



**MINISTRY OF WATER AND ENVIRONMENT**



# **GUIDELINES**

**For the Registration, Declaration  
and Management of Community Forests**

**Popular Version**

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# Guidelines

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for the Registration, Declaration and  
Management of Community Forests

Popular Version

Forestry Sector Support Department (MWE), Uganda

**April 2015**



**Ministry of Water and Environment**

Directorate of Environmental Affairs,  
Forestry Sector Support Department  
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# Table of contents

<b>PART 1:</b>	<b>1</b>
1.1 Introduction.....	1
1.2 Aim and scope of the Guidelines. ....	1
1.3 Who the guidelines are for?.....	1
<b>PART 2:</b>	<b>2</b>
2.1 Background. ....	2
2.2 Definition of a Community Forest (CF) in Uganda. ....	2
2.3 Who can apply for registration of CF? .....	2
2.4 Why register a community forest? .....	2
2.5 What CFs are expected to achieve. ....	3
2.6 Policy, legal and cultural context. ....	4
2.6.1 Policy. ....	4
2.6.2 National Plans. ....	4
2.6.3 Legal context (Laws).....	5
2.6.4 Cultural context. ....	5
2.7 Suitability of different associations for CF. ....	6
2.8 What is a CLA?.....	6
2.9 Rights, Roles/responsibilities and Returns (3Rs) of the different Actors/Stakeholders and Institutions in CFs. ....	7

**PART 3 - Procedural Guidelines ..... 8**

- 3.1 Phase 1: How to declare an area a CF. .... 8
  - 3.1.1 Initiating CF process. .... 8
  - 3.1.2 Policy and legal requirement awareness. .... 10
  - 3.1.3 Situation analysis (SA). .... 10
  - 3.1.4 Institution formation/formalization. .... 14
  - 3.1.5 Demarcation of CF boundary. .... 19
  - 3.1.6 Development of a Management Plan for CF. .... 21
  - 3.1.7 Registration of CF. .... 22
  - 3.1.8 Declaration of CF. .... 24
- 3.2 Phase 2 of the process - How to manage a CF. .... 25
  - 3.2.1 Implementing CFMP. .... 25
  - 3.2.2 Revenue/benefit generation and sharing from CF. .... 26

## List of Acronyms

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CAO	Chief Administrative Officer
CAP	Chapter
CBO	Community Based Organization
CF	Community Forest
CFA	Community Forest Adviser
CFM	Community Forest Management
CFMAA	Community Forest Management Arrangement Agreement
CFMC	Community Forest Management Committee
CFMP	Community Forest Management Plan
CLA	Communal Land Association
CLAMC	Communal Land Association Management Committee
CLMS	Communal Land Management Scheme
CODECA	Community Development and Conservation Agency
COVID	Community Voluntary Initiative for Development
CSO	Civil Society Organization
DC	District Council
DDP	District Development Plan
DEAP	District Environment Action Plan
DEO	District Environment Officer
DFDP	District Forest Development Plan
DFO	District Forest Officer
DFS	District Forestry Services
DLB	District Land Board
DLC	District Local Council
DLG	District Local Government
DLO	District Land Officer
DRT	District Registrar of Titles
FMP	Forest Management Plan

FMU	Forest Management Unit
FSSD	Forest Sector Support Department
I-CFMC	Interim Community Forest Management Committee
I-CLAMC	Interim Communal Land Association Management Committee
IMT	Interim Management Team
LC	Local Council
LG	Local Government
M&E	Monitoring and Evaluation
NAADS	National Agricultural Advisory Services
NFA	National Forestry Authority
NFTPA	National Forestry and Tree Planting Act
NGO	Non-Government Organization
RB	Responsible Body
SA	Situation Analysis
SFM	Sustainable Forest Management
VFC	Village Forest Committee

## Preface

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Uganda's forest cover is distributed both on government protected areas and private land, with a bigger fraction of the forests being on privately owned land. The forest cover is however being fast decimated due to growing pressure leading to deforestation and degradation. Open access and uncontrolled use of forests and woodlands, particularly on customary or former public land, has led to severe degradation and at times destruction of the common pool forest resources upon which the livelihoods of the poor and the vulnerable rural Ugandans primarily depend. The forest cover on private land is now estimated at 64% (3.6 million hectares) of the national forest cover, down from 70% (4.9 million hectares) in 1990 (NDP 2012).

