REDD Readiness – Ethiopia

Environmental Protection Authority Of Ethiopia
REDD Secretariat

Paper Presented at FCPF PC8 Meeting
March 24-25, 2011

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Agenda

Introduction

1. Organize and consult
   - 1a National readiness management arrangements
   - 1b Stakeholder consultation and participation
2. Prepare the REDD strategy
   - 2a Assessment of Land use, forest policy and governance
   - 2b REDD Strategy options
   - 2c Implementation framework
   - 2d Social and environmental impact
3. Develop a reference scenario
4. Design a monitoring system
5. Schedule and budget
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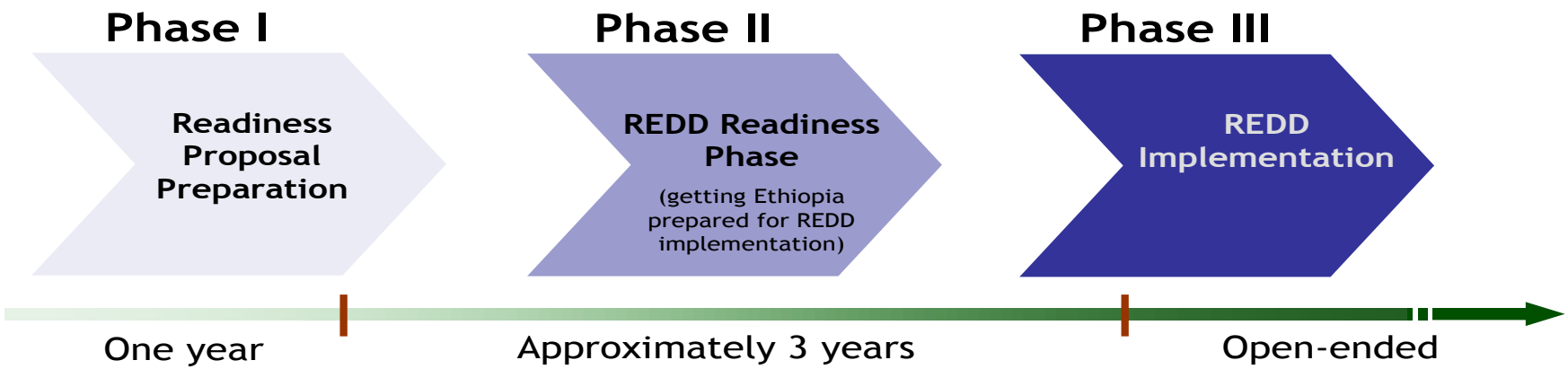
R-PP Ethiopia
Purpose and Structure of the REDD Process



Key outputs:

- Plan/TOR and situational analysis developed through stakeholder consultation.
- The process road map for the REDD+ readiness phase lays out activities, methods and responsibilities identified for each component in the subsequent REDD readiness phase.

Key outputs:

All elements in place.

- Awareness raised on REDD+
- Individual and institutional capacity built to support REDD+
- Participation enhanced in decision - making and action
- More in-depth analysis of REDD+ issues
- Field tested REDD+ supported experimental strategies/pilots to address deforestation and degradation.
- The enabling environment in place including appropriate institutions and policies.
- Just and effective benefit-sharing mechanisms.
- Reference scenario of carbon stock
- REDD+ monitoring and evaluation systems, etc.

Key outputs:

- All the capacity in terms of skills, institutions and a conducive, enabling environment is in place to implement REDD+ at a national scale.
- Effective and efficient strategies to address deforestation and forest degradation rolled out.
- Effective M and E systems and environmental and social impact systems in place to monitor progress and ensure continuous 'health check' of REDD+ support, with remedies developed and administered when problems detected.

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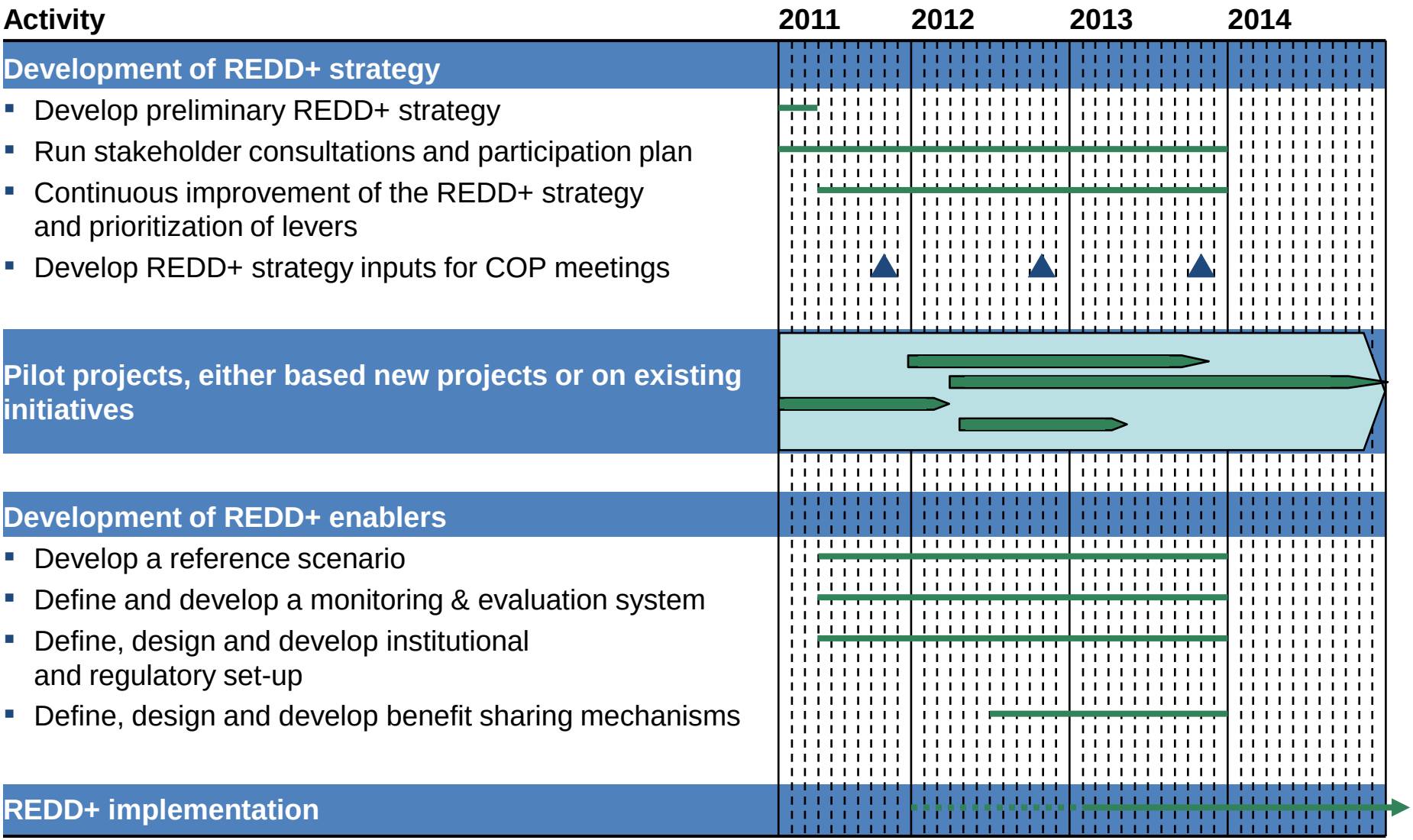
Timeline of the REDD+ Preparation of Ethiopia



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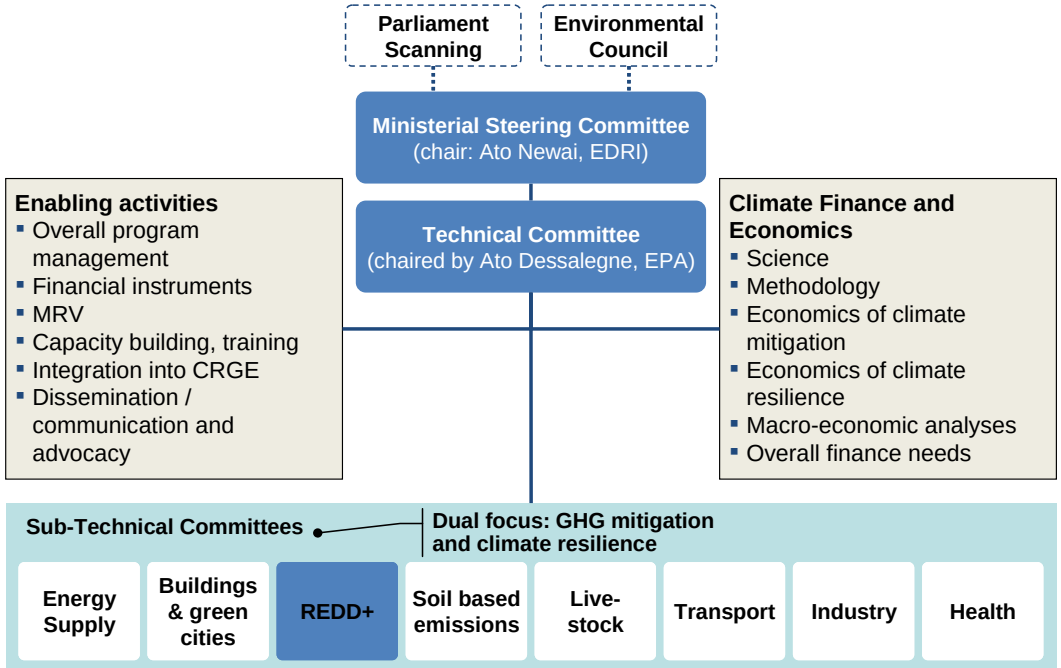
The REDD initiative is part of a broad effort to build a Climate Resilient Green Economy in Ethiopia

