Capacity Building Needs Assessment for Community Forestry Development in Thailand

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for

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Acronyms and Abbreviations

CAB   = Capacity Building

CF   = Community Forestry

CFA   = Community Forest Act

CFO   = Community Forest Office, the Royal Forest Department

DMC   = Department of Marine and Coastal Resources

DNP   = Department of National Parks and Wildlife Conservation

MNRE   = Ministry of Natural Resources and Environment

NGOs   = Non-Government Organizations

PAR   = Participatory Action Research

RECOFTC   = Regional Community Forestry Training Center

RFD   = Royal Forest Department

SAOs   = Sub-district Administrative Organizations (SAOs)

SDF   = Sustainable Development Foundation

TEI   = Thailand Environment Institute

ThCCSP   = Thailand Collaborative Country Support Program

Introduction

In this report we present the findings of an assessment of capacity building needs in community forestry development in Thailand, conducted between September and October 2009.

The objectives of the assessment were:
1) To identify priority issues associated with community forestry in different contexts in Thailand
2) To carry out a stakeholder analysis in consultation with the RECOFTC Thailand Collaborative Country Support Program (ThCCSP) manager and the international consultant
3) To assess capacity building needs for key stakeholders in community forestry development
4) To provide recommendations to ThCCSP for capacity building in community forestry in Thailand

The assessment approach comprised four main steps:
1) Compiling a <u>country profile</u>, through assessment of the institutional (policy and legal) framework, identification of key challenges for community forestry development, and of priorities for ThCCSP,
2) <u>Stakeholder analysis</u>, through identification of stakeholders, preparation of profiles of key stakeholders, and their relationship with ThCCSP, resulting in strategy for stakeholder participation,
3) Assessment of <u>capacity needs</u> of key stakeholders at both organizational and individual level
4) Identification of <u>priorities for capacity development</u>, based on assessment of institutional development priorities and priorities of stakeholders and ThCCSP.

The preliminary results from the assessment of individual capacities were presented in the stakeholders' consultative meeting held in December, 2009. Participants in the meeting and some key stakeholders have provided comments and suggestions. Their comments and suggestions have been incorporated in the report of our findings presented below.

Findings

1. Country Profile

Less than a third (28.4 %) of Thailand's land area of 51.4 million ha was still under forest cover in 2005 (FAO, 2009). The decline in deforestation rates (presently the lowest in South East Asia) indicates that Thailand is approaching the end of the forest transition stage. Most of the remaining forest cover is located in mountainous areas (in the Northern, Western, Southern and lower Eastern parts of Thailand), with some remnant lowland forest, including 244 000 ha of mangrove forest along the coasts of Thailand.

Though less than 30 % of Thailand's land area is covered with forest, 48 % of the total area has been designated as forest reserve (including special protection categories such as national parks). It has been estimated (in the late nineties), that one third of the cultivated area in Thailand was located in 'forest' areas, "sustaining around 8-15 million people in about 150,000 villages with predominantly insecure settlement and use rights for the land they are living on" (Neef et. al. 2001).

These problems have been recognized for a long time in Thailand, and an increasing variety of approaches to enhance 'people's participation in forestry' have been initiated since the 1970s. In the 1980s, development research projects started to explore foresters' participation in common property resource management regimes. The participatory land use planning and management approach developed and tested in the Sam mun watershed area in Northern Thailand is an example of this approach.

By the late 1980s it was also recognized that legal recognition of communities' management rights were a requisite for success. A draft community forestry bill in the early 1990s was the start of concerted efforts by proponents of community rights to put a regulatory framework for community forestry development in place. This also triggered initiatives from opponents of community rights (including conservationist NGOs) to thwart acceptance of the bill, with more success than the proponents. There still is no community forestry legislation at present.

However, the conflicts resulting from competing claims over the forest, also triggered other reactions. Many of the affected communities have organized themselves with the support of NGOs and other development organizations as 'community forest networks' at local, provincial, regional and national levels. The regional and national networks were originally shaped as mechanisms for demonstrating the effectiveness of community forestry as a basis for advocacy to adopt the Community Forestry Act proposed in 1993. These networks represent an important part of a wider social movement in Thailand. This phenomenon does not only increase civil society involvement in the development of national institutions , but also assist communities in their efforts to improve the management of their community forests (both traditional and/or recently established ones). However, because of the opposition and attempts to weaken the CF Act, the community forest networks, especially at regional and national levels have lost much of their original momentum. Many of the local community forestry organizations and networks have changed their strategies towards the collaboration at local level, especially with SAOs and local officials.

Starting in 1998, ThCCSP and its partners have facilitated the CF-Learning Forum as a a national platform for community forestry networks. Later, networks initiated the CF Assembly through the forum. The CF Assembly serves as a coordinating mechanism among CF networks to link with partners and stakeholders nationwide.

Other new developments include the emergence of participatory approaches in conservation, changes as part of wider administrative reform and new elements and actors in forest policy discourse.