The Uganda Forestry Policy (2001) recognises the importance of the development and sustainable management of natural forests on private land and development of collaborative partnerships with rural communities for the sustainable management of forest. Meaningful and effective partnerships and systems that promote sustainable management of forests resources, especially for resources that have open access without clear tenure rights for access and ownership can only be attained if the tenure rights are strengthened. In recognition of this, the National Forest Policy (2001) provides for mechanisms to work towards responsible forest management on customary land through registration and declaration of Community Forests (CFs). It is along this that Ministry of Water and Environment through the Forestry Sector Support Department (FSSD) with financial support from FAO-Netherlands Partnerships Programs, developed guidelines for registration and declaration of Community Forests. in 2007. This was a contribution to the implementation of the National Forest Plan (2002).

These Guidelines would however be of little value if not put into practical use. Implementation of these guidelines requires a concerted effort from many partners, particularly those with interest in improving the livelihoods of rural communities through responsible management of community forests. Implementation of the guidelines has to be in line with new and changing environment that has called for the review of the guidelines, for example, the revision of the National Forest Plan (2002) to



produce the current version of 2013. This will support community forest owners, any person, organization or persons in facilitating the process of registration and declaration of CFs that will promote sustainable management of the forests.



**Hon. M. Flavia Nabugere**  
**MINISTER OF STATE FOR ENVIRONMENT.**

## Acknowledgements

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**Adata Margaret**  
**COMMISSIONER FORESTRY**

# PART 1:

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## 1.1 Introduction.

The guidelines provide a consistent and coordinated process for the registration, declaration and management of community forests (CFs), and sharing of benefits and roles/responsibilities in these forests focusing on procedures for:

- ❖ Setting up a community forest institution;
- ❖ Registering a CF; and
- ❖ Preparing a management plan for a CF.

They are a guide to any community or group of persons wishing to register and sustainably manage a CF.

## 1.2 Aim and scope of the Guidelines.

- ❖ To promote regulation of access to the CFs through setting up a community institution for equitable governance, registration and planning for sustainable management of the CFs.

## 1.3 Who the guidelines are for?

Facilitators for the process of registration and management of CF who include:

- ❖ Local government personnel (at district, sub-county, parish and village levels).
- ❖ Civil Society Organizations (CSOs).
- ❖ Community Based Workers.
- ❖ National level government and civil society stakeholders.
- ❖ Private Sector partners and stakeholders.
- ❖ Leading Community members.

## PART 2:

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### 2.1 Background.

Forests on private and customary land make up to 64% of all forests and woodlands in Uganda.

Most are degraded due to unclear ownership and open access. This can be checked by registration, declaration and sustainable management.

### 2.2 Definition of a Community Forest (CF) in Uganda.

“An area declared by the minister responsible for forestry under section 17 of the National Forestry and Tree Planting Act (2003) after consultation with the District Land Board and the local community and upon approval by resolution of the District Council as CF”. It has a Responsible Body (RB) for its management, maintenance and control.

#### **Areas that can be registered as CFs:**

- ❖ Former public land held by the District Land Board.
- ❖ Land designated as “fragile ecosystem” by NEMA (by way of National Environment Status of 1995).
- ❖ Areas to be planted as community managed plantations.
- ❖ Woodland/pastoral areas communally used by a community.

### 2.3 Who can apply for registration of CF?

These may be a forest adjacent community or group of forest adjacent communities, a forest user group, Communal Land Association, Co-operative Society, Farmers’ Group or a Non-Government Organization that draws its membership from the local community.

### 2.4 Why register a community forest?

- ❖ Broadly, it enables the members of a community association to equitably and exclusively access, and control management of the CF resources.

Specifically :

- i) Community able to make equitable, fair and sound joint decisions about managing the CF and its resources.

- ii) All members benefit equitably in accordance with the constitution.
- iii) Membership rights, roles and responsibilities with regard to the land and resources are clearly defined in a formal access agreement.
- iv) Community able to take advantage of related opportunities which require group formation.
- v) Members able to get certificate of ownership for long term security of land tenure necessary for investment in tree planting and to sustainably manage community plantations and natural forest.
- vi) Certificate of ownership may act as collateral for the joint owners seeking bank or micro-finance loans for the benefit of the group as a whole.
- vii) Entitles the joint owners to profit from sustainably managed land and resources, and requires them as owners to pay any taxes and dues associated with ownership and earnings from land.
- viii) CF owners and/or managers entitled to jointly access forest resources for domestic and subsistence purposes, and to jointly profit from commercial sale of forest products.
- ix) Community able to apply for grants and funds from the National Tree Fund for forestry development.
- x) Community association able to demand the provision of forestry extension and advisory services from the District Forestry Office.

