Commmunity Forestry in Namibia
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MILESTONE 1
Application for Community Forestry Support
To confirm the interests of the community and to estimate resource use potentials

MILESTONE 2
Institutional Cooperation
To identify relevant Government and Non-Government stakeholders and to agree on areas of cooperation

MILESTONE 3
Information and Awareness
To inform on benefits, legal and technical requirements of community forestry; To identify village group representatives

MILESTONE 4
Community Forest Boundary
To agree upon, demarcate and map community forest boundary

MILESTONE 5
(Forest) Management Body
To elect/approve forest management body (FMB) and to ensure that FMB members have a clear understanding of their roles and responsibilities

MILESTONE 6
Constitution and Benefit Distribution Plan
To develop a community forest constitution and a genera benefit distribution plan

MILESTONE 7
Participatory Rural Appraisal (PRA)
Collect socio-economic data and resource-use preferences relevant for the design of the forest management plan

MILESTONE 8
Community Forestry Inventory
To assess forest resources according to local preferences and resource potential as input for forest management planning

MILESTONE 9
Integrated Forest Management Plan
To agree upon and describe forest management options and use regulations under consideration of other land use objectives such as agriculture and wildlife management

MILESTONE 10
Community Forest Agreement and Gazetting
To submit all required documents for the declaration of a Community Forest to the Minister of the Ministry of Agriculture, Water and Forestry (MAWF)

FOREST ACT

PARTICIPATORY RURAL APPRAISAL (PRA)

MANUALS
Participatory Inventory
GPS Training

FINANCIAL MANAGEMENT
Participant’s workbook
Trainer’s manual
RATIONALE

THE COMMUNITY FORESTRY TOOLBOX

For the official declaration (gazetting) of a community forest it has to be ensured that all legal provisions of the Namibian Forest Act are met. But it is equally important to design a community forest management system that is harmonized with other land and resource use interests and rights. Last but not least, the process of establishing a community forest has to be completed within a reasonable time frame as otherwise local people lose interest to participate and collected data, e.g. on socio-economic and ecological conditions become outdated.

Consequently, the community forest implementation process has to be legally correct, integrative and pragmatic.

Given the complexity of rural land use systems this can only be ensured through a standardized implementation process led by the Directorate of Forestry (DoF) under the Ministry of Agriculture, Water and Forestry (MAWF).

This agreed standardized process is reflected in two documents, the Community Forestry Manual and the Community Forestry Toolbox.

The Community Forestry Manual provides a general overview for technical staff, community members and other stakeholders of what are necessary implementation steps (milestones) in order to fulfil the requirements mentioned above and is structured accordingly. It describes each milestone, general approaches to be considered and stakeholders to be involved. It distinguishes between compulsory, optional and alternative strategies and measures in order to provide flexibility to adapt the implementation process to different local situations and circumstances encountered.

The Community Forestry Toolbox complements the manual by providing a detailed description of how to complete these implementation steps (milestones) in a timely manner. It compiles and specifies methods, procedures and templates to be considered in the implementation process.

The toolbox focusses on milestones 1-10 that are to be completed for gazetting a community forest. Milestones 11 to 14 (Permit System, Detailed Financial Management, Re-Assessment, Re-Planning, Infrastructure and Management/ Implementation) focussing on community forest management after gazetting are not (yet) part of this Tool Box. However, the most relevant manuals such as for financial management, participatory rural appraisals, community forest inventories and community-based permit systems are added as annexes.
The documents are linked through the symbol that indicates corresponding sections in both documents. This facilitates quick navigation to those tools and methods that are appropriate under a given milestone.

As such, the Community Forestry Manual serves as an entry point to the Community Forestry Toolbox and should be consulted first in the implementation process.

Manual and toolbox were developed as separate documents to ensure consistency of implementation approaches over time. While the toolbox may be updated whenever new tools and methods are considered more appropriate, the manual should serve as a constant guide and only be adapted to major changes of policies and legal frameworks.

Any change of the contents of both Community Forestry Manual and Community Forestry Toolbox requires the approval of the Director of Forestry.

The Community Forestry Manual and Community Forestry Toolbox were developed in the context of the “Community Forestry in Namibia (CFN) Program, initiated in 2004 and implemented by the Directorate of Forestry (DoF) under the Ministry of Agriculture, Water and Forestry (MAWF) with financial support from the German Development Bank (KfW) and technical support of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).
AN OVERVIEW OF COMMUNITY FORESTRY MILESTONES

Milestone 1
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# LIST OF ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AGM</td>
<td>Annual General Meeting</td>
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<tr>
<td>CC</td>
<td>Conservancy Committee</td>
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<td>CF</td>
<td>Community Forest</td>
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<tr>
<td>CBNRM</td>
<td>Community Based Natural Resource Management</td>
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<tr>
<td>CCF</td>
<td>Conservancy and Community Forest</td>
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<tr>
<td>CFN</td>
<td>Community Forestry in Namibia (Name of Project)</td>
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<tr>
<td>CLB</td>
<td>Communal Land Board</td>
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<tr>
<td>DoF</td>
<td>Directorate of Forestry</td>
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<tr>
<td>FMB</td>
<td>Forest Management Body</td>
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<tr>
<td>FMC</td>
<td>Forest Management Committee</td>
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<tr>
<td>GIS</td>
<td>Geo Information System</td>
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<td>GIZ</td>
<td>German International Cooperation</td>
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<tr>
<td>KfW</td>
<td>German Development Bank</td>
</tr>
<tr>
<td>MAWF</td>
<td>Ministry of Agriculture, Water and Forestry</td>
</tr>
<tr>
<td>MET</td>
<td>Ministry of Environment and Tourism</td>
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<tr>
<td>MLR</td>
<td>Ministry of Lands and Resettlement</td>
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<tr>
<td>NGO</td>
<td>Non-governmental Organization</td>
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<tr>
<td>RWG</td>
<td>Regional Working Group</td>
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<tr>
<td>TA</td>
<td>Traditional Authority</td>
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<tr>
<td>VDC</td>
<td>Village Development Committee</td>
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</table>
MILESTONE 1

Application for Community Forestry Support
MILESTONE 1  APPLICATION FOR COMMUNITY FORESTRY SUPPORT

Objectives:
- to confirm the interests of the community and to estimate resource use potentials

Expected Output:
- Application letter by community
- Field trip report
- Recommendations

The establishment of a community forest starts with Milestone 1 when the community, conservancy or other stakeholders submit their application for support to a regional office of the DoF. The subsequent assessment clarifies whether the general criteria for support are fulfilled. Its two tools comprise templates for the application letter and the corresponding assessment report.

TOOL 01.01: Application Letter for Community Forestry Support

The application letter contains all necessary information to apply for support to establish a Community Forest (CF).

The completed application letter has to be submitted to the closest District Forestry Office of the Directorate of Forestry (DoF) of Namibia. It can be filled and submitted by any representative of a community like the Traditional Authority, Village Development Committee, Conservancy Committee or others. The applicant has to sign on behalf of the community and put - if available - the stamp of the represented organization on the application.

The application must be endorsed by the Traditional Authority responsible for the proposed area.

On the second page of the application letter the names of villages likely to be involved should be listed.

Note: The list of villages does not define final membership or future beneficiaries at this stage but will only be a preliminary proposal for villages that may be considered for membership. The final size, boundaries and thus number of villages that form part of the community forest will be determined in later steps.
Application for Community Forestry Support

MILESTONE 1

+++Example: application letter+++  

Community of ........................................
Community Body ........................................
Contact person Mr./Mrs. ...................................
P.O. Box: ........................................ Region ........................................
Date: ........................................

To:

Directorate of Forestry
District Forestry Office in ............................................................
Att. to: District Forestry Officer Mr. / Ms ........................................

Application for support for establishing a Community Forest (CF)

Dear Sir / Madam,

The Community of ........................................ discussed and agreed positively upon the establishment of a Community Forest in their area as provided by the Forest Act No 12 of 2001 as amended 13 of 2005.

Herewith, we apply for support of the Directorate of Forestry (DoF) to assist us to fulfill all formal requirements necessary for the official recognition and gazetting as a Community Forest according to the Forest Act. The proposed area of the envisaged Community Forest will comprise the villages according to the list on page 2.

If a Conservancy according to the Nature Conservation Act is already established or will be established in future in our Community area the Management of the Community Forest will co-operate closely with the management of this Conservancy.

(Date & Location) ........................................ (Signature of Contact person) (Stamp)

This application is endorsed by the Traditional Councilor/Headman or Chief of the Community of ........................................, Mr. / Mrs. ........................................

(Date & Location) ........................................ (Signature) (Stamp)

This application is also endorsed by our Regional Councilor Honorable ........................................ responsible for the ........................................ Constituency.

(Date & Location) ........................................ (Signature) (Stamp)
<table>
<thead>
<tr>
<th>No.</th>
<th>Name of Village</th>
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<tbody>
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<td>1</td>
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<td>30</td>
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</tbody>
</table>
TOOL 01.02: Assessment Report on CF potential

Aim of this tool is to verify the information given in the application letter and to provide an overview of the condition and potentials of the proposed community forest for superior decision-makers.

Of particular importance at this early stage is to determine and highlight any existing disputes or conflicts over land rights or traditional area boundaries. If such conflicts have been identified, they need to be resolved before further support is provided. Otherwise they may disrupt the implementation process at later stages and thus will lead to wasted investments for activities carried out so far. (see MILESTONE 4 Community Forest Boundaries).

The reporting template has to be completed by DoF Technical Staff.

Step by Step

1. Consult Traditional Authority after receiving the application to confirm consent

2. Make an explorative trip and visit the area of the proposed Community Forest. Gather information by interviewing various key persons living there. Use the reporting template as guideline for the trip and for the interviews

3. Compile a report according to the template

4. Recommend on the application based on the report

5. Chief Forester to approve recommendations

6. Chief Forester files application and report and sends one copy of the application form, the report and the recommendations to
   ▪ the Community Forestry Officer at the DoF Head Office in Windhoek,
   ▪ the Traditional Authority of the respective area,
   ▪ the Regional Councillor
   ▪ the Applicant
### Assessment Report

#### General Information

<table>
<thead>
<tr>
<th>Region</th>
<th>[name]</th>
</tr>
</thead>
<tbody>
<tr>
<td>District Forestry Office</td>
<td>[town]</td>
</tr>
<tr>
<td>Report compiled by</td>
<td>[name, position]</td>
</tr>
<tr>
<td>Main centre of the intended Community Forest</td>
<td>[place]</td>
</tr>
<tr>
<td>Application form received</td>
<td>[date]</td>
</tr>
</tbody>
</table>

#### Explorative Trip

<table>
<thead>
<tr>
<th>Date of the explorative trip</th>
<th>[date]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>[name, position/function]</td>
</tr>
<tr>
<td>Route</td>
<td>[route]</td>
</tr>
<tr>
<td>Places visited</td>
<td>[places]</td>
</tr>
</tbody>
</table>

#### Form of co-management and integration of the intended Community Forest

<table>
<thead>
<tr>
<th>Co-management</th>
<th>[no / yes]</th>
<th>[If yes, name of protected area]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration of other land use</td>
<td>[no / yes]</td>
<td>[If yes, name of land use to integrate, name of conservancy(s)]</td>
</tr>
<tr>
<td>Independent CF</td>
<td>[no / yes]</td>
<td></td>
</tr>
</tbody>
</table>

#### Land use of the intended Community Forest

<table>
<thead>
<tr>
<th>Actual land uses by community members</th>
<th>[list land use e.g. crop farming]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual land uses by others</td>
<td>[land use, name/type of land user]</td>
</tr>
<tr>
<td>Land allocation</td>
<td>[describe types land rights in existence and estimated percentage]</td>
</tr>
<tr>
<td>Conservancy Management Plan</td>
<td>[in place / not in place]</td>
</tr>
<tr>
<td>Conservancy Management Plan attached / not attached</td>
<td></td>
</tr>
<tr>
<td>Conservancy Management Zone Map</td>
<td>[in place / not in place]</td>
</tr>
<tr>
<td>Conservancy Management Zone Map attached / not attached</td>
<td></td>
</tr>
<tr>
<td>Other land use planning and emerging projects</td>
<td></td>
</tr>
</tbody>
</table>

#### Potential of the intended Community Forest

<table>
<thead>
<tr>
<th>Estimated area [ha]</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vegetation types and estimated percentage</td>
<td>[type, %]</td>
</tr>
<tr>
<td>Precipitation [mm per year]</td>
<td></td>
</tr>
<tr>
<td>Important game [species]</td>
<td></td>
</tr>
<tr>
<td>Intended products for home consumption</td>
<td>[describe type of each product, e.g. firewood, poles or wild fruit]</td>
</tr>
<tr>
<td>Intended products for marketing</td>
<td>[describe type of each product,]</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>Other valuable resources (precious stones etc.)</td>
<td></td>
</tr>
<tr>
<td>Existing infrastructure (water points, roads)</td>
<td>[description or map]</td>
</tr>
</tbody>
</table>

**Assumed challenges by establishing the intended Community Forest**

<table>
<thead>
<tr>
<th>Actual/potential conflicts</th>
<th></th>
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</table>

**Recommendations**

<p>| |</p>
<table>
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Report compiled by:………………………………………Position:………………………… signature:………
Date:…………………………….

Recommended /not recommended by DFO:……………………………………………Signature : ……
Date:…………………………….

**Approval/not approval**

<table>
<thead>
<tr>
<th>Date</th>
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</table>

Chief Forester: Signature: [seal/stamp Regional Forestry Office]
MILESTONE 2

Institutional Cooperation
MILESTONE 2  INSTITUTIONAL COOPERATION

Objective
- to identify relevant Government and Non-Government stakeholders and to agree on areas of cooperation

Expected output
- Stakeholder analysis
- Stakeholder meeting reports reflecting interests and areas of cooperation

This Milestone supports the cooperation between stakeholders. It identifies relevant stakeholders to be considered in the implementation process. It consists of two tools, the stakeholder analysis and the report template for stakeholder meetings.

TOOL 02.01: Internal Stakeholder Map/ Stakeholder analysis
(source: GIZ Capacity WORKS)

The stakeholder map is a key requirement for many further activities and may also be useful for other projects and stakeholders.

Notes on use

<table>
<thead>
<tr>
<th>Purpose</th>
<th>This tool helps to identify and visualize the relevant project actors and their relationships.</th>
</tr>
</thead>
<tbody>
<tr>
<td>When to use</td>
<td>Situations in which it is important to obtain a picture of the actors involved. Monitoring of the relationships among actors through time.</td>
</tr>
<tr>
<td>Level of difficulty</td>
<td>low</td>
</tr>
<tr>
<td>Setting</td>
<td>according to size of group, plenary discussion from six participants upward, appropriate to form smaller working groups</td>
</tr>
<tr>
<td>Facilities and materials</td>
<td>pin boards, workshop materials (markers, cards, etc.) blank visualization card on pin board document handouts</td>
</tr>
<tr>
<td>Notes</td>
<td>Requirements: It is crucial to begin with a clearly defined question. Limits of the tool: The map is a subjective view generated by its creators. Actors and their relationships change over time.</td>
</tr>
</tbody>
</table>
Step by Step

1. Brainstorm with community members, Traditional Authorities and other obvious stakeholders about who are and/or will be relevant stakeholders in the proposed area. The subsequent checklist can assist in the brainstorming process.

2. Use the enclosed form to analyse the importance of individual stakeholders.

3. Discuss the results, determine the desired participation of each stakeholder and set up a strategy on how to establish and maintain good working relations with each stakeholder, especially with key- and primary stakeholders.

**Step 1: Checklist for brainstorming stakeholders**

**Step 2: Identification of key-stakeholders**

<table>
<thead>
<tr>
<th>No.</th>
<th>Stakeholder [institution/organisation]</th>
<th>Common Interests</th>
<th>Options for Cooperation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
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</tbody>
</table>
Step 3: Select the visualization option
The stakeholder map can be visualized in either of two forms, the ‘onion’ or the ‘rainbow’.

**The onion:**
This has the advantage that the actors can in the first instance be clearly assigned to one of the three sectors
- public sector (state)
- civil society
- commercial/private sector.

**The rainbow:**
This has the advantage of a more systemic architecture. The actors can also be assigned to the three sectors in three rainbows. This generates a networked architecture, and the question of interfaces between the sectors is raised explicitly.

Step 4: Put in the actors
To visualize the key stakeholders and primary stakeholders (both of which directly influence the project) we recommend using circles. The size of the circle represents the actor’s influence with respect to the issues at stake and the change objective. If the actor is a veto player, this can be shown by placing a letter V inside the actor’s circle. Secondary stakeholders (not directly involved but may nevertheless exert influence) can be shown using rectangles. The stakeholder map can also be visualized in either of two forms, the onion or the rainbow. The individual actors can now be positioned accordingly against the selected background (onion or rainbow). At this point it is helpful to position actors between whom a relationship exists close to each other.

Step 5: Visualize the relationships between actors
The next step is to visualize the relationships between the actors. The different types and qualities of relationships should each be represented by different symbols.

Step 6: Arrange the graphic elements
Finally, to make things clearer the various graphic elements can be arranged so that the stakeholder map is easy to read.
MILESTONE 3

Information and Awareness
MILESTONE 3    INFORMATION AND AWARENESS

**Objective**
- to inform on benefits, legal and technical requirements of community Forestry and
- to identify village group representatives

**Expected output**
- List of village representatives
- Attendance lists of awareness meetings
- Sketch map of village groups

This milestone informs the stakeholders, beneficiaries and potential partners in detail about the objectives of the Community Forestry approach as well as related benefits, responsibilities and tasks. Its three tools are the proposed topics for awareness meeting, the awareness poster and the sketch map of village locations.

**TOOL 03.01: Proposed Topics for Awareness Meetings**

The tool proposes topics and gives examples of definitions and other information that may be used at awareness meetings. The contents and extent of information to be provided should be adapted to local needs. Communities already familiar with other CBNRM approaches are likely to have different information needs than those that are exposed to CBNRM concepts for the first time.

The following topics are likely to be of relevance for most communities, The overview should be used as a guideline for topics to be discussed but individual issues may need further explanations. Questions of community members that cannot be answered immediately should be recorded, clarified and referred to at later meetings.

**Definition of Community Forestry:**
Community forestry is a common term for forest management strategies that aim at empowering local communities with management rights in order to promote the sustainable management of forest resources to the benefit of local people.

**Definition of Community Forest:**
A community forest is an area with defined boundaries for which local communities are empowered with management rights to benefit from the sustainable use of forest resources.

