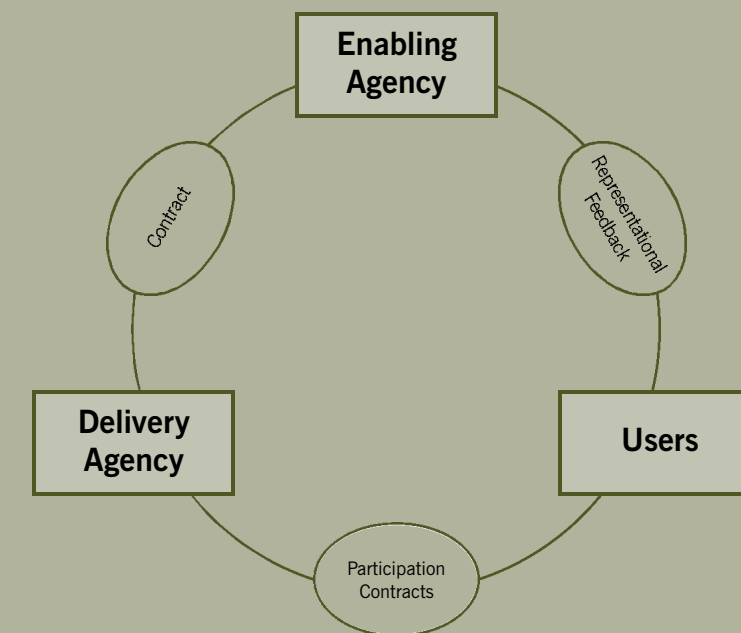
- *regularity*, whereby employees are forced to follow formal rules and regulations (e.g. to reduce rent-seeking behaviour);
- *performance accountability*, whereby standards to monitor performance are developed, making (say) a delivery agency more accountable to the user and to central government.

Coalitions also require systems of upward accountability – from the user to the enabling agency – as well as the more traditional forms of downward accountability. The 'hub' model opposite shows mechanisms to increase accountability in all directions.

Feedback mechanisms are also essential to representational democracy. Focus groups or representational committees can be used to transmit the views of forest users to the enabling agency. The services provided by the delivery agency, and the appropriateness of the enabling environment, can then be more effectively monitored. Additionally, the standards by which the delivery agency is assessed can, if necessary, be adjusted to reflect the views and values of the users.

Accountability means the existence of clear systems which bind one to be responsive to those affected by one's actions.

The hub model of increased accountability



Source: Hobley M and Sheilds D. 1998. Monitoring and Evaluation in New Institutional Structures: Moving from Vertical to Horizontal, from Fear to Trust. Paper prepared for the workshop: *Assessment through the Project Cycle*. FAO, WFP, IFAD and DFID, Rome, Sept. 1998

6 Sharing information

An agent for change

Communication and lesson-learning are essential to participation.

Information is a powerful agent for change. If voices are heard, knowledge gathered and approaches adapted on the basis of learning, then forest management coalitions are more likely to succeed.

Commitment is *critical* to success, and information helps people understand the reasons for (and implications of) a given activity. It helps build trust as well as facilitating informed decisions.

Understanding management objectives can help promote commitment, as can knowledge – it is not solely dependent on economic benefits.

Systems are needed

Developing effective communication systems is not easy. New coalitions will need systems to continuously handle information. Information will come from (and be needed for) several very different institutions. Information will also play a part in decision-making at various levels. Institutions do not share the same frames of reference, use disparate language and knowledge bases – and frequently aspire to different agendas.

For instance, the information requirements of the following groups are all likely to differ significantly:

- development agencies
- users
- forest service field staff
- centrally based policy makers.

So information must not only be of the *right type*, it must also be available at the *right time* and in the *right form*.

A two-way tool

Historically, information has been used to control rather than facilitate. However, participation makes a two-way information flow essential.

The first step in developing a structured and flexible information system is to understand how *existing* formal systems operate. There will probably be many overlapping systems, each shaped by organisational size, ethos and the costs of monitoring.

Analysis of existing systems will help to identify gaps. For example, inter-agency information exchange is often lacking where agencies have not previously had a formal relationship.

It is also important to consider how effectively the existing systems operate. Often they will be oriented towards outputs and products, the 'what' rather than the 'how' and 'why', the quantifiable rather than the qualitative.