## 2.5 What CFs are expected to achieve.

- ❖ Promote the improvement of livelihoods of forest dependent rural communities.

- ❖ Ensure and facilitate group member participation in the management and conservation of trees and forests.
- ❖ Support public awareness of cultural and socio-economic benefits of conserving and increasing forest cover.
- ❖ Promote equitable sharing of costs and benefits from the management of CFs including vulnerable groups.
- ❖ Ensure conservation and sustainable management of forests.

## 2.6 Policy, legal and cultural context.

It is important to understand the relevant policies, legislations and cultural aspects that form the basis for the registration, declaration and management of CFs. The important ones are as listed below:

### 2.6.1 Policy.

- a) Forestry Policy (2001)
  - ❖ Policy Statement 2 provides for improved management of forestry on land outside state control through raising awareness of land and tree ownership; and developing capacity of local institutions and user groups to manage natural forests, underpinning the innovation of the registration of CF by user group associations.
  - ❖ Policy Statement 5 states that “Government will promote approaches for community participation in forest management”. It emphasizes definition of rights, roles and responsibilities of the partners and the basis for benefit sharing.
- b) The National Environment Policy (1994) and
- c) Local Government Decentralization Policy (1997).

### 2.6.2 National Plans.

- ❖ The National forest Plan 2011/12-2021/22.
- ❖ Poverty Eradication Action Programme (1997).

- ❖ Plan for the Modernization of Agriculture (2000).
- ❖ National Development Plan II (2015/16-2019/20).
- ❖ Uganda Vision 2040.

### **2.6.3 Legal context (Laws).**

- ❖ National Environment Statute (1995) - for community based environmental management.
- ❖ Local Government Act (1997)–for participation, transparency, accountability and equitable sharing of benefits from resources management and development initiatives.
- ❖ Land Act (1998) and Regulations (2001) - for establishment of Communal Land Association (CLA) and communal ownership and management of land and the land based resources therein.
- ❖ Uganda Wildlife Act (CAP 200 of 2000 of the Laws of Uganda) -for promotion of community conservation of wildlife resources. This is important for the management of wildlife in a community forest.
- ❖ National Forestry and Tree Planting Act (2003) - for declaration, management and use of CFs.
- ❖ District Ordinance relevant to environmental or land management.
- ❖ NGO Registration Act (1989) - in case of need of registration of a RB as NGO.
- ❖ Co-operatives Statute (1991) - in case of need of registration of a RB as a Co-operative Society.
- ❖ Companies Act (2000) - in case of need of registration of a RB as a Company.
- ❖ NAADS Act (2001) - in case a RB is to be registered as a Farmers Group.

### **2.6.4 Cultural context.**

It is important to understand the cultural aspects and values the communities attach to the CFs. These include spiritual (worshipping sites), sacred and medicinal values. Because of the importance the



communities attach to parts of the forest or trees within the forest, they end up conserving these forests/trees. All these should therefore be taken into consideration during the process of CF registration, declaration and management.

## 2.7 Suitability of different associations for CF.

There are various types of associations that can be used for the governance and management of the CFs. The appropriate choice however, depends on the primary objectives of the community or group. The options include:

- i) Civil Society Organisation (CSO), registered under NGO registration Act (1989).
- ii) Associations registered under Co-operative Statute (1991).
- iii) Associations registered under Local Government Act (1997).
- iv) Communal Land Association (CLA), registered under the Land Act (1998).
- v) Associations registered under Company Act (2000).
- vi) Associations registered under NAADS Act (2001).

Considering the advantages and disadvantages of the various types of associations outlined above, CLA may be the most suitable option for a community wishing to register a common/communal land as a CF.

## 2.8 What is a CLA?

A legally registered association under the Land Act (1998) which is managed in accordance with the constitution approved by at least 2/3 of its members, (a CLA management committee) elected for any purpose connected with communal ownership and management of land.

### **Advantages of a CLA:**

- i) Designed for the explicit purpose of communal land & resource management by a designated membership.
- ii) Membership agrees to a constitution specifically geared to setting out principles for rights, roles, responsibilities, representation, decision-making, and revenue allocation.

- iii) A Common Land Management Scheme is required by CLA Constitution to set out precise rights, rules, roles and responsibilities for the purpose of sustainable communal management of common property resources.
- iv) Most likely to demonstrate customary / traditional links to the land, and will find it easier to obtain Certificate of Customary Ownership than other types of associations.

