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TECHNICAL ASSISTANCE TO THE ETHIOPIAN CLIMATE CHANGE REFORM PERFORMANCE CONTRACT

Improving the Capacity of Ethiopian Forest Sector to Reduce GHG
emission through Conservation and Sustainable Forest
Management Interventions

**Deliverable #4: A brief report on Participatory Forest
Management (PFM) Training of Trainers (ToT) Workshop**

Adama, Ethiopia

June 2022

This document has been prepared under the terms of the European Union funded project EuropeAid/140005/DH/SER/ET

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Report Title	A brief report on Participatory Forest Management (PFM) Training of Trainers (ToT) Workshop
Version	Final Draft
Date	June 2022
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Reviewer	

Project Title	Technical Assistance to the Ethiopian Climate Change Sector Reform Performance Contract	
Project ref.no	EuropeAid/140005/DH/SER/ET	Recipient organization: Contact person: Address: Telephone number: E-mail:
Service contract no	FED/2019/412-677	Contracting Authority: EUD in Ethiopia Contact person: Address:
Date of contract signature	2020 December 2019	Contractor's name and address: Stantec SA/NV 92 Avenue Reine Astrid 1030 La Hulpe Belgium
Contract Duration	36 months	Contact person:
Total contracted amount (Euro)		Project Team Leader:

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Acronyms:

CBO:	Community Based Organization
CPL:	Collection, Processing and Learning
DDG:	Deputy Director General
EFCCC:	Environment Forest and Climate Change Commission
EFD:	Ethiopian Forestry Development
EPA:	Environment Protection Authority
EU:	European Union
EWNRA:	Ethio Wetlands and Natural Resource Association
MRV:	Monitoring Reporting and Verification
NGO:	Non-Government Organization
OFWE:	Oromia Forest and Wildlife Enterprise
PFM:	Participatory Forest Management
REDD+:	Reducing Emissions from Deforestation and Degradation
SRPC:	Sector Reform Performance Contract
SNNPR:	Southern Nations, Nationalities and Peoples Region
ToT:	Training of Trainers

A brief report on Participatory Forest Management (PFM) Training of Trainers (ToT) Workshop

June 2022, Adama, Ethiopia

1. Introduction and Background:

The European Union (EU) is supporting Ethiopia in its commitment to tackle the challenges of climate change and to achieving middle-income status by 2025 within the framework of a carbon-neutral growth and development plan. This is being implemented through a Sector Reform Performance Contract (SRPC) focusing on four components: 1) Forestry, 2) Industry with a focus on the cement sub-sector, 3) Measuring - Reporting - Verification (MRV) national system, 4) Public Finance Management. The overall objective of the Action of which this contract will be a part is to transform Ethiopia's economic structure towards a climate resilient and green economy.

The purpose of this Technical Assistance is to improve the technical and managerial capacity of the stakeholders to achieve the targets set in the Performance Indicators.

In this connection, Participatory Forest Management (PFM) was identified as one of the priority areas where there is limited practical experience and knowledge both at the federal and regional levels [based on consultations made with the former Environment, Forest and Climate Change Commission (EFCCC) – now restructured to be named *Ethiopian Forestry Development (EFD)*]. Given the long-standing and extensive application of PFM in the country, the support from EFD is required to be strengthened so that lessons and good practices would be documented for scaling up of the practice and enable coordination of PFM interventions being implemented with support from multiple development partners.

In order to upgrade the current technical knowledge and skills on PFM, it was recommended and agreed that a Training of Trainers (ToT) workshop is organized at the national level. The Training Modules on PFM were prepared in response to the identified capacity support needs. It is expected that participants of the ToT (national and regional experts) will deliver a more detailed training for the staff at the lower-level structures (at zones and woredas).

2. Objectives of the Training

The training was aimed at providing participants with the knowledge, techniques and tools required for conducting effective trainings for regional/ zonal/ woreda level staff on PFM implementation processes in the context of adult learning. In addition, it was meant to upgrade current knowledge in order to enable participants coordinate and guide PFM undertakings.