Participation in Conservation

In conservation, international NGOs, such as WWF, IUCN, and Rak-thai Foundation (Care International in Thailand) have focused on issues of international concern, such as biodiversity conservation and landscape rehabilitation. They usually focus on a few large-scale areas, such as biodiversity hotspots. ThCCSP has worked with these organizations as a learning partner and provided technical support on request. ThCCSP is well-recognized for its expertise in applying technical forestry knowledge to strengthen local communities (leaders, organizations, resource-users) in their community forest planning and management. Although the Department of National Parks only promotes limited 'active participation' in the sense of sharing benefits and decision-making powers, there are many pilot projects implemented in the buffer zone and/or forest complex corridors. In these, community participation is promoted in term of making agreements for boundaries and resource access that are recognized by local people. In addition, SAOs have decision-making power in park establishment. Finally, the key implementing organization for mangrove forest like Department of Marine and Coastal Resources does not have a special legal framework for coastal resources, but works effectively with local communities and authorities (Sub-District Administrative Organizations) to conserve and restore mangrove forests by providing technical and in-kind support.

For the RFD/CFO, their work in community forestry is facilitated by an administrative order, enabling them to recognize community forests in the reserved forest land, or other forestland legally under the authority of the RFD. However, there remain considerable limitations to get support from CFO, for –the many- communities that live in or manage resources in protected areas, including head watershed areas.

Administrative Reforms

Since the implementation of a 'reform of the public administration' initiated in October 2002, there has been a transition in the authority over forest lands. The RFD has been divided into the three departments under the Ministry of Natural Resources and Environment (MNRE). The MNRE's Department of National Parks, Wildlife, and Plant Conservation has control of forest land in 'conservation zones', while RFD takes control of forest land outside protected areas, mostly known as 'forest reserve' land. In addition, the Department of Coastal and Marine Resources is responsible for mangrove forests many of which are managed by local communities.

The RFD, through the CFO (at national HQ level) and the Community Forest Section (at provincial level) under the Office of Natural Resource and Environment, is the main governmental organization responsible for supporting CF development. However, as their

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mandate is restricted to forest lands outside the protected areas, many forestry communities are excluded from their support.

Recently, Sub-District Administrative Organizations (SAOs) have been given a greater role in community forestry. Apart from legalized community-managed resources at local level, many of them have set up new community forests and rules. They become key actors in community forestry and community-based resource management.

In the Decentralization Act of 1994, the roles and responsibilities of the Sub-district Administrative Organizations (SAOs) in the control and management of local assets, are defined. Recently, a new constitution also mentions rights and responsibilities of local communities in the sustainable use and management of natural resources.

The more prominent (potential) role of local government organizations is reflected in Figure 1.

Figure 1 Key Actors in Community Forestry Development
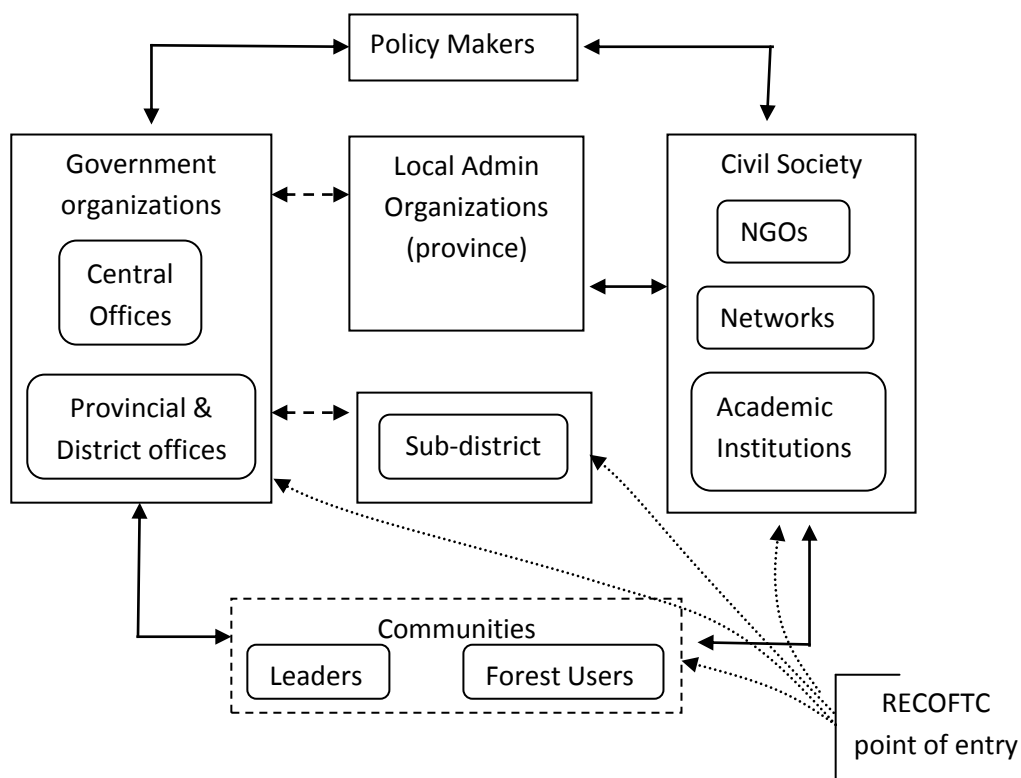
(→ strong association; ⋯▶ some association; ⋯⋯▶ building connection through capacity building activities)

The actors and their roles sketched in Figure 1, should be considered and analyzed prior to initiating any collaboration in capacity building. Under the present institutional conditions, the main potential for ThCCSP is to work on enhancing the enabling environment at the local level, and use the lessons from that to develop 'good practices' for policy recommendations at a later stage. In addition, ThCCSP should be aware of interesting pilot projects implemented by the Department of National Parks and consider to get involved in

those if possible. It appears therefore, that ThCCSP can in the future be more active in community forestry in protected areas management.

