

COOPERATIVE REPUBLIC OF GUYANA

# NATIONAL FOREST PLAN 2018





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## LIST OF ACRONYMS

CI	Conservation International
CRG	Cooperative Republic of Guyana
EPA	Environmental Protection Agency
EU FLEGT	European Union Forest Law, Enforcement, Governance and Trade
FAO	Food and Agriculture Organization
FPA	Forest Products Association
FPDMC	Forest Products Development and Marketing Council
FTCI	Forestry Training Centre Inc.
GFC	Guyana Forestry Commission
GGDMA	Guyana Gold and Diamond Miners' Association
GGMC	Guyana Geology and Mines Commission
GTLAS	Guyana Timber Legality Assurance System
GLSC	Guyana Lands and Surveys Commission
GDP	Gross Domestic Product
GRA	Guyana Revenue Authority
IPCC	Intergovernmental Panel on Climate Change
ITTO	International Tropical Timber Organization
LCDS	Low Carbon Development Strategy
MoB&T	Ministry of Business and Tourism
MoC	Ministry of Communities
MoE	Ministry of Education
MoF	Ministry of Finance
MoPI	Ministry of Public Infrastructure
MoIPA	Ministry of Indigenous Peoples' Affairs
MoSP	Ministry of Social Protection
MNR	Ministry of Natural Resources
MoU	Memorandum of Understanding
MRVS	Monitoring, Reporting and Verification System
NBS	National Bureau of Standards
NFPS	Guyana's National Forest Policy Statement
NGOs	Non-governmental Organisations
NTC	National Toshias' Council
PAC	Protected Areas Commission
REDD+/REDD-plus	Reduced Emissions from Deforestation and Forest Degradation
RGDP	REDD-plus Governance Development Plan
SFA	State Forest Authorisation
SFPs	State Forest Permissions
SFM	Sustainable Forest Management
SLUC	Special Land Use Committee
TSAs	Timber Sales Agreements
UG	University of Guyana
WCL	Wood Cutting Leases
WCMA	The Wildlife Conservation and Management Act
WWF	World Wildlife Fund

## I. INTRODUCTION

This National Forest Plan (hereafter ‘the Plan’) accompanies the Guyana National Forest Policy Statement (hereafter ‘the Policy’), which was developed with technical as well as stakeholder inputs over the period February to September 2017. The inputs of stakeholders, including agency, private sector, community and Indigenous Peoples, were key to identifying the actions needed for the operationalizing of the new Policy.

The previous Policy and Plan suffered from reduced levels of awareness and implementation, in part because they were produced and presented separately. In this revision of the Policy and Plan, both share the same structure and approach, and are based on the same analyses. It is therefore suggested that they be read concurrently, to increase comprehension of the contents while aiding implementation. This Plan can thus be thought of as an implementation plan for the Policy.

## II. OVERVIEW OF THE PLAN

The overall objective goal of the Forest Policy and Plan, consistent with the Green State Development Strategy (GSDS), is “The conservation, protection and utilization of the state’s forest, by ensuring its social, economic and environmental attributes and benefits are sustained and enhanced for the benefit of current and future generations of Guyanese, whilst fulfilling Guyana’s commitments under international agreements and conventions.”

Within this goal are found four specific objectives (SOs) that drive all activities within the Plan. These SOs are:

1. Deriving development benefits from the forest (ECONOMICS)
2. Conserving, protecting and sustaining the forest (CONSERVATION)
3. Governing the forest to ensure current and future benefits (GOVERNANCE)
4. Building human and institutional capacity for management of activities in the forest (CAPACITY)

The achievement of these four SOs, which are further detailed in the Plan through policy goals and strategies, requires all forest-related agencies and institutions to be involved in implementing activities that achieve targets which measure the extent to which the SOs have been achieved. Indicators of key results and activities associated with the SOs are contained within this plan. Where not suggested, targets and baselines are to be developed by lead agencies based on their unique and specialized assessment of the policy goals, institutional resources, and what it will take to achieve meaningful results.

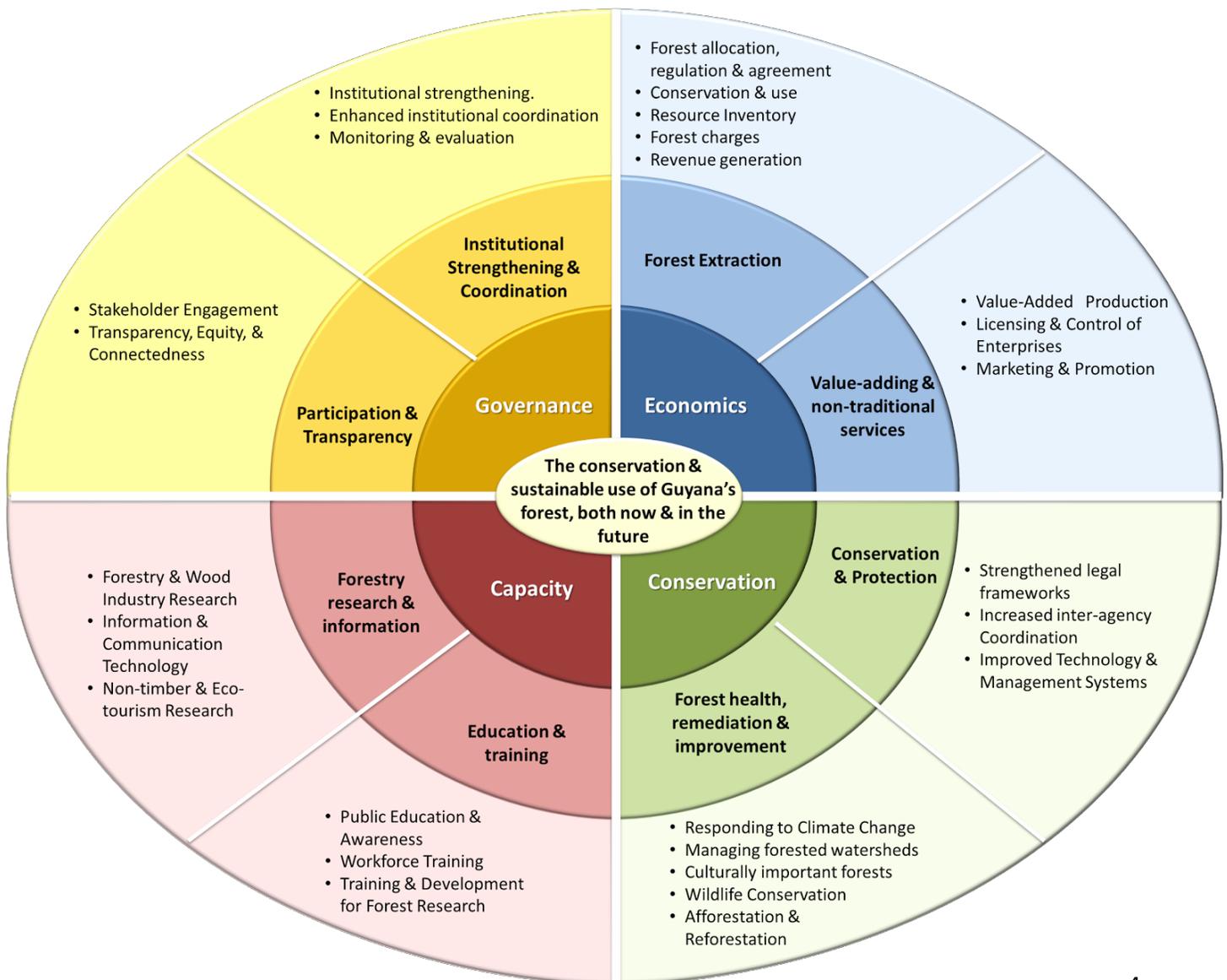
The National Forest Policy and Plan has been developed within the framework of the Constitution of Guyana and with regard to relevant international commitments on the environment, particularly as they relate to forests and biodiversity.