Objectives of the Climate Resilient Green Economy (CRGE) initiative

- Develop baseline or reference scenario
- Describe potential for avoided emissions
- Enlist and elaborate measures to reduce emissions
- Prioritize measures
- Identify potential benefits and co-benefits
- Elaborate sectoral plans and projects
- Elaborate necessary institutions
- Describe major milestones
- Describe required support from external sources

Organization



SOURCE: EPA

The REDD organizational structure involves the federal government, experts and local stakeholders

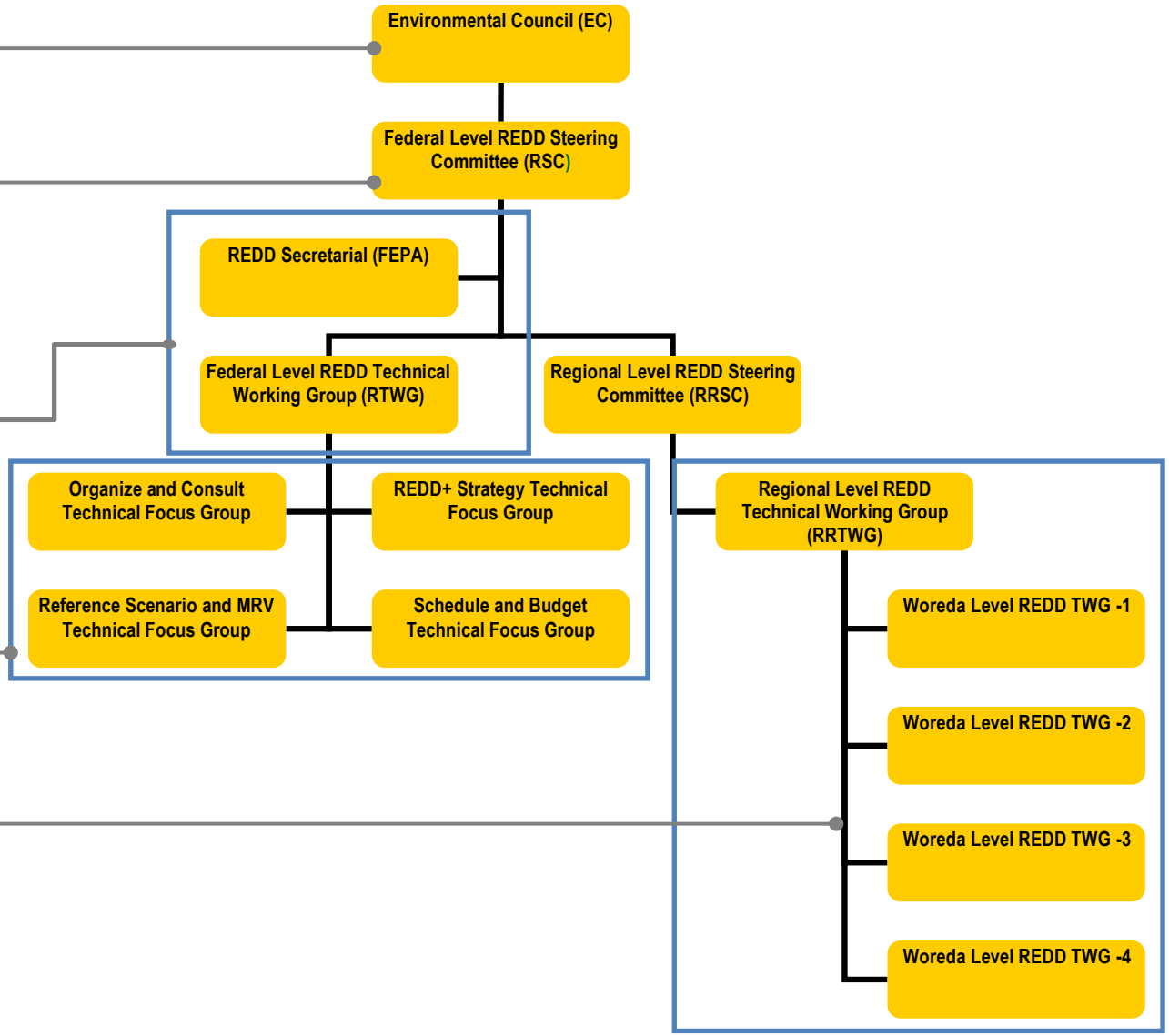
Environmental council led by the Prime Minister taking high level decisions

REDD Steering Committee providing overall guidance

REDD Technical Working Group of experts managing the development of REDD

Focused Working Groups of experts supporting on specific topics

Regional Level Technical Working Groups capturing inputs from the local stakeholders



The REDD steering committees involves all relevant players in climate change to coordinate the initiative

Role of the REDD Steering Comte (RSC)

- Overall guidance, coordination and monitoring
- Take decisions with regards to REDD mechanism
- Review outputs of the REDD Technical Working Groups
- Identify and give direction in developing REDD pilot projects
- Link REDD process with high level decision makers

No.	Organization	Role in RSC
1	FEPA	Chair
2	MoARD/ MoA	Member
3	MoFED	Member
4	MoWR/ MoWE	Member
5	MoME/ MoM	Member
6	EWCA	Member
7	Parliamentarian: Natural Resources Standing Committee	Member
8	NGO Representative: FfE (Forum for Environment)	Member
9	Private Sector: Ethiopian Chamber of Commerce	Member
10	Kaffa Forest Coffee Union	Member
11	Chilimo Forest Conservation Union	Member
12	Oromia Land and Environment Protection Bureau	Member
13	Amhara EPLAUB	Member
14	Tigray EPLAUA	Member
15	SNNPRS EPLAUA	Member
16	BGRS EPLAUA	Member
17	Gambella RS EPA	Member
18	Somali RS Environmental protection, Energy and Energy Bureau	Member

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The REDD Technical Working Group involves experts from all relevant sectors to prepare implementation of REDD

Role of the REDD Technical Working Group (RTWG)

- Oversee implementation of R-PP
- Develop REDD Implementation mechanism
- Prepare and design pilot projects
- Coordinate pilot project implementation
- Carry out Monitoring, Reporting and Verification
- Support Regional Technical WG in project development
- Capacity building and training to all related experts and stakeholders

No.	List of some of member institutions	Role in RTWG
1	Environmental Protection Authority (FEPA)	Chair-Int
2	Ministry of Agriculture	Member
3	Ethiopian Institute of Agriculture	Member
4	Relief Society of Tigray	Member
5	Southern Region Development Association	Member
6	Forestry Research Centre	Member
7	Institute of Biodiversity Conservation	Member
8	Oromia Forest and Wildlife Enterprise	Member
9	Mekelle University	Member
10	Environment and Coffee Forest Forum	Member
11	Ethio Wetlands and Natural Resources Ass	Member
12	Ethiopian Wildlife Conservation Authority	Member
13	UNDP	Member
14	Farm Africa/SOS Sahel	Member

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Large scale SCP initiatives have been conducted during the R-PP formulation

SCP done during R-PP formulation

1 1st National Consultation WS

What

- Awareness
- Consultation on drivers of D&D
- Existing Strategies
- Testing SCP tools

Who

- 60 participants from Gov, NGOs, Research, Academia, Regions, IDP and others

1 2nd National Consultation WS

What

- Direct input on Dev of R-PP by Stkhdrs
- Action Plan to broaden SCP drawn

Who

- 60 Key stkhlds from GOV, research, academia, regions, IDP, NGOs, Rep. Of FDP and others

3 Regional, Woreda and FDC level CP

(7 regions and 1 Zonal; Amhara, Oromia, SR and Tigray, Somali, Gambella, Benshangul Gumuz and North Gonder 9 Woredas and 9 FDC)

What

- Awareness
- Drivers of D&D
- Existing Local Strategies

Who

- Several hundreds Gov, NGOs, research, academia, Rep. of FDP, FDP, Elderly, Women, etc.