**Objectives of Community Forestry:**
- Securing traditional forest use rights of local people
- Sustainable management of forest resources
- Income generation and employment creation for local people
- Empowerment of local communities
- Enhancement of local skills and capacities
- Improved provision of forest products for domestic use
- Protection of endangered plant species from fire and over-exploitation
- Protection of wildlife habitats (e.g. in conservancies); etc.
Strategies to improve livelihoods:
- Improve and secure the domestic supply of forest products through tree planting, fire protection, sustainable management and use regulations
- Promote the marketing and value-addition of forest products through enhanced quality and quantity of processed products, training and improvement of local skills
- Secure and enhance the abundance of game species that generate income from tourism and own use through the protection and improvement of forest habitats
- etc.

Strategies to conserve forest resources:
- Demarcate community forest boundaries and sub-divide the area into zones with specific management objectives, control and enforce management and use regulations in the demarcated areas
- Issue forest use permits and control their proper use
- Develop and implement fire management plans and enforce regulations for the use and prevention of fire
- Organize forest patrols and the regular inspection of harvesting activities and report illegal use to the nearest DoF Officer
- etc.

Integration of community forest and wildlife management:
In many areas community forest management cannot be implemented in isolation but has to be integrated with other land use systems such as conservancies, parks and commercial farms. Integrated management and zonation plans seek to optimize the use of current resources by prioritizing management objectives and by assigning use zones for specific resource types. For example, grazing zones for cattle and wildlife may need to be separated, disturbances of sensitive wildlife species may need to be avoided; commercial farming areas may need to be excluded from community-based forest management and so on. Once integrated management and zonation plans are developed with stakeholders, they should be made available to communal land boards as reference material for land use-related decision-making.

The Directorate of Forestry (DoF) supports:
- Awareness creation
- Area identification and boundary surveys
- Establishment of management structures
- Participatory natural resource assessments
- Forest management plans
- Harmonization/integration of forest and wildlife management
- Development of constitutions and use regulations
- Forest resource monitoring systems
- Capacity building of management bodies
- Introduction and supervision of community-based permit systems
- Sustainable forest management practices
- Income generation and employment of communal labor
- Stakeholder cooperation
- Other activities
Communities are expected to:
- Elect a forest management body that represents the interests of the community members and regularly reports on management activities and generated income
- Fulfill all conditions for the gazetting and sustainable management of the community forest (provide a brief overview of milestones and related community contributions)
- Resolve any pending conflicts over land and resource use
- Report any illegal activities to the Directorate of Forestry
- Etc.

**TOOL 03.02: The Awareness Poster**

The poster give a general overview about all main topics that are relevant for the community forestry approach.
TOOL 03.03: Sketch Map of Village Locations

The tool helps to provide a general overview of villages and their location within and adjacent to the proposed community forest area. It facilitates the planning of awareness campaigns and prevents that remote villages are excluded. The sketch map also helps to clarify which villages are outside but close to the proposed community forest boundary. Such villages need to be consulted as well as they may have land use rights inside the community forest. They also need to agree on the final location of the community forest boundary.
MILESTONE 4

Community Forest Boundary
MILESTONE 4 COMMUNITY FOREST BOUNDARY

Objective

- To agree upon, demarcate and map the community forest boundary

Expected output

- Boundary description
- Signed boundary map

In Milestone 4 the community agrees on the boundaries of a community forest with its neighbors and other stakeholders. Once agreed upon, the boundaries are surveyed and mapped by DoF technical staff and demarcated where necessary. The two related tools are the boundary description and the signed boundary map.

TOOL 04.01: Boundary description

+++ example Nyae Nyae Community Forest +++

The Nyae Nyae Community Forest’s eastern boundary coincides with the national border between the Republic of Namibia and the Republic of Botswana. The most northern point along this boundary is 21 degrees 00’ E and 19 degrees 10’ S and the most southern point is at 20 degrees 00’S where the boundary turns west and follows the veterinary cattle fence until it intersects with a north/south going track at 19 degrees 54’E. It follows this track northwards until it reaches the borehole known as !Am’ha (19 degrees 52’ 47” E and 19 degrees 37’ 21” S). From !Am’ha the boundary continues straight in a north eastern direction to the borehole known as Tjeka (20 degrees 06’ 47” E and 19 degrees 34’ 21” S). From Tjeka the boundary continues north along a track until it intersects with the main road to Tsumkwe (20 degrees 06 ‘47” E and 19 degrees 30’ 21” S). From this point the boundary runs eastward following the center of the main road until the 20 degrees 14’ longitude. From this point the boundary continues north until a point at 20 degrees 25’ E and 19 degrees 10’ S. It then goes north until a point 20 degrees 14’ E and 19 degrees 10’ S where it joins the southern boundary of Khadum Game Park and continues east to the boundary of Botswana at 21 degrees 00’ E and 19 degrees 10’ S. The NNC covers an area of 9023 square kilometer.

TOOL 04.01: Boundary map

Surveying and mapping community forest boundaries can easily be misunderstood as a process of demarcating property rights or land claims. In cases of prevailing land disputes this can aggravate already existing conflicts over land and seriously delay, if not prevent community forest establishment.

It is therefore very important to consult with and inform all key stakeholders such as Traditional Authorities and Headmen of neighboring communities about the objective of boundary mapping and demarcation before any activities in this regard are started. In particular, it has to be stressed that clear boundaries are only needed to specify the area for which forest management rights are to be obtained and for which the communal forest management bodies are to be responsible.
The process of mapping and demarcating community forest boundaries does not lead to a shift in land ownership and land property rights; neither does it result in a reduction or extension of traditional areas administrated by Traditional Authorities.

If there are already disputes or conflicts over land rights or traditional area boundaries, community forest boundaries can only be mapped and demarcated after such conflicts are resolved by the contesting parties. Further community forestry support should be postponed until conflicts have been resolved.

A map template has been designed (see Figure 1) in co-operation with the National Remote Sensing Centre of the Directorate of Forestry in Windhoek, through the Chief Forester to ease the process of gazetting hence avoid unnecessary delays due to formal requirements.

It should be noted that the National Remote Sensing Centre will only produce maps on request from the various regions.

The National Remote sensing Centre in Windhoek is therefore responsible for producing all maps based on this template. However, the coordinates of the corner points of the community forest have to be collected by DoF technical staff or obtained from conservancy maps if boundaries are identical. In order to produce accurate maps, it is important that the process of taking the coordinates is also well conducted. This includes checking that the GPS has the right settings (See Annex: Manual for GPS training for Community Forest Inventories).
Fig. 1: Community Forest map ready to be handed in with application for gazetting
MILESTONE 5

Management Body
MILESTONE 5  (FOREST) MANAGEMENT BODY

Objective
- to elect/approve a forest management body (FMB) and to ensure that FMB members have a clear understanding of their roles and responsibilities

Expected output
- List of elected FMB members
- Organizational chart
- Memorandum of Understanding (MoU) on roles and responsibilities

In this Milestone a representative Management Body is fully established, basically trained and equipped to perform the assigned tasks. The corresponding tools are the recommendations for FMB elections, the list of elected FMB members, the Memorandum of Understanding template, the overview of training needs of FMB members and templates for minutes and FMB reports.

TOOL 05.01: Recommendations for FMB Election

Election of village representatives

In large areas with dispersed villages it is recommended to elect village representatives who represent the land and forest use interests of inhabitants of individual villages or groups/clusters of villages.

Advantages:

1. In large areas land and forest use systems may vary according to site conditions, road access and infrastructural development. Village/group representatives can help to ensure that the interests and needs of all residents are considered.
2. It may be difficult for residents in remote areas to attend meetings due to lack of transport and long traveling distances. Depending on type and importance of meetings, only representatives may be asked to participate, limiting time and traveling costs.
3. Representatives could serve as communication links to local residents, especially in remote areas, so that information on important developments, decisions and interests can be channeled more efficiently between management bodies and members or vice versa.

Considerations:

1. Ways and means of electing or nominating village representatives should be agreed upon with the Traditional Authorities.
2. Only persons should be chosen who are willing and able to serve as representatives.
3. The number of representatives should not exceed 1-2 persons per village.
4. It should be clearly regulated for which meetings representatives are called upon and what should be their function. This could be determined on General Meetings with the Forest Management Body and Traditional Authorities.
5. To ease the burden of representation, new representatives may be elected or nominated as agreed upon, e.g. every 2 years.
Members of the FMB

Considerations:

1. According to the Forest Act, members of forest management bodies have to be willing and able to carry out their responsibilities. Only candidates who are interested to take over such responsibilities, who possess a basic formal education as required for individual positions and who are willing to participate in further trainings to improve their management capacities should be considered.

2. To facilitate the logistics and limit the compensation of FMB members, the numbers of FMB members should be limited.

3. It is recommended to consider the following positions as core members/functions:
   1. Chairperson
   2. Secretary
   3. Treasurer

4. For important decisions the FMB may call upon the participation of village representatives. This may be regulated in the community forest constitution.

5. Additional members may be elected as Vice Chairperson, Vice Secretary and Vice Treasurer, but do not necessarily need to attend all meetings if the above mentioned core members are available.

6. If possible, particular interests of women, youth, ethnic minorities and others should be represented by core or vice members.

7. It should be clearly regulated how FMB members are to be compensated for their duties. The compensation should be agreed upon at General Meetings with the Traditional Authorities.

If an existing management body, e.g. a conservancy management body, shall take over community forest management functions, election procedures may follow already established regulations.

**TOOL 05.02: List of elected FMB members**

<table>
<thead>
<tr>
<th>Name</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Chairperson</td>
<td>Vice</td>
</tr>
<tr>
<td>2. Secretary</td>
<td>Vice</td>
</tr>
<tr>
<td>3. Treasurer</td>
<td>Vice</td>
</tr>
</tbody>
</table>
MEMORANDUM OF UNDERSTANDING

between

the Forest Management Body
of the …. (name) …. Community Forest

and the

Directorate of Forestry (DoF),
Ministry of Agriculture Water and Forestry (MAWF)

on

the Establishment and Management of
the …. (name) …. Community Forest

I. PURPOSE OF THE MOU

This Memorandum of Understanding (MOU) serves to clarify the roles and responsibilities of the Forest Management Body (FMB) and the Directorate of Forestry (DoF) in the process of establishing and managing the (name) community forest.

II. ROLES AND RESPONSIBILITIES OF THE FOREST MANAGEMENT BODY (FMB)

The FMB shall support the establishment and management of the community forest and shall represent the interests of all community forest members incl. all local residents and non-residents with land and/or resource use rights in the community forest area.

In particular the FMB shall ensure that

- all members of the community forest and the responsible Traditional Authorities are informed about important decisions and developments with regard to the community forest,
- Annual General Meetings are organized to report to the community forest members on the status of community forest management,
- all members of the community forest are informed about and invited to participate in Annual General Meetings (AGM), either in person or through elected representatives,
- on Annual General Meetings the FMB members report on activities carried out in the previous year, on activities planned for the following year, on the distribution and use of generated income and on any problems and conflicts encountered,
• interests and concerns of community forest members and Traditional Authorities are considered in community forest management plans,
• any conflicts and disputes over land and resource use in the community forest are reported to the DoF,
• any deviations from the management plan, in particular illegal activities, are immediately reported to the DoF,
• fire outbreaks in the community forest are immediately reported to the DoF.

FMB members shall participate in all FMB-related trainings and capacity development activities and shall help to organize other trainings and capacity development activities for communal forest workers, forest guards or for other members as agreed with the DoF.

The FMB shall regularly (monthly/quarterly) report to the DoF on the status of community forest management, in particular on permits issued for forest use, on illegal activities encountered and on fire damage. Reports are to be submitted in writing to the responsible DoF office according to the standard reporting template.

III. ROLES AND RESPONSIBILITIES OF THE DIRECTORATE OF FORESTRY (DOF)

The DoF shall support the establishment and management of the community forest and shall facilitate the organization of Annual General Meetings (AGMs). Furthermore, the DoF shall provide the necessary trainings and other capacity development support to FMB members, forest guards, forest workers or to other community forest members. The DoF may involve other service providers for capacity development.

In addition, the DoF shall ensure that all relevant conditions for the establishment, gazetting and management of the community forest are met according to the relevant provisions of the Namibia Forest Act.

In particular, the DoF shall
• provide the necessary awareness and information on how to establish, manage and integrate community forests with other types of land and resource use, e.g. communal conservancies,
• survey, map and demarcate community forest boundaries as needed and agreed upon with Traditional Authorities, adjacent communities and the FMB,
• conduct participatory rural appraisals (PRAs) and forest inventories in cooperation with the FMB,
• facilitate the participatory development of constitutions, use regulations and benefit distribution plans with service providers,
• support and supervise the participatory development of community forest management plans that ensure sustainable resource use,
• support the timely declaration (gazetting) of the community forest when all legal requirements have been fulfilled,
• supervise the proper management of the community forest according to the established management plan and on the basis of regular FMB reports,
• ensure law enforcement in cases of illegal activities,
• support the FMB with regard to fire protection and fire management.

IV. DURATION AND AMENDMENTS TO THE MOU

This MOU shall be valid until necessary amendments are agreed upon by both parties.

We hereby confirm our consent with this Memorandum of Understanding:

For the FMB: For the Directorate of Forestry
Date: Date:
Name: Name:
Function: Function:
TOOL 05.04: Overview of training needs of FMB members

Under this milestone only basic training should be provided so that the FMB members obtain a general understanding of important issues. In-depth training on specific topics is more useful at later stages (even after gazetting) when training can be linked to actual needs. For example, in-depth training on financial management will be more effective if it is linked to actual financial transactions related to the marketing of forest products. Legally, the latter is only possible after the gazetting of the community forest. Likewise, training on forest management planning should be combined with the actual participatory development of a forest management plan (milestone 9).

In the following overview, topics that require only basic training under this milestone are marked with an asterix (*).

- Community forestry objectives and benefits
- Legal Framework
- Linkages to other land and resource use systems, e.g. similarities with and differences to communal conservancies
- Roles and responsibilities of FMB and DoF
- Sustainable forest management - principles and approaches
- Leadership and representation in theory and practice*
- Financial Management*
- Community-based permit system*
- Reporting*
- Organization, agenda and documentation of Annual General Meetings (AGMs)*
- Boundary agreements, survey, demarcation and mapping*
- Participatory Rural Appraisals - objectives and methods*
- Forest inventories – objectives and methods*
- Forest management planning*
- Constitutions, use regulations and benefit distribution plans*
- Forest resource monitoring*
- Procedures for reporting and follow-up on illegal activities

Trainings should be documented in training reports.
+++Example+++  

Minutes of the FMC meeting

Area Name: ………………………………………………..  Date of meeting:…………………………

Members present: …………………………………………………………………………………………
   (list of members present and absent)

1. Old Business
   Report - summarize main points of any report (this can be done after the meeting) or
   Discussion - summarize main points or conclusions from the discussion or
   Decision - record the exact wording of the decision as stated by the chairman

2. New Business
   Discussion, decision or follow-up
   Plan - WHAT, WHO and WHEN

<table>
<thead>
<tr>
<th>Action</th>
<th>WORK PLAN</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Date of the next meeting: ………………………………..
+++Example: Reporting+++ 

Monthly FMC Report for the ……………………… Community Forest

Reporting Period: Month: ……………………… Year ………………..

<table>
<thead>
<tr>
<th>No.</th>
<th>Feature / Kind</th>
<th>Data to report</th>
<th>Information Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Change of FMC members</td>
<td>Out: [function, name, ID, village]</td>
<td>FMC meeting minutes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>In: [function, name, ID, village]</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>New forest related activity by</td>
<td>[Type of enterprise and name of the person]</td>
<td>Observations by FMC</td>
</tr>
<tr>
<td>3</td>
<td>Meetings and activities taken place</td>
<td>CF meetings [FMC or community or others]</td>
<td>FMC minutes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CF non-commercial use [type of the activity &amp; no. persons involved]</td>
<td>Observations by FMC members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CF commercial use [type of the activity &amp; no. persons involved]</td>
<td>Permits issued</td>
</tr>
<tr>
<td>4</td>
<td>No. of permits issued</td>
<td>[no. of harvesting permits] [no. of transport permits] [no. of marketing permits]</td>
<td>Permit books system</td>
</tr>
<tr>
<td>5</td>
<td>No. of offences reported to the FMC</td>
<td>[no. of illegal grazing] [no. of forest fires] [no. of illegal harvest/theft]</td>
<td>Event Book, patrols, observations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Others [description and no]</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Number of fines issued by FMC</td>
<td>[no. of fines issued]</td>
<td>Law enforcement system</td>
</tr>
<tr>
<td>7</td>
<td>Amount of products extracted from the CF (commercial and non-commercial)</td>
<td>Medicinal plants [species] [tons]</td>
<td>Permit books (permit system), observation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Food plants [species] [tons]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Grazing [species] [tons]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cattle [heads]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sheep [heads]</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Goats [heads]</td>
<td></td>
</tr>
</tbody>
</table>
MILESTONE 6

Constitution and Benefit Distribution Plan
MILESTONE 6 CONSTITUTION AND BENEFIT DISTRIBUTION PLAN

Objective

- To develop a community forest constitution and a general benefit distribution plan

Expected output

- Signed constitution
- General benefit distribution plan

In Milestone 6, a guideline for developing CF constitutions is provided. The three tools are the template and guideline on Community Forestry Constitutions and a training toll on how to develop a benefit distribution plan. As this milestone mainly deals with legal issues, experienced facilitators should be involved.

TOOL 06.01: Guideline on Community Forestry Constitution and template

This tool is meant as a guide to the selection of which type of constitution to develop for the specific area which is co-managed or pure community forest. For the co-managed areas, a template is under development.

GENERAL RECOMMENDATIONS

There are two options for developing a Community Forest constitution in a Conservancy area:

1. To develop a joint C-CF-Constitution wait until official template for integration is provided.

   The current conservancy constitution would be complemented with CF-related provisions, e.g. for membership, management structures, benefit distribution, resource types, management objectives etc.

   Advantages:
   One constitution would serve both resource types and management strategies, same provisions do not have to be repeated in different documents, less confusing for target groups, supports integrated resource management, offers opportunities to change also other provisions in established conservancy constitutions people are not happy with

   Disadvantages:
   Already existing C-Constitutions need to be amended. This usually requires the consent of 2/3 of the conservancy members. Consequently, the process may be time consuming in areas where C or CF are already gazetted
To be recommended if
- C and CF are both emerging (constitution yet to be developed for both areas)
- members wish to maintain most of the current C provisions also for CF management, e.g. same management committee etc.
- the CF area totally overlaps with the C area (same areas, same external boundaries)

2. To develop a separate CF-Constitution
The structure of the current C-Constitution would be used to develop a separate CF-constitution

Advantages:
Possibility to establish a separate CF management body and to make specific provisions for forest resource management. Only the Minister of the MAWF has to approve, gazetting process can be faster.