Implementation of this Policy and Plan will be undertaken by the GFC. In the performance of this role and in keeping with the Forests Act (2009), the GFC will coordinate the contributions of other entities including inter alia, Ministries and other State agencies/institutions, citizens and designated beneficiaries, the private sector, civil society organizations, and international partners.

The Board of the GFC, which will be responsible for oversight of the implementation of the Plan and associated programmes, will ensure compliance with agreed national and global ecological standards and safeguards. The GFC will take into account all methodologies that would promote predictable, efficient, and timely outcomes. The implementation process will, as a priority, identify and collaborate with indigenous and local communities. Annual progress reports on the implementation of the Policy will be presented to the Parliamentary Subcommittee on Natural Resources for its review and consideration.

### III. MANAGEMENT ARRANGEMENTS

There are over ten state agencies and institutions which have important linkages to forests, along with a plethora of local and regional governments, communities, international and local NGOs, as well as multiple and differently sized private sector operators. While it is beyond the scope of this plan to detail the needed stakeholder coordination mechanisms or the legislative reforms needed to improve the functioning of state agencies and institutions, such mechanisms and reforms are vital for the efficient and effective implementation of this Plan and are thus proposed in generic form within the following sections.



As of the time of preparing this plan, the Green State Development Strategy (GSDS) was yet to be finalized. The GSDS will have implications for the way state agencies work together, including as it relates to forests, and how those efforts will be measured for success. As such, it would be prudent to re-examine this Plan, certainly from the perspective of management arrangements, as soon as is practicable within the GSDS process, with a view to making necessary adjustments to both content as well as mechanisms for institutional coordination contained within the Plan.

The Guyana Forestry Commission (GFC) will play a lead role in implementing much of this Plan, particularly as relates to the deriving of dividends from the forests through timber extraction. Key roles are also proposed for the Ministry of Natural Resources, Guyana Lands and Survey Commission, Guyana Geology and Mines Commission, Protected Areas Commission and others. Given the significant roles to be played by multiple institutions under the Forest Plan, it is proposed that the Ministry of Natural Resources and, as appropriate, the Ministry of the Presidency, play lead roles in establishing and managing coordination mechanisms that support performance-based planning and implementation of activities by the agencies. The integration of the Forest Policy and Plan into the strategic plans and work plans of the relevant agencies is vital and this task will be a key responsibility of the Ministry of Natural Resources.

#### IV. THE FOREST PLAN

There are eight Policy Goals, two per each of the four SOs. These Policy Goals are given focus by 27 strategies, which are then operationalized by 70 activities. Each of these activities is typically the responsibility of one agency, or agencies working collaboratively, with implementation support being provided by other identified stakeholders. The following document elaborates the activities that would result in the objectively verifiable implementation of Guyana's new Forest Policy. These are grouped by Policy Goal and Strategy for ease of comprehension. Full details are available via the National Forest Plan Results-Based Framework (NFP-RBF) at Annex 1.

#### SPECIFIC OBJECTIVE 1: DERIVING DEVELOPMENT DIVIDENDS FROM THE FOREST (ECONOMIC)

This objective promotes the establishment and efficient functioning of modern forest-based enterprises that contribute to the wellbeing of local communities, regional economies, and the national economy, while ensuring a balance between commercial activity and the sustainability of the forest. Developmental dividends from the forest are to be derived through the extraction of trees from the forest, as well as, importantly, through value-added processes and non-traditional forest products (NTFPs).

This objective will achieve the following results:

- For *Forest Extraction*:
  - Increased efficiency of forest concession operators, through reducing wastage from operations;
  - Reduced deforestation and forest degradation from logging and mining operations, and;
  - Increased earnings from environmental services schemes.
- For *Value-Added and NTFPs*:
  - Increases in value-added and NTFP revenues;
  - Number of new jobs created through value-added and NTFP enterprises, and;

- Increases in the number of forest-based tourism operators.

Policy Goal	Policy Strategies	Activities	Proposed Lead Agency
1.1 Forest Extraction	1.1.1 Forest Allocation Regulation and Agreement	1.1.1.1 Framework for forest allocation and zoning established, alongside efforts to determine appropriate land tenure in forest concession systems.	GFC
		1.1.1.2 Review existing criteria and procedures, and revise where necessary.	GFC
		1.1.1.3 Develop and maintain a standard agreement so that all concessionaires operate under the same conditions in regard to fiscal provisions and forest management standards.	GFC
		1.1.1.4 Annual audits of Timber Sales Agreements and Wood Cutting Leases	GFC
		1.1.1.5 Review and expand performance-based standards within the sector, including measures of quality, efficiency, production level, and environmental performance.	GFC/MoF/FPA
	1.1.2 Conservation and Use of Forest Resources	1.1.2.1 New framework designed to integrate forest uses by reviewing fiscal arrangements and incentives for innovation, infrastructure, energy, and capacity building that add to efficiency and effectiveness	MoF
	1.1.3 Resource Inventory	1.1.3.1 Surveys of topography, forest, minerals, NTFPs, and tourism sites, and ecosystem services.	GLSC/GFC/GGMC
		1.1.3.2 Produce and publish data on efficiency and waste in log harvesting, wood processing and NTFPs collection/ harvesting.	GFC
	1.1.4 Revenue Generation	1.1.4.1 Review and revise fiscal incentives and disincentives in the sector, including taxation, fee structures and revenue generation.	GFC
		1.1.4.2 Establish fee regime for new forest charges. <sup>1</sup>	GFC
		1.1.4.3 Develop and provide incentive packages for concessionaires who achieve	MoF

