The pyramid

Tool

Purpose:

The pyramid, a diagnostic and planning tool for good forest governance, is a framework to stimulate participatory and transparent assessment, dialogue, target-setting and monitoring at country level. In particular, it aims to fill the gap between international policy and actual field-level progress in sustainable forest management.

Activities:

To manage complexity, governance issues are grouped into tiers within a simple "pyramid" diagram:

Verification
Audit, certification or
participatory review undertaken

Extension
Promotion of SFM to consumers
and stakeholders undertaken

Instruments
Coherent set of 'carrots and sticks' for implementation in place

Policies
Forest policies, standards for SFM and legislation in place

Roles
Stakeholder roles and institutions in forestry and land use negotiated and developed

Foundations
Property/ tenure rights and constitutional guarantees, market and investment conditions, mechanisms
for engagement with extra-sectoral influences, recognition of lead forest institutions
(in government, civil society and private sector)

Keep in Mind

★ The tool is designed for creative, rather than prescriptive use – to stimulate ideas not to lay down the law. It does not provide a basis for comparing "good" and "bad" governance among different countries.

★ Although the lower tiers of the pyramid address more fundamental issues, the exact entry point and sequence in which tiers and elements are addressed depends on the country context.

POWER TOOLS

An elaborated form of this diagram provides the conceptual basis for a more detailed approach to diagnosis and planning. A multi-stakeholder process to carry this out starts with a build-up period of stakeholder communication then a concentrated stakeholder forum of at least three days.

Three questions are asked of each of about fifty elements of good forest governance: What's working? What's missing? What needs to be done? A simple 'score' assessment of each element is also generated. The information thus generated is recorded in a set of tables – one for each tier of the pyramid as follows:

Element of good forest governance	What's working? output, quality, impact	What's missing? gaps, problems	Score red, amber, green	What needs to be done? next steps, responsibilities

★ The use of the tool is highly subjective, and its legitimacy depends on who does it, and how. An effective multi-stakeholder process is essential.

Further information

Find full tool and other related tools and resources at: **www.policy-powertools.org**

This tool was developed in association with the WWF/World Bank Alliance, **www.forest-alliance.org/**

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