Recommended if
- local people wish to adopt many specific provisions for forest management that are different from the current C-Constitution, e.g. separate management bodies, different benefit distribution systems etc.
- the CF area(s) only partly overlaps with the C area

However, such strategy hinders proper integration and is likely to cause conflicts over resources, responsibilities and benefit sharing in the future. If local people decide for this because they are dissatisfied with the current conservancy management, it is recommended to rather address the conservancy management problems first in close cooperation with the regional C-CF-working groups. Local people should make the final decisions but they have to be guided with regard to the consequences of such decisions. CF management on its own is usually not sustainable if it has to be financed only through forest-related income. Proper integration (joint management body, joint constitution, joint management plan etc.) reduces management and training costs and offers opportunities for cross-financing C and CF management activities.

Disadvantages:
In cases of conflicts related to resource management, the management body(ies) always have to decide first which constitution to refer to, this may be confusing. Consequently, resources, responsibilities and benefit sharing agreements (in particular with regard to non-wood resources) have to be clearly defined. Rights and management systems already defined in existing constitutions or firmly established with the consent of DoF should not be questioned as this will raise conflicts and disputes (e.g. with regard to non-wood resources).

Once the members have decided which constitution model (joint or separate) to adopt, it is sufficient to write down agreements on issues raised under the various chapters, the exact legal wording of the final document and amendments will then be drafted by the Legal Assistance Centre (LAC) and once again submitted for a final review by the respective conservancy-community forest committee.
TOOL 06.02: Constitution Template (by LAC)

This proposal was made with close consideration of the conservancy model constitution and constitutional guidelines and was structured accordingly. It was provided to facilitate discussions among Conservancy-Community Forest members, not to prescribe constitutional regulations!!!. The final decision on contents and wording of constitutional issues rests with the members.

Text parts formatted in Italic font are proposals for provisions to be added.

This model refers to the issues relevant to Community Forests and should be used together with either an already existing Conservancy constitution (e.g. in gazetted Conservancies) or the Conservancy Model Constitution.

1. **Preamble**
   [May be used as a brief introduction as to how or why the Community Forest was formed, and may include reference to ‘enabling’ policies and legislation. These references, however, are not required].

   [Options – examples]

   Whereas, Article 95 of the Constitution of Namibia states that “The State shall actively promote and maintain the welfare of the people by adopting, inter alia, policies aimed at ....., the maintenance of ecosystems, essential biological processes and biological diversity of Namibia and utilization of living natural resources on a sustainable basis for the benefit of all Namibians, both present and future”; Whereas, the Community Forests programme is a government initiative guided by the Development Forest Policy for Namibia approved on 27 November 2001, one of whose basic aims is to “reconcile rural development with biodiversity conservation by empowering local farmers and local communities to manage forest resources on a sustainable basis”; Whereas, the Community Forests programme is well in-line with the policy of decentralization to empower local communities and involve them in decision-making processes so that decisions are made by the people of Namibia for the people of Namibia; Whereas, the vision of the Community Forest programme is to ensure sustainable and controllable utilization of forests by communities through devolving ownership, responsibility and utilization rights of forestry resources to local communities; and,

   Whereas, the Forest Act No. 12 of 2001 enables the minister to enter into a written agreement with any body which the minister reasonably believes represents the interests of the persons who have rights over that communal land and is willing and able to manage that communal land as a community forest;

   Now therefore, the members of the........ community wish to establish a Community Forest as provided for in section 15 of the Forest Act No. 12 of 2001;

2. **Name & Address**
   [The Community Forest should establish a name and an official postal address that should NOT be that of a person, but in the name of the Community Forest so that no individual ‘controls’ access to official correspondence].
3. **Boundaries**

[Map coordinates and boundary description with reference to roads and/or landscape Features. The boundaries that are published in the Government Gazette are those that have legal force, not what is included here. This could be a copy of what was published in the Government Gazette, or it could be a more general or layman’s description of the boundaries, but it must not conflict with the Government Gazette’s boundaries]

4. **Definitions**

[Sometimes important words are understood differently by different people. In order to avoid confusion any such words should be defined in this section. Some of the following important words might need such definition (if they are not defined elsewhere in the text of the constitution):

(e.g. members, property, resident, management plan, natural resources)]

5. **Goal/Vision/Objectives**

[The Community Forest might have a general goal or vision, and/or they may have more specific objectives. It is suggested that in order to highlight the use of by-laws as a management tool, that one of the specific objectives which could be included here be: “the development of by-laws which conform to the Forest Act No. 12 of 2001, and which are approved by the MAWF”.

The main objectives of the community forest(s) shall be to enable its members to derive benefits from the sustainable management and the consumptive and non-consumptive utilization of wood and non-wood forest resources within its boundaries and to protect habitats and landscapes for wildlife management and tourism promotion in the (name) Conservancy-Community forest.

In order to achieve these objectives, the members shall

- manage the forest resources in accordance with culturally adapted conservation and sustainable land use principles
- utilize the forest resources in a sustainable way for the economic and social benefit of the members of the community forest and for the protection of wildlife habitats and natural landscapes
- retain all income derived from such utilization and use such income for purposes agreed upon by the members and the management body and as outlined in a benefit distribution plan

Other objective(s) of the community forest (management body) shall be to

- acquire,! hold and manage property for the benefit of and on behalf of its members subject to the terms and conditions of this constitution
- promote the active involvement of community members in forest management practices by providing technical skills and by using surplus generated from wildlife, forests and other natural resources also for the (temporary) employment of community members for both conservancy- and community forest-related management activities
- ensure that financial records must allow to distinguish between income derived from conservancy- and income derived from community forest –related activities

6. **Operating Principles**

[Operating principles are the ethical rules that guide the way in which daily operations are conducted, (e.g., fairness, transparency, accountability, declaration of possible conflict of interest). By stating some of them here, the Community Forest would not only guide members on how they should conduct themselves, but the Community Forest would establish some criteria to use when considering the justification for sanctions (accountability) against a member].
For example:
The community forest(s) shall be managed in a manner which

- provides for equal use of the forest and equal access to the forest produce by members of the communal land where the community forest is situated and
- provides for adequate reinvestment of the revenues of the forest and for the equitable use or distribution of the surplus
- does not conflict with conservancy management objectives

7. Membership

[It is essential that there be clear criteria for eligibility to be a member]. [The Namibian constitution also requires that there be no discrimination based on “sex, race, colour, ethnic origin, religion, creed or social or economic status”]. Some appropriate criteria might be: minimum age, length of residency in the Community Forest area; or relationship to someone living in the area even if you are living outside the area.

Possible Criteria

Age: [since all members usually have the right to speak and vote at meetings, they should be old enough to be expected to do so responsibly]

Residency: [this will likely vary from one community to another, so be sure to debate it]

Option 1: Any one currently living in the area [how long do you have to be staying in the area to be able to receive an annual cash handout, come to a meeting and vote?]

Option 2: Anyone who has been living in the area for one year or longer. [This would prevent people moving to the area 1 month before a cash handout and then moving away again]

Option 3: Anyone who has lived in the area for 5 years or more [this would certainly deter people moving into the area just because of expected cash handouts]

Option 4: Also anyone who has lived in the area for at least 5 years, and still maintains a household, but currently is residing elsewhere due to employment. [This would provide for people who genuinely have a vested interest in the area, but are currently residing elsewhere.]

Relationship: [If this is not clearly defined, ‘very distant’ relatives may claim membership].

Possible Additional requirements:

Annual Contribution:
[Discuss whether there is an annual contribution that each member has to make to remain qualified as a member. This would help build the attitude that Community Forests are what members are doing for themselves rather than just receiving ‘windfall’ benefits]

Option 1: Nominal membership fee [that is used for some specific purpose which all members can see – not just disappear into operating costs]

Option 2: Material Contribution – food for a CF Meeting, firewood for cooking, lending potjie pots, poles for community building projects.

Option 3: Labour – cooking for meetings, cleaning dishes afterwards, building waterpoints, fences, clearing firebreaks
8. Rights and Obligations of General Members

[It is important to establish the relationship between rights and obligations, i.e., that without fulfilling obligations, the enjoyment of rights may be threatened (e.g., that without ensuring that the FMC accounts for all funds, that their expected benefits may be squandered.).]

[Options - Examples of Rights that should be discussed are]:
- to attend, speak and vote at General Meetings;
- to call general meetings;
- to elect members to positions within the Community Forest;
- to remove elected members who violate specified principles, by laws, procedures;
- to inspect and make copies of records, minutes, financial statements, asset register, membership list;
- to have equitable access to Community Forest benefits;
- to sanction members including: suspension or termination of rights, criminal charges.

[Options - Examples of Obligations that could be discussed are]:
- to support the objectives of the Community Forests (including sustainable management, equitable benefit distribution, etc.);
- to abide by the lawful decisions of the Community Forests;
- to attend all General Meetings;
- to know and exercise their rights and obligations as specified in their constitution;
- to know and exercise their responsibilities to hold their elected members or paid staff accountable for properly managing the Community Forest’s finances, and implementing the objectives, principles, procedures, by-laws and decisions of the Community Forests.

9. Community Forests’ Structures, Responsibilities and Powers

A Structures

[There are at least 3 broad options for a Community Forest structure (though there can be variations, especially of Option 3):]

Option 1: Strong central Forest Management Committee control – this is where the FMC manages the operations of the Community Forest (subject to the broad direction and periodic approval of the General Members). [This option may be appropriate for a CF where most of the members can be communicated with easily and who can assemble in one location easily. It would not be appropriate for a CF with a large membership or where members are widely dispersed rather than clumped into a few settlement areas. If used in a large CF the GMs are likely to only hear about the CF’s activities once a year which will risk alienating by them].

Option 2: Strong central General Membership control – this where the FMC frequently consults the General Members on many issues. [It may only be appropriate in CFs where there is a small membership, and they are all centrally located. However, the CF still can not run daily operations, especially business activities, nor can the General Members get on with their daily livelihood activities if they have to be consulted too frequently. If it is used where there are dispersed members, some are likely to always feel marginalized because they can not reach the meeting place].

Option 3: Decentralized General Membership control – This is where there will be one FMC – but it may be made up of selected representatives from a number of ‘Sub-committees’ that represent the members from defined ‘sub-divisions’ of the CF area. The aim of this option is to give as much decision making powers to ‘sub-divisions’ as possible, and only leave to the FMC, those decisions which can not be made at the lower levels. [This option is probably more suitable to a CF with a large or widely dispersed membership. Important issues to be discussed in this model are what decisions are made by the FMC, what decisions are made by the Sub-committees; and how benefit distribution is decided between and within the Subdivisions].
B Responsibilities of the Forest Management Committee
[These are the duties that the Forest Management Committee is required to perform for the CF. Some of the responsibilities are carried out collectively by the whole Committee, others are assigned to specific members of the FMC (e.g., Chairperson, Treasurer, Secretary). The difference between Responsibilities and Powers is that responsibilities are duties, jobs or functions that are performed, while powers are the authority to take specified decisions. To illustrate the difference: the FMC has the responsibility to conduct elections; but it is the General Members who have the power to elect (or decide) who their officers will be].

1 General Responsibilities:
[Options – examples]
To manage the CF and administer its property and rights for the benefit of the members,
To acquire, receive, hold and manage on behalf of and for the benefit of the members, the property, rights, and assets of the CF whether in the nature of land, buildings, real rights, money or other tangible and intangible assets of whatsoever nature.

2 Specific Responsibilities:
[Options – examples]
to conduct meetings
to manage staff
to keep records of all meetings, finances, property, and contracts
to report regularly to General Members
to liaise regularly with the MAWF
to operate in compliance with the Forest Act No. 12 of 2001, and in accordance with the Management Agreement and the Management Plan

C. FMC Officer Bearers’ Responsibilities
[Most committees find it necessary to have at least a Chairperson, Treasurer and Secretary. Many will also have a Vice-Chairperson, Vice-Treasurer and/or Vice-Secretary (whose jobs are to understudy and fill in during the absence of their senior counterpart). Again be sure that the responsibilities are clearly defined and differentiated between the different officers. The responsibilities commonly assigned to the main officers might include]:

[Options - examples]
Chairperson – calling, chairing and providing overall direction to all meetings of the CF.
Treasurer – keeping proper financial records; issuing receipts for money received by the CF; co-signing all CF cheques; preparing and presenting the Annual Financial Statement at the AGM and any other required financial reports; and ensuring any required audits are carried out on time.
Secretary – organizing all CF meetings; issuing notices of all meetings; recording and producing minutes of all meetings; conducting the correspondence of the CF (as directed by the Chairperson); and filing and ensuring the safekeeping of all relevant documents of the CF.
Ex Officio Members – [These are non-voting members who may either come from within or outside of the CF, and who are included by virtue of their office, to inform, advise, witness and learn about the CF. The best way to obtain support from other institutions and stakeholders is to allow them some opportunity to participate without letting them vote or dominate discussion. When the CF needs help with a problem, or simply needs some co-operation from another institution, they are far more likely to receive it from those who feel like invited partners of the CF than those who feel like they have been excluded or feel suspicious because of their ignorance about the CF. This organ functions best when there are 4-8 such members. Examples might include the TA and Regional Councillors, MAWF, NGO partner, representatives of other line ministries (e.g., MET, MLR), Communal Land Boards and Conservancies. They should be given the automatic right to attend all FMC and all General Meetings. Their role is to inform, advise, witness and learn about the CF].
[Options – other Office Bearers]

[Do not overburden one officer with too many responsibilities, because that may discourage the officer, reduce the quality of work and may centralize too much power in one individual who then thinks the CF belongs to them rather than to all the members. Consider making other FMC members responsible for specific activities].

$a$ CF Constitution Officer who ensures that the Constitution is followed, and monitors needs for amendments;
$a$ CF Permit Officer who keeps track of all permits and authorised harvest levels
$a$ CF Communications Officer who ensures that there is dialogue and feedback between the FMC and General Members between all meeting

D          Powers of the Forest Management Committee
[These powers must be stated clearly so that there is a clear difference between the powers that the FMC has, and the powers that any other organs, committees, officers, staff or the General Members have. No overlaps!, No duplications! Think of powers as those decisions that they have been given the authority to take.]

1   General Powers – [These are the broad powers needed by the Forest Management Committee and intended to enable it do the CF’s ordinary business. They might be stated as]:

[Options]
All the necessary executive and other powers and authority to carry out the responsibilities of the FMC cited above.

2   Specific Powers – [While many powers may be covered in the broad statement of General Powers, in order to avoid any uncertainty, selected key powers are specified].

[Options examples]
- To enter into agreements relating to the use of forest resources
- To employ staff and consultants
- To distribute to members, invest in any financial institution, or otherwise use, the proceeds of any assets or any monies of the CF as approved by the General Meeting
- To borrow monies on such terms and conditions as the FMC may consider appropriate for any of the objectives of the CF, subject to the direction of the General Meeting.
- To guarantee the performance of contracts or obligations of the CF.
- To institute or defend any legal proceedings, and to settle any claims made by or against the CF.
- To assign responsibilities among FMC members within the responsibilities and powers of the FMC specified by this Constitution

3   Restricted Powers
[The restricted powers are meant to specify certain powers that are excluded from the broad General Powers or are restricted by conditions specified here. (e.g., while the FMC has the broad powers to manage finances, the power to lend money may be specifically excluded, and the power to expend money may be specifically restricted by a condition that they must stay within a budget approved by the General Members].

[Options - examples]

The Community Forest Committee may not lease the property, its rights or any part thereof or incur any obligations affecting its property or rights without the prior approval by resolution of a majority of members in General Meeting
Any decision to amend this constitution, deregister, dissolve the CF or distribute the property, rights and assets shall be by a two-thirds majority of members at a General Meeting; provided that the notice convening such meeting shall be required to indicate the nature of the business to be considered.

Two-thirds of the General Members in a General Meeting may reverse any decision or action taken by the FMC, though any written contracts must be honoured.

E Other Committees
[Since CBOs may create other committees, such as an Executive Committee, or a Natural Resources Committee, there needs to be absolute clarity about the differences in the responsibilities and powers of the different committees and whether one committee can amend, cancel or supersede the decision of another].

10. Elections, Vacancies, Removals

A Forest Management Committee

1 Elections
[This section, in providing for elections should specify inter alia the length of term of office, whether officers can serve multiple terms, qualifications, how, when and where elections are held etc. This section should also deal with any positions that might be appointed, what to do in case of vacancies; and criteria and procedures for removal of].

a Term of Office
Option 1: Annual elections [Allows for more frequent accountability to and participation of GMs, but risks possible frequent turnover of FMC members. However, if FMC members perform well, and are allowed to be re-elected, there need not be frequent turnover].

Option 2: Elections every 5 years – [Allows for long-term continuity, but the infrequent opportunity for accountability and participation by the GMs risks mismanagement by the FMC and the loss of ownership, participation and support from the GMs. Incumbents are tempted to become lazy or worse if they know they can’t be easily removed for 5 years. A long term tenure might consider a limit to the number of terms such as 1 or 2 terms, otherwise there is another risk that the CF is seen as belonging to certain individuals rather than to the GMs].

Option 3: Elections every 2–3 years. [Allows for reasonable accountability and continuity. Not too frequent elections but frequent enough to prevent incumbents from becoming lazy].

Option 4: Staggered elections- 2 year term of office. Only half of the FMC positions are up for elections in Year 1. The other half are up for elections the following year. [Allows for frequent accountability but maintains continuity at the same time, because there will always be at least half the committee members from the previous year in the current committee].

b Office Bearers
[There are 2 fundamental approaches to choosing the Office Bearers (Chairperson, Treasurer, Secretary, etc.).]

Option 1: Elections every 2-3 years, but each year the GMs elect the officers (e.g., Chair, Treasurer, Secretary) from amongst the current FMC members. [“Shuffling seats” within the FMC allows some accountability without sacrificing continuity. This runs the risk of larger population areas dominating, or the venue of the AGM influencing the outcome].

Option 2 Whenever elections are held, once the members of the FMC are elected (whether at large at an AGM or at ‘sub-areas), the FMC members themselves choose which of them will be the Office Bearers.
c Qualifications
Consider whether FMC members should have additional qualifications than those for General Members. Perhaps they should have a minimum education level, or be a bit older than the minimum requirement for General Members. [Insert here – what might disqualify someone from becoming a FMC member – similar to removal]

d Election procedures
In addition to the length of term of office the members should discuss where elections will be held (must elections be held in one central location, or can they vote in several ‘sub-divisions’ and have the results centrally tabulated)? Do all people have a reasonable chance to reach a ‘polling station’? How much prior notice must be given before an election is held, and how is that notice disseminated in such a way that most people have the chance to hear about it. Who will certify the accuracy of the voting (will the Community Forest ask the help of a 3rd party like the TA or MET or an NGO) in order to avoid disputes?

