



# THE FORESTS DIALOGUE

## Field Dialogue on Investing in Locally Controlled Forestry 12–15 November, 2011 | Ouagadougou, Burkina Faso Co-Chairs' Summary Report

by Edouard Bonkougou; Chris Buss; Diji Chandrasekharan-Behr; and  
Sylvestre Ouedraogo

### INTRODUCTION

The Forests Dialogue (TFD)<sup>1</sup> convened a four-day, multi-stakeholder field dialogue on Investing in Locally Controlled Forestry (ILCF), held in Ouagadougou, Burkina Faso from 12–15 September, 2011. The Dialogue was hosted by TREE AID<sup>2</sup> and sponsored by Growing Forest Partnerships (GFP)<sup>3</sup> and the Swedish International Development Cooperation Agency (SIDA)<sup>4</sup>. The dialogue was the seventh dialogue in TFD's ILCF initiative<sup>5</sup>, which began with a scoping dialogue in Brussels (2009), followed by four field dialogues (Panama, Nepal, Macedonia, Kenya), an investor dialogue (London) and a writers' workshop (London).

Previous field dialogues recognized that Locally Controlled Forestry (LCF) involves three groups of rights holders, namely: indigenous peoples, community forestry groups and forestland smallholders. Together, these groups own or manage a significant portion of the world's forest resources. The Burkina Faso dialogue mainly explored investment cases for community forestry groups. The following two dialogues in the initiative (Indonesia and Sweden) will focus on investment cases for indigenous peoples and forestland smallholders, respectively.

Participants at the London (investors) dialogue agreed that a set of principles (pre-conditions) and a process model (Steps in Exploring and Implementing a Deal) for ILCF projects would be useful to both investors and rights holders. Building on the momentum from the London dialogue, the Kenya field dialogue and the London writers' workshop further discussed the relevance, utility and potential content of these principles and process model for ILCF. By learning from local experiences in ILCF, the objectives of the Burkina Faso field dialogue were to:

- ➔ Refine the principles for investment in locally controlled forestry;
- ➔ Define steps in an investment process model critical for successful deals in the investment in LCF;
- ➔ Identify concrete actions for new partnerships and financing mechanisms in Burkina Faso.

The Burkina Faso dialogue brought together 19 International and 32 local stakeholders representing a wide spectrum of stakeholder groups, which include forest owners, local community and community forestry groups, forestry investors and companies, development assistance agencies, national and local governments, collectivités territoriales (namely municipalities), inter-governmental organizations, and international and national non-governmental organizations (see participant list).

This report summarizes key observations and discussion points from the Burkina Faso field dialogue.

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## THE BURKINA FASO FIELD VISITS

Located approximately two hours south of Ouagadougou by road, on the main route to the Ghana border, the field sites straddle a large national park (Parc National de KaboréTambi). There are managed buffer zones to the north and south of the Park. Controlled exploitation of natural resources is permitted in these areas. The extensive agro-forestry parkland is dominated by the shea tree.

TREE AID is working in this region with communities, private investors, a national NGO (Naturama), the Mayors of the communes (the Po local Council), and the Direction Régionale des Eaux et Forêts (the ‘deconcentrated’ government service responsible for forest resources). TREE AID’s main work includes:

- ➔ Building capacity in forest management;
- ➔ Development of community-based forest enterprises based on non-timber forest products (NTFPs);
- ➔ Facilitating decentralized forest governance.

During the first two days of the dialogue, participants visited some of the key stakeholders working with TREE AID.

## Field Visit Observations

### VILLAGE TREE ENTERPRISE (VTE) GROUP IN NOBÉRÉ

In the village of Tewaka in the region of Nobéré, six groups of women came together in 2007 to develop NTFP-based enterprises. These women, supported by TREE AID, were trained in entrepreneurship and production techniques. Currently, each group, under the coordination of a group leader, carries out distinct duties for different products (see table below for details):

*Table 1: Women’s Group in Nobéré*

Group Name	Number of Members	Activities
BANGR NOOMA	10	Collection of sheanuts
ZEMSTAABA	13	Collection of sheanuts
WUSG NOOMA	10	Collection of sheanuts
LAFI LA BUMBU	16	Production of shea butter
DELWENDE	11	Collection of Nere grain
SUGR NOOMA	9	Production of Soumballa

Currently the women’s groups use traditional production systems that are labor intensive. They are transitioning to a more efficient modernized system. Communities have been investing in storage units, basic processing equipment, and small scale planting, mostly with loans that have a 10% annual interest rate. The sales revenue is shared equally among the members and is generally used to pay for school fees and other household expenses. The husbands and the chief of the village are supportive of women’s engagements in VTEs.