## 2.9 Rights, Roles/responsibilities and Returns (3Rs) of the different Actors/Stakeholders and Institutions in CFs.

Actors/stakeholders with rights, roles/responsibilities and returns from the formation and management of a CF should be identified and the 3Rs agreed as defined below.

**Rights:** access to and use of resources (legally recognized/customary); access to employment derived from resources or area.

**Roles/responsibilities:** forest management tasks; implementing, abiding by and being accountable for agreed decisions.

**Returns:** direct benefits derived from access to forest resources and employment related to management of the resource; indirect benefits accruing to the entire community from resource management agreement.

### Key actors/stakeholders:

These include local communities, Responsible Body (CLA/CSO), Local Councils (1, 2, 3 and 5), Land committees (parish and Sub-county), District technical staff (DFO, DEO, DLO, DRT, and CAO), District Land Board (DLB), CSOs (service providers), NAADS, Central Government Agencies and departments (NFA, UWA, NEMA, and FSSD), Ministry responsible for Forestry, Directorate of Lands and Directorate of Environmental management.

## PART 3 - Procedural Guidelines.

### 3.1 Phase 1: How to declare an area a CF.

There are 11 basic stages of declaring and managing a community forest:

- i) Initiating the process.
- ii) Knowing the relevant policies and laws on Community Forests.
- iii) Situation analysis.
- iv) Institution formation/formulization.
- v) Demarcation of CF boundary.
- vi) Management planning for CF (including development of M&E system).
- vii) Registration of CF.
- viii) Declaration of CF.
- ix) Implementation of CF management plan.
- x) Participatory Monitoring and Evaluation of CF.
- xi) Revenue/benefit generation and sharing from CF.

#### 3.1.1 Initiating CF process.

##### Purpose.

Build trust among the local community groups and the key actors/ stakeholders before a CF is declared and managed in a sustainable way through learning, debates and negotiation. This can be done by a service provider, local community or RB.

##### How initiation is done

Activities	How to do it – some suggestions
Understanding the options & scope for registration of a CF through forming a forest user group association.	The facilitator of the process (service provider, DEO, DFO, DRT) should read Policies, Laws and Guidelines relevant to CF.

Consultations to help decide whether the CF option is suitable for potential sites.	<p>Consult with LG political and technical leaders, statutory bodies, local communities and opinion leaders on the need for establishing a CF.</p> <p>Decide to undertake preliminary Situational Analysis of potential sites and forest users.</p>
Preliminary Situational Analysis (SA) of forest user communities and (potential) forest sites.	<p>Identify potential forest site(s), forest user stakeholder groups, the community and their key representatives to assist with SA, survey, community co-ordination and briefings, and dissemination of findings.</p> <p>Sensitize the community &amp; key actors on CF concept, options and rationale for SA.</p> <p>Set up a team to assess status of forest and adjacent communities&amp; document findings for public reference.</p>
Decide to initiate the process of forming an association for management of a registered CF.	<p>Discuss findings regarding forest status and communities&amp; decide to initiate process.</p> <p>Notify LC1, 3, 5, DFO, DEO and DRT in a written letter of intent and communities of intent through written public notice and accompanying general meeting.</p>
Form an Interim Management Team (IMT).	<p>Membership should include user groups, opinion leaders, elders, technocrats, vulnerable members of the community.</p> <p>Formalize and train IMT to create awareness and facilitate process.</p>

### 3.1.2 Policy and legal requirement awareness.

Review and explain the importance of policy and legal requirements as outlined in 2.6.1, 2.6.2 and 2.6.3

#### How this is done.

This is done by creating general awareness amongst the community on relevant policies, plans, laws and regulations (refer to section 2.6) through workshops and meetings.

### 3.1.3 Situation analysis (SA).

The scale and scope of this analysis will depend on the forest area and resources for which the CF and forest management plan (FMP) is being developed. This step will be done through a series of community meetings conducted in the local language. Translations into English or other languages may be made if necessary for outsiders or when minority groups are present.



Community Awareness Raising

Stakeholder analysis can be carried out several times during the CF process to capture the changing roles and entry of new stakeholders. The information collected during this stage will be used to inform the planning process. Detailed forest assessment such as stock mapping may be done during implementation.

## How Situation Analysis (SA) is done:

Formation of a Planning Team.

