

# SNV

Connecting People's Capacities



Strengthening Sustainable Private and Decentralised Forestry Project  
Kosovo & Region

## Regional Workshop Report

### Sustainable Forest Management

### Regional Network & Business Service Provision



Date June 2011

**SNV Netherlands Development Organisation**



Connecting People's Capacities



Regional Workshop report  
Sustainable Forest Management  
Regional Network & Business Service Provision

Date

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Two regional workshops have been undertaken within the regional component of the project. One related to Sustainable Forest Management, farmer practices and the role of associations in service provision. The second day was related to regional networking, a regional network is formalised called REFORD and business services provisions for the associations were discussed.

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**SIDA – SNV Kosovo & Regional Forestry Project**  
**31 May – 1 June 2011**

**SFM services workshop**

Date: 31 May 2011

Venue: Hotel Europa 92, Kosovo

Objective:

Develop specific SFM services and possibilities for networking the services

**A May 31**

In order to implement and use Sustainable Forestry Management (SFM) a strong association, at all levels, is needed. Keeping this in mind, 7 other helpful principles can be defined.

1.  
Farmers / foresters have access to their forest and are allowed to harvest at a sustainable level and use NTFP's at a sustainable level too.
2.  
Forest Products are used for self subsistence and are sold on the market, through the association
3.  
The association is at least consulted in matters concerning forest policy and RD-policy and has a vote in making and executing RD-plans
4.  
Associations produce manuals and provide extension services on natural resource management and commercialization
5.  
Associations as a body are paid by the members through a membership fee and by a (low) percentage on the common selling

6.

Associations are strong in advocacy not only on the field of forestry/farming/RD but also in order to achieve a long term sustainable countryside management (biodiversity, amenity, natura 2000, etc)

7.

Associations seek to overcome any problems in the above by organizing support from third parties in the case a solution within their own socio-economic-political playing field is not at hand.

These principles can be a helpful as marking stones in the development of the associations and the development of a strong private or communal forestry sector. The activities planned in 2009 and going on now in 2011 can be categorized against the background of these 7 principles.

One and a half year ago we discussed which steps where the most important to come to sustainable forest management. We looked at them again and auto-assessed the steps that have been made. Below the outcome of the group work is presented<sup>1</sup>:

#### **Macedonia:**

1 program for education of members on practice and methods of SFM 2009  
More than 40 training days have been held for 500 members. For this a state support of 5000 euro is available. 2011

[Principle 4](#)

2. Lobbying for adequate finance schemes for SFM (private). 2009  
There is a 50.000 \$ UNDP GEF project, which can be called a big success. 50% co financing by the state for the cadastre property demarcation project has been attained. 2011

[Principle 6 and 7](#)

3. Active participation of forest owners or NAPFO in preparation of annual programs for funding SFM. 2009  
There is an active lobby in MAFWE and more measure will be applied. NAPFO still is striving to get the status of official service provider. 2011

[Principle 6](#)

4. Preparing and realization of a pilot for SFM practice in private forest. 2009

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<sup>1</sup> The work from Albania was presented by Peter Kampen using the knowledge on their progress.

Plans and plots have been established, as well as many thinning programs. The association is looking for higher economic benefits and will elaborate a manual in due time.

**Principle 4**

5. Law and policy making.



**Albania:**

1. improvement of the legal framework 2009

This is ongoing, the first step for economic realization are present. There is a new start of the restructuring of the forest law, the fourth time in 12 years! Parallel to this there is a going on a revision of the forestry strategy. 2011

**Principle 3 and 6**

2. Legalize the ownership and user right 2009

There has been a vast transfer of ownership rights from the state to the commune. The registration of the properties still has to be executed for the biggest part, as well as the registration of the user rights. In fact they also have to be identified as well. 2011

**Principle 1**

3. Establishment of advisory/extension service (training, awareness, information provision, etc.) 2009

The forest service extension service started and there is a crescent awareness on this at the association level, training is provided. The challenge remains to act in a private public partnership (PPP) on this subject. 2011