Therefore, the modules were prepared in such a way that emphasis was given to practical needs that help to provide trainees with the background and technical skills required for effective step by step implementation of the PFM approach. Furthermore, the training was delivered using appropriate tools and techniques that enables participants to approach PFM implementation trainings with ability, confidence and enthusiasm.

3. Participants of the ToT and venue

The ToT participants were selected from relevant federal and regional institutions. They represent Ethiopian Forestry Development (EFD), Ethiopian Environment Authority (EPA), Farm Africa, Ethio Wetlands and Natural Resources Association (EWNRA), Wondo Genet College of Forestry and four regional states namely: Amhara, Oromia, SNNPR and Sidama. The total number of participants was 28 out of which 3 are female participants. The training was conducted in Adama town in June 2022. The list of participants with organizations they represent is attached as Annex 1.



Group photo with the training venue at the background (does not show all participants)

4. Opening of the ToT session

Ato Kabtamu Girma (from EFD) and Dr Yosef Melka (from Stantec) gave a welcoming address and highlighted on the objectives of the ToT. Official opening of the ToT was then made by Dr Motuma Tolera, Deputy Director General of the EFD. The Deputy DG in his remark highlighted that PFM initiatives through the clarification and strengthening of local user rights has led to increased value of the forest to local people and creation of a sense of ownership. In this regard, the federal forest proclamation of 2018 is seen as a step in the right direction as it fully recognizes participatory forest management as a vehicle to enhance the role of communities in sharing responsibilities and benefits of managing forests in accordance with agreed management plans.

Furthermore, the DDG pointed out that the newly established institution, EFD, will remain committed to working hard to respond to Ethiopia's environmental challenges. Through delivering strong technical and administrative support, the EFD ensures that communities are capacitated to manage forests sustainably.



Dr Motuma Tolera DDG of EFD making an opening address

5. Contents covered during the training

A detailed timetable based on the training manual was prepared and presented at the beginning of the session (see Annex 4). The training manual has 3 sections compiled as modules: 1) Participatory Approaches, 2) Facilitation Skills and 3) Participatory Forest Management (PFM).

Module 1: Participatory approaches - this is a course that provided the background and concept of participatory approaches and the need for community participation in natural resource management. Thereby, it provides a general overview of participatory approaches, typology of participation, key principles and attitudes related to participation, etc.

Module 2: Facilitation skills - this focused on the techniques one needs to use in order to properly work on tasks that engage more than one actor. As there are various stakeholders in PFM (the main ones being communities and state), skills other than technical knowledge are required in order to facilitate a possibly long and sophisticated process such as PFM. Issues raised under this topic included adult learning, how to organize and conduct trainings and workshops, Participatory Rural Appraisal tools relevant for PFM, communication techniques, facilitation techniques, conflict management, etc.

Module 3: Participatory Forest Management - in this topic, focus was on the actual steps and processes of PFM implementation as outlined in the harmonized PFM implementation guidelines (issued by the Ministry of Agriculture in 2012). More than 50% of the training time was allocated to this module during the Training of Trainers (ToT) workshop. Some of the topics included: forest area selection, stakeholder analysis, forest resource assessment and management planning, organizing and legalizing community institutions, capacity building and skills development, participatory monitoring and evaluation, etc.

6. Training methods

The ToT was fully participatory and interactive and used a combination of methods including brain storming, short introductions (using Power Point), whole group discussion, group work followed by presentations and discussion, questions and comments, buzz groups, participant scan, role play, etc. Workshop materials such as projector, flipcharts, cards, etc. were widely used.

First thing in the morning, recap of the previous day's activities was summarized and presented by assigned members.

Inputs from PFM experiences in some participants' work areas have made the discussions useful and more livelier. Particularly, Ato Ahmid Said from Ethio Wetlands and Natural Resources Association (EWNRA) and Ato Abebe Tesfaye from Farm Africa/SOS Sahel have

shared their experiences and latest developments from Southwest Ethiopia and the Bale Mountains respectively. Documentary films from two PFM sites were presented to show how the process went during the early PFM projects. Digital copies of the three modules including other supplementary notes on specific issues of PFM were also distributed at the end of the training.