Co-chair Sylvestre Ouedraogo

The communities use natural resources based on customary laws; they do not have formalized land tenure, but have gained permission from the chief of the village to harvest shea nuts on the land.

The current challenges for the women's groups include:

- **Access to shea trees:** Shea trees are sparse in the region, and as a result there is competition with other villages over nut collection. Women often find themselves travelling more than a half-day by foot to get quality shea nuts. They are in dire need of either faster transportation methods (bicycle) or techniques to develop shea tree plantations locally.
- **Processing techniques:** to compete with high quality shea butter on the market, the groups still lack the equipment and techniques to produce consistently high-quality shea butter.
- **Paying off loans:** Most of proceeds from shea butter sale are used for household and education expenses. The women are having a hard time paying off the loans they obtained for production equipment. The communities hope longer terms can be granted to pay off the 10% interest.



Shea Butter Production Demonstration

### COMMUNE OF PO

Situated 157 kilometers to the south of Ouagadougou, Po is a small urban community of 53,000 inhabitants (24,000 within the city). Po is spread out over six urban sectors bordered by twenty-five villages. The district is managed by a municipal board of 62 members with Mr. Henri KOUBIZARA as mayor. In the spirit of decentralization, the board members are selected by and work for the community of Po. The central government has given responsibility to manage public forestland to the municipal board. In Po, participants met with the mayor plus two other local government representatives involved in environment and local development issues.

The representatives passionately explained the investment potential for Po:

- **Tourist attractions:** the sacred crocodiles of Pounkouyou, Kaboré Tambi National Ranch, Gibier Nazinga Ranch, and Binger's Hut, situated in the village of Tiankane
- **Wealth of fauna:** comprising, among other things, warthogs, hippopotami, buffalo, antelope, elephants, leopards, kobuskobs, and oribi. There is established private-public collaboration on controlled licensed hunting in some parts of the province. And bioenergy is also listed as a potential investment opportunity given the rich fauna in the province.
- **Forests:** Kaboré Tambi National Park, Gibier Nazinga Ranch, Bourou Forest, Kampala Forest, etc.

The representatives also spoke of the favorable conditions they could create for investment, including through the supply of local labor and the available infrastructure.

The municipal board is consulting with TREE AID and other environmental organizations to develop natural resource-based businesses through decentralized, local governance of forest resources.

The core challenge for the mayor is that, although the municipal board has been given the power to manage regional natural resources, the board lacks the capacity to conduct studies, gather key data, and devise a resource management plan.



Duncan Macqueen



Kady Traore

### *PRIVATE INVESTOR IN NTFPS*

In 1997, after a successful political career in Burkina Faso, Mr. Joseph Kaboré identified and invested in a 110-hectare agroforestry business in the village of Nebou. Honoring the customary land tenure system, Mr. Kaboré approached local village chiefs and heads of families for permission to purchase the land. Mr. Kaboré committed to paying communities for the use of the land, developing an agroforestry business, which employs local people to cultivate the lands, and providing alternative income during the farming off-season.

To reduce the risk of expropriation and to open more opportunities for loans, Mr. Kaboré invested considerable time and money to obtain a legal property title. Once the land title and loans were secured, Mr. Kaboré cleared the land and introduced exotic fruit trees, specifically cashews, over 60% of the site. The rest of the land he used for mango, citrus trees, corn, sunflower, and black-eyed peas. He is also investing in a small reservoir to ensure water availability.

Mr. Kaboré employs five permanent workers and a number of temporary workers from the village of Nebou. The temporary laborers are paid at least 3,000,000 CFA (around 6,144 USD) per harvest, the only significant source of alternative income for some local community members. The total investment, including acquisition of land, site development, and equipment purchase, has been evaluated at no less than 67,000,000 CFA (around 137,216 USD).<sup>6</sup>

Financing is currently a challenge: production on-site costs between 11,000,000 and 12,000,000 CFA (22,528 to 24,576 USD),<sup>6</sup> which is not easy to obtain from banks due to elevated risks in agroforestry, particularly from climate change. Intensifying and diversifying arboricultural projects has proven difficult and costly.