Activities	How to do it – some suggestions
Select/Elect members of the planning team.	Conduct nominations and elections in a manner acceptable to the communities ensuring that key resource persons e.g. district extension staffs, service providers and LCs are represented on the team.
Make a programme for SA and the remaining process of CF.	Identify roles and responsibilities of the team& describe methods, program and resources to be used during SA and the remaining CF process.
Train the planning team.	Prepare a checklist of information needs and methods to collect &train the team in resource mapping & assessment, institutional analysis, stakeholder analysis.

### Organizing meetings throughout CF process.

This is done by advertising the meetings, detailing the timing, expected roles of participants in each meeting/activity, the purpose of SA and tools to be used.

#### 3.1.3.1 Feasibility assessment for CF.

It is important to know what motivates people to establish and manage a CF. CF at any site depends on a number of key factors such as: policies & institutions, stakeholder relations & conflicts, conservation issues & threats, livelihoods & benefit sharing, values & systems, socio-economic and political environment.

#### How feasibility assessment is done.

- ❖ Understand whether issues, concerns and current factors in the forestry sector are important for CFM and if so then initiate CF process.

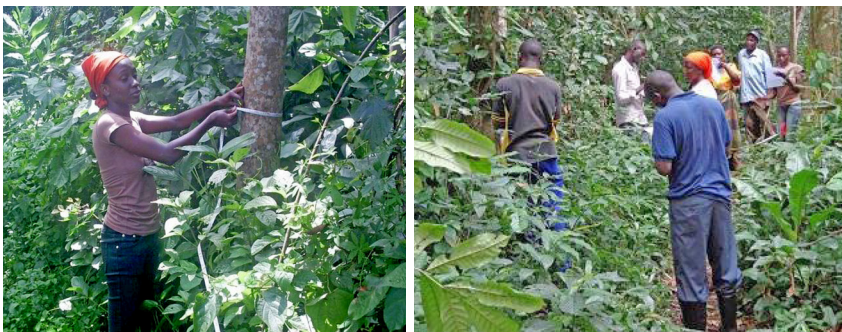
#### 3.1.3.2 Resource assessment (including value and threats related to forestry).

It is very important for a community that intends to register and manage a CF to know what forest, human and financial resources are available.

## How resource assessment is done.

This can be done by carrying out the following activities:

- ❖ Village analysis & mapping- select villages to be involved and produce location map.
- ❖ Map forest and resource use patterns. The map should show proposed boundary, management zones, physical features, forest user groups, which parts of the forest are used, location of different resources, local names of the different areas of forest and areas of degradation / threat in the forest.
- ❖ Livelihoods analysis- analyse the local community livelihoods to understand linkage to use of forestry resources (ability to cope with stress and sustain assets).
- ❖ Value and threat analysis - analyse values and threats according to importance attached, list resources and analyse seasons when they are used & analyse historical trends in use of resources to understand their use overtime.



Participatory Forest Resource Assessment

### 3.1.3.3 Actor or Stakeholder analysis.

Categories of actors/stakeholders.

- i) Primary Actors/stakeholders: Immediate CF beneficiaries, poor and marginalised groups.
- ii) Secondary Actors/stakeholders: Government agencies, NGOs, research institutions, etc. They participate in the CF because they have a stake/interest in or can contribute to it.

- iii) External- or other- Actors/stakeholders: People, groups and/or institutions that are not formally involved in specific CF activities but can have an impact on or be affected by a CF.

### Objectives for carrying out stakeholder/actor analysis.

- ❖ To identify all those who might be affected by an intervention or can affect its outcome (people, groups or institutions).
- ❖ To identify local institutions and processes upon which to build.
- ❖ To provide a foundation and strategy for participation/ mobilisation of key actors

### How this is done.

Activity	How to do it – some suggestions
Undertake stakeholder analysis	<p>Key questions to ask during actor analysis:</p> <ul style="list-style-type: none"> <li>· Who are the primary or secondary actors in a system?</li> <li>· What are their interests, views, objectives?</li> <li>· How important are they?</li> <li>· How are they affected?</li> <li>· How do they affect / influence CF programme outcomes?</li> <li>· What kind of relations?</li> <li>· How should actors participate or contribute?</li> </ul>

### Example of stakeholder/actor analysis table

Actor/SH	Right	Score	Responsibility	Score	Return	score
1.						
2.						
3.						
4.						

Note that the actor with most responsibilities should get the most returns.



### 3.1.3.4 Institutional analysis.

The institution should be seen as a framework in CF arrangement within which there are organizations (small entities within the institutional arrangement). Examples of organizations include CBOs, NGOs, LC1, LC2...LC5, associations etc.