**Principle 4**

4. Capacity building of local government for forest management and increased cooperation of local government with other actors 2009

This hardly started, but is planned in the new programme. At the moment there is a lack of staff and the responsibilities at the different levels are not very clear. 2011

**Principle 4**

5. Spreading of farmer forest models and continued implementation of management plans including farmer forest practices. 2009

These are high on the agenda and in full development. Manuals and models are available and practices have been developed. The farmers are increasingly convinced that these items are of uttermost importance. A better incorporation though in the forest management plans is needed. 2011

[Principle 1 and 4](#)

**Kosovo:**

1. Participation in legal reform (forest law) 2009

The law is under preparation now and the forest user associations are involved. 2011

[Principle 3](#)

2. training and education on SFM 2009

The efforts on this subject are made, but there is no real progress. 2011

[Principle 4](#)

3. expansion to all levels and increase numbers of members of NAPFO 2009

11 associations have been created on the local level, 3 more are under constructions, all together covering 3 out of the 6 Kosovo regions 2011

[Principle 0](#)

4. Strengthening or relationships at national level 2009

Elections on the national have been held 2011

[Principle 0](#)

5. Sustainable management of private forest via NAPF. 2009

The new model for sustainable management of private forests is prepared, as well as 2 actual management plans. The latter are expected to be implemented in accordance with the municipality regulations and the KFA (Kosovo Forestry Agency) in 2011.

[Principle 4](#)

[Overall work of NAPFO Kosovo in 2010 is in strong relation with the sixth principle.](#)



In general it can be concluded that again a lot of work has been done. On the other hand still some elements need more attention. Looking at the 7 principles a few attention points jump to the eye. In general the service provision, selling products commonly through the association preferably and real involvement of the members, seeing the association as their best possibility to get economic profits are probably very important items to work on. Besides that forestry as part of regional development is still an underestimated point of focus.

The excursion after lunch dealt with 3 questions, or rather blocks of questions:

1. What kind of management has been executed here over the last 10 years? Could this have been done otherwise, bearing SFM-principles in mind? What management would you prefer over the next 10 years? Why?
2. How can the products of this forest type be sold at the market? Which volumes would we need to sell all by the association? What do we need to organize for that?
3. Is the owner/farmer satisfied about the association? What could be done better according to him? What kind of services would he need? Is he an exception? What could be his and his colleagues' role in the future?

On the basis of the visit made, the discussions held and the forest blocks looked at we could conclude that:

- sometimes the amount of harvesting could be higher, without taking any silvicultural risks;
- even very involved and enthusiastic members are not practicing the principle of common selling, which could surely bring them economic benefits;
- a way of thinking in terms of goals and linked activities needed over for instance the next ten years is not yet common. In fact the question is whether it is a important item in planning at all.

## **B June 1st**

Whatever product a fua is producing, be it a tangible product or a service, it is always very important to describe this product in a clear way, bearing in mind that for its marketing Product, Place, Promotion and Price are 4 factors that should be looked at. Or to formulate this otherwise:

**To create business opportunities what first of all is needed is a business organization.**

Important elements for a business organization are:

- who are yours customers? Who is willing to pay for your services?
- what can you do to augment the number of customers or client? Are you aware of the different internal (fua members) and external clients (wood buyers, NTFP buyers, government, etc)? What are their specific needs?
- which push factors are important , i.e. methods to improve your services?
- And which pull factors, i.e. methods to augment the demand?

**To play a role on the market one has to know the market**

How would you, as a fua, define your market?

Product, place, promotion, price are the 4 elementary factors in your marketing strategy.

What are your products? Where is the place you are selling, having contacts? Is that the right place at the right organizational level?

What kind of promotion do you use, and maybe what would you need?

What is the price, the costs for your products? Can a fua survive on this basis on the longer run?