### *NUNUNA/UGPPK, WOMEN COOPERATIVE OF SHEA BUTTER PRODUCERS*

The Union of Women Producers of Shea Products of Sissili and Ziro (UGPPK S/Z)<sup>7</sup> was established in January of 2001 to reduce poverty and improve the status of women involved in shea butter production, most of who are illiterate. It started as a union among 18 groups district-wide, and has grown to include 101 groups representing 4,596 women. UGPPK was officially recognized as a shea butter producer cooperative in July 2001. It changed its name to Federation NUNUNA after broadening its portfolio of products in August 2011 to include sesame production and processing. Thirty-two groups in the cooperative were certified Fair-trade in July 2006, and the cooperative gained organic certification in December 2007. These certifications have helped double the incomes of medium-size producers. In 2009, the cooperative's revenue from shea butter sales was 380,000 USD (135 tons of butter); around 73,000 USD (18 tons) came from the sale of fair-trade and 55,000 USD (12 tons) from organic butter.

There are two division of labour within the cooperative: nut harvesters, who gather, sort, wash, and dry the nuts; and butter producers, who harvest about a third of the nuts they need and buy the rest from harvesters. Both divisions enjoy equal status and influence in the cooperative. The cooperative operates a warehouse for shea nut storage prior to butter production. It also has processing units in five of the seven districts, which help to eliminate hard physical labor and produce good quality butter. The construction/purchase of the processing machinery was financed by a governmental rural development loan while the cooperative has invested in construction of storage buildings. The cooperative is also investing in waste reduction from shea butter production, a carbon-neutral production line, member education, product marketing, and development of secondary products from shea butter.

The key challenge faced by the cooperative today is lack of technical support. The cooperative is trying to improve its productivity and cut down production costs to increase competitiveness on both local and global markets. They need technology to increase the productivity and quality of their shea trees.





Representatives from the UGPPK

The cooperative has been working with international volunteers and local engineers in the design of local machinery and a biogas system to reduce production waste from shea butter. They need more expert support from experienced environmental engineers to reduce waste and water/energy use and to eventually reach their carbon neutrality target.

### CFEDD TRAINING CENTER AND UNION OF FOREST MANAGEMENT GROUPS (UGGF)

The Center for Training and Study on Sustainable Environmental Development (CFEDD, SARL), commonly known as the Nabilpaga training center, is located 85 km from Ouagadougou, within a classified forest located in an agro-sylvo-pastoral land use system. It was created as a community training center for sustainable forest management to supply Ouagadougou with firewood. With support from UNDP and FAO, the training facilities were constructed in 1992. Having to support itself after 1997, the center diversified its target audience and the services it offered, then changed its name to CFEDD. With limited funding, the center currently struggles to maintain its day-to-day activities.

In 1985, the responsibility of forests management was devolved to villages and their organized management groups, GGFs (Groupements de Gestion Forestière). The Union of GGFs (UGGF) has, to date, managed forests mainly for production of firewood for the capital city in Burkina Faso.

The government determines the price and taxes on firewood collection. The current price, set in 1997, is 1100 CFA (around 2.23 USD) / cubic meter. In the current market, this price is low, does not cover the community costs of managing designated forest management units, and has made the UGGF financially unsustainable. There also are markets for illegally harvested firewood which is making it difficult for the UGGF to sustain their activities. Building on its current organizational structure, UGGF has the potential to build income from NTFPs. But there is a lack of expertise and resources to fund capacity building around NTFPs in either the community or the training center.



Co-chair Chris Buss



Clarisse Kambou

### Key Learnings from the Field Visit

There were many favorable conditions for investment in the local communities of Burkina Faso identified during the field visits. Key conditions include;

- **A variety of NTFPs and multiple use of shea nut in Burkina Faso:** This allows communities to diversify product portfolios. For example, with shea nuts, communities can sell nuts, extract and sell oil and sell high-end products through value-added activities. Thereby helping mitigate market risk and diversify income streams
- **Internal organization:** Building on traditional community structures, local communities are well organized and this has enabled communities to establish economies of scale within their groups
- **Adequate supporting structures by external organizations:** Both local grassroots groups and government are supportive of local communities' enterprises. This has enabled improved production systems, processing and marketing throughout the broader supply chain.



Participants with local community in Nobéré

- ➔ **Investment into infrastructure:** Local communities have also invested in the local development of processing machinery, which has reduced processing time and eliminated the inherent costs of technology transfer
- ➔ **Real Partnerships:** between investors, soft and hard<sup>8</sup>, and the communities is demonstrated by targeted investments at different points of the supply chain, as demonstrated by shea butter cooperative cases.