Yet experience suggests that it is important to develop information systems which pick up human, social and organisational dimensions. A coalition approach emphasises mechanisms and has a focus on institutional arrangements. This implies that monitoring systems are not just about data (the ends) but more to do with the means – the process and its context.

Accountable information

Furthermore, it is critically important to separate the *effect* – the immediate changes resulting from an intervention – from the *impact* – the longer-term changes.

There is a case for matching monitoring systems with accountability mechanisms. Well designed fora – using clear representational mechanisms – can be used to ensure that participants with different levels of skills and knowledge can actively contribute.

Monitoring is thus not simply a management issue but also one of governance. If appropriate accountability mechanisms are in place, and agreed standards and regulations set, then the entry points for monitoring systems can be identified.

Measuring effect then becomes the measurement of *relationships* – assessing *who* adopts a service and *what* they do with it. An effective monitoring system rests on measuring quality processes. This in turn depends on clear relationships and responsibilities, as well as transparency in decision-making.

7 Coalition conclusions

A clear end

All development involves change. And building new coalitions for forest management can involve quite radical change.

Whether supporting it or taking part, the change process is a complex business. It requires time, patience and enduring commitment. Some enter the process willingly, others are more reluctant partners. Coalitions, therefore, require compromise.

The first task is to establish a shared vision – an agreed goal – among divergent objectives. This acts as a clear end point: change is pursued only if there is dissatisfaction with the present, a vision for the future, and agreement on a pathway towards an accepted goal.

Participation is relevant to all forms of forest management and at all levels of decision-making. It supports changes in perceptions, and is a means to achieve good governance. A more sophisticated understanding of the interest groups *within* stakeholder groups allows for a better understanding of needs, incentives and potential roles. This in turn allows the identification of the right level of participation for each interest group.

A constructive context

Forest users interpret their needs in the context of their overall livelihoods. It is therefore important to consider forest management – and potential coalitions – in this wider context, rather than from within existing organisational structures.

The challenge is to achieve clarity in the interest groups' *relationships*, which in turn brings clarity to *roles* and *responsibilities*. Changes in the enabling context can then be secured, thus ensuring improved forest resource management that contributes to the growth of poor people's incomes.

As with participation, coalitions are no panacea – nor is there a blueprint on how to develop and support them. But they clearly offer a constructive way forward that no single stakeholder – from public or private sector – can achieve alone.

Coalitions encourage the development of shared goals and negotiated partnerships. They make use of each group's comparative advantage. So while each group retains an appropriate level of independence and autonomy, they can also work together – with different objectives, perhaps, but towards the same goal.



Tools, views and information

1 Introduction

Forestry is an eclectic area of practice and theory that derives its understanding from many disciplines. This annex highlights some of the key texts and information systems that provide access to current thinking. This includes a number of networks, both physical and electronic, which aim to ensure information is rapidly accessible to a growing number of practitioners, policy-makers and researchers.

2 Key texts

The following sections provide selected texts in key issue areas.

2.1 The background to change in forestry

Arnold, J.E.M. 1992 *Community Forestry: Ten Years in Review*, revised edition. Rome: FAO.

Brown, C.L. and Valentine, J. 1994 The process and implications of privatisation for forestry institutions: focus on New Zealand. *Unasylva* **45**: 11-19.

Chambers, R. 1993 *Challenging the Professions: Frontiers for Rural Development*. London: Intermediate Technology Publications.

Chambers, R., Saxena, N.C. and Shah, T. 1989 *To the Hands of the Poor: Water and Trees*. London: Intermediate Technology Publications.

DFID 1996. *Sharing Forest Management: Key Factors, Best Practice and Ways Forward*. London: Department for International Development.

Eckholm, E.P. 1975 *The Other Energy Crisis: Firewood*. Worldwatch Paper 1. Washington, DC: Worldwatch Institute.

Eckholm, E.P. 1976 *Losing Ground: Environmental Stress and World Food Prospects*. New York: WW Norton.

Eckholm, E.P. 1979 *Planting for the Future: Forestry for Human Needs*. Worldwatch Paper No. 26. Washington, DC: Worldwatch Institute.