<sup>1</sup> Including State Forest Exploratory Permits, the granting or renewal of any State forest authorisation, permit, licence, or certificate; annual management of any exploratory permit, concession, or use permit, stumpage and area fees, and; harvesting of specified NTFPs

		their Annual Allowable Cut or meet graduated production declarations	
<b>1.2 Promote value-added products and non-timber goods and services</b>	<b>1.2.1 Enabling Value-Added Production<sup>2</sup></b>	1.2.1.1 Review and amend existing policies (e.g. small-business/micro-financing, fiscal, tax and duty concessions) that encourage value-added production by collective and/or individual enterprises	MoB&T
		1.2.1.2 Support the development of standards for value-added products, and the provision of training and technology to meet those standards	MoB&T
		1.2.1.3 Develop special committees on Infrastructure, Energy, Technology, and Quality Standards	MoB&T
	<b>1.2.2 Licensing and Control of Forest-Based Enterprises</b>	1.2.2.1 Periodically review the National Log Export Policy to inform follow-on steps for transitioning to value-added/NTFPs	GFC
		1.2.2.2 Revise, update and expand Timber Grading Rules to incorporate other forest products	GFC
	<b>1.2.3 Marketing and Promotion</b>	1.2.3.1 Promotion and utilisation of lesser-used species	Private Sector
		1.2.3.2 Promotion of Guyana's FLEGT credentials	Private Sector
		1.2.3.3 Undertake marketing and product development research	Private Sector
	<b>1.2.4 Revenue Generation</b>	1.2.4.1 Periodically review all taxes, fees, rates and other charges, along with prevailing incentives, to generate revenues for the state from value-added and NTFPs	MoF

<sup>2</sup> Inclusive of Wood Industries, Forest-Based Tourism, Non-timber Forest Products Enterprise, and Payment for Environmental Services

## SPECIFIC OBJECTIVE 2: CONSERVING, PROTECTING AND SUSTAINING THE FOREST (CONSERVATION)

This objective promotes forest management that is in line with national policies and legislation as well as international treaties on the conservation and protection of flora and fauna, biological and cultural diversity, forest ecosystems and watersheds while providing social, economic and environmental benefits for now and the future. Sustainable forest management will maintain the health of the forest to produce economically viable harvests, provide social and environmental benefits for now and the future.

By ensuring sustainable forest management, the following outcomes will be achieved:

- *For Conservation and Protection Strategies:*
  - The contribution of forest goods and services, as a contribution to GDP, do not decline over time;
  - Improved market access and higher commodity prices for forest goods and services;
  - Forest concessions are compliant with national standards such as the Guyana Timber Legality Assurance System (GTLAS), and;
  - The amount of forest areas under protection increases.
- *For Ensure Forest Health Through Preventative and Restorative Measure:*
  - Improved rating for Guyana on the global Environmental Performance Index;
  - Real-time quantification of forest cover loss and forest degradation;
  - Reduced numbers of forest fires, disease and pest outbreaks;
  - Sustainable use reserves increases, and;
  - Increased national awareness of and appreciation for the cultural and social values of the forest, and increased number of Guyanese visiting national parks.

Policy Goal	Policy Strategies	Activities	Proposed Lead Agency
<b>2.1 Conservation and Protection Strategies</b>	<b>2.1.1 Strengthening the wider legal framework</b>	2.1.1.1 Align legal provisions governing protected areas and biodiversity conservation with the revised Forest Act and reforms within GFC (under EU FLEGT)	MoLA
		2.1.1.2 Integration of forest-related laws into judicial and law enforcement training programmes	Judiciary/GPF MoLA
		2.1.1.3 Conclude legal processes for the preservation of all proposed forest reserve areas	GLSC
		2.1.1.4 Review and expand environmental performance standards, covering the use and extraction of both timber and non-timber goods and services	GFC/EPA

	<b>2.1.2 Increasing coordination among natural resource agencies</b>	2.1.2.1 Identify and allocate “Conversion Forests” of high mining potential, with conservation and reforestation conditions.	GLSC
		2.1.2.2 Develop interagency mechanisms to address conflicts, particularly as relate to land degradation, reclamation and reforestation, and monitoring and enforcement activities	MNR
	<b>2.1.3 Improving technical tools and systems for sustaining the forest</b>	2.1.3.1 Create a database/corrective action registry that facilitates forest monitoring and reporting that is spatially explicit and temporally sensitive	GFC
		2.1.3.2 Invest in research and technology that informs forest management guidelines and forest utilization efficiency, capacity building for effective implementation, and integration of traditional ecological knowledge	GFC
		2.1.3.3 Build and deepen capacities of more communities to manage and monitor forest-related activities	GFC
		2.1.3.4 Develop new tracking systems for value-added extractions from the forest, such as medicinal plants and craft materials	GFC
	<b>2.2 Ensure forest health through preventative and restorative measures</b>	<b>2.2.1 Responding to Climate Change</b>	2.2.1.1 Participate in international processes that provide compensation and/or capacity building for ecosystem services (e.g. REDD+)
2.2.1.2 Build national awareness about the role of forests in climate change			OCC
2.2.1.3 Support the formal and informal forestry sector institutions to develop systems and manuals of operation to guide the sustainable management of savannah woodland resources, building on indigenous and scientific knowledge			GFC, MoIPA
2.2.1.4 Develop a wildfire management framework, with incentives, for the savanna areas			GFC MoIPA
2.2.1.5 Develop a Disaster Management Plan to address impacts of climate change on the forest			GFC
<b>2.2.2 Forested Watershed Management and Conservation</b>		2.2.2.1 Support the implementation of the national wetland conservation strategy through legislation and integration into land use planning processes	GLSC, MoIPA
		2.2.2.2 Incorporate watershed management in local, regional, and national planning process	MoC
		2.2.3.1 Define and manage sacred trees/forests	GFC, MoIPA

<b>2.2.3 Identification and Management of Culturally Important Forests</b>	2.2.3.2	Creation of a list of forests sacred to Indigenous Peoples	UG (ARU), MoIPA
	2.2.3.3	Promote traditional autonomy for the protection and management of sacred trees/forests and community dedicated forests through legislation; land use and protection policies, and; capacity building for Indigenous communities	MoIPA
<b>2.2.4 Conservation and Protection of Wildlife</b>	2.2.4.1	Develop structure and content for biodiversity databases	UG (CBS)
	2.2.4.2	Legal and stakeholder-based processes used to increase forest protection based on protected areas and biodiversity conservation guidelines	PAC
<b>2.2.5 Afforestation and Reforestation</b>	2.2.5.1	With key stakeholders, develop a reforestation/rehabilitation plan that includes the identification of appropriate tree species for reforestation, enrichment planting programmes, and incentive schemes	GFC
	2.2.5.2	Develop a National Forest Plantation Strategy with realistic annual targets based on best practices and updated forest plantation information for both the savannah and forest areas	GFC
	2.2.5.3	Support implementation of Plantation Strategy, including the promotion of enrichment planting and timber plantations to meet projected forest plantation needs	GFC

### SPECIFIC OBJECTIVE 3: GOVERNING THE FOREST TO ENSURE CONTINUING AND FUTURE BENEFITS (GOVERNANCE)

In keeping with global good practice, this objective promotes and requires mechanisms for efficiency, efficacy, equity, transparency, financial prudence, and stakeholder participation in governing the forest at the local, regional, and national levels. These features of good governance are particularly vital for the success of this Policy given resource constraints, the vastness and remoteness of Guyana's forest and other challenges such as coordination and institutional weaknesses. Importantly, this objective includes measures for assuring cooperation across concerned state agencies and other stakeholders, with a view to deriving maximum synergies, efficiencies and value for taxpayer dollars. This objective also seeks to improve governance with a particular focus on assuring inter-generational equity.