Policy Discourse

As indicated earlier, the contested nature of community forestry has contributed to the development of a lively policy discourse on communities, forests and governance. Some of the major ideas that have evolved in this discourse are summarized below.

There is now a wider spread recognition and better grounded recognition in Thailand, that communities that are highly dependent on forest resources and that can share rights and responsibilities to maintain the resources must have more active roles in forest management than those of indirect users/beneficiaries (Poffenberger, 1997; Punthasain, 2002; Rakyutitum, 2001). Cooperation among the users can help them to cope with dilemmas regarding the management and use of community forests. However, in order to achieve the cooperation for sustainability through community-based forest management, there is a need to develop various mechanisms and strategic alliances with other actors.

Civil society has played an increasingly significant role in supporting and strengthening local communities (Gilmour, 1998). Apart from the natural resources and environmental network of the Thai Non-Governmental Organizations' Coordinating Development Committee (NGO-COD), academics from many leading universities like Chulalongkorn University (Wankaew, 2002), Thammasat University (Punthasain, 1999 and 2002), and Chiang Mai University (Ganjanapan, 2000; Laungaramsri, 2002; Wittayapak, 2002) have been steadily supporting community forestry, also in protected areas. These academics produce evidence and promote the recognition that there were people living in the protected areas prior to the legal designations of 'forest' and 'protected area', and that these local communities need the forest resources for maintaining their livelihoods.

The people living in or near protected areas are negatively affected by the declaration of protected areas, if they are not adequately compensated as at present. The original proposal for the CF Act (the people's version) included provisions to recognize the rights over community forests in protected areas. However, this clashed with ideas and attitudes of many middle class and urban people, including many people working in the media. Participatory solutions currently emerging in the discourse and on the ground, are going beyond what is proposed in the current version of the CF Act. Although ThCCSP does at present not directly work in a focused manner on issues of community involvement in protected areas, they do work on building-up 'good practice' and providing learning platforms that are a significant basis for communities both in and outside protected areas to gain recognition from the wider society.

Under the present evolution of the institutional framework, many civil society groups, including academic institutions, NGOs, and networks, have taken the opportunity of the decentralization policy and the increasing legitimacy of community rights as part of this, to

strengthen local resource governance through working with SAOs , as per the provisions in the new constitution. The SAO is perceived and expected to be a strategic organization with legitimacy for community-based natural resource management. Not only civil groups, but also many international development agencies and governmental organizations at provincial and regional level also increasingly work with SAOs. Under the present institutional conditions, ThCCSP has also demonstrated that there is a good potential to institutionalize community forestry at the local level, by linking communities, SAOs, other local authorities, and local NGOs. This work provides the basis for scaling up the policy recommendations based on tangible practices on the ground.

Examples from work in Thailand's mangrove areas demonstrate how local management initiatives gain recognition at national level. At the landscape level, there are many local, regional and international NGOs involved in capacity building for mangrove and coastal resource management and conservation.
Awareness of global warming, and natural hazards has grown much in recent years. There is evidence that demonstrates the important role of mangroves in protecting and reducing the impact of natural disasters. People's lives and community assets are protected by these natural barriers.

However, mangroves in Thailand are facing three key problems related to the utilization of mangrove areas: conversion to shrimp ponds, for property development and overexploitation by local people. Collaboration among local communities to protect and use mangrove resources in a sustainable manner is one of the key solutions to improve their livelihood and protect against the risks from natural disasters (Chotthong and Aksornkoae, 2009).The success of local initiatives in sustainable mangrove management has contributed to the government's decision to bring 166 000 ha of mangroves under sustainable management in the near future.

Implications for RECOFTC's Thailand Collaborative Country Support Program (ThCCSP)

In the consultation meeting on ThCCSP strategy, stakeholders identified some of the possible implications for community forestry development support, in the following terms:

- There are still differences and conflicts regarding CF management and views. It is necessary to educate and create understanding among Thai societal groups as well as to build collaboration among multi-stakeholders.

- NRM needs to be more holistic, and work needs to be expanded beyond a community forestry focus. We need to understand landscape and ecosystems as a whole, so that all actors in ecosystem have to be recognized and be a part of NRM.

- Economic assessment is an important issue. Communities have to be trained for and practice their own ecosystem assessment and monitoring.

- Youth groups have become a target group for the CFO. CFO still needs greater collaboration with other sectors to support young people to participate in the process of CF management and conservation

- ThCCSP can be an intermediary for organizing forums and facilitating learning and exchanges knowledge for better understanding and skills in natural resources and CF management, particularly as concerns better livelihood of forest dependents and rural poor.

- 'Forest management and justice in REDD' should be a strategic issue. Other focal themes include good governance, rights, conflict management. All themes should link to the context of CBNRM and CFM in Thailand

- Continuing support and strengthened CF Assembly – Thailand and other CF networks.