FAO 1978 *Forestry for Local Community Development*. FAO Forestry Paper 7. Rome: FAO.

Foley, G. and Barnard, G. 1984 *Farm and Community Forestry*. Technical Report No. 3. London: Earthscan.

Openshaw, K. 1974 Wood fuels the developing world. *New Scientist* **61**: 883.

Westoby, J. 1962 Forest industries in the attack on underdevelopment. *Unasylva* **16**: 168-201.

Westoby, J. 1975 Making trees serve people. *Commonwealth Forestry Review* **54**: 206-15.

Westoby, J. 1978 Forest industries for socio-economic development. Paper presented at the Eighth World Forestry Congress, Jakarta, Indonesia.

Westoby, J. 1987 *The Purpose of Forest: The Follies of Development*. Oxford: Blackwell.

Westoby, J. 1989 *Introduction to World Forestry*. Oxford: Blackwell.

World Bank 1978 *Forestry Sector Policy Paper*. Washington, DC: World Bank.

2.2 Trees, their products and their management in the natural resource environment

Arnold, J.E.M. and Dewees, P.A. (eds) 1995 *Tree Management in Farmer Strategies: Responses to Agricultural Intensification*. Oxford: Oxford University Press.

Byron, N. and Arnold, J.E.M. 1997 *What Futures for the People of the Tropical Forests?* CIFOR Working Paper No. 19. Jakarta, Indonesia: Centre for International Forestry Research.

Carney, D. (ed.) 1998b *Sustainable Rural Livelihoods: What Contribution Can We Make?* London: Department for International Development.

Fairhead, J. and Leach, M. 1998 *Reframing Deforestation*. London: Routledge.

Falconer, J. 1990 *The major significance of 'minor' forest products: the local use and value of forests in the West African humid forest zone*. Community Forestry Note 6. Rome: FAO.

Gilmour, D.A. and Fisher, R.J. 1991 *Villagers, Forests and Foresters*. Kathmandu: Sahayogi Press.

Fisher, R.J. 1995 *Collaborative Management of Forests for Conservation and Development*. IUCN/WWF Issues in Forest Conservation Series. Gland, Switzerland: IUCN.

Hobley, M. 1996 *Participatory Forestry: the process of change in India and Nepal*. Rural Development Forestry Study Guide. London: Overseas Development Institute.

Poffenberger, M. and McGean, B. (eds) 1996 *Village Voices, Forest Choices: Joint Forest Management in India*. New Delhi: Oxford University Press.

Roe, E. 1991 "Development Narratives" or Making the Best of Development Blueprints. *World Development* **19**: 287-300.

Scoones, I. 1998 *Sustainable Livelihoods: a Framework for Analysis*. IDS Working Paper No. 72. Brighton, UK: Institute for Development Studies, University of Sussex.

Shepherd, G. 1992 *Managing Africa's Tropical Dry Forests: a Review of Indigenous Methods*. ODI Occasional Paper. London: Overseas Development Institute.

Thompson, J. 1998 Participatory approaches in government bureaucracies: facilitating institutional change. In: Blackburn, J. and Holland, J. (eds) *Who Changes? Institutionalising Participation in Development*. London: Intermediate Technology Publications.

Tiffen, M., Mortimore, M. and Gichuki, F. 1994 *More People Less Erosion: Environmental Recovery in Kenya*. Chichester, UK: John Wiley.

Wollenberg, E. 1997 *The Sense and Sensibility of Local Forest Management: a Typology and Conceptual Framework*. CIFOR.

2.3 Tenure and common pool resources

Arnold, J.E.M. 1998 *Managing Forests as Common Property*. FAO Forestry Paper No. 136. Rome: FAO.

Bruce, J.W. 1998 *Legal Bases for the Management of Forest Resources as Common Property*. Community Forestry Note. Rome: FAO.

Ciriacy-Wantrup, S.V. and Bishop, R.C. (1975) Common property as a concept in natural resources policy. *Natural Resources Journal* **15**: 713-27.

Fortmann, L. and Bruce, D. 1988 *Whose Trees? Proprietary Dimensions of Forestry*. Boulder, CO: Westview Press.

Hardin, G. 1968 The tragedy in the commons. *Science* **162**: 1243-8.

