



TRAINING REPORT

Public-Private Partnerships (PPPs) in the Forest and Forestry Sector

14 – 18 March 2022

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Public-Private Partnerships (PPPs) in the Forest and Forestry Sector

14 – 18 March 2022

Notes to Readers

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The Secretariats AFoCO are grateful for the support and resources provided by participants of the Member Countries: Bhutan, Brunei Darussalam, Cambodia, Indonesia, Kazakhstan, Kyrgyz Republic, and Lao PDR, Malaysia, Mongolia, Myanmar, Philippines, Thailand, Timor-Leste, and Viet Nam.

All comments on this report by the participants and presenters were considered and duly addressed, where appropriate, in the final text of the report. The data in the report was validated by participants of the workshop on Public-Private Partnerships in the Forest and Forestry Sector. The views expressed in this report may not necessarily reflect the views of the AFoCO.

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ABBREVIATIONS AND ACRONYMS

BLT	Build-Lease-Transfer
BOO	Build-Own-Operate
BOOT	Build-Own-Operate-Transfer
BOT	Build-Operate-Transfer
BT	Build-Transfer
BTL	Build-Transfer-Lease
BTO	Build-Transfer-Operate
CA	Conservation Area
CAO	Contract-add-and-operate
CBFM	Community based forest management
CCPAP	Coordinating Council of the Philippine Assistance Program
CCPSP	Coordinating Council for Private Sector Participation
CDC	The Council for the Development of Cambodia
CFI	Community Forests International
CREATE	Corporate Recovery and Tax Incentives for Enterprises
CSO	Civil society organization
CSR	Corporate Social Responsibility
CSV	Creating Shared Value
DA	Department of Agriculture
DBFO	Design-Build-Finance-Operate
DBFOM	Design-Build-Finance-Operate-Maintain
DBO	Design-Build-Operate
DENR	Department of Environment and Natural Resources
DG	Directorate General
DIDs	Decentralized identifiers
DOT	Develop-operate-and-transfer
DTI	Department of Trade and Industry
ENGP	Enhanced National Greening Program
ENR	Environment and Natural Resources
ENRD LAG	European Network for Rural Development Local Action Group
ESG	Environment, Social, and Governance
ESG	Environmental, social, and governance
FD	Forest Department
FD	Forest Department
FIRM	Forestry Investment Road Map
FLGMA	Forest Land Grazing Management Agreement
FMP	Forest Management Plan
FMP	Forest Management Plan
FMUs	Forest Management Units
GCA	Green Cambodia Agriculture
GDFCIP	General Directorate of Forest, Coffee and Industrial Plant
GFI	Government financing institutions
GOCCs	Government owned and controlled corporations

IEC	Information, Education and Communication
IFMA	Integrated Forest Management Agreement
IIG	Industry and Investment Group
INREMP	Integrated Natural Resources and Environmental Management Project
IPO	International Progress Organization
ITP	Industrial Tree Plantation
LEAF	Lowering Emissions by Acceleration Forest Finance
LGUs	Local Government Units
MAFF	Ministry of Agriculture, Food and Fisheries
MEF	Ministry of Environment and Forests
MET	Monitoring & Enforcement Teams
MoE	Ministry of Environment
MoEF	Ministry of Environment and Forestry
NFM	Natural Forest Management
NGP	National Greening Program
NRDCL	Natural Resource Development Corporation Ltd
PES	Payments for Ecosystem Services
PFI	Private Finance Initiative
PMPCRFD	Philippine Master Plan for Climate Resilient Forestry Development
PPPs	Public-Private Partnerships
REDD	Reducing Emissions from Deforestation and Forest Degradation
ROO	Rehabilitate-own-and-operate
ROT	Rehabilitate-operate-and-transfer
SEARRP	South East Asia Rainforest Research Partnership
SF	Social Forestry
SFD	Sabah Forestry Department
SFM	Sustainable Forest Management
SFMLA	Sustainable Forest Management License Agreements
SFMLA	Sustainable Forest Management License Agreement
SIFMA	Socialized Industrial Forest Management Agreement
SIPP	Strategic Investment Priority Plan
SPV	Special Purpose Vehicle
SSE	Social and Solidarity Economy
SUCs	State universities and colleges
TAAAs	Technical assistance agreements
TRACP	The Royal Academy Construction Project
UKAS	Unit Kerjasama Awam Swasta, Jabatan Perdana Menteri
UNFCCC	United Nations Framework Convention on Climate Change
WWF	World Wide Fund for Nature

1. INTRODUCTION

Public-Private Partnerships (PPPs) are defined as mechanisms for the government to procure and implement public infrastructure and/or services using the resources and expertise of the private sector.¹ The concept has been widely discussed after being introduced at the 2002 UN World Summit on Sustainable Development in Johannesburg, where the Summit agreed that on the need to enforce corporate accountability within a transparent and stable regulatory environment.²

In a typical PPP arrangement, most of the programs are funded by one or more private sector entities, and the technologies and knowledge of both public and private sectors are shared for the sake of maximizing public goods. Its long history of partnered experiences has produced attractive business models such as Corporate Social Responsibility (CSR), Creating Shared Value (CSV), and Environment, Social, and Governance (ESG). Likewise, the flow of inclusive and environment-friendly investment generates new cooperative opportunities for governments with other sectors.

Forest-based PPPs in Asia are mostly based on the concept that forest land is mostly owned, controlled, and supervised by the public sector. Accompanying various aims and commitments for a carbon offset, the forest and forestry became one of the target areas of PPPs, including the REDD+, Payments for Ecosystem Services (PES), community-based enterprise development, and so on. Despite these endeavors, PPPs in the sector are still largely unexplored and vague to find an entry point from the private sector. On top of leaning on the essence of PPPs, it is time to actively develop ways of promoting local communities' interests and their active participation through all-inclusive policies and enhanced governance framed by equitable stewardship and benefit-sharing.

This workshop "Public-Private Partnerships in the Forest and Forestry Sector" provides an understanding of the PPPs in forest and forestry. The intention is that all the accumulated knowledge and experiences provided by the workshop can be applied and transferred to improve forest-based PPPs in AFoCO Member Countries. This workshop also followed up on the AFoCO Green Partnership, a new initiative endorsed at the 5th Session of the AFoCO Assembly.

2. OBJECTIVES

The objectives of the workshop are to: 1) enhance the understanding of PPPs in forestry, and 2) share the knowledge and experience of the best practices of PPPs in forestry in AFoCO Member Countries.

At the end of the workshop, the participants are expected to:

- understand the current international trend on forest-based PPPs;
- explore interactions of PPPs in Forestry in the context of climate change;
- develop an action plan to be acknowledged in future AFoCO projects and strategies.

1. World Bank. 2017. Public-Private Partnerships Reference Guide Version 3. World Bank. Available at: <https://ppp.worldbank.org/public-private-partnership/library/ppp-reference-guide-3-0-full-version>

2. United Nations. 2002. Report of the World Summit on Sustainable Development. United Nations. Available at: <https://digitallibrary.un.org/record/478154?ln=en>

3. ANALYSIS OF PARTICIPATING COUNTRIES

3.1 PARTICIPANT INFORMATION

This course welcomed 47 technical-level government officials and forestry experts involved in forest landscape restoration and related work of the Member Countries. Those involved for a minimum of one year of serving the government were invited from the respective member countries.

Table 1. Number of participants from the member countries

Sr.	Countries	No. of Participants	Female	Male
1.	Bhutan	2	1	1
2.	Brunei Darussalam	2	1	1
3.	Cambodia	9	6	3
4.	Indonesia	8	5	3
5.	Kazakhstan	2	0	2
6.	Kyrgyz Republic	2	1	1
7.	Lao PDR	2	1	1
8.	Malaysia	5	3	2
9.	Mongolia	4	2	2
10.	Myanmar	2	1	1
11.	Philippines	8	7	1
12.	Thailand	1	1	0
13.	Timor-Leste	5	3	2
14.	Viet Nam	2	1	1
	Total	54	33	21

(Note: 54 participants who received the certificate of completion)

Table 2. Position of participants

No.	Position	Number
1.	Deputy Director /Chief / Vice Chief	9
2.	Forest Management Specialist	6
3.	Forestry Officer/Staff	12
4.	Manager	6
5.	Researcher	4
6.	Analyst	2
7.	Technical Officer/ Engineer	8
8.	Lecturer	3
9.	Assistant Director/Administrator/Secretary	4
	Total	54

3.2 PURPOSE OF PARTICIPATION

Country	Purpose of Participation
Bhutan	<ul style="list-style-type: none"> To learn about PPP in relation to Forest and how to develop PPP projects in line with forestry To learn about experiences on PPP implementation from different participating countries
Brunei Darussalam	<ul style="list-style-type: none"> To gain knowledge on implementing PPP in forest and forestry sector. How PPP can be implemented on carbon credit and forest certification initiatives.
Cambodia	<ul style="list-style-type: none"> To learn the best practices of forest-based PPP projects which has been implemented in ASIA and AFoCO's member states. How PPP schemes can be granted in a competitive and transparent manner? What the mechanisms needed for management and monitoring?
Indonesia	<ul style="list-style-type: none"> Learning more in depth about PPP in forestry sector and ensuring its effectiveness at the landscape level Obtain comprehensive information about the PPP policies and best practices of other AFoCO member countries.
Kazakhstan	<ul style="list-style-type: none"> N/A
Kyrgyz Republic	<ul style="list-style-type: none"> N/A
Lao PDR	<ul style="list-style-type: none"> How to Promote PPP in the Forest sector and how to develop PPP projects into the forestry
Malaysia	<ul style="list-style-type: none"> This workshop is expected to give a better understanding of PPPs and their role in delivering infrastructure services, identify various stakeholders for successful PPP implementation, how to utilize tools to assess financial viability of PPPs and value the role of risk in PPP decision-making We also hope this workshop will provide the needed know-how and expertise to navigate the complex world of PPPs and learn best practices, detail successes, challenges and pitfalls with different PPP case studies
Mongolia	<ul style="list-style-type: none"> To improve understanding of PPP in forestry sector To learn from the experience of other countries, and further to be able to contribute in developing PPP in forestry sector of Mongolia
Myanmar	<ul style="list-style-type: none"> To understand the concept and current trend of PPPs in the forestry sector To get the knowledge and experience of the best practices of PPPs models in forestry adopted from different countries To develop and explore the process of forest-based PPPs
Philippines	<ul style="list-style-type: none"> How to develop Public-Private Partnerships (PPPs) in Forest and Forestry Sector and what are the best practices for implementation? How PPPs can effectively created, implemented, and sustained especially for Forestry / ENRs?
Thailand	<ul style="list-style-type: none"> N/A
Timor-Leste	<ul style="list-style-type: none"> What would be the challenges when implementing the PPPs? What types of PPPs could be more efficient to be implementing in TL?
Viet Nam	<ul style="list-style-type: none"> What are experiences of countries developing PPP Laws, including specific provisions on PPP in the forestry sector? How to build a PPP management model from government to local level in each field in a professional direction?

(Note: Information excerpted from Country Reports submitted by Participants)

3.3 CURRENT ISSUES AND STATUS

3.3.1. Core Problem per Country

Country	Core Problems
Bhutan	<ul style="list-style-type: none"> Limited implementation of Public-Private Partnership
Brunei Darussalam	<ul style="list-style-type: none"> Resources Availability
Cambodia	<ul style="list-style-type: none"> Lacking of comprehensive legal framework Insufficient of comprehensive regulatory framework and PPP investment schemes in forestry sector
Indonesia	<ul style="list-style-type: none"> The social forestry and forest & land rehabilitation target of national mid-term development plan was not achieved
Kazakhstan	<ul style="list-style-type: none"> Efficiency of the PPP mechanism
Kyrgyz Republic	<ul style="list-style-type: none"> N/A
Lao PDR	<ul style="list-style-type: none"> Limited of PPP in promotion forestry/ plantation Limited of regulation/ policy PPP in forestry sector
Malaysia	<ul style="list-style-type: none"> Financial Constraints in implementing FMU System
Mongolia	<ul style="list-style-type: none"> Insufficient development/regulations of PPP in forest sector/sustainable forest management
Myanmar	<ul style="list-style-type: none"> Insufficient of comprehensive regulatory framework /policy/structure of PPP in forestry sector
Philippines	<ul style="list-style-type: none"> Lack of harmonized framework / structure / policy of PPP in Forestry / Environment
Thailand	<ul style="list-style-type: none"> N/A
Timor-Leste	<ul style="list-style-type: none"> Limited of PPP in promotion forests and industrial plant products
Viet Nam	<ul style="list-style-type: none"> No clear, consistent, and long-term orientation and strategy to implement the PPP program The ineffective coordination in PPP

(Note: Information excerpted from Country Reports and Action Plans submitted by Participants)

3.3.2. Current Types of the PPPs in AFoCO Member Countries

Country	Core Problems										Others
	BT	BLT	BTL	BTO	BOO	BOT	BOOT	DBO	DBFO	DBFOM	
Bhutan						√		√			Management Contract, Lease Contract,
Brunei Darussalam						√	√		√	√	
Cambodia					√	√	√			√	Management Agreement/ Operations and Maintenance Agreement
Indonesia				√	√	√			√		Concession, Franchise
Kazakhstan											
Kyrgyz Republic											
Lao PDR			√	√	√	√	√	√	√		
Malaysia		√			√	√					Sale of asset/equity, Corporatization, Land Swap, Management Contract Outsourcing, Leasing, PFI (Build-Lease-Maintain-Transfer (BLMT) Build-Lease-Maintain-Operate-Transfer (BLMOT)), Off take, Joint Venture/Forest Management Unit (FMU)
Mongolia	√		√		√	√	√		√		
Myanmar	√	√			√	√	√				BOST (build-operate-share-transfer), BOOST(build-own-operate-share-transfer)
Philippines	√	√		√	√	√					Contract-add-and-operate (CAO), Develop-operate-and-transfer (DOT), Rehabilitate-operate-and-transfer (ROT) Rehabilitate-own-and-operate (ROO)
Thailand											
Timor-Leste											
Viet Nam	√		√	√	√	√					O&M (Operate- management

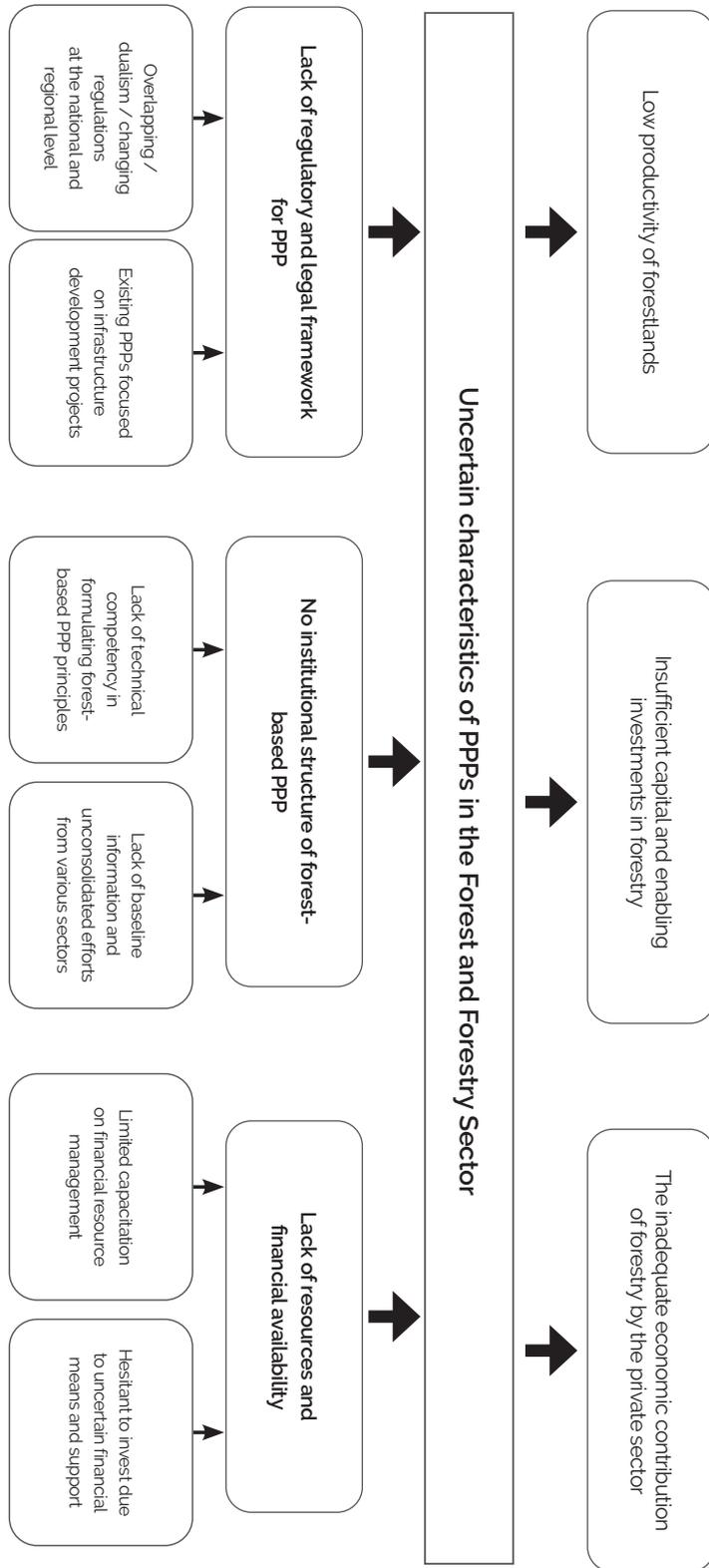
BT= Build-Transfer, BLT=Build-Lease-Transfer, BTL=Build-Transfer-Lease, BTO= Build-Transfer-Operate, BOO= Build-Own-Operate), BOT= Build-Operate-Transfer, BOOT=Build-Own-Operate-Transfer, DBO=Design-Build-Operate, DBFO=Design-Build-Finance-Operate, DBFOM=Design-Build-Finance-Operate-Maintain

3.3.3. Types of Stakeholders involved in Forest-based PPPs

Country	Stakeholders involved in Forest-based PPPs		
	Government	Private	Community
Bhutan	Government, Corporations (NRDCL)	Private Companies, Financial Institutes, and donor/projects	Community/Public, CSOs, I/NGOs
Brunei Darussalam	Ministry of Finance and Economy, Ministry of Development		
Cambodia	MAFF (FA), MoE, MEF,CDC	Companies (ELCs and PPP), Individual households	Forest community-based enterprises
Indonesia	Central government (The MoEF, DG of SF, and Env. Partnership (SFEP), Technical Implementation Unit (Sumatra, Java-Bali-Nusra, Kalimantan, Sulawesi, Maluku-Papua), Local government (Provincial level), Forest Management Units (FMUs), Social Forestry Licenses (Community Forest, Village Forest, Community Forest Plantation, Forestry Partnership, Customary Forest)	Usually as a donor, sponsor or funder i.e., Cooperative, CSR of State-owned companies, Commodities-related industries/companies, Bank as a creditor, etc.	
Kazakhstan	Committee for Forestry and Wildlife	peasant farms, travel agencies, hunting farm	hunting society, travel agencies
Kyrgyz Republic	Ministry of Economy of the Kyrgyz Republic (PPP policy), Ministry of Finance of the Kyrgyz Republic (risk management in PPP projects), Agency for the Promotion and Protection of Investments under the Government of the Kyrgyz Republic (assistance in the preparation and implementation of PPP projects)		
Lao PDR	Ministry of planning and investment, Ministry of Agriculture and Forestry		
Malaysia			
Mongolia	MET, MOFALI, and other ministries, agencies, etc	The company, bank, individuals, development partners, etc.	
Myanmar	FD	Company, individual	NGOs, CSO
Philippines	DENR, DA	individuals/institutions, development partners, funding institutions	POs, IPO, CSO

Country	Stakeholders involved in Forest-based PPPs		
	Government	Private	Community
Thailand			
Timor-Leste	Ministry of Agriculture and Fisheries, Ministry Coordinating Economic Affairs, Ministry Commerce, Tourism and Industry, National Commerce and Industry Association, General Directorate of Forest, Coffee and Industrial Plant(GDFCIP)	Private Cooperate With other private companies	
Viet Nam			

3.3.4. PROBLEM TREE ON PPPs IN THE AFoCO REGION



3.4 CURRENT ISSUES OF PARTICIPATING COUNTRIES

3.4.1. BHUTAN

1. Public-Private Partnership (PPPs) in Bhutan

It's a new concept in Bhutan

Very few projects implemented in the country

- PPP Policy adopted in 2016 with an objective to have sustainable PPP market
- PPP Unit created under the Ministry of Finance in 2016

2. Modalities of PPPs Structure in Bhutan

- Management Contract: Obligation for public services remains with public entity but management and operation of services are contracted to private entity and fixed fees is paid.
- Lease Contract: The responsibility for service is transferred from public sector to private sector. Financial risk of operation and maintenance is borne by private entity.
- Design-Build-Operate (DBO) Project: A private entity (consortium of specialized firm) designs, constructs, maintains and operates infrastructure according to the implementing agency. Implementing agency provides the service.
- Build-Operate-Transfer (BOT) Project: Concept is same as above but here private entity sells the service directly to end users. Share of revenue is paid to implementing agency.

3. Backgrounds and Current Status in Bhutan- refer to problem tree

4. Related National Policies in Bhutan

- PPP Policy 2016 approved by the Royal Government of Bhutan in March 2016 which outlines the policy framework for PPPs
- PPP Rules and Regulation 2017
- Guidelines for PPP projects 2019
- PPP Project Screening Tool Manual 2019

5. Experiences on PPPs in Forestry

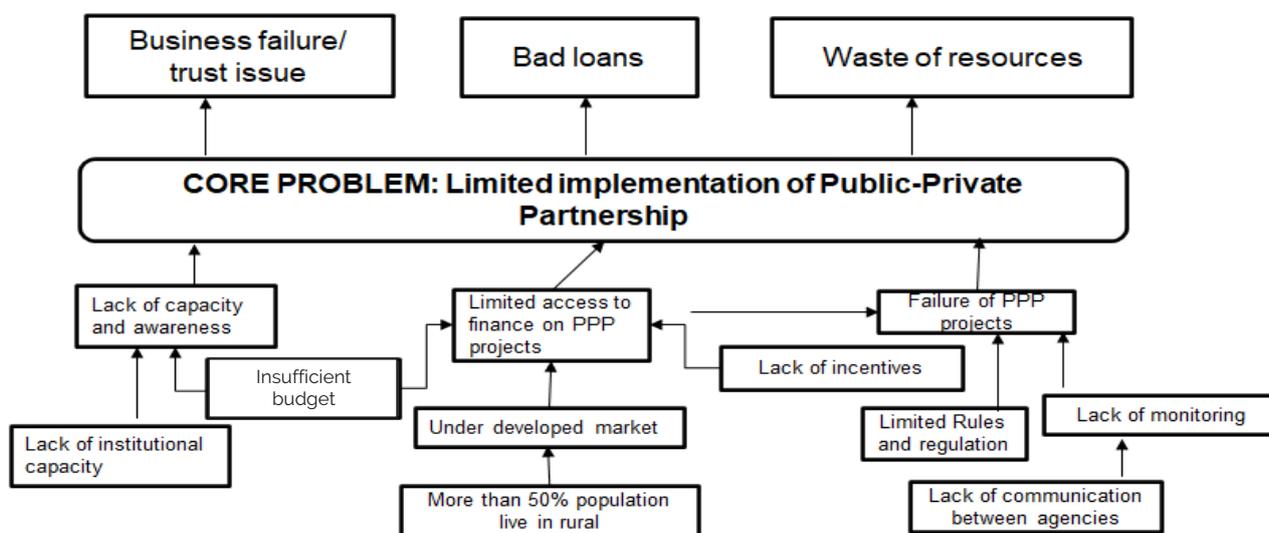
Presently, the concept of PPP is little known in the forestry field. The experience we have shared here is not a labeled PPP project but follows a similar concept. So just to give some ideas on forestry activity, we are sharing this project. The project 'Demonstration and Promotion of Glulam Technology and Products in Bhutan' (Glued laminated timber called Glulam) implemented by The Royal Academy Construction Project (TRACP) in collaboration with Natural Resource Development Corporation Ltd (NRDCL). Stakeholders are wood-based industries, saw millers, Dzong (fortress) projects and Ministry of Home and Cultural Affairs NRDCL managed, administered the glulam plant and manufactured and marketed the glulam products NRDCL, as an agency of natural resources development, built upon use of glulam technology in the country.

TRACP facilitated NRDCL in aspects ranging from establishment, operation, marketing and institutional building; TRACP also facilitated in seeking technical and monetary support towards the full establishment of the facilities and training of manpower.