- Working though community-based approach in collaboration with local government in order to strengthen practitioners in the field of CF.

Based on the evidence presented in this country profile, we draw one conclusion and present 3 recommendations:

- **CONCLUSION 1: To achieve the sustainability of forest landscapes in Thailand, local communities need to be institutionally supported through various tools and approaches, as well as to operate in an enabling environment supporting legal recognition of community management.**

- **RECOMMENDATION 1: ThCCSP needs to recognize the contested nature of community forestry in Thailand, and develop strategies that creatively build on the multiple perspectives held by stakeholders.**

- **RECOMMENDATION 2: ThCCSP is to continue to focus on support for institutionalization of CF at local level and scale up from local level, through collaboration with CFO, SAOs, community groups, and other civil society organizations.**

- **RECOMMENDATION 3: ThCCSP should consider wider landscape issues, local and global environmental services and how to reconcile these with local livelihood priorities.**

2. Stakeholder Analysis

Stakeholders' Views on Opportunities and Threats for CF Development

The key stakeholders have been identified based on their interest in working with ThCCSP. Their ideas on opportunities and threats for ThCCSP to contribute to community forestry development were identified as summarized in Table 1.

Table 1 Opportunities and Threats for ThCCSP in Implementing Community Forestry, Extracted from Comments and Suggestions from Consultative Meetings and Stakeholder Interviews

OPPORTUNITIES	THREATS
(1) The recognition of the value of ThCCSP contributions among community-based organizations and networks, and of their knowledge of community forest assessment and learning tools Expanded knowledge and benefits of community forest management both from in-country and regional experiences	(1) There is high expectation of CF National Assembly, CF networks to be a mechanism of policy advocacy. However, there is very little lessons and experiences on how it works
(2) There are many 'participatory action research' initiatives and theses on community-based forest resource management	(2) There remain different views on community rights, and inherited controversy
(3) There are more grants and other support for CBNRM and capacity building of young professionals	(3) Climate Change strategies, including carbon trade and REDD have been criticized as an unjust solutions. Therefore, RECOFTC has to be careful in formulating its standpoints on these issues.
(4) The present constitution recognizes 'community rights' to sustainably manage natural resources, which increases the legitimacy of SAOs in CBNRM	(4) Community forestry as supported by many local NGOs is not mainly implemented for the sustainability of forest resources themselves. It is more perceived as a tool for strengthening communities. Therefore, there is limited interest in using specific CF skills and knowledge
(5) Increasing awareness of Climate Change and Roles of Forest in Carbon sequestration	(5) There are many CF related networks, supported by different organizations. It is easy to be a loose network for learning and exchange, but difficult to become effective in policy advocacy.
(6) Good practices and models of community-based natural resource management (esp. Prednai, Maeta) and Roles of SAOs in CBNRM	(6) NGOs regional network coordinators still perceive ThCCSP as a key stakeholder in CF movement and policy intervention, although ThCCSP has shifted to field-based learning and practices in the last 5 years
	(7) Government organizations have shifted experienced and committed CF personnel, especially in decision-making positions leading to reduced commitment; so there is no guarantee of committed and sustained collaboration and resource allocation at central level.

ThCCSP can build on many opportunities including the growing interest in and knowledge of community-based natural resource management. There are also many threats, resulting from conflicting views on community forestry and climate change, insufficient knowledge and experience, as well as diverging attitudes towards rights and ownership of resources by local people. These threats need to be taken into account in the planning and implementation of activities, including the identification of stakeholders.

In addition, the following recommendations for capacity building, extracted from a consultative meeting, need to be considered:

- Support good practices and on-the-ground models in community-based natural resource management to be effective learning units

- Develop collaborative research among key stakeholders in the issues related to natural disasters and climate changes, with improvement of approaches and tools in monitoring and assessment in all aspects (forest, socio-cultural, economic, ecological functions)

- Experiences and lessons of ThCCSP and other key stakeholders, especially of academics and international NGOs, should be developed into training courses or other self-learning tools

- Improvement of simple and accessible media for distributing knowledge and approaches, as well as enhancing better understanding of ThCCSP views and perspectives on some sensitive issues

Stakeholder Identification and Organizational Capacity Development

12 categories of stakeholders were identified, based on their role in community forestry development. From the initial identification of 12 stakeholders, seven categories of stakeholders have been selected as key stakeholders based on their willingness to work with and their potential to influence ThCCSP:

1. the Royal Forest Department's Regional and Provincial Community Forestry Development Centers (under the Community Forestry Office, located in RFD HQs),

2. the Sub-District Administrative Organizations[1],

3. the Faculty of Forestry of Kasetsart (=agricultural sciences) University[2],

4. local NGOs,

5. community based organizations and networks.

Two other important stakeholders are international NGOs and regional support networks and forums.

Major needs for organizational capacity development identified by key stakeholders are summarized in Table 2.

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[1] There are 76 provinces in Thailand, subdivided into 877 districts, 7,255 sub-districts, and 74,944 villages.

[2] RECOFTC was initiated by the Faculty of Forestry and KU is the main 'supplier' of forestry graduates.