Meeting this objective will produce the following key results:

- *For Institution Reform and Continuous Quality Improvement:*
  - Reduced cost of forest-related agencies to the State;
  - Improved ease of doing forest-related business;
  - Improved value for money audits, including as relates to prudence of forest-related financial decisions;
  - Improved performance of forest-related state institutions.
- *For Improving Participation and Transparency:*
  - Increased confidence of stakeholders in natural resource agencies;
  - Increased participation by stakeholders in engagement processes of natural resource agencies;
  - Reduced practice of corruption in natural resource agencies.

Policy Goal	Policy Strategies	Activities	Proposed Lead Agency
<b>3.1 Institutional Strengthening and Coordination</b>	<b>3.1.1 Continuous Institutional Strengthening and Improvement</b>	3.1.1.1. Review and revise legal frameworks and mandates of agencies in the natural resources sector <sup>3</sup> for efficiency and effectiveness	MNR
		3.1.1.2. Monitoring of agency performance for efficiency and effectiveness (including quality of service delivery, fiscal prudence and stakeholder confidence)	MNR/GFC
		3.1.1.3. Review and adjust as appropriate, every five years, fines, penalties and compensation payable	NR Agencies
		3.1.1.1 Consolidate agency operations via collaborative enforcement; sharing	MNR

<sup>3</sup> Inclusive of GFC, GGMC, GLSC, EPA, PAC, and WCMC as well as the Forest, Mining, Land, Environmental Protection, Protected Areas, and Wildlife Conservation and Management Acts

	<b>3.1.2 Enhanced institutional coordination</b>	equipment, offices, and staff in hinterland locations; establishing regional joint control centers, and; coordinating activities at regional and sub-regional centers	
		3.1.1.2 Joint strategic and work planning processes, with a view to maximizing synergies across agencies and increasing cooperation and collaboration	MNR
	<b>3.1.2 Monitoring and Evaluation</b>	3.1.3.1 Strengthen internal systems for monitoring and evaluating performances in forest and forest-related enterprises.	GFC
		3.1.3.2 Evaluation to determine the level of awareness and perception in relation to expected results and the NFPS in general.	MNR
<b>3.2 Improving Participation &amp; Transparency</b>	<b>3.2.1 Stakeholder Engagement</b>	3.2.1.1 Design and articulate stakeholder engagement guidelines that will govern the approach of all forest-related agencies to stakeholder participation in key forest-related processes <sup>4</sup>	GFC/FPDMC
		3.2.1.2 Determine appropriate land tenure systems in forest concession agreements.	GFC
	<b>3.2.2 Transparency, Equity and Connectedness</b>	3.2.2.1 Develop and articulate standards for transparency and public disclosure of non-sensitive information, including agency decisions and their rationale	FLEGT Secretariat
		3.2.2.2 Full and timely disclosure of decisions, financial information, performance, research, and other information that affects the well-being of Guyanese stakeholders	NR Agencies

<sup>4</sup> Such as relate to forest allocation, protection and conservation; timber, watershed, and ecological services management; wood and non-timber forest-based industries, and; environmental services payments. These guidelines will also comply with FPIC.

## SPECIFIC OBJECTIVE 4: BUILDING HUMAN AND INSTITUTIONAL CAPACITY FOR MANAGEMENT (CAPACITY)

The capacity of natural resource agencies to achieve the three foregoing specific objectives is contingent upon the quality of human and institutional capacities possessed by the agencies. Building capacities will require significant investments, given Guyana's human resource challenges - particularly as relates to research and other technical capacities. This objective promotes and requires research, training, application of learning, technological development and information storage, management and dissemination to benefit all Guyanese at their appropriate (kindergarten to post-graduate) levels of education and customary indigenous languages. The following objective prioritizes the building and broadening of in-house capacities so that work can be done more efficiently and effectively, which will in turn strengthen institutional capacities and performance.

The outcomes of this objective are:

- *For Forestry Research and Information,*
  - Increased use of research and information to implement this forest policy;
  - Enhanced results relating to value-added strategy, and;
  - Enhanced results relating to extraction and use strategy
- *For Education and Training,*
  - Increased levels of public awareness of the forest;
  - Increased efficiencies in forest-based industries, and;
  - Enhanced results relating to stakeholder confidence strategy.

Policy Goal	Policy Strategies	Activities	Proposed Lead Agency
<b>4.1 Forestry Research and Information</b>	<b>4.1.1 Forestry and Wood Industry Research</b>	4.1.1.1 Promote and disseminate appropriate research <sup>5</sup>	GFC
		4.1.1.2 Build up real and virtual libraries and databases of research material	GFC
		4.1.1.3 Foster information exchanges, workshops, discussions around research	GFC
		4.1.1.4 Establish protection for intellectual property rights generated by research	GFC

<sup>5</sup> Including but not limited to green energy, REDD+ requirements, all aspects of forestry and forest-related activities and on their physical, biological, ecological, economic, social, cultural and other impacts, silviculture and other enhancement techniques, forest plantations

	<b>4.1.2 Information &amp; Communication Technology</b>	4.1.2.1 Undertake a process that leads to the increased use of ICTs (unmanned aerial vehicles or UAVs, sensors, satellites etc.) to monitor <sup>6</sup> the forests via more comprehensive monitoring databases	GFC/GGMC
	<b>4.1.3 Non-timber and Eco-tourism Research</b>	4.1.3.1 Research into local and international markets for value-added and eco-tourism products	MoIPA, GMSA/ FPA/THAG/FPDMC
		4.1.3.2 Research into wood properties, finishing etc. for products to meet market expectations	GMSA/FPA/UG/FPDMC
<b>4.2 Education and Training</b>	<b>4.2.1 Public Education and Awareness</b>	4.2.1.1 Incorporate forest education into kindergarten-to-university curricula	MoE/GFC
		4.2.1.2 Develop schemes to incentivize local tourism, particularly for young Guyanese <sup>7</sup>	MoIPA, MoB&T/ THAG
		4.2.1.3 Develop regular infomercials and other communication tools to engage the public on forest developments and share technical information to FAQs	GFC
	<b>4.2.2 Workforce Training<sup>7</sup></b>	4.2.2.1 Needs assessments <sup>8</sup> to determine training needs of the workforce and establish baselines	GFC/GGMC, MoIPA
		4.2.2.2 Create public/private online training portals that indicate local and international forest-related trainings available, by institution, as well as mandatory trainings <sup>9</sup> required for operating various enterprises	GFC
		4.2.2.3 Provide extension training/advisory services to local level forest stakeholders	GFC, MoIPA
		4.2.2.4 Strengthen offerings of technical/educational institutions <sup>10</sup> , particularly those in	MoE/GFC

<sup>6</sup> This monitoring will map and study phenomena such as disturbances, extraction and regeneration rates, species distributions and concessionaire compliance

<sup>7</sup> Applies to all persons working in the forests, inclusive but not limited to loggers, miners, tour operators and staff of agencies

<sup>8</sup> E.g. Product Development, Marketing, Financial, Operations (Technology), Human Resource and Organization Management

<sup>9</sup> Such as Production and Product Standards Training and Certification, Code of Practices, and Regulations for attaining Manufacturing Standards