4 Face to face meetings with REDD Pilots practitioners

5 Questionnaires

6 Radio & TV

7 Several RTWG meetings

8 Telephone & internet discussions

Essential findings and recommendation came out of the SCP process so far

National Consultations

Key findings: High expectation from REDD, lack of strong forest institution and poverty as main causes of D&D, and REDD more effective than SFM/PFM

Regional, Woreda and FDC Cons.

Key Findings: High expectations, REDD may bring benefits but threaten local livelihoods, unclear user right and lack support as main causes of D&D

Key Recommendation: Strong Forest institution and participatory policy review, etc.

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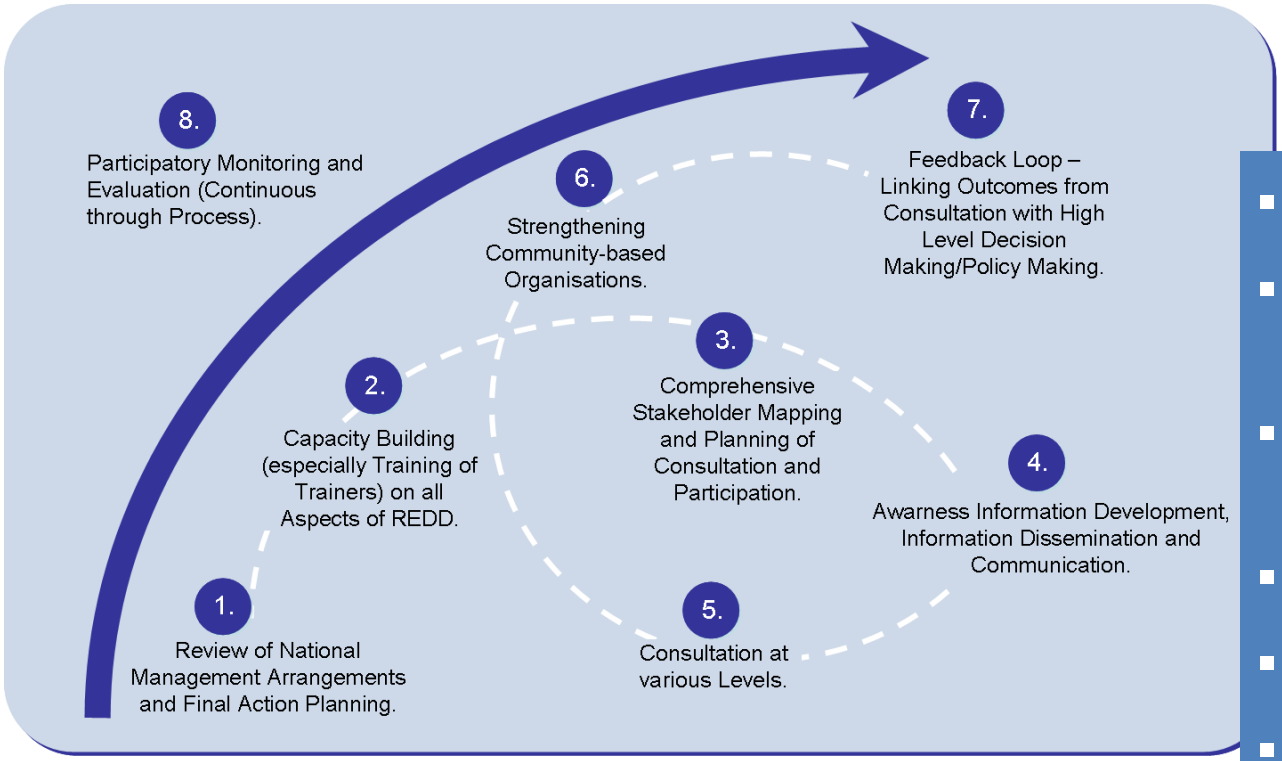
Continuous SCP will help to develop the REDD strategy and empower local communities



- Review of NRMA
- Capacity Building / TOT on REDD
- Stakeholder Mapping and planning
- Awareness and ID
- Consultations
- Strengthening CBOs
- Linking with decision making bodies
- Participatory M&E

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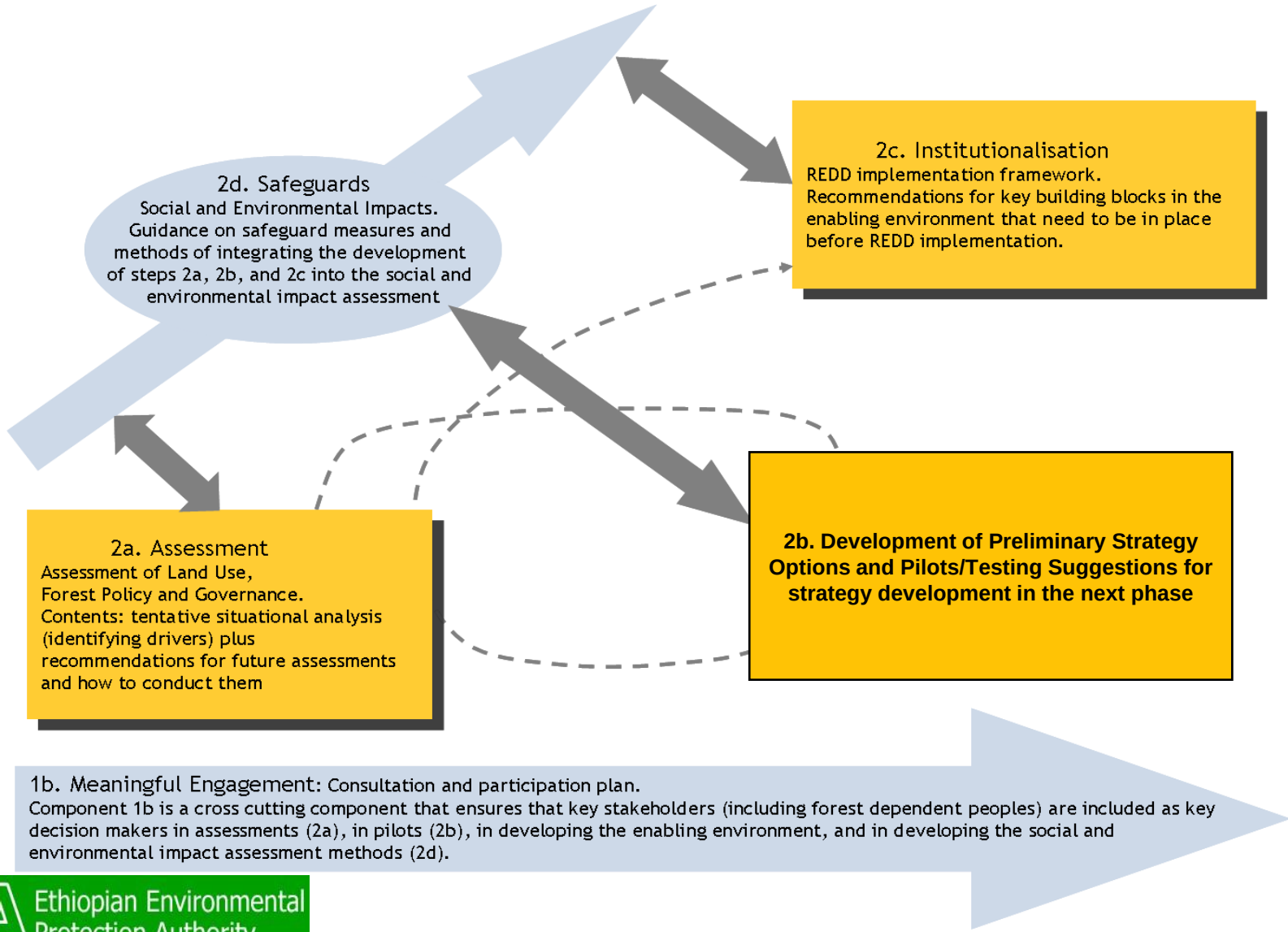
Overview of the REDD Strategy preparation process



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Work conducted during the R-PP formulation enabled to develop a preliminary assessment of land use, forest policy and governance

- Overview analyses of major land uses and trends, forest policy and governance situations and gaps
- Analyses of immediate and underlining causes of D&D through SCP
- Preliminary assessment of drivers of deforestation and forest degradation and in cooperation with EDRI and GGGI

