

Making
knowledge work
for forests and
people

Annual Report 2013



Contents

Message from the Chairman	2
Message from the Director	4
Making knowledge work for people and forests: 25 years of Tropenbos International	6
The impacts of land acquisition and conversion	10
From illegal to legal: options and solutions for the domestic timber market	18
Effective forest governance	26
Scaling up sustainable forestry business	34
Creating strong individuals and organizations in the forest sector	40
Finance	48
General Board	50



Message from the chairman

In 1986, the Dutch government responded to a growing public concern about deforestation and forest degradation in the tropics by establishing a research programme on tropical forests. Two years later, this programme, funded by the Dutch Ministries of Education and Science, Foreign Affairs, Agriculture and Fisheries, and Housing, Spatial Planning and Environment, became the Tropenbos International foundation. In 2013 Tropenbos International (TBI) celebrated 25 years of forest research for sustainable development.

The objective of the foundation was and still is to gather information and deepen insights into the governance and management of tropical forests and to help national and international stakeholders make use of these insights for better policies and practices.

Over the years, Tropenbos International has worked on a host of research themes. The focus of the research programme gradually shifted from management to governance and from forests to the role of forests and trees in multi-functional landscapes.

Today, TBI's work on multi-functional and resilient landscapes addresses three global issues: climate change; food security; and biodiversity conservation, with an integrated approach to the components of multi-functional landscapes and the management of their interactions. A key challenge of this programme is to generate knowledge and build capacity for the governance and management of these productive landscapes and mechanisms to resolve the diverse interests of local and national stakeholders.

This research theme is a priority of the Dutch Ministries of Foreign Affairs and Economic Affairs, which have supported the foundation since it was established.

TBI has broad-based knowledge of a range of forest-related subjects accumulated over the past 25 years, and growing experience as a knowledge broker linking the research community with decision-makers and forest practitioners. This will help it in the years ahead to deliver better options for and solutions to sustainable development challenges.

Martin Kropff

Message from the director

TBI's current programme focuses on four themes: governance and management of productive landscapes and the products and services provided by forests and trees in these landscapes; sustainable timber trade for national and international markets; local governance of natural resources; and innovative financing mechanisms for sustainable forest management.

In 2013, the second year of its current five-year programme, Tropenbos International made significant progress in each of these themes.

In Vietnam, for example, TBI worked on the national policy to expand rubber plantations in the country, as an example of commodity-driven land-use change and its impact on people's livelihoods and forests. Our work showed that the development of rubber plantations has led to the conversion of Vietnam's natural forests, even in areas with unfavourable soils and climatic conditions. Consequently, some of these plantations have failed to deliver tangible benefits to local people. With its partner, Forest Trends Vietnam,

TBI demonstrated the need for farmers to better plan their plantations and for policy-makers to adjust national policies.

In Suriname, TBI and its partners, WWF Guianas and Utrecht University, are developing scenarios to inform decision-makers about the effects of land-use changes due to exploitation of forest and mineral resources, and to the construction of roads and hydro-electrical dams on the ecosystem services provided by healthy forests. These scenarios are a useful tool for participatory spatial planning of roads, dams, mines and areas for agricultural production by public agencies with indigenous and maroon communities living in Suriname's interior.

A third achievement in 2013 was the publication of a study by TBI Indonesia on land-use change due to the expansion of oil palm plantations in Indonesia, Malaysia and Papua New Guinea. This study, prepared for the Roundtable on Sustainable Palm Oil (RSPO), showed that most oil palm plantations were established on land previously covered with secondary forests, shrub lands or agricultural lands. It provides data and insight on the drivers of deforestation in Southeast Asia.

This annual report presents a host of other achievements in TBI's country programmes, focusing on research, capacity building and our role as knowledge broker.

Our growing experience as a knowledge broker on societal issues related to forests and forest resources, along with our proven approach of integrating research and capacity building, will help us develop options and solutions for today's global challenges that affect people's livelihoods and the forests on which they depend.

René Boot





1988-2013

25

Making knowledge work for forests and people



Making knowledge work for people and forests: 25 years of Tropenbos International

In 2013, Tropenbos International celebrated 25 years of making knowledge work for forests and people. Its work is based on the premise that long-term improvement in the use and conservation of forests will not be achieved without a sound understanding of the issues at stake. Therefore, the main objective of TBI is to gather information on how to improve the management and governance of tropical forests, and how to make sure that national and international stakeholders actually use this information to develop better policies and practices.

The 1980s witnessed increasing public awareness of — and widespread worry about — the degradation and disappearance of tropical rainforests. The Dutch government shared these concerns. In 1986 the Dutch Ministries of Education and Science; Foreign Affairs; Agriculture and Fisheries; and Housing, Spatial Planning and Environment instituted a new programme to fund research on tropical forests.

The programme did not have to start from scratch. Several Dutch universities were already working in tropical forest

areas, and Tropenbos was intended to strengthen and coordinate the ongoing scientific endeavours that were taking place at university research sites in four countries: Colombia, Indonesia, Guyana and Ivory Coast. It soon became clear, however, that the varying priorities of each university made it challenging to streamline their activities. A different structure was needed. Tropenbos had to have the legal structure that would allow for funding sources other than the Dutch government. On July 18, 1988, the Tropenbos Foundation was officially established.

In the 1990s, the Tropenbos Foundation realized that a closer relationship with forest policy and management was needed, and that local ownership over national programmes had to be strengthened. Country programmes should not just deliver scientific information, but must generate knowledge that could be used to support local forest management and policies.

The 1990s also brought changes in host countries. A fifth programme was established in Cameroon in 1990. This had to be closed ten years later, together with the programmes in Guyana and Ivory Coast, due to the shifting priorities of the Dutch government. In the beginning of the century, new programmes in Vietnam and Ghana began, followed soon after by Suriname. The Tropenbos programme changed its name to Tropenbos International in 2001.

In the course of TBI's 25 years gradual changes in the types of research

questions and themes have occurred. The emphasis has shifted from management of forests (with research on methods to improve logging methods) to the governance of landscapes (with attention to the multiple interests of different stakeholders). The role of PhD research has also changed. Initially, many Dutch PhD students were involved in the programmes, but their long-term studies were not applicable to policy support and local capacity building. There was a need for short-term and more targeted research and TBI started to emphasize work with country-based PhD students for capacity-building purposes.

TBI now focuses its work on productive landscapes through four themes: management of multi-functional landscapes, sustainable trade for domestic and international markets, local governance and community management of forests, and financing of sustainable forest management.

TBI recently published [*Making Knowledge Work for People and Forests: Twenty-five years of Tropenbos International*](#). This publication presents several short articles about TBI's activities, both in partner countries and in the Netherlands. These articles describe how TBI and its staff in the field have responded to the ever-changing national and international policy context, and what the tangible impact of this work has been. The publication also has interviews with people who have worked with TBI in one way or another. Together, the stories and interviews present an overview of the many different ways in which TBI has made a difference.





Celebration of 25 Years of Tropenbos International

November 5, 2013



An aerial photograph of a lush green mountain landscape. The terrain is covered in dense vegetation, with terraced fields visible on the slopes. A winding road snakes through the landscape, and a small settlement with several buildings is nestled in a valley. The overall scene is vibrant and scenic, showcasing a productive landscape.

The impacts of land acquisition and conversion

Productive landscapes provide a wide range of products and ecosystem services. They also meet the economic and environmental needs of present and future generations at the local, national and global level. Tropenbos International (TBI) established its landscape programme to better understand the role of trees and forests as providers of goods and services in these landscapes. Through this programme, TBI develops strategies to increase the benefits of multifunctional landscapes for food security, ecosystem services and human well-being.