2 Vacancies
It is important to fill any vacancies as soon as possible. Every decision-making meeting must reach a quorum, otherwise the decision is not legally valid. And in case of representation on the FMC being allocated by ‘Sub-division’, such Sub-divisions may feel disaffected by under-representation even if a quorum is attained.

Option 1: If the number of vacancies is small in comparison to the size of the committee, and there is no danger that the FMC will be prevented from doing their business because they can not reach a quorum, then the vacancy could remain unfulfilled until the next AGM.

Options 2: If the vacancies pose a possibility of failing to reach a quorum, or if the vacancy represents a Sub-division who feels under-represented, then the FMC (or the relevant Sub-division committee) can select replacement/s for the remainder of the year until the next AGM when proper elections must be held to fill the vacancies.

Option 3: If the vacancies pose a real likelihood of failing to reach a quorum, then an ordinary General Meeting (or Sub-division General Meeting) can be held to fill the vacancies as soon as constitutional procedures permit.

3 Removal of A FMC Member
[There should be a method/s for the removal of a FMC member during their term of office under prescribed conditions. Some such conditions that could be discussed are any or all of the following]:

[Options - examples]
Possible conditions warranting removal from office
Conviction for theft, fraud, forgery, or any other offence involving dishonesty.
Any member who has been removed from some other office of trust on account of misconduct
Any member who violates the objectives or by-laws of the conservancy
Any member whose conduct puts the Conservancy’s reputation in disrepute.
Failure to declare a possible conflict of interest

[Once conditions warranting removal are established, the mechanism/s for removal should be discussed. Giving both the FMCs and the GMs separate mechanisms ensures that if the FMC fails to supervise itself, then the GMs have the power to do so].
Option 1:  By a 2/3 majority vote the FMC may remove a member provided that at least one of the removal conditions has been met and provided that the member has been given the opportunity to address the FMC on the charge before a decision is made.

Option 2:  By a 2/3 majority vote at a General Meeting for which proper prior notice of the issue has been given, and provided that the FMC Member is given the opportunity to address the General Meeting on the charge before a decision is made

Option 3:  Likewise, in a decentralized system, the Subcommittee and the GMs of that subdivision should have similar mechanisms to remove their representatives from the FMC

11. Meetings
[If certain decisions are assigned to be taken at certain meetings (as at AGMs), those decisions must be clearly stated in the respective meeting sections below. The sub-topics which should be addressed for each type of meeting are similar and may include inter alia: frequency, calling, notice, agenda, quorum, conduct, recording, feedback, etc.]

A. Forest Management Committee
[address each of the sub-topics listed above]

B. Other Committees
[address each of the sub-topics listed above]

C. General Meetings
[use this as a guideline for the sub-topics in A & B above]

[General Meetings are meetings open to ALL members. Some regular CF activities require decisions by the General Members such as elections, approval of the budget, benefit distribution, removal of a member or officer, etc. Such decisions can usually be scheduled to take place once a year at a General Meeting known as the Annual General Meeting. (AGM).

It is up to the CFs to decide if they want to have other General Meetings during the year open to ALL members. There may be times when the AGM is too far away and an important and urgent decision may be needed by the GMs. Therefore, rather than wait for the AGM, the CF should be able to call a General Meeting. If a CF chooses to regularly schedule an additional General Meeting each year (say 6 months after the AGM), primarily to provide opportunity for feedback and dialogue, it might be called an Ordinary General Meeting. If the CF just wants to make provision for calling a General Meeting only if and when the need arises, then they might call it an Extraordinary General Meeting. They are all General Meetings, open to ALL members, the differences in their names just indicate whether they are regularly scheduled with a regular agenda or they are an unexpected and urgent General Meeting with a unique agenda. [In most cases, the time and expense of holding a General Meeting is too great to do so frequently, even though the dialogue with General Members is critical to the success of the CF].

1 Calling an Extraordinary General Meeting.
[The Constitution should make provision for both FMC and GMs to be able to call a General Meeting. The requirement for General Members to call a General Meeting should be less than 50%. If even 20% of your members are unhappy enough to sign a petition to call for a General Meeting, then there is probably a justification for it].
2 Annual General Meetings (AGMs)
[AGMs are the most important annual event for a CF. The success of the AGM depends on preparation and participation. The Constitution can guide the CF on some of these issues].

a Schedule
[The AGM should be held as soon as possible after the Annual Financial Statement can be prepared and disseminated. The constitution should state a target week and month (e.g., the first week in February) but offer some flexibility (e.g., “but no later than the first week in March”). This example is assuming a financial year ending on 31 December].

b Advance notice
the Constitution should state that the notice of the meeting (date, location and agenda) must be announced by a certain number of days in advance (e.g., 21 days or 4 weeks). Enough time must be allowed for the notice to reach every member, and must allow members to adjust their schedules and prepare for the meeting. The Constitution should state that important AGM issues that need advance study by General Members must also be disseminated in advance (e.g., Annual Financial Statement, Budget Proposal, Benefit Distribution proposal). Perhaps 2-4 weeks before the AGM.

c Venue
Option 1: In a smaller CF with members centrally located, such a central venue will do.

Option 2: If there are several population centres, the Constitution may make provision for rotating the venue annually [at the same time that practical efforts are made to provide transport to those members living outside the selected venue]

Option 3: Where members are widely dispersed over a large area, the CF might schedule several consecutive meetings at different venues [a travelling road show that may take a few days] Any decisions requiring voting must record votes at each venue and later combine them for a result.

d Agenda
[The constitution should set minimum requirements for the agenda, such as Chairperson’s Annual Report, Treasurer’s Annual Financial Statement, Budget Proposal, Benefit Distribution Proposal and Elections (as required). The Constitution should also state that particularly the Annual Financial Statement, Budget Proposal and Benefit Distribution proposal must be passed by a specified majority of the General Meeting (perhaps 2/3). The approval of the Annual Financial Statement should be based on whether it accounts for all the funds, is sufficiently detailed, and is sufficiently accurate. (i.e., if the AFS does not account for all funds, and/or is not sufficiently accurate, or detailed, the General members should first require the Treasurer to redo the AFS to their satisfaction, and if the Treasurer continues to fail to produce satisfactory reports, the GMs can replace the Treasurer at the next election, remove him from office; apply constitutional sanctions; and/or charge him criminal conduct. On the other hand, if the AFS does satisfy the requirements accountability, accuracy, and detail, but the GMs are not happy with how the funds were used, they should not reject the AFS, or the Treasurer(who may have done an excellent job in recording what was done with the funds), but they should hold accountable the CC or other responsible individuals for not handling the funds according to the constitution, separate administrative or financial procedures, budgets or other instructions of the Community Forest]

5. Quorums
[The purpose of a quorum is to ensure that any decisions taken are seen as legitimate by all the members, even those that were not there. The keys to determining what is a useful quorum are that it is seen to represent the will of a specified majority of all the members; and that it is practically attainable. In determining what is practically attainable, the CF should consider what were the number of people that turned out for some of the meetings they held when mobilizing the community about the CF idea. The
quorum should be something LESS than the maximum turnout, as excitement of a new thing tends to decrease a bit after time. Also consider some of the following options].

Option 1: In a small CF where all members are located close to a central venue, a quorum of 2/3 (or 66%, 70%, 75%) are all possible.

Option 2: In a large CF, where people have to travel longer distances, such high quorums may not be possible. Discuss what lower quorum might still be seen as legitimate by the General Members

Option 3: In a large CF consider holding several ‘sub-meetings’ at different venues and adding the total participants in the several meetings to reach the quorum.

Option 4: In a large CF, consider setting a quorum based on selected representatives from each sub-area or village. (If perhaps there are 8 sub-areas, then the quorum might be that the representative of at least 6 of the 8 sub-area must be present.

Option 5: In a large CF, consider a minimum number of people from each of the sub-areas. Perhaps 10, or 30 or 50 from each sub-area for instance. Whatever the number, the General Members must agree that it is practically achievable and that all General Members will agree that a decision taken with those minimum numbers of representatives will be seen as legitimate.

12 Financial Management
This section should include those key provisions which ensure accountability (clarity about responsibility); transparency (openness and access to information), and ‘separation of powers’ (dividing powers so that no single individual can control all funds), but should not include the administrative details which are more appropriately contained in a separate and more flexible ‘financial management procedures’ manual.

A Treasurer
[There should be a provision for the position of a Treasurer. This requirement for a Treasurer does not mean that a CF can not also have other staff (paid or otherwise who do or assist with the bookkeeping and financial management].

Option 1: The CF just has a Treasurer. This may be appropriate for CFs who earn a small amount of revenue or who have few financial transactions.

Option 2: The CF may have a Treasurer and a bookkeeper. The Treasurer may provide oversight to make sure that the bookkeeper does the actual record-keeping. This may be appropriate if there are a lot of financial transactions.

B Financial Reporting
[There should be a provision that requires the treasurer to report to the Annual General Meeting on the income received and the manner in which it has been utilise. This report might be described as the Annual Financial Statement (to distinguish it from a financial “audit” which normally means a report done by an independent, qualified person from outside of the CF. See section on “Audits”).This requirement does not mean that the CF can not require the Treasurer to report more often than annually, it just means that the Treasurer must at least present an annual report at the AGM. This provision might appear in the key duties of the Treasurer described in the constitution. This provision does not mean that a Book keeper or Financial Manager can not help the Treasurer prepare financial reports]

C Financial Record keeping
[There should be a provision that requires the keeping of proper accounting records and books of account, and the preparation of annual financial statements. If the CF has not just a Treasurer, but a bookkeeper or Financial Manager as well, then the powers and responsibilities of each within the constitution must be
absolutely clear and not overlap. (However, detailed job descriptions belong in a “financial management procedures manual”).

D    CF Bank Accounts
[There must be a provision which requires that a bank account will be opened in the name of the CF. (This does not mean that the CF can only have one bank account. It could open several bank accounts.)]

[Option 1:  The CF could open only one bank account. This might be adequate for a CF that does not earn much income.]

Option 2:  The CF might open 2 bank accounts: one into which all income is deposited, but from which money can only be withdrawn or transferred to another ‘operational’ account by a letter of resolution of a General Meeting. This would allow the General Members to authorise the release of approved, budgeted funds to a second account controlled by signatories who are authorised only to expend funds according to the authorised budget.

Option 3:  The CF might open another separate account for those funds which are allocated to ‘benefits’ rather than to operational expenditure, to ensure that operational costs are kept under control. This account would have different signatories than that of the operational account. It might be useful for CFs which earn a lot of revenue for benefits].

E    Budgets
[The constitution must provide a procedure for how the earned income will be used. This essentially means that the Constitution must state how the budget is drawn up and approved. In most cases, the budget may be drafted by the FMC, or perhaps a Financial Manager, but must be approved by the General Members at a General Meeting. The constitution should specify what means “approval” (e.g. 2/3 or 3/4 of the AGM?). The constitution might want to specify that the proposed budget must be circulated a certain number of days before the AGM so that people have time to study it (e.g. 2-4 weeks)]

F    Accountability/Transparency
[While the Treasurer should report at least annually to the General Members, the constitution could require more frequent reporting, perhaps 2–4 times per year. If the expense or logistics of having 2-4 General Meetings per year is impractical, the CF could still require quarterly or semi-annual reports to be published, available to all members at the office, posted to each Sub-area, and/or read over the radio. Additionally, if the General Members are dissatisfied with the reports (i.e., either the funds are not all accounted for, or the funds have been used in ways that were not authorised, the constitution could make provision for a range of actions from removal from office, imposition of sanctions or penalties, to submitting cases of missing funds to the police].

G    Separation of powers
[The constitution should make a clear distinction between those who approve budgets (usually the General Members); those who may authorize expenditures (according to the constitution, approved budgets and administrative procedures); and those who physically pay out money. For instance, the Chairperson may authorize payments, while the Treasurer may actually pay them. And there must always be an alternate ‘authorizer’ and alternate ‘payer’ in case of the absence or one or the other; or in the case where a payment actually involves either one as a recipient (i.e., one can not authorize a payment to oneself, and one can not pay oneself].

H    Loans to members
[This may be dealt with in the section on ‘restricted powers. The CF should discuss the issue of loans as this is a common problem for CBOs handling money. The problems are that (i) loans are most often made to the influential people and not perhaps the neediest thus violating the principle of equitable distribution of benefits. (ii) such loans are often not repaid, thus depriving the CF of funds; and (iii) either the inequitable
benefit distribution or the non-repayment undermines the confidence of the General Members in their leaders and in the CF as an institution.

I Limits to Operational Expenditure
[Operational costs usually include the Community Forest activities, salaries, meeting allowances, vehicle and fuel costs etc. As earned income increases, the General Members may be expecting increased benefits to be distributed, but the FMC often feels it needs even more money to do its work. In order to ensure that General Members are consulted about the size or increase (%) in the ‘operational budget’ in comparison to the ‘benefits budget’, a limit might be set in the constitution (e.g., 25% of the years income).

Option 1: Do not set a limit, rather require that the budget be approved at least yearly at a General Meeting, ensuring that there is a discussion about the relationship between operational expenditure vs benefits [i.e. as operational expenditures go up, benefits go down]. This can work in CFs where General Members understand budgets, have time to study the information, and are ready to speak their minds.

Option 2: Set a % limit for operational expenditure. Every CF may have different objectives, different incomes and thus different needs. While 25% may be fine for one CF, 50% may suit another, and 15% may be enough for another. Note that sometimes needs might change slightly from year to year, or may change significantly change over time. An inflexible provision could present problems if it does not include some practical contingency. And if the needs of the CF change significantly over time, the constitutional amendment procedure must be practical.

Option 3: Set a % limit for operational expenditure. But make provision that it may be overridden in any year by approval at a General Meeting (perhaps by a lesser majority than a constitutional amendment). This would have the advantage of keeping a target limit, but it is more flexible as long as the General Members approve.

J Audits
[An “audit” normally means a financial report produced by a qualified person independent of the CF. Many CBOs have included a provision in their constitution for an independent audit. Even though it may not be a direct legislative requirement, if an audit is required by CF’s constitution, and the constitution was approved by the ministry, then the CF would not be in compliance if it failed to produce an audit.

If a CF earns or expects to earn significant income, it is a good idea to require an annual independent audit. Financial audits cost money, and it is the responsibility of the CF to pay for it (therefore it should be included in the annual budget)].

Option: Require an independent audit in any year that the CF earns in excess of a certain amount of money (e.g., $200,000). This will help the CF convince its General Members, stakeholders and investors that it manages its finances properly, at the same time, ensuring that it has the money to pay for an audit.

K Financial Management Procedures which should NOT be in the Constitution
[These would be those that are not key principles or provisions. Rather, they are administrative procedures that may need to be changed from time to time as experience demonstrates (but are always within the key principles and provisions). Issues such as formats for financial record keeping or procedures for advancing cash to purchase stationary that has been properly budgeted and authorised, belong in a CF ‘financial management procedures manual’, not in the constitution].
13. Benefit Distribution

A Benefit Distribution

[A common problem for CBOs is that they genuinely have difficulty in reaching consensus on how to use its ‘benefit’ monies. If money is simply left in a bank account and carried over year after year, it still creates problems. Because benefits are not seen, the General Members do not see that the Community Forest is a success. Or, they may even believe that the money has been stolen or misused by the FMC (even if it hasn’t been misused). In order to avoid this common situation and to help ensure the success of the CF, the constitution could have a provision that states how the ‘benefit money’ will be used if no consensus is reached. This might be called the ‘default option’. These default options need not preclude conservancies from accumulating revenues over a couple of years for a specific ‘project’ as long as it has been explicitly approved and earmarked by the General Membership].

Option 1: The money must be distributed in equal amounts to each member.
Option 2: The money must be put into a funeral fund (with a set amount per funeral) for any member.
Option 3: The money must go into a fire management fund:

14. Property

[This section is meant to (a) state the assets of the CF at the time of its declaration………; (b) make provision that “The CF may acquire, hold and manage further and additional assets, property and rights, and no further constitution or amendments to this constitution shall be required to vest the CF with such further property and assets”; and (iii) make provision that an asset register be maintained (in which case the officer responsible should be stated (e.g., the Treasurer)].

15. Sanctions or Penalties for Misconduct

[This section is important in that it deals with an issue that may be a problem with some CBOs; what to do in cases of misconduct. Misconduct (especially financial) usually involves those who have been elected to office which also usually means they are influential people. General Members are often reluctant to be identified in sanctioning an influential person, so one way to deal with sanctions is not to make them discretionary, rather to make them as mandatory as possible. In order to be fair, the constitution must first be very clear as to what constitutes “misconduct”, and secondly there must be mandatory responses for different types of misconduct. For example, failure of FMC members to attend a meeting without apology may be a misconduct which only requires recording in the minutes of such meeting; while the failure to attend 3 meetings in a row (for any reason, even with apology) may result in automatic expulsion from the FMC (not the Community Forest)].

A. Removal of Office-Bearer

1. Criteria for Misconduct

[Without written and transparent criteria, removal or sanction can be seen as arbitrary and biased]

[Options – possible criteria for Misconduct – examples]
● Failure to attend Meetings
● Failure to perform constitutional functions or to follow administrative procedures described in a relevant ‘administrative manual’
● Failure to obey the objectives or bylaws of the CF
● Conducting official duties in an abusive manner
● Conduct in such a manner as may bring disrepute to the CF
● Conviction in a criminal court

2. Confirmation of Charge:
Constitution and Benefit Distribution Plan

MILESTONE 6

[The Constitution must state how judgement must be made. For example, if either 2/3 of the Community Forest Committee or 2/3 of a General Meeting vote for removal (after the officer charged has the chance to address the respective meeting)].

3  Sanctions:
[If judged guilty of a specified misconduct, then removal from office is automatic and immediate].

B  Suspension or Termination of Some Benefits
[This applies to all members including current office bearers.]

1.  Criteria for Misconduct

[Options – examples]
● violation of the objectives or any by-laws of the Community Forest
● Conduct bringing the Community into disrepute.

2.  Confirmation of charge:
[Since it is a General Membership issue, there should be some threshold, say, 2/3 of a General Meeting]

3.  Sanctions
[Whatever the sanction are, they should be automatic, otherwise they are unlikely to be applied]

[Options – examples]
● First offence is 1 year suspension of specified benefits
● Second offence: termination of specified rights

C.  Financial mismanagement
[This is perhaps the biggest threat to CBOs, and therefore should be dealt with seriously. The constitution should require that any funds unaccounted for to the satisfaction of the General Members, must be reported to the police for them to investigate. Theft of any property or money by anybody, whether a member or not should also automatically be reported to the police for them to investigate and prosecute if there appears to be sufficient evidence].