<sup>10</sup> Including but not limited to UG, the Forestry Training Centre Inc. (FTCI), Guyana School of Agriculture, the Guyana and Regional Technical Institutes, Bina Hill Institute

		areas with high levels of forest-based activities	
		4.2.2.5 Establish and incentivize in-service training schemes, particularly for those deriving dividends directly from the forest and with an emphasis on innovations	MoB&T/ FTCI
		4.2.2.6 Provide sabbaticals/scholarships for increased capacities in highly specialized and critical knowledge areas	MNR
		4.2.2.7 Dedicated trainings for NR agency staff on such topics as facilitation and conflict management; laws, regulations and policies (of all NR agencies), and; report writing	NR Agencies
	<b>4.2.3 Training and Development for Forest Research</b>	4.2.3.1 Research training in schools, universities, communities and with stakeholders to build national capacity in such areas as data collection, MRVS, multi-disciplinary research, analysis and planning,	MoE/GFC/GGMC, MoIPA
		4.2.3.2 Promote multidisciplinary research projects among NR agencies	MNR

## V. AGENCY LEAD ROLES

The following table reflects the allocation of leadership roles for the successful implementation of the activities contained within the National Forest Plan. Further details concerning the supporting roles to be played by other agencies may be viewed in Annex 1.

Agency	Economic	Conservation	Governance	Capacity
<b>GFC</b>	1.1.1.1	2.1.3.1	3.1.3.1	4.1.1.1
	1.1.1.2	2.1.3.2	3.2.1.2	4.1.1.2
	1.1.1.3	2.1.3.3		4.1.1.3
	1.1.1.4	2.1.3.4		4.1.1.4
	1.1.3.2	2.2.1.3		4.2.1.3
	1.1.4.1	2.2.1.4		4.2.2.2
	1.1.4.2	2.2.1.5		4.2.2.3
	1.2.2.1	2.2.3.1		
	1.2.2.2	2.2.5.1		
		2.2.5.2		
		2.2.5.3		
<b>GFC/MoF/FPA</b>	1.1.1.5			
<b>GFC/GLSC/GGMC</b>	1.1.3.1			
<b>GFC/EPA</b>		2.1.1.4		
<b>GFC/GGMC</b>				4.1.2.1 4.2.2.1
<b>GFC/FPDMC</b>			3.2.1.1	
<b>GFC/MoE</b>				4.2.3.1
<b>MoE/GFC</b>				4.2.1.1 4.2.2.4
<b>GLSC</b>		2.1.1.3 2.1.2.1 2.2.2.1		
<b>GMSA/FPA/UG/FPDMC</b>				4.1.3.2
<b>GMSA/FPA/THAG/FPDMC</b>				4.1.3.1
<b>Judiciary/GPF/MoLA</b>		2.1.1.2		
<b>MNR</b>		2.1.2.2 2.2.1.1	3.1.1.1 3.1.2.1 3.1.2.2 3.1.3.2	4.2.2.6 4.2.3.2
			3.1.1.2	
<b>MNR/GFC</b>			3.1.1.2	
<b>MoB&amp;T</b>	1.2.1.1			
	1.2.1.2			
	1.2.1.3			
<b>MoB&amp;T/FTCI</b>				4.2.2.5

<b>MoB&amp;T/THAG</b>				4.2.1.2
<b>MoC</b>		2.2.2.2		
<b>MoE/GFC/GGMC</b>				4.2.3.1
<b>MoF</b>	1.1.2.1 1.2.4.1 1.1.4.3			
<b>MoIPA</b>		2.2.1.3, 2.2.1.4, 2.2.2.1, 2.2.3.1, 2.2.3.2, 2.2.3.3		4.2.1.2, 4.2.2.1, 4.2.2.3, 4.2.3.1
<b>MoLA</b>		2.1.1.1		
<b>NR Agencies</b>			3.1.1.3 3.2.2.2	4.2.2.7
<b>OCC</b>		2.2.1.2		
<b>PAC</b>		2.2.4.2		
<b>Private Sector</b>	1.2.3.1 1.2.3.2 1.2.3.3			
<b>UG (ARU)</b>		2.2.3.2		
<b>UG (CBS)</b>		2.2.4.1		

## ANNEX 1 – FOREST PLAN RESULTS-BASED FRAMEWORK (RBF)

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
<b>Specific Objective 1: Economic Considerations</b>					
<i>Deriving Developmental Dividends from the forest</i>					
<b>1.1 Forest Extraction</b>  <u>Expected Results, Baselines, Targets:</u> <sup>12</sup>  1. Efficiency of forest operations (waste produced) increases (source: GFC)  2. Deforestation and degradation as a result of forestry and mining sector decreases annually (source: GFC)  3. Value earned from payment for environmental	<b>1.1.1 Forest Allocation Regulation and Agreement</b>	1.1.1.1 Framework for forest allocation and zoning established, alongside efforts to determine appropriate land tenure in forest concession systems.	ST	Framework produced and disseminated to key stakeholders	GFC + MoIPA FPA/Community Based Organizations (CBOs)
		1.1.1.2 Review existing criteria and procedures, and revise.	ST		“ “ “
		1.1.1.3 Develop and maintain a standard agreement so that all concessionaires operate under the same conditions in regard to fiscal provisions and forest management standards.	ST		“ “ “
		1.1.1.4 Annual audits of Timber Sales Agreements and Wood Cutting Leases	ST	Production and sharing of audit summaries	“ “ “
		1.1.1.5 Review and expand performance-based standards within the sector, including	MT	Development and implementation of standards	GFC + MoF/FPA CBOs/private sector

<sup>11</sup> ST – Short Term (within 2 years), MT – Medium Term (3-5 years), LT – Long Term (6-12 years)

<sup>12</sup> Baselines and Targets to be established by Lead Agencies

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
services schemes increases (source: MoF)		measures of quality, efficiency, production level, and environmental performance.			
	<b>1.1.2 Conservation and Use of Forest Resources</b>	1.1.2.1 New framework designed to integrate forest uses by reviewing fiscal arrangements and incentives for innovation, infrastructure, energy, and capacity building that add to efficiency and effectiveness	ST	Framework produced and disseminated to key stakeholders, fiscal incentives scheme accessed by concessionaires	<b>MoF</b> + MoB&T /GFC/GRA/ MoPI + CBOs/private sector
	<b>1.1.3 Resource Inventory</b>	1.1.3.1 Surveys of topography, forest, minerals, NTFPs, and tourism sites, and ecosystem services.	MT	National Inventory of Forest and NFPSs, and annual report <sup>13</sup> on the state of our forest publicly available.	<b>GFC</b> + GGMC/GLSC/ MoB&T/WC/PAC /NBS/ MoF/FPA/GMSA MoIPA
		1.1.3.2 Produce and publish data on efficiency and waste in log harvesting, wood processing and NTFPs collection/ harvesting.	ST and ongoing		
	<b>1.1.4 Forest Charges</b>	1.1.4.1 Review and revise fiscal incentives and disincentives in the sector, including taxation, fee structures and revenue generation.	ST	Research, discussions, revision, dissemination	<b>GFC</b>