The expansion of new land uses (due to land grabbing, international commodity trade or other factors) has social, environmental and economic impacts. Although some impacts may be positive for resident populations, negative effects must also be considered, especially when they are avoidable and result from inadequate planning and consultation.

Rubber expansion and forest protection in Vietnam



Over the past decade, Vietnam has established itself as one of the world's leading rubber producers. The country's 2009 rubber development strategy sought to increase Vietnam's rubber plantation area to 800,000 ha by 2020 and generate US\$ 2 billion in export revenue. However, reality has overtaken planning: 915,000 ha of plantations were in place by the end of 2012.

There's no question that rubber is an attractive cash crop, especially for poor rural families. Income per hectare

can reach US\$ 2,860 annually (timber plantations provide only US\$ 357). Yet development comes at the expense of Vietnam's remaining natural forest. Large areas of forest land have been converted to rubber plantation, even in areas where rubber has not been planted before. In the Central Highlands, for example, 79% of new rubber plantations were converted from natural forest.

This conversion has influenced land use, environmental functions and watershed health. It has also affected

society in terms of land ownership and sharing the benefits of land and natural resources. The implementation of policies to provide guidelines for converting forestland to rubber plantation encountered many problems. Information about forest conversion has not been available to support further policy development.

With this in mind, TBI Vietnam partnered with Forest Trends Vietnam to address the rubber sector's rapid development. The *"Forestland conversion to rubber plantation: opportunities*

and challenges" *workshop* was held in Hanoi on September, 27, 2013.

In the workshop it was concluded that better sectoral planning is needed. Overly eager officials and communities have established plantations in unfavourable soil and/or climate conditions. This has resulted in considerable natural forest destruction; in addition, many of the rubber trees either die or fail to produce profitable

yields. Furthermore, conversion of household cropland to rubber plantation can strain food security as less land is available for subsistence farming. Employment options are reduced; plantations hire only some of the labour that becomes available when farming families transfer their land and relinquish swidden agriculture. Strengthened environmental and social safeguards are needed to ensure that plantation opportunities

do not have excessive ecological and social burdens. The costs of sacrificing natural forests for rubber plantations are immediate, while the benefits of rubber plantation expansion for the rural poor — whose daily subsistence largely depends on forest resources — are still far in the future.



Land acquisition by urban dwellers limits community forestry in DR Congo



City dwellers' investment in rural areas could be both a threat to and an opportunity for the development of these areas. In recent years, an increasing number of people have started to buy land from local communities in the environs of Kisangani, DR Congo. According to a study by TBI DR Congo and the Rights and Resources Initiative, this drastically reduces the extent of customary forests available to local communities. DR Congo is about to adopt legal regulations for community forests, but researchers fear that if nothing is done to stop the land-buying

trend, in the near future there might be no forests for local people and therefore no community forestry.

Most buyers of land are politicians, civil servants, military personnel and businesspeople of the Yira ethnic group who have the resources to invest in the purchase of plots, which range from 10 to 150 hectares. The investments are driven by increased political stability, the influx of business people from the east (where land is scarce), and a wish to increase livelihood security. Buyers mainly use the

land for agricultural activities, but also for speculative purposes and sometimes — illegally — for logging. These investments have very little positive impact on local welfare. In fact, poverty continues to grow and food security weakens because communities lose access to a significant part of their customary lands.

Given the extent of the phenomenon in the country, TBI DR Congo wants to engage the attention of stakeholders on the importance of securing lands for community forestry.



Participatory tools for land-use decisions in Suriname

Suriname's interior is vast. Although it seems uninhabited, an estimated 81,000 people — predominantly maroon and to a lesser extent indigenous people — live in the area. An abundance of forestry, mineral and hydrological resources attract economic activity. Unplanned expansion of roads, mines and other developments results from this activity. These developments may be at the cost of local livelihoods, wildlife and ecosystem services, such as the potential to store carbon that supports the national REDD strategy.

Decision makers in Suriname lack the information to make land-use choices that optimize the delivery of goods and services from nature that sustain human life and enhance the economic potential of the country. TBI Suriname, WWF-Guianas and Utrecht University jointly began a project in 2013 that assists decision makers in creating land-use scenarios. Using these scenarios, they can assess land-use changes and their effects on food, culture (e.g., aesthetic and recreation factors) and regulating services such as carbon sequestration and habitat

provision. They can use this information to improve the planning of roads, dams, mines or areas for agriculture without negative trade-offs in ecosystem services.

The project is carried out as a PhD study supported by Dutch and Surinamese MSc students and researchers. It will capture the visions of a range of stakeholders regarding future land-use developments. Ecosystem services will be quantified from a social and economic perspective. Scenarios will be built through a

participatory process and will include land uses linked to the drivers of deforestation and forest degradation. These drivers have been identified in the REDD+ Readiness Project Proposal (R-PP) that was approved by the Forest Carbon Partnership Facility in 2013.

The project will result in a number of products, such as maps of ecosystem services and land-use scenarios. More importantly, this work will provide tools to engage indigenous peoples and maroons in community development and land-use planning through public

participation and participatory geographic information systems.

Highlighted publication

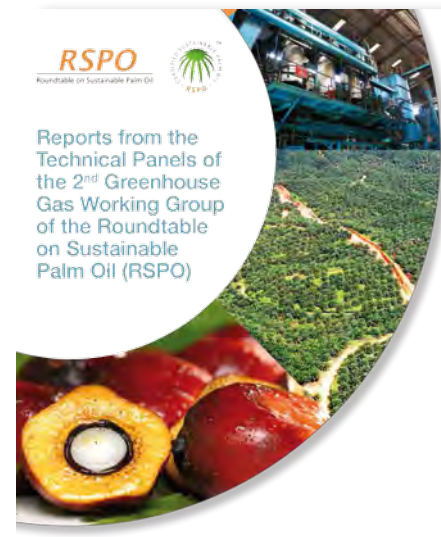
Oil palm plantation: the major cause of deforestation?

The development of oil palm plantations is often cited as a major cause of forest conversion in Indonesia and Malaysia. A 2013 study by TBI Indonesia for the Working Group of the Roundtable on Sustainable Palm Oil (RSPO), [*Oil palm and land use change in Indonesia, Malaysia and Papua New Guinea*](#), puts this into perspective.

Indonesia and Malaysia jointly have more than 13 million ha of oil palm plantations and more than 80% of the world's oil palm producers. Papua

New Guinea has the potential to expand its oil palm plantation.

Palm oil producers who subscribe to RSPO principles commit to avoiding the conversion of primary forest when developing new plantations, a practice for which the industry is criticized by environmentalists. The questions of what a primary forest is, and how different forms of land use succeed each other before land is developed into an oil palm plantation, are matters of intense debate.



The study documented land-use change in the three countries using Landsat images. The images were visually interpreted to create a region-wide map of 22 different land cover types spanning three time periods: 1990–2000, 2001–2005 and 2006–2010.

The report presents several findings that challenge the assumption that there is extensive direct conversion of primary forest to palm oil plantation. Researchers found that the rate of change from primary forest to oil

palm plantation was less than 5% in the three countries. Only 0.1% of oil palm plantations were sourced from undisturbed upland forest; undisturbed swamp forest contributes 4%. The remaining plantations were established on land previously covered with secondary forests, on shrub lands or on agricultural areas.