D.  No Confidence in an Elected Officer
[Sometimes an officer (e.g., Chairperson, Treasurer, Secretary, etc.,) simply does not get the job done. Even if they have not committed a criminal act or a specified misconduct, the progress of the CF may be obstructed by this officer. Therefore, the CF should discuss a provision of No Confidence, whereby, if those that selected the officer (perhaps the elected Forest Management Committee members selected the officers from amongst themselves) no longer have confidence that that officer can perform the duties of office, they can remove the officer if a specified number of FMC members support the motion. Note that if the FMC votes to remove the Chairperson, for instance, while that person will no longer be the Chairperson, they still remain as a member of the FMC because they were elected to the FMC by the General Members].

16.  Dispute Resolution
[The key issue here is that the mechanisms for dispute resolution must be decided BEFORE there is a dispute, because once a dispute is in progress (and note that the main CBO committee is often party to the dispute), the parties to the dispute will argue over the mechanisms, favouring those they think will be sympathetic to them].

Option 1:  There should be a mediator, a person or institution trusted by all, to bring the disputing parties together to help them come to an agreed solution. The mediator could be someone from the Traditional Authority, MAWF, an NGO or local Church leader.
Option 2: There could be, a person or institution trusted by all, to consult the disputing parties and then imposing a solution binding on both parties. The arbitrator could be someone from the Traditional Authority, MAWF, an NGO or local Church leader.

Option 3: This option combines Options 1 and 2, first attempting the get the 2 parties to agree on a solution, and in the event that that fails, imposing a solution

17. Dissolution of the Community Forest
[The % of members required to dissolve the CF must be higher than a mere majority, and there must be sufficient time required to ensure that members think carefully and unemotionally before taking such a serious action. However, the required % must not be so high as to be impractical (such as unanimous). The issue of the distribution of assets must also be addressed here]

Option 1: The CF may only be dissolved by a 2/3 majority of members present in a properly convened general meeting of which 3 months notice shall have been given to all members.

Option 2: On dissolution, all assets remaining after payment of all debts and liabilities of the CF shall be turned over to the VDC to be used for the purpose of community development.

18. Amendments to the Constitution
[The % of members required to amend the constitution must be higher than a mere majority, and there must be sufficient time required to ensure that members think carefully and unemotionally before changing their constitution. However, the required % must not be so high as to be impractical (such as unanimous). In fact, many some CBOs have set 2/3 of ALL the members, rather than 2/3 of the members present at a properly convened General Meeting. These are 2 different things, and in a CF with a large population, 2/3 of ALL them members coming to a meeting is very unlikely].

Option 1: This constitution may be amended by the vote of 2/3 of the members present in a general meeting of which at least 1 month’s notice shall have been given to all members.

Option 2: This constitutions may be amended by a vote of 2/3 of all them members signing the amendment petition.

19. Adoption of Constitution
The members of the..... community have adopted this constitution at a community meeting

held on the ............................................................

at.................................................................in the .........................Region, Namibia.
TOOL 06.03: How to develop a Benefit Distribution Plan – A Training Tool

General Considerations

To develop a benefit distribution plan, we have to answer the following questions:
1. Who should be involved in making a benefit distribution plan?
2. What are the different ways and means to generate money?
3. How much money should be distributed to whom?
4. How should money be distributed?
5. When should money be distributed?
6. Who should actually distribute the money?

Who should be involved in developing a benefit distribution plan?

The community forest belongs to all community members (all people residing in the community forest and people in the neighborhood who have rights to the community forest). As these people may amount to several hundred or even thousand citizens depending on the size of the area, we cannot involve them all in discussions. The number of people would be too high. Instead, we should work with elected representatives.

Now, if there is a management body (FMB) that can be a forest management committee or a joint community forest-conservancy management committee, these people are already representatives of the community.

But if only these committee members decide on behalf of hundreds or thousands of other people on one of the most important aspects of community forestry - namely who should get how much money - many other people will feel bypassed and may dispute any decision that was made. They may even call for the election of a new committee as they may think they are cheated.

It is therefore recommended that the committee members and, in addition, 10-20 representatives of villages/settlements in the area discuss and agree on a proposal (draft) of a benefit distribution plan. Such plan should finally be presented, discussed with and agreed upon by the Traditional Authority and the participants of Annual General Meetings. It is therefore essential to involve all community members and obtain their approval. Remember to get signatures from the most important participants in the process.

A benefit distribution plan should consider that income and costs may change from month to month or year to year.

To be able to cover costs at times when there is no or little income; savings for unforeseen expenditures are an important part of any benefit distribution plan.

People who develop a benefit distribution plan need to be literate and need to have at least a basic understanding of calculating figures.

What are the different ways and means to generate money?

A) A project is paying money for forest-related activities
B) Community forest members collect and sell products from the community forest
C) The management committee issues permits to people to collect and sell products from the community forest. These people pay for the permits but do everything themselves. Other community members are not involved.
Example: A man wants to buy 5 trees or a bakkie load of firewood. He pays for the permit but does all the work himself, brings his own family members for help or he brings his own workers. So he only pays the money for the permits, the CF community receives no other money.

D) The management committee issues permits to people who want to collect and sell products from the community forest but who also want local community members to help them as workers. These people - we may call them business men - pay for the permits but they will also pay for the community workers (we may call all community workers involved ‘communal labor’). So the community benefits twice. It receives money for the permits and the selected workers receive wages.

As a principle, we should consider the following rule:

“WHEN MONEY IS INVOLVED, THE COMMITTEE IS INVOLVED”!

Exercise: A business man should NEVER be allowed to bypass the committee and negotiate wages only with community workers.

Why?

As the community forest belongs to all community members - not only to the committee or to selected workers - the committee has to represent and fight for the interests of all community members. This is why they were elected.

Imagine, a business man hires community workers for only 20 N$ a day. Some people may be willing to work for that money but especially for hard work this is likely to be too little. The community workers could benefit much more.

On the other hand, if a business man hires community workers for 200 N$ a day, these workers will be very happy. But there may be many people who would work for less money and would still be satisfied. So if people would be willing to work for say 50 N$ a day, 150 N$ could go into a community forest account from which also other community members who did not get the chance to be selected as workers could benefit. But to make this happen, the committee has to negotiate the wages with the business man.

As the business man will need and have to pay for permits anyway, this is an excellent opportunity to not only collect the money for permits but also to discuss and agree with him on the number of workers to be assigned to the work and the amount of money he should pay for them.

All this should be confirmed in a written agreement or contract to be signed by both the committee chairperson and the business man.

Lets look at the different types of income generation as we listed them above:

A) A project is paying money for forest-related activities (project funds)

Such money is not ‘generated’ income as it does not come from sold permits or forest products but from project funds. If workers are paid with project funds, this money is to be considered a compensation, not a wage. Such compensation can be paid either to the individual worker or to the committee. Whenever a project supports community development, a contribution is expected from the community members as they will benefit from the project in the long run. It is therefore possible that a project pays less money for the same type of work than a business man would do. The difference between project compensation and wages being paid by business men is considered a community contribution.

Two Examples:
1. A project provides training for the processing of deadwood. 10 community workers are selected as trainees and each of them are paid 30 N$ per day. A business man may pay the workers 50 N$ each for the same work. 50-30= 20 N$ is the contribution of the community.

2. A project provides money to compensate for transport costs of a meeting. The money is to be paid to those people, who actually needed transport and to no one else.

Project funds should directly compensate those people, who work or sacrifice money (e.g. taxi costs to attend a meeting) in the interest of the project. Therefore project funds are usually not considered in a benefit distribution plan. Their use needs to be agreed upon with project staff on a case by case basis.

B) CF community members collect and sell products from the community forest (own use)

It depends on the agreed management plan and use regulations (by-laws)

- which products require permits?
- who has to pay for the permits?
- how much has to be paid for the permits?

Smaller quantities of non-timber products that are used for own consumption by local residents (fruits to eat, firewood for the house etc.) or small quantities sold at the roadside or at local markets may be free and may not require a permit. A small quantity is the quantity that can be carried by one adult.

On the other hand, certain products like timber or larger amounts like bakkie loads of firewood should always require a permit from the committee.

All this has to be agreed upon in use regulations (by-laws).

If people need to pay for a permit, the following issues under C) should be considered.

C) The management committee issues permits to people to collect and sell products from the community forest. These people pay for the permits but work on their own. Other community members are not involved.

Example: A man wants to buy 5 trees or a bakkie load of firewood. He pays for the permit but does all the work himself, brings his own family members for help or he brings his own workers. So he only pays the money for the permits to the FMB and receives no other money.

Any money collected for permits is community income (not income for the committee).

How much of this money should be used to pay committee members needs to be regulated in the benefit distribution plan (see below)

D) The management committee issues permits to people who want to collect and sell products from the community forest and who also want local community members to help them as workers.

These people (let us call them business men) pay for the permits and they also pay for the workers. So the CF committee receives money for the permits plus the selected workers receive wages.
All this money is community income and needs to be considered in a benefit distribution plan.

If community workers are involved we have to think of other important issues:
As a principle, if workers are hired by a business man, they need to get paid a fair amount of money for their work. A fair amount means not too little money and not too much money.

Why should workers not get too little money?
If a worker is paid too little money, he will lose interest in the job and may quit. If many workers quit maybe the whole income generating business is at risk, and a business man will go somewhere else as he does not find people who are willing to work for so little money. If this happens, we lose our chance to generate money from the forest.
Also, the workers may think that community forestry does not provide attractive jobs or they may even think they are cheated and someone else profits.

Why should workers not get too much money?
If a worker is paid too much money, he/she will be very happy. But there will not be money enough to pay other people, such as committee members or traditional authorities as the workers will finish all the money for themselves. Committees and Traditional Authorities will be disappointed and may lose interest in community forest management altogether.
A business man may also lose interest to employ local people for a community forest job, as they become too expensive once they are used to earning a lot of money. So he will go elsewhere. Again, we lose the chance to make money in the future.
So what would be a “fair” wage?
There are different possibilities to determine a ‘fair’ amount:

1. The committee could talk to the workers before the work starts to agree on the wages

In this case wages would have to be discussed for each job. If many workers are to be involved, it could take some time to reach an agreement. The committee may find it difficult to have the workers agree on wages and to secure a community share, especially when many workers are involved.
To discuss for each and every job separately can also be very tedious and time consuming.
But it is possible.

2. The committee sets fixed wages for different types of jobs beforehand

This would facilitate labor payments and would also facilitate contract negotiations with a business man.
The committee would always know, how much to pay for wages and could try to exceed this amount in the negotiations with business men to gain as much profit as possible. Such wages should be discussed and agreed upon with the members at Annual General Meetings. AGMs can also be used to adapt such wages over time if necessary.

Wages may be set according to work time (time work) or work performance (piece work).

If wages are set according to work time each worker would get the same amount of money per hour or per day, for example 4 N$ per hour or 32 N$ per 8-hour-day.
If wages are set according to performance, each worker would be paid according to what he or she has actually achieved, for example 1 m$^3$ of firewood processed or 10 sample plots measured.

If workers are paid according to performance (also called ‘piece work’), a busy worker would get more money than a lazy worker. This will be an incentive for many people to work hard and to get as much money as possible. It also means that the work will be done quicker.
However, this can also be dangerous, for example if people need to work with dangerous tools or machinery and try to work as quickly as possible. In such cases piece work increases the risk of accidents. Other challenges can be that a certain product quality needs to be guaranteed. When people work fast, supervisors have to closely control that this does not lead to poor quality of sawn timber or cleared fire cutlines.

Last but not least, for certain types of work, performance is difficult to measure, for example for patrolling areas or supervising other workers. In such cases, people need to be paid according to work time.

If workers are paid according to time (time work), everybody gets the same money, no matter whether he/she was rather busy or rather lazy. But there may be good reasons to pay according to time as stated above. However, time work will slow down the working process and if a certain amount of work needs to be completed in a certain time, close supervision and control are essential.

**Payments for committee members (FMB compensation)**

FMBs spend time to organize and supervise community forest management and income generation in the interest of the community. The FMB members are the direct contact persons for any business man and they are responsible to ensure that permits are paid for properly, that fair wages are paid to community workers and that harvested products are in line with the management plan. They also should report quarterly to the DoF office and annually to the members about the generated income, covered costs and planned investments.

For this work they need to be compensated. FMB compensation should be part of any benefit distribution plan and should be considered as running costs as FMBs are always needed.

However, if no income is generated in certain months, there is no money to be used for compensation. This is another reason why from any income generated a certain amount needs to be set aside as savings from which running costs and FMBs can be paid. As the amount of savings will be limited, the AGM should agree on a minimum compensation for FMB members at times with no income (see example of benefit distribution plan below). So for example, FMBs may receive a certain fixed percentage of the generated income when sufficient income is generated and a minimum compensation from savings if that is not the case.

**Re-investments in forest management**

According to the Forest Act, a certain amount of income needs to be assigned for re-investments in forest management. Usually such re-investments are wages paid to selected and trained community workers who are carrying out certain forest management activities. For example, if 30 community members are paid by the FMB from generated income to do fire cutlines, to mark trees or to patrol the area, such money is considered a re-investment in management. Such re-investments should not be considered as fixed running costs but will depend on the total money available. For example, it is meaningless to do extensive forest patrolling every month if not enough money has been generated to cover such costs. Re-investments should always depend on the amount of money generated. The FMB should prepare annual work plans based on the available money and discuss and agree on such work plans at AGMs. Therefore, each year the total amount to be spend for re-investments may change.
It is also important that not always the same people enjoy the benefit of being hired for forest work. The FMB should involve as many community members as possible, for example by having different people assigned to different jobs.

**Benefit Distribution Plans of Conservancies**

In joint conservancy-community forest areas there may already be benefit distribution plans in place, developed for the conservancy. Sometimes such plans may be adopted for community forest management as well. But it should always be critically checked if the specific conditions for community forest management such as higher labor inputs and the need to re-invest in forest management and related communal labor are properly considered. As in large areas community forest management will require not only one main FMB but possible sub-committees to ensure proper resource use control in sub-areas, such sub-committees need to be considered in benefit distribution plans and need to obtain a fair share from generated income.

*It cannot be stressed enough – the proper handling of income, the proper organization of a communal labor force and fair wages to people involved in forest management are essential for the success of community forestry in the long run!*
Agreement on Benefit Sharing in Ncaute Community Forest

The following benefit sharing agreement has been set up and agreed upon by the Community of Ncaute in December 2005. The agreement follows the decisions taken by the traditional authorities of Kavango on 29th November 2005 in a joint meeting with DoF and CFNEN concerning benefit sharing (25% for traditional authorities) and the new permit system inside Community Forests.

Benefits from Community Forests should be shared according to the following percentages:

- 25% Traditional authorities
- 25% FMC as a compensation for their duties
- 50% Village development

The benefits generated are the difference between revenue collected (i.e. permits, products sold) and the processing costs (i.e. office equipment, labor costs).

The FMC is responsible for bookkeeping. Books have to be shown to everybody who has an interest, i.e. VDC, Water committee, Headman, Chief. At least once a year the FMC has to organize a community meeting and inform the people about achievements, income generated and money spent. The funds for Community Development should be assigned to projects that serve the Community in general (i.e. schools, boreholes, roads). Proposals should be made by the FMC and be assigned in Community meetings.

The FMC is also responsible for reporting quarterly to DoF Rundu and the tribal office. Reporting includes permits issued, benefits generated and other issues.

Ncaute, December 2005

Agreement:

Traditional Authority of Shambyu
Mrs. Matumbo Ribebe

Senior Headman Ncaute
Mr. Johannes Kangoro

District Forest Officer Rundu
Mr/Ms. .............
MILESTONE 7

Participatory Appraisal
MILESTONE 7 PARTICIPATORY RURAL APPRAISAL (PRA)

Objective

- Collect socio-economic data and resource-use preferences relevant for the design of the forest management plan

Expected output

- PRA standard data table (as input for inventory and management planning)

The Milestone 7 comprises the Participatory Rural Appraisal. Socio-economic data is being compiled from secondary sources and, if necessary, collected and analyzed to render information relevant for the Community Forest Inventory and Management Plan. The tools include a PRA Standard Table and a PRA manual (see annex).

TOOL 07.01: PRA Standard table

The following table lists important information to be collected and corresponding PRA tools. A detailed description of the tools and how to apply them can be found in the PRA manual in the annex.

see below

TOOL 07.02: PRA Manual

see annex
## PRA STANDARD TABLE

<table>
<thead>
<tr>
<th>Important information to be collected</th>
<th>Proposed PRA tools to collect information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Interviews</td>
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<tr>
<td>Location and proposed boundary of the community forest</td>
<td>x</td>
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<tr>
<td>Location of settlements inside and outside the CF</td>
<td>x</td>
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<tr>
<td>Main roads and road conditions</td>
<td>x</td>
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<tr>
<td>Main wood resources</td>
<td>x</td>
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<tr>
<td>Main non-wood resources</td>
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<tr>
<td>Non-forest landuse inside the community forest</td>
<td>x</td>
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<tr>
<td>Areas or resources of specific importance (e.g. sacred forests)</td>
<td>x</td>
</tr>
</tbody>
</table>

## HOW WAS THE PRA ORGANIZED AND WHO WAS RESPONSIBLE?

- Name of the village(s) participating
- No. of participants
- Date(s) and Location(s) of the PRA Survey
- Name of person responsible for the PRA

## WHO ARE THE STAKEHOLDERS?

- Ethnic composition
- Majority resident ethnic group (tribe)
- Other resident ethnic groups (tribes)
- Non-resident people with land/resource use rights in the area
- Name of headmen/women
- Name of Traditional Authority
- Important decision makers (roles/functions)
- Other projects operating in the area (e.g. conservancies)
- Names of other project representatives
- Important political representatives
- Other stakeholders

## WHAT RESOURCES DOES THE COMMUNITY FOREST AREA CONTAIN AND HOW ARE THEY DISTRIBUTED?

- Location and proposed boundary of the community forest
- Location of settlements inside and outside the CF
- Main roads and road conditions
- Main wood resources
- Main non-wood resources
- Non-forest landuse inside the community forest
- Areas or resources of specific importance (e.g. sacred forests)
### WHAT RESOURCES ARE OF INTEREST TO LOCAL PEOPLE, WHERE WHEN AND HOW ARE THESE RESOURCES UTILIZED?

<table>
<thead>
<tr>
<th>Relative importance (primary/secondary) of forest products</th>
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<tbody>
<tr>
<td>Forest products for own consumption</td>
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<td>Forest products that are sold</td>
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<tr>
<td>From which areas are these forest products collected</td>
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<tr>
<td>Seasonal resource use patterns and yields</td>
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<tr>
<td>Current steps for collection, processing, marketing of products</td>
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<tr>
<td>Historical and current trends in resource use</td>
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<tr>
<td>Possible improvements of resource use in specific areas</td>
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### WHAT ARE CURRENT USE AND (TRADITIONAL) REGULATIONS THAT GOVERN RESOURCE USE IN THE AREA?