A field visit to the Bale Mountains, one of the early PFM sites, was conducted as part of the ToT to enable participants get a firsthand information on PFM issues and get the sense of how it is actually practiced on the ground (will be highlighted in the next section). Active engagement with full interest was demonstrated by all ToT participants and that has made the learning experience fruitful.



Group discussion



Participants setting expectations

7. Field visit to the Bale Mountains

The workshop was followed by a practical exchange visit for 3 (three) days to the Bale Mountains right after the training. The visit was hosted by Farm Africa/ SOS Sahel's Bale REDD+ project. Focus areas during the field visit included: PFM CBO functioning, forest based livelihoods, REDD+ and carbon trading, government-community partnerships, opportunities and challenges as envisaged by major stakeholders. The session was conducted in such a way that information is shared through site visits, direct observations and discussions with stakeholders.

The first stop was made to meet and discuss with the Farachu Raya Forest Conservation Union leaders in the Adaba-Dodola forest, in the northern part of the Bale Mountains. Here, the re-appearance of the once disappeared Mountain Nyala as a result of the implementation of PFM has led to the startup of a community-based trophy hunting scheme. Benefit sharing arrangements from trophy hunting between the Union and Oromia Forest and Wildlife Enterprise (OFWE) is 60:40 respectively.

A visit was also made to a community processing and learning (CPL) center where essential oil production is taking place. The oil is produced from eucalyptus and other aromatic plants. Community members bring into the site plant leaves and sell it to the CPL center. The by-products are used to produce eco-charcoal. The center also has a shop to display and sell products such as essential oils, forest coffee, honey, etc. The main message was that it is useful to start exploring all potential forest-based income generating opportunities and such actions should start at an early stage through the PFM implementation process.



Discussion with the Farachu Raya forest conservation union



Discussion at the CPL center

The team was also able to look at community development undertakings financed by community's share of REDD+ revenue. In Wajitu kebele, they managed to install 2 flour mills for use by the kebele community (where there was none in the vicinity). This can be seen as a positive step that forest conservation is rewarding and income from the selling of carbon credits is invested in solving community problems at their own discretion. From the explanations provided, it was learned that ca. 3 million euros was available during this round to be shared 40:60 between Oromia Forest and Wildlife Enterprise (OFWE) and communities, respectively. As Bale may be the result of a longer-term commitment between government and development partners, it is advisable not to depend on carbon finance alone to start up PFM as it is highly influenced by international actors, among other things.



Meeting with communities



Site of one of the flour mills, Wajitu kebele

A meeting was also held with heads of the zone Environment Office and Bale Branch of Oromia Forest and Wildlife Enterprise (OFWE). The discussion highlighted that there are smooth working relations between the government institutions and the Farm Africa/SOS Sahel managed projects notably in law enforcement, capacity building and awareness creation.

The similarity of challenges to protected areas elsewhere was also observed during the visit to the Bale Mountains National Park. There is pressure for land for grazing and farming from people living inside the park as well as from outside. Livestock grazing was seen on fragile ecosystems at an altitude of ca. 4000 meters above sea level. Although the national park is doing its best to engage communities through awareness creation, the problem of encroachment is still a serious challenge. The visiting team inquired to the park managers about lessons that can be drawn from the PFM approach being implemented in the forest areas within the same region.

8. Major relevant forestry issues raised during discussions

Active discussions were carried out during group activities and plenary sessions. The final discussion chaired by the DDG was also very useful. Issues focused on PFM as well as the broader forestry situation in Ethiopia were raised. A summarized list of issues is attached as Annex 3.

9. Evaluation of the training

On the final day, a ToT evaluation was conducted. Items of evaluation consist of issues such as relevance, usefulness of materials, organization of contents, whether expectations were met, effectiveness of presenter, level of interaction/ participation, duration and convenience of venue. Participants were asked to mark their reaction for each one as strongly agree, agree, neutral or disagree (see Annex 2). In addition, they were asked to write remarks on what needs to be improved and any other suggestion they might have. A total of 23 participants responded to the evaluation questions. On the whole, the ToT was liked and highly viewed as useful by the participants (22 of the 23 respondents evaluated the ToT session as excellent). Table 1 shows the result of the final evaluation. A summary of suggestions for improvement and general comments is also shown below.