A key difference to other similar studies was the broad extent of the analysis over three countries and the visual rather than computer-generated interpretation of 22 land cover types.

This provided much more detail in the analysis of land-cover change. (Previous studies combined all forests in one cover class, whether they were truly primary or heavily degraded, which overestimated the rate of forest conversion.) The 2013 findings suggest that most oil palm plantations use land and forest that have been degraded by unsustainable practices, such as unsustainable logging or fire. This challenges the view that the oil palm industry is a direct destroyer of primary forests.



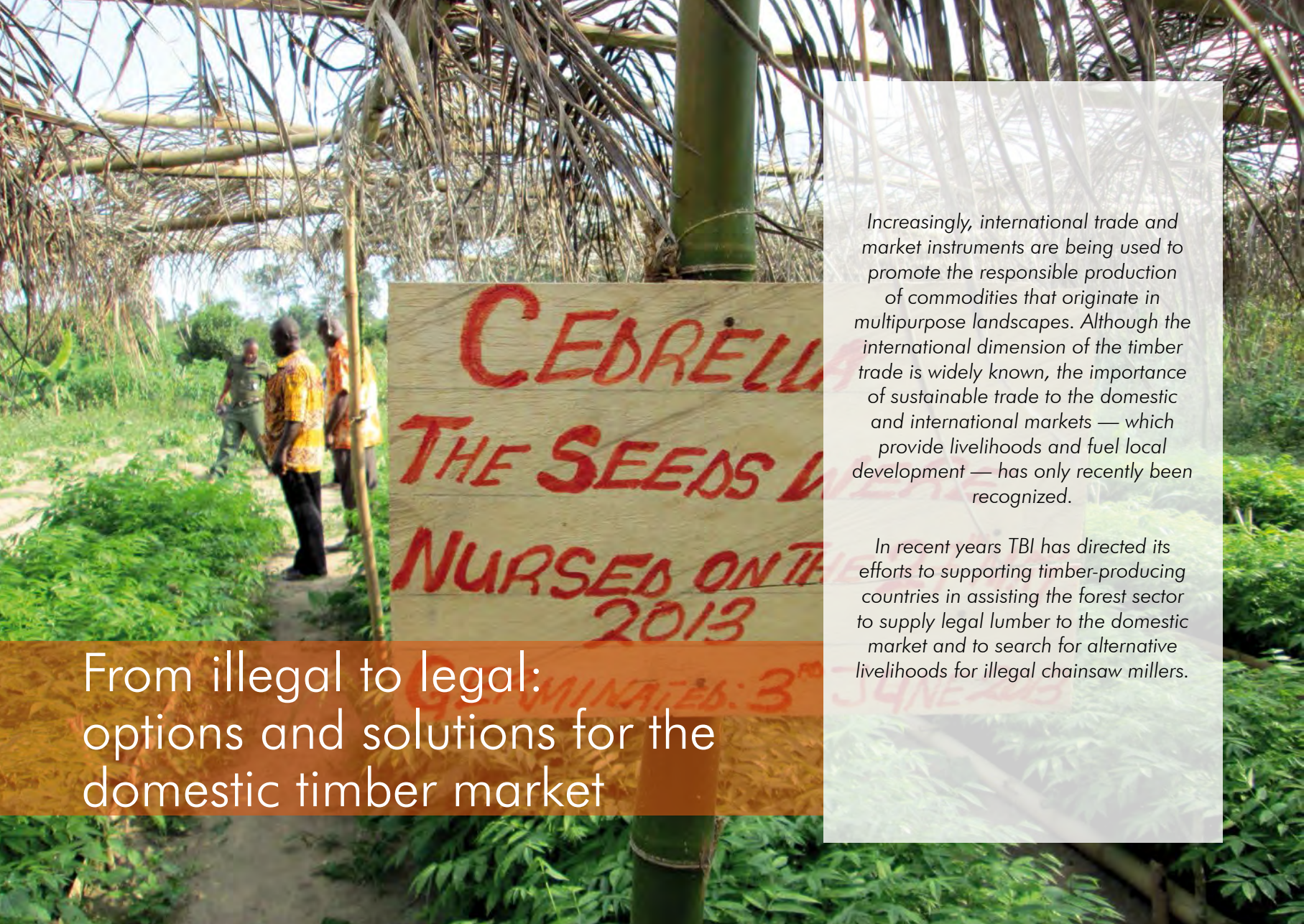
Related publications

Agus F., P. Gunarso, B.H. Sahardjo, N. Harris, M. van Noordwijk and T.J. Killeen. 2013. Historical CO₂ emissions from land use and land use change from the oil palm industry in Indonesia, Malaysia and Papua New Guinea. In: *Reports from the Technical Panels of the Second Greenhouse Gas Working Group*. Kuala Lumpur, Malaysia: Roundtable on Sustainable Palm Oil (RSPO). <http://goo.gl/BBu3w1>

Bayrak, M., Tran Nam Tu and P. Burgers. 2013. Restructuring Space in the Name of Development: the Socio-Cultural Impact of the Forest Land Allocation Program on the Indigenous Co Tu People in Central Vietnam. *Journal of Political Ecology* 20: 37-52 - http://jpe.library.arizona.edu/volume_20/Bayrak.pdf

Gunarso P., M.E. Hartoyo, F. Agus and T.J. Killeen. 2013. Oil palm and land use change in Indonesia, Malaysia and Papua New Guinea. In: *Reports from the Technical Panels of the Second Greenhouse Gas Working Group*. Kuala Lumpur, Malaysia: Roundtable on Sustainable Palm Oil (RSPO). <http://goo.gl/p2pvV8>

To Xuan Phuc, Tran Huu Nghi and R. Zagt. 2013. *Forest Land Allocation in Vietnam: Implementation Processes and Results*. Tropenbos International Vietnam Infobrief, May 2013. Hue City, Vietnam: Tropenbos International Vietnam. <http://goo.gl/YCCG93>



From illegal to legal:
options and solutions for the
domestic timber market

Increasingly, international trade and market instruments are being used to promote the responsible production of commodities that originate in multipurpose landscapes. Although the international dimension of the timber trade is widely known, the importance of sustainable trade to the domestic and international markets — which provide livelihoods and fuel local development — has only recently been recognized.

In recent years TBI has directed its efforts to supporting timber-producing countries in assisting the forest sector to supply legal lumber to the domestic market and to search for alternative livelihoods for illegal chainsaw millers.

Addressing domestic timber market issues: the EU chainsaw milling project



Effectively regulating domestic timber markets is still a contentious subject in many policy discussions at the international level. The EU chainsaw milling project aims to find solutions to the problems associated with the production of lumber for local timber markets. It involves participants in a multi-stakeholder dialogue (MSD), information gathering and in developing alternatives to unsustainable practices.

Ghana

Illegal chainsaw milling is a major supplier of timber to the domestic

market. It is one of the main challenges to Ghana's ambition to develop a legal and sustainable forestry sector under the Forest Law Enforcement, Governance and Trade (FLEGT) Voluntary Partnership Agreement (VPA). Ghana was the first country to sign a VPA, in 2009.

The MSD process resulted in the development of a policy for the domestic market that introduced artisanal milling as a legal alternative to illegal chainsaw milling. Under this new approach, small-scale loggers — now called artisanal millers — will get access to

forest or timber resources and sell their (legal) production to the local market. The concept is being piloted at project sites. In these pilot projects, people formerly involved in illegal chainsaw milling have organized themselves into registered associations and acquired portions of degraded forests from the Forestry Commission (FC) to plant trees under a form of the Modified Taungya System. These forest areas provide alternative livelihoods to the former chainsaw millers and will continue to provide a supply of timber.