<table>
<thead>
<tr>
<th>Resources that can only be used by certain people/residents</th>
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<tbody>
<tr>
<td>Resources that can only be used at certain times</td>
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<tr>
<td>Resources that are only collected in certain areas</td>
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<tr>
<td>Resources which use requires special approval by Trad. Authority</td>
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<tr>
<td>Resource use fees or other payments to TA or others</td>
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<tr>
<td>Penalties or reprimands for unapproved resource use</td>
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<tr>
<td>Resource use by non-residents</td>
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<tr>
<td>Experiences with and extent of illegal forest use</td>
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### WHAT ARE CURRENT RESOURCE MANAGEMENT PROBLEMS AND OPPORTUNITIES?

<table>
<thead>
<tr>
<th>Main problems in current forest resource use</th>
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<tbody>
<tr>
<td>Opportunities for future resource use</td>
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<tr>
<td>Other land or resource use conflicts</td>
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### HOW SHOULD CURRENT PROBLEMS AND OPPORTUNITIES BE ADDRESSED BY COMMUNITY FOREST MANAGEMENT?

<table>
<thead>
<tr>
<th>Proposed solutions to such problems</th>
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<tbody>
<tr>
<td>Support needs to solve such problems</td>
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<tr>
<td>Support needs to use such opportunities</td>
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<tr>
<td>Other concerns, expectations and recommendations</td>
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MILESTONE 8

Community Forest Inventory
MILESTONE 8 COMMUNITY FOREST INVENTORY

Objective
To assess forest resources according to local preferences and resource potential as input for forest management planning

Expected output
- Area-specific inventory design
- Forest inventory report
- Resource map

Milestone 8 comprises the “(Participatory) Community Forest Inventory (PCFI)”. Data gathering in the field is conducted, analyzed and visualized, so that community members can identify priority areas and priority use. The procedures for the participatory inventory are explained in the Inventory Training Manual (see annex).

The tools include the area-specific inventory design, the logistics of the Participatory Community Forest Inventory Process, a template for the Letter of Request to support the Resource Inventor and the agreement between the DoF and the community. The manual includes field instructions for PCFIs, manual of GPS-Training for PCFIs and the training report (see annex).

TOOL 08.01: Area-specific Inventory Design

Forest inventories are very demanding in terms of time, costs and human resources involved. Conventional forest inventory approaches focus on sustainable timber harvesting for commercial purposes. While this might be an objective in some of the community forests in Namibia, in many areas other resources such as firewood, devil’s claw, marula fruits, mangetti nuts and other non-wood products offer far greater potential, also for commercial use. Where conservancies provide significant benefits already, people may see the purpose of a community forest rather in securing traditional use rights and in providing employment opportunities in habitat and fire protection. Such activities would also secure and potentially enhance wildlife populations and related benefits.

It is therefore recommended to adapt the inventory approach to actual resource conditions and local people’s interests and needs, leading to area-specific inventory designs. In overlapping community forest-conservancy areas, the inventories should be planned in close cooperation with conservancy managers in order to include resources that are of interest for wildlife management.

As a principle, the inventory approach should be based on the results of the participatory rural appraisals conducted under milestone 7. Accordingly, it should focus on those resources, that are of particular interest to the local people both in terms of problems (e.g. need for fire protection, over-utilization, decline in availability) and opportunities (e.g. potential for commercial use, promotion of natural regeneration to improve availability and promote forest rehabilitation).
If community forest areas are very large, the inventories may focus on sub-areas only that have been identified as being of high priority to local people. If needed, further inventories can be conducted in other areas at later stages, even after gazetting. This would limit time, costs and human resources required for inventories and ensure a timely gazetting of the area.

The high frequency of wild fires in many areas may make inventory results already obsolete after 1-2 years.

An alternative approach may be to conduct forest resource assessments annually in response to given opportunities for product processing and marketing. As such, forest inventories would follow a similar approach as wildlife resource assessment in conservancies, complementing the annual ‘game count’ in conservancies with an annual ‘tree count’ in selected community forest sub-areas, focusing on those resources that are suitable for sustainable harvesting and commercial use.

It is recommended to design the forest inventory according to the following criteria:

**High Intensity Inventories**

Criteria:
- In smaller areas (< 5,000ha) where marketable forest resources are abundant and commercial forest use is a main management objective

Procedure:
- Stratification of the whole area into blocks with similar vegetation composition by aerial or satellite images
- Sample plots are laid out in each block according to block area size
- Complete enumeration of all timber species of all sizes incl. natural regeneration

**Medium Intensity Inventories**

Criteria:
- In areas where marketable forest resources are dispersed or clustered on certain sites and where commercial forest use is a main management objective
- In large areas where only selected sub-areas are targeted for inventories, where follow-up inventories are planned after gazetting, and where commercial forest use is a main management objective

Procedure:
- Stratification of the whole area into blocks with similar vegetation composition by aerial or satellite images
- Sample plots are laid out only in those blocks that show higher abundance of forest resources that are of commercial interest
- Complete enumeration of all forest resources of all sizes incl. natural regeneration only in selected blocks
Low Intensity Inventories

Criteria:
- In areas where marketable forest resources are scarce according to aerial surveys and commercial forest use is not a main objective

Procedure:
- Mostly qualitative resource assessments (vegetation cover descriptions at selected coordinates)
- Focus on resources for domestic needs
- Focus on areas to be targeted for forest rehabilitation and fire protection

As outlined in the inventory manual (see annex) the inventory should be carried out with the involvement of trained local community members (Participatory Community Forest Inventory, PCFI). This provides local people not only with a better understanding of the distribution and condition of forest resources in their area but also with regard to the procedures and results of the inventory as a basis for further management planning. Furthermore, it augments the required labor force for field work and prepares local people with the necessary skills to conduct forest resource monitoring at later stages.

TOOL 08.01: Logistics of the Participatory Community Forest Inventory Process

<table>
<thead>
<tr>
<th>Preparation</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Request for inventory by a community forest is forwarded by Reg. DoF staff to NFI</td>
<td>• 1 NFI representative goes to the region</td>
</tr>
<tr>
<td>• NFI designs the inventory</td>
<td>• Regional DoF staff compiles and provides names of local trees</td>
</tr>
<tr>
<td>- Grid density</td>
<td>• Regional DoF staff organises training and selection of inventory teams</td>
</tr>
<tr>
<td>- Sample plot size</td>
<td>• (NFI trains the local DoF staff members for 2 days)</td>
</tr>
<tr>
<td>• NFI delegates the map production to NRSC</td>
<td>• NFI trains the inventory teams for 5 days</td>
</tr>
<tr>
<td>• NFI gives feedback to regional DoF staff and clarifies details</td>
<td>• inventory teams start operating on their own</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field Work</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Regional DoF staff helps organising field work</td>
<td>• NFI analyses and interprets the data</td>
</tr>
<tr>
<td>• Regional DoF staff collects data from the inventory team</td>
<td>• NFI delegates map production to NRSC</td>
</tr>
<tr>
<td>• Regional DoF staff does cross-checking of collected data</td>
<td>• NFI rep goes back to region</td>
</tr>
<tr>
<td>• Regional DoF staff downloads and sends GPS data to NFI/NRSC</td>
<td>• NFI discusses results with DoF</td>
</tr>
<tr>
<td>• If possible data cross checking and entry is done by Regional DoF staff</td>
<td>• NFI rep carries out participatory evaluation with community and DoF</td>
</tr>
<tr>
<td>• Regional DoF staff sends database to NFI</td>
<td>• NFI compiles report</td>
</tr>
</tbody>
</table>

• NRSC produces
  - Maps of the areas in general
  - Maps of sample plot distribution
  - Coordinates in WGS 84

• NRSC produces
  - Maps of descriptive data
  - Maps for measured data
  - Blank maps for participatory evaluation
TOOL 08.02: Template for the Letter of Request to support the Resource Inventory

To be completed and submitted to NFI Windhoek by assigned DoF Technical Staff

Dear NFI Team,

{request of support}

Description of area
{name of the area, milestones covered}

{objectives of the C/CF area according to constitution}

{PRA report, referring to resource utilisation and interest of local people}

{size, location, access roads, estimated number of inhabitants}

{vegetation structure: rough identification of vegetation patterns and their share, e.g. 30% grassland, 30%}

{differentiation: heterogeneous or homogenous area}

Inventory team, schedule and equipment

{regional DoF/NGO/CCF team selected for the community forest inventory, giving names (institutions) and, if applicable, experience of involved members}

{proposed schedule for preparation, training, data collection and cross-checks with responsibilities}

Logistical arrangements

{availability of cars}

{material and equipment already available in region}

-------------
{responsible DoF Officer}
+++example+++  

Binding agreement  

between  

CFN NORTH WEST (CFN NW), DISTRICT FORESTRY OFFICE IN EENHANA (DOF) AND SHORT-LISTED CANDIDATES OF OMUFITU WEKUTA COMMUNITY FOREST  

for conducting Participatory Community Forest Inventory (PCFI)  

1.) Introduction:  

On behalf of the Community Forestry Project in Namibia (CFN) you, the signatory of this agreement, have been trained in a four day training in basic GPS (Global Positioning System) reading and forest inventory techniques from 11 to 14 May in Omauni. Due to your performance and commitment you were short-listed to conduct the Participatory Community Forest Inventory (PCFI) in Omufitu Wekuta Community Forest.  

2. Roles and Responsibilities:  

According to the assigned role within the team you are responsible for implementing the following activities in an accurate, transparent and punctual way:  

1. Identifying the centres of the plot with the GPS according to the indicated coordinates. The GPS is only in use (on) for identifying the centres, not during data collection!  
2. Filling all three inventory sheets (pink, yellow and green) for each plot in a way that the information is readable, understandable and correct.  
3. Taking care of all material received: GPS, diameter band, tents, mattresses and others (according to the list). Keep in mind, the material is going to be returned to CFN NW after having finished the data collection on PCFI.  

The assigned team leader has additionally the following roles:  

- Be responsible for the team and the accurate implementation of data collection and reporting.  
- Be the contact person for the assigned DFO staff member who supports and supervises the team. It includes the progress of sample plots, any challenges within the work, information about the condition of material (batteries for GPS needed, etc.) and any other incidences affecting the progress of data collection.  
- The need for further material such as batteries for GPS, inventory sheets and others is reported two days before the corresponding DFO staff meets the team in the field.  
- Hand in every week the sheets on data collection to the corresponding DFO staff member and orally inform about the current situation.  
- A weekly planning is agreed between the team leader and the supervisor from DFO Eenhana at the same day of reporting.
3. Work conditions:

a) There are two teams which in total collect data on 573 plots within Omufitu Wekuta Community Forest. It means around 287 plots per team. The distances between the plots are 1 km for north-south orientation and 500 m for east-west sample plot intervals.

b) The assigned DFO staff technically supports the two teams in data collection during the first few days and makes afterwards weekly follow-ups on monitoring and planning. The planning refers to the proceedings of plots and possible changes of rest camps.

c) The working time within a week is five days.

d) The estimated period of assignment is from 27 May to approximately 10 June 2009 (latest 24 June 2009). It depends on the progress of data collection taking in mind that ten plots are made per day and per team (based on experience in Caprivi).

e) The inventory teams are equipped with material for collecting data and camping in the field (according to the material list which is signed by team leader).

f) The quality control of the plots is done by the National Forest Inventory (NFI) personnel (Mr. Amadhila) at anytime while measurements are in progress.

4. Reimbursement/ payment:

- The payment per plot is 40 NAD. It means the team receives 40 NAD per plot. The overall reimbursement considering the amount of plots is 22920 NAD. It means around 11460 NAD per team respectively 3820 NAD per person, if each team collects data on one half of the total plots.

- Thirty percent of the whole amount is paid out weekly to allow everyone to provide food and to meet other basic needs. It means that per week, 300 NAD is given to each person in advance. The remaining seventy percent are paid out after the data collection on all plots is done and the NFI personnel approved the quality of the work.

- All parties are aware of the content of this binding agreement and sign two copies at the bottom of the page. This is a temporary work engagement which excludes the signatory of claiming any social benefits through the respecting bodies. It further excludes any support for medical treatment during the temporary assignment.

Name of short-listed inhabitant of Omufitu Wekuta Community Forest for PCFI: 
Signature and Date: 

Name of FMC chairperson of Omufitu Wekuta Community Forest:
Signature and Date:

Name of Traditional Authority Representative:
Signature and Date:

Name of corresponding DFO staff in Eenhana:
Signature and Date:

Name or CFN NW representative in Ongwediva
Signature and Date

Omufitu Wekuta Community Forest for PCFI:
Signature and Date

Name of Traditional Authority Representative:
Signature and Date:
MILESTONE 9

Integrated Forest Management Plan
MILESTONE 9 INTEGRATED FOREST MANAGEMENT PLAN

Objective
- To agree upon and describe forest management options and by-laws (use regulations) under consideration of other land use objectives such as agriculture and wildlife management

Expected output
- Integrated forest management plan (IFMP) and use regulations (by-laws)

This milestone compiles an integrated community forest management plan. The four tools of this milestone are an Integrated Forest Management Plan template, a template for by-laws (use regulations), a management plan poster and a template for an information letter to the Communal Land Board.

TOOL 09.02: Integrated Forest Management Plan Template

[name of CF] Community Forest
Integrated Forest Management Plan

[name of CF, date]
[name of CF] Forest Management Committee
with assistance from [names]

Suggested Structure

1. Summary and Background
2. Aims and Objectives
3. Management Principles
4. Description of the area
4.1. Location
4.2. Physical environment
4.3. Biological environment
4.4. Infrastructure

5. Management zones
5.1. Purpose of zoning
5.2. Delineation of blocks/zones
5.3. Description of blocks/zones

6. Aspects of management
6.1. Resource utilization
6.2. Resource assessment

7. Implementation
7.1. Stakeholders
7.2. Annual work plans
7.3. Communication with members

8. Monitoring

9. Management Authority

10. Duration and updating of the plan

Clarification of points in the table of contents

The structure of the explanations here is not entirely tailored to the structure above, but every point in the structure above is explained in the following text.

1. Summary and Background

State the background and a brief summary.

The communities of ... obtained the right to manage and use the [name of CF] in ... The overall goals: contribution to the communities’ livelihoods and to the maintenance of the forest resources. The management of the [name of CF] is done by ... [name of management body].

The Integrated Management Plan for [name of CF] in ... region has been prepared to enable the community to be gazetted as a Community Forest and to utilize their forest resources sustainably. The area of ...ha includes settlements of approximately ... inhabitants, fields and woodlands, that are also used for grazing.
This Integrated Management Plan for the [name of CF] Community Forest has duration of 5 / 10 years. It starts on the [date] - but not before the [name of CF] Community Forest is legally declared in the Government Gazette - ...and ends on the [date].... Figures for removals, utilisation and investments planned are calculated for the period given.

The method and activities to prepare the Integrated Management Plan for [name of CF] were as follow ...The preparation of the forest management plan was facilitated by ..., starting in .... The community representatives and the Forest Management Committee (FMB) participated [actively] in the development of this management plan and defined the management objectives and activities to be implemented.

Aim of the Integrated Management Plan for the [name of CF] Community Forest is to be a useful and easy to handle tool for the forest managers to conduct a sustainable forest management. It is simple, using an understandable language, containing the necessary information in a clear and easy to handle structure.

A detailed resource assessment is base for the calculation of amounts to harvest. ... can be harvested as income generating activities without threatening the existing resources. Further activities planned include control of illegal harvesting; ..., fire management and awareness creation.

Other checklist:
- When the CF was gazetted (if applicable)
- How boundary demarcation was done (method, by whom and when)
- How current land use and the forest management objectives were identified (PRA) method, by whom and when);
- How land-use planning and forest zonation was done (method, by whom and when);
- How forest resource assessment was carried out (method, by whom and when)
- How the forest management plan was prepared (method, by whom and when);
- Method for setting the sustainable harvest levels for main products; and
- Description of other adopted principles ensuring sustainability.

2. Management Objectives

2.1. Aims and Objectives

The different communities in Namibia have different reasons for declaring a community forest – some of these may not be understood by outsiders but are important to the local population. It is important to identify common objectives so that management can be targeted towards their attainment.

Example – primary aims of community forest:

1. A community experiences encroachment by people from outside resulting in the uncontrolled utilization of the grazing resources. The community therefore decides to obtain the control of grazing rights through the declaration of the community forest.

2. A community would like to ensure the continued access to a specific food plant that may be of high value or cultural importance. The management objectives may then include the regulation of use and / or the propagation of the species.
The objectives are set by the community to ensure that they are consistent with community needs and desires - “what the people actually want”, and are anchored in the constitution of the community forest. The objectives that are identified in one year may change as the community or their circumstances change. The objectives, and subsequently the management plan will therefore need periodic reviewing.

2.2. Management Principles
The principles provide a conceptual framework within which management takes place. Some principles may be applicable to all community forests, while others are likely to differ between them. It is therefore necessary to articulate the principles based on the requirements of the community – as established through a PRA and through the development of the constitution as Operating Principles.

Example – Management principles

*Sustained yield*: “
Levels of resource use may not exceed the production potential of the resource or cause a decline in production potential”.

*Protection of rare resources*: “
Species or rare resources will be protected, and utilization levels will be reduced so that the resource may recover.”

*Adaptive management*: “
The management plan will be adapted to changes in circumstances, such as changes in the priorities set by the community, unanticipated changes in the environment or similar.”

*Benefits*: “Benefits to the community take precedence over the benefits to the individual, while the rights of the individual will be respected.”

*Member participation*: “
All members of the community forest may articulate their concerns”.

Principles may include articulations of issues such as those related to the inclusion of minority groups, gender issues or how to deal with HIV/AIDS - further principles might address issues related to capacity building, outsourcing, own-use exploitation and others.

2.3. Community Forests and Conservancies
Community forests are being declared in virtually all parts of the country, as the forest act provides communities with the legal framework needed to manage all other natural resources other than wildlife, including grazing land.

The forest management plan needs to consider the needs of the conservancies so that the proposed activities support the attainment of the objectives of the conservancy and do not compromise them.
Example:
1. Burning not only affects the regeneration of important timber trees and some wild food plants, but also may change the vegetation structure towards more open grassland that is more suitable for particular game.
2. A conservancy may have established a community camp-site or a lodge. Such facilities may need to depend on a certain amount of firewood that the community forest would then provide for.

The objectives of any conservancy and the identification of specific land use zones should therefore be specified.

3. Forestry resources and their uses

Most rural populations are dependent to some degree on forest resources. These need to be identified together with their use levels or the degree to which the community is dependent on them. Due to their perceived value, some of the forest resources are traded.

The importance must be documented to identify likely utilization levels that might lead to over-harvesting.

Example:
A list of species, their primary and secondary uses and an importance rating (1-5) of the resource can be compiled in a table.