6. Projects implemented in the country in Bhutan

	Project Title	Duration/ year of operation	Details
1	Multi level Car Parking I and II	22 years (2014 to 2036)	Thimphu City Corporation and private company Build –Operate-Transfer (BOT) Project
2	Dagachhu Hydro Power Project	2015 operationalized	First PPP in Hydro Project (Lease Contract)
3	Nikachhu Hydro Power Project	Upcoming	Lease Contract

7. Problem Tree on PPPs in Bhutan



8. SWOT of PPPs in Bhutan

Strength	Weakness
<ul style="list-style-type: none"> About half of the Bhutanese population live in rural areas and practice farming. Availability of fallow lands which can be converted to timber production Engagement of multiple stakeholders (private, corporate, and government bodies) Existence of policies, rules and regulations that promotes agroforestry Support from the government Good road connectivity in rural areas 	<ul style="list-style-type: none"> Lack of public awareness Weak institutional linkage Budget constraints
Opportunity	Threat
<ul style="list-style-type: none"> An opportunity for farmers to make income from the sale of timber. Increasing demand for timber due to construction activities. Integration of agriculture farming with timber cultivation can help in the restoration of ecosystem function. Scope for increase in productivity and farming diversification 	<ul style="list-style-type: none"> Risk of plantation failure to pests and diseases Underdeveloped markets

3.4.2. BRUNEI DARUSSALAM

1. Public-Private Partnership (PPPs) in Brunei Darussalam

- Joint Venture
- Private Finance Initiative (PFI)

2. Modalities of PPPs Structure in Brunei Darussalam

- Build-operate-and-transfer (BOT)
- Build-own-operate-transfer (BOOT)
- Design-Build-Finance-Operate (BDFO)
- Design-Build-Finance - Operate and maintain (BDFOM)

3. Backgrounds and Current Status in Brunei Darussalam

VISION

- Towards sustainable growth output in forest industry through increased productivity, export oriented and based on Sustainable Forest Management practices.

MISSION

- Accelerate growth output in forest industry based on high technology and export oriented, by encouraging participation of local and foreign direct investment, as well as focusing on increasing productivity and production of high value products, emphasizing on environmental stability and social needs.

STRATEGIC OBJECTIVES

- To increase the output of the forestry industry to contribute to GDP growth, economic diversification and export growth;
- To increase the productivity of primary industry by using high technology and best practices while ensuring environmental sustainability and sustainable timber resources for the timber industry;
- To encourage the involvement and collaboration of local investment and foreign direct investment (FDI) in developing downstream and value-added timber industry and non-wood based industry to accelerate the output growth from the forestry industry; and
- To preserve the national forest excellent for the conservation of the environment and biodiversity in order to contribute to the economic growth based on natural resources.

4. Related National Policies in Brunei Darussalam

- To ensure effective forest management and the implementation of sustainable forest management.
- An Act relating to forest and forest produce which provides provisions for forest administration, management, development as well as for conservation and protection of the forest resources from illegal forest activities.

Section	
	LAWS OF BRUNEI <i>Forest</i> CAP. 46 1
	LAWS OF BRUNEI REVISED EDITION 2013
	CHAPTER 46 FOREST
	ARRANGEMENT OF SECTIONS
	PART I PRELIMINARY
1.	Citation.
2.	Interpretation.
3.	Appointment of Officers.
3A.	Duties of Director.
3B.	Delegation of power by Director.
	PART II RESERVED FORESTS
4.	Power to constitute reserved forests.
5.	Notification of proposal to constitute reserved forest.
6.	Proclamation by Director.
7.	New buildings and cultivation prohibited after proclamation.
8.	Inquiry by Director.
	<i>B.L.R.O. 5/2013</i>

5. Experiences on PPPs in Forestry

- PPP is still relatively underutilised in Brunei Darussalam
- JPKE is the government agency assigned to oversee PPP projects in Brunei.
- National Development Projects (RKN) can be implemented either through traditional procurement or PPP:

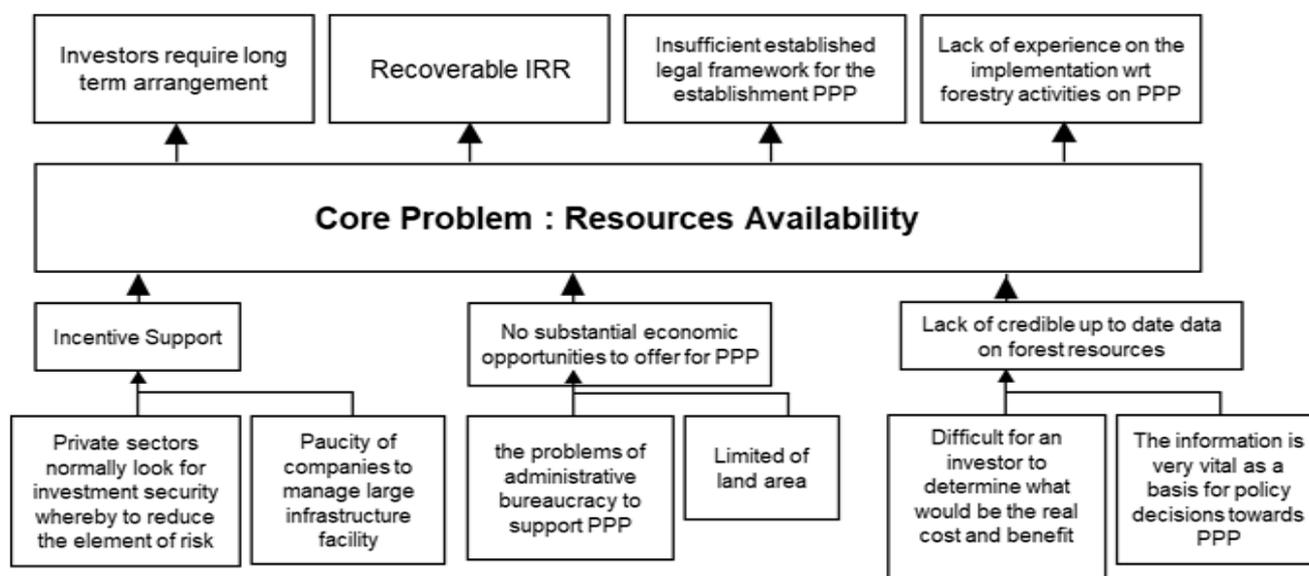
Criteria:

- Objective of project is aligned with Wawasan Brunei 2035;
- Meet the minimum project value threshold which is BND 40 million for economic infrastructure projects or BND 10 million for social infrastructure projects, whether single or bundled;
- Indication of 'bankability' for the project;
- Viability of project to be implemented via PPP based on international best practices; and Better Value for Money to the government if developed through PPP.

6. Projects implemented in Brunei Darussalam

-N/A

7. Problem Tree on PPPs in Brunei



8. SWOT of Public-Private Partnership in Brunei

Strength	Weakness
<ul style="list-style-type: none"> • Governmental supervision • The government welcome any investors for PPP based projects 	<ul style="list-style-type: none"> • Lack of potential investors in the country • Insufficient legal framework • Small country – limited resources availability • Lack of human resource – expertise • Lack of experience with regard to the implementation of PPP (any sectors) • Very limited knowledge and awareness on PPP in forestry sector
Opportunity	Threat
<ul style="list-style-type: none"> • More PPP based projects can be explored • Economic diversification through PPP based projects • Involvement of private sectors to play role on climate change initiative 	<ul style="list-style-type: none"> • Big investment, expectation for IRR higher • Loss of biodiversity and forest cover

3.4.3. CAMBODIA

1. Public-Private Partnerships (PPPs) in Cambodia

The PPP types in Cambodia based on a draft SOP.

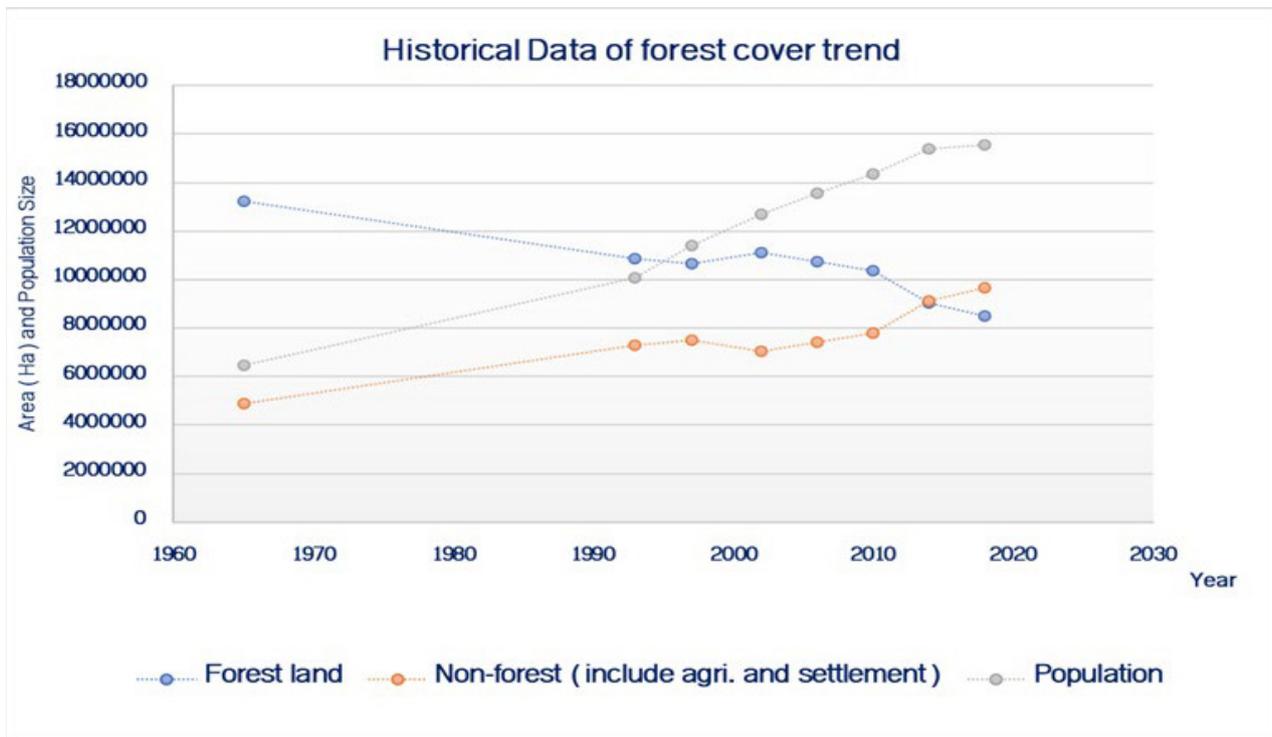
- BOT (build-Operate-Transfer)
- BOOT (build-own-operate-transfer)
- BOO (build-own-operate)
- Management Agreement/Operations and Maintenance Agreement
- DBFOM (Design-Build-Finance-Operate-Maintain)

2. Modalities of PPPs Structure in Cambodia

PPP had adopted Forest Plantation as following:

- ELC: Private sector rents land from government for tree and agroindustries crop cultivation
- Join venture tree plantation between
- private sector and government (Private + MAFF+MEF)
- Individual household and government (Id. + MAFF+MEF)
- Rental land from the community (CPA)
- (CPA + MoE + Private sector)

3. Backgrounds and Current Status in Brunei



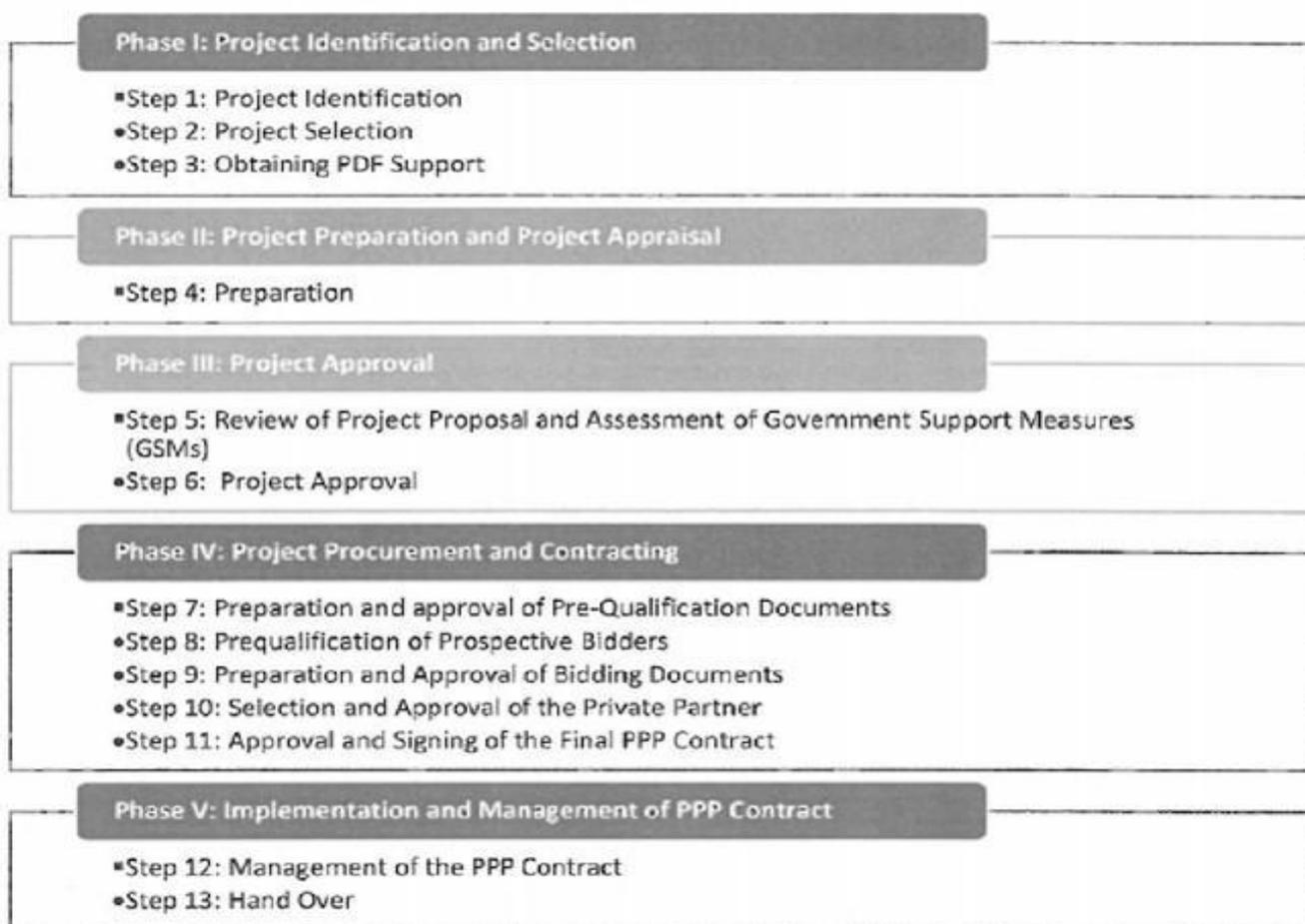
4. Related National Policies in Cambodia

- Forestry Law (2002): defines the framework for management, harvesting, use, development and conservation of the forests to ensure SFM for social, economic and environmental benefits, including conservation of biological diversity and cultural heritage (Article 1). The Law also enjoins the citizens of Cambodia to plant trees and development of tree plantations. A "National Forestry Development Fund" is also mentioned that will ensure the implementation of the operational plans.

- The Land Law in Cambodia helps to identify the types of land that come under the direct control and ownership of the State (State Private and State Public Lands). Natural bodies of water and water courses are considered property of the State according to this legislative document.
- The Fisheries Law (2006) to manage and regulate flooded forest and mangrove areas and involved in the landscape planning. The flooded forests could therefore be a good target for restoration managed under the FIA.
- Statement of the Royal Government on National Forest Sector Policy: This policy enjoins Cambodian citizens at the private sector to conserve the forest with the aim of ensuring food security, reducing poverty and contribute towards socio-economic development.
- The Law on Public-Private Partnerships adopted by the National Assembly on 25 October 2021
- Policy Paper on Public-Private Partnerships For Public Investment Project Management 2016-2020 developed
- Standard Operating Procedures for PPP Projects (SOP) contain the policies, guidelines and procedures
- A strategic plan on production forests 2019-2030 drafted
- New long-term strategy for carbon neutrality 2021-2050 established

5. Experiences on PPPs in Forestry

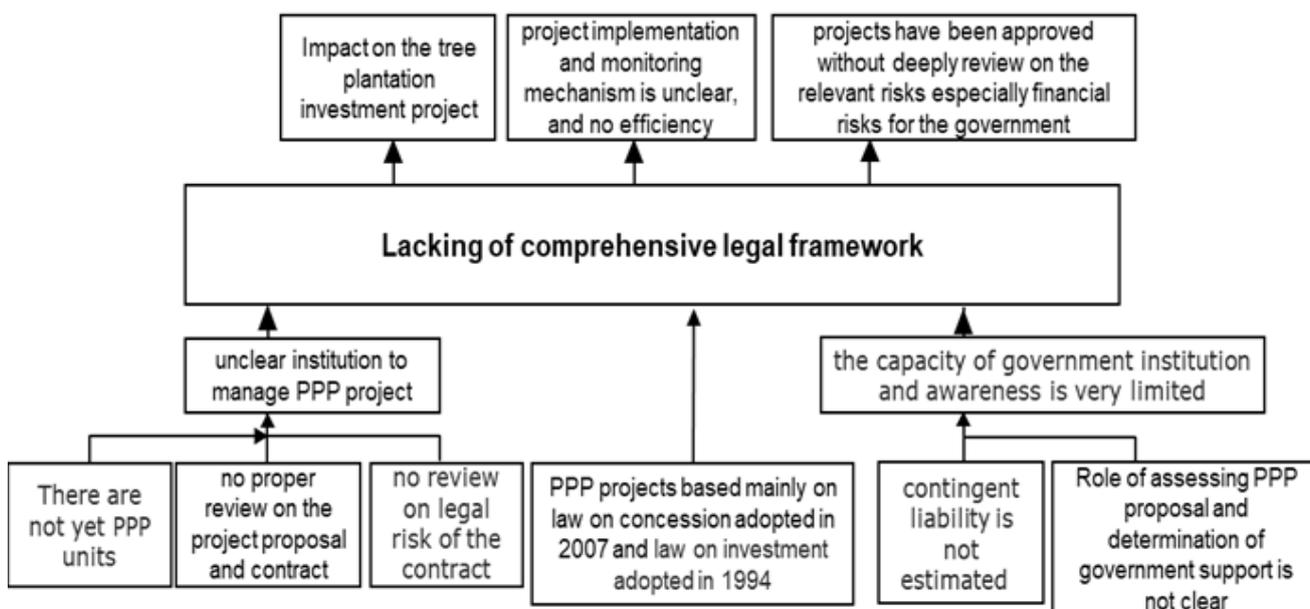
The project preparation process needs to reflect the requirements of both the GCA in terms of defining the project concept and preparing it for tender, and the central government, particularly for the MEF.



6. Projects implemented in Cambodia

	Project Title	Duration	Details
1	Small-scale private forest registration	2020-2021	<ul style="list-style-type: none"> Develop guideline for private forest establishment and registration Engage private sectors and individual households involving with tree plantation and registration as "Private Forest" Study on pattern growth of commercial native tree species
2	Validation and Refining Tree Plantation Governance Toward Supplying Sustainable Source of Timber Production and Trade in Cambodia	2020-2021	<ul style="list-style-type: none"> Increased understanding of different plantation forestry models and corresponding supply chains The regulatory framework for plantation forestry and corresponding supply chain is improved, tested and strengthened Interventions, services, materials to promote plantation forest are developed and tested An appropriate national wide information system established and effective operate to provide an up-to-date on forestry and its trade.
3	PPP (Joint venture between private sectors and government)	30years	<ul style="list-style-type: none"> Fast growing tree plantation development Benefit sharing between private sectors and government Targeting degraded forest in the Forest Extension and Restoration Station to increase forest cover, create job for local people and SFM.

7. Problem Tree on PPPs in Cambodia



8. SWOT of PPPs in Cambodia

Strength	Weakness
<ul style="list-style-type: none"> • The Law on Public-Private Partnerships adopted by the National Assembly on 25 October 2021 • Policy Paper on Public-Private Partnerships For Public Investment Project Management 2016-2020 • Standard Operating Procedures for PPP Projects (SOP) contains the policies, guidelines and procedures • Having PPP pilot project in forestry sector • A draft strategic plan on production forest 2019-2030 • A long-term strategy for carbon neutrality 2021-2050 • Regulatory framework, programme and strategy for forestry sector 	<ul style="list-style-type: none"> • The capacity of government institution and awareness is very limited • Lacking of guideline or procedure to implement PPP schemes in forestry sector, no PPP unit • Weak handling of administrative management in PPP in forestry sector • No monitoring mechanism, strategy, researches, and less experiences on the implementation of PPP • Lack of resources/financial availability such as capacitation of financial and resource management and incentive support.
Opportunity	Threat
<ul style="list-style-type: none"> • Engage private sector in forest-based PPP projects through available land resource • Improve economic effectiveness, enhance competitiveness, and accelerate Cambodian economic diversification through • Accelerating growth and social development as well as in bringing about modern technology and innovation • Increase the effectiveness and competitiveness of the economy. 	<ul style="list-style-type: none"> • PPP project implementation and monitoring mechanism is no efficiency • Unsuccessful/limited implementation of PPP • Operational and finance hardship to implement PPP • Impact on the tree plantation investment project/un-SFM • No attractive private sector to participate PPP project in forestry sector

3.4.4. INDONESIA

1. Public-Private Partnerships (PPPs) in Indonesia

- BOT (Build-Operate-Transfer)
- BTO (Build-Transfer-Operate)
- DBFO (Design-Build-Finance-Operate)
- Concession
- BOO (Build-Own-Operate)
- Franchise

2. Modalities of PPPs Structure in Indonesia

In the forestry sector in Indonesia, one of the application of PPP is in Social Forestry (SF). It is part of, but not only limited to SF projects. SF as part of Indonesian National Forestry Program will be the scope in this PPP discussion.

The government with the authority in Forest PPP is the Ministry of Environment and Forestry (MoEF), particularly the Directorate General (DG) of Social Forestry and environmental partnership. The DG has technical implementation units covering five main big islands: Sumatra, Java-Bali-Nusra, Kalimantan, Sulawesi, and Maluku-Papua. The Ministry is working coordinatively with the local government (usually provincial level) which is in charge of the Forest Management Units (FMUs) as the smallest forest management unit at the site level that governs SF Licences (e.g., community forest, customary forest, etc.).

SF projects involve the private sector in funding and project implementation and also occasionally supervision working alongside with the government. Community involve as the subject, with the assistance of local community organization or NGOs. This resulted in forest based PPP and forming/establish Social Forestry Business Groups in the FMUs.

3. Backgrounds and Current Status in Indonesia

The social forestry and forest & land rehabilitation target of the 2015-2019 national mid-term development plan is not achieved (only about 34.4% from the target)

The completion of the social forestry target still about 10 million ha left to be working on
Capacity building and follow-up actions after the issuance of social forestry licenses

4. Related National Policies in Indonesia

- Presidential Regulation No. 67 of 2005 concerning: Public Private Partnership
- Presidential Regulation No. 38 of 2015 concerning: Government Cooperation with Business Entities in Infrastructure Provision
- Minister of National Development Planning Regulation No. 2 of 2020 concerning: Procedures for Implementing Government Cooperation with Business Entities in the Provision of Infrastructure
- Law No. 41 of 1999 on Forestry
- Government Regulation No. 6 of 2007 concerning: Forest Management and Preparation of Forest Management Plans.
- Minister of Environment and Forestry Regulation No. 9 of 2021 concerning: Social Forestry Management.
- Minister of Environment and Forestry Regulation No. 83 of 2016 concerning: Social Forestry
- Social Forestry and Env. Partnership DG Regulations
- Annual Work Plan and Action Plan of the DG of SF and Env. Partnership
- In general, the legal basis of PPP is the Presidential regulation No. 67 of 2005 concerning PPP, which later amended by the Presidential regulation No 38 of 2015, concerning PPP but with more detail in infrastructure provision by the government in cooperation with the private sectors.
- The embodiment of the Presidential regulation is regulated in the Minister of National Development Planning Regulation No. 2 of 2020 concerning: Procedures for PPP implementation.
- There is no specific regulation about PPP in forestry sector, but the PPP implementation must follow the legal framework in PPP and regulation within the forestry sector including the Law, government regulation, Ministerial regulation, and more technical is under the DG regulations and annual work plan and action plan of related DGs.