Some registered artisanal milling groups have established a partnership agreement with a logging company to produce legal lumber for the domestic market. Under this agreement, the company will supply logs to the artisanal milling groups; in return, the groups will protect the company's forest concessions from illegal chainsaw milling. Results of the pilot projects will be further discussed in the ongoing MSD, with attention to scaling up the results.

Guyana

Although chainsaw milling is legal in Guyana, the situation in the timber sector is not without challenges. Issues and recommendations for the strategic improvement of the chainsaw milling subsector have been analyzed by the project's task force to inform the national-level MSD, which will start work in 2014.

Guyana did not start VPA negotiations until December 2012. Stakeholder consultations form an integral part of

VPA negotiations, but Guyana does not have a history of structured involvement of stakeholders in policy-making processes. That being the case, the project's MSD approach could make an important contribution to Guyana's VPA consultations.

In November 2013 the project organized a workshop for the MSD task force and the National Technical Working Group of the country's FLEGT VPA process. The workshop provided some background information on multiple-stakeholder processes and shared Ghana's experience in designing and facilitating the MSD process (see also page 41). To better support the VPA process in Guyana, the project has established a closer cooperation with the national government; the Guyana Forestry Commission is now part of its project management team.

The project was evaluated in 2013, at the end of its first phase. The evaluation was very positive; the report, *From the big stick to listening* (and other

project information) can be found on the project's website (www.chainsawmilling.org).

Outreach activities

TBI's experiences in addressing domestic timber market issues provide important lessons for stakeholders in other countries. TBI organizes and participates in events to share these lessons. In 2013 TBI organized three regional seminars.

Forest governance forums in DR Congo and Liberia

The IDLGroup set up forest governance forums to provide an in-country opportunity for discussion and the open exchange of ideas, experience and research. The forums gave regional stakeholders the opportunity to share information and analyze issues related to forest governance, such as the FLEGT VPA process. TBI supported the IDLGroup in organizing two forums: in Kinshasa, DR Congo

(October 29–30) and in Monrovia, Liberia (December 12–13).

In DR Congo the discussions focused on issues related to local ownership of forest policy initiatives (REDD+, the FLEGT VPA process, etc.); the limited capacity of African states to implement effective legal frameworks; the lack of political will of leaders; and land grabbing. TBI DR Congo took the opportunity to emphasize the importance of securing lands for implementing community forestry in the country.

In Liberia TBI organized a session on artisanal logging/chainsaw milling

in relation to the VPA and shared its experiences with the concept of artisanal milling in Ghana and artisanal logging in DR Congo.

Seminar on emerging legality requirements in Suriname

The timber export trade of Suriname is affected by legality requirements such as the EU Timber Regulation and the U.S. Lacey Act. In order to maintain access to markets in Europe and the U.S. the timber sector of Suriname needs to verify the legality of its forest products. The seminar "*Emerging legality requirements in the timber sector of Suriname*" was held

in November 28–29 in Paramaribo. It offered Surinamese stakeholders the opportunity to exchange and discuss information, ideas and experiences with experts from Europe, Guyana, Ghana, Belize and Jamaica. Participants found that the forest sector of Suriname is in a good position to address these legality requirements because of the country's commitment to sustainable forest management and because it has an effective forest control system. TBI organized the seminar together with the Forestry Training Centre Incorporated the EU FAO FLEGT Programme and the IDLGroup.





Sustainable charcoal production in Ghana

Charcoal production is a major source of income for most rural households in Ghana. It has been identified as a potential alternative livelihood to illegal chainsaw milling. TBI Ghana, together with the Forestry Commission (FC) and the Forestry Research Institute of Ghana (FORIG), has started a project to analyze this sub-sector.

The goal is to help formulate relevant and realistic policies that ensure the sustainable use of forest resources to improve the livelihoods of forest-dependent people.

Under this partnership, the FC commits to providing raw materials (tree resources) and metal kilns while TBI

Ghana and FORIG pilot charcoal production as a viable livelihood option for chainsaw-dependent communities. The project has built the capacity of chainsaw-dependent communities and existing charcoal producers and has established woodlots. It will continue in 2014.



Highlighted publication

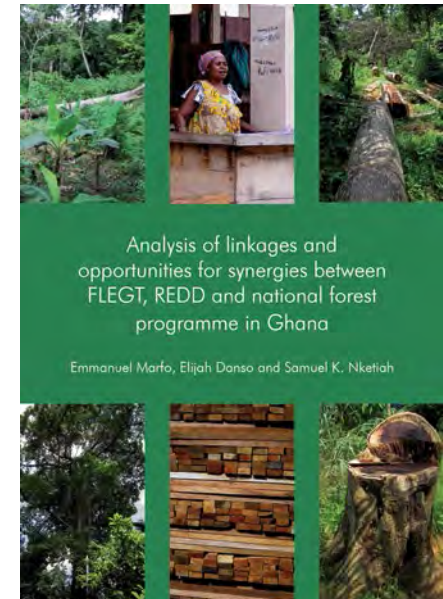
Linkages and opportunities for synergies between FLEGT, REDD and national forest programme in Ghana

Analysis of the linkages and opportunities for synergies between FLEGT, REDD+ and the national forest programme in Ghana revealed that coordination among these initiatives is not very effective. Areas for improvement include data collection, stakeholder engagement in addressing key governance challenges and issues of equity and benefit sharing, as well as legislative reforms.

Strengthening the Forestry Commission's monitoring and evaluation of programmes has been recommended as one of the key measures to improve coordination, collaboration and

synergy. This could be organized through instituting a high-level technical position within the Forestry Commission that handles the technical coordination of all these forest-related processes and reports directly to the Chief Executive. Ghana should also speed up efforts to streamline all multi-stakeholder consultation initiatives into a single platform that has the necessary institutional legitimacy and capacity to be effective. There is also a need to institute or strengthen collaboration among lead officials in government ministries and agencies; for example, through periodic joint briefings.

[Download the publication here](#)



Related publications

Cano-Cardona, W., M. Soriano, K. van Dijk, N. Ascarrunz and M. Toledo. 2013. *Diagnóstico de las cadenas productivas de la madera y castaña en el mercado doméstico de Riberalta-Beni, Bolivia*. Santa Cruz, Bolivia: Tropenbos Internacional and Instituto Boliviano de Investigación Forestal. <http://goo.gl/XCrz2w>

Derkyi M., M.A.F. Ros-Tonen, K. Boateng and T. Dietz. 2013. "Emerging forest regimes and livelihoods in the Tano Offin Forest Reserve, Ghana: implications for social safeguards." *Journal on Forest Policy and Economics* Vol. 32: 49–56. - <dx.doi.org/10.1016/j.forpol.2013.03.005>

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Marfo E., E. Danso and S.K. Nketiah. 2013. *Analysis of linkages and opportunities for synergies between FLEGT, REDD and national forest programme in Ghana*. Wageningen, the Netherlands: Tropenbos International Ghana. <http://goo.gl/SFCZz4>

Marfo, E. and J.P. Mckeown. 2013. "Negotiating the supply of legal timber to the domestic market in Ghana: Explaining policy change intent using the Advocacy Coalition Framework." *Journal on Forest Policy and Economics* Vol. 32:23–31. <dx.doi.org/10.1016/j.forpol.2012.12.007>