However, some key challenges still remain for ILCF in Burkina Faso:

**Lack of Technical Information on NTFPs:** There is need for detailed analyses of the technical aspects of NTFP management and market potential of NTFPs in Burkina Faso.<sup>6</sup> The lack of data has led to a lack of best management practices for sustainable NTFP revenue generation. In the case of shea butter, sparse data and a lack of access to existing researches on the biophysical characteristics and productivity of various shea tree varieties has inhibited the understanding of tree selection and domestication. If the appropriate technical information and support are available and accessible, communities can produce better quality products, increase marginal profits, and push production to a larger scale.

**Price controls and financing methods:** In the case of firewood, although the community has consistent purchase orders, they cannot sell their products at competitive market prices as the government has fixed the price of firewood, and the current price is artificially low. In the case of charcoal, access to markets is also limited due to the absence of roads to other major cities in the country. With shea butter production, communities have limited access to bank loans if they do not have formal land titles. Even when a land title is in place (as in Mr. Kabore's case), getting loans can be difficult due to the reluctance of local banks to fund small businesses and agroforestry businesses. Furthermore, when loans are available, the terms and conditions are not always favorable.

Key facts from the field trip are further discussed in the rest of the report, as part of the discussions on favourable conditions for ILCF and stakeholder actions.

## FAVORABLE CONDITIONS FOR INVESTING IN LOCALLY CONTROLLED FORESTRY

Building on the key favorable conditions for investments in LCF, which emerged through the initiative, the Burkina Faso dialogue participants discussed ingredients for success in Burkina Faso. That all conditions are interlinked and must be attended to from an early stage of investment was emphasized.

### Viable Business and Value Proposition

This is a pre-condition for establishing any investment in communities: there must be potential benefits – that is, a business case – for the rights holders and the investors to be mutually motivated to collaborate. All stakeholders involved in the investment should understand the business environment and the competitive advantages of their case. Because it may not be realistic to expect communities to be expert in value chain management, some participants suggested that community strengths should be identified and business built upon these strengths; other parts of the value chain may be outsourced to other agencies. Targeted investment at clearly defined points of the supply chain is key; too often investments (particularly soft) try and cover all aspects from productions through to final market value addition.

A viable business model and value proposition also has to be maintained through the course of the investment. This requires stakeholders to embrace change and have the means to access key information needed for adaptability. Stakeholders also needed access to services and support that was more holistic and long-term in order to maintain a viable business model. Both of these principles are further discussed later in this report.



Co-chair Edouard Bonkougou

## Entrepreneurship

When there is a business case, the value proposition of the rights holder groups must be categorized as either more risk averse or more entrepreneurial. Groups defined by risk aversion may prefer to give up some of their control of the activities or inputs (e.g., land) in exchange for investors taking on the business risks and provide income through payment for labor (e.g. the case of Mr. Kabore). Entrepreneurial groups may prefer to take full control of the inputs and activities and seek capital while sharing the risk as partners of a business. The level of entrepreneurship within the rights holder groups, therefore, also decides whether there will be an investment case in locally controlled forestry. Participants pointed out that local entrepreneurs, like Mr. Kabore, may inspire more entrepreneurship within the community.



Group Discussion

## Transparency and Accountability

Only with transparency and accountability can there be trust among all stakeholders; and trust underpins successful partnerships, especially those more unconventional partnerships like ILCF. Participants listed issues that most demand transparency, including benefit sharing and its distribution through the value chain, how laws are implemented, and technology transfer. To achieve transparency and accountability, it is important to involve all stakeholders at the outset of any project, and to make sure that there is a willingness and mechanism for stakeholders to systematically demonstrate accountability (by sharing financial reports among investors and communities annually, for example).



Shea Tree Products

## Clarity on Tenure, Rights and Obligations

In Burkina Faso, there is no formalized community land tenure. Instead, there is a bureaucratic process for getting commercial land use approved for communities. Currently, communities access the natural resources on public land through customary rights. The NUNUNA case is a successful ILCF case in which a community was able to kick-start a business and maintain control of the natural resources based on customary rights. This illustrates that there are different forms of local control for investors to consider: for example, when the local community has secure rights to access the resources on its land, legal land titles should not be an investment hurdle.

On the other hand, formal land tenure offers communities more means to secure capital and can minimize the risks of future conflict over rights. Many participants argued that, while not having formalized tenure should not be a deal-breaker for initiating an investment, stakeholders involved in an ILCF case should always work together towards a formalized tenure system weighted in favor of the communities.