#### Objectives.

- To know which institutions are relevant for CF in your area of work.
- To organize capacity building for CF management.

#### How this is done

Activity	How to do it – some suggestions
Carry out Institutional analysis.	<ul style="list-style-type: none"><li>· Identify the people who will play a role and have responsibilities in CF and categorize them into Enablers (those who make the ground favourable for CF through preparation of policies, building capacity and facilitating relationships e.g. DLG, FSSD etc.), Deliverers (e.g. service providers – providing goods and services, and Users/producers (e.g. Local communities).</li></ul>

### 3.1.3.5 Conflict analysis.

In the process of establishing and managing a CF, different levels and stages of conflict will arise. Whenever a conflict arises, it should be seen as a means of setting a stage for negotiation in CF establishment and management.

#### How this is done.

It is done by holding stakeholder representatives' meeting to analyse conflicts over resource use and management.

### 3.1.4 Institution formation/formalization.

Once a decision has been made to commence the CF process, the process which will lead to the formation and registration of an association can be started. The association will apply to be specified as the managers (RB) of the CF. During institution formation or formalization, a decision must be made by the applicant as to which type of association is formed to best govern access to and management of the CF.

### 3.1.4.1 Sensitization of prospective applicants of CF on options of Responsible Bodies (RBs).

How this is done.

Activities	How to do it – some suggestions
Present SA Report.	Hold meetings with LC1, Elders, Opinion Leaders: <ol style="list-style-type: none"> <li>Explain new options for CF.</li> <li>Outline results of situation analysis and state of forests within the community</li> <li>Inform the meeting that decision and plans can be made to register, manage and benefit from CF.</li> <li>Find out what the community could do.</li> <li>Present and clarify on options of applicants for CF.</li> </ol>
Sensitize prospective Applicant Community on options for CF.	<ol style="list-style-type: none"> <li>Meet representatives of key community sectors &amp; forest user groups and discuss issues in SA above as well.</li> </ol>
Agree to form CLA (if not already registered as an association) to manage a CF.	<ol style="list-style-type: none"> <li>Hold general village meetings with community.</li> <li>Sensitize on options.</li> <li>Hold vote to agree to form CLA, agree membership designation, agree (forest) site.</li> <li>Agree if current community representatives can continue to represent and participate on behalf of community for the “Visioning Process”.</li> </ol>

NB: Ensure that minutes of all meetings, discussions held and agreement made are taken and kept in a minute book

### 3.1.4.2 Formation of Communal Land Association – CLA.

The guidelines provide some guidance for the formation of the CLA as the recommended CF community association. For details, intending applicants who wish to register community forests under CLA arrangement should consult further with the District Lands Officer.

## How this is done.

Steps	Activities
Verification of land ownership status.	Check with District Land Office.
Application to form CLA	Obtain Form 42 from DRT and fill out. Submit to DRT with prescribed fee.
Notification of Community / applicant meeting with DRT.	Issue notice of meeting to be held not less than 21 days after initial submission using Form 43.
CLA Community / applicant meeting with DRT.	Formally agree to form a CLA Agree criteria for election of CLA interim executive committee members if necessary Elect executive committee members of CLAMC (replace I-CLAMC).
Preparation of CLA Constitution.	<ul style="list-style-type: none"> <li>· Discuss principles of Common Land Management Scheme</li> <li>· DRT and interim CLA executive committee members discuss and agree list of Constitution contents to be discussed and agreed amongst CLA members</li> <li>· Interim CLA executive committee members hold series of meetings (at least 3) with VFC / CFA to discuss Constitution contents and CLMS</li> <li>· VFC / CFA holds series of feedback meetings (at least 3) at village level to build on Constitution contents and develop CLMS for CLA / VFC meetings.</li> </ul>
Agreement of Common Land Management Scheme (CLMS).	Finalize principles for CLMS on management and use of common land and resources, rules and responsibilities for CLA members, and for enforcement Sign CLMS Agreement as part of CLA Constitution.
General meetings in CLA member villages to review final draft CLA Constitution.	<ul style="list-style-type: none"> <li>· Convene open meeting at village level to discuss and agree draft</li> <li>· Select "delegates" to represent village at Special Meeting to adopt CLA Constitution.</li> </ul>