Ochieng R.M., I.J. Visseren-Hamakers and K.S. Nketiah. 2013. "Interaction between the FLEGT-VPA and REDD+ in Ghana: Recommendations for interaction management framework." *Journal on Forest Policy and Economics* Vol. 32: 32–39. <dx.doi.org/10.1016/j.forpol.2012.07.003>

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Ros-Tonen, M.A.F., T.F.G. Insaïdoo and E. Acheampong. 2013. "Promising start, bleak outlook: The role of Ghana's modified taungya system as a social safeguard in timber legality processes." *Journal on Forest Policy and Economics* Vol. 32: 57–67. [dx.doi.org/10.1016/j.forpol.2012.11.011](https://doi.org/10.1016/j.forpol.2012.11.011)

van Dijk, S. 2013. *Marketing opportunities for potential Surinamese wood species*. Paramaribo, Suriname: Tropenbos International Suriname. <http://goo.gl/0FdcBp>

van Dijk, S. 2013. *Reduction and recycling of wood waste*. Paramaribo, Suriname: Tropenbos International Suriname. <http://goo.gl/FrknUl>

Wiersum K.F., G. Lescuyer, S. Nketiah and M. Wit. 2013. "International forest governance regimes: Reconciling concerns on timber legality and forest-based livelihoods." *Journal on Forest Policy and Economics* Vol. 32: 1–5. [dx.doi.org/10.1016/j.forpol.2013.04.011](https://doi.org/10.1016/j.forpol.2013.04.011)



From the perspective of poverty and livelihoods, the merits of local governance and community management of forests are subject to debate. Discussions centre on how local and indigenous authorities and knowledge benefit livelihoods and improve ecosystem functions. TBI contributes relevant and practical information to the debate and to the practice of local and decentralized forest governance. The aim is to inform the development of effective local and decentralized forest management arrangements (including ownership and tenure), address weaknesses in current arrangements, and improve the ways in which local and/or community interests are addressed in government, non-government and corporate policies related to the management of landscapes and natural resources.

Effective forest governance

Responding to the threat of gold mining in the Colombian Amazon



In recent years, more than 14,000 applications for the exploitation of coltan (*columbite–tantalite*), gold, uranium and other minerals have been registered in the Colombian Amazon tropical forest, putting great pressure on this ecosystem. Although some protection measures are in place, illegal mining has contributed to a deterioration of environmental and social conditions. The impacts of such mining activities at the local level are generally undocumented and consequently not taken into account in decision-making processes for this growing phenomenon.

Unregulated gold exploitation, as seen in the middle Caquetá River, scars the landscape, poisons the water and causes deforestation. It also triggers social conflict and violence, and increases the presence of illegal armed groups in the area. *“It all starts with the high hopes of promises, then comes ambition, and at the end it all seems a curse,”* says an elder woman of the Yucuna ethnic group. These effects are worsened by a lack of governance and a generalized loss of culture and traditions — as a traditional leader remarks: *“There is no law here; miners are imposing their own laws.”*

Advances have been made to regulate mining at the policy level. It has been banned in protected areas such as national natural parks and in large areas of national interest. Increasing public debate about the consequences of mining on natural resources has raised awareness of the issue.

Regulation 1518 (2012) of the Ministry of Environment states that no exploitation permits will be approved in the following ten years, which will protect around 17 million hectares of tropical forest. Furthermore, the Constitutional Court has recently determined that the

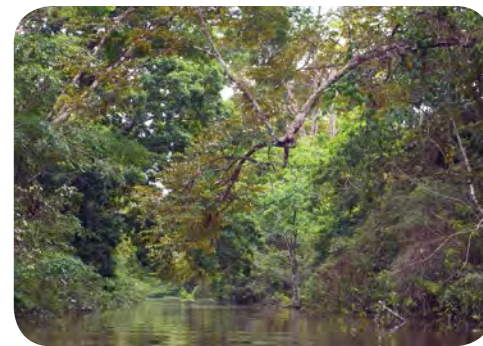
government must develop agreements with local communities before issuing environmental licences for mining activities.

Colombian authorities have the duty to regulate mineral exploitation in the Amazon region and to stimulate the participation of communities in anything that affects their territory. TBI Colombia is promoting an exchange of experiences among stakeholders

in the Colombian Amazon in order to generate information from traditional authorities and local people about the implications of mining in their territories and at sacred sites.

In the 2013 document, *Local contributions to a history of mining in the Colombian Amazon*, TBI Colombia explores the perception of mining at the community level. The document provides detailed accounts of the

effects of illegal mining. It also includes accounts of resistance to pressure from mining companies and of the desolation that mining leaves behind. The publication has become an important reference in the analysis of the mining phenomenon and is a valuable resource for upcoming regulation challenges.



Linking traditional knowledge and adaptation to climate change



Although indigenous, afro-descendent and campesino communities possess a wealth of knowledge and practices that may be useful in strategies for adaptation to climate change, public policies tend to disregard this local perspective. TBI Colombia is working to promote a dialogue of knowledge about climate change adaptation in order to formulate adaptation plans in local communities.

Iris Andoque and Hernando Castro are two recognized indigenous researchers and leaders from the community El

Guacamayo in Colombia's Araracuara region. They gathered information related to climate change in the indigenous communities of the Colombian Amazon and contributed to the national policy-making dialogue.

Iris belongs to the Andoque ethnic group, known for their expertise in the chagra cultivation system. She has detailed the traditional agricultural practices of her people, including varieties of seeds used. She has also made an inventory of the diversity of local agricultural crops and discussed this

diversity with elders of her community. Her fieldwork inquired the perception of indigenous people about climate variations. They feel that temperature has increased significantly, altering local dynamics and increasing health problems; that floods and droughts are more frequent; that the amount and quality of local products has decreased; and that social and agricultural practices have been degraded.

To address the vulnerability that these changes imply, El Guacamayo has several adaptation strategies. One is

the three-chagra system, which operates across a gradient from wet (flood) to dry (drought) to prevent the loss of plant species. This adaptation practice is described in detail in the TBI publication *The life of the chagra: traditional knowledge and practices for climate change adaptation*. The chagra system is based on the principle that traditional management — with some innovations — may guarantee agricultural biodiversity and thus support food security and adaptation to climate change.

Hernando has become an important source of information in his community thanks to his work on local climate indicators, traditional knowledge, land use and types of soils, and traditional practices that maintain seed diversity, among other topics. The knowledge generated in the context of this project developed by TBI Colombia has been used in decision-making processes and in local mitigation strategies.

Many obstacles hinder the use of local knowledge in public policies. During

an event in June 2013 organized by TBI Colombia as part of the activities developed through the project, "[*If the climate changes, you should change too*](#)" it was recognized the importance of local knowledge in designing public policies on adaptation to climate change.

TBI Colombia invited various stakeholders, including the Ministry of Environment, the National Planning Office, the Alexander von Humboldt Institute and NGO partners such as WWF Colombia and Natura, to a meeting to identify ways that local and traditional knowledge can effectively contribute to climate adaptation policies. The meeting resulted in ten principles that were documented in a policy paper.

The guidelines emphasize, among other things, the importance of documenting traditional knowledge related to annual cycles, participatory tools on climate change, and the need for networks that link traditional

knowledge and climate change. This information must be integrated in the National System of Adaptation to Climate Change, and shared through channels that link local, regional and national levels.

Integrating local knowledge in public policies is challenging, but is essential to the national community-based adaptation strategy of the Ministry of Environment and the National Planning Office. The three-chagra system can be presented to provincial and other local authorities as an example of the functionality of traditional practices for the adaptation to climate change.