Participants viewed sensitization of communities regarding clarity of tenure as important. The sensitization process would make explicit the rights of communities as well as their responsibilities.



Kevin Whitfield

## Organizational Structure with Clear Roles and Mandates

The NUNUNA case demonstrates the ability of well organized groups to achieve economies of scale. The groups organized around a traditional social structure in which women support each other with household chores and child rearing. Even when NUNUNA progressed towards a more cooperative structure with a general manager, communication officer, and so forth, they were still able to maintain a clear mandate of “solidarity, equity and sustainability,” which upholds the traditional fabric supporting trust among the women. Learning from Burkina Faso’s experience, participants highlighted the importance of having a good organizational structure that can be built on traditional practices and internally agreed-upon roles and mandates. Such a structure will need to take into consideration the interests of all members of the community, and especially marginalized group members, to ensure equity.

## Mutual Learning and Flexibility in order to Improve Performance

Participants asked to what extent communities should be expected to understand business technicalities. Some suggested that we should avoid “over-protecting” the communities from the modern business model and that they should learn and understand how a business runs as equal partners of the investment. Indeed, some transformational social, economic, and environmental changes in the community are unavoidable as successful business develops. For example, in the NUNUNA case, there is a clear trend moving from traditional production methods to modern production methods. The modern production methods are far less labor-intensive and more cost-effective, but they also challenge the way women traditionally organize themselves for butter production. The communities under NUNUNA are openly embracing the changes and demonstrate a great understanding of business language and viability, another key ingredient for their success.

It is equally important for investors to be flexible and to learn from their partners. Investors must respect local culture and traditional knowledge. They should change the prevalent mentality that “communities are burdens”, and instead embrace them as social assets in their investment. Investors should also be mindful of the local context and capacity and make sure that a deal is done in a fair manner and reflects the local realities.

## Agreed Goals, Expectations, Benefit Sharing, and Exit Strategy

To have agreed goals calls for all stakeholder to honestly share their vision of business with each other and agree on goals that are consistent with each party’s vision which will not compromise local control. While business should be candid about their expectations with no hidden agenda, communities, with the help of NGOs, should also make clear what their priorities (social issues) are. The latter is important especially in cases where investors are not familiar with local social issues.

In terms of expectations, participants also caution that NGOs and government sometimes falsely raise communities’ expectations for what benefits they can get from investments without putting in place the level of capacity building that are needed to generate those benefits. Careful management of expectation is called for in order to avoid unnecessary disappointment that can undermine the trust needed among all parties.

Participants also pointed out that soft investors usually lack an exit strategy and create a culture of dependency in the communities. This can hinder the organic growth of the communities’ business. It is important to agree on a clear exit strategy for soft investors. Soft investors would then scale down their support in a manner that enables hard investors to get more involved and allows communities to grow on their own. This way, soft investors can use their limited resources more effectively and direct it to where it is most needed.





Co-chair Diji Chandrasekharan-Behr

## Checks and Balances on Decision-Making to Overcome Disagreements

As in mainstream investment, ILCF cases also require agreed mechanisms for arbitration and conflict resolution to overcome disagreements. Participants did not discuss in depth what type of checks and balances were needed. They emphasized, however, that all stakeholders should be involved in decision-making and be engaged in designing a conflict resolution mechanism. Investors should respect the traditional arbitration system in the local community and anchor their conflict resolution approach in the traditional methods. Some participants indicated that the arbitration and conflict resolution mechanisms designed for Free, Prior, Informed, Consent (FPIC) can provide valuable lessons for ILCF.



Patrice Pa'ah

## "Good Enough Governance"

Participants agreed that it is unrealistic to wait for perfection to start investing. For example, in Burkina Faso, the government has yet to formalize community's tenure rights, streamline its decentralization process, or put adequate resources into law enforcement. But there is a good customary governance structure and a strong will, from local and central governments, to decentralize forest management and support community development projects. In addition, there is willingness to improve upon the status quo from local community, government, and NGOs. These facts combined provide "good enough governance" for some of the ILCF cases to successfully grow. The question remains: what constitutes "good enough governance"? Are transparency and accessibility to current law enough? Will requirements change from case to case, or are there general criteria that can define "good enough"?