Submission of Constitution proposal to DRT.	<ul style="list-style-type: none"> <li>· CLA submits proposed Constitution</li> <li>· DRT considers proposed Constitution according to Land Act S18 (3) and notifies of approval or rejection within 30 days.</li> </ul>
Certification of CLA Constitution.	Issue Form 44.
Special meeting to adopt certified CLA Constitution and to elect Officers of the CLAMC.	<ul style="list-style-type: none"> <li>· Adopt DRT as Chair.</li> <li>· Present Constitution.</li> <li>· Discuss Constitution.</li> <li>· Hold vote to adopt Constitution.</li> <li>· Formally elect Officers of the CLAMC.</li> </ul>

### **3.1.4.3 Formation of other associations for governance and management of CF.**

Any association or CSO registered by law is eligible to be specified as the RB for a registered CF according to the National Forestry and Tree Planting Act (2003). If it is decided by the community group that a Co-operative, NGO or CBO is the type of association to be formed for the purpose of registering a CF, you must seek guidance for registration procedures from the relevant Acts and government departments.

### **3.1.4.4 Agreeing on institutional structure, functions, procedures, techniques for CF governance and management.**

In order to hasten the process of formal registration of the CLA or CSO and for registering customary ownership, fundamental principles and institutional structures will be agreed and established during this stage. All will participate in formulating a common vision for the CF, and strategies will be identified towards achieving the vision.

An institutional structure for the CLA or CSO for managing CF will be agreed by the membership and established to facilitate information flow and equal representation for the CLA/CSO members. Finally, the CLA/CSO membership will be agreed and defined in a Register of Members.

## How this is done.

Step	How to do it
Visioning Process.	Community Representatives hold meeting to develop Vision for CF.
Understanding the CLA or CSO Institutional Structure for CF.	Note that CLA/CSO institutional structure comprise of: i)CFA – give technical advice on the management of CF. ii)VFC – a village forum for debating issues relating to CF governance. iii) CFMC – coordinate all CF governance issues.
Selection of CFA and VFC.	<ul style="list-style-type: none"> <li>Hold general meeting to present the vision to community at large and obtain feedback. Advise on CFAs and develop criteria for selection of CFA &amp; VFC. Could be based on education level, gender, age range, land ownership status, resident in situ/settled, practice tree farming, communication skills, ability/capability to deliver&amp; moral uprightness.</li> <li>Hold meetings at village level to select CFA and VFC based upon criteria developed for nomination. Elect CFA and VFC.</li> </ul>
CFA Training.	<ul style="list-style-type: none"> <li>Hold training session for CLA/CSO CFAs on CF process and legal / policy framework, Community Worker Model, community forest management and extension, dynamics of society, incentives, record-keeping, practical tree nursery and establishment.</li> </ul>
VFC Training during first VFC meeting.	<ul style="list-style-type: none"> <li>Hold first VFC meeting. Focus on strengthening VFC to be able to carry out duties by clarifying CLA /CSO CF procedure, roles and responsibilities to community and to CFMC or I-CFMC.</li> </ul>
Formation of Interim CF Management Committee (I-CFMC).	<ul style="list-style-type: none"> <li>During meeting, appoint at least two representatives from each VFC to form part of the I-CFMC.</li> <li>Hold first I-CFMC meeting to discuss and initiate work on process of agreeing CF boundaries and formally defining CLA/CSO membership for a Register of Members. Initiate process for seeking agreements.</li> </ul>

Agreement of principles for CF boundary and setting of provisional CF boundaries.	<ul style="list-style-type: none"> <li>· Hold VFC meetings to discuss outcome of I-CFMC meeting and discuss principles for CF boundaries for proposal to communities.</li> <li>· To minimize potential for conflict, full consultation and agreement with all private land owners adjacent to the proposed CF is essential.</li> </ul>
Compilation of Register of CLA/CSO Members.	<ul style="list-style-type: none"> <li>· VFCs compile Register of CLA/CSO Members coordinated by I-CFMC, based upon agreement of CLA/CSO membership.</li> <li>· VFC convenes general meeting for members to verify Register of CLA/CSO Members and signed Boundary Agreement, and agree to proceed with application to register a CF.</li> <li>· I-CFMC meeting to confirm CF boundaries agreed, Register of CLA/CSO Members compiled and agreed. Agree to move for application to register a CF.</li> </ul>

### 3.1.5 Demarcation of CF boundary.

Agreeing and setting boundaries for the CF may well be a challenging process because different people may have different interests for the common land. It is important to discuss and agree on key principles for CF boundaries with the different stakeholders, as part of the negotiation process. The most important stakeholders in this case are the owners of land adjacent to the proposed CF. The community must agree the CF boundary with these land owners. Agreement with the affected land owners is the only way conflict can be avoided and respect for the boundaries of the CF will be sustained.