Table 1. Results of the ToT evaluation

Items to be assessed	Strongly agree	Agree	Neutral	Disagree
Training was relevant to my needs	22	1		
Materials provided were helpful	19	4		
Content was well organized	22	1		
Instructions were clear and understandable	19	3		
Training met my expectations	18	5		
The presenter was effective	19	3		1
Participation and interaction were encouraged	22	1		
Field visit topics were useful	19	4		
Exercises and activities were balanced	18	5		
Duration of training was sufficient	16	7		
Venue was convenient	21	2		

A summary of comments and what needs to be improved

What needs to be improved?

- Duration of training should be improved
- Policy related cases were raised that need to be captured and to be included for future application
- Number of regional representatives need to be more than one participant to see full image of the region. If possible, invite more than one participant from each region
- Follow up work of the ToT should be arranged
- The materials of training should be accessed before training starts
- Time management
- It is better to share experience for others through organizing such trainings
- The volume of the presenter's voice was low
- Better if these trainees take advanced training in the future and have a tour abroad for best practice sharing in exemplary countries outside Ethiopia
- Involvement of different institutions like cooperatives, politicians, agriculture office, judiciary, etc.

Additional comments/suggestions

- Provide such trainings continuously
- As this training is a ToT, it should be cascaded to lower level in government structure within the shortest possible time
- All the necessary materials including documentary films should be available which is very important to fill the gap of skills related to PFM

- As similar trainings are limited for regional experts it is better if continued at local levels
- Training materials and shared guidelines should be available for participants
- This type of cooperation between government and NGOs should be continued
- Good if it has an extension section on resource assessment techniques
- The training should have been given earlier in the year

10. Closing

At the end of the training, the DDG was once again present accompanied by other high-level officials of EFD. In his closing remarks, the DDG emphasized that trainees are now equipped with the needed knowledge, and it is time for action. The speech was followed by a general discussion session chaired by the DDG where important issues were raised by participants. One of the major points was the continued pressure on forest resources from other land uses, notably agricultural investment. It was pointed out that there is a need to work closely with concerned entities to tackle the issue. Finally, a certificate awarding ceremony was conducted, and the workshop was closed.

11. Administration

Senior staff of Stantec in Addis Ababa as well as Stantec Head Quarters in Brussels provided the needed logistic and administrative arrangements for the success of the training including the field visit. Technical support was also provided from the responsible Director General at the Ethiopian Forestry Development (EFD). A close follow up was made in every aspect to ensure the workshop is conducted smoothly. And this has been fully achieved.

12. Conclusions

It is clear from the participants' evaluation and feedback that the training of trainers' workshop was relevant to their needs and the expectations of most of them have been met. Most of the suggestions given are also constructive and to be considered for the future.

The next level training (to be given by the current participants), for example, at regional levels should be organized without taking much time. The same materials and training format may be used.

The EFD, within its mandate, needs to consider working to solve the critical issues raised during the various discussion sessions. That will help the smooth implementation of PFM and bring about improved forest management in the country.