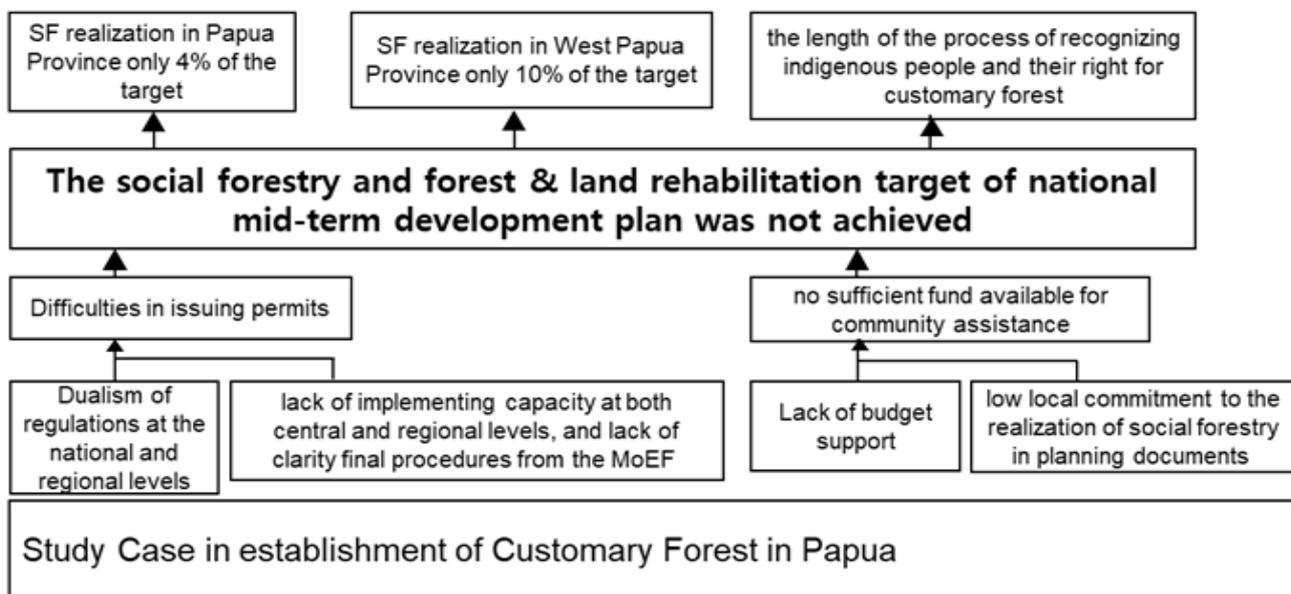
5. Experiences on PPPs in Forestry

-N/A

6. Projects implemented in Indonesia

	Project Title	Duration	Details
1	Forest Investment Program (FIP II): Promoting Sustainable Community Based Natural Resources Management and Institutional Development	2017-2021	World Bank US\$ 17,350,000 dan US\$ 5,070,000 EA: Dit. RPP (PKTL) IA: (1) Pusdiklat LHK, (2) Pusdatin, (3) Dit. KPHP, (4) Dit. BUPSHA, (5) KPH Location: (1) KPHP Lakitan, (2) KPHP Limau, (3) KPHP Panyabungan, (4) KPHP Tasik Besar Serkap, (5) KPHP Batulanteh, (6) KPHL Rinjani Barat, (7) KPHP Damplas Tinombo, (8) KPHP Dolago Tanggunung, (9) KPHP Kendilo, (10) KPHP Tanah Laut
2	Forest Programme (FP V): Social Forestry Support Program Project No. 36467/ MBZ No. 201767383	2021-2027	KfW-Germany € 12,650,000 EA: Dit. PKTHA (PSKL) IA: (1) BPSKL Kalimantan, (2) BPSKL Jabalnus Lokasi: Kab. Sanggau, Kab. Sikka, Kab. Garut dan Kab. Madiun
3	SSF: Strengthening of social forestry in Indonesia project	2020-2025	World Bank, US\$ 14,317,909 EA: Dit. PKPS (PSKL) IA: (1) BPSKL Sumatera (2) BPSKL Jabalnusra (3) BPSKL Malpap Location: Kab Lima puluh kota, Kab Lampung, Selatan, Kab Dompnu, Kab Bima, Kota Bima, Kab Halmahera Barat

7. Problem Tree on PPPs in Indonesia



8. SWOT of PPPs in Indonesia

Strength	Weakness
<ul style="list-style-type: none"> Social Forestry scheme, empowering community to manage, utilize forest with sustainable practices, improving livelihood of local community. Private sectors (forest companies) are showing willingness to form partnership with local community since it will provide lower risk of conflict with locals. 	<ul style="list-style-type: none"> Lack of capacity and capability of local community to obtain the Social Forestry licenses.
Opportunity	Threat
<ul style="list-style-type: none"> Legal regulations are available that clearly requires forestry private company to form a partnership involving the local community in Social Forestry scheme. (Minister of Environment and Forestry Regulation No. 83 of 2016 concerning: Social Forestry, Government Regulation No. 6 of 2007 concerning: Forest Management and Preparation of Forest Management Plans.) Social Forestry is one of national priority program with ambitious target 	<ul style="list-style-type: none"> Uncertainty in using which legal regulations to be used (example : dualism regulation in papua case) led to difficulties to community to obtain Social Forestry license. Overlapping claim over piece of forest land

3.4.5. KAZAKHSTAN

1. Public-Private Partnerships (PPPs) in Kazakhstan

- Long-term forest management
- Tourism development
- Secondary use of the forest
- Hunting development
- Nursery development

2. Modalities of PPPs Structure in Kazakhstan

-N/A

3. Backgrounds and Current Status in Kazakhstan

- All forests located on the territory of the Republic of Kazakhstan, as well as forest fund lands not covered with forest vegetation, but intended for the needs of forestry, form the forest fund of the Republic of Kazakhstan.
- The total forest fund of the Ministry of Forestry of Kazakhstan as of 01.01.1947 i.e. at the time of the merger of forests of state and local significance, amounted to 25163.8 thousand hectares, of which forest area - 19706.2 thousand hectares or 78.3%, incl. covered with forest - 11386.2 thousand ha and not covered with forest - 8320.0 thousand ha. As part of the forested area, saxaul plantations occupied 8322.1 thousand hectares or 73.1%.
- The total area of the state forest fund (hereinafter wred to as the state forest fund) as of 01/01/2022 is 30,552.5 thousand hectares and occupies 11.2% of the territory of the republic. Lands covered with forest occupy 13,635.3 thousand hectares or 44.6% of the total area of the forest fund.
- The area of the private forest fund is 1017 hectares, there are no lands covered with forest.
- The forest cover of the republic is 5%.

4. Related National Policies in Kazakhstan

- The forest legislation of the Republic of Kazakhstan is based on the Constitution of the Republic of Kazakhstan and consists of the Forest Code and other regulatory legal acts of the Republic of Kazakhstan.
- The basis for forest management and management of the forest fund of the Republic of Kazakhstan are forest inventory materials, which are developed by the Kazakh Forest Inventory Enterprise.
- Forest management projects of state forest holdings and other forest management documents that have passed the state environmental review are approved by the authorized body and are mandatory regulations for forest management, its current and long-term planning.
- The goal of the forestry of the Republic of Kazakhstan is sustainable and constant rational use.

¹ Pppknowledgelab.org. 2022. PPP Knowledge Lab | PPP Reference Guide. [online] Available at: <<https://pppknowledgelab.org/guide/sections/6-ppp-contract-types-and-terminology>> [Accessed 21 March 2022].

5. Experiences on PPPs in Forestry

According to the legislation of the Republic of Kazakhstan, plots on the territory of the state forest fund are transferred for long-term and short-term forest management.

The right of long-term forest use in the areas of the state forest fund arises on the basis of a protocol on the results of the tender and an agreement concluded on its basis.

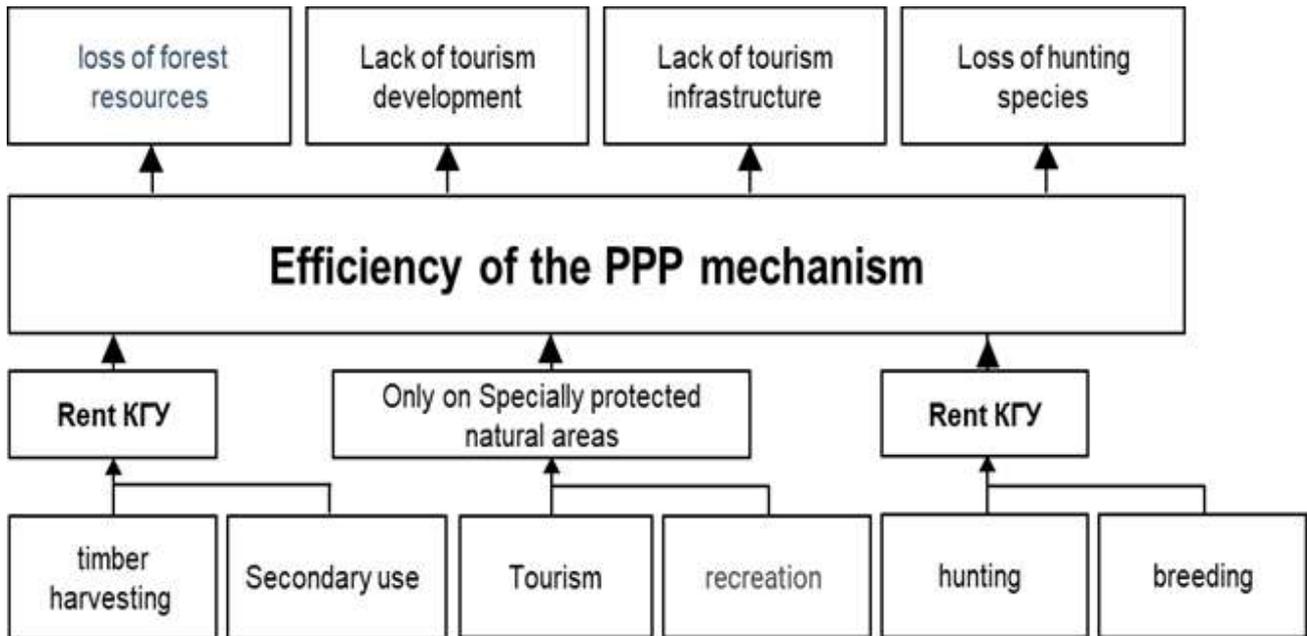
The right to use forests can be transferred only if the type of forest use is preserved, the assignee has the necessary funds and production capacities for forest management and specialists of appropriate qualifications, determined by the regional executive bodies.

The transfer of forest use rights is formalized by amending long-term and short-term forest use agreements, a logging ticket, a forest ticket.

6. Projects implemented in Kazakhstan

	Project Title	Duration	Details
1	Pilot triploid aspen reforestation project	2017-2022	Attract more private capital (budget) for reforestation in the East Kazakhstan region.

7. Problem Tree on PPPs in Kazakhstan



8. SWOT of PPPs in Kazakhstan

-N/A

3.4.6. KYRGYZ REPUBLIC

1. Public-Private Partnerships (PPPs) in the Kyrgyz Republic

: Law of the KR "On public-private partnership" was adopted in 2019 No. 95

2. Modalities of PPPs Structure in the Kyrgyz Republic

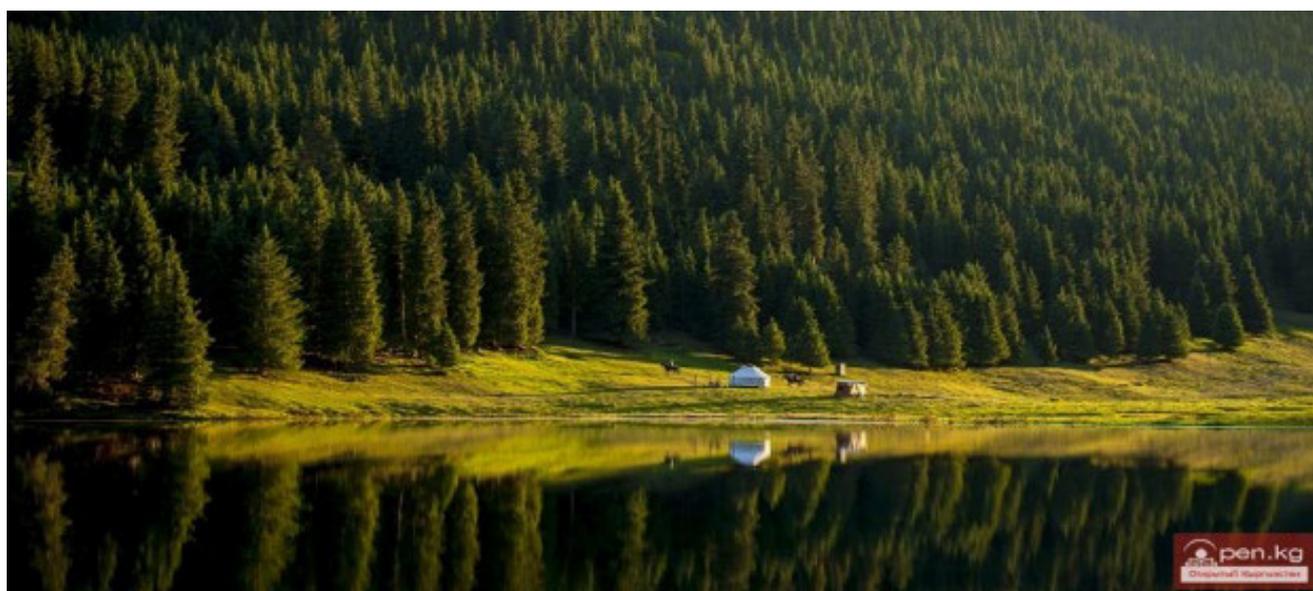
:PPP practice is still in its infancy. To date, two agreements have been signed on PPP projects - the creation of hemodialysis centers and the reconstruction of a cinema. At the stage of preparation are projects in the field of urban public transport, parking lots, kindergartens, the construction of a customs logistics center, the construction of a bypass road, the creation of computed tomography centers and others.

3. Backgrounds and Current Status in the Kyrgyz Republic

General information about the forest fund

The Kyrgyz Republic belongs to sparsely forested areas, forests are mainly represented by mountain plantations, are quite diverse and rich in valuable species.

About 90% of the forests of the Kyrgyz Republic are located at an altitude of 700 to 3500 meters above sea level.

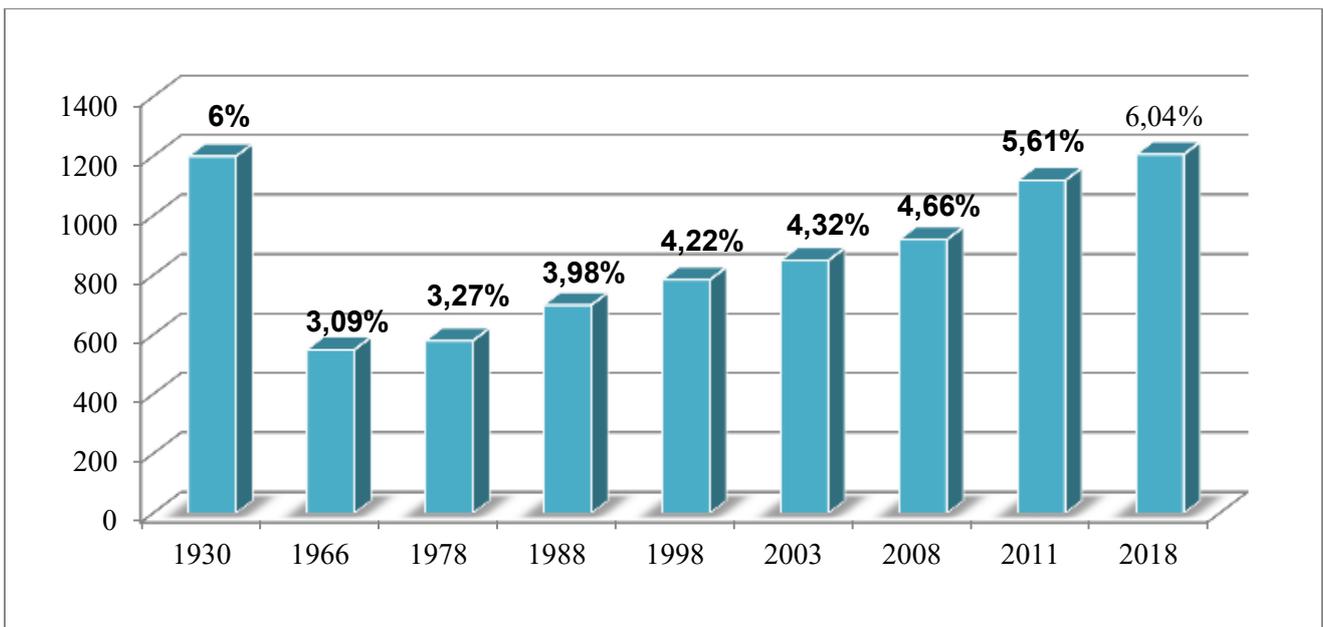


The forested area of the Kyrgyz Republic is 1,206.7 thousand hectares, or 6.04% of the total area of the country.



The forested area assigned to the State Forestry Agency under the Ministry of Agriculture, Water Resources and Development of Regions of the Kyrgyz Republic is 891.6 thousand hectares, or 4.4%, outside the territory of the SFF and PAs 315 thousand hectares, or 1.64%.

Dynamics of the forested area of the republic



During the period from 1930 to 1966, the area covered with forests decreased by 574.2 thousand hectares or 2.91% due to clear cuttings (for the restoration of the national economy before and after the Second World War). From 1966 to 2018, as a result of the cessation of clear-cutting, natural regeneration and the transfer of forest crops to a forested area, the forest cover of the republic increased by 3.13%. According to the results of accounting for the forest fund of the Kyrgyz Republic in 2018, the forest cover of the country amounted to 6.04%.

Forest management

- All forests of the Kyrgyz Republic are only in state ownership. The State forestry agency is the executive state body for managing the lands of the state forest fund
- Sustainable forest management to ensure the economic well-being of the people, social well-being, environmental safety, and a favorable environment for the life of citizens.

Main functions of the forest

- The forests of the Kyrgyz Republic are nature protection and perform mainly water protection, water regulation, soil protection, sanitary-hygienic, health-improving, recreational, and other functions.
- They also stimulate an increase in precipitation, contribute to the accumulation of moisture in underground horizons, and regulate surface runoff, thereby preventing floods and mudflows.
- Forest ecosystems of the Kyrgyz Republic are represented by four types: walnut, spruce, juniper, and floodplain forests



Spruce forests

Forest-forming species - Tien Shan spruce (*Picea Schrenkiana*). The total area is 133,5 thousand ha



the main massifs of spruce forests are located in the northern part of the republic along the slopes of the mountains, around Lake Issyk-Kul and along the Naryn river basin. Small massifs of Tien Shan spruce are located on the Kyrgyz and Talas ridges.

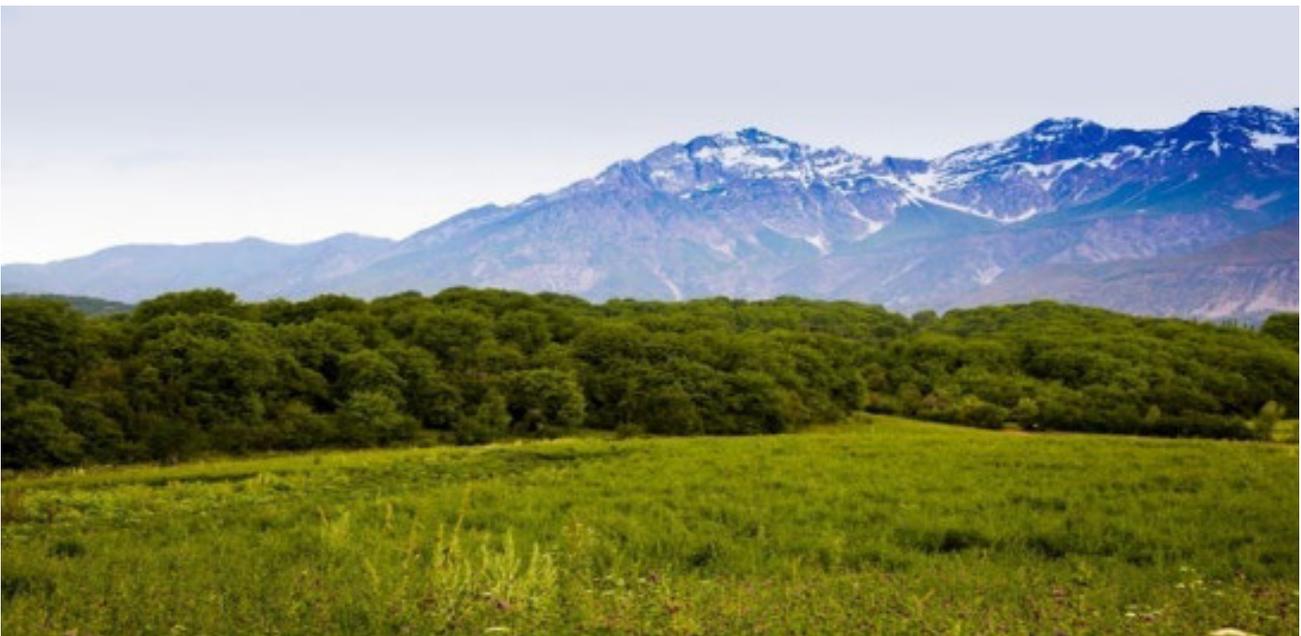
Juniper forests

Juniper forests occupy significant areas of 182,5 thousand hectares. The tall stand of juniper forests is formed by Turkestan juniper (*Juniperus turkestanica*), hemispherical juniper (*J. semiglobosa*) and Zeravshan juniper (*J. seravshanica*). Dwarfs are represented mainly by creeping juniper - 109 thousand ha.



Walnut forests

In terms of area and value, walnut forests are the only ones in the world, the total area is 631 thousand hectares.



The main species is walnut (*Juglans regia* L.) the area of walnut forests is 44,9 thousand ha. Among the forests of our republic, the most valuable is the unique walnut-fruit forests located in the Jalal-Abad and Osh regions on the western and southwestern slopes of the Ferghana and Chatkal ridges of the Tien Shan mountain system

Floodplain forests

In mountainous areas, floodplain forests are located along the floodplains and banks of large rivers: Naryn, Chu, Talas, Suusamy, Zhazy, Jyrgalan and along many small rivers, perform water protection functions, the total area is 38 thousand hectares.



The species composition of floodplain forests depends on environmental conditions and competitive relationships between tree and shrub species.

4. Related National Policies in the Kyrgyz Republic

National legislation and policy

- Forest Code of the Kyrgyz Republic;
- Concept for the development of the forest industry of the Kyrgyz Republic until 2040 (long-term document);
- Action Plan for the Implementation of the Concept for the Development of the Forest Industry of the Kyrgyz Republic for 5 years (short-term document).

The concept for the development of the forest industry of the Kyrgyz Republic until 2040 has 3 priorities:

1. Economic priorities for the development of forestry.
The goal is to increase the contribution of forestry to GDP up to 1%;
2. Social priorities of forestry development.
The goal is to reduce the poverty level of the rural population of forest areas by 10%;
3. Ecological priorities of forestry development.
The goal is to preserve forests and increase the forested area up to 6%.

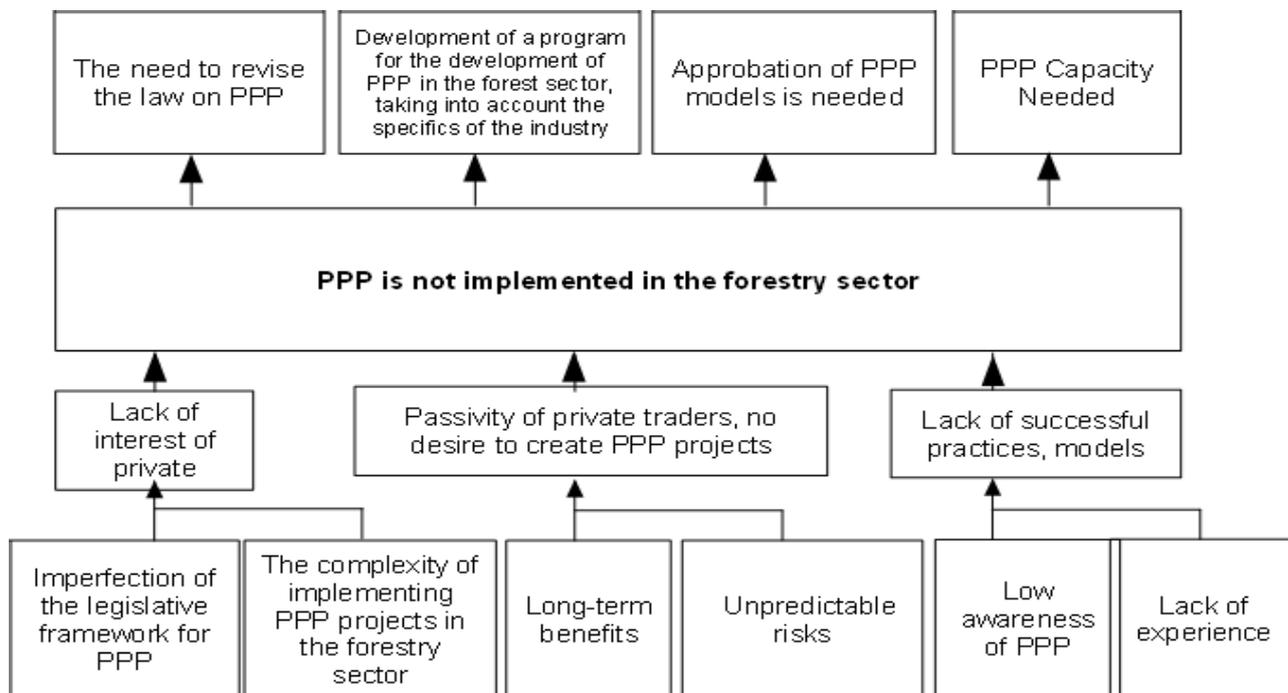
5. Experiences on PPPs in Forestry

-N/A

6. Projects implemented in the Kyrgyz Republic

-N/A

7. Problem Tree on PPPs in the Kyrgyz Republic



8. SWOT of PPPs in the Kyrgyz Republic

Strength	Weakness
<ul style="list-style-type: none"> • Income • Additional jobs • Existence of a PPP pilot project in the forestry sector 	<ul style="list-style-type: none"> • Lack of strategic government priorities regarding PPP in the forestry sector • Limited budgetary resources in the forestry sector lack of quality human resources imperfection of the legislative framework for PPP • Lack of experience in PPP in forestry
Opportunity	Threat
<ul style="list-style-type: none"> • High risks are more likely to reduce expected results • Bureaucratic and corrupt schemes can complicate project progress • The financial risks of the private partner may necessitate additional loan financing for the project 	<ul style="list-style-type: none"> • High risks are more likely to reduce expected results • Bureaucratic and corrupt schemes can complicate project progress • The financial risks of the private partner may necessitate additional loan financing for the project

3.4.7. LAO PDR

1. Public-Private Partnerships (PPPs) in Lao PDR

-N/A

2. Modalities of PPPs Structure in Lao PDR²

- DBFO (Design Build Finance Operate)
- DBO (Design-Build-Operate)
- BOT (build-operate-transfer)
- BOOT (build-own-operate-transfer)
- BOO (build-own-operate)
- BTO (build-transfer-operate)
- BTL (build-transfer-lease)

3. Backgrounds and Current Status in Lao PDR

- Lao PDR is Landlock country, with 236.800 Km² 70% is mountainous. increasing forest cover from 41.5% (9.8 million hectares) in 2002 to 62% (14.7 million hectares) by 2020
- Forest and forest land in Lao PDR are divided into 3 categories for management, protection, development and use:
 - Protection forest, 7.9 M ha
 - National Park and Conservation forest, 4.8 M ha
 - Production forest, 3.1 M ha
- The GoL target is to achieve 70% forest cover by 2030 and the highest levels of governance have made the call for immediate action to accelerate forest restoration and reforestation through improved partnerships between the GoL, the private sector and communities to achieve that goal.
- The Prime Minister's Office's Order number 9 (PMO), July 2018, and the new Forestry Law, July 2019, allow private sector access to Production Forest Areas (PFAs) to invest in restoration and reforestation.
- The new legislation called for immediate actions to assess and make available appropriate PFA lands and to enter into land concession agreements with qualified companies.
- The stage has been set for timely delivery of an expanded restoration and reforestation program embracing partnerships between the GoL, private sector and communities.
- The forestry sector has undertaken types of PPPP in Lao PDR in forest restoration and reforestation and wish to strengthen and scale-up these partnerships.³

² Investlaos.gov.la. 2022. Investment Promotion Department | ກົມສົ່ງເສີມການລົງທຶນ ກະຊວງແຜນການ ແລະ ການລົງທຶນ. [online] Available at: <<https://investlaos.gov.la>> [Accessed 21 March 2022].