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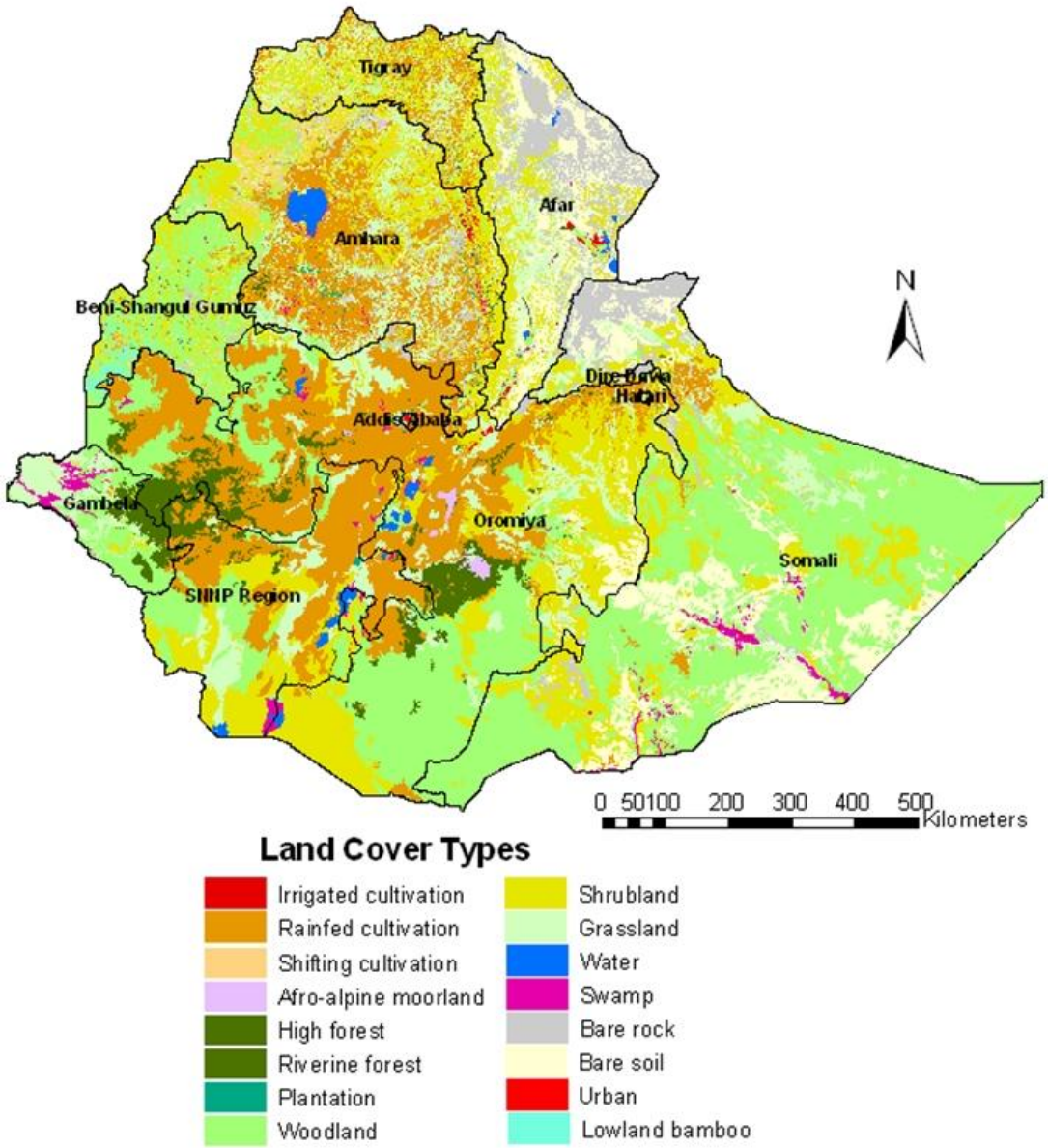
Assessment of major land use types

WBISSP, 2004 est…

- 3.3m ha forest
- 9.6m ha high woodland
- 44.6m ha other woodlands (FAO Clsf)
- 0.5m ha plantations
- Oromia, Southern and Gambella Reg. having largest high forest share
- Somali, Oromia & Amhara owning largest wood land and shrub land share
- A decline in forest cover from 15.11m ha to 12.2 m ha between 1990 and 2010



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Assessment of forest policy & governance

Forest Policy are supported by two Mechanisms:

- Policy
- Proclamation

Policy: EPE & CSE (2002)

- Provides a regulatory framework; regions develop own no-lesser stringent system
- Promotes use rights of uninterrupted access to the same piece of land

Proclamation: Forest Dev., Cons. & Utiliz. Procl. (542/2007)

- Private ownership
- State ownership
- Recently comty ownership (Coop., assoc., user groups/WAJIB, etc)

Institution: No clear institutional set-up; different approach in each region

- MoARD & MoTC (EWCA) at Federal level
- Forest Enterprises at Regions

Underlying factors enabling deforestation and forest degradation at the regulatory and policy level

- Unworkable regulatory approach to forestry due to lack of resources and inherent deficiency of regulations
- Insufficient / unclear user rights for forests create uncertainty for forest-dependent people and create “open access” mentality
- Lack of benefit sharing mechanism, although already planned by policies
- Lack of empowerment of local communities, which sometimes lack capacity to influence decisions on forests
- Lack of law enforcement due to the absence of a dedicated institution and inadequate regulatory infrastructure

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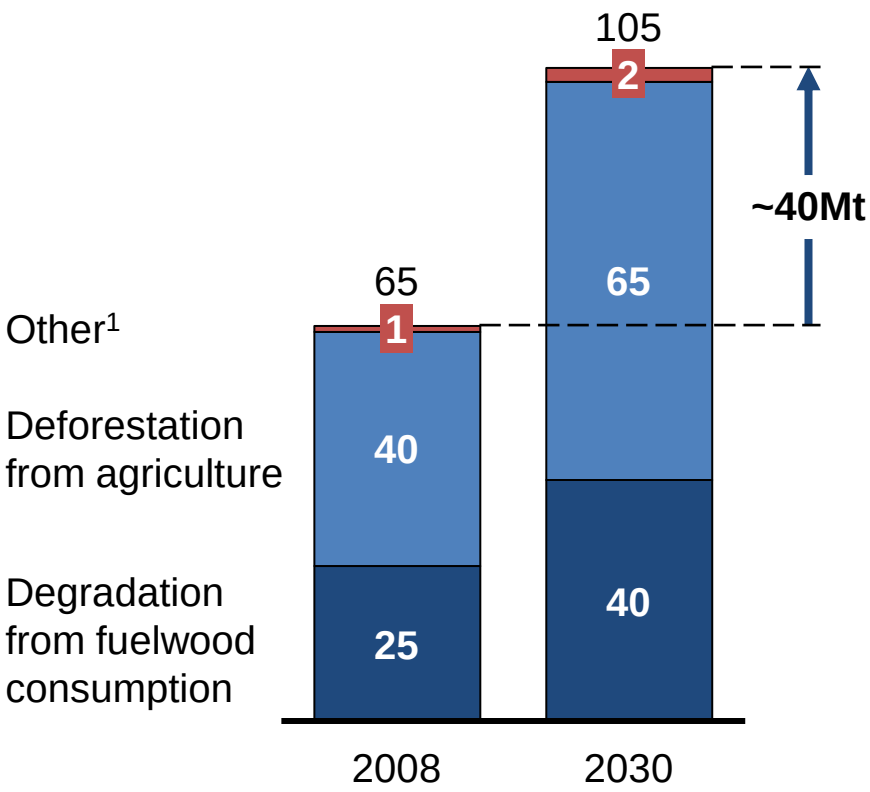
Causes of D&D: Deforestation for agriculture and degradation due to fuel wood need are the main drivers of GHG emissions from forestry

Emissions from the forestry sector by source
Mt CO_2e per year



Deforestation of one Ha of forest for agriculture will release ~120t CO_2e per year[2]

Degradation of one ton of biomass for fuelwood will release ~4t CO_2e per year

1 Includes deforestation from timber, infrastructures, fires,..
2 Calculation based on High Forest as defined by Friis (1992) also used in WBISPP
SOURCE: GGGI / EDRI 2010 Study, FAOSTAT; FRA 2010; WBISPP; IPCC; Dorosh CGE model 2009; Expert interviews