Good forest governance: facilitating multi-stakeholder dialogue



People increasingly recognize that governance problems underlie many of the problems associated with access to and use of forests. The impartial and independent exchange of information is a critical part of good governance processes. For complex issues such as natural resource management — where there are a range of views as well as competing interests and expectations — well-managed multi-stakeholder processes can bridge the differences in perceptions of the diverse participants and help them reach agreement.

Since 2008, TBI has facilitated multi-stakeholder dialogues (MSDs) in Ghana and Guyana to better understand the issues associated with chainsaw milling and to identify acceptable options to address the practice. These MSDs are supported by sound information that facilitates good decision making. In 2013 TBI's project partner in Ghana, the Forestry Research Institute of Ghana, carried out research on various topics identified during the MSD discussions, including barriers to the sustainability

of alternative livelihoods, and overland exports of illegal chainsaw lumber.

Experiences and lessons from five years of multi-stakeholder dialogue to find alternatives for illegal chainsaw milling in Ghana have been documented in the recent TBI publication, *The Multi-Stakeholder Dialogue in Ghana: Towards a negotiated solution to illegal chainsaw milling* (see page 32).

Highlighted publication

The Multi-Stakeholder Dialogue in Ghana: Towards a negotiated solution to illegal chainsaw milling

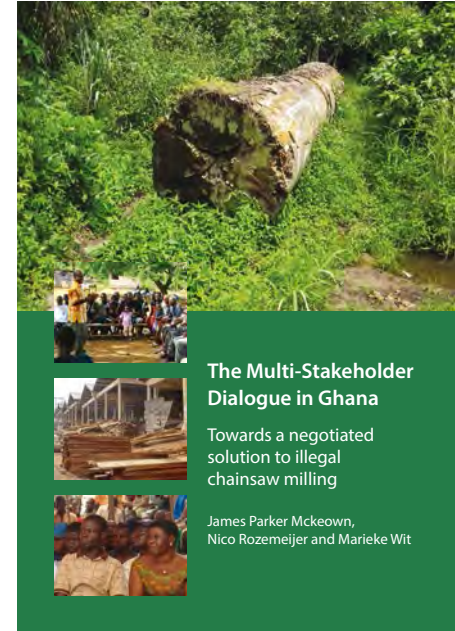
Deforestation is a serious problem in Ghana. Illegal logging by the chainsaw millers who supply the domestic market is a key factor in this deforestation. Illegal logging has many causes and is further complicated by the different perceptions of a great range of stakeholders on how to resolve it. To effectively address the issues, stakeholders need to be involved and must feel that they own the solutions.

The chainsaw milling project funded by the EU aims to reduce the level of conflict and illegality related to chainsaw milling. It does this through a Multi-Stakeholder Dialogue (MSD), which increases people's understanding of the causes of these problems and develops options to address them. This publication documents the MSD,

both as a multi-stakeholder process and a policy development tool.

It is important to institutionalize multi-stakeholder process principles in Ghana forest policy since the policy context is continually changing. The chainsaw milling project — and more specifically the MSD Steering Committee — are working to establish the conditions for sustaining a multi-stakeholder process approach to policy-making, rather than leaving that work solely to government.

[Download the publication here](#)



Related publications

- Andoque, I. and H. Castro. 2013. *La vida de la chagra: saberes tradicionales y prácticas locales para la adaptación al cambio climático en la comunidad El Guacamayo*. Bogotá, Colombia: Tropenbos International Colombia. <http://goo.gl/LNmXhF>
- European Forest Institute. 2013. *Governance Research Agenda for FLEGT: Towards global forest governance research and action*. European Forest Institute and Tropenbos International. <http://goo.gl/Oo3oQj>
- Fundacion AVINA and Tropenbos International Colombia. 2013. *Contribuciones locales a una historia de la minería en la Amazonia colombiana*. Bogotá, Colombia: Fundacion AVINA, Tropenbos International Colombia. <http://goo.gl/EheD2W>
- Hernández, E. 2013. *Dinámica de las quebradas y los peces: de la cabecera a la bocana*. Bogotá, Colombia: Tropenbos International Colombia. <http://goo.gl/kAFipq>
- Ochoa, R.P. 2013. *Leguízamo: hacia una construcción histórica del territorio*. Bogotá, Colombia: Tropenbos International Colombia. <http://goo.gl/UzD5pN>
- Parker Mckeown, J., N. Rozemeijer and M. Wit. 2013. *The Multi-Stakeholder Dialogue in Ghana: Towards a negotiated solution to illegal chainsaw milling*. Wageningen, the Netherlands: Tropenbos International Ghana. <http://goo.gl/JqZhAE>
- Polanco, R. and C.A. Rodríguez. 2013. *La pesca de consumo en Leguízamo: diversidad y bienestar local*. Bogotá, Colombia: Tropenbos International Colombia. <http://goo.gl/5Fip1T>
- Rodríguez, A. 2013. *Las plantas cultivadas por la gente de centro en la Amazonia colombiana*. Bogotá, Colombia: Tropenbos International Colombia. <http://goo.gl/rH6T45>



Scaling up sustainable forestry business

The lack of financial incentives for sustainable forest management (SFM) is an important driver of deforestation and forest degradation. The need to make multi-functional forest management attractive to a wide range of investors is broadly recognized.

It requires measures at the local, national and international levels that address forest management and forest managers, all stakeholders and all financing (investment and payment) mechanisms. These measures must be embedded in a policy and institutional framework that supports multi-functional forest management.

In 2013, TBI continued its work on improving the financial basis for SFM and finding ways to scale up sustainable forestry, particularly by small producers.

“Sustainable forestry business is possible and examples of this abound, but to achieve sufficient credibility these business cases need to be scaled up.” This was a major message emanating from *“[Good Business: Making Private Investment Work for Forests](#),”* a side event at the United Forum on Forests (UNFF) in April 2013 in Istanbul, Turkey. The event was organized by TBI with World Bank/PROFOR and *Gesellschaft für Internationale Zusammenarbeit (GIZ)*, Germany.

Private investments are the largest source of financing for forests, and are likely to increase in the future. The amount of funding is nowhere near what is needed, however; moreover, private finance and businesses are too seldom aligned with local and global public interests. The challenge is to

scale up private financing and business and make these investments more sustainable.

Front-runner companies and their experiences show the way forward. This is well illustrated in [ETFN News 54](#), which was launched at UNFF’s Country-Led Initiative on Forest Financing in Vienna in January 2013. The publication shows that some companies have identified sustainable forest management as a new market and business opportunity. They see sustainability as not just a core corporate value and responsibility, but also as a business asset and effective risk mitigation strategy.

Several components are needed to make money flow to sustainable businesses. An effective enabling environment needs to be set up; multi-actor national forest financing strategies must be developed; financing entities must be encouraged; and coalitions and partnerships must be facilitated. It is vital to bridge the current disconnects

between the financing and forestry worlds and between the public and private sector. The main impediments to forest sector investment include weak forest sector governance, red tape and bureaucracy, inadequate information, tenure insecurity, perverse incentives, and a lack of technical capacity.

A study on Dutch financial institutions’ engagement in and perspectives on sustainable forestry supports these findings (van Dijk, Lammerts van Bueren and Savenije 2013). The study recommends that a clearing-house facility be established to ensure that forestry experts, businesspeople, financiers and intermediaries can engage with one another more easily. This could facilitate the coordination of expertise and knowledge and the development of feasible business cases and could support the development by financial institutions of a sustainability policy on forest investment.

