

Table S1. State forest management institution (community forestry) in achieving national forestry goals in Nepal (Based on [15])

Criteria	Indicators	Combination of indicators	Ordinal scale	Overall performance	Means of verification
C1 Orientation towards market demand	I 1.1 Substantial revenue generation from wood products	Substantial revenue generation from timber and non-timber forest products AND marketing competency both exists	3	1	Semi structure interview, questionnaire survey, Government/Non-Governmental Organization reports and research papers
	I 1.2 Marketing competency	Substantial revenue generation from timber and non-timber forest products BUT marketing competency does not exist	2		
		Marketing competency exists BUT no substantial revenue generation from timber and non-timber forest products	1		
		No	0		
C2 Orientation towards non-market demand	I 2.1 Sensitization on ecosystem services concept	Substantial revenue generation from ecosystem services AND planning for ecosystem service management AND sensitization on ecosystem services concept	3	0.5	Semi structure interview, questionnaire survey, Government/Non-Governmental Organization reports, CF annual reports and research papers
	I 2.2 Planning for ecosystem services management	Substantial revenue generation from ecosystem services AND planning for ecosystem service management BUT no sensitization on ecosystem services concept	2		
	I 2.3 Revenue generation from ecosystem services	Substantial revenue generation from ecosystem services exists BUT no planning for ecosystem service management AND no sensitization on ecosystem services concept	1		
		No	0		
C3 Sustained forest stands	I 3.1 Formulation of sustainable forest management plans	Updated as well as approved SFM plans exists AND effective implementation of SFM plans exists	3	1	Semi structure interview, questionnaire survey, Government/Non-Governmental Organization reports and research papers
		Updated as well as approved SFM plans exists BUT no effective implementation of SFM plans	2		
	I 3.2 Implementation of SFM plans	Implementation of SFM plan exists BUT no updated and approved SFM plans	1		
		No	0		
C4 Technical efficiency	I 4.1 Optimal utilization of local resources	Managerial accounting exists AND technical productivity of CF is high	3	0.5	Semi structure interview, questionnaire survey, Government/Non-Governmental Organization reports and research papers
		Managerial accounting exists BUT technical productivity of CF is medium	2		
	I 4.2 Managerial accounting	No managerial accounting exists AND technical productivity of CF is low	1		
		No managerial accounting exists AND technical productivity of CF is very low	0		

C5 Profits from forests	I 5.1 Annual economic return from forests	Annual profit is high for most of the CFs	3	1	Semi structure interview, questionnaire survey, Government/Non-Governmental Organization reports and research papers
		Annual profit is average/medium for most of the CFs	2		
		Annual profit is low for most of the CFs	1		
		Annual profit is very low for most of the CFs	0		
C6 Orientation towards new forest goods	I 6.1 Market research and customer need assessment for new products	Market research for new products development exists AND have product development/ business plan for new products	3	0.5	Semi structure interview, questionnaire survey, Government/Non-Governmental Organization reports and research papers
		Preparation of product development/ business plan for new products exists BUT no market research for new product development	2		
	I 6.2 Product development/ business plans for new products	Market research for new product development exists BUT no product development/ business plan for new products	1		
		No market research for new products AND no preparation of product development/ business plan for new products	0		
C7 Speaker for forestry	I 7.1 Trustful cooperation with actors from forestry sector	Trustful cooperation with key forest sector stakeholders AND speaker's role accepted	3	2	Semi structure interview, questionnaire survey, Government/Non-Governmental Organization reports
		Trustful cooperation with key forest sector stakeholders BUT no speaker's role accepted	2		
	I 7.2 Speaker role accepted	Speaker's role accepted BUT no trustful cooperation with key forest sector stakeholders	1		
		No	0		
C8 Mediator of all interests in forests	I 8.1 Trust and cooperation among central, provincial and local government	Trustful cooperation of CF with central, provincial and local Government AND mediator's role accepted	3	2	Semi structure interview, questionnaire survey, Government/Non-Governmental Organization reports
		Trustful cooperation of CF with central, provincial and local Government BUT mediator's role not accepted	2		
	I 8.2 Mediator role accepted	Mediator's role not accepted BUT NO trustful cooperation of CF with central, provincial and local government	1		
		No	0		

Table S2. Performance of list of semi-structured interviewees

Nr.	Position	Organization	Interview date
I1	Joint Secretary	Federal Ministry of Forests and Environment (MFE)	April 10, 2021
I2	Under Secretary	Federal Ministry of Forests and Environment (MFE)	April 5, 2021
I3	Forest Officer	Federal Ministry of Forests and Environment (MFE)	April 6, 2021
I4	Under Secretary	Provincial Ministry of Industry, Tourism Forests and Environment (MITFE), Gandaki Province	April 3, 2021
I5	Under Secretary	Provincial Ministry of Industry, Tourism Forests and Environment (MITFE), Sudhuraschim Province	April 7, 2021
I6	Division Forest Officer	Division Forest Office, Dadeldhura/ MITFE, Sudhuraschim Province	April 13, 2021
I7	Chairperson	Federation of Community Forestry Users Nepal (FECOFUN)	April 5, 2021
I8	Policy Expert	Nepal Foresters Association (NFA)	March 28, 2021
I9	Donor Representative	International Fund for Agriculture Development (IFAD)	April 4, 2021
I10	Researcher/PhD Candidate	University of New South Wales, Australia	April 11, 2021

Table S3. List of questionnaire survey

Nr.	Date and time	Position	Organization
1	4/7/2021, 18:41	Lecturer	Academic Institution
2	4/7/2021, 19:37	Researcher	Non-Governmental Organization
3	4/8/2021, 15:50	Researcher	Academic Institution
4	4/8/2021, 17:23	Researcher	Academic Institution
5	4/8/2021, 17:27	Forest Officer	Government Institution
6	4/8/2021, 18:10	Forest Officer	Government Institution
7	4/11/2021, 20:15	Researcher	Independent Researcher
8	4/11/2021, 23:18	Lecturer	Academic Institution
9	4/13/2021, 9:30	Researcher	Independent Researcher
10	4/14/2021, 11:02	Forest officer	Government Institution
11	4/14/2021, 17:12	Forest officer	Government Institution
12	4/15/2021, 23:21	Lecturer	Academic Institution
13	4/19/2021, 12:58	Forest officer	Government Institution
14	4/19/2021, 15:39	Forest officer	Government Institution
15	4/23/2021, 12:24	Forest officer	Government Institution