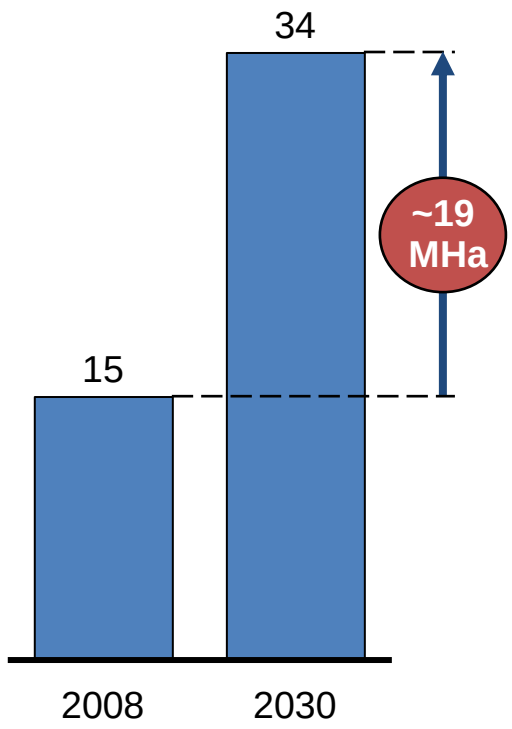
Conversion to agricultural land is the main cause of deforestation

Main drivers encouraging conversion to agricultural land

- Ambitious agricultural GDP targets have been set by the Growth and Transformation plan (+10% per year until 2030)
- Government policies support export agriculture and food security
- Population is expected to reach ~130 Mln people in 2030, from 81 Mln in 2008
- There is little incentive for sustainable forest management

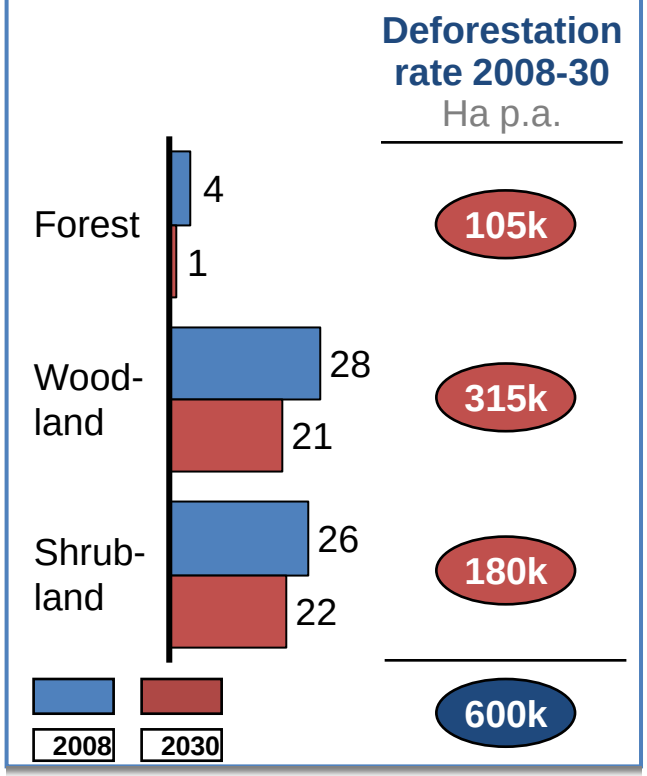
More than 19 MHa of new land will be required for agriculture in a traditional growth path

Total cultivated land
MHa



New land for agriculture will accelerate deforestation rate[1]

Forest cover
MHa



1 Based on historical deforestation rate as per WBISPP extrapolation – to be verified with additional data and interviews>

SOURCE: GGGI / EDRI 2010 Study, FAOSTAT; FRA 2010; WBISPP; IPCC; Dorosh CGE model 2009; Expert interviews

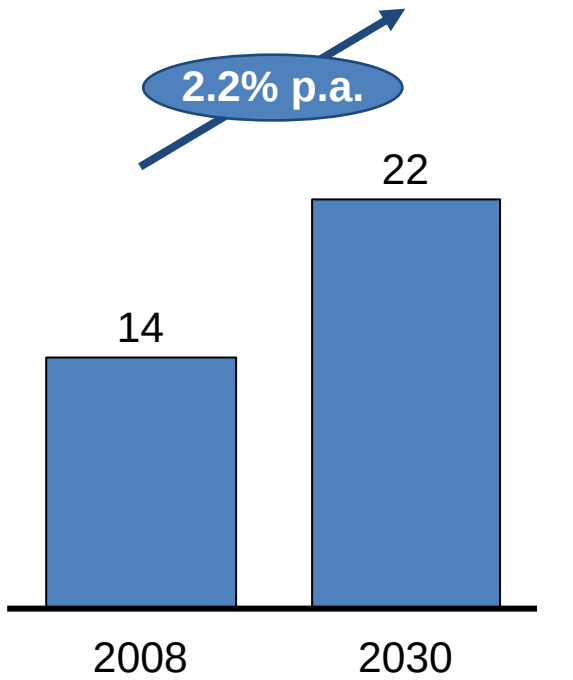
Fuelwood consumption is the main driver of forest degradation

Main drivers of fuelwood consumption

- Biomass energy sources account for 94% of Ethiopia's energy consumption[1]
- Current supply of fuelwood from eucalyptus plantations does not meet the needs of the population
- Population is expected to reach ~130 Mln people in 2030,from 81 Mln in 2008
- There is little incentive for sustainable forest management

Woody biomass degradation due to unsustainable fuelwood consumption will reach 22 Mt per year in 2030

Biomass degradation per year
Mt per year



SOURCE: GGGI / EDRI 2010 Study, Energy Policy of Ethiopia 2006, FAOSTAT; FRA 2010; WBISPP; IPCC; Dorosh CGE model 2009; expert interviews

Overview of the actions planned to refine the assessments

What	How	Who	Outcome	When
▪ Refine environmental, economic and social costs of the drivers and underlying causes	▪ Participatory action research	▪ Coordinated by RTWG (CBRTWG)	▪ By June 2011 refined review by end 2011 finalized understanding of the underlying causes of D&D ▪ Better knowledge on D&D drivers leading to sound strategy options	1st rev June 2011& Final end of 2011
▪ Develop a national consensus and create awareness on the causes of D&D	▪ Consultation &participation	▪ CBRTWG		2011
▪ Gain Experience from PFM to feed into assessment of drivers and strategy dev.; and Experience sharing meetings and critical analysis of PFM initiatives including REDD+ pilots.	▪ Surveys & questionnaires, action research and C&P	▪ CBRTWG	▪ Lesson on PFM REDD+ pilots, Useful inputs for strategy options and Inputs for REDD+ strategy	2011-2013
▪ Assess the current enabling environment and Policy, legal & institutional gaps and Identify strategies to address the gap	▪ Reviews, action research	▪ CBRTWG	▪ Better REDD+ implem.	2011

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Work conducted during the R-PP formulation which enabled to identify preliminary strategy options and pilot projects to leverage

- Multi-level and multi-stakeholders consultations and participation that also include local people and FDP.
- Feedbacks of these C&P actions, identifying causes, possible solutions and on-going initiatives useful to avoid D&D.
- Identification of pilots to support strategy development, through multi-level C&P, review of documents about existing and previous projects, expert opinions, etc.
- Identification of the levers that could be used to address the D&D drivers identified by the EDRI / GGGI study
- Preliminary quantification of the impact and the potential cost of these levers

