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- The FMP preparation process itself should be used as a catalyst for;
  - Facilitating capacity building,
  - Negotiation and
  - Participation in order to achieve the following four elements which are crucial for successful local forest governance:
    - local institutional accountability
    - local technical & intellectual capacity for management
    - economic strategies based on existing local resources
    - cultural resonance

- The preparation of FMPs should occur in a stepwise manner with capacity of CFMs being built gradually.
- It is not sufficient to prepare a FMP by simply following a checklist or through a series of participatory exercises lasting only a few days.
- If this is done, conflicts will not be resolved (and may in fact be initiated) and disadvantaged groups will be further disempowered.
- A sufficient period for internal learning, debates and negotiation is crucial for establishing a strong collective forest management institution

- A number of relevant policy issues which affect the preparation and implementation of FMPs are also discussed.
- These include for many situations dealing with power differences within local communities.

- The planning process is an opportunity:
  - to empower local forest users
  - to identify and involve local stakeholders
  - to agree on management objectives and strategies
  - to negotiate and agree on benefit sharing, responsibilities and costs
  - to combine local knowledge with technical information

- FMPs for livelihood-oriented forest management will require the following to be clearly defined:
  - forest boundaries
  - resource assessment
  - assessment of forest product needs
  - use rights and responsibilities of members of the group
  - benefit sharing arrangements
  - minimum environmental standards

# Participatory Resource Assessment for Village Forests

- In conventional FMPs, forest inventory;
  - is an activity which requires considerable technical inputs and
  - which can take a considerable amount of time and expense to carry out.
- In CFM there is a need for techniques which are more appropriate to the needs and capacities of local forest managers;
  - especially for situations where timber production is not the major forest management objective.
  - Much attention has therefore been given to the development of simple, participatory forest resource assessment methodologies for livelihood-oriented forest management.

# Approaches in Participatory Forest Assessment for Village Forests

- forest resource assessment (covering the whole forest resource) rather than just timber inventory;
- participatory processes where forest users are actively carrying out the forest resource assessment themselves rather than forest technicians;
- simple, non-quantitative methods with emphasis on visual observations in the forest rather than accurate measurement;

# Approaches in Participatory Forest Assessment for Village Forests

- use of locally recognizable measurement units and classification systems rather than conventional inventory terms;
- presentation of information produced by forest resource assessment in a visual and graphic way to enable better interpretation of results by forest users; and

# Steps in Preparing a Forest Management Plan for Other Forests

- Step 1:
  - Review and collate data
  - Identify missing gaps
  - Collect additional data as necessary
  - Use current and historical photographs, maps, aerial photos or satellite images of the forest to identify which current forest uses are sustainable.

- Step 2:
  - Develop and agree on a common vision and main management objective(s).
  - Visioning work shops can be held inviting the participation of relevant stakeholders:
  - Common vision needs to be agreed upon
    Problem/threat analysis is conducted

- Step 3
  - Zonation should be carried out by identifying clear external as well as internal physical boundaries.
  - Consideration should also be given to nonconsumptive uses of the forest for revenue generation purposes (e.g. eco-tourism)
  - Set objectives, strategies and activities for each zone.

- Step 4
  - Draft the management plan.
  - This should be done by the local planning team.
  - Comments are to be invited from other local or district-based stakeholders.
  - The planning team produce a draft management plan for circulation to other stakeholders for comments including the District Environment Committee, DFO and Forest Conservation Committee).

- Step 5
  - Negotiate and agree on the main roles and responsibilities of each stakeholder.
  - This is a critical step since it deals with the five practical questions: who, what, when, where, how?
  - Who is to be responsible for the activity and how will they be supervised?
  - What tasks will need to be undertaken and in what order?
  - When will the activity and tasks be started and how long will the work take?
  - Where, in what part(s) of the forest?
  - How, what methods and techniques will be used?

- Step 6:
  - Once the draft plan has been formulated it should be presented publicly at barazas in the local area so as to allow people to react and respond:
  - The planning team will need to prepare in advance for these meetings, bearing in mind that some of their audience will be non-literate and therefore much of the information will need to be presented in a visual format
  - Meeting dates should be planned well in advance so as to allow the information to be communicated throughout the area even where households are dispersed
  - Meetings should be arranged so that neutral facilitators can manage the meetings

- Step 7:
  - After publicising the draft plan in barazas and obtaining written and/or verbal comments, the local planning team together with other supporting stakeholders should agree on prioritised activities for managing the forest.
  - These will now form the basis for annual work plans.
  - Such activities will also help to define the roles and responsibilities of the Forest Association(s) and its committee members.

# Table of Contents of a Forest Management Plan

- 1. Executive summary
- 2. Introduction
- 3. Legal status
- 4. Institutional status
- 5. Planning process
- 6. General description
- 7. Maps
- 8. Problem analysis

# Table of Contents of a Forest Management Plan

- 9. Overall objectives for the forest
- 10. Resource assessment (for each FMU)
- 11. Problem analysis for each FMU
- 12. Management Objectives for each FMU
- 13. Strategies and options for each FMU
- 14. Activities for each FMU
- 15. Rules and responsibilities for each FMU
- 16. Annual Plan of Operations (prepared every year)
- 17. Annexes (Articles of association; benefit sharing arrangements; agreements with other institutions; list of households; any other information)





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