³ Group, W., 2022. Public-Private-People Partnerships in Lao PDR Forestry Sector. [online] Openknowledge.worldbank.org. Available at: <<https://openknowledge.worldbank.org/handle/10986/35651>> [Accessed 21 March 2022].

4. Related National Policies in Lao PDR

- The Law on Investment promotion, No.14/NA, date 17 November 2016
- The Law on Public Investment, No.72/NA, date 15 December 2015
- The Law on State Budget, No.14/NA, date 17 November 2016
- The Law on Forestry, No.64/NA, date 13 June 2019
- Decree on Public Private Partnership, No.624/GOV, date 21 December 2021
- Decree on Promotion Commercial Tree planting, No. 247/GOV, date 20 August 2019

5. Experiences on PPPs in Forestry⁴

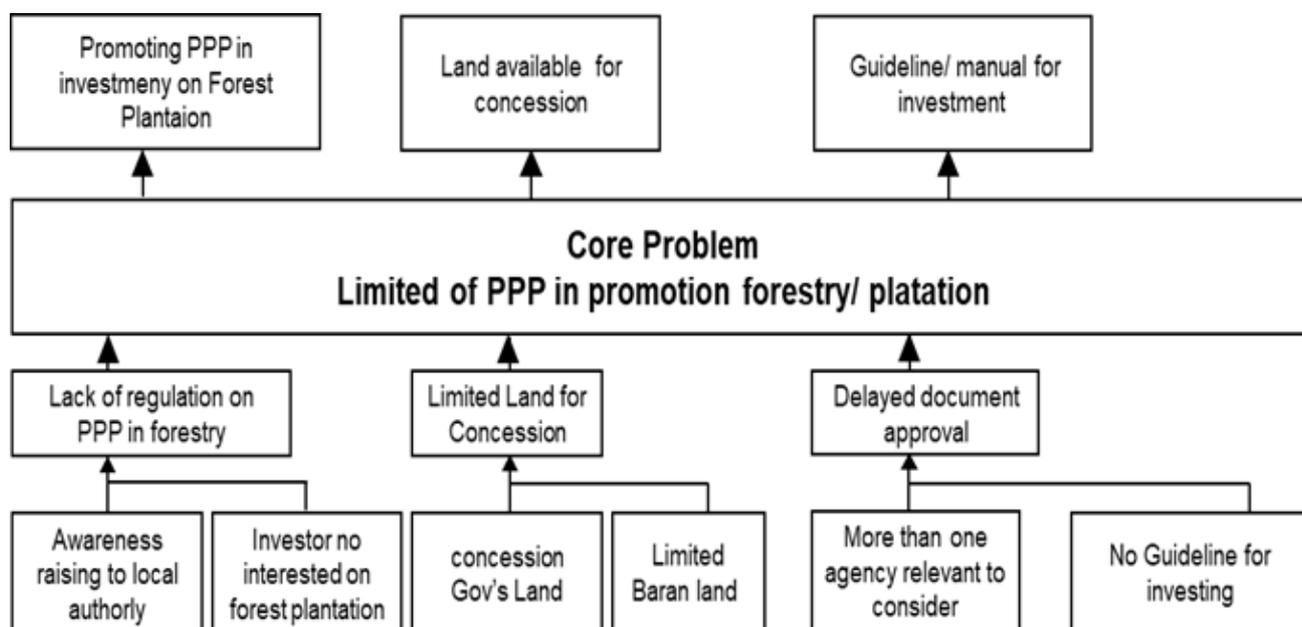
- Burapha Agro Forestry Company
- Investment in industrial plantations in degraded national production forests
- work and our polycys to farmers and villages
- Land is also accessible through concession from the Government
- good relations and communication with the local farmers
- balancing the economic, environmental and social responsibilities is necessary for sustainable business and beneficial to all stakeholders
- Burapha has acquired 8,400 ha and planted 4000 ha by the end of 2018

6. Projects implemented in Lao PDR

	Project Title	Duration	Details
1	Burapha Agro Forestry Company Investment in industrial plantations in degraded national production forests	2010 – 20...	objective is to build a timber plantation asset in Lao PDR large enough to be the core wood supplier for a major industrial operation. Burapha has acquired 8,400 ha and planted 4000 ha by the end of 2018. The company have recently initiated the second step in its expansion by in establishing a state of the art Plywood Mill and supplying integrated plantations.

⁴ Buraphawood.com. 2022. Plantations :: admin. [online] Available at: <<http://www.buraphawood.com/about-us/plantations>> [Accessed 21 April 2022].

7. Problem Tree on PPPs in Lao PDR



8. SWOT of PPPs in Lao PDR

Strength	Weakness
<ul style="list-style-type: none"> Existing Law on PPPs National Forest strategy to 2035 and vision to 2050 Availability of forest resources Increasing interest from the Private Sector in Forest Sector in the form of PPP 	<ul style="list-style-type: none"> Lack of resource (human and finance) Inexperience Weak policy enforcement Limit of supported legal framework
Opportunity	Threat
<ul style="list-style-type: none"> Policy is facilitating to Private sector. Strategies of socio-economic. 	<ul style="list-style-type: none"> Changing in policy with respect to land. Lack of skill/expertise Changing in socio-economic condition resulting

3.4.8. MALAYSIA

1. Public-Private Partnerships (PPPs) in Malaysia

Privatization:

- Sale of asset/equity
- Corporatisation
- Land Swap
- Build-Operate-Transfer (BOT)
- Build-Operate-Own (BOO)
- Management Contract
- Outsourcing
- Leasing

Private Finance Initiative (PFI):

- Build-Lease-Transfer (BLT)
- Build-Lease-Maintain-Transfer (BLMT)
- Build-Lease-Maintain-Operate-Transfer (BLMOT)

Others:

- Off Take
- Joint Venture/Forest Management Unit (FMU)

2. Modalities of PPPs Structure in Malaysia

-N/A

3. Backgrounds and Current Status in Malaysia

The ideology of partnership between public and private sector arise when the government introduced The Malaysian Incorporated Policy in 1981. This policy encourages cooperation both sectors within Malaysian company. The reason behind the existed was because of to reduce the financial and administrative burden of the government, improve skills and production, accelerate economic growth, reduce the size and involvement of public sector in the economic and to assist in reacting the country's economic policy goals. In years 1983, the Privatization Policy also had been introduced by government to encourage private sectors' role towards economic growth in Malaysia. Since the introduction of the privatization programme from 1983 to April 2009, about 500 privatised projects have been implemented throughout the country.

Under the Ninth Malaysia Plan in year 2006, The PPP officially announced in Malaysia and the main objective was to further enhance private sector participation in economic development. Malaysian PPP basically has two main approach that called Privatization and Private Finance Initiative (PFI) which are similar but not the same. Privatization was defined as a public sector that transfer activities and function to the private sector which is all the activities and functions before this were traditionally rested at the public sector. While for the PFI, it defined as public sector took the responsible for finance and manage a package of capital investment and the services of public sector assets by transfer. This capital investment and services were included the construction, management, maintenance, refurbishment and replacement of public sector asset that creates a standalone business. Public Private Partnership Unit (UKAS), Prime Minister's Department was established in April 2009 as a central agency with the role to facilitate strategic partnerships between the public and private sectors, through the PPP program and facilitation fund to spur national economic grow.

Forest-based PPP are only exist and practiced in Sabah through Forest Management Units (FMUs) that started in September 1997, when the Sabah Government in a smart partnership with the private sector, signed long-term license agreement known as Sustainable Forest Management License Agreements (SFMLA). Under this FMU system, the SFMLA holders are to carry out their forest management activities based on a 10-year Forest Management Plan (FMP). The plan details how the FMU areas can be sustainably managed through the multiple-use forest management concept where social, economic and environmental requirements are taken on board. This includes zoning in which the FMU areas are divided into production, protection and other specific land uses. The three main parts are (1) Industrial Tree Plantation (ITP), (2) Natural Forest Management (NFM) and (3) Conservation Area (CA).

5. Related National Policies in Malaysia

The State Government of Sabah issues long-term license agreements in accordance with Section 15(1) of the Forest Enactment 1968. This agreement will require the licensee to manage the FMU for a period of 100 years according to the following conditions:

- The FMU is managed according to the conditions of the license agreement;
- The licensee submits a performance bond of RM 5 million;
- A management plan is prepared and approved;
- A requirement of at least 30% Sabah Bumiputra participation in the company;
- Employ environmentally friendly harvesting methods such as Reduced-Impact-Logging (RIL) and skyline yarding;
- Carry out silviculture and enrichment planting as required

6. Experiences on PPPs in Forestry

Implementation of Forest Management Unit (FMU) System in Sabah.

7. Projects implemented in Malaysia

	Project Title	Duration	Details
1	Conservation mapping for new protected areas in Sabah	2017-2021	With SEARRP.
2	Forest Restoration in Bukit Piton Forest Reserve	2017-2019	To carry out and to support the implementation of forest restoration of the degraded forest structure in Bukit Piton Forest Reserve. (with WWF Malaysia)
3	Co-management of Forest through NGO Council	2017-Ongoing	Partnership that promotes a model for equitable forest governance and co-management of the FMU for advancing long-term ecological, social and economic sustainability, while ensuring respectful engagement of indigenous peoples, local communities and people who represent the interests of wildlife
4	The establishment of Conservation Area within Oil Palm Plantation landscape	2017-Ongoing	Partnership with Oil Palm Plantation company (Sawit Kinabalu) to establish Sg. Pin Conservation Area to enhance forest connectivity in Kinabatangan River Corridor.
5	Community Sustainable Alternative Livelihood Development under the Sabah EU-REDD+ Project	2017-2019	To implement the EU funded Project "Tackling Climate Change through Sustainable Forest Management and Community Development Programme-Component II" (with KOPEL Bhd)

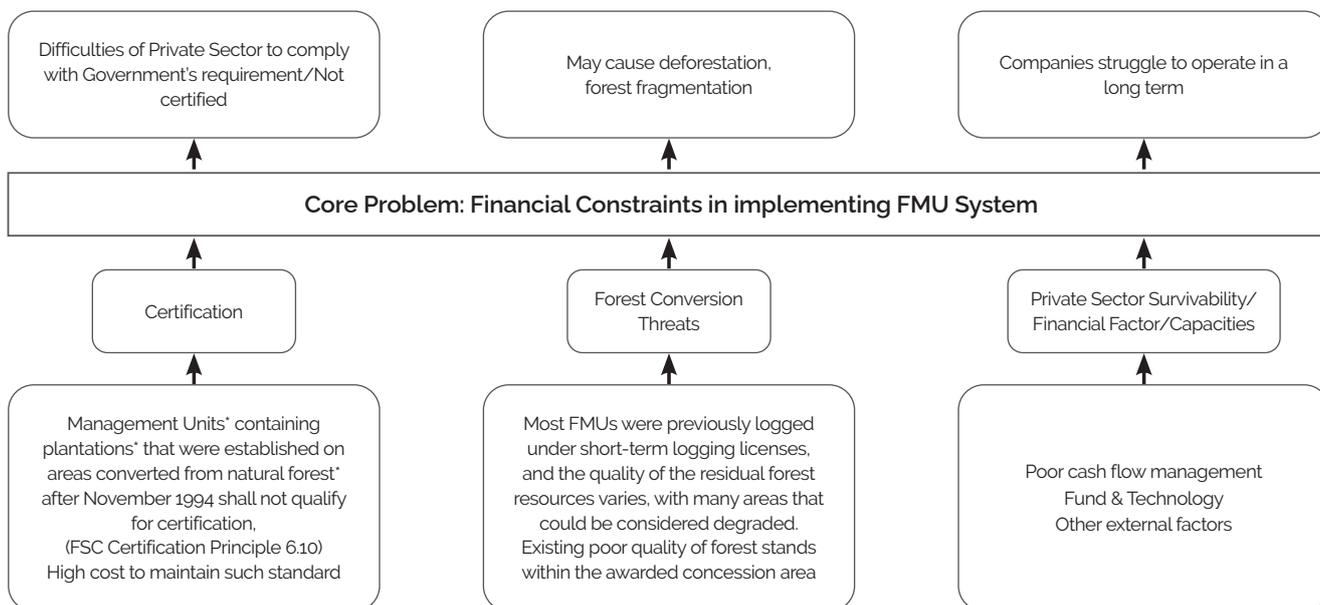
87 MoU was signed by SFD-Private Sector/NGOs/CBOs etc. since 2007 as a collaboration in conducting projects in Sabah, particularly involving forest reserves area.

~38 MoU of Projects/Collaboration was signed by SFD-Private Sector/NGOs/CBOs etc. since 2017 (5 years ago).

Here, I've listed out five (5) of the forest-based PPPs projects conducted in Sabah, Malaysia:

1. The conservation mapping for new protected areas in Sabah was conducted for the period of 5 years, with South East Asia Rainforest Research Partnership (SEARRP).
2. The forest restoration project in Bukit Piton Forest Reserve was conducted for the period of 2 years (2017-2019), with WWF Malaysia. The main objective is to carry out and to support the implementation of forest restoration of the degraded forest structure in Bukit Piton Forest Reserve.
3. Co-management of forest in Forest Management Unit (FMU NO.5) owned by SFMLA holder (Anika Desiran Sdn. Bhd.) through NGO Council was signed in 2017 between SFD and NGO Council (Forever Sabah, HUTAN-KOCP and WWF-Malaysia) and Anika Desiran Sdn. Bhd. The management of FMU 5 (88,920 Ha) within the Trus Madi Forest Reserve through a partnership that promotes a model for equitable forest governance and co-management of the FMU for advancing long-term ecological, social and economic sustainability, while ensuring respectful engagement of indigenous peoples, local communities and people who represent the interests of wildlife.
4. The MoU entitled, "The establishment of Conservation Area within Oil Palm Plantation landscape in Sg. Pin Estate, Kinabatangan" was signed between SFD and Sawit Kinabalu Sdn. Bhd. (an oil palm plantation company) in Kinabatangan, Sabah, Malaysia. The partnership with Oil Palm Plantation company (Sawit Kinabalu) to establish Sg. Pin Conservation Area aims to enhance forest connectivity in Kinabatangan River Corridor. The partnership is for 5-year period (2017-2022) and both parties are keen to extend and renew MoU for another 5 years that lasted until 2027. In 2019, the Sawit Kinabalu's Sg. Pin Conservation Area Management Plan (CAMP) was developed with the technical assistance from Forest Research Centre (FRC), Sepilok. In March 2021, it was completed, signed and handed over by the Sabah's Chief Conservator of Forests to the Sawit Kinabalu Group Managing Director (GMD).
5. A community-based project entitled, "Community Sustainable Alternative Livelihood Development under the Sabah EU-REDD+ Project" was signed between SFD and Koperasi Pelancongan Mukim Batu Puteh, Kinabatangan Berhad (KOPEL Bhd) was signed in 2017 for a period of 2-year (2017-2019). The main objective is to implement the EU funded Project "Tackling Climate Change through Sustainable Forest Management and Community Development Programme-Component II".

8. Problem Tree on PPPs in Malaysia



Certification

One of the important requirements of SFMLA holder is to obtain recognized forest certification for their forest estate. Based on experiences, the requirement stated for FSC Certification have hindered the process of getting one due to the following:-

Management Units* containing plantations* that were established on areas converted from natural forest* after November 1994 shall not qualify for certification, (FSC Certification Principle 6.10)

Also, it is a high cost to maintain such standard. This had partly contributed to the financial constraints in a successful forest-based PPP in Sabah.

Conversion threat

Most FMUs were previously logged under short-term logging licenses, and the quality of the residual forest resources varies, with many areas that could be considered degraded. At present, there is no standard or system to evaluate degraded forest land in Sabah. Because significant portions of many FMUs have poor-quality forest stands, license holders are putting pressure on SFD to allow plantation development as provided for in SFMLA on areas of less than 15 degrees slope that account for less than 15 percent of the licensed area. However, some of the areas for which license holders apply for plantation development may not fall within the poorly stocked forest areas. There is significant pressure from many sectors to convert forest land to oil-palm as a higher-value land use; this creates a dilemma for SFD, which is now focusing on maintaining existing natural forest lands and improving management for long-term sustainable resources.

This had partly contributed to the financial constraints in a successful forest-based PPP in Sabah.

Private Sector Survivability/Skills/Capacities

Some of the private companies have a poor cash flow management, and due to a frequent changing of owners; the companies are struggle to continue operate in a long-term run. Lack of available fund and modern technologies (Eg. Concession mapping, harvesting technique such as Reduce Impact Logging (RIL), skyline yarding etc.) by the private companies also contribute towards the financial constraints in a successful forest-based PPP in Sabah.

9. SWOT of PPPs in Malaysia

Strength	Weakness
<ul style="list-style-type: none"> • Forest areas being managed sustainably • Allowing the concept of forest-based PPP in managing forest areas. • Job opportunities for the native population. • Forest protection by the licensee. 	<ul style="list-style-type: none"> • Involve high cost • Profit prioritization by private sector • Lack priority in forest rehabilitation. • Potentially bad logging practices
Opportunity	Threat
<ul style="list-style-type: none"> • Sustainable forest management • Co-management of commercial forest harvesting and industries. • Room for improvements for SFMLA holder. 	<ul style="list-style-type: none"> • Political changes and instability. • Financial factor. • Non-compliance of license agreement • Forest tenure issues with nearby local communities

3.4.9. MONGOLIA

1. Public-Private Partnerships (PPPs) in Mongolia

- BT (Build-transfer)
- BOT (build-operate-transfer)
- BOO (build-own-operate)
- BOOT (build-own-operate-transfer)
- BLT (build-lease-transfer)
- DBFO (design-build-finance-operate)

2. Modalities of PPPs Structure in Mongolia

- Collaborative PPPs:
- Companies and forest user groups /public forest contracted to local residents for implementation of managements etc./, with local authorities

3. Backgrounds and Current Status in Mongolia

- 11.8% /18 mln. ha/ of total area is forest area
- Forest is owned by the state
- Centrally planned economic system till 1990
- Market based free economy since 1990
- Hence private sector development started after 1990
- Active logging by government till 1994
- Illegal logging and wood processing till early 2000s
- Preservation policy prevailed till early 2010s
- Sustainable forest management approach since then /PPP initiation in forestry/
- State Policy on PPP, 15 October 2009
- Infrascopie index¹ of Mongolia 23,3 /not well developed/, whereas the best score is 92,3 /Australia/.

4. Related National Policies in Mongolia

Laws and legislatives on PPP and forestry

- 2012-Forest Law
- 2009-State policy on PPP
- 2010-Law on concessions /with caveats including lack of risk assessment etc./
- 2022-Law on PPP /Draft/
 - Specifics of the draft Law on PPP:
 - Mongolian Law on Concession will be replaced with Law on PPP
 - Highest number of years for contract between partners is 30 years
 - Contracts shall be signed by Minister of Economy, Ministry of given field, and local authorities
 - Partnership contracts will be accompanied by contracts for investment, contracts to build etc.
 - Stages of project development:
 - Initiation of project proposal from private sector
 - Assessment of project proposal
 - Benchmark study, including risk analysis /previously many projects were discontinued due to unforeseen risks/
 - Selection of partners, and contract finalization

Development documents related to PPP and forest sector

- State policy on Forest
- State policy on green development
- Sustainable development vision-2030
- Ulaanbaatar development plan-2030

Studies and reports on PPP

- REDD strategy development
- Government of Mongolia: Public-Private Partnership Development /TA by ADB/
- Handbook of PPP development in Mongolia /by Innovation and PPP agency/

5. Experiences on PPPs in Forestry

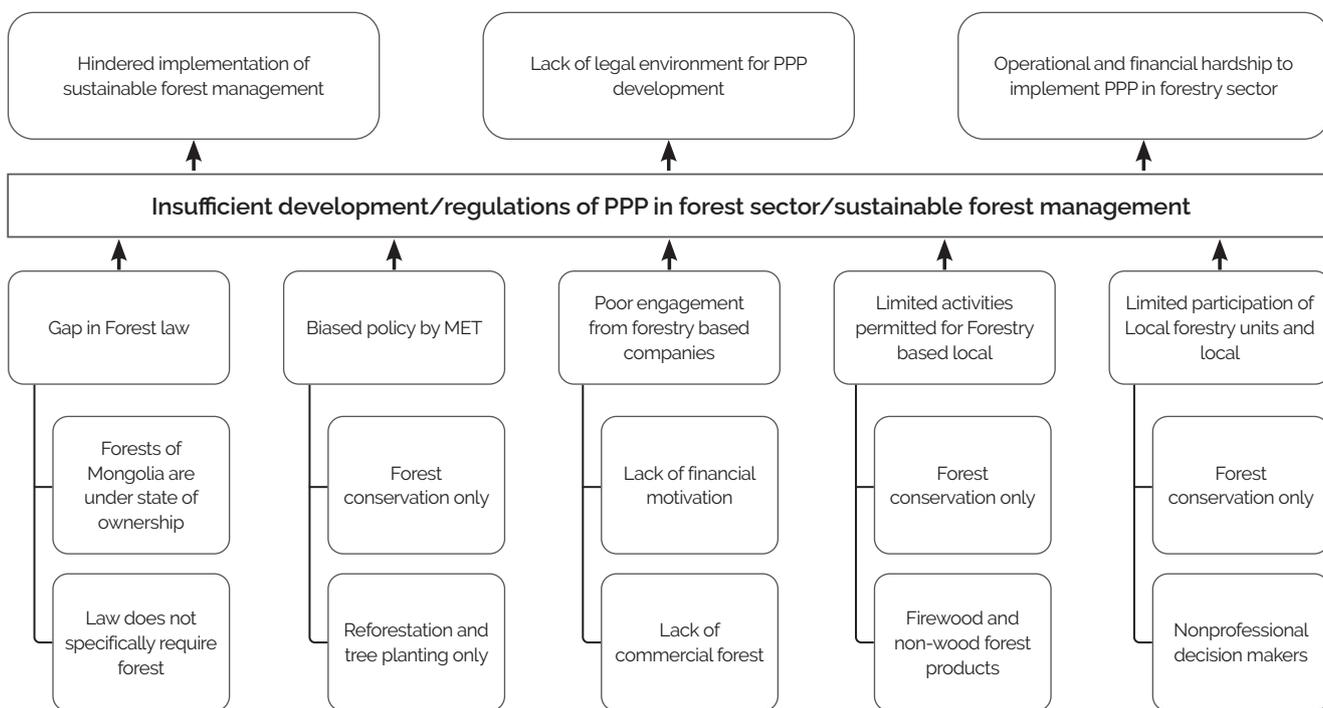
None, in forestry sector, but some efforts:

- Forest user group
- Wood processing units and companies
- Forest enterprises
- Renewable energy companies
- Transportation companies

6. Projects implemented in Mongolia

	Project Title	Duration	Details
1	Mainstreaming Biodiversity Conservation, SFM and Carbon Sink Enhancement Into Mongolia's Productive Forest Landscapes	2014-2018	The project aimed to To enable sustainable forest management by local Forest User Groups (FUGs) in Mongolia in order to improve local livelihoods and secure the flow of multiple ecosystem services and benefits, including biological diversity, reduced degradation, and increased carbon storage, while enhancing resilience to climate change.
2	REDD+ programme	2015-2019	Support the Government of Mongolia in designing and implementing its National REDD+ Strategy and in meeting the requirements under the UNFCCC Warsaw Framework to receive REDD+ results-based payments.
3	Localizing the 2030 agenda through sustainable urban resource management	2018-2021	The project aimed to strengthen Ulaanbaatar government and key urban stakeholders' capacity to implement the 2030 Agenda in the area of urban resource /forest resource/ management.