International development support should be used to facilitate country

governments and other national actors in creating the right conditions to make money to flow to effective forest management. An assessment of more than 40 international initiatives on forest financing carried out by TBI (Brasser and Savenije 2013) revealed a diverse and fragmented landscape of initiatives that would benefit from improved coordination, coherence and collaboration to create the needed synergies. Rather than developing formal

coordination mechanisms — which would create more bureaucracy — the study concludes that a better response would be smarter and more strategic use of existing networking and knowledge platforms.

Although most national and international forest initiatives recognize the importance of inclusive policies for small and medium forest enterprises, this has proved difficult to realize given

the complex and diverse realities on the ground. A challenge is to find the balance between existing local means, abilities and arrangements — often informal — and formal government and market requirements. It is vital to understand and build on local realities when establishing rules and developing businesses.



Timber production and trade by indigenous communities in Bolivia



Strengthening community forestry to enhance sustainable and equitable forest management is an important strategy in Bolivia. Indigenous communities and local forest producers use and manage a large part of the forest as part of their livelihoods. The key challenge is to develop public policies and corporate strategies that are compatible with and supportive of local realities, needs and practices. Local practices are a complex mix of formal and informal arrangements that are largely unrecognized, ignored or underestimated by the “formal”

establishment. Neglecting the informal forestry sector and its linkages with the formal sector in policy making and business development is more than just a missed opportunity. It also increases the risks of policy and market failures, since it may result in poorly designed instruments and regulations.

TBI and the Bolivian Forestry Research Institute, with support from *Centro de Estudios de la Realidad Económica y Social* carried out research in the department of Santa Cruz, Bolivia. The goal was to develop a common

understanding of the local timber production and trade — and the financing for these efforts. The research consisted of a participatory mapping and analysis exercise to understand the timber value chain and financing arrangements in 12 indigenous communities. Key to the process was the engagement of *sistematizadores* from the communities themselves to carry out the mapping and to discuss and share the results in a series of working meetings, with the support of the project partners. Another important factor was the engagement and active

interest of the Bolivian Forest Authority (*Autoridad de Bosques y Tierra*) from the beginning in the development and implementation of the study. This provided an institutional context and helped to embed the project and its results in the government structure.

The study highlights the large diversity among the different communities in terms of importance of forests and timber in livelihoods; modes and levels of organization of timber production and sale; negotiation power; access to and preferences for various types of financing; and roles and relationships of formal and informal practices and

actors. This emphasizes the importance of knowing and understanding these diverse realities; it also indicates that a one-size-fits-all approach runs a high risk of being ineffective.

The study also highlights the importance of forward (advance) payments, the reluctance of communities to apply for formal credits, the importance of the current system of intermediaries, how the system functions (both problems and opportunities), and how it could help bridge the gap between local needs and the financial services provided by formal institutions. In the participatory approach the

communities — with the support of the project partners — were responsible for their own inventories and analysis, and for the feedback workshops where they could share their experiences with the other communities. This approach proved to be very effective for awareness raising and learning by the communities about their current situation and what they can do to improve it. The study also provides important insights for the Bolivian Forest Authority, financial institutions and private sector on how to better serve and engage with communities.



Related publications

Brasser, A. and H. Savenije. 2013. *Forest financing at the international level: Options for improving synergies and coherence in a diverse landscape*. Tropenbos International Info Brief, April 2013. Wageningen, the Netherlands: Tropenbos International. <http://goo.gl/rQmTQg>

Singer, B., F. Schmidt, T. Castrén and H. Savenije. 2013. *Good Business: Making Private Investment Work for Forests*. Report from Side Event, UNFF 10, Istanbul, Turkey, April 2013.

Cano-Cardona, W., M. Soriano, K. van Dijk, N. Ascarrunz and M. Toledo. 2013. *Diagnóstico de las cadenas productivas de la madera y castaña en el mercado doméstico de Riberalta-Beni, Bolivia*. Santa Cruz, Bolivia: Tropenbos Internacional and Instituto Boliviano de Investigación Forestal. <http://goo.gl/XCrz2w>

Savenije, H. and K. van Dijk. 2013. *Finanzierung nachhaltiger Forstwirtschaft in Lateinamerika*. *Österreichische Forstzeitung* 2013 (01): 8–9.

van Dijk, K., E. Lammerts van Bueren and H. Savenije. 2013. *Dutch Financial Institutions and Forestry: Involvement, experience and perspectives*. An exploratory study. Wageningen, the Netherlands: Tropenbos International. <http://goo.gl/SRncDY>



Creating strong individuals and organizations in the forest sector

Through organizational strengthening and capacity building, TBI works to support key national forest sector organizations so that they will be better able to produce and use information to fulfill their mandates. TBI provides training to large numbers of professionals working in the forest sector, including policy-makers and regulators as well as members of forest-dependent communities and staff of universities and research institutes.

Training in intercultural contexts



In regions inhabited by a range of ethnic communities there is a clear need for targeted capacity building that meets their requirements and is appropriate to the local context. Within the framework of the project, *“Training in environmental management and sustainable production chains,”* TBI Colombia — together with the Colombian National Training Service (*Servicio Nacional de Aprendizaje*, or SENA) — developed a methodology with practical tools for training in intercultural contexts. The methodology comprised five steps: consultation, characterization, self-diagnosis, project

formulation and systematization. The methodology was built on TBI Colombia’s approach to participatory research and to project formulation in intercultural contexts.

The project ended in 2012 but its practices are still being fine-tuned and implemented within SENA in order to tailor its programmes to ethnic communities and to strengthen its training programmes in intercultural contexts.

In 2013, TBI Colombia applied these experiences in other regions and different circumstances, such as in the

Caribbean region of Colombia, and in Suriname in collaboration with TBI Suriname.

Using the lessons from tropical forests in post-conflict scenarios

In the last decade, Colombia’s Caribbean region — traditionally home to a strong peasant movement — has been beset by the country’s internal armed conflict. Today, the Caribbean region is not only confronted by these deeply rooted social problems, but also faces serious environmental threats. Prolonged droughts

threaten its dry tropical forests, making them one of the most endangered and vulnerable ecosystems in Colombia. TBI Colombia used its methodological roadmap with rural communities to contribute to efforts to rebuild social relationships in the region. TBI's activities were developed under the framework of the project *"Participative Formulation of Environmental and Productive Projects through Capacity Building and Follow-up with young communities in eleven municipalities in Sucre, Atlántico and Córdoba,"* which it carried out with *Patrimonio Natural*.

TBI Colombia organized workshops that included "learning-by-doing" and "active listening" activities. These generated a collective approach to project formulation and engaged the communities in a practical and experience-based exploration of their local contexts. Overall, 72 adolescents and young adults participated in the workshops. They generated 12 projects aimed at conserving and applying local knowledge to the sustainable use of the region's natural resources.

This is an example of how the lessons that TBI has developed for specific organizations and derived from experiences in tropical forests can be applied to other contexts, particularly in areas where communities are trying to rebuild their livelihoods in the aftermath of armed conflicts.

Sustainable management of forest resources for village development

The methodologies developed in Colombia were introduced in Suriname. The Ministry of Regional Development (RO) in Suriname has the mandate to support regional and village development and improvement of livelihoods of the indigenous and maroon communities in the interior of Suriname, but it lacked the tools and capacity to provide this support. Through Tailor Made Training (October 2013–May 2014) funded by the Netherlands organisation for international cooperation in higher education (Nuffic), Tropenbos International and Van Hall Larenstein University of

Applied Sciences are increasing the professional capacity of ministerial field and office staff of the Hinterland Development sub-directorate. The training also increases the capacity of representatives from village councils to support forest-based village development in the hinterlands of Suriname.