<sup>13</sup> Suggested content for the Annual Report on the “State of Guyana’s Forest”, disaggregated by region, includes: 1) Concessions, conversions, protected areas, watersheds, wildlife conservation areas; 2) Harvest of timber, NTFPs, Ecotourism activities, Enterprises, employment, economic impact of activities; 3) Deforestation, degradation, water quality, illegal activities, corruption, enforcement, other regulatory activities; 4) Information dissemination, training opportunities, stakeholder engagements, technical outreach, and; 5) Research, capacity building, collaborations, new initiatives/programs/activities

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
		1.1.4.2 Establish fee regime for new forest charges <sup>14</sup>	ST		“ “ “
		1.1.4.3 Explore opportunities to link incentive measures to relevant performance-based indicators developed for the sector.	MT		MoF + GFC/ MoB&T/ private sect
	<b>1.1.5 Revenue Generation</b>	1.1.5.2. Develop and provide incentive packages for concessionaires who achieve their Annual Allowable Cut or meet graduated production declarations.	MT	Review of revenue generation opportunities	MoF + GFC/ MoB&T/ private sect
<b>1.2 Promote value-added products and non-timber goods and services</b>	<b>1.2.1 Enabling Value-Added Production<sup>15</sup></b>	1.2.1.1 Review and amend existing policies (e.g. small-business/micro-financing, fiscal, tax and duty concessions) that encourage value-added production by collective and/or individual enterprises	ST	Revised policies disseminated	MoB&T + MoF/GFC/ FPA/GO- Invest/GRA/ MNR/GMSA
<b><u>Expected Results, Baselines, Targets:</u></b>		1.2.1.2 Support the development of standards for value-added products, and the provision of training and technology to meet those standards	ST	Technical stakeholder processes facilitated	“ “ “
1. Value-added from wood and NTFPs increases 50% in 5 years (source: MoF)		1.2.1.3 Develop special committees on Infrastructure, Energy, Technology, and Quality Standards	ST	Special committees <sup>16</sup> meet ≥ 6 times a year	“ “ “

<sup>14</sup> Including State Forest Exploratory Permits, the granting or renewal of any State forest authorisation, permit, licence, or certificate; annual management of any exploratory permit, concession, or use permit, stumpage and area fees, and; harvesting of specified NTFPs

<sup>15</sup> Inclusive of Wood Industries, Forest-Based Tourism, Non-timber Forest Products Enterprise, and Payment for Environmental Services

<sup>16</sup> Such as GMSA and National Advisory Committee on Forest Sector Management

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
2. Number of new jobs created through value-added production (Source: MoF)  Increased number of forest-based tourism operators (Source: THAG)	<b>1.2.2 Licensing and Control of Forest-Based Enterprises</b>	1.2.2.1 Periodically review the National Log Export Policy to inform follow-on steps for transitioning to value-added/NTFPs	ongoing	National Log Export Policy periodically reviewed	<b>GFC + MoF/ MoB&amp;T/ private sect</b>
		1.2.2.2 Revise, update and expand Timber Grading Rules to incorporate other forest products	ST	Timber Grading Rules revamped	“ “ “
	<b>1.2.3 Marketing and Promotion</b>	1.2.3.1 Promotion and utilisation of lesser-used species	ST	Local & int'l campaigns	<b>Private Sector + FPA / FPD&amp;MC/ MoB&amp;T/GFC, MoIPA</b>
		1.2.3.2 Promotion of Guyana's FLEGT credentials	ST	Int. campaigns	“ “ “
		1.2.3.3 Undertake marketing and product development research	ST	Marketing and R&D activities	“ “ “
	<b>Specific Objective 2: CONSERVATION</b> <i>Conserving and protecting the forest</i>				
<b>2.1 Measures for forest protection and conservation</b>  <u>Expected Results, Baselines, Targets:</u>  1. Forest goods and services do not	<b>2.1.1. Strengthening the wider legal framework</b>	2.1.1.1 Align legal provisions governing protected areas and biodiversity conservation with the revised Forest Act and reforms within GFC (under EU FLEGT)	MT	Legislative drafting and parliamentary approval	<b>MoLA + GFC</b>
		2.1.1.2 Integration of forest-related laws into judicial and law enforcement training programmes	MT	Revision of judicial and law enforcement training programmes	<b>Judiciary/ GPF + GFC/MoLA</b>

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
<p>decline over time [contribution to GDP/ socio-ecological value assessments]. (source: MoF)</p> <p>2. Improved market access and higher commodity prices for forest goods and services. (source: GFC)</p> <p>3. Large scale concessions [TSA and WCL] are certified as meeting reduced-impact logging guidelines by third party certification (source: GFC)</p> <p>4. Increased amount of Gazetted forest area under protection (Source: MoLA)</p>		2.1.1.3 Conclude legal processes for the preservation of all proposed forest reserve areas	ST	Legislative drafting and parliamentary approval	<b>GLSC + MoLA + PAC/GFC</b>
		2.1.1.4 Review and expand environmental performance standards, covering the use and extraction of both timber and non-timber goods and services	MT	Standards established and being measured	<b>GFC + EPA</b>
	<b>2.1.2. Increasing coordination among natural resource and environmental agencies</b>	2.1.2.1 Identify and allocate “Conversion Forests” of high mining potential, with conservation and reforestation conditions	ST and ongoing	Development of a “Conversion Forests” mining scheme	<b>GLSC + GFC/ GGMC/EPA/ PAC/WCMC</b>
		2.1.2.2 Develop interagency mechanisms to address conflicts, particularly as relate to land degradation, reclamation and reforestation, and monitoring and enforcement activities	ST and ongoing	Framework for interagency collaboration established, number of interagency meetings	<b>MNR + GFC/GGMC/EPA/ WC/PAC/Private sector</b>
	<b>2.1.3. Improving technical tools and systems for sustaining the forest</b>	2.1.3.1. Create a database/corrective action registry that facilitates forest monitoring and reporting that is spatially explicit and temporally sensitive	ST	Database is established and reports generated	<b>GFC + FPA + communities/ private sector</b>
		2.1.3.2. Invest in research and technology that informs forest management guidelines and forest utilisation efficiency, capacity building for effective implementation, and	ST and ongoing	Amount invested in research, updated codes of practices for forest utilisation,	<b>GFC + UG/GSA/WC/GG MC/ Indigenous communities</b>