7. Problem Tree on PPPs in Mongolia



8. SWOT of PPPs in Mongolia

Strength	Weakness
<ul style="list-style-type: none"> • President of Mongolia initiated "Billion tree" national program in 2021-2030 • NDC Mongolia 	<ul style="list-style-type: none"> • Lack of Human Resource • Low institutional capacity and awareness • Lack of financial resource
Opportunity	Threat
<ul style="list-style-type: none"> • Mongolia is beginning the Forest and Forestry sector legislation reform • Learning good practice from AFoCO • Technical assistance from AFoCO 	<ul style="list-style-type: none"> • Political decision changes • Misuse/misapply • Conflicts of interests • No efficiency for the implementation

3.4.10. MYANMAR

1. Public-Private Partnerships (PPPs) in Myanmar

Ministry of Industry enacted Industrial Policy (2016) (61) mentioned the types of the Public-Private Partnership (PPP) for Infrastructural Development. There are various types of PPP based on the responsibility and risk of the foreign investments by private partnership in infrastructural sector. The Union Government, the State and Regional Governments need to conclude the various types of PPP agreements with private companies and foreign investors.

2. Modalities of PPPs Structure in Myanmar

- Build and Transfer (BT)
- Build, Lease and Transfer (BLT)
- Build, Operate and Transfer (BOT)
- Build, Own and Operate (BOO)
- Build, Own, Operate and Transfer (BOOT)
- Build, Operate, Share and Transfer (BOST)
- Build, Own, Operate, Share and Transfer (BOOST)

3. Backgrounds and Current Status in Myanmar

Forest Department (FD) is responsible for protection and conservation of biodiversity and sustainable management of forest resources of the country. It implements the protection and production functions in harmony, based on the Forest Policy (1995). While undertaking to mitigate climate change through sustainable forest management, FD has been making its best efforts to meet the basic needs of local people. The Headquarters facilitates and manages the tasks of forest department to be in line with the directives of FD and to catch the target plans. The Headquarters is structured with 11 divisions. There are 15 regional offices, 68 district offices and 321 township offices for the implementation of reforestation, rehabilitation and conservation activities of FD.

Forest Cover Status of Myanmar

Forest category	Area (,000 ha)	% of total country area
Closed forest	11,811.8	17.46
Open forest	16,283.61	24.07
Mangrove	448.4804	0.66
Total forest	28543.89	42.19
Other Wooded land	18,756.05	27.72
Others	18,386.8	27.18
Water body	1,971.14	2.91
Total	67,657.88	100

The forest cover status of Myanmar is 42.19% of the total land area (FRA 2020). Over 70% of the country's total population are rural and dependent on forest resources for basic needs. Myanmar's forests have been managed through the formulation and implementation of short-term, medium-term and long-term plans. The plans focus on the production of timber and non-wood forest products, conservation of wild life and wild plants, and social well-beings of local communities. There are two major drivers of deforestation and forest degradation; the one is direct caused by human effects such as over exploitation or excessive logging, illegal logging, shifting cultivation, fuel wood production, agricultural land expansion, mining, infrastructure development and caused by natural disasters and the other one is indirect caused by corruption, poverty and less employment opportunities, market demand of forest products, weak evaluation and assessment of natural resources management, limited budget, rule of laws, increased population, cooperation political support, etc. Major Challenges are overexploitation, illegal logging, shifting cultivation, expansion of agricultural land, fuel wood collection, infrastructure development, mining etc.

According to FRA 2015, Myanmar was a country of third highest deforestation rate among countries in the world. Deforestation was due to the political, social and economic mixed factors of the nations. Therefore, Myanmar reforestation and rehabilitation program (MRRP) is prepared to prevent deforestation and forest degradation from 2017-2018 to 2026-2027. Moreover, the program aims to fulfill international commitments on climate change mitigation and to enhance forest cover of the country through reforestation and rehabilitation. Large scale reforestation and rehabilitation is urgently needed in order to increase forest cover, and to compliance with the international agreement related to climate change mitigation and adaptation. MRRP are implementing the activities through plantations, community forestry, agroforestry, assisted natural regeneration and enrichment planting to restore on degraded and deforested land.

The objectives of rehabilitation and reforestation are as follows:

- To establish forest plantation by appropriate silvicultural measures and operations,
- To encourage investment of private sectors and smallholders in reforestation activities,
- To support community forestry, home gardens, and agroforestry
- To develop rehabilitation and reforestation policy of Myanmar through multi-stakeholders' participation
- To encourage participation of stakeholders in planning, implementation and monitoring of reforestation and rehabilitation activities.

Myanmar still lacks most of the elements required for a functioning framework of PPPs in forestry sector. The institution on the current PPP for infrastructure in Myanmar points out the lacks a legal and regulatory framework. The institutional capacity needed to manage effectively and efficiently PPPs is weak. In Myanmar, PPPs project are related to the energy sector (including electricity and gas) road construction, ports and information and communication technology. There are a few concepts of forest-based PPPs in our country. In forestry sector, private plantation establishment, community forestry and forest-based ecotourism are nearly approach to PPPs.

4. Related National Policies in Myanmar

The 1995 Myanmar Forest Policy formalizes the commitment and intent of the Government to ensure the sustainable development of forest resources for social, environmental and economic purposes. The policy paves the way for prudent use and enhanced benefit from the forest while maintaining ecosystems integrity and environmental balance. Six imperatives identified in the policy are: (1) Protection, (2) Sustainability, (3) Basic Needs, (4) Efficiency, (5) Participation and (6) Public awareness.

The old Forest Act of 1902 was replaced with the Forest Law enacted in 1992. The old Forest Law (1992) was repealed by the new Forest Law enacted in 2018. The basic principle, management of forest land, conservation and protection, administrative actions, and offences and penalties were revised and updated in the new Forest Law (2018). The new Law encourages people participation in forest management and private sector involvement in forestry sector development, human resource development and extension to local people.

The Forest Rules, prescribed in 1902 were replaced by the new Forest Rules in 1995, issued by the Ministry of Environmental Conservation and Forestry. In order to facilitate implementation of the 1992 Forest Law, the rules also place emphasis on increased formation and protection of reserved forests and protected public forests, sharing of forest management responsibility with the local communities, establishment of fast growing plantations on degraded forest lands to conserve soil, water and biodiversity and harvesting of timber and other forest products in an environmentally sound manner.

Community Forestry Instructions, prescribed in 1995 were replaced by the new Community Forestry Instructions in 2019, were issued by the Forest Department and marked a significant development in the aspects of partnership, participation and decentralization in managing the forests in Myanmar. Community Forestry: A strategic plan (2018-2020) is intended to guide and strengthen the development of community forestry maximizing its values and benefits to all citizens of the country. There are six strategic themes of the plan; one theme is promoting small-scale Forest Enterprise.

CF is of the main activities of MRRP. The instructions grant the local communities trees and forest land tenure rights for an initial 30-year period, which is extendable. CF plantations are established in the reserved and protected public forest. In the new CFI, the production from CF was considered not only for the subsistence needs of local people but also for the small scale to commercial scale enterprises. The Forest Department provides the seedling and technical assistance. Although the new CFI provides a stronger framework for Community Forest based enterprises (CFE) establishment, CFUGs continue to face a barrier in securing access to finance, especially small loans to invest in CF and value addition. Main challenges are limited awareness about CF and CFE, limited market access and information and insecure land tenure and weak rule of law, weak coordination and cooperation among the line ministries and insufficient financial support to forest users groups, FUGs constrain the progress of community forestry.

Private Forest Plantation

Myanmar initiated the formation of teak plantation as early as 1856 on a small scale. Large-scale plantation forestry by the State-owned began in 1980. Plantation forestry has always been the supplement to the natural forest management. Due to the availability of logs are decreasing from natural forests, plantations become the important source of timber. With the changes of political and socioeconomic conditions, the Government allowed private sector to invest in establishment of forest plantations in order to meet the timber demands, increase forest cover, to develop the economic growth of private sector and enhance job opportunities.

Forestry Sector. Based on long term goals of the sustainable forest resources and supporting of economic development in Private Forest Plantations such as Teak Plantations and other hardwoods plantations have been initiated by the investments of private sectors in Reserved Forests and Protected Public Forests since 2006, permitting the land leasehold on the plantations. In Private plantation (teak and hardwood) pay 5% of total earning by selling products derived from final yields to import and export as the payment for ecosystem service to the forest department. The establishment of private forest plantation is allowed with 30 years land lease contract and may be extended for two additional periods of ten years each by the permit holder providing a notice to FD one year prior to the expiration of term of contract.

Land tenure issues, especially informal occupation of forest land for farming are a significant risk for private plantation establishment. There are complicated procedures to acquire land and to harvest and then one of the difficulties is the lack of enforcement capacity to prevent encroachment and illegal logging in plantation areas. There is still limited capacity to manage the forest plantation.

5. Experiences on PPPs in Forestry

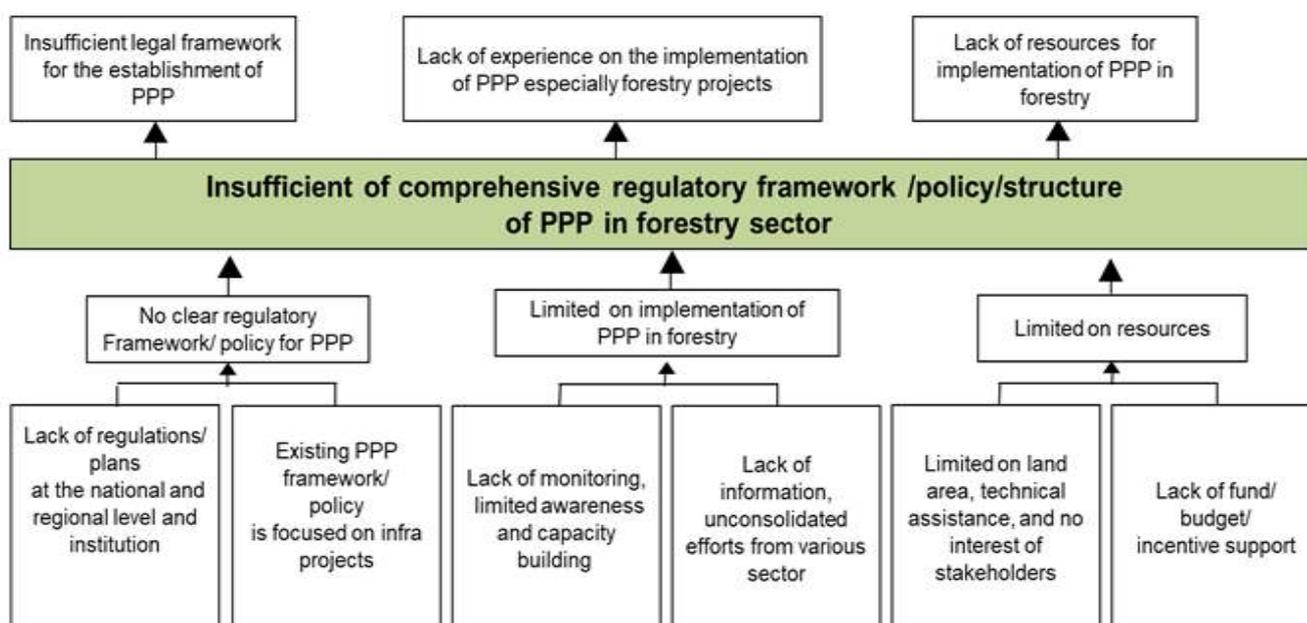
There are no experiences on Public-Private Partnership projects in forestry sector. But forest department are implementing to the forest restoration activities with the participation of the private sector and community.

6. Projects implemented in Myanmar

	Project Title	Duration	Details
1	Myanmar Fiber Optics 2	2018	ICT
2	Myingyan Gas-Fired Power Plant	2017	Electricity
3	Minbu Solar Power Plant	2018	Electricity
4	Yangon and Mandlay dry ports	2018	Ports
5	International Bulk Terminal Thilwaw	2018	Ports

(Note: PPP projects of other sectors in Myanmar)

7. Problem Tree on PPPs in Myanmar



8. SWOT of PPPs in Myanmar

Strength	Weakness
<ul style="list-style-type: none"> • Strong policy and legal support • Increased awareness of the communities about the values of forests • Increasing INGOs, NGOs, CSO, and private sector participation and support • Mainstreaming into MRRP 	<ul style="list-style-type: none"> • Still limited awareness and understanding of the values of forests among the general public and even among some departmental staff members • Inadequate trust of the local communities on the FD/ Government about the use of forest land and trees • Insecure land tenure and weak rule of law that lead to elite capture and conflicts • Limited cooperation/coordination among related Ministries/ Stakeholders/local government
Opportunity	Threat
<ul style="list-style-type: none"> • Growing Opportunities for international funding support • National Land Use Policy specifying the recognition for customary lands • Mainstreaming into climate change mitigation and adaption efforts (eg. REDD+, NDC) • High Potential for food security and poverty reduction 	<ul style="list-style-type: none"> • Change of forest management system and national forest policy • Land grabbing and influence of local elite • Conflicts of interest among related Stakeholders • Contradiction of policies and legislation • International pressures on land use and land use change, high market pressure and unforeseeable transboundary issues

3.4.11. PHILIPPINES

1. Public-Private Partnerships (PPPs) in Philippines

The following are the types of PPPs in the Philippines:

Based on 1987 Constitution of the Philippines

- Co-production
- Joint venture
- Production-sharing

2. Modalities of PPPs Structure in Philippines

Based from RA 7718 and its IRR (2012 Revision)

- Build-and-transfer (BT)
- Build-lease-and-transfer (BLT)
- Build-operate-and-transfer (BOT)
- Build-own-and-operate (BOO)
- Build-transfer-and-operate (BTO)
- Contract-add-and-operate (CAO)
- Develop-operate-and-transfer (DOT)
- Rehabilitate-operate-and-transfer (ROT)
- Rehabilitate-own-and-operate (ROO)
- Based on various forest laws and regulations
- Forest Tenure Agreements (IFMA, SIFMA, FLGMA, etc)
- Development / Service Contracts (CBFM)
- Collaborative PPPs
- CSRs
- Credit Facilities, Financing, and Insurance
- Incentive Mechanisms

3. Backgrounds and Current Status in Philippines

In 1986, the Philippine government divested itself from acquired non-essential business-related assets. This period also created the Asset Privatization Trust (APT) and the Committee on Privatisation through the issuance of Presidential Proclamation No. 50. In 1987, with the passage of the Philippine Constitution, Section 20 of Article II specifically states that, "the State recognizes the indispensable role of the private sector as the main engine of national growth." Further, in 1990, the passage of Republic Act 6957 entitled, "An Act Authorizing the Financing, Construction, Operation and Maintenance of Infrastructure Projects by the Private Sector, and for other Purposes," This brought the participation of the private sector into the frontline of development efforts.

By 1993, President Fidel V. Ramos issued Memorandum Order No. 166 directing the Coordinating Council of the Philippine Assistance Program (CCPAP) of the Office of the President to establish a BOT Center with the CCPAP Chairman as BOT Action Officer. BOT Law was amended to what is currently known as RA No. 7718. Year 1999, the CCPAPBOTC enter was reorganized into the Coordinating Council for Private Sector Participation (CCPSP) by virtue of Administrative Order 67. This paved way for the coverage of the BOT program to be expanded into other forms of private sector participation. This also formalized its provision of technical assistance support through technical assistance agreements (TAAs) with IA/LGUs. In 2002, President Gloria Macapagal-Arroyo signed Executive Order 144, converted the CCPSP into the BOT Center and lodged it under the Department of Trade and Industry's (DTI) Industry and Investment Group (IIG). Moreover, this period transformed PPPs as the cornerstone of the national infrastructure development plan.

In 2010, President Aquino signed Executive Order No. 8 entitled "Reorganizing and Renaming the Build-Operate-and-Transfer (BOT) Center to the Public-Private Partnership (PPP) Center of the Philippines and Transferring its Attachment from the Department of Trade and Industry to the National Economic and Development Authority and for Other Purposes." Public-private partnerships, by this period, was tagged as a powerful machinery to help push forward the country's development. Executive order No. 136 s. of 2013 was issued mandating the creation of the PPP Governing Board chaired by the Socioeconomic Planning Secretary, with the Finance Secretary as co-Chair. Included as members of the Board are the Secretaries of Budget and Management, Justice, Trade and Industry, the Executive Secretary and the Private Sector co-chair of the National Competitiveness Council, including the Project Development and Monitoring Facility. PPP Governing Board is responsible for setting the strategic direction of the Philippines PPP Program while creating an enabling policy and institutional environment for PPPs in the country. By 2016, PPPs accelerated annual infra spending to account for 5% of the GDP's country. This implemented more infrastructure in every region, and is aimed to optimize PPP processes by learning about previous procurement bottlenecks, then eventually adopt established best practices and standardize lessons learned.

4. Related National Policies in Philippines

1987 Philippine Constitution Section 20, Article II of the 1987 Philippine Constitution provides that "The State recognizes the indispensable role of the private sector, encourages private enterprise, and provides incentives to needed investments."

Section 2 of Article XII of the 1987 Constitution provides that the exploration, development and utilization of natural resources shall be under the full control and supervision of the State, and that the State may directly undertake such activities, or may enter into co-production, joint venture, or production-sharing agreements with Filipino citizens, or corporations, or associations at least sixty percent (60%) of whose capital is owned by such citizens, which agreements may be for a period not exceeding twenty-five years, renewable for not more than twenty-five years, and under such terms and conditions as may be provided by law.

Republic Act No. 9184 or the Government Procurement Reform Act (RA 9184) for the procurement of goods, supplies and services.

Republic Act No. 6957 as amended by Republic Act No. 7718 or the Philippine Build-Operate-and-Transfer (BOT) law which provided a more focused framework in PPP infrastructure development. The enactment of RA 6957 allowed Local Government Units (LGUs) to enter into contractual arrangements with the private sector to implement INFRASTRUCTURE PROJECTS through two variants – Build-Operate-and-Transfer (BOT) and Build-Transfer-and-Operate (BTO).

RA 7718 enhances the provision of RA 6957 by broadening the list of PPP government implementing agencies such as government owned and controlled corporations (GOCCs), government financing institutions (GFIs) and state universities and colleges (SUCs); putting in place incentives for attracting private sector investments to venture into PPP projects; and allowing negotiated unsolicited proposals provided that these comply with conditions outlined in the law. More importantly, RA 7718 provided for the inclusion of other contractual arrangements or schemes to implement PPP projects.

DENR Administrative Order 2019-22 adopts the Forestry Investment Road Map (FIRM), with a vision to revitalized sustainable forestry investment in the Philippines through private investments which are anchored with the dimensions of sustainable development have the following strategic components:

Provision of stable enabling policy and investor-friendly environment;

Institutionalization of forestry investment support mechanism;

Identification, mapping, and assessment of potential investment areas;

Provision of secure tenure and partnership agreements;

Development and management of potential areas for forestry investments;

Building, strengthening and sustaining partnerships; and

Marketing and communication strategies

5. Experiences on PPPs in Forestry

There are existing partnerships with credit financing facilities such as the Agroforestry Plantation Program with the Development Bank of the Philippines, and Forestry Financing Program with Land Bank of the Philippines. Such aims to strengthen and simplify loan/credit policies and procedures for existing and potential forestry-related investments that will encourage participation of the public and private sector, and facilitate investment friendly environment and open financing window for forestry related enterprise. This could provide additional support to tree plantation owners in the development and maintenance of their areas, harvesting, processing and marketing of their products.

There is also an on-going incentive mechanism initiative for industrial-based tree plantation. Under Strategic Investment Priority Plan (SIPP) of RA No. 11534 or the Corporate Recovery and Tax Incentives for Enterprises (CREATE) Law, which is a response to the COVID-19 pandemic as a fiscal relief to domestic and foreign corporations doing business in the Philippines. It rationalizes fiscal incentives to better attract local and foreign investments in the Philippines.

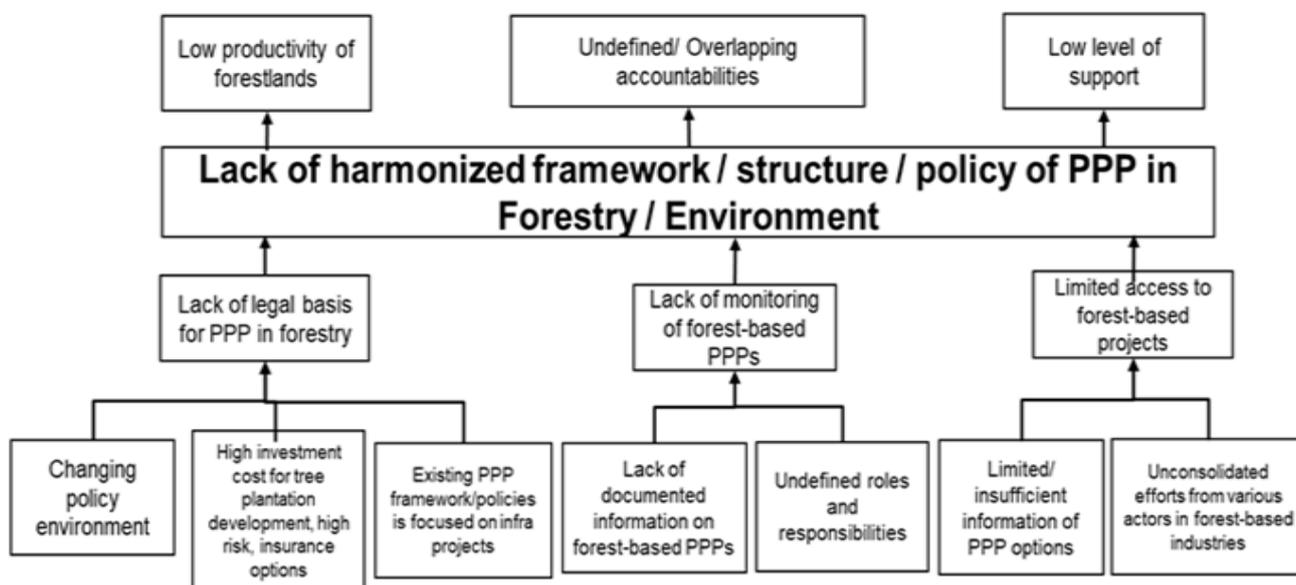
The issuance of Appropriate Forest Tenure Instruments (FLAg, FLAgT, SLUP, GSUP, IFMA, SIFMA, Upland Agroforestry) aims to sustainably manage and equitable access to forestlands and forest resources, the government shall provide security of tenure to qualified persons to occupy, develop, utilize and sustainably manage forestlands through appropriate forest land use management agreements. FLAg, FLAgT and other tenure instruments under special uses of forestlands - Is a contract between the government as first party represented by the Secretary or RED) concerned, and a second party or a person, authorizing the latter to temporarily occupy, manage, and develop in consideration of a govt share, any forestland of the public domain for specific use , to undertake any authorized activity therein for a period 25 years and renewable for the same period upon mutual agreement by both parties.

Lastly, Partnership Agreements on Reforestation, Forest Rehabilitation and Forest Protection Activities in the limelight. The ENR sector, particularly the Forestry sector, is forging partnership agreements with private companies like Shell, SM Foundation Inc., Energy Development Corporation, to name a few, on reforestation and forest rehabilitation activities, as well as forest protection activities. These public-private-partnerships in the ENR are mostly part of the company's corporate social responsibility (CSR) and carbon-offsetting mechanism.

6. Projects implemented in Philippines

	Project Title	Duration	Details
1	NGP/ENGP	2011-2016 2017-2028	National flagship Program funded by the government that harmonizes all reforestation and forest rehabilitation activities in the country. The Program aims to address poverty reduction, food security, environmental stability, biodiversity conservation and climate change mitigation and adaptation. It also aims to accelerate the increase in the forest cover of the country by formation of positive values in sustainable management of tree plantation and forest resources.
2	FMP	2012-2022	A 10-year DENR-JICA that aims to improve forestland management through collaborative and holistic implementation of comprehensive & sustainable forestland management strategies. Site Development under the Agroforestry support facilities component is the construction of farm to market roads, bridges, pathways, irrigation pipeline system. The construction of ASF started in 2017 to present, Mode of transfer / turn-over is thru a MOA with the concerned LGU and PO. As an update, the FMP CPMO is requesting the DENR Central Office to change the mode of transfer/ turnover of ASF established thru a Deed of Donation.
3	INREMP	2014-2022	Program focusing on river basin and watershed management, climate change initiatives, biodiversity conservation Under Output 2 component, the Smallholder and institutional investments in conservation increased and URB productivity enhanced in forestry, agriculture, and rural sectors, specifically by funding sub-projects specifically on Rural Infrastructure (RI) for five kinds of subprojects: access road, foot path, trading center, communal irrigation system, and domestic water supply. Mode of transfer/turnover is transfer of management in Clearance form to the concerned LGU/s.

7. Problem Tree on PPPs in Philippines



8. SWOT of PPPs in Philippines

Strength	Weakness
<ul style="list-style-type: none"> • Diverse initiatives of PPPs in the forestry sector • Institutionalized unit for PPPs in the national level 	<ul style="list-style-type: none"> • Lack of / Unclear framework of PPPs in the forestry sector • Low level of participation of private sector • Underrated PPP management plans and negotiation Agreements Corporate arm of the ENR sector is separated • Insufficient / unconsolidated monitoring mechanism, and strategy on the implementation of PPP
Opportunity	Threat
<ul style="list-style-type: none"> • Willingness of Private Sector to engage in projects with the PH government • Continuous popularity and trend of PPPs • Advanced technology (online applications) in engaging PPPs 	<ul style="list-style-type: none"> • Neoliberalism perspective of PPPs • Conservative political environment • Potential for unfair sharing of risks and benefits

3.4.12. THAILAND

-N/A

3.4.13. TIMOR-LESTE

1. Public-Private Partnerships (PPPs) in Timor-Leste

The forestry and forest projects are initiated in partnership with local private sector and international organization through specific activities of reforestation, agroforestry, marketing of wood and non-wood forests products at limited scale for the in country demand and for exportation including semi processed of Teak, Bamboo Products and non wood as such elephant foos and other roots Organic Coffee is involving different actors in the production cycle and marketing, however it is not reflected yet a real PPP mechanism.