<table>
<thead>
<tr>
<th>Species</th>
<th>Primary use</th>
<th>Secondary use</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Acacia erioloba</em></td>
<td>Firewood</td>
<td>Fodder 1</td>
</tr>
<tr>
<td><em>Mopane</em></td>
<td>Poles</td>
<td>Mop. Worm 1</td>
</tr>
<tr>
<td><em>Makalani palm</em></td>
<td>Carving fruit</td>
<td>basketry 2</td>
</tr>
</tbody>
</table>

Resources may include a variety of wood and non-wood products such as
- Dead-wood for fire-wood
- Mopane poles
- Food (nuts, roots)
- Grazing land
- Basket weaving (palm fronds)
- Thatch (grass)
- Medicinal plants (leaves, roots)
- Saw-timber

but also includes clearing of land for cultivation. Timber species that are very rare or of cultural significance, such as the Omumborungbonga (*Combretum imberbe*) also need to be specified.
Some land- or resource-uses are gender specific and this needs to be identified.

Example:
In western Caprivi men are more involved with cattle grazing while the women are more likely to tend the fields.

The relevant resources and their importance are determined through the PRA and should be provided for every zone (see later) where possible.
Some resources are only seasonally available – such as various fruit, and some activities of community members may also be seasonal – such as planting or harvesting of crops. Such seasonal activities need to be listed so that they may be incorporated in the annual work plan.

Example:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ploughing and planting of fields</td>
<td>August / September</td>
</tr>
<tr>
<td>Harvesting</td>
<td>March / April</td>
</tr>
<tr>
<td>Collecting mangetti nuts</td>
<td>April / May / June</td>
</tr>
</tbody>
</table>

4. Description of the area

It may sometimes seem that an exact description of a management area is excessive or unnecessary. However, if the description is incomplete then consideration of a given issue during planning will depend on whether or not any member of the planning authority happens to remember it.

Example:
During the planning of a prescribed burn it is necessary to know the location of all settlements, lodges and campsites so that these are not endangered. Roads would serve as evacuation routes or access to start fires or back-burns.

4.1. Location

The geographical boundaries that enclose a community forest need to be specified as these effectively identify the area over which the organization has jurisdiction. This is required as part of the gazetting procedure and is a legal requirement in terms of the Section 12 of the Forest Act.

A clear definition is required to reduce the potential for conflict with surrounding communities over the available resources.

4.2. Description of the physical environment

The description of climate and soils should be included in the plan although they may be brief. A description of the climate should include factors such as rainfall and temperature, as well as the occurrence of frost or hail.
Example – description of the physical environment:
1. Climatic and soil factors have an important influence on the choice of species that may be established in the area – this includes crop species.
2. A community forest might be considering the establishment of an ornamental nursery for its members or for sale. If frost occurs in the area then sensitive species should not be considered.

A description of the growing period zones was developed by the Ministry of Agriculture, Water & Forestry and is available from that Ministry. This information may also assist in the identification of potential crops.

4.3. Biological environment
A general description of the vegetation and the animals occurring in the area is needed to identify potential resources or sources of conflict:

Example:
Elephant occurring in an area may cause concern for development of agricultural activities or infrastructure such as water-points.

Conversely, specific animal species may require special consideration in management.

Example:
A conservancy would like to maintain roan antelope for tourism or hunting concessions. These animals require specific vegetation structures to ensure calf survival. The vegetation structure needs to be maintained through the community forest management plan.

The description of the biological environment is not the same as extensive species lists. Such lists, while important, should only be included as appendix.

4.4. Infrastructure
The available infrastructure in an area represents important assets to the community and functions as resource. Infrastructure may include, for example, roads, water-points, a community camp-site and boat ramps. Some of the infrastructure may require regular management actions for use and maintenance.

4.5. Minimum requirements
- A map of the location of the forest area that includes:
  - prominent topographic features
  - relevant infrastructure such as roads and water-points,
  - settlements.
- A vegetation map of the forest area showing major vegetation types, and a description of the vegetation types. The map should also indicate agricultural lands as well.
- Lists of plant and animal species (particularly larger mammals and birds).
- A description of the various livelihood activities that people are following.
5. Management zones

Traditionally, forest areas are divided into a number of spatial units that form the basic entities for management. Such units have been referred to as zones, blocks or compartments. In some areas there is a hierarchy of management units:

Example:
A number of compartments might comprise one block, while a number of blocks could comprise one zone.

The size of the units may range from less than a hectare to more than 100ha. Ultimately, however, subdivisions must be able to serve a particular purpose and very small or very large units may not be practical. Each unit may be assigned a different purpose or more than one purpose, or might have the same purpose, but activities are scheduled differently.

Example:
1. Separate management zones might be identified for grazing, fire-wood management, cultivation or harvesting of poles.
2. An area zoned for grazing might also provide certain veld-foods.
3. Timber may only be harvested in zone A in one year after which the zone is rested.

The delineation of the zones (below), their purpose and their description should be developed in concert, as they influence each other.

Example:
An omuramba may have higher soil productivity than a dune. Such an area might be zoned for cultivation or fire-wood production rather than for the production or harvesting of poles.

5.1. Delineation of blocks/zones
Recall that a management unit may receive the same treatment, such as a prescribed burn, all over. To make sure that the resources in the unit react consistently throughout it, the unit itself should optimally have consistent soil types and vegetation structure, as well as resources. This is not always possible but should be striven towards.

The simplest subdivision might be based on vegetation structure as this often reflects the distribution of the resources.

Example:
Kiaat and Zambezi Teak are generally found in open and closed woodland respectively, while Bauhinia petersiana and the Gemsbok Bean are found in open grassland areas.

At the same time, however, zones must be easily identified in the field. This is facilitated if clear landmarks (such as a river) or infrastructure (such as border fences, roads or overhead power-lines) are used as boundaries.

A map of zones is generally useful, but it must be understood that not all community members may understand maps or their purposes.
5.2. Description of blocks/zones
A brief description should be provided for each zone to describe its purpose. As part of the description the resources (e.g. trees, shrubs, grass, regeneration, deadwood, etc.) that are provided within the zones and their approximate location need to be included (make use of charts and tables) – the later based on the participatory natural resource assessment.

For each of the zones a list of primary activities as well as prohibited activities should be compiled. This should also include the measures to be undertaken to manage the resources within the zone. These lists will feed into the annual work-plan. If a concurrent conservancy has been registered then the list of “do's and don'ts” also need to include those relative to the conservancy.

Example – activities:
A zone has been identified around a lodge that is run by a commercial company on behalf of a registered conservancy.

Forestry activities:
• Collection of veld food
• Collection of fallen wood for fire

Conservancy activities
• Establishment and running of lodge,
• Guided tours,
• Self-guided tours & walking trails.

Prohibited activities within the zone
• Hunting of any sort,
• Grazing of domestic stock,
• Off-road driving,
• Felling of trees,
• Resettlement.

5.3. Minimum requirements
• A map identifying the zones, showing clear labels of the individual zones
• A brief description of how each boundary may be identified in the field (e.g. the northern boundary of the zone is formed by the road between Tsumkwe and Luhebu).
• A description of each zone, including the vegetation type (e.g. with charts), management purposes, management related activities and activities that should not take place

6. Implementation
The management plan is implemented through a series of activities that must be identified and planned every year or at least every second year. This is called an annual plan, annual work-plan, annual action plan or similar. The work-plan must identify and coordinate the roles of the various stakeholders that affect the community forest to make sure that all necessary activities are planned for.
6.1. Resource management

There are various definitions of the term resource available. In general, however, resources may be considered as something that can be used to achieve a certain goal. This means that a thing could be considered a resource in conjunction with one goal or set of goals, but not for another.

Example - resources:
*Bauhinia petersiana* may be considered a valuable food resource to sustain livelihoods in those areas where people are familiar with the plant and its uses. On the other hand, it might not be considered a resource in an area where it occurs but its uses are not known.

Some resources may require specific management activities or special protection. e.g. South African experiences show over-harvesting of some medicinal plants.

*In effect, the management plan focuses on the manipulation of various resources that may occur in an area, possibly using other resources in the process.*

Example:
The resource *Gemsbock Bean* is expanded by members of the community. The labour invested by the community represents a resource.

Strictly speaking each of the resources would require their own management considerations. While this might not always be possible, it is important to at least recognize and document those things that are considered resources based on a PNRA. These may include:

- saw timber,
- firewood,
- wild fruit,
- grazing land,
- thatch grass,
- a river,
- poles (building & fencing),
- conservancy enterprises,
- water-points,
- a lodge,
- food plants, and
- members of the community.

The resources available to any community forest will, of course, vary by region and according to the objectives that a community has set.

6.1.1. Resource utilization

For each of the resources that are available in the community forest it is necessary to identify, describe and quantify the following:

- Own use, such as timber for the manufacture of curios or for building.
- Sale and concessions, such as sale of timber to people or organizations outside the community. This might also include grazing concessions for specific numbers of animals in a given area.
- Utilization by community enterprises such as firewood supplied to a camp-site or lodge,
- Utilization for additional purposes that may not always be immediately apparent, or are particular to the particular resource.
Example:
Poles are considered to be used as own use if they are harvested and utilized by members of the community. Such poles might be sold within the community. Poles are considered as sold if they are utilized by a person who is not a member of the community. This includes poles that are simply given away.

Some resources may be used twice. This must be recognized.

Example – multiple uses:
Poles might be used to construct a temporary Kraal for cattle. After a year or so, however, the kraal fence might be utilized as firewood.

In such cases, however, the poles are considered used when they are harvested since they are removed from the available growing stock.

6.1.2. Controlling the utilization of resources
The allocation of permits for the utilization of the various resources needs to be administered by the Community Forest Management Body (CFMB) according to a standardized procedure. In view of the various products that might be obtained from a forest, the CFMB needs to keep a register of the permits allocated, and to maintain a running total of the amount of resources allocated.

To ensure sustainability, the total amount of each resource made available for use through a permit system may not exceed the amount of the resource produced.

Example:
The contents of a register might read as follows for monitoring the number of timber trees allocated per year.

<table>
<thead>
<tr>
<th>Permit#</th>
<th>Recipient</th>
<th>Allocation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/11</td>
<td>Timber concession</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>2/11</td>
<td>Frank Harris</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>3/11</td>
<td>Mbangura wood-carvers</td>
<td>15</td>
<td>28</td>
</tr>
</tbody>
</table>

When the total number of trees allocated through the various permits equals the annual quota, no more permits may be issued.

6.1.3. Resource assessment
For each of the resources it is therefore necessary to determine how much can be removed / harvested without the deterioration of the resource. This needs to be based on regular resource assessments or inventories.

Sustainable harvesting of timber trees, poles, dropper, firewood and other products have to be within the limits of the Annual Allowable Cut (AAC). The AAC’s calculation is using the results of the resource assessment and its standard error of the mean. The PCFI software is calculating the AAC in a standard procedure.

[insert table with the Annual Allowable Cut per species/forest product and per compartment, plus the total]
Example – setting quotas:
Grass production and concomitant grazing capacity depends on amount of rainfall in a given rainy season. No medium- or long-term grazing capacity can therefore be prescribed by the plan – even an average obtained over a number of years would cause deterioration of the veld in the long-term.

Regular assessments of resources will therefore need to be scheduled.
In some cases a system of assessment may have been developed / identified by a given authority. In such cases the management plan should utilize such a system rather than develop its own.

Example – assessment methods:
The Directorate of Forestry has developed a system for the inventory of timber species. This system need not be described as part of the management plan, but simply referred to.

In other cases a variety of accepted methodologies are available:

Example – assessment methods:
There are different approaches to assessing the grazing capacity of an area. The management plan should briefly describe the system.

Centrally defined procedures, such as the inventory methods of the Directorate of Forestry, need not be included as part of the management plan although they could be included as an appendix.

6.1.4. Resource development
As is the case with food crops, the quality of natural resources may be enhanced through specific actions. While silvicultural practices such as pruning, thinning or weed control are not relevant for most areas the improvement of some resources may be achieved nevertheless. Activities might include:

- Fire management,
- Planting of seeds or truncheons,
- Protection against livestock,

Example – seeding of plants
A community has found that that *Bauhinia petersiana* and the Gemsbock Bean are scarce in an area or may not occur at all. In addition to being an important food source, the seeds of the plants can be sold to other communities, or used in the making of curios. The community may then decide to promote the establishment of such plants through fire management, or by actively planting.

6.1.5. Resource protection
Conflict may occur between traditional and forestry activities, or natural phenomena may affect the development of a resource. Not all protection procedures are necessary for all community forests. Areas in the Kunene region are, for instance, less likely to need to deal with wild-fires as those in Caprivi or Okavango regions, while human-wildlife conflict may be more prominent.

The management plan should therefore identify potential threats – based on a PRA – and determine appropriate control measures. The details relating to a particular issue should be specified in an appendix.
Example:
1. Afforestation projects in areas where stock, particularly goats, are kept will need to be protected against the animals. Such protection might take the form of fencing or herding or other deterrents.
2. Regeneration of valuable species may be subject to damage by wildfire. Such areas might require a firebelt around it, or the clearing of litter around the base of young plants.

6.1.6. Example of management recommendations

a. Timber

Resource Inventory
An inventory is carried out every five years in accordance with the procedures specified by the Directorate of Forestry. The inventory data will be processed by the Directorate of Forestry to determine the periodic allowable harvesting quotas. These will be returned to the CFMB.

Responsible Person
The inventory will be planned and organized by the CFMB in collaboration with the District Forestry Officer.

Permits
Permits will be issued by the CFMB. The quantities allocated for different uses may not exceed the allowable cut. Trees that were not harvested in one year may be transferred to the following year.

Restrictions
No tree may be removed unless it has been marked for removal. Trees are marked for removal by the Directorate of Forestry.

Resource protection and development
Coppice from harvested stumps will be protected against fire by removing litter from the stump and clearing an area around it. The area will have a radius of 3m around the stump and will be kept clear during the fire season for 3 years.

b. Grazing

Assessing grazing capacity
Grazing capacity will be determined for each management zone at the end of each growing season to determine the available dry-season fodder as outlined by the procedure provided in Appendix XYZ.

Responsible Person
The grazing capacity assessment will be carried out by the community ranger. The results of the assessment will be processed by the Forest Management Body to allocate grazing quotas.

Grazing concessions
The forest management body will allocate equitable grazing concessions to its members, taking into account any wild grazers that occur in the area. Quotas that are not allocated as such may be sold to non-members. The total number of grazing units (large and / or small stock) allocated or sold may not exceed the grazing capacity of the area.

Resource protection and development
The area should not be burnt more than once every two years. Fire protection measures should be implemented accordingly.
6.1.6. Minimum requirements
For each of the resources the following should be included in the plan
• The name of the resource (e.g. Mangetti)
• The intended utilization of the resource (e.g. the nuts of the tree or the timber)
• What management actions relate to the resource (e.g. establishment of new trees through planing of truncheons)
• The quantities allocated to various users.

6.2. Stakeholders
No community forest will be operating in a vacuum. Various stakeholders may have a mandate for specific activities or there may be a legal obligation to liaise with them. Stakeholders do not only include the members of the community forest but also members and management committees of concurrent conservancies, water point committees, non-governmental organizations and government departments. Each of these has a specific function or role that affects the community forest either positively or negatively.

The plans should therefore identify the relevant stakeholders as well as their roles and effects relative to the community forest and its resources. This information may easily be captured in a table as shown on the following page.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Role</th>
<th>Community Forest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forest Management Body</td>
<td>• Management of the Community Forest</td>
<td>• Implementation of management plan,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Liaison with stakeholders</td>
</tr>
<tr>
<td>Appointed staff</td>
<td>• Active management of Community Forest</td>
<td>• Patrolling</td>
</tr>
<tr>
<td>Lodge owner</td>
<td>• Provide accommodation for visitors / tourists</td>
<td>• Monitoring</td>
</tr>
<tr>
<td>Water-point committee</td>
<td>• Control and maintenance of water points</td>
<td>• Incidence reporting</td>
</tr>
<tr>
<td>Regional Councillor</td>
<td>• Governance</td>
<td>• Requires firewood</td>
</tr>
<tr>
<td>Directorate of Forestry</td>
<td>• Control over forest management practices</td>
<td>• Marketing of crafts</td>
</tr>
<tr>
<td>Cattle owners</td>
<td>• Grazing of livestock for commercial or subsistence</td>
<td>• Water provision for livestock, wildlife and the lodge</td>
</tr>
<tr>
<td>Ministry of Wildlife., Cons.</td>
<td>• Management of adjoining park</td>
<td>• Approval of management plan</td>
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<tr>
<td>Cons. &amp; Tourism</td>
<td></td>
<td>• Approval of management plan</td>
</tr>
<tr>
<td>Ministry of Agriculture</td>
<td>• Agricultural extension</td>
<td>• Inventory of timber</td>
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<td></td>
<td>• Veterinary services</td>
<td>• Demand for grazing land</td>
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<td></td>
<td>• Water Affairs</td>
<td>• Demand for water</td>
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<td></td>
<td></td>
<td>• Partner in dealing with Human-Wildlife conflict</td>
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<tr>
<td></td>
<td></td>
<td>• Improved cropping practices</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Improved livestock production</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Monitor water quality</td>
</tr>
</tbody>
</table>
6.3. Annual work-plans

Annual work-plans or action plans determine the actual management actions that are required to achieve the goals of the community. The plans are therefore of importance, and their compilation should be given appropriate priority.

The procedure for the compilation of a work-plan needs to be identified in the management plan. Depending on the spatial distribution of the various members of the community forest the procedure will vary. It is therefore necessary to devise a procedure that is practical under the given circumstances.

Example – compilation of work-plans:
For a community forest where members live relatively close together the procedure for the compilation of the annual work-plan may be as follows:
1. Before the expiry of a current plan, a draft work-plan for the next planning cycle (year) is compiled by the forest management body or a sub-committee of the forest management body.
2. The draft work-plan is circulated to all stakeholders (this may be done through the forest management body-members or through a consultative meetings) for discussion and comment. Here it is necessary that the various actors are made aware of their responsibilities.
3. Comments from the stakeholders are included in a final work-plan.
4. The copies of the final work-plan are circulated to the various stakeholders by the forest management body.
5. A poster of the annual work-plan is compiled and displayed in the different settlements that form part of the community forest.

7. Monitoring of Implementation

While the development of a management plan is significant, it needs to be implemented. If this is not done the plan will have little value. All too many documents have been compiled in the past, which now decorate the shelf in some or other office. Implementation is facilitated through the development and use of the annual work-plan. However, there are a number of important questions that need to be answered to assess the success of management:

- Are the objectives of the community forest met?
- Are the resources in the area deteriorating or improving (is resource use sustainable)?
- What unforeseen issues need to be addressed?