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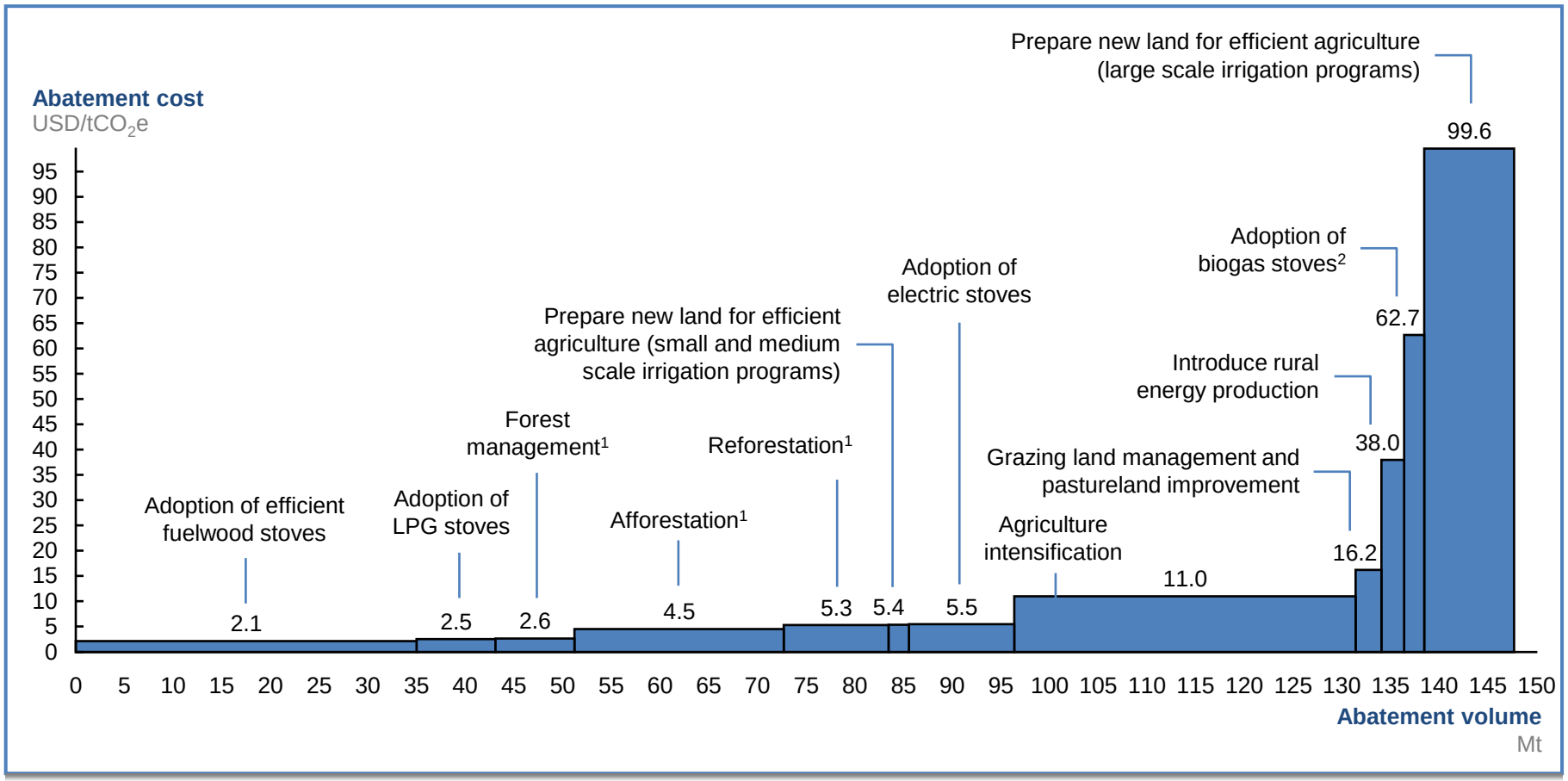
Several strategy options have been identified to address the main D&D levers

	Macro-initiatives	Levers	Description
Deforestation from agriculture	▪ **Limit agricultural pressure on forests / woodlands**	▪ Agriculture intensification ▪ Prepare new land for efficient agriculture (large scale irrigation programs) ▪ Prepare new land for efficient agriculture (small and medium scale irrigation programs)	▪ Best practices aimed at increasing yield with improved inputs usage (seeds, fertilizers) and residue management ▪ Preparation of new land for efficient agriculture from soil with low carbon content ▪ Preparation of new land for efficient agriculture and restoration of degraded land for efficient agriculture
Degradation from fuelwood consumption	▪ **Reduce fuel wood demand**	▪ Introduce rural energy production including from alternative energy sources (solar, wind , geothermal, etc) ▪ Introduction of efficient technologies (e.g., fuel saving stoves)	▪ Introduction of new technologies aimed at producing energy from biomass (bio-fuel) or other alternative sources (solar, wind) ▪ Introduction of more efficient fuel wood stoves (e.g., MIRT stoves) or using alternative energy sources (e.g. LPG)
Other initiatives (sequestration, forest management)	▪ **Increase carbon stock and provide sustainable fuel wood/charcoal**	▪ Marginal land afforestation, reforestation of degraded land ▪ Forest management	▪ Large scale afforestation and reforestation programs ▪ Large scale forest management programs (including PFM and sustainable wood plantations)

SOURCE: GGGI / EDRI 2010 Study; IPCC; MoARD; Expert Interviews; Team analysis

A preliminary assessment shows large potential exist to reduce GHG emissions from D&D at reasonable cost

2030 technical abatement potential



Note: The curve presents an estimate of the maximum potential of all technical GHG abatement measures below for the selected levers if each measure was pursued aggressively, starting with the most affordable measures. It is not a forecast of what role different abatement measures and technologies will play. These are preliminary numbers, more precise figures can be determined once pilot projects are completed.

1 Assuming A/R abatement potential comes from its usage as conservation areas. If the areas will be used for plantation forestry, further research / analysis is need to calculate the abatement potential

2 High cost due to high initial CAPEX (cost subsidized 100% by the programme) but compensated by 0 running cost (+ additional income) if compared with other stoves options

SOURCE: EDRI/GGGI 2010 Study; Source List A; IPCC; Expert Interviews

Several pilot projects in Ethiopia will help to develop the REDD strategy

Pilots identified

- Non Timber Forest Product - Participatory Forest Management (NTFP-PFM) project
- Bale Eco-Region Sustainable Management Project (BERSMP)
- Bale Mountains National Park (BMNP) project
- Humbo/Soddo Community Based Forest Management Project H/SCBFMP)

Learning expected

- Maintaining forested landscape, support improved livelihoods of LP & FDP through carbon revenue.
- i) Forest Enterprise managed forests (FEM), ii) CBO managed forests, iii) Enterprise & CBO joint forest management (JFM)- reward based on a performance – carbon estimation & revenue sharing
- carbon dioxide emission level in avoided deforestation as compared to business-as-usual scenarios, etc
- AR-AM0003 method - CDM afforestation and reforestation methodology, carbon emissions

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Major actions to develop REDD strategy

1. **Evaluate strategy options identified and develop and/or support existing pilots**
   - Refine calculations, assess environmental, socio-economic impacts, feasibility and side benefits
   - Prioritize solutions/SOs
   - Develop pilot projects or extend scope of existing projects to test the SOs
2. **Participatory Action Research on Pilot projects, examining existing REDD pilots and PFM**
3. **Developing REDD+ information sharing Network**

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Action plan to develop the REDD Implementation Framework

1. **Improving the enabling environment**
   - Review / revise problem areas of policies and laws, make amendments / prepare new ones
   - Strengthening user rights
   - Cross sectoral and cross institutional coordination
   - Setting up a dedicated service oriented forest institutions (federal / regional)
   - A sound policy and implementation of SESA/ESMF

2. **Developing REDD+ delivery mechanisms and institutions**
   - Federal / regional REDD+ implementing bodies
   - REDD Financial management system (auditing included)
   - SESA, MRV, External Audit and Carbon registry

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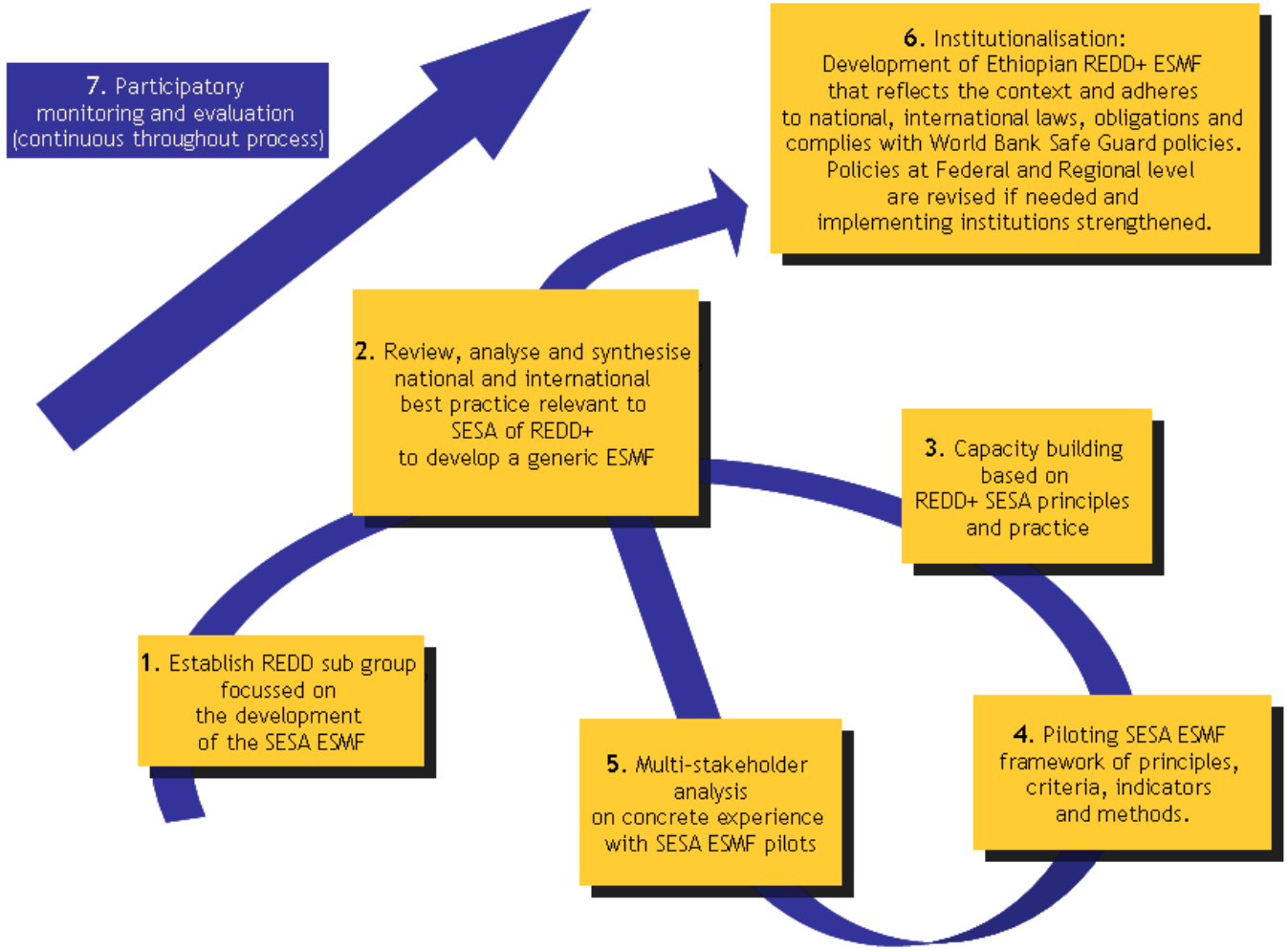
Process of assessment of Social and Environmental Impacts