Table 2 Capacity development priorities of key stakeholders

Key issues	Key stakeholders
Curriculum Development of existing knowledge, including conflict management New issues: Forest Landscape and Climate Changes	- Faculty of Forestry - International NGOs
Collaborative action research on Forest & People related issues	- Local NGOs - Provincial and Regional Center for Community Forest Development, CFO
Good practices and governances on CBNRM, especially Community Rights & Benefits	- SAOs - CB Organizations/networks
Policy advocacy and knowledge management	- Key stakeholders through CF Assembly and CF Support network - NGOs regional networks - CB Organizations and Network

The collaboration between four key stakeholders and ThCCSP could be much improved through more institutionalized commitments and arrangements.

Table 3 Key stakeholders and institutional collaboration

Key Stakeholders	Type of Institutional Arrangement
Community Forest Centers (Provincial/Regional)	• Need to establish commitment in collaborative research or capacity building with **Community Forestry Office** (Head quarter), Royal Forest Department. • Need to inform and establish commitment from **Community Forest Section, The Provincial Office of Natural Resources and Environment**
Sub-district Administrative Organizations (SAOs)	Working directly with interested SAOs, under collaborative research/projects. However, it would be more influential if the related governmental organizations, such as the Department of Local Administration's Promotion, have involved in the collaboration at the beginning stage.
Parallel Curriculum	Initially, it may need to make institutional commitment with

Program (Community Forestry and Sociology)	the Department of Forest Management, the Faculty of Forestry.
Local NGOs	Currently, there are many staffs from local NGOs who work in collaboration with ThCCSP. Individuals learning actually have indirect impact on their organizations. However, if there is institutional commitment in some well targeted organizations, it will increase the impact on community forestry in Thailand. For example, Thai Fund Foundation is a local NGO with capability to make CF knowledge more accessible to the wider public.

ThCCSP should inform stakeholders in all stages (capacity assessment, strategy development, implementation, monitoring and evaluation) of the program. In addition, some key stakeholders may be involved in consultation processes such as the consultative meeting organized for this assessment. Other key stakeholders may only be involved in specific stages of programs, as illustrated by the following examples:

- Capacity Building and Assessment : Parallel Curriculum Program (CF and Sociology); International NGOs; Community-Based Organizations and Networks

- Strategy Development: NGOs Regional Network and Local NGOs

- Project Implementation: Community Forest Centers (Provincial/Regional Level); Local NGOs; Community-Based Organizations and Networks; SAOs (potential ones); Parallel Curriculum Program (CF and Sociology)

- Monitoring and Evaluation: Parallel Curriculum Program (CF and Sociology) and other individual academics

Based on the analysis, it appears that ThCCSP have a particular strength at local level and taking local knowledge to higher levels. The support of learning centers, both in their positioning and functioning is important. Apart from action research for building knowledge and exchange, formal training and dissemination are also needed. These should be easily accessible for local communities.

RECOMMENDATION 4: Support good practices and on-the-ground models in community-based natural resource management to function as effective learning units

RECOMMENDATION 5: Develop collaborative research among key stakeholders in the issues related to natural disasters and climate change, with improvement of approaches and tools in monitoring and assessment in all aspects (forest, socio-cultural, economic, ecological functions)

RECOMMENDATION 6: Experiences and lessons of ThCCSP and other key stakeholders, especially of academics and international NGOs, should be developed into training courses or other self-learning tools

RECOMMENDATION 7: Improvement of simple and accessible media for distributing knowledge and approaches is needed, as well as improving understanding of ThCCSP views and perspectives on some sensitive issues

3. Roles and Capacity Building Needs

After stakeholder analysis and identification of key stakeholders, the key roles in CF were identified as illustrated in table 4.

Table 4 Identification of key stakeholders' capacity building at personal and organizational level

No.	Key Stakeholder Organization /Network	Capacity Building at Personal Level	Capacity Building at Organizational Level
1	RFD Provincial Officers/ CF Provincial and Regional Centers')	CF Officers (Provincial/Regional)	Study and Development Center for CF (Provincial Center) Extension Center for CF (Regional Center)
2	Sub-District Administrative Organizations	Sub-district Administrative Officers Sub-District Administrative Organizations' Representatives	Sub-District Administrative Organizations
3	Educational Institutes - Faculty of Forestry, KU	Bachelor Students in Faculty of Forestry with majority of Community Forestry	Parallel Degree Program (Community Forestry and Sociology)
4	NGOs regional networks on Natural Resources and Environment	CF Network Coordinator (Regional Level) [Not targeted for CAB]	
5	International NGOs Rak Thai Foundation, WWF, IUCN	Field Practitioner Community Leader	
6	Local NGOS	Field Practitioner Local Young Leader	Local NGOs
7	Community-based Organizations/ Networks	Local Facilitator Community Leader Young Leader	Community-based Organizations/ Networks

As seen in Table 4, key roles for capacity building have been identified at individual and organizational levels.
There are 9 roles that were identified through interviews of key stakeholders and therefore targeted at key stakeholders' individual capacity building. Based on the interviews and the consultation meeting, these roles require the competency as described in nine categories. These categories are taken from the guidelines for capacity assessment used for all

countries in which RECOFTC has commissioned capacity assessments. The findings of required competencies for the different roles are presented in table 5.