In order to be forced to describe the marketing process one could use tables like this one:

product	place	promotion	price	remarks
Wood selling	1.Forest, on stump 2. Market, assortments 3. Auction, high value tress	Newspaper, radio, tv, public boards	According to the way of selling 7 up to 15%	
Subsidy proposal	National office	Through government and own channels (website, leaflets)	Fixed price + low arte per hour or fixed price without any additions	

The concept of this kind of marketing approach is not yet commonly known and certainly not rely practiced by the fua's. This might be a challenge for the next few



years. It could be a good idea anyway to look back on the plans made in 2010 on developing business models and opportunities and commercialization. An assessment on the successes and points of attention for 2011/2012 might be very helpful.

The lobbying activities of the fua's are very important and necessary. The economic activities and the development of business activities are not to be neglected or underestimated.

Prepared with inputs from: Arno Willems, June 2, 2011

### **Assembly meeting REFORD**

The following part is the report of the Assembly Meeting of REFORD and serves as the official minutes of the Assembly.

Date: 1 June 2011

Venue: Hotel Sharri, Kosovo

Objective:

Formalizing the REFORD network

Reviewing possibilities for networking and business opportunities for the associations, federations and REFORD



### **Presentation of the work of REFORD**

REFORD is established end of 2010 on a local level and started building the CV of the organization. One of the organization goals is strengthening the associations

and to become private forest association's umbrella, developing the organization from local to national and regional level.

Main activities of REFORD are delivering services to the associations, developing different training modules for the members of the associations, pilot projects planting ex. Salix alba as fast growing species.

REFORD have some contract already:

- Engage by SNV for preparing business plan for NAPFO Macedonia
- Developing business services for NAPFO
- LCB contract NAPFO capacity strengthening
- LCB contract under SIDA-SNV support SFM assignment
- Other different engagements under SIDA regional

### **Presentation and discussion on goals of REFORD**

Main goals of REFORD are:

- REFORD is a networking organization aiming at rural development using natural resources in a sustainable way focusing on
- sharing knowledge and best practices
- augmenting social and economic power, e.g. trough lobbying and marketing
- executing projects
- and all other activities that can be helpful to achieve its aim

The question is:

- Are the goals well formulated?
- Are they complete?
- Can you execute your own activities under this umbrella construction?
- Do you see possibilities for concrete projects, action, funding?

Kosovo:

Representatives from Kosovo agree with this goals and emphasize that we should follow and develop this goals.

Macedonia:

The objectives as we seen are quite ok. Building of social economic area can be farther developed. Implementation of the project depends from the legal issues in the countries. Macedonia is already implementing some projects; most important one is from GEF for using the wood waist.

Idea for networking and connecting the associations very well welcomed. One of the most important needs are delivering trainings to the members of the associations, education of the members, exchanging experiences and sharing information. In the future to think about the regional projects, and develop a regional market.

Future intension should be to include other neighboring organizations, but also other European organizations.

Albania:

The goals and aims of REFORD are ok and in the future should be more developed and adapted according the countries.

The coordination of REFORD should be more developed, because for now it is not quite clear.

Lobbing and marketing can be side activities for REFORD, and in the future REFORD can be coordinative and networking organization between associations.

### **Official part of the assembly**

Propose and verification of new assembly and way if representation.

Proposed and delegate members for the assembly:

5 person of each association (MK, AL, KO) and

5 persons from SNV

Saso:

Presented the existing statute and explain the obligations of the assembly and working bodies.

Assembly decides of:

- Statute
- Membership few
- President
- Steering comities
- Program of REFORD
- Check and accept reports
- Finance plan
- By and sell equipment
- Discuss of the results

Working bodies – should be decided

- Every side should be represented
- Executive board – members to delegate activities
- How to create the body?
- How it will work?

## Proposals, discussion and ideas from representatives

### Albania:

- Electing Technical board
  - How will function?
  - Should be in the statute?
  - To have the same goal
  - How will be organized?
  - SNV should be engaged
  - Rotation foreseen – equivalent for all

The existing statute should be revised, because this statute is according the law of Macedonia. To be made according Albania, Macedonia and Kosovo laws as a regional statute.