Hardin, G. 1994 The tragedy of the unmanaged commons. *Trends in Ecology and Evolution* **9**.

Jodha, N.S. 1995 Common property resources and the dynamics of rural poverty in India's dry regions. *Unasylva* **46**: 23-9.

McKean, M. and Ostrom, E. 1995 Common property regimes in the forest: just a relic from the past? *Unasylva* **46**: 3-15.

Ostrom, E. 1990 *Governing the Commons: The Evolution of Institutions for Collective Action*. Cambridge: Cambridge University Press.

Ostrom, E. 1994 *Neither Market nor State: Governance of Common-Pool Resources in the Twenty-first Century*. IFPRI Lecture Series No. 2. Washington, DC: IFPRI.

Runge, C.F. 1986 Common property and collective action in economic development. *World Development* **14**: 623-35.

2.4 Monitoring and evaluation

Davis-Case, D. 1990 *The community's toolbox: the idea, methods and tools for participatory assessment, monitoring and evaluation in community forestry*. Community Forestry Field Manual 2. Forest, Trees and People Programme. Rome: FAO/SIDA.

Feuerstein, M.-T. 1986 *Partners in Evaluation: Evaluating Development and Community Programmes with Participants*. London: Macmillan.

Gregersen, H., Arnold, J.E.M., Lundgren, A., Contreras, A., de Montalembert, M.R. and Gow, D. 1993 *Assessing Forestry Project Impacts: Issues and Strategies*. FAO Forestry Paper 114. Rome: FAO.

Mosse, D. 1998 Process oriented approaches to development practice and social research. In: Mosse, D., Farrington, J. and Rew, A. (eds) *Development as a Process: Concepts and Methods for Working with Complexity*. London: Routledge.

Oakley, P, Pratt, B. and Clayton, A. 1998 *Outcomes and Impact*. INTRAC NGO Management and Policy Series No. 6. Oxford: INTRAC Publications.

2.5 Development of new coalitions for change

Bass, S., Balogun, P., Mayers, J., Dubois, O., Morrison, E. and Howard, W.J. 1998 *Institutional Change in Public Sector Forestry: A Review of the Issues*. IIED Forestry and Land Use Series No. 12. London: International Institute for Environment and Development.

Bennett, J. 1994 *Meeting Needs: NGO Coordination in Practice*. London: Earthscan.

Binney, G. and Williams, C. 1997 *Leaning into the Future*. London: Nicholas Brealey Publishing.

Blackburn, J. and Holland, J. (eds) 1998 *Who Changes? Institutionalising Participation in Development*. London: Intermediate Technology Publications.

Burkey, S. 1993 *People First: A Guide to Self-reliant, Participatory Development*. London: Zed Press.

Carney, D. and Farrington, J. 1997 *Natural Resource Management and Institutional Change*. London: Routledge/ODI.

Carroll, T. 1992 *Intermediary NGOs: the Supporting Link in Grassroots Development*. West Hartford, CT: Kumarian Press.

Craig, G. and Mayo, M. (eds) 1995 *Community Empowerment: A Reader in Participation and Development*. London: Zed Press.

Dia, M. 1996 *Africa's Management in the 1990s and Beyond: Reconciling Indigenous and Transplanted Institutions*. Washington, DC; World Bank.

Edwards, E. and Hulme, D. (eds) 1995 *Non-Governmental Organisations Performance and Accountability: Beyond the Magic Bullet*. London: Earthscan.

Edwards, M. and Hulme, D. (eds) 1996 *Too Close for Comfort? NGOs, States and Donors*. London: Earthscan.

FAO 1997 *Crafting Institutional Arrangements for Community Forestry*. Community Forestry Field Manual 7. Rome: FTTP/FAO.

Fowler, A. 1997 *Striking a Balance: a Guide to Enhancing the Effectiveness of Non-Governmental Organisations in International Development*. London: Earthscan.

Guigt, I. and Shah, M. Kaul 1998 *The Myth of Community: Gender Issues in Participatory Development*. London: Intermediate Technology Publications.

Haynes, J. 1997 *Democracy and Civil Society in the Third World: Politics and New Political Movements*. Cambridge, UK: Polity Press.

James, R. 1998 *Demystifying Organisation Development: Practical Capacity-building Experiences of African NGOs*. INTRAC NGO Management and Policy Series No. 7. Oxford: INTRAC.