Henri Koubizara

## STAKEHOLDER ACTIONS

Participants also discussed in depth the actions that each stakeholder group should take to create favorable conditions for ILCF. Some highlighted actions include:

- ➔ The importance of preparing a good business plan: this plan should not only be professional, but the process of creation should also ensure involvement of all parties; this involvement will not only contribute to diversity in the plan's formation, but it will clarify each party's commitment. The business plan should scope out the niche market for community products and strategically plan for long-term capacity building funds.
- ➔ The business plan needs to include details of rights, roles, and risks. The latter includes risks to communities as well as commercial risks. (For instance, adverse price movements or diminishing terms of trade.) The risk mitigation plan must anticipate these risks.
- ➔ Soft investors should help evaluate the value chain and identify key components of the business model in which communities might specialize. Soft investors should then focus on capacity building for community expertise in those components, while outsourcing other parts of the value-chain as necessary.
- ➔ Access to appropriate technology is also very important for small community businesses. Soft investors should help bring technology to community as part of capacity building to increase productivity and efficiency.



Shea Butter Soap Production at UGPPK

- ➔ The concept of 'good citizenship' was raised and defined as the duties of communities to respect the 'rules' (including environmental management) and to respect the rights of investors. There is a sense that, in Burkina Faso, investors are accorded more respect than in some other places.
- ➔ To help communities keep on track, they need 'auto-evaluation' (or self-evaluation) that enables them to examine performance at each stage of business development. Soft investors can help this process by training communities in organizational self-assessment.
- ➔ All investors are expected to conform to the law: pay taxes, abide environmental regulations, observe minimum wage, etc. This was specifically directed to soft investors, who are known to side step the rules, or impose conditions on aid, that subvert the laws of the land.
- ➔ Communities should 'choose credible leaders', implying that some competency and “uprightness” screening is necessary. Merely being voted (or nominated) as a representative of the community is not enough.
- ➔ Governments can promote Burkinabè products through trade fairs. Also, soft investors can provide matchmaking services to link hard investors to community enterprises.
- ➔ Government should have clear laws to support a community organizational structure attractive to investment. It should also promote general education and fight illiteracy, as literacy can break down barriers to good investments.
- ➔ The community should not be passive recipients of investment (either hard or soft). When the community has a good understanding of the business plan and benefit-sharing arrangements, they are in a better position to 'defend their point of view' and participate properly in decision-making.
- ➔ While the state should ensure existing laws are transparent and information is accessible (even if the laws themselves are not yet perfect), soft investors should also use their resources to clarify and interpret the laws, and to distribute information to both communities and hard investors.
- ➔ Some countries are more advanced in managing investment in forestry. Soft investors can help create partnerships among stakeholders in different countries to share knowledge in the management of forestry investments. For example, soft investors can help organize inter-community visits where community members can learn from each other's experiences of establishing successful business models.

## NEXT STEPS FOR PARTICIPANTS AND TFD

Local stakeholders found the dialogue a great learning experience and urged further reflection on and identification of priority areas for creating favorable conditions for ILCF in Burkina Faso. International participants suggested local stakeholders start with a more in-depth value chain analysis of timber and NTFPs in order to identify opportunities and constraints. All stakeholders urged TFD to continue building a platform for exchanging experiences related to ILCF among different countries through further field dialogues.

*For more information about The Forests Dialogue, please see [www.theforestdialogue.org](http://www.theforestdialogue.org);*

*TFD is an autonomous unincorporated organization. TFD's Secretariat is hosted by Yale University.*



Theodore Sorgho



Meeting with Local Stakeholders at CFEDD Training Center



l-r: Dominic Elson & Alex Dadzie



Ludovic Pascal

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Xiaoting Hou (TFD) developed the first draft and coordinated the editing process of the document, and Dylan Walsh edited the report.

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  8. For an explanation of the typology of investors as “hard” or “soft”, see the 2010 London Background Paper. [http://environment.yale.edu/tfd/uploads/TFD\\_ILCF\\_London\\_Backgrounder\\_Elson.pdf](http://environment.yale.edu/tfd/uploads/TFD_ILCF_London_Backgrounder_Elson.pdf)
- Note that “soft” indicates that the investor is more flexible in judging a return on investment in non-cash terms – it is not to be interpreted as meaning unfocused, weak or a “soft touch”.
9. Presentations that include more details for stakeholders’ roles identified can be found at TFD website: [http://environment.yale.edu/tfd/uploads/TFD\\_ILCF\\_Burkina\\_Faso\\_Breakout\\_Session3\\_EN.pdf](http://environment.yale.edu/tfd/uploads/TFD_ILCF_Burkina_Faso_Breakout_Session3_EN.pdf)

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