Table 5 Individual Roles of Key Stakeholders with required levels of competencies.*

Competency Category	CF OFFICER	SAO'S REPRESENTATIVE	SAO'S OFFICER	CF YOUNG GRADUATE	LOCAL YOUNG CF LEADERS	FIELD PRACTITIONER (COMMU. DEVELOPT.)	FIELD PRACTITIONER	COMMUNITY LEADER	LOCAL FACILITATOR
1. Community forestry policy and planning	3	3	3	3, 4	3	3	3, 4	3, 4	3
2. Sustainable community forest management	-	-	-	3	-	-	3	-	-
3. Forest resources assessment	2, 3	-	-	2, 3	1	1	2	1	1
4. Participatory action research	2, 3	2	2	2, 3	2	2, 3	-	-	2
5. Socio-economic and cultural assessment	2	2	2	2, 3	-	2, 3	2, 3	-	-
6. Sustainable development and conflict management	2, 3	2	2	2, 3	-	2, 3	2, 3	2, 3	2, 3
7. Awareness, public relations and advocacy	-	1, 2	-	2, 3	2, 3	2, 3	2, 3	2, 3	2, 3
8. Individual capacity development and training	-	-	-	3	-	3	-	-	3
9. Program development and project management	3	3	3	3	-	3	3	3	3

Remark: *There are five skill levels, from strategic/policy planning to semi-skilled people with good local knowledge. These levels form the basis for defining the skills requirements for the community forestry roles. Community members with little formal education play an important role in community forestry management. The assessment of skill levels should be based primarily on the type of work and level of responsibility and on experience and not on educational attainment alone. The five skill levels are **Level 1=**semi-skilled persons with good local knowledge relevant to community forestry; **Level 2 =** capable of field level supervision of prescribed activities; **Level 3 =** capable of planning and leadership of prescribed activities; **Level 4 =** capable of planning, conducting and evaluating activities at a scientific level; and **Level 5** = capable of high level strategic and policy planning at national, regional and global levels.

See Annex 1, for more details on the capacity requirements for each role.

Individual Capacity Needs Assessment

Using the procedure for individual competency assessment, capacity gaps are identified and mechanisms or approaches to fill the gaps are proposed for each skill in different

competency categories and levels. Capacity development needs for the individual roles of key stakeholders are presented here.

(1) Community Forestry Officers

'CF officers' in this report refers to the heads of the CF Extension Centers (under RFD) and the CF Study and Development Centers (under the Ministry of Natural Resources and Environment), or their assistants with forestry backgrounds. They should be targeted in capacity development. Each center has 5-15 staff who have general skills in agricultural extension, and sufficient general knowledge and skills in community forestry policy and planning. With regards to the community forest management process, they may have limited experience in systematic monitoring of forest resources, and impact assessment in all aspects (ecology, social, economic, culture). They are able to produce case studies. To improve their capacity, the following activities are suggested:

- Develop collaborative research with Community Forestry Office (RFD), and select potential regional/provincial centers as the field sites with the focus on natural resource management and networking
- ThCCSP should collaborate with an education institute to develop certificate course with distance learning approaches (including using the internet) in Participatory Action Research, Sustainable Development and Conflict Management. This can be carried out through consultation and collaboration with the staff from the Faculty of Forestry.
- Develop self-learning manual for assessing resources, and socio-cultural and economic impacts from community forestry.

Sub-district Administrative Organizations (SAOs)

At present most SAOs limit their performance to accepting project proposals from villages in its administrative area. Only a few are actively supporting community forest management. Most SAOs lack capable staff that can support community-based natural resource management. SAO leaders and staff should understand the concept of community-based natural resource management, including the status of natural resources in their administrative area. A working team could initiate visits to the communities and help to establish a planning and monitoring mechanism to ensure sufficient support and collaboration for CBNRM. Support could focus on building the necessary expertise through training, group establishment, financial support beyond the SAO budget, and encourage the collaboration among SAOs to strengthen CBNRM. There are two target groups in a SAO: the representatives who have been elected by each village and the officers who are responsible for planning and policy.

(2) SAO Representatives and (3) SAO Officers

In order to build capacity of the SAO representatives and officers, there is a need for institutional commitment from the Ministry of Interior, particularly the Department of Local Administration Development. The important competency categories are: community planning and policy, PAR, impact assessment, and project management for both representatives and officers. In addition, basic level of awareness raising and policy advocacy is important for SAO representatives. ThCCSP should synthesize lessons and experiences from its past projects and from other projects/programs working on good governance in natural resource management, and then develop and distribute media and materials. Formal training with field visits organized by ThCCSP can be a major tool for individual capacity building.

(4) Young CF Graduates

 Most lecturers in the community forestry major program are active in working with ThCCSP in research and educational development as part of an institutional commitment. Therefore, collaboration in PAR and Landscape Management would be another mechanism to develop the capacity of students and lecturers as well as the body of knowledge among ThCCSP staff.

 ThCCSP in collaboration with faculty of forestry and other funding agencies can develop field-based learning projects to provide formal training and small grants to the fourth year students to carry out PAR in community forestry. ThCCSP staff and the faculty staff can also develop materials on new subjects, and develop curricula for courses in 'selected topics' or subjects.
In addition, there are many courses and subjects in other academic institutions which relate to community forestry or CBNRM. Although this may not be a priority at this period, the ThCCSP should identify these institutions and distribute their materials to them.