Korten, D. 1980 *Community Organisation and Rural Development: a Learning Process Approach*. Public Administration Review.

Korten, D. 1990 *Getting into the 21st Century: Voluntary Action and the Global Agenda*. West Hartford, CT: Kumarian Press.

Turner, M. and Hulme, D. 1997 *Governance, Administration and Development: Making the State Work*. London: Macmillan.

Uphoff, N. 1986 *Local Institutional Development: an Analytical Sourcebook with Cases*. West Hartford, CT: Kumarian Press.

2.6 'How to do and how not to do'

The following books provide sources of tools for different aspects of partnership building.

Adriondack, S. 1998 *Just About Managing: Effective Management for Voluntary Organisations and Community Groups*. London: London Voluntary Service Council.

Engel, P.G.H. and Salomon, M.L. 1997 *Facilitating Innovation for Development: a RAAKS Resource Box*. Amsterdam: KIT Publications. [RAAKS = Rapid Appraisal of Agricultural Knowledge Systems.]

Moris, J. and Copestake, J. 1993 *Qualitative Enquiry for Rural Development: a Review*. London: Overseas Development Institute/Intermediate Technology Publications.

Mosse, D. 1993 *Authority, Gender and Knowledge: Theoretical Reflections on the Practice of Participatory Rural Appraisal*. Agricultural Administration Research and Extension Network Paper 44. London: Overseas Development Institute.

ODA (DFID) 1995 *A Guide to Social Analysis for Projects in Developing Countries*. London: HMSO.

Pretty, J., Guigt, I., Thompson, J. and Scoones, I. 1995 *Participatory Learning and Action: a Trainers' Guide*. IIED Participatory Methodology Series. London: International Institute for Environment and Development.

Rietbergen-McCracken, J. and Narayan, D. 1997 *Participatory Tools and Techniques: a Resource Kit for Participation and Social Assessment* [6 modules plus a user's guide]. Washington: Social Policy and Resettlement Division, Environment Department, World Bank.

Wilde, V.L. and Vainio-Mattila, A. 1995 *Gender Analysis and Forestry*. International Training Package. Rome: FAO.

3 Organisations and information sources

This section provides information on organisations, networks and websites involved in furthering understanding of issues in forestry.

3.1 Websites

Much information is now readily available through the internet. The following websites cover some of the major organisations that work in the forestry arena. Other websites are covered under the specific organisation entry.

Many organisations are linked to the '**OneWorld**' site and may be accessed through it. 'OneWorld' is an internet community of more than 250 organisations committed to human rights and sustainable development worldwide. This service can be accessed as follows:

<http://oneworld.org>

Similarly 'GreenNet' is another internet community covering similar issues to 'OneWorld' with, however, a slightly more environmental bias. This service can be accessed as follows:

<http://www.gn.apc.org>

The following websites cover some of the main information providers in forestry

CAB International
<http://tree.cabweb.org/>
Centre for International Forestry Research
<http://www.cgiar.org/cifor>

Institute of Development Studies
<http://www.ids.ac.uk>
International Food Policy Research Institute
<http://www.cgiar.org/ifpri>
International Institute for Environment and Development
<http://www.iied.org>
International Union for the Conservation of Nature
<http://www.iucn>
Overseas Development Institute
<http://www.oneworld.org/odi/>
World Bank
<http://www.worldbank.org>
World Conservation Monitoring Centre
<http://www.wcmc.org.uk>
World Wide Fund for Nature
<http://www.panda.org>
World Resources Institute
<http://www.wri.org>

3.2 Networks, Newsletters and other information sources

This is not an exhaustive list of newsletters available but provides information about those that regularly contain articles on participatory processes in forestry or related issues.

The Asia Forest Network
This network was formed in 1991 to link field researchers, policy-makers, NGOs and donor agencies, committed to community involvement with forest regeneration and protection. Supported by the Berkeley-based Secretariat and regional offices in Manila and New Delhi, network members throughout Asia are actively engaged in documenting traditional and emerging community forest management practices. Network members are developing new methodological tools and, through the network, communicating strategies and successes.