Annex 1: List of participants of the PFM Training of Trainers

June 2022, Adama, Ethiopia

No.	Full name	Organization	Remarks
1	Getnet Abate	UNDP-CBIT, Environment Protection Authority	
2	Natan Chernet	Environment Protection Authority	
3	Hayat Alebachew	Ethiopian Forestry Development	
4	Amelework G/ Egziabher	SNNPR Region	
5	Abel Tesfaye	Oromia Region	
6	Daniel Dumara	Sidama Region	
7	Wubeshet Getachew	Ethiopian Forestry Development	
8	Ahmid Said	EWNRA	
9	Liknaw Shumye	Ethiopian Forestry Development	
10	Abera Tilahun	Wondo Genet Forestry College	
11	Tesfaye Demesa	Ethiopian Forestry Development	
12	Zerihun Lakew	Ethiopian Forestry Development	
13	Sisay Feyisa	Ethiopian Forestry Development	
14	Tegene Tadesse	Ethiopian Forestry Development	
15	Teferra Amare	Farm Africa	
16	Mengistu Agegnehu	Amhara Region	
17	Kabtamu Girma	Ethiopian Forestry Development	
18	Hawi Girma	Environment Protection Authority	
19	Niway Tsige	Ethiopian Forestry Development	
20	Teferi Ayele	Ethiopian Forestry Development	
21	A dugna Abebe	Ethiopian Forestry Development	
22	Aschalew Tekola	Ethiopian Forestry Development	
23	Dagne Mamo	Ethiopian Forestry Development	
24	Abdurahman Kemer	Oromia Env Protection Authority	
25	Mekonnen Alemu	Ethiopian Forestry Development	
26	Nesru Hassen	Ethiopian Forestry Development	
27	Wasihun Getahun	Ethiopian Forestry Development	
28	Abebe Tsefaye	Farm Africa/SOS Sahel	

Annex 2: Training Evaluation Form

Training Title: Training of Trainers on PFM
Organized by: EFD and EU (Implemented by Stantec)
Date: June, 2022

For each of the following points, please indicate your reaction:

Items to be assessed	Strongly Agree	Agree	Neutral	Disagree
Training was relevant to my needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Materials provided were helpful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Content was well organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructions were clear and understandable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training met my expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The presenter was effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation and interaction were encouraged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Field visit topics were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exercises and activities were balanced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duration of training was sufficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Venue was convenient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What needs to be improved?

Any other comments or suggestions?

Overall, how would you evaluate the training session?

Excellent	Good	Fair	Poor
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you!

Annex 3: A summary of major issues raised during the PFM ToT discussions

1. The PFM ToT that was provided by EFD in partnership with the EU was well organized and delivered. However, consideration should be given from now to budget related challenges that could inhibit cascading the training to lower level.
2. The lack of transparency and joint action with the concerned government body although there are a lot of NGOs, projects and programmes operating on PFM in certain forest areas
3. The lack of implementation guides on the use of wood products in order to bring natural forests under sustainable utilization that benefit communities remains a challenge.
4. Huge pressure being seen on natural forests from investment programmes including to those under PFM arrangement due to gaps from the lack of coordination on the side of government in sustaining forest areas
5. Although forest development and protection actions are performed by organized PFM groups, the benefit sharing of 40:60 between OFWE and cooperatives respectively, is being raised by communities as not sufficiently addressing their contributions and needs and are suggesting the share to be 20:80. OFWE may consider their concerns
6. OFWE is using incomes from the forest mainly for other non forest investments instead of on forest development. Consider more reinvestment on forests.
7. In order to make the new EFD structure more fruitful and to enable it deliver its mandate, concerned entities need to give attention to set up organizational structure that go down from federal to woreda level
8. According to the new proclamation, only state forests are allowed to be put under PFM arrangement. This prevents communal forests to be under PFM and this gap need to be addressed through the regulation to be formulated
9. Preparation of implementation guides needed to make the establishment of new PFM arrangements uniform at all levels
10. Based on forest cover and resources, issuance of detailed implementation guides for determination of carrying capacity for PFM forests
11. Expanding best practices in Bale by Farm Africa/ SOS Sahel to other areas including work on resource mobilization to benefit communities
12. The need for preparation of management plan for natural as well as man made forests to bring about sustainable utilization
13. Some forests such as bamboo forests have extensive coverage but currently receiving less attention and under severe pressure. Need to support these to bring the forests under proper management