2. Modalities of PPPs Structure in Timor-Leste

-N/A

3. Backgrounds and Current Status in Timor-Leste

- The Public-Private Partnership in the Forestry sector in Timor-Leste has not been implemented as all the forest and forestry activities are implemented and focused at the Ministry of Agriculture and Fishery under the General Directorate Forestry, Coffee and Industrials Plantations (GDFCIP)
- Some current forestry and forest projects are implemented in partnership local and international organization such as reforestation and agroforestry activities.
- The investment from the government including establish industrial Plantation woods still developing, however the government is promoting the mechanism of PPP
- The PPP has not operated in this country even though in the different sector, however in the recent year government strongly develop the related conditional including the establishment of the main institution under Coordinating Minister for Economic Affairs Established the Trade Invest (Coordinating the investments) and SERVE (Business Registration) with the objectives to accelerate the private sector ability in business development in various sectors including agricultural fisheries livestock and the forestry

4. Related National Policies in Timor-Leste

Effect includes:

- Marketing of forest Product is uncontrolled
- Lose of state revenue such as taxes
- Less values adding of forest Product
- Stagnation of home industry based forest products business dependency to the Public financial resources.
- Timor-Leste forest Policy 2007 updated on 2017
- Promotion of inclusive forest management and the community and private sector participation.
- National Forest law no 14 2017
- National strategic development plan 2011 - 2030
- The ministry of agriculture and fisheries strategy plan 2021- 2025
- 8th constitutional government priority
- (open the direction to promote the PPP)

5. Experiences on PPPs in Forestry

Following cases may lead to a future PPP

- Revitalization of Coffee, Coconut and other industrial plants by 2030 as stated by the government in its second 10 years of long-term development plan
- National investment of the high values of native tree species including Sandalwood and other trees
- Promotion of non-timber forests product such as roots, bee and bamboo which is currently is growing
- Promotion of firewood plantation to respond the firewood demand

6. Projects implemented in Timor-Leste

	Project Title	Duration	Details
1	There is no such projects related to the PPP in the current years however there is a potentially for the future project development which is mainly related to the tree products such as teak, sandalwoods, bamboo, coffee and the non-timber for forest product such as honey (bee), konjac, etc.	2005-2010	Xxxxxxx
2	The government is intending to create PPP in the sector of coffee by 2025 following each strategic main plan.		

7. Problem Tree on PPPs in Timor-Leste

-N/A

8. SWOT of PPPs in Timor-Leste

-N/A

3.4.14. VIET NAM

1. Public-Private Partnerships (PPPs) in Viet Nam

-N/A

2. Modalities of PPPs Structure in Viet Nam

(According to the Government of Vietnam issued Decree No. 15/2015/ND-CP on On February 14, 2015)

- BTO (build-transfer-operate)
- BTL (build-transfer-lease)
- BOT (build-operate-transfer)
- BOO (build-own-operate)
- BT (build-transfer)
- O&M (Operate- management)

3. Backgrounds and Current Status in Viet Nam

In Viet Nam, the PPP model was implemented more than 20 years ago, but the implementation of PPP projects is still very limited. The number of new PPP projects that have been selected by investors and put into operation over the past 1 year is extremely small. PPP projects under ministries and branches are mostly implemented under the BOT contract type. In the locality, the form of BT contract is popular. As for projects in the form of new contracts BTL, BLT (the State pays investors based on service quality) or O&M have not yet been interested in implementation.

4. Related National Policies in Viet Nam

Law on Enterprises, Law on Bidding, Law on Public Investment, Law on Forestry, Law on Environment management.

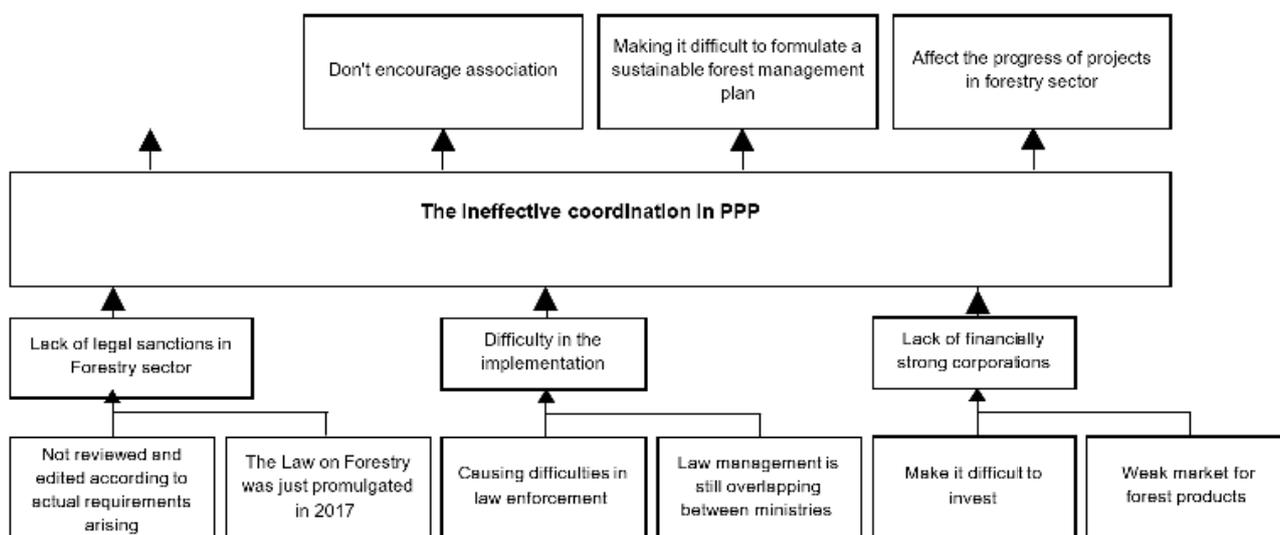
5. Experiences on PPPs in Forestry

-N/A

6. Projects implemented in Viet Nam

	Project field	Total
1	Transportation	220
2	Resettlement house, dormitory	32
3	Headquarter	20
4	Energy	18
5	Environment	18
6	Medical/ Culture/ sport	11
7	Education/ market	17

7. Problem Tree on PPPs in Viet Nam ACTION PLAN



8. SWOT of PPPs in Viet Nam

Strength	Weakness
<ul style="list-style-type: none"> • Always get the attention of the government • National strategy on the Green Growth 	<ul style="list-style-type: none"> • Lack of financial resources • Lack of high-quality human resources • Lack of legal sanctions
Opportunity	Threat
<ul style="list-style-type: none"> • International cooperation • There is a potential market • Building a sustainable supply chain 	<ul style="list-style-type: none"> • Errors in law enforcement • Lack of transparency • Unfair competition • Difficult to access potential markets

4. TRAINING SCHEDULE (Korea Standard Time, GMT +09)

Day	Time	Activity	Remark
	Self - paced	Self-study on Climate Science (See instruction in Attachment-4)	Trainees
11-Mar	15:00-17:00	Check and confirm Zoom application connection	RETC
14-Mar	12:00-12:30	Zoom check-in	RETC
	12:30-13:00	Opening Ceremony & Introduction of participants	RETC
	13:00-14:00 (60')	Orientation for Trainees Roles and Group Work	RETC
	14:00-15:00 (60')	Presentation 1. Country report	Trainees
	15:00-16:00	Break	
	16:00-17:45 (105')	Presentation 1. Country report	Trainees
	17:45-18:00 (15')	Daily feedback and housekeeping announcement	RETC
15-Mar	12:30-13:30 (60')	Group Work: Development of a Problem Tree	RETC
	13:30-15:00 (90')	Session 1: Global and Asian Trends on PPPs in Forestry (45-min lecture & 45-min discussion)	Lecturer
	15:00-16:00 (60')	Break	
	16:00-17:30 (90')	Session 2: Policy Instrument to Facilitate PPPs in Forestry (45-min lecture & 45-min discussion)	Lecturer
	17:30-18:00 (30')	Daily feedback and housekeeping announcement	RETC
16-Mar	12:30-13:30 (60')	Recap on the previous day	RETC
	13:30-15:00 (90')	Session 3: Environmental, Social and Corporate Governance (ESG) in Forestry (45-min lecture & 45-min discussion)	Lecturer
	15:00-16:00 (60')	Break	
	16:00-17:30 (90')	Session 4: Role of the Private Sector in REDD+ (45-min lecture & 45-min discussion)	Lecturer
	17:30-18:00 (30')	Daily feedback	RETC
17-Mar	12:30-13:30 (60')	Recap on the previous day	RETC
	13:30-15:00 (90')	Session 5: Roles of the Local and Civil Societies for PPPs in Forestry (45-min lecture & 45-min discussion)	Lecturer
	15:00-16:00 (60')	Break	
	16:00-17:30 (90')	Group work: Action Plan Development	RETC
	17:30-18:00 (30')	Daily feedback	RETC
18-Mar	12:30-13:00 (30')	Recap on the previous day	RETC
	13:00-16:30 (210')	Presentation 2. Action plan	Trainees
	16:30-17:30 (60')	Break	
	17:30-18:00 (60')	Closing Ceremony	RETC

5. SESSION SUMMARY AND OUTPUTS

5.1 SESSION 1. GLOBAL AND ASIAN TRENDS ON PPPs IN FORESTRY	
A. Session Overview	This session introduces the global trend and discourses on PPPs in the forest and forestry sector.
B. Learning Outcomes	At the end of this session, trainees were be able to understand: <ul style="list-style-type: none"> • understand the concept and rationale for forest-based PPPs
C. Content	<ol style="list-style-type: none"> (1) Introduction of PPPs (2) Global commitments (3) History on PPPs in Forestry (4) Way forward
D. Highlights	<ul style="list-style-type: none"> • Concept of PPPs and its key features: <ul style="list-style-type: none"> - Collaboration between public sector and private sector in management through numerous mechanisms such as financing, concession of tax, partial ownerships etc. • Impact of PPPs in Economic Development <ul style="list-style-type: none"> - The record of the financial contribution from private sectors through; remittances, investment, and philanthropy have drastically increased over the decades and the share of financial contribution from the private sector is found to be significant. • Global Trends and Current Practices <ul style="list-style-type: none"> - Global and regional trends have showed increasing trends of investment from private sectors in PPP model. Majority of the donor agencies have adopted PPP or its various versions. • Opportunities for PPPs in Forestry Sector <ul style="list-style-type: none"> - Lowering Emissions by Acceleration Forest Finance (LEAF) provides funding for forest protection especially for REDD+ activities
E. Interventions	<ul style="list-style-type: none"> • PPPs is fairly a new concept in most of the Developing Countries in Forestry Sector • Most of the PPPs in the developing countries are concentrated in Infrastructure development and least in Forestry Sector • Due to lack of experience, expertise in PPPs related to Forestry sector, there is minimum participation of Private sectors to undertake. • In absence of clear legal frameworks and guidelines, PPPs are hindered be it in infrastructure development or in Forestry sector. • Global trend of PPPs in developed countries has increased public goods. • Mechanism of PPPs has been useful in establishment, operation, marketing and institutional building which would significantly increase public goods • PPPs in Forestry Sector is critical for conservation efforts due to the current scale of deforestation, forest degradation and impacts of climate change
F. Observation and Knowledge	<ul style="list-style-type: none"> • Public-private partnerships (PPPs) involve collaboration between a government agency and a private-sector company that can be used to infrastructures and constructs and financing • when private sector technology and innovation combine with public sector incentives to complete work well • Comparing Contribution of PPPs for Public sector mainly are making policy, regulation Social environment responsibilities and Private sector mainly is Resources, technology and Funding • Some Experience for Lowering Emissions by Acceleration Forest Finance (LEAF) that provide funding for forest protection especially for REDD+ activities

5.2 SESSION 2. POLICY INSTRUMENTS TO FACILITATE PPPs IN FORESTRY	
A. Session Overview	This session explores types of policy instruments and frameworks to enhance the governance to facilitate PPPs in Forest and Forestry.
B. Learning Outcomes	At the end of this session, trainees were able to: <ul style="list-style-type: none"> • brainstorm and strategize policy instruments on PPPs in Forest and Forestry
C. Content	<ol style="list-style-type: none"> (1) Introduction of relevant policies on PPPs in forestry (2) Blind spots in enhancing the policy instruments (3) Recommendations
D. Highlights	<ul style="list-style-type: none"> • Policy instruments can be defined as a political means of intervention that formally influences social or economic action. • The three types of policy instruments for facilitating PPP are 1) Regulatory Instruments, 2) Economic Instruments, and 3) Information Instruments. • The three main strategic approaches for supporting PPPs are 1) Clarity of interests and accountability by multi-stakeholders, 2) Synergy of combining policy instruments, and 3) Social awareness and movement.
E. Interventions	<ul style="list-style-type: none"> • Regional Problem Tree (compilation of country report) highlighted the lack of comprehensive regulatory framework/lack of legal basis of PPPs in forest and forestry sector. • Opinion on the Long term investment for private sector. • How to benefit local people? • How can we attract the private company to invest in long-term for long term? • Situation where certain policy/regulation need to be taken through the House of People Representative/Cabinet. The political process could take sometimes and could possibly hinder the speed to have a firm Public-Private cooperation
F. Observation and Knowledge	<ul style="list-style-type: none"> • Private sector participation tied with the long history of forest management, need to encourage the private actors. • We need to know what kind of regulation necessary to attract private sector. • Public agencies need to list out, What kind of important factor, incentive? • National budget, donations, funding from international organizations. • Take note on the Insufficient regulations, Enterprises interest, communities need gathering forest products, beneficiaries.. • Public actor/administration: what are its advantage? Is it possible, can be better capacity, we need to have their contribution, accountability required from private sector.

5.3 SESSION 3. ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE (ESG) IN FORESTRY	
A. Session Overview	This session shares ideas and views on the private sector entities to ESG activities based on case studies in Asia with focus on Blockchain/DIDs based ESG of SK telecom and the way forward in Forestry.
B. Learning Outcomes	At the end of this session, trainees were able to understand: <ul style="list-style-type: none"> • explore the real-time information on the ESG activities in the region
C. Content	(1) Introduction of ESG (2) Case studies (3) Way forward
D. Highlights	<ul style="list-style-type: none"> • Environmental, social, and governance (ESG) criteria are a set of standards for a company's operations that socially conscious investors use to screen potential investments. • Decentralized identifiers (DIDs) are a new type of identifier that enables verifiable, decentralized digital identity. A DID refers to any subject (e.g., a person, organization, thing, data model, abstract entity, etc.) as determined by the controller of the DID. • Blockchain is a technology that distributes, stores and manages data based on encryption technology and distributed system. Technology that can secure trust through the network. • The use of blockchain is adaptable across the gamut of forest products-from packaging, tissue and graphical papers to sawn goods and biofuel. • For example about Blockchain in forestry sector: • Traceability through the supply chain enabling improved wood-quality control for mills. • Shared and secure forest inventory information making it easier for forest owners to choose an optimal harvesting timeframe to maximize their yield • Curbing of illegal logging practices
E. Interventions	<ul style="list-style-type: none"> • Basically need the transparent database is important according to the purpose by using blockchain technology in PPPs in forestry sector. • Initial SK Telecom signed a cooperation agreement with the National Academy of Agricultural Sciences for standardization of open-field digital agriculture using SK Telecom's thing DID technology is one kind of PPP approach • In SK company PPP in forestry could not have the opportunities in the previous case to set the forest indicator for a take long time but the forestry sector may be possible in future. • SK telecom approach ESG (Initials, Digital card, Digital wallet, Smart farm) are related to carbon dioxide reduction by using blockchain technology. • Business sector, private sector how they approach to ESG in PPP project, all examples are related to carbon. • How to Monitor the information of carbon dioxide emission from forestry area? Carbon dioxide emission from forestry is new subject for company we can track by using the technology monitoring from the sensor but it may need the research and analysis. • Calculation of carbon foot print from the Korea Climate Network • Block chain technology is try to use the final service but the government's guideline are very restrict. • Moving information from one network to other network is very difficult to realize the process take time. • Planting tree in investment of the forestry including public private partnership by using the blockchain technology is try to get some financial support in the future.
F. Observation and Knowledge	<ul style="list-style-type: none"> • Environment, Social and Governance (ESG) is contributing to the public-private partnerships (PPPs) in SK company while using blockchain technology and also contributing to countries' sustainable development. • Blockchain technology is the ability to measure the carbon footprint and this technology will be representing a unique opportunity to neutralize carbon emissions. • Blockchain technology will be important for the implementation of PPP in forestry sector (to transform the forest products industry by increasing transparency and streamlining documentation across the entire supply chain). • Blockchains will require significant efforts in redefining finance function, building networks for collaborations, establishing effective decentralized data governance mechanisms for ESG. • Blockchain technology may be the some possibilities for the Digital legal land-use title to natural forest areas.

5.4 SESSION 4. ROLE OF THE PRIVATE SECTOR IN REDD+	
A. Session Overview	This session shares ideas and views on the roles of private sector entities to REDD+ activities based on case studies in Asia and activities implemented by SK Forest.
B. Learning Outcomes	At the end of this session, trainees were able to: <ul style="list-style-type: none"> • Explore the real-time information on the PPPs in REDD+ activities in the region.
C. Content	<ol style="list-style-type: none"> (1) Introduction of PPPs in REDD+ (2) Case studies (3) Way forward
D. Highlights	<ul style="list-style-type: none"> • Introduction to REDD+ <ul style="list-style-type: none"> - Framework created by the UNFCCC to guide activities in the forest sector that reduces emissions from deforestation and forest degradation, as well as the sustainable management of forest and the conservation and enhancement of forest carbon stocks in developing countries. • 3 Implementation Phases of REDD+ <ul style="list-style-type: none"> - Phase I: Readiness; Phase II: Demonstration; Phase III: Implementation • Contribution of Private Sector to REDD+ • Innovation, Investment and Implementation
E. Interventions	<ul style="list-style-type: none"> • Benefit sharing mechanism REDD+ can either be depending to each individual forest country to decide and implement or be attached as a condition, in some form or another, to the payments for reduced emissions. • REDD+ implementation <ul style="list-style-type: none"> - The financing of REDD+ by a fund allows the opportunity to steer the finances and prioritize especially important forest areas, relation to Carbon emissions or income per capita, thus making financing predictable and also providing long-term incentives to reduce domestic emissions. - FPIC - REDD+ must recognize, respect and promote indigenous people and local communities rights to their lands, territories and resources, and the right to the uses of the forest. • The REDD+ supply chain and key players <ul style="list-style-type: none"> - Revolves around the production and consumption of carbon sequestration as its key ecosystem services; • REDD+ initiatives: Project Investment, project development and implementation, technical expertise and capacity building, validation and certification, carbon credit trading and retailing and carbon credit purchasing.
F. Observation and Knowledge	<ul style="list-style-type: none"> • REDD+ is a mechanism that can help society move off the unsustainable current development, while also reducing pressure on planetary boundaries. It represents an opportunity to contribute to a transition to a green economy and to align national development choices with vital global climate and biodiversity. • Involvement of private sector is also vital <ul style="list-style-type: none"> - Private sector play as a designers, developers, operators and enablers of 'forest-friendly' initiatives in a various of scales. - Engagement with private sector is to ensures wide-ranging acceptance and interest in REDD+ and also builds trust and supports stakeholders' capacity to participate and deliver REDD+ in a meaningful and effective way. • Cost effective and retain sustainability for the implementation of REDD+ project.

5.5 SESSION 5. ROLES OF THE LOCAL AND CIVIL SOCIETIES FOR PPPS IN FORESTRY	
A. Session Overview	This session introduces the essence of PPPs as discussing for the role of civil society and local communities.
B. Learning Outcomes	At the end of this session, trainees were able to: <ul style="list-style-type: none"> • Explore a long-term partnership with civil society in PPPs..
C. Content	(1) Case studies to explore the roles of the local and civil society for PPPs in Forest and Forestry in Asia
D. Highlights	<ul style="list-style-type: none"> • Essence of PPPs as discussing for the role of civil society and local communities • The Benefits of Community Engagement <ul style="list-style-type: none"> - For PPPs to succeed, all parties must be vested, including end users and any inconvenienced citizens and the vulnerable - Good Community engagement strengthens a PPP by giving communities voice and making operations more predictable • Local and Civil Society <ul style="list-style-type: none"> - Local communities are important actors who drives Social and solidarity economy (SSE) at a local level Core Characteristics of SSEs <ul style="list-style-type: none"> - Ethical, social, environmental and cultural objectives - Collective action and economic empowerment - Equitable enterprise and value chains - Active citizenship and political empowerment • Insightful Cases <ul style="list-style-type: none"> - Forestry Job Platform - ENRD Local Action Group - Forestry Resilience Bond
E. Interventions	<ul style="list-style-type: none"> • Is your country addressing/providing/promoting a certain role of civil society to implement the PPPs in forestry? • Develop PPPs at all level of social activities in forestry • Solutions to attract more local community to join in PPPs strategy or take more responsibility on forest development • Giving reward to local communities (money) to encourage their participation in PPPs project • Concept to makes balances of all the factors
F. Observation and Knowledge	<p>Observation:</p> <ul style="list-style-type: none"> • Principles of Community Engagement in PPPs • Effective GOVERNANCE - Lack of Governmental Capacity Affects the Final Implementation Phase of PPPs <p>Knowledge gained:</p> <ul style="list-style-type: none"> • Engagement of Stakeholders • Access • Scalability and Replicability • Inclusiveness • Economic Impact • Resilience and Environment

6. ACTION PLANS OF PARTICIPATING COUNTRIES

6.1 BHUTAN

1. Problem Statements

- Lack of awareness and capacity, budget constraints of the private sectors, underdeveloped market, lack of incentives and concession from the government.

2. Improvement Strategy

- We could use different incentive methods for communities/ private to improve the market and strengthen the linkage.

3. Specific Action Plan

Item	Details
Implementing Organization	Name : Department of Forests and Park Services and Private enterprises (wood- based industries) Nature or type : Agro-Forestry (Plantation of trees in marginal fallow lands) Major functions/duties : Supply of saplings of high-value timber species, fencing materials, supply wood/timber to the wood-based industries
Project Duration	<1/1/2023> – up to 30 years
Est. Budget	USD\$110,000
Main Objectives	Make productive use of fallow uncultivated land for timber production Minimize the timber wastage through use of better equipment/technology
Benefactors	Royal Government of Bhutan, Private enterprises such as; sawmill owners, private nurseries, furniture units, etc. & Community
Potential environmental and social risk	Low potential interested investor from private sector 1) We have difficult terrain for the operation of timber extraction. 2) Risk of flood or erosion due to fragile geological conditions. 3) In case, if the plantation fails due to unforeseen reasons such as pests, diseases, and other reasons it will have huge financial implications to the investors
Project Details	The demand for timber products is rising both within the country and in the region. Although Bhutan has a high percentage of forest cover, we have only about 16 % of forest suitable for sustainable management. Therefore, promotion of private sector investment in plantation activities especially in private lands could address its sustainability. Currently, the government of Bhutan is the sole role player in promoting plantation works in the rural areas through social forestry activities. Through this project, we are trying to engage private enterprises (wood-based industries) in investing for the sustainable production of timber in private farming lands through the contract between landowners and these enterprises. The role of individuals farmers will be to provide land for the cultivation of timber and to provide labour works. The specific role of the private enterprise can be to provide; 1) saplings of economic value, 2) provide fencing material such as barbed wire, fencing post, tools, etc. 3) financial support for refilling and maintenance work including other expenses. From the government's side technical expertise in the choice of species, plantation, tending operation, diseases control and periodical monitoring can be carried.

4. Timeline

No	Item	Budget	Year 1	Year 2	Year 3	Year 4	Year 5	
1	Development of comprehensive guidelines for PPP in Forestry	USD\$5,000	X					
2	Planning and Consultation involving different stakeholders for the project	USD\$5,000	X					
3	Procurement of Saplings (Teak, Cypress, Champ, etc.)	USD\$40,000		X	X	X	X	
4	Fencing Material	USD\$20,000		X	X	X	X	
5	Refilling work	USD\$5,000			X	X	X	
6	Annual Maintenance of Plantation	USD\$20,000			X	X	X	
7	Tending operation	USD\$10,000				X	X	
8	Tending operation	USD\$5,000	As and when required					

5. Expected Results – Outputs/Outcomes

Economic Effects

- Sustainable supply of timber in the market
- Improve living standards of the local people through the sale of timber
- Boom of local wood-based industries
- Revenue for the government through the export of finished and semi-finished wood products
- Efficient system with sustainable production, utilization, and management of timber production developed by active engagement of private sectors.