For more information contact:

Mark Poffenberger
Center for Southeast Asia Studies
University of California, Berkeley
2223 Fulton, Rm 617
Berkeley, California 94720
USA
Tel: (+1) 510 642 3609
Fax: (+1) 510 643 7062

Arborvitae
The IUCN/WWF Forest Conservation Newsletter

A useful newsletter, published three times a year, with comment, news, reviews and features covering forestry issues across the world.

For more information contact:

Ursula Senn
IUCN
28 rue Mauverney
1196 Gland
Switzerland
Tel: (+41) 22 999 0263
Fax: (+ 41) 22 999 0025
E-mail: ujs@hq.iucn.org

Centre for International Forestry Research (CIFOR)
CIFOR News
Provides information about and commentary on the work of the Centre for International Forestry Research (CIFOR); see below for address.

POLEX (Forestry Policy Experts)
CIFOR also produces a very useful series of policy briefs summarising key documents in the forestry literature. Its objective is to inform key opinion leaders about recent policy research results.

For busy people these are essential reading and cover the major points in a succinct and interesting form. To find out more about this service please contact David Kaimowitz, d.kaimowitz@cgnet.com

A series of working papers are also available from CIFOR.

For further information please contact:

Centre for International Forestry Research
PO Box 6596 JKPWB
Jakarta 10065
Indonesia
Tel: (+62) 251 622 622
Fax: (+62) 251 622 100
E-mail: cifor@cgnet.com
<http://www.cgiar.org/cifor>

ILEIA Newsletter
The newsletter of the Information Centre for Low External Input and Sustainable Agriculture, which disseminates research findings and field experiences, organises workshops and supports regional networking activities. Publication available from: ETC Foundation, Kastanjelaan 5, PO Box 64, 3830 AB Leusden, The Netherlands.

Institute of Development Studies at the University of Sussex
IDS provides a series of very useful websites which provide access to a wide array of forestry-related information.

ELDIS is an information gateway providing access to development and environment resources worldwide. It can be accessed through:

<http://www.ids.ac.uk/eldis>

In addition, IDS holds the British Library for Development Studies and again provides full online search facilities of its extensive catalogue, with a range of document delivery options. This includes key subject searches (e.g. forestry, gender, PRA etc.):

<http://nt1.ids.ac.uk/dbases/bldsdb0.htm>

Community Forestry Unit: Food and Agriculture Organisation (FAO)
The Unit produces a series of very useful publications concerning all aspects of community forestry. These include: Community Forestry Notes, Field Manuals, Case Studies, Working Papers, Guidelines, Audio Visuals and Slide booklets, Cartoon booklets, Conflict Management Series.

For more information about the work of the Unit and the Forest Trees and People Programme contact:

Dr Katherine Warner
Community Forestry Unit
Forestry and Planning Division
FAO
Via delle Terme di Caracalla
1-00100 Rome
Italy

website: <http://www.fao.org/waicent/faoinfo/forestry/ftpp/>

Forests, Trees and People Newsletter
A quarterly publication distributed to field projects, institutions, organisations and individuals interested in and/or working with community forestry activities. It forms part of the FTP Programme's networking activities which are jointly run by the Department of Rural Development Studies, Swedish University of Agricultural Sciences, Sweden; the Community Forestry Unit, FAO, Italy; and regional programme facilitators in Asia, Africa, Latin and North America.

The network is designed to share information about improved methods of planning and strengthening community forestry activities and about ongoing or planned initiatives of potential interest to its members.

For further information about how to access the network in different parts of the world, and on the Forest Trees and People Programme in general, contact (see also above - Community Forestry Unit, FAO):

Dr Katherine Warner
Community Forestry Unit
Forestry and Planning Division
FAO
Via delle Terme di Caracalla
1-00100
Rome
Italy

The International Institute for Environment and Development (IIED)
IIED produces a wide series of documents and newsletters which are of interest to those working in the natural resources arena.

Policy that Works for Forests and People

This series consists of six useful and insightful country studies – from Costa Rica, Ghana, India, Pakistan, Papua New Guinea and Zimbabwe – and an overview report. The series aims at a better understanding of the forces at play in contests over policy, the winners and losers, and the factors that affect policy outcomes. It also describes the processes that make and manage good policies and the policy instruments that work in different contexts. By dealing with policy in practice – in the 'real world' of people and their institutions – the series aims to go beyond the frequently heard complaint that there is a lack of 'political will' to change, by showing how policy can change for the better.