14. The absence of research on form factors and annual growth predictions for natural forests has created a gap in info needed for sustainable use of the resources.
15. Although dryland forests cover extensive area, degradation of these resources is occurring due to the absence of a proper management. Attention needs to be given and PFM may be introduced into these areas.
16. The increase of population around community forests and protected areas where PFM is being implemented is posing a serious threat on the resources in relation to shortage of farm land for the youth. This calls for creating alterative job opportunities for the youth.
17. Although some forest conservation cooperatives are benefiting from trophy hunting initiatives, additional work needs to be done in non-park areas where there is potential to create more trophy hunting options in the Oromia region.
18. Alternative options and incentives need to be created that benefit cooperatives as well as individuals from growing and developing near extinction indigenou tree species.
19. The absence of land use policy is resulting in increasing pressure on natural forest lands due to various causes.
20. Discontinuation of sustained action that is related to lack of proper follow up with project induced PFM initiatives after projects phase out.
21. Absence of database as a country to enable regulation of information generated regarding PFM related actions.
22. Need to support with policy and guidelines the access to finance for individual or association based forest developers.
23. Expanding and strengthening the experience of issuing forest land ownership certificates in all regions.
24. Work on developing regulation and guidelines for the federal forest proclamation 1065/2010 as the absence of these has created implementation gaps including ensuring the alignment of regional proclamations and regulations
25. Take corrective measures regarding forest areas rapidly being converted to coffee investment.
26. Create certification systems, standards, distribution, regulation and market linkages for forest seed supply.
27. Work on bamboo forest development and utilization including value addition aiming at contributing to benefit local communities and the national economy.
28. Although there is a coordinating division for PFM at federal level, the work is taken up by different stakeholders in a dispersed manner.
29. PFM initiatives are focusing on few areas in the Bale, Oromia and South West in the SNNPR. Attention should also be given to expand to other areas.

30. Consider bringing forest lands previously registered as protected areas under PFM after assessing their current status.
31. Update the information in the former EFAP report after conducting the necessary studies.
32. Agriculture investments posing huge pressure on PFM forests managed by cooperatives (Gambella, South West Ethiopia).
33. Organize forest sector structure down to the lower level
34. PFM related guidelines need to be consistent from federal to regions.
35. PFM activities and responsibilities should be fully incorporated within the federal as well as regional structures to enable carrying out monitoring and follow up.
36. PFM need to be budgeted and released from being project dependent.
37. Solution should be sought for the competition between agriculture and forest for land.
38. A notion that coffee is considered as forest mistakenly by some is putting huge pressure on forest lands.
39. The benefit sharing mechanism in PFM systems lacks consistency and hence there is a need for proper guidelines to avoid conflicts.
40. Prepare guideline based mechanisms for incentivizing better performing PFM cooperatives.
41. While establishing PFM, focus should be on what can be achieved by joint community-government action. Avoid raising expectations based on insufficient information (such as carbon credits) simply to convince communities.
42. During annual commemoration of "Forest Day" consider organizing the event in the region where PFM groups that have demonstrated best practices are selected. This could encourage the groups as well as serve as experience for others.

Additional issues and concluding remarks from the Adama forum

1. Organize exchange visits for cooperatives engaged in PFM.
2. Making use of the media as a means to disseminate best practices performed by PFM cooperatives.
3. Federal/ regions should consider organizing the PFM ToT for zones and woredas.
4. Create mechanisms to allow the sustainable use of forest products including timber.
5. Organizational structure as with the federal forestry institution need to be set up in all regions.
6. One of the tree species in the drylands of Amhara region, *Boswellia* is under severe threat from deforestation. PFM may be introduced with project support as an option.
7. As most agriculture investments are taking place on forest lands, need for coordinated actions to save the forests.

8. Create mechanisms to expand REDD+ initiatives based on experiences of Bale.

Concluding Remarks

- Attention will be given to ease investment related pressure on forests. Investment licenses should be given only based on the law. Direction has been set that lands to be put aside for investment should be critically seen in light of existing guidelines and the implementation should be followed up by relevant professionals.
- The incorporation of PFM within government structures that existed previously will be strengthened in the new organization. However, the current structure does not reach down to kebele level and the new organization is considering and working on a consistent structure to solve the problem through discussions with the regions.
- In order to enhance the economic benefits from PFM, attention should be given to its proper implementation. Suggestions given to sustainably use wood products could be treated through formulation of management plans for all forests. Also, there is a need to have reliable information on the forest resources based on studies. In general, in order to make PFM beneficial, all parties are expected to act in a coordinated manner. Also, when projects on forestry are initiated in regions, information should be shared with the federal body so that it can provide support and monitoring.