It is therefore necessary to monitor the annual work-plan or the management plan. If these questions, as well as others, are not answered it is not clear if the management plan is actually having the intended effect. To find answers to these questions it is necessary to identify one or more appropriate indicators of success or failure.

7.1. Are the objectives of the community forest met?

If the implementation of the management plan achieves the community's objectives then the plan may only need minor adjustments. However, when the plan fails to meet the objective it is necessary to determine why this is the case.
Example – not meeting objectives
1. Management actions were not appropriate for a given purpose. e.g. Complete protection from fire caused the vegetation to become too dense to allow Kiaat to regenerate.
2. There were insufficient resources available to implement the entire annual plan. e.g. a vehicle broke down and was not fixed for 2 months.

Indicators that may show the attainment of an objective may be specific to that particular objective.

Example – indicators:
Objective:
To improve the livelihood of the people living in the community forest.
Indicators:
1. Community members have more money available to buy things other than food.
2. An increased number of community members have been able to obtain temporary or permanent employment.
3. Members have more time for activities not related to obtaining food.

These indicators may be obtained through the PRA process where members of a community might be asked how they understood certain concepts.

Example:
The previous example might be based on a community response to the question of what they understood as indicative of an improved livelihood.

7.2. Are the available resources used sustainably?
Sustainable use of resources is an underlying assumption for the continued utilization of forest resources. For each resource it is therefore necessary to determine if the resources are increasing in amount or quality, remaining steady or are decreasing in amount or quality. Some of the indicators will necessarily be qualitative rather than quantitative.

Example:
1. A river might continue to provide water, but the quality of the water is such that the community does not want to use it for domestic purposes any more.
2. The number of Gemsbok Bean are decreasing in a given area.
3. More firewood is available due to improved management.

It is important to remember that some resources may respond to management practices a lot sooner than others.

Example:
*Bauhinia petersiana* shrubs may regenerate from seed and produce edible fruit long before Mangetti. On the other hand, Mangetti trees are likely to live for longer than shrubs of *Bauhinia petersiana*.

It is therefore necessary to evaluate the different resources in the context of their life-cycle. In some cases the sustainability of utilization levels can only be evaluated after a number of years.
7.3. What unforeseen issues need to be addressed?
It is not practically possible to plan for all contingencies. Some issues are therefore likely to arise that were unforeseen during the compilation of the plan, or that were considered unlikely to occur.

Example:
1. An area receives an unprecedented amount of rain causing flooding. This in turn may change the quality or quantity of an available resource making it necessary to adjust management practices or quotas.
2. A mining license is issued for a part of the community forest. The community will therefore need to consider how the concession affects their resources or management activities – new job availability might remove manpower from community enterprises or might induce migration into the area.
3. A new clinic in the area has prompted people to move closer to a given settlement, causing increased utilization pressure on the immediate surroundings.

8. Monitoring

The management plan necessarily has a limited life-span as the objectives of the community or the circumstances change, or both. Similarly, some management actions may be found to be contradictory, inappropriate or impractical, and it would be senseless to continue to implement them. The management plan therefore needs to be reviewed on regular bases, using the results of the monitoring activities as a guideline for a revision of the plan.

In view of the importance of this task it is recommended that a procedure is developed and implemented. The procedure should specify:

- **The planning horizon** – how frequently is a management plan revised? The typical planning interval seems to be 5 years, but this will depend on the resources that are managed. Resources with a short life-cycle may show signs of inappropriate management interventions or unsustainable levels of utilization much sooner than resources with a longer life-cycle.

- **Reviewing of the objectives** – To what extent have set objectives been achieved? What were the reasons for not achieving certain objectives? Are the set objectives still valid and realistic or do they need to be modified? Do additional objectives need to be considered?

- **Reviewing of the tasks** – To what extent where the tasks carried out as planned? What were the reasons for not carrying out planned tasks? Do tasks need to be modified or do additional tasks need to be considered? Who was responsible for supervising the tasks and how effectively were the tasks supervised?

- **Reviewing of the procedures** – Were the planned procedures followed? If not, what were the reasons for deviations? Are the planned procedures still valid or do they need to be amended?
9. Management Authority

Tasks of the [name of CF] Forest Management Committee

The [name of CF] Community Forest will be managed by the [name of CF] Forest Management Committee (FMB) as Forest Management Body on behalf of the [name of CF] community.

- Functions of FMB members and election procedures are described in detail in the constitution.
- The FMB [name of CF] will ensure equal access and equal use of forest produce by all community members (refer to Forest Act 2001, No. 12, Section 15, Sub-section 2 f).
- The by-laws will be enforced by the FMB.
- The FMB will report at least annually to the [name of CF] community and quarterly to the Traditional Authority and the DoF District Forest Officer at ... on management activities and revenue generated. The local headman will be regularly informed on community forestry activities.
- The FMB will also ensure the adequate reinvestment of revenue and the equitable distribution of surplus (refer to Forest Act 2001, No. 12, Section 15, Sub-section 2 g). A benefit sharing agreement was elaborated between Traditional Authorities, FMB and community (Annex 4).

Summary of rights granted

With the approval of this management plan the following rights are granted to [name of CF] Community Forest represented by the FMB:

- Establishing of a community based permit system
- Law enforcement according to by-laws
- Harvesting of forest products according to the annual allowable cut
- Rights to control and manage the use of non-timber forest products like thatching grass, collection of fruits (except devils claw that requires a permit from Ministry of Environment and Tourism)
- Additional rights i.e. for commercial timber harvesting can only be granted after the approval of an integrated forest management plan that is based on a resource assessment
10. Duration and Updating of the plan

This integrated management plan for the [name of CF] Community Forest has duration of 5 / 10 years. It starts on the [date] - but not before the [name of CF] Community Forest is legally declared in the Government Gazette - ...and ends on the [date].

Approval

Chairperson FMB [name]  Vice-Chairperson FMB [name]  Secretary FMB [name]
Place, date  Place, date  Place, date
For the ... Traditional Authority [name]  For the ... Traditional Authority [name]  For the ... Traditional Authority [name]
Place, date  Place, date  Place, date
District Forestry Officer [name]  Chief Forestry Officer [name]  Director of Forestry Joseph Hailwa
Place, date  Place, date  Place, date

TOOL 09.02: Template for By-laws (Use Regulations)

‘By-Laws’ are use regulations that complement the management plan by specifying who will be allowed to use which resources under what conditions. They may also include penalties and reprimands for violations of management plan provisions, in particular for illegal use.

By-Laws should reflect supportive traditional use regulations as this facilitates the enforcement of use regulations within the local cultural context.
+++Example +++

By-laws (Use Conditions) for the Nyae Nyae Community Forest

1 **PREAMBLE**
1.1 Whereas the Minister, with the consent of the Traditional Authority, may under Section 15 of the Forest Act, No. 12 of 2001, “…enter into a written agreement with any body which the Minister reasonably believes represents the interests of the persons who have rights over that communal land and is willing and able to manage that communal land as a Community Forest”;
1.2 Whereas, under Section 15(2)(d), that agreement confers “… the rights subject to the management plan, to manage and use forest produce and other natural resources of the forest, to graze animals and to authorize others to exercise those rights and to collect and retain fees and impose conditions for the use of the forest produce…”;
1.3 Whereas, we, the Traditional Authority and the Forest Management Committee have come together for the purpose of establishing such “conditions for the use of the forest produce”;
1.4 Now, therefore, we present these By-Laws as those ‘use conditions’, subject to our management plan and in terms of the provisions of the Forest Act.

2 **USE OF FOREST PRODUCE**
2.1 Forest produce of the Community Forest shall be used in accordance with the applicable management plan. Any consumptive and any non-consumptive use of forest produce of the Community Forest shall be by permission only. Such permission shall be given in accordance with the Forest Management Plan only. Permission for use of forest produce which requires a written permit (especially commercial use and use of high value species) shall be given by the Forest Management Committee only. Permission for use of forest produce which not requires a written permit (own consumption, domestic, non-commercial use of common species) shall be given by the local Traditional Authority representative only, e.g. headperson. Before giving such permission the Traditional Authority representative shall consider the forest management objectives, resource sustainability, conservation and protection of the forest produce. If there is unsustainable use of forest produce, the Forest Management Committee of the Community Forest shall undertake measures to regulate the use in a sustainable way.

2.2 **Nyae Nyae Community Forest members**, by verbal permission of the local Traditional Authority representative, shall be allowed to:
- collect dead woody plant material for firewood for personal consumption;
- collect veld food, medicinal plants, and poisonous plants for personal consumption only (but not of species prohibited in the Forest Management Plan);
- chop poles or droppers for domestic use only (but not of species prohibited in the Forest Management Plan);
- cut grass for their domestic use
- graze livestock in stipulated areas, according to the grazing management prescriptions and grazing permission regulations;
2.3 Non-members of the Nyae Nyae Community Forest shall not be allowed without written permission from the Forest Management Committee, to:

- harvest devils claw (provided that they additionally have the necessary permits issued by the relevant authorities);
- collect firewood, veld food, medicinal plants, and poisonous plants;
- chop and take away poles and droppers;
- cut grass;
- graze livestock;
- use other species, products, or services of the Community Forest.

Non-members of the Nyae Nyae Community Forest must obtain a written permit from the Forest Management Committee, or alternatively, may buy forest produce from Community Forest members who have written permits for commercial use of forest produce.

3 AGRICULTURAL ACTIVITIES AND GRAZING OF ANIMALS

SUBJECT TO THE MANAGEMENT PLAN:

3.1 Nyae Nyae Community Forest members shall be allowed to graze their livestock in the stipulated areas of their respective !Nore and according to the gazing management prescriptions and grazing permission regulations, with the verbal permission of the local Traditional Authority representative.

3.2 Non-members of the Nyae Nyae Community Forest shall only be allowed to graze in the Nyae Nyae Community Forest area with written permission from the Forest Management Committee and from the Traditional Authority; and shall fulfill all grazing permission regulations.

3.3 Nyae Nyae Community Forest members shall be allowed to carry out subsistence cultivation around their village with the verbal permission of the local Traditional Authority representative.

3.4 Non-members of the Nyae–Nyae-Community-Forest shall not be allowed to carry out cultivation activities without written permission from the Forest Management Committee and from the Traditional Authority.

4 Fires

Anybody making a controlled fire shall ensure that this fire is only in accordance to the Nyae Nyae Community Forest fire management plan/strategy. Such fire shall not contradict the Nyae Nyae Community Forest objectives, nor the relevant provisions of the Forest Act.

5 OFFENCES/REPORTING

Any case of violating the Nyae Nyae Community Forest by-laws shall be reported to the Traditional Authorities and/or to the Forest Management Committee. The Traditional Authority and the Forest Management Committee shall decide if the case is to be dealt with by the Traditional Authority or if it is to be brought to the police.
TOOL 09.03: Management Plan Poster

The Management Plan Poster visualizes the main management plan provisions and serves as a quick reference for the FMB and other stakeholders. It should be provided for each FMB office.

In overlapping community forest-conservancy areas the poster should indicate linkages to wildlife management plans and zones and should be developed in collaboration with conservancy support organizations.
**TOOL 09.04: Template for information letter to the Communal Land Board**

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**REPUBLIC OF NAMIBIA**

**MINISTRY OF AGRICULTURE, WATER AND FORESTRY**

<table>
<thead>
<tr>
<th>Telephone:</th>
<th>(061) 2087663/666</th>
</tr>
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<tbody>
<tr>
<td>Fax:</td>
<td>(061) 2087665</td>
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<tr>
<td>E-Mail:</td>
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<tr>
<td>Enquiries:</td>
<td>J. S. Hailwa</td>
</tr>
<tr>
<td>Our Ref:</td>
<td>F 23/9/1</td>
</tr>
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</table>

The chairperson ______________________Landboard

**SUBJECT:** PROCLAMATION OF __________________________ COMMUNITY FOREST

Dear Sir/Madam,

The Development Forest Policy of 2001 sets as its first principle aim to “reconcile rural development with biodiversity conservation by empowering farmers and local communities to manage forest resources on a sustainable basis”. Subsequently the Forest Act, No.12, 2001 provides for the establishment of Community Forests [Section 15] which confers rights, subject to a management plan, to manage and use forest produce while providing for equal use of the forest and equal access to forest produce by members of the communal land where the Community Forest is situated.

The community within the proposed __________________________Community Forest has applied to the MAWF to be declared a Community Forest. The boundaries of the proposed __________________________ CF are: [insert boundary description]

The declaration of a Community Forest does not in itself change current land uses. Current land uses are likely to continue. The major change is the devolution of management authority for past and ongoing forest activities to a new management authority known as the __________________________ CF represented by a Forest Management Committee which is governed by a constitution and guided by a Forest Resource management Plan.

The Directorate of Forestry recognizes the important role the CLB plays in allocating leasehold rights. Specifically, the DoF understands that under Section 43(1) of the Communal Land Reform Act (CLRA), that any change in the occupation or use of land (for example, construction, the erection of a fence or the operation of a commercial enterprise) would require authorization under that Act. Should new activities of the __________________________ Community Forest involve such changes, they will be advised to apply for such authorization from the CLB as is required by the CLRA.

For your information, the Forest Management Plan is attached. If you would like to learn more about the __________________________ Community Forest, we are available to meet with you at any convenient time. We write to you in order to avoid any land-use conflicts and to establish a constructive relationship between the Directorate of Forestry, the __________________________ Community Forest, and the __________________________ Communal Land Board

Thank you in anticipation
Sincerely Yours,

J.S. Hailwa
DIRECTOR OF FORESTRY
MILESTONE 10

Community Forest Agreement and Gazetting
Objective

- To submit all required documents for the declaration of a Community Forest to the Minister of the Ministry of Agriculture, Water and Forestry (MAWF)

Expected output

- Complete gazetting dossier with all relevant documents and signatures
- Signed Community Forest Agreement (CFA) by the Minister of the MAWF and the FMB
- Community forest declaration in the Government Gazette (gazetted)

This is a crucial milestone because all required documents are submitted for review and approval, the Community Forestry Agreement is signed and the Community Forest is officially declared and published in the Government Gazette (gazetted) by the Minister.

The three tools are the list of documents required for the official declaration of a community forest by the Minister, the Community Forest Application Review Log Sheet and the Application for Declaration of a Community Forest (Community Forest Agreement).

**TOOL 10.01: Documents required for Gazetting**

1. List of names and contact details of the FMB and list of names and ID numbers of at least 30 community members in whose behalf the application is made
2. Constitution (signed by FMB Chairperson and TA)
3. Benefit Distribution Plan (signed by FMB Chairperson and TA)
4. Boundary description and map (signed by FMB Chairperson and TA)
5. Integrated Forest Management Plan (signed by FMB Chairperson and TA)
6. Use Regulations (By-Laws) (signed by FMB Chairperson and TA)
7. Letter of Consent by the Traditional Authority (signed by TA)
8. Application for Declaration of a Community Forest (Community Forestry Agreement to be signed by the Minister of the MAWF, FMB and TA)

These documents should be compiled in a folder (gazetting dossier). For each document a cover page should be attached to provide references to the respective provisions in the Forest Act.
TOOL 10.02: Community Forest Application Review Log Sheet

This log sheet lists the steps of the review process that have to be followed until the community forest is declared (gazetted). Each step requires the signature of the responsible person before it can be handed over to the next authority. The DoF Community Forest Officer should specify the sequence of officials and institutions to be involved in the reviewing process.

Once all documents for the application have been compiled in a gazetting dossier, the following log sheet should be attached to guide and monitor the reviewing process.

COMMUNITY FOREST APPLICATION PROCESS LOG SHEET

Name of Community Forest:
........................................................................................................................................

Address: ................................................................................................................................

<table>
<thead>
<tr>
<th>No.</th>
<th>Step</th>
<th>Reviewed and approved by</th>
<th>Date</th>
<th>Signature</th>
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<td></td>
<td>Chief Forester</td>
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<tr>
<td>2</td>
<td></td>
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</table>
TOOL 10.03: Application for Declaration of a Community Forest

FOREST ACT, 2001

APPLICATION FOR DECLARATION OF A COMMUNITY FOREST
[Section 15(3)]

1. Name of a community forest: ..................................................................................................

2. Name of a chairperson: ................................................................................................................
   Address: ........................................................................................................................................
   ........................................................................................................................................................
   ........................................................................................................................................................

3. Name of the Treasurer: ..............................................................................................................
   Address: ........................................................................................................................................
   ........................................................................................................................................................
   ........................................................................................................................................................

4. Description of the geographical boundaries of the area in respect of which the application is made:

   If the community forest has been surveyed, please attach a description of the boundaries in the schedule and sketch-map.

5. Please attach the following to this application:
   a. Letter of consent
   b. Forest Management plan
   c. A list of names, including identity numbers and addresses of the forest management committee members
   d. Constitution of the Forest Management Committee
   e. By-law governing forest management and utilization
   f. A list of at least 30 names of ordinary members of the community including their identity numbers and addresses on whose behalf this application is made

6. Representative nature of the forest management committee.
   Briefly describe how the committee was chosen and by whom:
   ........................................................................................................................................................
   ........................................................................................................................................................
   ........................................................................................................................................................
   ........................................................................................................................................................
   ..........

7. Management and distribution of community forest revenue.
   Briefly describe how funds from management of community forest will be managed and distributed among community members:
   ........................................................................................................................................................
   ........................................................................................................................................................
   ........................................................................................................................................................
   ........................................................................................................................................................
   ..........

Community Forest Agreement and Gazetting  MILESTONE 10
8. Application by the community:

We, the members of ........................................................., community in our capacity as members of the proposed ........................................... forest management committee, hereby apply for the declaration of the whole area/part of the area described in the schedule and shown in the map attached as a community forest in terms of Section 15 of the Forest Act 2001, Act No. 12 of 2001 as amended, (hereinafter referred to as “the Act”) and certify that to the best of our knowledge all the necessary requirement have been complied with.

Signature: Chairperson .......................................................... Date ..........................................................

9. Approval of Traditional Authority

I in my capacity as _________________________ of the _____________________ certify that to the best of my knowledge there is no reason why the boundaries of the area stated above should not be accepted as the boundaries of _____________________ community forest and have satisfied myself that the area concerned is not subject to any lease or other restriction concerning land use. I fully support the application of _____________________ community forest.

Signed: _________________________ .......................................................... Date ..........................................................

10. Endorsement by the Governor of the Region:

I in my capacity as Governor of the ______________________ Region certify that to the best of my knowledge there is no reason why the boundaries of the area stated above should not be accepted as the boundaries of _____________________ Community Forest and have satisfied myself that the area concerned is not subject to any lease or is not a proclaimed state forest reserve, regional forest reserve or forest management area.

Signed: Governor .......................................................... Date ..........................................................

Recommendations by the Permanent Secretary: ..........................................................

Signature: Permanent Secretary .......................................................... Date