(5) Local Youth Leaders

This group comprises the youth who are members of the communities managing their natural resources, including community forest management. They often have local knowledge and are familiar with their natural resources. As experienced in many communities, working with young people increases their awareness of their locality and resource base. Community research is an effective strategy in such cases to support learning. In addition, ThCCSP may develop a program on youth development initiatives to support good ideas and activities to work and learn within their locality related to sustainable development and natural resource management.

Local leaders have suggested many approaches to support young leaders' capacity development, including integration of NRM in curricula in local schools, field trip, youth camps, and community research.

(6) Field Practitioners (Local NGOs)

Local NGOs have developed from rural development work in the past half century. Many subscribe to the view that inequality in access to natural resources and and the centralized control over resources by the government and their agencies are major causes of poverty. Therefore supporting community forest and natural resource management by local communities themselves are viewed as an important strategy in community development. Community forest management, is also a tool for strengthening communities in sustainable development. In order to increase their capacity in forest assessment, the practitioners may need technical assistance on a long-term basis. In addition, collaborative research based on their present work and interests can be another tool for building their capacity.

(7) Field Practitioners (International NGOs)

Projects of international NGOs focus on international concerns such as climate change, landscape restoration, and biodiversity. They need high levels of competency to achieve their work, so they often sub-contract academics and local NGOs to carry out specific tasks such as bio-diversity assessment, and impact assessment. Although they are interested in developing the capacity of their field practitioners , they work under very tight schedules leaving little time for capacity development. INGO practitioners should have basic knowledge and skills in most competency categories, except research-types of competency which are time consuming. This can be increased by on-site training or training upon request. In addition, producing text, media, and manuals will be of benefit for coordinators or managers to use in sharing forums for their staff.

(8) Community Leaders

Village leaders might be chiefs of the village, community elder, etc. For village leaders, the important qualification is the understanding of the resource base in the community while management skills might be various according to their experiences and preference. At least, village leaders who manage community forest, should have the right vision of community forest management and conception of community forest management based on existing resources. An important issue for the village leader is to promote the young generation to take roles in community forest management and harmonize their livelihoods with nature. The village leaders should give an opportunity to the young generation in learning and development of the community planning and implementation processes. They should be educated both within the local area and outside, to follow the developments not only in the local area but also at regional, national and global level such as the impacts from global warming etc. In the present era, the community leaders are expected to share their 'good practices' in policy advocacy and negotiation with local stakeholders and beyond.

(9) Local facilitators (community leaders and resource users)

This group is the working age group, in the range of 30-40 years old who mainly take responsibility for getting income for their family livelihood. Owing to their maturity, they usually have good capability to participate in community forest management and distribution of their knowledge and skills to others (both local people and local stakeholders). Usually, they have a sound knowledge of local natural resources, supporting groups, and linking the other learning networks. If their work is situated within the community area, they may be the major group of working for community forest. The limitation of this category of people are the limited opportunities to increase their knowledge or exchange their experience with outsiders because of their family obligations. To assign them to be facilitators within the community area might be the most appropriate action. Building their capacity within the local area can be arranged by requesting support from associated organizations such as forestry officers, educational institutions, ThCCSP, etc. They thus will have an opportunity to develop themselves, as well as contribute to the development of community forest management. With their direct and long experience in community forest management, they can transfer their knowledge and community history to the new generation who will substitute for them in the future. Eventually they may become the consultants for the next generation of foresters in the community.

4. Summary of Priorities and Recommendations for ThCCSP

1) To achieve the sustainability of forest landscapes, local communities need to be institutionally supported through various tools and approaches, as well as operate in an enabling environment that supports legal recognition of community management.

2) ThCCSP needs to recognize the contested nature of community forestry in Thailand, and develop strategies that creatively build on the multiple perspectives held by stakeholders.

3) ThCCSP is to continue to focus on support for institutionalization of CF at local level and scale up from local level through collaboration with CFO, SAOs, community groups and other civil society organizations. Therefore, ThCCSP should continue to support good practices and on-the-ground models in community-based natural resource management to function as effective learning units

4) ThCCSP should consider wider landscape issues, local and global environmental services and how to reconcile these with local livelihood priorities in their community forestry development strategies.

5) Collaborative research is to be promoted with key stakeholders in the issues related to natural disasters and climate change, with a focus on improvement of approaches and tools in monitoring and assessment in all aspects (forest, socio-cultural, economic, ecological functions).

6) Experiences and lessons from ThCCSP and other key stakeholders, especially of academics and international NGOs, should be developed into training courses or other self-learning tools. This includes materials on: conflict management, ecological assessment, facilitation and communication.

7) ThCCSP have responded to requests for on-site training upon. The program should be more proactive to assess the need for training and develop curriculum and materials in relevant issues. The topics of interest include: participatory tools and approaches in CF, participatory planning & management, conflict management, and facilitation skills.

8) There should be greater emphasis on producing simple and accessible media for distributing knowledge and approaches, as well as improving understanding of ThCCSP views and perspectives on some sensitive issues. The media development needs to work in collaboration with NGOs, media companies, or independent persons with relevant expertise. The self-learning materials need to be simplified and made accessible for the public and users.