Key actions for integrating SESA in REDD+ implem.

- Establishing SESA ESMF Unit
- Review of national and international best practice on SESA ESMF
- Pilot testing SESA methodologies
- Developing baseline before piloting
- Developing REDD+ ESMF
- Participatory M&E of ESMF



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TOR for the Reference Scenario

Actions to develop the Reference Scenario	Timeline
1. Preliminary assessment of current and future carbon emissions level based on existing data sources (EDRI/GGGI)	▪ Done in 2010
2. Capacity building ▪ Carbon accounting methods ▪ Mapping of activity data ▪ Mapping of emission factors	▪ 2011-2013
3. Define reference time period and Tier / Approach level	▪ 2011
4. Review available data sources	▪ 2011
5. Quantify activity data	▪ 2011
6. Quantify emission factors	▪ 2011-2013
7. Quantify historical carbon emissions level	▪ 2011-2013
8. Development of reference scenario	▪ 2012-2013

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Key elements of the Reference Scenario development

- Ethiopia will use Tier 2 – Approach 3 (IPCC GL) up to 2015 for estimating C stock chge (CSC).
- Follows AFOLU instead of Forest classification
- Uses direct drivers (see 2a) D&D to quantify CSC
- Uses RS dev. Experience of the 4 pilot projects

Qualitative impact assessment of drivers and activities affecting deforestation and forest degradation

Direct Driver	Activity Processes	Deforest.	Forest Degrad.
Conversion of land for agriculture	Expansion of traditional and large scale agriculture	Large impact	Low impact
Unsustainable fuel wood consumption	Wood extraction & other forest products collection	Low impact	Large impact
Others (livestock, logging, and fire)	Forest fires, wood extraction, livestock browsing	Low	Low

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Designing monitoring system for emissions, removals and other benefits

Overview of REDD monitoring indicators for different categories of REDD

REDD		Monitoring tool			MRV indicator
Level	**Topic**	**Remote Sensing**	**Forest monitoring**	**Other methods**	
RED	▪ Deforestation	▪ Mapping of forest area and changes over time	▪ Forest inventories to estimate carbon stock		▪ Net carbon stock change
REDD	▪ Forest degradation	▪ Mapping of roads and logged areas in forest area	▪ Forest inventories to estimate carbon stock		▪ Net carbon stock change
REDD+	▪ Forest enhancement	▪ Mapping of increased forest area	▪ Forest inventories to estimate carbon stock	▪ Forest concessions ▪ Plantation concessions	▪ Net positive carbon stock change
REDD+	▪ Sustainable forest management	▪ Mapping of forest area	▪ Forest inventories to estimate carbon stock	▪ Wood certification ▪ Kebeles with PFM	▪ No change in forest area and carbon stocks
REDD+	▪ Forest conservation	▪ Mapping of forest area	▪ Forest inventories to estimate carbon stock	▪ National park acreage	▪ No change in forest area and carbon stocks
REDD++	▪ Biodiversity conservation	▪ Mapping of ecological corridors	▪ Include tree and other species / including animals in forest inventories		▪ Number of plant / animal species ▪ Extent of ecolo-gical network

Designing monitoring system for emissions, removals and other benefits (Continued)

Overview of REDD monitoring indicators for different categories of REDD

REDD		Monitoring tool			MRV indicator
Level	**Topic**	**Remote Sensing**	**Forest monitoring**	**Other methods**	
REDD++	▪ Benefit sharing (to local forest dependant communities)	▪ Mapping of forest area and changes over time	▪ Forest inventories to estimate carbon stock (involve local communities in forest inventories)	▪ Legal entities ▪ Administrative units ▪ Carbon related financial data	▪ Investment / reward per carbon emission unit per legal entity (US$/kg C/ha)
Country specific issues	▪ Land cover map ▪ Coffee forest ▪ High land & lowland bamboo forests ▪ Gums, incense and myrrh in drlylands	▪ Mapping of land cover ▪ Mapping of coffee forest ▪ Mapping of high land & lowland bamboo forests ▪ Mapping of Accacia commiphora and Boswellia forests	▪ Ground truthing inventory ▪ Coffee forest inventories ▪ High land & lowland bamboo forest inventories ▪ Ground truthing of Accacia commiphora and Boswellia forests	▪ PRA method	▪ Land cover map ▪ Potential coffee export ▪ Potential bamboo export ▪ CER from bamboo forest. ▪ Gum Arabic, incense and myrrh export

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TOR – MRV

Actions required to develop the MRV	Timeline
MRV training (REDD+ framework, remote sensing, forest inventories) –capacity building	2011-2013
Inventory of available data and methods	2011
Development of a standardized classification procedure	2011-2012
Development of a standardized forest inventory method	2011-2012
Methodology to assess REDD+ monitoring indicators	2012-2013
Reporting of REDD+ monitoring indicators	2012-2013
Verification	2013
Institutional setup of the MRV system	2011-2013

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Agenda

Introduction

1. Organize and consult
   - 1a National readiness management arrangements
   - 1b Stakeholder consultation and participation
2. Prepare the REDD strategy
   - 2a Assessment of Land use, forest policy and governance
   - 2b REDD Strategy options
   - 2c Implementation framework
   - 2d Social and environmental impact
3. Develop a reference scenario
4. Design a monitoring system
5. **Schedule and budget**
6. Develop a program monitoring and implementation framework

Schedule and Budget

Main activity	Sub-activity	Estimated Cost (in thousands $)				
		2011	2012	2013	2014	Total
1. Organize and Consult	1a. NRMA	260	300	130	90	780
	1b. C&P	695	815	330	80	1920
2. Prepare the REDD+ strategy	2a. ALUP&G	480	140	40	-	660
	2b. C&P	2160	1430	980	280	4860
	2c. RIFW	750	440	155	-	1345
	2d. SESA	235	115	130	-	480
3. Dev. RS		1440	780	400	50	2670
4. MRV		220	370	430	150	1170
5. M&E		70	110	30	20	230
Total		**6,310**	**4,500**	**2,625**	**680**	**14,115**
FCPF		**1525**	**1215**	**520**	**140**	**3,400**
Gov and IDP		**4785**	**3285**	**2105**	**540**	**10,715**

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Contributions for R-PP Formulation Ethiopia