Technical Effects

- Farmers with full awareness and benefits of planting trees in their marginal lands
- Capacity buildup of local farmers and private wood-based enterprises in the production of sound quality timber
- Procurement of advanced equipment and machines for timber processing with reduced waste in the conversion process

Social and Environmental Impacts

- Foster partnership approach in the management of forest resources
- Rural communities taking lead role plantation of trees reducing pressure on State Reserve Forest
- Ecosystem function of the areas enhance through conversion of barren areas into a forest
- Agricultural land protected or damages minimized from floods, windstorms, erosions and other natural calamities through tree planting

6. Challenges and Solutions

Policy provisions in favor of PPP

- PPP Rules and Regulation 2017
- Guidelines for PPP projects 2019
- PPP Project Screening Tool Manual 2019
- National Forest Policy 2011
- Forest and Nature Conservation Rules and Regulation 2017

Gaps and challenges in PPP

- Limited awareness of PPP approach
- Weak linkages between government and private bodies
- Limited technical and financial capacity of private sectors

Solutions

- The government can provide subsidies based on the performance of the private companies (successful achievement of output)
- Set criteria for receiving funds from the government and its application procedures
- Put in place strong monitoring system to measure the success or failure of the projects
- Set policies to provide concession, and other fiscal incentives for promotion of PPP

6.2 BRUNEI DARUSSALAM

1. Problem Statements

- Brunei Darussalam as a small country – limited forest area to offer for large scale forest-based project.
- Lack of interest from private sector to invest on forest-based project.
- PPP is also not common in the country. Lack of experience and know-how.
- Lack of legal framework to support forest-based PPP. There is no forest-based PPP project implemented yet.

2. Improvement Strategy

- To enhance capacity and knowledge of both public and private sectors with regards to the implementation of PPP in forest and forestry sector.
- Improve participation and accountability of private sectors through application of combined policy instruments (regulatory, economic and information).
- To engage public and private sectors for collective inputs on understanding in PPP

3. Specific Action Plan

Item	Details
Implementing Organization	Name : Forestry Department, Ministry of Primary Resources and Tourism & Ministry of Finance and Economy Nature or type : Government Major functions/duties : FD / MPRT – Forest management MoFE – To oversee PPP projects in the country
Project Duration	2024 – 2026
Est. Budget	USD\$1,300,000
Main Objectives	To promote the implementation of PPP in forestry sector
Benefactors	Government, private sector and local communities
Potential environmental and social risk	Low potential interested investor from private sector
Project Details	The project is aimed to: Establish legal framework for PPP in forest-based sector; Improve knowledge for both government and private sectors through capacity building; and Make transparency on resources available for PPP project, to promote the private sectors for PPP projects.

4. Timeline

No	Item	Budget	Year 1	Year 2	Year 3
1	FEASIBILITY STUDY FOR FOREST-BASED PPP PROJECT IN BRUNEI DARUSSALAM	50,000	50,000	-	-
2	ESTABLISHING LEGAL FRAMEWORK/ POLICY/ GUIDELINE FOR FOREST- BASED PPP PROJECT	500,000	75,000	425,000	-
	2.1 Hire consultant to propose and facilitate	300,000	50,000	250,000	-
	2.2 Conduct series of workshops and consultation with various stakeholders	100,000	25,000	75,000	-
	2.3 Develop legal instruments	100,000	-	100,000	-
3	CONDUCT CAPACITY BUILDING/ AWARENESS PROGRAM	750,000	-	150,000	600,000
	3.1 Hire consultant/experts to conduct the program for both government and private sectors	400,000	-	100,000	300,000
	3.2 Documentation for the report of discussion and the recommendation & way forward.	200,000	-	50,000	150,000
	3.3 Develop a comprehensive Strategic Planning and monitoring framework	150,000	-	-	150,000

5. Expected Results – Outputs/Outcomes

Economic Effects

- Area for investment is known to private sectors which provide opportunity to them for PPP projects
- Reduced cost to government
- Improve economy through economic diversification project
- Achieve goal 3: Wawasan 2035 – A dynamic and sustainable economy

Technical Effects

- Increase technical expertise in Brunei
- Comprehensive legal framework that can be applied to other PPP based projects
- Know-how transfer

Social and Environmental Impacts

- Low unemployment, high job creation
- Enhance SFM
- Improve awareness on conservation of forest

6. Challenges and Solutions

Policy provisions in favor of PPP

- Brunei Darussalam National PPP Guidelines
- Forest Act, Chapter 46, Laws of Brunei
- National Forest Policy
- Forestry Strategic Plan

Gaps and challenges in PPP

- Lack of interest of forest-based PPP to the private sectors due to lower rate of return for the investment.
- Long term legal framework development
- Other interventions from other agencies
- Complicated procedure in implementing PPP in forestry sector
- Formulation and develop strategic plans on PPP based projects
- Engaging private sectors to implement PPP projects

Solutions

- Promote and facilitate the implementation of PPP to private sectors by means of regulatory instruments, economic instruments and informational instruments.
- Provide incentives for the PPP project.
- Invite private sectors to awareness program and other forest-related program to improve their participations and knowledge in forest management of the country.
- Improve and enhance data collection on resources availability that could be potential to be offered for the implementation of PPP
- Enhance knowledge on PPP and best practices from implementation of PPP in forestry sector from other countries
- Engage other potential relevant agencies/ government in the formulation of PPP framework and opportunities

6.3 CAMBODIA

1. Problem Statements

- The capacity of government institution and awareness is very limited
- Lacking of guideline or procedure to implementation PPP in forestry sector, no PPP unit
- Weak handling of administrative management in PPP in forestry sector
- Lacking of monitoring framework and strategy, baseline information and experience on the implementation of PPP
- Lack of resources/financial availability such as capacitation of financial and resource management and incentive support.

2. Improvement Strategy

- Promote and provide capacity building on the PPP policy, PPP project development and implementation
- Develop a strategic approach to PPPs for monitoring framework, managing baseline information and coordinating the implementation of PPP
- Formulation of comprehensive guideline or procedure,
- Analysis and assessment of outcomes of implementation of exiting PPP pilots project

3. Specific Action Plan

Item	Details
Implementing Organization	Name : Department of Forest Plantation and Private Forest Development Nature or type : Government Organization Major functions/duties : Management and Coordination on tree plantation and PPP pilot project
Project Duration	<June, 2022> – <December, 2024>
Est. Budget	USD\$ 215,000
Main Objectives	To develop a comprehensive regulatory framework and structure to strengthen governance of PPP implementation in forestry sector
Benefactors	FA's officers, Private sector, Local community, NGOs and relevant stakeholders
Potential environmental and social risk	-COVID-19 pandemic
Project Details	Promote and provide capacity building on the PPP policy, PPP project development and implementation Develop a strategic approach focused on PPPs--monitoring framework, managing baseline information and coordinating the implementation of PPP Formulation of comprehensive plans for state forests, Analysis and assessment of outcomes of implementation of exiting PPP pilots project

4. Timeline

- Duration: 4 years

5. Expected Results – Outputs/Outcomes

Economic Effects

- Long-term economic growth, increasing economic effectiveness, enhancing competitiveness, and accelerating Cambodian economic diversification
- Contribute to prospect of reaching the status of upper-middle-income country in 2030, and high-income country in 2050

Technical Effects

- Comprehensive legal framework and monitoring mechanism
- Establishing necessary financial support mechanism, and
- Clearly defining public investment priority sectors to be implemented through PPPs in conformity to the progressive context of Cambodia.

Social and Environmental Impacts

- Assuring sustainable development and poverty reduction
- Giving an opportunity to create enabling environment for promoting the participation of private sector and financial institutions in public investments

6. Challenges and Solutions

Policy provisions in favor of PPP

- The Law on Public-Private Partnerships adopted by the National Assembly on 25 October 2021
- Policy Paper on Public-Private Partnerships For Public Investment Project Management 2016-2020
- Standard Operating Procedures for PPP Projects (SOP) contains the policies, guidelines and procedures
- Having PPP pilot project in forestry sector
- A draft strategic plan on production forest 2019-2030
- Newly long-term strategy for carbon neutrality 2021-2050
- An existing regulatory framework, programme and strategy in forestry sector

Gaps and challenges in PPP

- Lacking of guideline or procedure to implementation PPP in forestry sector, no PPP unit
- Weak handling of administrative management in PPP in forestry sector
- Lacking of monitoring framework and strategy, baseline information and experience on the implementation of PPP
- Lack of resources/financial availability such as capacitation of financial and resource management and incentive support.

Solutions

- Develop a strategic approach to PPPs for monitoring framework, managing baseline information and coordinating the implementation of PPP
- Collection information, analysis and assessment of outcomes of implementation of exiting PPP pilots project
- Provide capacity building on the PPP policy, PPP project development and implementation
- Fund raising for financial and incentive support to PPP
- Formulation a PPP unit in forestry sector

6.4 INDONESIA

1. Problem Statements

- Lack of promotion on PPP in forest sector between public and private sector
- Limited of Policy to support investor/private sector and no finance resource

2. Improvement Strategy

- Enhancing and promote Decree on Public Private Partnership, No.624/GOV, date 21 December 2021

3. Specific Action Plan

Item	Details
Implementing Organization	Name : Ministry of Environment and Forestry Nature or type : Government Major functions/duties : Governing of environment and forestry sector at national level, including Social Forestry
Project Duration	2 – 3 years
Est. Budget	USD\$ 215,000
Main Objectives	Establish more social forestry in Indonesia, in order to improve the conditions of forests ecosystems and livelihoods of local communities
Benefactors	Government, private sectors
Potential environmental and social risk	Various capacity level of communities
Project Details	Promoting harmonization of social forestry related regulations in regional level. Improving social forestry related capacity of all relevant stakeholders in the field. Facilitating the communities for the planning, preparation and application of Social Forestry scheme.

4. Timeline

No	Item	Budget	Year 1	Year 2	Year 3
1	Development of strategy and recommendation to harmonizing the contradictive regulations.	20.000			
2	Promoting and implementing the strategy and recommendation to regional level.	30.000			
3	Capacity building for social forestry facilitators	45.000			
4	Capacity building for communities, in term of planning, preparation, application of Social Forestry.	60.000			
5	Assistance for the communities to obtain social forestry scheme license.	60.000			

5. Expected Results – Outputs/Outcomes

Economic Effects

- Economic growth in forestry sector.
- Communities' productivity and income is increased.
- Forestry sector contribution to economy is improved.
- Availability of new job opportunities.

Technical Effects

- Issuance of Social Forestry license is increased.
- Capacity and capability of community to manage forest are enhanced.

Social and Environmental Impacts

Improvement on:

- Awareness and participation of community to conserve the forests.
- Forest sustainability and utilization.

6. Challenges and Solutions

Policy provisions in favor of PPP

- Presidential Regulation No. 67 of 2005 concerning: Public Private Partnership
- Presidential Regulation No. 38 of 2015 concerning: Government Cooperation with Business Entities in Infrastructure Provision
- Minister of National Development Planning Regulation No. 2 of 2020 concerning: Procedures for Implementing Government Cooperation with Business Entities in the Provision of Infrastructure
- Law No. 41 of 1999 on Forestry
- Government Regulation No. 6 of 2007 concerning: Forest Management and Preparation of Forest Management Plans.
- Minister of Environment and Forestry Regulation No. 9 of 2021 concerning: Social Forestry Management.
- Minister of Environment and Forestry Regulation No. 83 of 2016 concerning: Social Forestry
- Social Forestry and Env. Partnership DG Regulations
- Annual Work Plan and Action Plan of the DG of SF and Env. Partnership

Gaps and challenges in PPP

- Contradictory of available regulations, need to be synergized.
- Dissemination of regulation to stakeholders.
- Enhancing capacity level, capability of stakeholders to implement PPP.

Solutions

- Harmonization of available all regulations and policies.
- Enhance capacity and capability all stakeholders for implementation.
- Availability of sound Regulatory, Economic, and Information Instruments.

6.5 KAZAKHSTAN

-N/A

6.6 KYRGYZ REPUBLIC

1. Problem Statements

- Lack of guidance or procedure for the implementation of PPP in the forestry sector, absence of a PPP department
- Lack of a monitoring system and strategy, baseline information and experience in implementing PPP

2. Improvement Strategy

- Promotion and provision of capacity building in the field of PPP policy, development and implementation of PPP projects
- Develop a strategic approach to PPP for a system for monitoring, managing baseline information and coordinating PPP implementation.
- Development of a comprehensive guideline or procedure,
- Analysis and evaluation of the results of the implementation of the current PPP pilot project

3. Specific Action Plan

Item	Details
Implementing Organization	Name : "Forest nursery for growing planting material" Nature or type : Major functions/duties :
Project Duration	<15.03.2023> - <20.10.2028>
Est. Budget	95000 USD\$
Main Objectives	<ul style="list-style-type: none"> - Increasing the range of seedlings of various fruit and ornamental species that are resistant to the climatic conditions of our country; - ensuring the environmental safety of landscaping and seedlings sales markets; - providing the population with high-quality acclimatized planting material; - access to the markets of neighboring countries;- ensuring a stable income for forestry; - creating additional employment for the local population and improving their well-being; - creation of an export-oriented product that is in high demand in international markets.
Benefactors	Forest service employees, private sector, local community, NGOs and relevant stakeholders
Potential environmental and social risk	<p>Currently, the flow of seedlings of trees and shrubs from foreign countries is increasing in the market of our republic. According to the Department of Plant Quarantine, more than 6 million 436 thousand pieces are imported into the republic every year. seedlings of various species of trees, shrubs and flowers, as well as more than 15 tons of seedlings. Growing high-quality planting material will make a significant contribution to the development of the country's economy, increasing the level of material well-being of the population and improving the overall environmental situation in the republic.</p> <p>-COVID-19 will be main social risk</p>
Project Details	<p>The State Partner plans to attract a Private Partner to establish a "Forest nursery for growing planting material" in the Tyup forestry Sary-Dobonskoye forestry "Leninsky Sad" nursery area -11 ha, quarter 38, section 1-7, within the framework of the PPP Project.</p> <p>The responsibilities of the Public Partner will include providing the use of a plot of land for the nursery, providing advice on growing planting material, facilitating the sale of grown products, and the responsibilities of the Private Partner will include managing the nursery and providing annually to forestry either a percentage of the profit or forest planting material, the volume of which will be determined and specified in the PPP Agreement.</p>

4. Timeline

No	Item	Budget	Year 1	Year 2	Year 3	Year 4	Year 5
1	Development of a comprehensive guideline or procedure	5000					
2	Develop a strategic approach to PPP for a system for monitoring, managing baseline information and coordinating PPP implementation.	5000					
3	Collection of information, analysis and evaluation of the results of the implementation of the current PPP pilot project	5000					
4	Providing capacity building in the field of PPP policy, development and implementation of PPP projects	5000					
5	Sowing, planting	15000					
6	fences	15000					
7	Care	15000					
8	Sowing	15000					
9	Realization	15000					

5. Expected Results – Outputs/Outcomes

Economic Effects

- Increasing the income of the private partner, local residents

Technical Effects

- Cultivation of standard planting material of various breeds in demand on the market
- Quality control
- Comprehensive legal framework and monitoring mechanism
- Creation of the necessary financial support mechanism

Social and Environmental Impacts

- Increasing the amount of planting material for planting greenery in settlements, afforestation
- Ensuring sustainable development and reducing poverty
- Providing an opportunity to create an enabling environment to encourage the participation of the private sector and financial institutions in public investment
- Creating an enabling environment for the private sector

6. Challenges and Solutions

Policy provisions in favor of PPP

- The possibility of increasing the amount of planting material without attracting state budget funds, at the expense of a private trader private partner income
- creation of additional jobs
- Existence of a PPP pilot project in the forestry sector

Gaps and challenges in PPP

- The possibility of increasing the amount of planting material without attracting state budget funds, at the expense of a private trader private partner income
- creation of additional jobs
- Existence of a PPP pilot project in the forestry sector

Solutions

- Study of the legislative framework for PPP, mechanisms of other countries
- Gap analysis, development of proposals for filling gaps development of a PPP pilot project approbation of a pilot PPP project
- Collection of information, analysis and evaluation of the results of the implementation of the current PPP pilot project
- Raising funds for financial and incentive support for PPP

6.7 LAO PDR

1. Problem Statements

- Lack of promotion on PPP in forest sector between public and private sector
- Limited of Policy to support investor/private sector and no finance resource

2. Improvement Strategy

- Enhancing and promote Decree on Public Private Partnership, No.624/GOV, date 21 December 2021

3. Specific Action Plan

Item	Details
Implementing Organization	Name : Department of Forestry and Private investor Nature or type : Government Major functions/duties :
Project Duration	2 years
Est. Budget	USD\$ 250.000
Main Objectives	Enhancing capacity building on regulatory framework of PPP implementation in the forestry sector
Benefactors	Government, private sector
Potential environmental and social risk	Low
Project Details	1) Capacity building on Regulation/ policy, PPP project development and implementation 2) Develop and promotion on strategy framework for Public and private sector for monitoring framework, managing 3) Develop baseline information and coordinating the implementation of PPP

4. Timeline

No	Item	Budget	Year 1	Year 2
1	Developing guideline on Regulation/ policy, PPP	50.000	x	
2	raising awareness and capacity building on (workshop/ training) on PPP forest sectors center/local level	100.000	x	x
3	Assessment and monitoring implementing of guideline	100.000		x

5. Expected Results – Outputs/Outcomes

Economic Effects

- Increase economic effectiveness, enhance competitiveness, and accelerate Lao PDR economic diversification

Technical Effects

- Comprehensive regulation framework and monitoring mechanism
- Enhancing to PPP regulation and policy

Social and Environmental Impacts

- Assuring sustainable development and poverty reduction
- Giving an opportunity to create enabling environment for promoting the participation of private sector and financial institutions in public investments

6. Challenges and Solutions

Policy provisions in favor of PPP

- The Law on Investment promotion, No.14/NA, date 17 November 2016
- The Law on Public Investment, No.72/NA, date 15 December 2015
- The Law on State Budget, No.14/NA, date 17 November 2016
- Decree on Public Private Partnership, No.624/GOV, date 21 December 2021

Gaps and challenges in PPP

- Lacking of guideline or procedure to implementation PPP in forestry sector, no PPP unit
- Weak handling of administrative management in PPP in forestry sector
- Lacking of monitoring framework and strategy, baseline information and experience on the implementation of PPP
- Lack of resources/financial availability

Solutions

- Collection information, analysis and assessment of outcomes of implementation of exiting project
- Provide capacity building on the PPP policy, development and implementation
- Fund raising for financial and incentive support to PPP
- Formulation a PPP unit in forestry sector

6.8 MALAYSIA

1. Problem Statements

The core problem encountered by Sabah Forestry Department in implementing Forest Management Units (FMU) System is due to the financial constraints from private sector mainly from three causes namely certification, conversion threat and survivability/capacities

2. Improvement Strategy

The private sector play an important role in ensuring the successful of the implementation of PPP. Based on the Role of a Private Sector to REDD+ highlighted how the private sector can plan and execute strategies in addressing financial issues through funding mechanisms such as grants, loans, subsidies, equity, result-based payments or transfer-based payments. The private sector can identify the financial institutions who can invest in the supply chain by providing capital. Investor such as banks, investment funds or large multinational firms.

Government financing support refers to financial mechanisms that can support the nation's PPP program. A project may be entitled to obtain financial assistance from federal and state governments in the form of grants and/or tax credits to start-up the project. There are a few forms of government financing support including funded products, contingent products, financial intermediaries and project development fund. Despite, the Government assists several supports (i.e., grants and government support loan) for gap funding, other long-term funding sources are still limited that hinder PPP projects success.

Hence, sources of funding for PPP could be derived from a capital market (i.e., bond), banks and shareholders. Also, financing could be gained from other institutions such as insurance companies or pension funds. Funding for PPP projects is a combination of debt and shareholder equity

In normal cases in Malaysia, PPP projects are financed through long-term loans debt and equity. Equity shareholders are not directly involved in PPP projects, instead, it was funded by a consortium known as Special Purpose Vehicle (SPV). The SPV (encompass of contractors, operators, consultants and financiers) is the sole purpose of executing the project and is separable from the operations of its sponsors:

- i. raising the funds to develop and maintain the assets
- ii. making payments to the subcontractors, financiers and other creditors
- iii. delivering the agreed services to the public sector according to the levels, quality and timeliness of the service provision throughout the contract period
- iv. ensuring the assets are well maintained and available for use throughout the concession period
- v. ensuring that revertible assets/facilities are transferred in the specified conditions (good working order) to the public sector at the end of the concession period

Financiers: the financing of the project is provided by a combination of equity investors and debt providers

3. Specific Action Plan

Item	Details
Implementing Organization	Name : Sustainable Forest Management License Agreements (SFMLA) Holders Nature or type : Private Sector Companies Major functions/duties : SFMLA holders involve in the implementation of Sustainable Forest Management and carry out their forest management activities based on a 10-year Forest Management Plan (FMP)
Project Duration	2022-2032
Est. Budget	USD 500,000.00
Main Objectives	To overcome the financial constraints faced by SFMLA Holders
Benefactors	Financial Institutions (banks, investment funds etc) Guaranteed by the government (i.e SFD)
Potential environmental and social risk	Financial institutions: liability E & S damage caused by investee - can give consequences like loss of assets, reduced profits, damage to reputation Investee (SFMLA holders): disruption of operations, fines and penalties etc. High risks and uncertainty of the liquidity of project returns
Project Details	Under the PPP financing arrangement, the private company has to secure large project funding for the development of the projects. However, financial constraints could be an issue to the private sector that needs to be addressed. This project aims to investigate sources of financing for PPP projects in implementing FMU System and to overcome the financial constraints faced by SFMLA holders.

4. Timeline

-Duration: 10 years

No	Item	Budget	Year 1	Year 2	Year 3	Year 4	Year 5
1	To support forest restoration, enrichment planting and silviculture activities;	USD 150,000	USD 30,000				
2	To support community livelihood development programme surrounding concession area;	USD 150,000	USD 30,000				
3	To support forest certification programme and explore available alternative options;	USD 100,000	USD 20,000				
4	To support forest concession area protection and enforcement;	USD 50,000	USD 10,000				
5	To support and strengthen national (and subnational) level forest-based PPP dialogue, partnerships, information sharing and coordination	USD 25,000	USD 5,000				
6	To promote cross-learning on lesson-learned and experiences in FMU system implementation.	USD 25,000	USD 5,000				

5. Expected Results – Outputs/Outcomes

Economic Effects

- Improved self-sustaining benefit-sharing mechanism in implementing FMU system.
- Job opportunities to the native population.
- Enable cost-saving in managing forest estates/commercial forests.

Technical Effects

- Improved policies & legal frameworks specifically on forest-based PPP.
- Forest-based PPP provides better project governance.
- Provide experiences and areas of improvement for future forest-based PPPs.

Social and Environmental Impacts

- Forest estates are highly organized, let to proper forest zoning.
- Growing recognition of indigenous rights.
- HCV areas are protected under the other land use zoning (conservation).
- Employed environmentally friendly harvesting methods.

6. Challenges and Solutions

Policy provisions in favor of PPP

- The Malaysia Incorporated Policy, 1981
- The Privatization Policy, 1985
- PPP Guideline, 2006
- Sabah's Forest Enactment, 1968 Section 15(1)

Gaps and challenges in PPP

- Private Sector Survivability/Financial factor/Capacities
- Certification
- Forest conversion threats

Solutions

- Banks offering lower interest rates to assist the private sector obtain capital funding;
- Introduce "White Knight" concept where individual/a firm that acquires an organization at the time when it is about to be acquired by another progressive firm;
- Access to fund & modern technologies in forest harvesting;
- Government assistance mechanism;
- Human resource development/skills.

6.9 MONGOLIA

1. Problem Statements

- Lack of Sustainable Forest management policy
- Lack of legal environment on forest and forestry sector PPP
- Lack of Institutional capacity and financial resource for PPP

2. Improvement Strategy

- Promote and provide capacity building on the PPP
- Technical assistance project development and implementation on the PPP
- Policy and legislation improvement

3. Specific Action Plan

Item	Details
Implementing Organization	Name : National Association of Mongolian Forestry Professionals Nature or type : Non-Government Organization Major functions/duties : Management and Coordination on pilot project
Project Duration	June 2022 – June 2024
Est. Budget	USD\$ 400 000
Main Objectives	Develop and implement the appropriate policy instruments/frameworks intended for PPPs in forest and forestry sector of Mongolia
Benefactors	Develop and implement the appropriate policy instruments/frameworks intended for PPPs in forest and forestry sector of Mongolia
Potential environmental and social risk	COVID-19 or other

4. Timeline

- Duration: 2 years

No	Item	Budget	Year 1	Year 2
1	To conduct study on the perception and willingness to engage of the Private Sectors in PPPs in forest and forestry sector of Mongolia	50 000\$	50 000	
2	Introducing PPP and its good practices to Mongolia to educate stakeholders	50 000\$	50 000	
3	Develop appropriate policy instruments/frameworks intended for PPPs in forest and forestry sector of Mongolia	200 000\$	100 000	100 000
4	Consultations, Submitting and approval of appropriate policy instruments/frameworks intended for PPPs in forest and forestry sector of Mongolia	100 000\$		100 000
	Total	400 000\$	200 000\$	200 000\$

5. Expected Results – Outputs/Outcomes

Economic Effects

- Market capacity increase on forestry section

Technical Effects

- Improved human resource capacity
- Improved institutional capacity

Social and Environmental Impacts

- Improved public knowledge on PPP
- Improved sustainable forest management activity
- More jobs in the sector

6. Challenges and Solutions

Policy provisions in favor of PPP

- Mongolia is beginning the Forest and Forestry sector legislation reform. Favorable.