Annex 4: Tentative timetable for PFM ToT (June 2022)

Haile Resort, Adama

Date	Time	Activity	Responsible	Facilitation/ Rapporteurs
TUESDAY 07/06/22				
	08:30 – 09:00	Registration, Logistics	Dr Yosef and Tsegaye	EFD team
	09:00 – 10:30	- Welcome remarks - Introduction to the ToT and objectives	Dr Yosef and Kabtamu	
		Opening remarks by Guest of Honor • H.E. Dr Motuma Tolera, DDG EFD	Dr Yosef and Kabtamu	
		Self-introductions	Tsegaye	
		Expectations and workshop rules		
		ToT Agenda		
	10:30 – 11:00	Coffee/ Tea break	All Participants	
	11:00 – 12:30	Module I: Participatory Approaches (ca. 0.75 days)	Tsegaye	
		What are participatory approaches?		
		Types of participation		
	12:30 – 14:00	Lunch break	All Participants	Haile Resort
	14:00 – 15:30	Key principles & features of applying participatory methods	Tsegaye	EFD team
		Attitudes and behaviours in participatory processes		
	15:30 – 16:00	Coffee/ Tea break	All Participants	
	16:00-18:00	The emergence of PFM		
08/06/22 WEDNESDAY				

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	08:30 – 10:30	Module II: Facilitation Skills (ca. 1.25 days)	Tsegaye	EFD team
		Introduction to adult learning		
	10:30 – 11:00	Coffee/ Tea break	All Participants	
	11:00-12:30	Workshop and group facilitation techniques		
	12:30 –14:00	Lunch break	All Participants	Haile Resort
	14:00-15:30	Organizing trainings/ workshops		EFD team
	15:30-16:00	Coffee/ Tea break	All Participants	
	16:00-18:00	Communication and listening		
		How to facilitate better		
09/06/22 THURSDAY				
	08:30 – 10:00	PRA tools and techniques for PFM		EFD team
	10:00 – 10:30	Coffee/ Tea break	All Participants	
	10:30 – 12:30	Module III: PFM Implementation (ca. 2.75 days)	Tsegaye	
		Introduction to PFM		
		<i>Presentation of PFM videos (ca. 20 minutes) followed by plenary</i>		
	12:30-14:00	Lunch break	All Participants	Haile Resort
	14:00-15:30	Getting started	Tsegaye	EFD team
		Familiarization of PFM purposes and processes		
	15:30-16:00	Coffee/ Tea break	All Participants	
	16:00-18:00	Stakeholder analysis	Tsegaye	
10/06/22 FRIDAY				
	08:30 – 10:00	Gender aspects		

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	10:00-10:30	Coffee/ Tea break	All Participants	EFD team
	10:30-12:30	Participatory Forest Resource Assessment (Introductions)	Tsegaye	
	12:30-14:00	Lunch break	All Participants	Haile Resort
	14:00-15:30	Management planning	Tsegaye	EFD team
	15:30-16:00	Coffee/ Tea break	All Participants	
	16:00-18:00	Organizing and legalizing community institutions	Tsegaye	
11/06/22 SATURDAY				
	08:30 – 10:30	Benefit sharing		EFD team
	10:00 -10:30	Coffee/ Tea break	All Participants	
	10:30 – 12:30	Capacity building and skills development for PFM implementation	Tsegaye	
		Participatory Monitoring & Evaluation and revision		
	12:30 – 14:00	Lunch break	All Participants	Haile Resort
	14:00 – 15:30	Final Session	Tsegaye	EFD team
		<i>A brief review of PFM implementation in Ethiopia (presentation followed by discussion)</i>		
	15:30 -16:00	Coffee/ Tea break	All Participants	
	16:00 – 16:00	ToT Evaluation	Dr Yosef and Kabtamu	Tsegaye,
	17:00-17:10	Explanation on Field trip arrangements	Dr Yosef	
	17:10 – 17:30	Awarding of certificates and closing • Guest of honor	Tsegaye and Yoseph	