Gatekeeper Series

A series of concise papers on sustainable agriculture and natural resource management for policy makers, researchers and practitioners. They are available free of charge to southern individuals and organisations, and on subscription to those from the north or working for northern organisations in the south.

For more information contact:

Gatekeeper Series
Sustainable Agriculture and Rural Livelihoods Programme, IIED (full address given below)

PLA Notes Participatory Learning and Action

PLA notes (prior to 1995, known as RRA) is a regular newsletter with articles contributed by practitioners on participatory learning and action. Available from IIED at the above address. They are also available electronically through IIED's Resource Centre which can be accessed online at their website:

<http://www.iied.org/resource/>

The service provides access to the Participatory Learning and Action and the Community Wildlife Management collections.

For further information on these services contact:

IIED
3 Endsleigh Street
London WC1H 0DD
UK
Tel: (+44) (0)171 388 2117
Fax: (+44) (0)171 388 2826

Overseas Development Institute

Agricultural Research and Extension Network

The network facilitates exchange of ideas and information between practitioners, policy-makers and researchers. It provides a useful source of up-to-date information in its newsletter about courses, books and current issues. It also publishes a series of authoritative case studies by practitioners.

Further information is available from the AgREN network secretary (see below for address).

Rural Development Forestry Network

The Network focuses on the socio-economic, environmental and developmental aspects of the relationship between people and forest resources, ranging from moist tropical forests to dry woodlands and trees on farms. It provides a forum for exchange between policy-makers, practitioners and researchers. Twice a year, network members receive a newsletter and a set of thematic papers.

Further information is available from the Rural Development Forestry Network secretary, ODI (see below for address).

Natural Resource Perspectives

A series of briefing papers individually authored on current issues in the natural resource arena. For further information on the NRP series contact: Natural Resource Perspectives at ODI (address given below).

Overseas Development Institute
Portland House
Stag Place
London SW1E 5DP
UK
Tel: +44 (0)171 393 1600
Fax: +44 (0)171 393 1699

CAB International
CAB International has introduced a new online service, TREE CABWeb, which provides access to CABI's three key abstracting journals in forestry, forest products and agroforestry:

Forestry Abstracts
Forest Products Abstracts
Agroforestry Abstracts

These titles provide access to a wealth of published research literature in forest science, and form a comprehensive database of bibliographic references and informative abstracts. Each journal is provided with a 1-year archive of references, and will be updated at the same frequency as its printed equivalent (i.e. monthly, bi-monthly or quarterly).

In addition to these abstract journals, TREE CABWeb includes links to other evaluated forestry resources on the web, special features on a number of professional forestry societies and research organisations, and details about CABI's range of forestry products including the forthcoming Electronic Forestry Compendium, a multimedia CD-ROM product covering some 650 tree and shrub species of the Asia-Pacific region.

This is a subscription service, the details of which are provided on the following website:

<http://tree.cabweb.org>

Department For International Development

The Department for International Development (DFID) is the British government department responsible for promoting development and the reduction of poverty. The government elected in May 1997 increased its commitment to development by strengthening the department and increasing its budget.

The policy of the government was set out in the White Paper on International Development, published in November 1997. The central focus of the policy is a commitment to the internationally agreed target to halve the proportion of people living in extreme poverty by 2015, together with the associated targets including basic health care provision and universal access to primary education by the same date.

DFID seeks to work in partnership with governments which are committed to the international targets, and also seeks to work with business, civil society and the research community to encourage progress which will help reduce poverty. We also work with multilateral institutions including the World Bank, UN agencies and the European Commission. The bulk of our assistance is concentrated on the poorest countries in Asia and Sub-Saharan Africa.

We are also contributing to poverty elimination in middle income countries, and helping the transition countries in Central and Eastern Europe to enable the widest number of people to benefit from the process of change.

As well as its Headquarters in London and East Kilbride, DFID has offices in New Delhi, Bangkok, Nairobi, Harare, Pretoria, Dhaka, Suva and Bridgetown. In other parts of the world, DFID works through staff based in British Embassies and High Commissions.