Gaps and challenges in PPP

- Political decision changes
- Misuse/misapply
- Lack of Human Resource
- Low institutional capacity
- Lack of financial resource

Solutions

- To conduct study on the perception and willingness to engage of the Private Sectors in PPPs in forest and forestry sector of Mongolia.
- Provide capacity building on the PPP policy, PPP project development and implementation

6.10 MYANMAR

1. Problem Statements

- Low awareness and capacity
- Poor incentives
- Insufficient financial and technical support to farmers/local community
- Lacks of market links for community forestry products
- Poor information sharing for community forestry

2. Improvement Strategy

- Public-private partnerships (PPPs) involve collaboration between a government agency and a private-sector (From Session I)
- The three types of policy instruments for facilitating PPP are 1) Regulatory Instruments, 2) Economic Instruments, and 3) Information Instruments. (From Session II)
- Community Engagement (From session V)

3. Specific Action Plan

Item	Details
Implementing Organization	Name: Forest Department Nature or type: Productivity and Capacity Building Major functions/duties: Conserve Forests, Generate Income
Project Duration	<1-1-2023> - <31-12-2025>
Est. Budget	350.000USD\$
Main Objectives	To promote community forestry as a potential tool for development of community improving food and income security to local communities To develop community that are suitable with local conditions and meet with community's requirement To establish training forest which harbor research plots To promote community's understanding on benefits of community forestry
Benefactors	Decision makers, local communities, farmers, ecosystem and habitats conservation agencies, researchers
Potential environmental and social risk	
Project Details	To promote people understanding on benefits on community forestry, FD of Myanmar organize regular basic training and awareness raising events. However, teaching without concrete evidence is not easy to be effective and efficient. Therefore, our plan is to encourage the development of community forestry not only for developing teaching aid but also for combating poverty and strengthening food and income security of local communities meanwhile improving environmental conservation.

4. Timeline

No	Item	Budget	Year 1	Year 2
	Direct Cost	USD		
1	Site selection and Need assessment of Community forestry demonstration Plot	130,000	40,000	90,000
2	Community forestry implementation	70,000	10,000	60,000
3	Capacity building and extension activities	30,000	10,000	20,000
4	Improvement of Community Forestry Enterprise and livelihood of CF Users	55,000	25,000	30,000
5	Indirect Cost			
6	Machinery and equipment	30,000	20,000	10,000
7	Travel and accommodation allowance	19,000	9000	10,000
8	Monitoring and evaluation	16,000	8000	8000
	Total	350,000 USD		

5. Expected Results – Outputs/Outcomes

- Community forestry which meet local requirements has been developed
- Training Forests which is applicable for community forestry training have been established
- Community Forest Users who properly understand the benefits of community forestry and are fully capable the of establishment of community forestry
- To promote the profitable CF-based enterprises across the country

6. Challenges and Solutions

Policy provisions in favor of PPP

- Strong policy and legal support
- Revised and updated CFI
- Clearly set target and FD's strong leadership and commitment to achieve it

Gaps and challenges in PPP

- Lack of preplanning of risk management
- Different organizational cultures and goals between the partners
- Lack of transparency
- Unreliable mechanisms for sharing risk and responsibility

Solutions

- Need assessment of understand the requirement of local people in project area
- Implementation of community forestry by communities
- Site selection for establishment of community forestry training plots
- Implementation of community forestry training plots
- Training to communities for basic community forestry practices

6.11 PHILIPPINES

1. Problem Statements

- Lack of legal basis for PPP in forestry
- Lack of monitoring of forest-based PPPs
- Limited access to forest-based projects

2. Improvement Strategy

- Define the roles and responsibilities of all concerned stakeholders
- Harmonize and integrate policy instruments on PPPs
- Engage in social awareness and movement
- (Lecture from Professor Mi Sun Park - Policy Instruments to Facilitate PPPs in Forest and Forestry Sector)

3. Specific Action Plan

Item	Details
Implementing Organization	Name : DENR-FOREST MANAGEMENT BUREAU Nature or type : National Government Agency Major functions/duties : FMB provides technical guidance to the central and field offices on the effective protection, development and conservation of forestlands and watersheds; and recommends policies and programs towards the achievement of sustainable forest management based on science and principles of good forest governance.
Project Duration	2024 – 2028
Est. Budget	USD \$ 2,500,000
Project Title	Integration and Institutionalization of Forest-based PPPs in the Philippines
Main Objectives	General Objective: To develop forestry-related projects that will encourage PPP investments in forestry Specific Objectives: <ul style="list-style-type: none"> • To develop and make available to qualified investors forest-based PPP management plans and negotiation agreements; • To facilitate an efficient process of securing tenure instruments on forest-based PPPs and its documentary requirements; • To provide necessary technical assistance; • To ensure that forest-based PPP projects are in accordance with the National and Local priority plans; and To establish and strengthen linkages with the women and men from the private sector, other government agencies and other stakeholders to explore investment, potential financing windows, product promotion and marketing to encourage them to engage in forest and forest-based industry.
Benefactors	Department of Environment and Natural Resources, Local government units, National Government Agencies, Private Entities, and people's organizations
Potential environmental and social risk	There is a potential for unfair sharing of net revenues when rural communities form partnerships with business entities to forest-based projects, especially when there is unequal access to information on the demand market.
Project Details	Component 1: Assessment of existing forest-based PPPs in the country Component 2: Building PPP awareness and capacity building among stakeholders Component 3: Replication of Forest-based PPPs in (3) Pilot Sites Component 4: Formulation of policy initiatives for sustainable forest-based PPP in the Philippines Component 5: Scaling Up of Forestry Investment Portal Component 6: Project Management

4. Timeline

- Duration: 5 years

No	Item	Budget (USD)	Year 1	Year 2	Year 3	Year 4	Year 5
COMPONENT 1: Assessment of existing forest-based PPPs in the country (\$360,000)							
1	Profiling of Existing forest-based PPPs in the Philippines	300,000	X				
	Document Review and Field Validation		X				
2	Conduct of Consultation Meetings with PPP Actors	10,000	X				
3	Identification of PPP prospects and pilot areas in Luzon (1), Visayas (1), and Mindanao (1)	50,000	X				
COMPONENT 2: Building PPP awareness and capacity building among stakeholders (\$145,000)							
4	Development of PPP capacity building plan	20,000	X				
	TNA and Development of IEC Materials	50,000	X				
5	Conduct of IEC activities	75,000	X	X			
COMPONENT 3: Replication of Forest-based PPPs in (3) Pilot Sites (\$600,000)							
5	Formulation of forest-based PPP management plans and negotiation Agreements	50,000		X			
	Stakeholder's consultation	50,000		X			
6	Implementation	500,000		X	X		
COMPONENT 4: Formulation of policy initiatives for sustainable forest-based PPP in the Philippines (\$15,000)							
7	Drafting of policies for sustainable forest-based PPPs	5,000		X	X		
8	Documentation of best practices on sustainable forest-based PPPs	10,000			X	X	
COMPONENT 5: Scaling Up of Forestry Investment Portal (FIP) (\$1,000,000)							
9	Monitoring and Evaluation	100,000				X	X
10	Maintenance and Enhancement of FIP	650,000			X	X	X
11	Development and Dissemination of Knowledge Management Products	250,000		X	X		X
COMPONENT 6: Project Management (\$380,000)							
12	Hiring of Professional Services		X				
	Coordinator	90,000	X	X	X	X	X
	Technical and Systems Analyst	250,000	X	X	X	X	X
	Admin and Finance	40,000	X	X	X	X	X

5. Expected Results – Outputs/Outcomes

Economic Effects

- Increased contribution of forestry to the national economy
- Optimized utilization of forestlands towards economic viability
- Increased economic opportunities for forest-dependent communities in the Philippines
- Increased local and foreign direct investments

Technical Effects

- Shifting from manual to online processing of applications for sustainable forest-based PPPs
- Improved documentation, monitoring and evaluating results for formulation and enhancement of sound policy decisions

Social and Environmental Impacts

- Improved perception and engagement of private entities on forest-based PPPs
- Strengthened resilience of forest ecosystems and communities to climate change
- Promotion of equity and social justice by uplifting the socio-economic status of women and men in forest-based dependent communities

6. Challenges and Solutions

Policy provisions in favor of PPP

- 1987 Philippine Constitution (Article II, Section 20; Article XII, Section 2; Article 13, Section 15)
- RA 7718 – BOT Law and its Implementing Rules and Regulation, 2012 Revision
- EO 136 s. 2013 – Creation of PPP Center
- EO 318 – Promoting Sustainable Forest Management in the Philippines
- DAO 2019-06 Adoption of the Philippine Master Plan for Climate Resilient Forestry Development 2016 - 2028 (PMPCRFD)
- DAO 2019-22 Adoption of the Forestry Investment Road Map

Gaps and challenges in PPP

- Neoliberalism perspective of PPPs
- Low level of participation of private sector
- Underrated forest-based PPP management plans and negotiation agreements
- Corporate arm of the ENR sector is separated
- Insufficient / unconsolidated monitoring mechanism, and strategy on the implementation of PPP

Solutions

- Introduction of social solidarity economy to increase business efficiency
- Strengthen IEC strategies, programs, and plans
- Increase in coordination with other government agencies and instrumentalities
- Harmonize structured monitoring mechanisms for forest-based PPPs
- Training to communities for basic community forestry practices

6.12 THAILAND

-N/A

6.13 TIMOR-LESTE

-N/A

6.14 VIET NAM

1. Problem Statements

- Lack of mechanisms and policies in sustainable forest management
- Lack of incentive in PPP
- Lack of capital and strong corporations

2. Improvement Strategy

- Perfecting institutions and policies
- Apply priority and incentive measures
- Build investment resources

3. Specific Action Plan

Item	Details
Implementing Organization	Name : Viet Nam National University of Forestry Nature or type : Research organization Major functions/duties : Management and Coordination on pilot project
Project Duration	May 2022 – May 2024
Est. Budget	USD\$ 500 000
Main Objectives	Assess the current situation and propose institutional solutions to improve the effectiveness of PPP in forest and forestry sector in Viet Nam
Benefactors	- Assess the current situation - Propose institutional solutions to improve the effectiveness of PPP
Potential environmental and social risk	COVID-19 or other
Project Details	To promote people understanding on benefits on community forestry, FD of Myanmar organize regular basic training and awareness raising events. However, teaching without concrete evidence is not easy to be effective and efficient. Therefore, our plan is to encourage the development of community forestry not only for developing teaching aid but also for combating poverty and strengthening food and income security of local communities meanwhile improving environmental conservation.

4. Timeline

- Duration: 2 years

No	Item	Budget	Year 1	Year 2
1	To collect data, interview, organize meetings to assess the willingness of enterprises to participate in PPP	75 000\$	75 000	
2	To evaluate the effectiveness of PPP models in Viet Nam	75 000\$	75 000	
3	To propose suitable solutions to the actual situation in Viet Nam	150 000\$	150 000	
4	To organize seminars and training on PPP in the forestry sector	200 000\$		200 000
	Total	500 000\$	300 000\$	200 000\$

5. Expected Results – Outputs/Outcomes

Economic Effects

- Improve investment efficiency

Technical Effects

- Build typical models in PPP
- Provide suitable technical solutions

Social and Environmental Impacts

- Improve management capacity
- Improve the efficiency of sustainable forest management
- More jobs

6. Challenges and Solutions

Policy provisions in favor of PPP

- Viet Nam has developed and enacted a forestry law. Favorable

Gaps and challenges in PPP

- The market lacks transparency
- Lack of incentive in PPP
- The supply chain is not sustainable
- Lack of capital and strong corporations

Solutions

- Building a transparent competitive market
- Building a sustainable supply chain
- Equality in policy implementation
- Perfecting institutions and policies
- Apply priority and incentive measures
- Build investment resources

7. SURVEY RESULTS

After completing all sessions of the training, the participants filled out the questionnaire composed of the organization and preparation of the training course, subjects, training design, comparisons with other training courses, and opinions for the training course.

7.1 Organization and Preparation

Based on the results of the questionnaire (Table 1), 45.5% of the participants strongly agreed that the organization of the course was appropriate, and 39.4% of them agreed to the same survey item.

Table 1. Organization and Preparation

Variable	Percentage (%)	
	Strongly Agree	Agree
<ul style="list-style-type: none"> The organization of the course was appropriate 	45.5	39.4
<ul style="list-style-type: none"> I was well informed and kept updated before the training course 	48.5	36.4
<ul style="list-style-type: none"> I was satisfied with the pre-arrangement of the organization 	48.5	45.5

7.2 Educational Environment

Based on the results of the questionnaire (Table 2), 39.4% of the participants were very satisfied that the Zoom setting, and 45.5% of them were Satisfied with the same statement. 63.6% of the participants were very satisfied that the hospitality of the RETC staff and 33.3% of them were satisfied with the same statement.

Table 2. Educational Environment

Variable	Percentage (%)	
	Very Satisfied	Satisfied
<ul style="list-style-type: none"> Zoom Setting 	39.4	45.5
<ul style="list-style-type: none"> Hospitality of the RETC staff 	63.6	33.3

7.3 Comparison with Other Training Courses

Relative to other training courses taken by the participants (Table 3), 97% of the participant answered the overall quality of this training course was "much higher or higher", followed by 3% who said it was "similar". 75.7% of the participants said that the level of intellectual challenge presented was "much higher or higher", and the participants who said "similar" was 21.2%. 54.5% of the participant answered the level of involvement/participation in this course was "much higher or higher", followed by 33.3% who said it was "similar". 60.6% of the participants said that the amount of effort participants put into this course was "high or much higher", followed by 30.3% who said it was "similar". 78.8% of the participant answered the amount of knowledge/information gained through this course was "much higher or higher", followed by 18.2% who said it was "similar".

Table 3. Relative to other training courses taken by the participants

Variable	Frequency (%)		
	Much higher	Higher	Similar
• The overall quality of this training course	30.3	66.7	3.0
• The level of intellectual challenge presented	24.2	51.5	21.2
• The amount of effort participants put into this course	21.2	39.4	30.3
• The level of involvement/participation in this course	24.2	30.3	33.3
• The amount of knowledge/information gained through this course	21.2	57.6	18.2

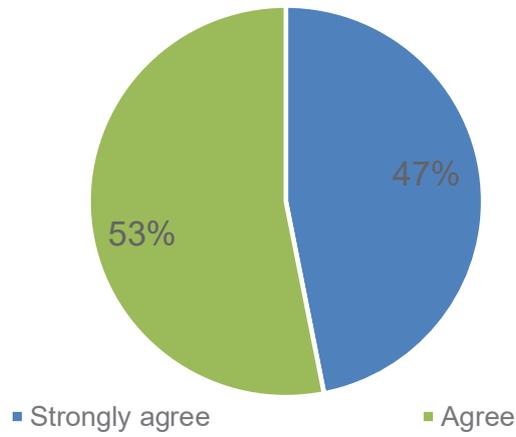
7.4 Lecturer Evaluation

I. LECTURE Evaluation Elements

- A. Helpful for work and self- improvement
- B. Professionalism of Lecturer
- C. Performance and attitude of Lecturer

II. LIST OF LECTURES

No.	Lecturer Name	Affiliation	Lecture
1	Prof. Lee Yohan	Associate Professor, Head of Department of Forest Resources, Yeungnam University	Lecture 1: Global and Asian Trends on PPPs in Forestry
2	Prof. Park Misun	Associate Professor, Graduate School of International Agricultural Technology, Seoul National University	Lecture 2: Policy Instruments to Facilitate PPPs in Forestry
3	Shin Beo Deul	Manager, Digital Asset Company, Wallet Business Team, SK Telecom	Lecture 3: Environmental, Social and Corporate Governance (ESG) in Forestry
4	Park Jeong Ho	Manager, Global Carbon Team, SK forest	Lecture 4: Role of the Private Sector in REDD+
5	Dr. Lee Garam	Researcher, Lab of Forest sociology, Konkuk University	Lecture 5: Roles of the Local and Civil Societies for PPPs in Forestry



LECTURE 1: GLOBAL AND ASIAN TRENDS ON PPPs IN FORESTRY	LECTURE 2: POLICY INSTRUMENTS TO FACILITATE PPPs IN FORESTRY	LECTURE 3: ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE (ESG) IN FORESTRY																						
<table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very good</td> <td>55%</td> </tr> <tr> <td>Good</td> <td>41%</td> </tr> <tr> <td>Average</td> <td>4%</td> </tr> </tbody> </table>	Category	Percentage	Very good	55%	Good	41%	Average	4%	<table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very good</td> <td>61%</td> </tr> <tr> <td>Good</td> <td>39%</td> </tr> </tbody> </table>	Category	Percentage	Very good	61%	Good	39%	<table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very good</td> <td>62%</td> </tr> <tr> <td>Good</td> <td>38%</td> </tr> </tbody> </table>	Category	Percentage	Very good	62%	Good	38%		
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8. RECOMMENDATIONS FROM PARTICIPANTS

Thank you notes:

- Very Informative, relevant, experience sharing, well organized
- Liked the way how the AFoCO Team manage to involve all the participants to actively contribute in this workshop by assigning a specific roles and responsibilities.
- Since this is my first time joining a RETC workshop and it helps me a lot overcoming my fear and improve my confidence to share comments and views.

Next training may be operated considering...

- First announcement could be made earlier (more than one week before the workshop, due to the pre assignment).
- Presentation time should be stricter.
- Invite speakers from difference company/private sector and different country.
- Explore more on REDD+ and Carbon Trading between the AFoCo countries members in the future workshops.
- Should include the Policy Intervention and Incentive in PPP for Forest Sector.
- Workshop Time-June.
- Use breakout function of the zoom app to enable a more focused interaction.

Next training topic under PPPs may include...

- Lesson learnt on successful case of PPP implementation, PPP benefit sharing and monitoring mechanism.
- Formulation of Incentive Mechanisms for PPPs in forest and forestry sector.
- lecturer from tropical forest countries other than Asia.
- More case studies/success stories.
- how to develop PPP projects on forestry sector.
- Safeguards to consider in entering PPP.
- Views or proposal from private sector entities for PPP.
- ESG (Environmental, Social and Corporate Governance).
- How to make forest-based projects attractive to the private sector.
- Access to international markets.
- More PPP examples focusing on forests and forestry sector including mechanisms, negotiation skills, conducting feasibility study on PPP implementation, baselining.
- REDD-plus and its computation, and the process to prepare a country for REDD-plus.

9. LIST OF PARTICIPANTS

NO.	COUNTRY	NAME	POSITION	AFFILIATION
1	BHUTAN	Kesang Droelkar Tshering	Principal Forestry Officer	Department of Forests and Park Services
2		Dawa Tshering Lama	Range Officer	Department of Forest and Park Services
3	BRUNEI DARUSSALAM	Mr Iskandar Aliudin	Forestry Officer	Forestry Department, Ministry of Primary Resources and Tourism
4		Ms Rahmalina Rahman	Forestry Officer	Forestry Department, Ministry of Primary Resources and Tourism
5	CAMBODIA	Kim Sobon	Deputy Director	Department of Forest Plantation and Private Forest
6		Lim Sopheap	Deputy Director	Department of Forest Plantation Development and Private Forest
7		Chhorn Vireak	Vice Chief of Administration, International Cooperation and ASEAN Office	Department of Forest Industry and International Cooperation
8		Say Sinly	Vice Chief of Partnership and Private Forest Office	Department of Forest Plantation and Private Forest
9		Cheat Vichet	Vice Chief of Tree Seeds and Genetic Resources Office	Department of Forest Plantation and Private Forest
10		Ouch Sineth	Vice Chief of Administration and Planning Office	Department of Forest Plantation and Private Forest
11		Phoung Sophea	Technical Officer	Department of Forest Plantation and Private Forest
12		Bun Chamreoun	Technical Officer	Department of Forest Plantation and Private Forest
13		Lim Pis	Technical Officer	Department of Forest Plantation and Private Forest
14		INDONESIA	Fathimah Handayani, S.Hut, M.For.Sc	Standardization technical cooperation analyst
15	Armiastho Adi Saputro, STP, MM.		Policy analyst	Bureau of Foreign Cooperation, Ministry of Environment and Forestry
16	Rossi Margareth Tampubolon		Staff	Center for Standardization of Sustainable Forest Management Instruments (Pustarhut), BSILHK
17	Yumantoko		Researcher	BPSILHK Mataram, West Nusa Tenggara Province
18	Krisnawati		Researcher	BPSILHK Mataram, West Nusa Tenggara Province
19	Tri Sayektiningsih, S.Hut., M.Sc.		Forest ecosystem controller	BPSI LHK Makassar, South Sulawesi Province
20	Eko Sutrisno, S.P, M.Si		Staff	BPSILHK Kuok, Riau Province
21	Yeni Aprianis, S.Si, M.Sc		Staff	BPSILHK Kuok, Riau Province
22	KAZAKHSTAN	Nurpeissov Dastan	Engineer	Ministry of Ecology, Geology and Natural Resources of the Republic of Kazakhstan
23		Matenov Ernat	Senior engineer	Ministry of Ecology, Geology and Natural Resources of the Republic of Kazakhstan, Kazakh forest management enterprise

24	KYRGYZ REPUBLIC	Toktonazarov Ernist	Head of the Department of Forest Protection	State Forestry Agency under the Ministry of Agriculture, Water Resources and Regional Development of the Kyrgyz Republic
25		RYSMENDEEVA Aizhan	Leading Specialist of the Department of Rational Use of Forest Resources of the Department for the Development of Forest Ecosystems	State Forestry Agency under the Ministry of Agriculture, Water Resources and Regional Development of the Kyrgyz Republic
26	LAO PDR	Chanthakhad Souphida	Officer	Department of Forestry
27		Khambay khamphilavong	Lecturer	Faculty of Forestry Science, National University of Lao PDR
28	MALAYSIA	Siti Raihana binti Ramli	Assistant Director (Forest Economics)	Forestry Department Peninsular Malaysia
29		Joseph Pirin	Conservator of Forests	Sabah Forestry Department
30		Bellinda Debra Raymond	Research Officer	Sabah Forestry Department
31		Hyrul Izwan Mohd Husin	Research Officer	Forest Research Institute Malaysia (FRIM)
32		Zafrah binti Zakri	Assistant Secretary	Ministry of Energy and Natural Resources
33	MONGOLIA	D.Delgerjargal	Deputy director	Mongolian Association of Poplar Researchers
34		D.Ulziibayar	Executive Director	National Association of Mongolian Forestry Professionals
35		Tsogoo Tsedenpuntsagiin	Chairman	Mongolian Forest and Industries Partnership association
36		Uyansanaa Udanbor	Forestry Engineer, Department of Green Development	Erdenet Mining Corporation, Mongolia
37	MYANMAR	Aye Chan Ko Ko	Staff Officer	Forest Department
38		Hnin Yee Aung	Staff Officer	Forest Department
39	PHILIPPINES	Aloysius Jan Revilla	Senior Forest Management Specialist	Forest Management Bureau
40		Ina Karissa Tobias	Senior Forest Management Specialist	Forest Management Bureau
41		Cecilia Arquilita	Community Development Officer III	Forest Management Bureau
42		Diana Quebral-Vinarao	Community Development Officer III	Forest Management Bureau
43		Kathleen Marasigan	Senior Forest Management Specialist	Forest Management Bureau
44		Donna Riza Gopez	Economist III	Forest Management Bureau
45		Jinia Yaneza	Senior Forest Management Specialist	Forest Management Bureau
46		Abegail Lovely Pasion	Senior Forest Management Specialist	Forest Management Bureau
47	THAILAND	Ornrisa Phaowongsa	Forest Officer	Forest Restoration Division
48	TIMOR-LESTE	Fonseca Julio	Forest Technic Professional	National Director of Forestry and Community for Development (NDCFD)
49		Alfiana Pereira de Vasconcelos Gomes	Technical Officer/ Assistant Administration	National Director of Forestry and Community for Development (NDCFD)
50		Felizberta Belac	Assistant Administration	General Director Forestry Coffee industrial Plants GDFCIP
51		Nolasco Cipriano G. Goncalves	Mapping of Coastal	General Director Forestry Coffee industrial Plants GDFCIP
52		Serliana Florida Sila Cab	Assistant Administration	General Director Forestry Coffee industrial Plants GDFCIP
53	VIET NAM	Nguyen Thi Hoa	Lecturer	Viet Nam National University of Forestry at Dong Nai
54		Lê Phú Tuấn	Lecturer	Viet Nam National University of Forestry

55	REPUBLIC OF KOREA	Lee Yeong Joo	Director	Capacity Development Division, AFoCO
56		Ryang Soozin	Program Officer	RETC Team, Capacity Development Division, AFoCO
57		Khin Nyein San	Fellowship Official	RETC Team, Capacity Development Division, AFoCO
58		Yang Ju Young	Intern	RETC Team, Capacity Development Division, AFoCO
59		Ms. Zhaniyat	Interpreter	

Asian Forest Cooperation Organization (AFoCO)

AFoCO is a treaty-based intergovernmental organization that is committed to strengthening forest cooperation and taking concrete actions to promote sustainable forest management and address the impacts of climate change.

AFoCO Regional Education and Training Center (RETC)

AFoCO RETC was established as a subsidiary organ of AFoCO to develop the capacities of member countries in dealing with forestry and related environmental issues. The RETC provides practical and problem-solving oriented training programs, training courses, and workshops to enhance the knowledge and skills of diverse participants including government officials from member countries, researchers, university students, and members of local communities, among others.

AFoCO's Training Reports aim to highlight the findings of training activities and provide up-to-date knowledge and information on the topics discussed by participating Member Countries. The views expressed in this report do not necessarily reflect the views of the decision-making bodies of AFoCO or its Member Countries.