A major component of the training project is the methodology developed in Colombia for village support in intercultural contexts. The process starts with consultation between RO and the village on the needs of the village and what RO can do to address these needs. Through an assessment of the village and its environment, the process results in a jointly formulated development plan for community forests and the preliminary formulation of locally driven, natural-resource-based, economic and sustainable small-scale projects that support village development.

Capacity building within the EU chainsaw milling project



A multi-stakeholder process is an important instrument in improving forest governance and is therefore an integral part of VPA consultations. To support the VPA process in Guyana, the EU chainsaw milling project organized a workshop to learn from Ghana's experiences with a multi-stakeholder dialogue that supported VPA implementation (MSD - see page 29). The workshop also provided background information on how to set up a structured and inclusive multiple-stakeholder process. The workshop, *"Sharing and contextualising MSD design and experience in Ghana with*

representatives of the forestry sector in Guyana," was held November 19–21, 2013 in Georgetown. It targeted the project's MSD task force and the National Technical Working Group (NTWG) for the FLEGT VPA process in Guyana. The NTWG has representatives from the public sector, the private sector and indigenous groups; they monitor the VPA negotiations and participate in VPA consultations. Two trainers were hired to facilitate the workshop: Alhassan Attah from the Forestry Commission of Ghana shared his experience in MSD design, facilitation, challenges and

achievements in that country; and Nico Rozemeijer of Wageningen University provided a theoretical perspective and context for the lessons learned in the Guyana forest sector. The training and the South-South interaction were welcomed by participants, who indicated that their increased understanding of how to set up a structured and effective stakeholder consultation will be useful to the process in Guyana.

To support the implementation of the new concept of artisanal milling in Ghana — the legal alternative to

illegal chainsaw milling for the supply of lumber to the domestic market (see page 17) — project staff, in cooperation with Business Advisory Centres, have helped artisanal milling associations build their capacity in milling and plantation establishment. Association members have also increased their business skills through training in administrative tasks and in

how to effectively organize and register themselves. In addition, trainers from Wageningen University coached the project's field staff, district MSD members and association leaders in conflict management, personal communication, negotiation, facilitation and mediation skills. DOLTA, the body that represents domestic lumber traders, has also benefited from the

project's capacity-building activities through increased access to funds, an exchange visit to Guyana and training of its members. Furthermore, the project has supported the government in developing a public timber procurement policy and making the market aware of it.



New MPhil programme in Ghana



The new Master of Philosophy (MPhil) programme on Natural Resource and Environmental Governance resulted from TBI's collaborative project on Integrated Natural Resource Management (INRM) with the College of Agriculture and Natural Resources of Kwame Nkrumah

University of Science and Technology. It was launched in September 2013. The study programme, which builds on the INRM approach, has attracted 29 students from a range of disciplinary backgrounds. It uses interactive teaching and learning methods, has sustained stakeholder

engagement (especially with the Forestry Commission and the Forestry Research Institute of Ghana) in programme delivery, and has collaborated extensively with local communities and organizations to create real-life learning opportunities for students.



Indonesia: capacity building in HCV and GIS

In the last three years, Tropenbos International Indonesia has trained more than 170 professionals in High Conservation Value (HCV) assessment. Initially, HCV training was conducted in collaboration with the consortium for High Conservation Value Forests (HCVF) Indonesia, World Wide Fund for Nature (WWF), The Nature Conservancy, and Agriculture Institute (Instiper) Yogyakarta; it is now conducted with other partners. The HCV training teaches participants how to manage production areas that also consider the conservation of plants and

animals and the rights of local people. Participants come from a different range of backgrounds, including the palm oil industry, natural and industrial forest concessions, consultancies, NGOs, universities and government.

The HCV training conducted in Yogyakarta in 2013 was held in conjunction with training on Social Impact Assessment (SIA). Attended by 15 participants from palm oil and forest plantations, this training provided useful information about ways to handle social issues in the participants'

working areas. The training is important; every development involving land use is likely to result in conflict due to its impact on people and the environment. Through SIA training participants learn how to face problems and find solutions to achieve better governance of natural resources. Tools introduced in the training include stakeholder analysis, participatory mapping (to support discussions on conflicting land use), facilitating skills for positive dialogue, management skills and conflict resolution.

In the last two years GIS training has been conducted with more than 50 staff of the Forestry Research and Development Agency (FORDA), TBI Indonesia's main partner. Two GIS

training sessions in 2012 and one in 2013, all conducted in Bogor, aimed to improve technical skills in the use of ArcGIS software and in the production of thematic information by

GIS operators and FORDA analysts. The courses involved both classroom sessions and on-the-job training.



Finances

During 2013 TBI received core funding from the Directorate General for International Cooperation of the Ministry of Foreign Affairs (DGIS) of the Netherlands and the Ministry of Economic Affairs (EZ) of the Netherlands. A range of other donors also supported TBI's work. TBI's partners in the programme countries provide substantial contributions in kind, in the form of office space and/or equipment, or make available researchers or relevant expertise. These contributions allow TBI to continue its activities to improve the sustainable management of tropical forests for the benefit of people and biodiversity.

Annual accounts

Revenue	€ x 1,000	%
Government of the Netherlands		
DGIS	2,112	55.2
EZ	176	4.6
NUFFIC	45	1.2
EU (Chainsaw milling project)	578	15.1
Other special projects	312	8.2
Local site contracts	453	11.8
Miscellaneous	28	0.7
Interest	16	0.4
Total	3,828	100

Expenditures	€ x 1,000	%
Country programme activities	1,880	49.1
Local site contracts	417	10.9
Special projects	1,299	33.9
Organizational costs	232	6.1
Total	3,828	100

Donors

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Directorate General for International Cooperation of the Ministry of Foreign Affairs (DGIS) of the Netherlands

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Other funding partners

Alexander von Humboldt Biological Resource Research Institute (IAvH), Colombia

AVINA Foundation

Center for International Forestry Research (CIFOR), Indonesia

Colombian Ministry of Culture, Colombia

Department for International Development (DFID), UK

Environmental Leadership & Training Initiative (ELTI), Singapore

European Forest Institute (EFI)

Food and Agriculture Organization (FAO)

Foundation for Forest Management and Production Control (SBB), Suriname

Gesellschaft für Internationale Zusammenarbeit (GIZ), Germany

HCV Network Indonesia, Indonesia

International Institute for Environment and Development (IIED), UK

International Union for the Conservation of Nature (IUCN)

Norwegian University of Life Sciences, Norway

Netherlands Environmental Assessment Agency (PBL), the Netherlands

Netherlands Organisation for International Cooperation in Higher Education (Nuffic)

Patrimonio Natural, Colombia

PT Adindo Hutani Lestari, Indonesia

PT BW Plantation TBK, Indonesia

PT BW Palm Oil Plantation

PT ITCI Hutan Manunggal, Indonesia

Rights and Resources Initiative, UK

Roundtable on Sustainable Palm Oil (RSPO), Indonesia

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43, 45)
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By making knowledge work for forests and people, Tropenbos International contributes to well-informed decision making for improved management and governance of tropical forests. Our longstanding local presence and ability to bring together local, national and international partners make us a trusted partner in sustainable development.