9) Policy advocacy through strengthening networks of CF national assembly and CF support networks needs strategic development in collaboration with experienced stakeholders and experts.

10) ThCCSP needs to identify their own knowledge and capacity gaps, and develop their own capacity through 'formal training' for staff, and collaborative projects.

11) ThCCSP needs to improve 'systematic monitoring ' of the implementation of its program. This can be carried out through acquiring the services from academics or other independent experts.

12) In areas where high levels of competency are required, ThCCSP may need assistance from external experts. ThCCSP should do mapping of these persons and organizations as well as of the important information to follow-up on their work and maintain collaboration .

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Annex 1. Capacity Building Requirements According to Competency Category

Community forestry policy and planning

All stakeholders need at least level 3 in community forestry policy and planning which deals mainly with implementation of CF management plans. At this level, ThCCSP has sufficient knowledge and skills, and is ready to develop formal training curriculum with available cases. The community forestry policy and planning at the level 4 should aim at strengthening young CF graduate for future applications, as well as field practitioners who are involved in issues of international interest, especially natural disasters, and climate change. In addition, the capacity of community leaders who already work with ThCCSP should be strengthened to reach the level 4 through networking and collaborative projects so that they can be able to formulate policy and negotiate agreements with other stakeholders in their locality. They can then lead the development of community forestry to ensure equitable distribution of rights and benefits among community members, including resource users.

Sustainable community forest management

This category relates to sustainable harvesting of community-managed forests which are not a priority in Thailand. So, most stakeholders do not need to develop their competency on this category. However, CF graduate students and field practitioners should have general knowledge and skills at the level 3, in order to work for pilot projects or private companies.

Forest resources assessment

Key roles in community-based organizations/networks entail at least knowledge of their resources through simple assessment based on local knowledge. CF graduate students and CF officers need to be able to lead forest assessment, monitoring, interpretation and presentation (level 3). It was suggested to store information from forest resource assessment at community level, for further access and application. Communities, and youth leaders can use this baseline data to develop 'community research' for income generation from forest resources or economic valuation from natural resources. Community forums and forums among learning networks can be organized to distribute information and knowledge

Participatory action research

'Participatory action research (PAR)' is important for most roles, except community leaders and field practitioners who do not have sufficient time to carry out research. PAR is used as a tool for capacity building and promoting collaboration among key stakeholders at the locality. All selected roles among key stakeholders should at least be able to conduct PAR with basic research skills. In addition, CF officers, CF young graduates and field practitioners (mostly work with local NGOs with the interest in community development) should be able to reach level 3 or do planning and managing the PAR programs at community level, including briefing of community based participants and reporting to scientific or program supervisors.

Socio-economic and cultural assessment

This competency category is needed for 'CF support organizations/individuals', including SAOs. At least, they must be able to do basic informal and formal information gathering, at level 2 of 'socio-economic and cultural assessment'. Young CF graduate and field practitioners who often need to assess the socio-economic impacts of the projects, should reach skill and knowledge of level 3, which concern the specification and design of research, survey and monitoring methods and techniques for evaluating results.

Sustainable development and conflict management

The competency category of sustainable development and conflict management is equally important as 'CF policy and planning'. Except young local leaders, other roles require level 2 and 3. Level 3 concerns practical and grassroots community work and could apply to any staff working on that. Level 3 covers community empowerment, participation and the organization of community work. Specialized skills include a broad spectrum of technical advisory skills. No one is likely to have all of these, but 'CF support' individuals working on community forest activity would be expected to have at least some of these technical competences.

Local leaders suggest the use of learning forums and exchanges to expand knowledge and experiences on sustainable development. The mechanism of national CF assembly can also

be considered to scale up the knowledge and experiences. The leaders also mentioned that this issue is much related to efficient facilitation of participatory processes within the community, because it is an effective way of community learning, and responds to the users' needs. For example, resource users in Prednai communities proposed for seasonal bans on harvesting during the period crabs are laying eggs because they came to realize its importance from the regular meetings in which they exchanged their management experiences and knowledge.

In order to support capacity building at community level, community grants should be provided. Technical support responding to the local needs is also necessary. Activities and implementation should be arranged in line with livelihood activities.

Awareness, public relations and advocacy

This competency category is not necessary for governmental officers (CF officers and SAO's officers), although most of them are capable to do communication well. SAO's representatives should have capability at level 1 and 2, which include the ability to inform visitors and public on community forestry. The other roles should reach level 3 which focus on planning and designing communication strategies to target groups, including government and decision-makers.

Individual capacity development and training

There are three roles, including CF Young Graduates, Field Practitioners (Community Development) and Local Facilitators that need this competency category. They often focus on learning and facilitation mostly through informal CF activities. Level 3, which covers the specific skills of a trainer, is expected.

Program development and project management

Except for young local leaders, all roles need to reach level 3 of 'program development and project management' category, which deals with basic operational planning and management of existing projects.

In all competency categories, all roles are expected to have a capacity at the level of three. Based on the existing situation in Thailand, the high level (level 4) of skills and knowledge do not much apply in most cases. However, in some projects/programs especially with international linkages, the high specialty can be needed. This can be carried out through contracting with experts or academics for specific purposes.