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
		integration of traditional ecological knowledge		integration of research into training regimes	
		2.1.3.3. Build and deepen capacities of more communities to manage and monitor forest-related activities	ST and ongoing	Number of communities engaging in MRVS	<b>GFC + MoC/ CI/WWF/ Iwokrama</b>
		2.1.3.4. Develop new tracking systems for value-added extractions from the forest, such as medicinal plants and craft materials	MT	New tracking systems established	<b>GFC</b>
<b>2.2 Ensure forest health through preventative and restorative measures</b>  <u>Expected Results, Baselines, Targets:</u>  1. Improved rating on the Environmental Performance Index (Source: <a href="http://epi.yale.edu/country/guyana">http://epi.yale.edu/country/guyana</a> )	<b>2.2.1 Responding to Climate Change</b>	2.2.1.1 Participate in international processes that provide compensation and/or capacity building for ecosystem services (e.g. REDD+)	ST and ongoing	Number of processes and programmes engaged with	<b>MNR + GFC/ MoF/Private sect</b>
		2.2.1.2 Build national awareness about the role of forests in climate change	ST and ongoing	Awareness raising initiatives	<b>OCC + GFC/INGOs, MoIPA</b>
		2.2.1.3 Support the formal and informal forestry sector institutions to develop systems and manuals of operation to guide the sustainable management of savannah woodland resources, building on indigenous and scientific knowledge	ST and ongoing	Savannah systems and manuals of operation developed	<b>GFC + MoIPA/ Indigenous Peoples/ INGOs/ CBOs</b>
		2.2.1.4 Develop a wildfire management framework, with incentives, for the savanna areas	MT	Framework developed with stakeholders	<b>GFC + MoIPA, communities/ INGOs</b>

<b>Policy Goals + Expected Results</b>	<b>Policy Strategies</b>	<b>Activities</b>	<b>Time Frame<sup>11</sup></b>	<b>Activity Indicators</b>	<b>Lead + Support Agencies</b>	
<p>2. Real-time quantification of forest cover loss and forest degradation based on satellite monitoring (source: GFC)</p> <p>3. Reduced numbers of forest fires, disease and pest outbreaks (Source: TBD)</p> <p>4. Sustainable use reserves increases (Source: IUCN)</p> <p>National awareness of and appreciation for the cultural and social values of forest <u>and</u> Increased number of Guyanese visiting national parks (Source: PAC)</p>	<b>2.2.2 Management of Forested Watersheds</b>	2.2.1.5 Develop a Disaster Management Plan to address impacts of climate change on the forest	MT	Disaster Management Plan developed	<b>GFC</b> + private sector + CBOs	
		2.2.2.1 Support the implementation of the national wetland conservation strategy through legislation and integration into land use planning processes	MT	Legislation developed and approved by Parliament, land use planning processes strengthened	<b>GLSC</b> + MoLA /GFC/MoA, MoIPA	
		2.2.2.2 Incorporate watershed management in local, regional, and national planning process	MT and ongoing	Awareness raising and training	<b>MoC</b> + EPA/GFC/INGOs/Local Government	
	<b>2.2.3 Identification and management of culturally important forests</b>	2.2.3.1 Define and manage sacred trees/forests	2.2.3.2 Creation of a list of forests sacred to Indigenous Peoples	ST	Research conducted of forests sacred to Indigenous Peoples	<b>GFC + UG (ARU) + NTC/INGOs /MoIPA</b>
		2.2.3.3 Promote traditional autonomy for the protection and management of sacred forests and community dedicated forests through legislation; land use and protection policies, and; capacity building for Indigenous communities		MT	Legislation, training, funding	<b>MoIPA</b> + MoLA/GFC/GLSC/NTC/INGOs
		<b>2.2.4 Conservation and</b>	2.2.4.1 Develop structure and content for biodiversity databases	MT	Databases established	<b>UG (CBS)</b> + INGOs/GFC/WC

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
	<b>Protection of Wildlife</b>	2.2.4.2 Legal and stakeholder-based processes used to increase forest protection based on protected areas and biodiversity conservation guidelines	MT and ongoing	Processes to increase protected areas completed	<b>PAC</b> + MoLA /INGOs/GFC/WC/EPA/ Indigenous Peoples
	<b>2.2.5 Afforestation and Reforestation</b>	2.2.5.1. With key stakeholders, develop a reforestation/rehabilitation plan that includes the identification of appropriate tree species for reforestation, enrichment planting programmes, and incentive schemes	MT and ongoing	National Reforestation Plan written and published	<b>GFC</b> + GGMC/UG/ Private sector, MoIPA
		2.2.5.2. Develop a National Forest Plantation Strategy with realistic annual targets based on best practices and updated forest plantation information for both the savanna and forest areas	MT and ongoing	National Forest Plantation Strategy developed	<b>GFC</b> + NTC/MoB&T
		2.2.5.3. Support implementation of Plantation Strategy, including the promotion of enrichment planting and timber plantations to meet projected forest plantation needs	MT and ongoing	Training, funds, R&D,	<b>GFC</b> + MoA/UG/NARIE/FTIC/GSA
<b>Specific Objective 3: GOVERNANCE</b> <i>Governing the forest to ensure current and future benefits</i>					
<b>3.1. Institutional Strengthening</b>	<b>3.1.1.</b>	3.1.1.1 Review and revise legal frameworks and mandates of agencies in the natural	ST	All natural resource agencies	<b>MNR</b> + NR agencies

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
<p><b>and Coordination</b></p> <p><b><u>Expected Results, Baselines, Targets:</u></b></p> <p>1. Reduced cost of forest-related agencies to the State (Source: MoF)</p> <p>2. Ease of doing forest business (Source: Go-Invest)</p> <p>3. Improved value for money audits, including prudence of financial forest-related decisions (source: Auditor General)</p> <p>Improved institutional performance (Source: agencies)</p>	<p><b>Continuous Institutional Strengthening and Improvement</b></p>	resources sector <sup>17</sup> for efficiency and effectiveness		mandates reviewed	
		3.1.1.2 Monitoring of agency performance for efficiency and effectiveness (including quality of service delivery, fiscal prudence and stakeholder confidence)	ST	Annual agency performance monitoring reports	<b>GFC</b>
		3.1.1.3 Review and adjust as appropriate, every five years, fines, penalties and compensation payable	MT	Regime for fees and fines reviewed	<b>NR agencies</b>
	<p><b>3.1.2. Enhanced institutional coordination</b></p>	3.1.2.1 Consolidate agency operations via collaborative enforcement; sharing equipment, offices, and staff in hinterland locations; establishing regional joint control centers, and; coordinating activities at regional and sub-regional centers	ST	Facilitate engagements on how to rationalize and improve collective institutional performance	<b>MNR</b>
		3.1.2.2 Joint strategic and work planning processes, with a view to maximizing synergies across agencies and increasing cooperation and collaboration	ST	Planning meetings and documents	<b>MNR + NR agencies</b>
	<p><b>3.1.3. Monitoring and Evaluation</b></p>	3.1.3.1 Strengthen internal systems for monitoring and evaluating performances in forest and forest-related enterprises	MT	Annual report on State of the Forest produced and available on website	<b>GFC</b>
		3.1.3.2 Evaluation to determine level of public awareness in relation to expected			<b>MNR</b>

<sup>17</sup> Inclusive of GFC, GGMC, GLSC, EPA, PAC, and WCMC as well as the Forest, Mining, Land, Environmental Protection, Protected Areas, and Wildlife Conservation and Management Acts