Contributing IDP

- FCPF
- AFD
- Austrian Development Agency

Other Potential IDP

- UN-REDD
- Norwegian Gov. (NIF)
- Japan Gov./JICA

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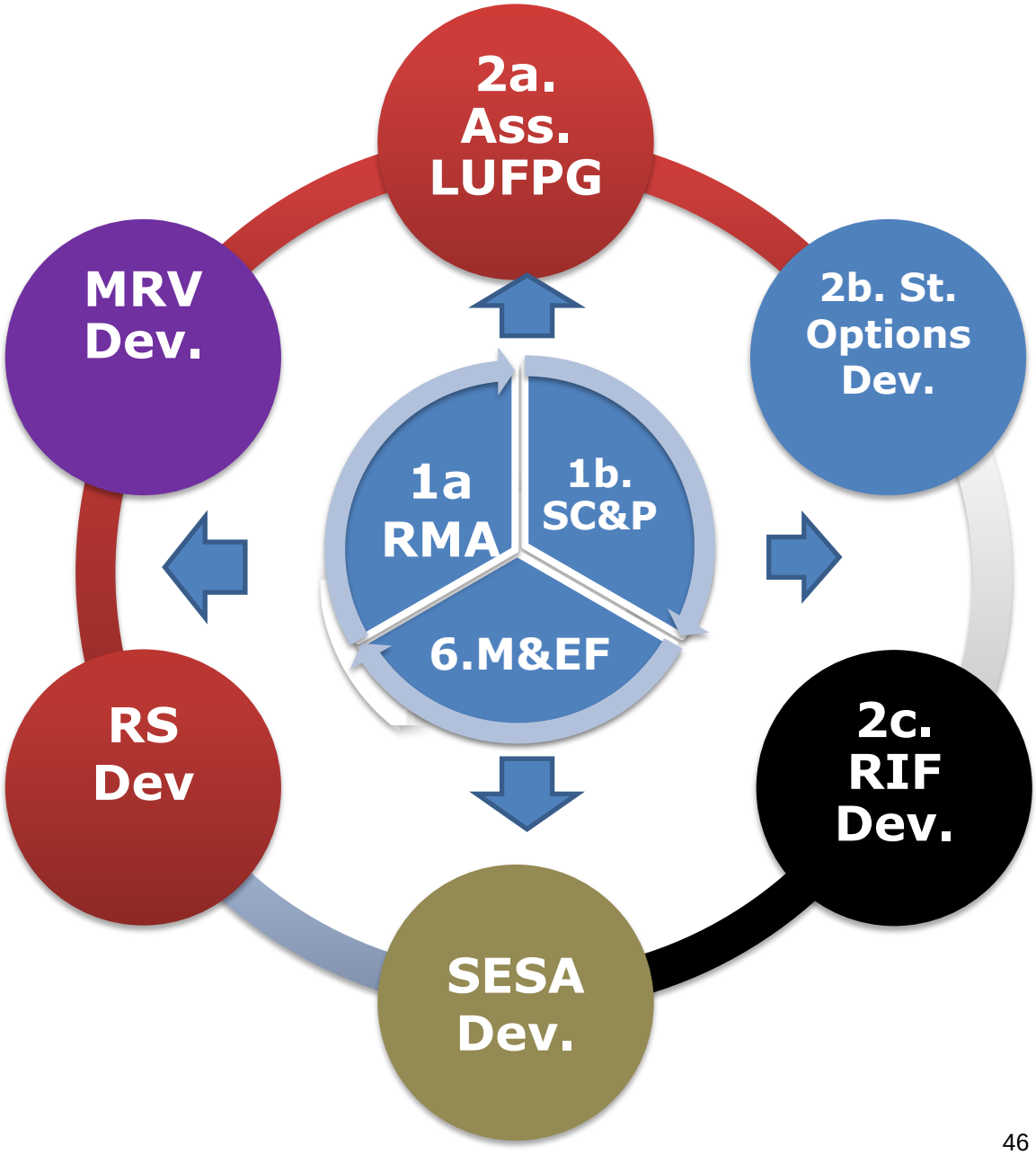
Thank You

REDD Readiness Wheel (RRW)

BACKUP

REDD Components

1. Organize & Consult
   1a. RMA
   1b. SC&P
2. REDD Strategy Dev.
   2a. Ass. LUFPG
   2b. Strategy Options
   2c. RIF Dev.
   2d. SESA Dev.
3. Reference Scenario
4. MRV
5. Schedule & Budget
6. Monitoring & Evaluation FRW Dev.



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Benefits of SCP REDD+ in REDD+ Strategy Dev.

BACKUP

- More relevant, effective and coherent strategies
- Enhanced ownership of REDD+ strategies
- Increased accountability
- Reduced conflicts through improved relationships
- A raised profile and greater support for forestry

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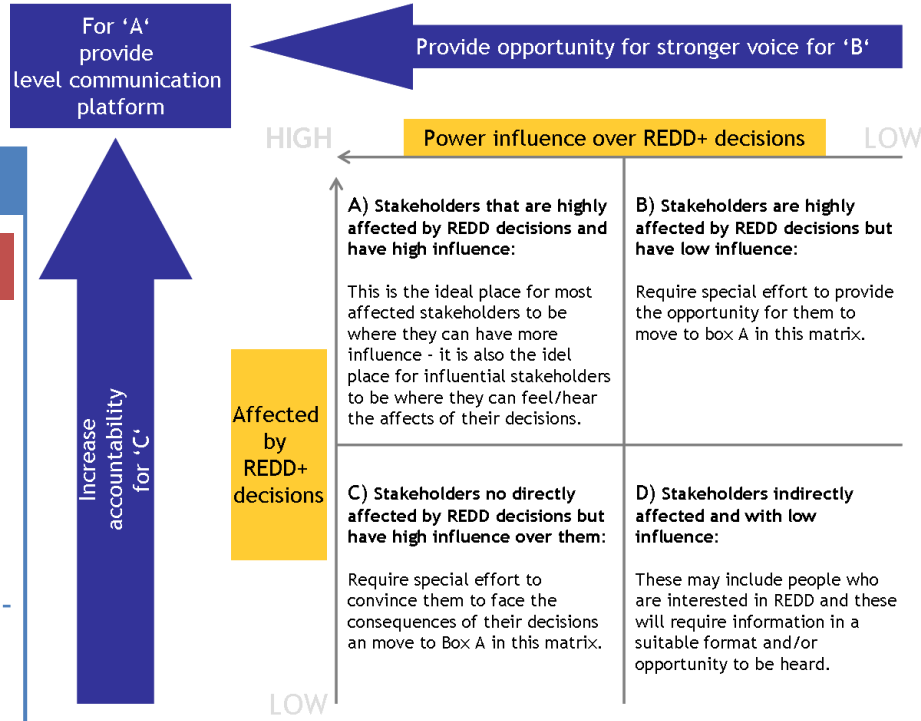
Stakeholder Mapping Exercise

BACKUP

Forest stakeholders

Forest Stkhld	Current Status	Desired Status
FDP/F. dwellers	▪ Highly affected by Forestry Decisions, low influence on policy and high influence on local Forest management	▪ Most influential on REDD+ planning& impl.
Private forestry sector – wood enterp.	▪ Highly affected, very low influence on policy and, mostly not formal and accountable	▪ Increased influence, should
Private forestry sector – non wood enterp.	▪ High positive impacts on forest due incentives	▪ Increased positive impacts and incentives
MOARD	▪ Has high influence	▪ Should engage more with FDP



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Stakeholder Mapping and analysis (Tool 1)

BACKUP

Stakeholder analysis exercise with hypothetical contents (FAO/O'Hara, 2009); the method has been tested at national and local level consultations (see annex 1b).

Step 1: Gather Information
List stakeholders and assign numbers to them

Step 2: Draw Circles
Assign circles according to size:
Bigger = More effected by forestry
Smaller = Less effected by forestry

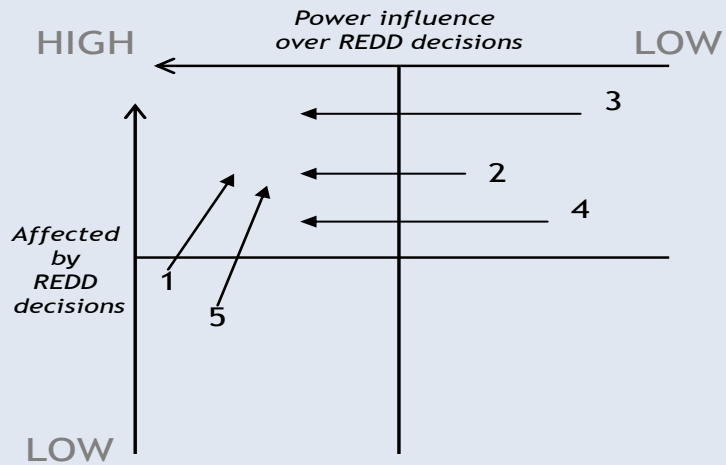
Stakeholders
(hypothetical examples)

1. Forestry Department
2. Sawmillers
3. Indigenous Forest Dwellers
4. Migrants
5. NGOs

Step 3: Transfer circles.

Closer to 'X' means more influence over forestry decisions.Further away means less influence.

Step 4: Transfer results
Place on matrix and add arrows for desired movement



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SCP Tools

BACKUP

2. Visioning	⇨ Expectations
3. Time/Trend line	⇨ Causes of Chg
4. Brainstorming	⇨ Problem Identf.
5. Problem anlys	⇨ Drivers of D&D
6. Solution anlys	⇨ Strategy options
7. Priority ranking	⇨ Ranking Str. Op
8. SWR	⇨ Forest policy analysis
9. 3R's Ranking	⇨ Benefits/SESA
10. Post-its	⇨ Review
11. Fish bowl debate	⇨ Leveling commu-nication fields

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