DFID	DFID
94 Victoria Street	Abercrombie House
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SW1E 5JL	East Kilbride
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Website: www.dfid.gov.uk
Email: enquiry@dfid.gtnet.gov.uk
Public enquiry point: 0845 300 4100

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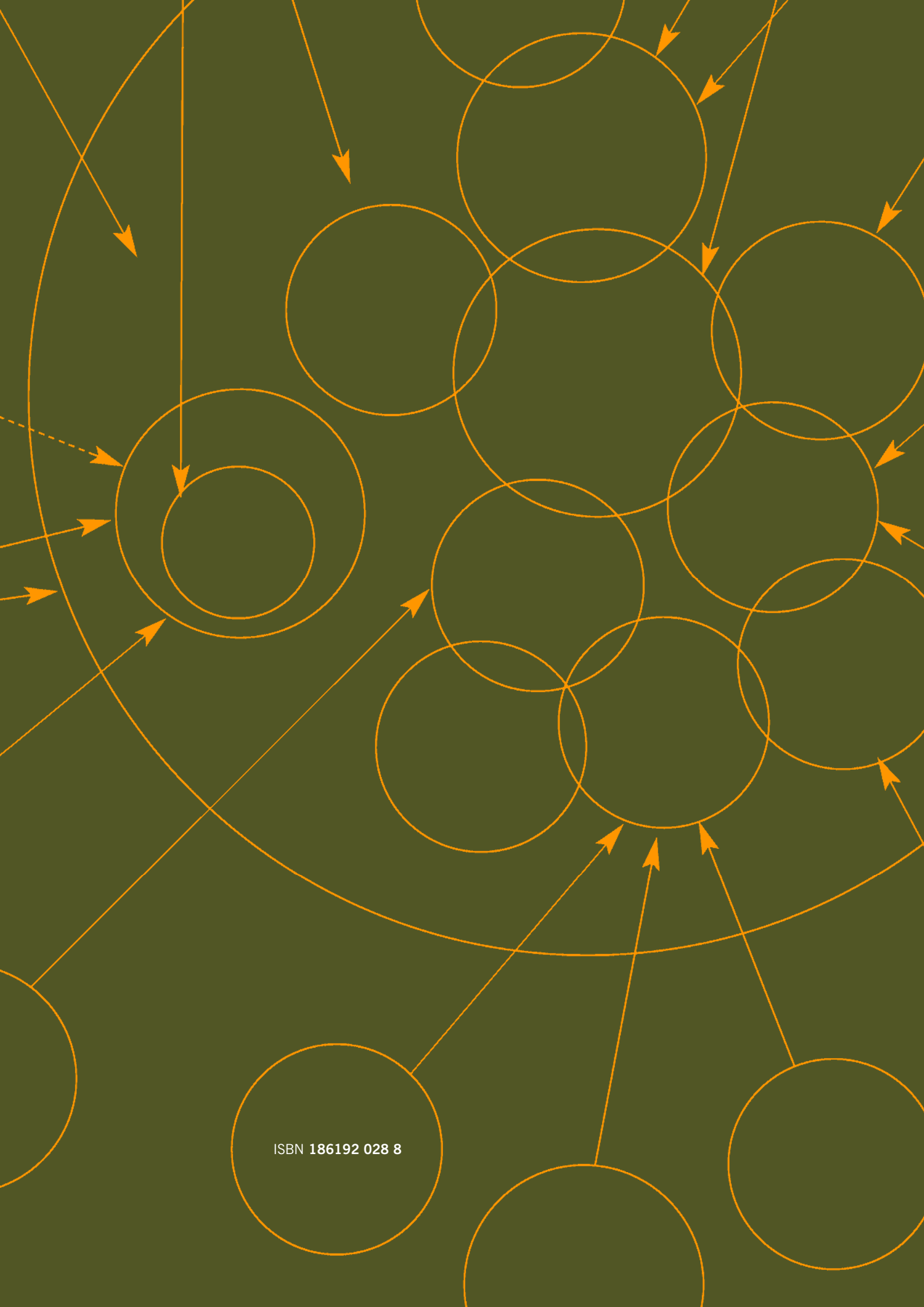
The ideas and experiences of many people associated with DFID's Forestry Programme helped develop Shaping Forest Management:

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