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
<b>3.2 Improving Participation &amp; Transparency</b>  <u>Expected Results, Baselines, Targets:</u>  1. Increased stakeholder confidence in NR agencies (source: MNR Poll)  2. Increased participation by stakeholders in NR agency engagement processes (source: agencies)  3. Reduced practice of corruption in NR agencies (source: MNR Poll)	<b>3.2.1 Stakeholder Engagement</b>	3.2.1.1 Design and articulate stakeholder engagement guidelines that will govern the approach of all forest-related agencies to stakeholder participation in key forest-related processes <sup>18</sup>	ST	Stakeholder engagement guidelines developed and shared	<b>GFC + FPDMC</b>
		3.2.1.2 Determine the most appropriate land tenure systems for forest concessions and promote greater benefit sharing	MT	Land tenure systems developed and benefit sharing mechanisms articulated	<b>GFC + FPA + CBOs</b>
	<b>3.2.2 Transparency, Equity and Connectedness</b>	3.2.2.1 Develop and articulate standards for transparency and public disclosure of non-sensitive information, including agency decisions and their rationale	ST	Transparency standards developed and shared	<b>FLEGT Secretariat</b>
		3.2.2.2 Full and timely disclosure of decisions, financial information, performance, research, and other information that affects the well-being of Guyanese stakeholders	ST and ongoing	Reports and other information produced and disclosed	<b>NR agencies</b>

<sup>18</sup> Such as relate to forest allocation, protection and conservation; timber, watershed, and ecological services management; wood and non-timber forest-based industries, and; environmental services payments. These guidelines will also comply with FPIC.

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
<b>Specific Objective 4: CAPACITY</b> <i>Building Human and Institutional Capacity for Management</i>					
<b>4.1 Forestry Research and Information</b>  <u>Expected Results, Baselines, Targets:</u>  1. Increased use of research and information to implement the forest policy (Source: GFC)  2. Link to value-added Expected Results 1.2(1), 1.2(2) and 1.2(3)  3. Link to extraction and use Expected Results 1.1(1) and 1.1(2)	<b>4.1.1. Forestry and Wood Industry Research</b>	4.1.1.1 Promote and disseminate appropriate research <sup>19</sup>	ongoing	# of research pieces	<b>GFC + ITTO/UG/private sector/FAO/INGOs</b>
		4.1.1.2 Build up real and virtual libraries and databases of research material	ongoing	# of items in libraries	
		4.1.1.3 Foster information exchanges, workshops, discussions around research	ongoing	# of exchanges	
		4.1.1.4 Establish protection for intellectual property rights generated by research	ongoing	Legislation drafted and passed	
	<b>4.1.2. Information &amp; Communication Technology</b>	4.1.2.1 Undertake a process that leads to the increased use of ICTs (unmanned aerial vehicles or UAVs, sensors, satellites etc.) to monitor <sup>20</sup> the forests via more comprehensive monitoring databases	MT	ICT purchased and deployed, information being generated	<b>GFC/GGMC</b>
		<b>4.1.3. Non-timber and Eco-tourism Research</b>	4.1.3.1 Research into local and international markets for value-added and eco-tourism products	ongoing	# of research pieces

<sup>19</sup> Including but not limited to green energy, REDD+ requirements, all aspects of forestry and forest-related activities and on their physical, biological, ecological, economic, social, cultural and other impacts, silviculture and other enhancement techniques, forest plantations

<sup>20</sup> This monitoring will map and study phenomena such as disturbances, extraction and regeneration rates, species distributions and concessionaire compliance

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
		4.1.3.2 Research into wood properties, finishing etc. for products to meet market specifications	ongoing	# of research pieces	THAG/FPDMC + GFC
<b>4.2 Education and Training</b>  <u>Expected Results, Baselines, Targets:</u>  1. Increased levels of public awareness on the forest (source: MNR Poll)  2. Increased efficiencies in forest-based industries (Source: GFC, GGMC)  Link to stakeholder confidence Expected Outcome 3.2(1)	<b>4.2.1. Public Education and Awareness</b>	4.2.1.1 Incorporate forest education into kindergarten-to-university curricula	ST		MoE/GFC + NR & UN agencies
		4.2.1.2 Develop schemes to incentivise local tourism, particularly for young Guyanese	ST		MoB&T/ THAG + MoF, MoIPA
		4.2.1.3 Develop regular infomercials and other communication tools to engage the public on forest developments and share technical information to FAQs	ST and ongoing	Public communication initiatives	GFC + NR agencies/ media
	<b>4.2.2. Workforce Training<sup>21</sup></b>	4.2.2.1 Needs assessments <sup>22</sup> to determine training needs of the workforce and establish baselines	ST	Needs identified	GFC/GGMC, MoIPA
		4.2.2.2 Create public/private online training portals that indicate local and international forest-related trainings available, by institution, as well as mandatory trainings <sup>23</sup> required for operating various enterprises	ST	Portal available on-line	GFC + INGOs/ Institutions, MoIPA
		4.2.2.3 Provide extension training/advisory services to local level forest stakeholders	MT	Extension service developed	GFC + GMSA /FPA/THAG, MoIPA

<sup>21</sup> Applies to all persons working in the forests, inclusive but not limited to loggers, miners, tour operators and staff of agencies

<sup>22</sup> E.g. Product Development, Marketing, Financial, Operations (Technology), Human Resource and Organization Management

<sup>23</sup> Such as Production and Product Standards Training and Certification, Code of Practices, and Regulations for attaining Manufacturing Standards

Policy Goals + Expected Results	Policy Strategies	Activities	Time Frame <sup>11</sup>	Activity Indicators	Lead + Support Agencies
		4.2.2.4 Strengthen offerings of technical/educational institutions <sup>24</sup> , particularly those in areas with high levels of forest-based activities	MT	Curricula and teacher training enhancement	<b>GFC/MoE</b> + INGOs/NR Agencies, MoIPA
		4.2.2.5 Establish and incentivise in-service training schemes, particularly for those deriving dividends directly from the forest and with an emphasis on innovations	MT	In-service schemes devised	<b>MoB&amp;T/ FTCI</b> + /private sector
		4.2.2.6 Provide sabbaticals/scholarships for increased capacities in highly specialized and critical knowledge areas	ST and ongoing	# of sabbaticals/scholarships granted	<b>MNR</b> + PSM /agencies
		4.2.2.7 Dedicated trainings for NR agency staff on such topics as facilitation and conflict management; laws, regulations and policies (of all NR agencies), and; report writing	ST and ongoing	# of trainings and other capacity building interventions	<b>NR agencies</b> + UG/INGOs
	<b>4.2.3. Training and Development for Forest Research</b>	4.2.3.1. Research training in schools, universities, communities and with stakeholders to build national capacity in such areas as data collection, MRVS, multi-disciplinary research, analysis and planning	ST and ongoing	“ “ “	<b>MOE/GFC/GGMC</b> + EPA/UG/GSA/INGO, MOIPA
		4.2.3.2. Promote multidisciplinary research projects among NR agencies	ST and ongoing	Number of research projects	<b>MNR</b> + NR Agencies, MoIPA

<sup>24</sup> Including but not limited to UG, the Forest Training Centre Inc. (FTCI), Guyana School of Agriculture, the Guyana and Regional Technical Institutes, Bina Hill Institute

**ANNEX 2 - PROCESS OVERVIEW: REVISING THE NATIONAL FOREST POLICY STATEMENT & PLAN**