Also should be Executive board with 5–7 people.

### Macedonia:

- How many people will be in the assembly and how many from them can call for the assembly.
- The working bodies should be small and efficient
- The technical board should be represented by 2 member from each organization
- Supervisory board should be smaller and he will just supervise the work.
- The president shouldn't be in the supervisory board
- The technical board will stop with his work after the next assembly and will be transferred in the supervisory board

### Kosovo:

- How the supervisory board will be decided
- Revision of the statute and implementing the suggestions from the three associations so we can have one regional statute

## Final proposal

### Technical Board:

2 representatives from each organization

NAPFO KO. Baskim and Agim

NAPFO MK. Darko and Kika

NAPFO AL. Rrxhep and Xhelal

SNV Adv. Sheza and Haki

Task:

- Revise statute in consultation process
- Proposal statute by and of August
- After that call for assembly in consultation of Sida-SNV project

Annex1:

## SIDA – SNV Kosovo & Regional Forestry Project

### SFM services workshop

31 May 2011

Hotel Europa 92

#### Objective of workshop

Develop specific SFM services and possibilities for networking the services

#### Expected results from workshop

1. Discuss and share ideas on developing specific SFM services
2. Field practices examined

#### **Program**

<b>Time</b>	<b>Item</b>	<b>Who?</b>
Kosovo	Travel to Kacanik area	
09.30 – 12.00	Sharing and develop services for SFM practices Networking of associations on services	Arno with team
12.00 – 13.30	Lunch and travel to field: Leskovic, forest of Ismet and Hyqmet	Lunch in Kacanik
13.00 – 15.30	Field visit to Oak–Beech forest and Hornbeam forest – discussion and exercise	Arno with team
15.30 – 16.00	Coffee break	
16.00	Travel back	

#### **Participants**

- 3 people, PFO Kosovo
- 3 people, KFA Kosovo
- 3 people SNV Advisors Kosovo
- 2 people, NAPFO Macedonia/REFORD
- 3 people, SNV Advisors Macedonia

Total participants 14 people

Annex 2:

## SIDA – SNV Kosovo & Regional Forestry Project

### Assembly workshop

1 June 2011, Hotel Sharri, Kosovo

#### Objective of workshop

1. Formalising the REFORD network
2. Reviewing possibilities for networking and business opportunities for the associations, federations and REFORD

#### Expected results from workshop

1. REFORD structure formalised and steering body elected
2. REFORD and sharing on regional business opportunities

#### **Programme**

<b>Time</b>	<b>Item</b>	<b>Who?</b>
10.00 – 10.10	Opening of establishing meeting	Peter
10.10 – 10.15	Approval of agenda	All participants
10.15 – 10.30	Presentation of statute	Saso
10.30 – 11.15	Discussion on statute content	All participants
11.15 – 11.30	Propose and verification of new Assembly and way of representation	Assembly members
11.30 – 11.50	Coffee break	
11.50 – 12.20	Accept of temporary statute with proposal for adaptation	Assembly members
12.20 – 12.40	Elections of working bodies (Manager of association, Members of Steering committee, President of Steering committee, Supervisory board)	Assembly members
12.40 – 12.50	Tasks of new working bodies (new Statute)	Assembly members
12..50 – 13.00	Final discussion	Peter
13.00 – 13.10	Presentation of work of REFORD	Saso
13.10 – 14.10	Lunch	
14.10 – 14.50	Networking, cooperation and business opportunities for the associations	Arno Willems

14.50 - 15.10	Coffee break	
15.10 - 15.40	Continuation of networking, cooperation and business opportunities for the associations	Arno Willems

### **Participants**

- 5 people, NAPFO Macedonia
- 5 people, Communal forests Albania
- 5 people, NAPFO Kosovo
- 1 person, ReFoRD
- 2 people, SNV Advisors Albania
- 2 people, SNV Advisors Kosovo
- 3 people, SNV Advisors Macedonia
- 1 expert, Arno

Total participants: 24 people