One way to go about this is to carry out the negotiation process with each individual land owner on his or her land. A Task Force should be selected by the community to undertake the boundary negotiations in collaboration with the local leadership executive. Members of the community should attend the negotiations, and the I-CFMC should observe and provide technical advice if needed.

In order to maintain the physical and legal integrity of CF, the boundary has to be demarcated and maintained regularly.

### How this is done.

This should be done by the FMC in consultation with the DFS officers in the area. The actual demarcation infrastructure can be done by community members on agreed days (bulungibwansi) or they can employ people to do some of the work. The problem will be funding for physical structures like beacons. This is where the DFO's office can help to seek funding or NAADS can come in if the CF is treated as an enterprise.

Step	How to do it
Preliminary demarcation.	<ul style="list-style-type: none"><li>· Awareness raising about opening CF boundary.</li><li>· Determining the CF area on village map.</li><li>· Preliminary negotiation with land owners.</li><li>· Field assessment of proposed CF boundary and agreeing on the actual external boundary line.</li><li>· Period of appeal in case of disagreement.</li><li>· When all landowners and community members are satisfied, all land owners sign a boundary agreement.</li><li>· Marking proposed positions of corner and intermediate cairn on the ground.</li></ul>
Boundary infrastructure establishment.	<ul style="list-style-type: none"><li>· Corner cairns establishment: Could be made of earth/soil or heap of stones, 1.5-2m high and about 2 m wide at base.</li><li>· Intermediate cairns establishment: Put if corner cairns are more than 200m apart.</li><li>· Directional trenches establishment: Should be 3m away from the base of a corner cairn measuring 30cm wide, 30cm deep and 1.5m long.</li><li>· Beacon establishment: They are concrete structures numbered serially from 1 upwards which are vertically sunk in the centre of the corner cairns and measure about 60cm long.</li></ul>

Step	How to do it
	<ul style="list-style-type: none"> <li>· Live marker establishment: These could be trees or shrubs planted along boundary lines which should be fast growing, distinct from surrounding vegetation, fire resistant, and cast heavy shade to suppress weeds.</li> <li>· Sign plates: Could be standard steel plate or wooden measuring 45cm X15cm. Should be erected on trees growing along the boundary or nailed on a hard wood post at a height not less than 2.5m off the ground whenever the CF boundary crosses a path, road, track or rail line.</li> <li>· Clean hoeing/slashing: Slash between 3-6m on both sides of the compass line. Most commonly used method.</li> </ul>

### 3.1.6 Development of a Management Plan for CF.

The management plan for the CF should be developed using the information gathered during the participatory forest resource assessment. The CF Management Plan should;

- reflect the needs of all stakeholders in the CF, including non-members.
- clarify and agree management objectives and priorities.
- be a realistic plan for implementation and monitoring by local people.
- be flexible enough to allow for specific planning.
- be technically feasible. The final CFMP will be submitted to the DFO.

#### How this is done.

Step	How to do it
Stakeholder analysis for CLA (for each FMU if sub-divided).	Compile all information from Situation Analysis, discussions during formation of CLA/CSO, and any new information into CF stakeholder matrix.



Step	How to do it
CF Management Matrix and the agreement on rules for harvesting and utilization.	Discuss and agree rules for the CF. If CF is sub-divided into FMUs, then discuss rules for each FMU.
Responsibility Matrix for CF (for each FMU if sub-divided).	Discuss and agree detailed responsibilities for CLA/CF actors, and for each FMU if sub-divided.
Activity Plan for CFMP.	Agree on duration of each activity period for CFMP, and how often a review should be undertaken and develop Activity Plan.
Monitoring Plan.	Agree on draft criteria / indicators for Monitoring Plan. Agree the period for monitoring.
Compile and agree the CFMP.	Hold meeting to agree CFMP report.

### 3.1.7 Registration of CF.

To further safeguard common forest resources and to benefit from DFS forestry extension provision and grants such as the National Tree Fund, the CLA/CSO should register whole or part of their common land to be managed as a registered CF. The National Forest and Tree Planting Act (2003) provides for the declaration of an area as a CF to be managed, maintained, controlled (and owned under customary ownership) by a RB. The RB is the registered association.

Although any CSO registered under other laws qualifies as a RB, the CLA, as registered under the Land Act (1998), is the preferred option for a CF. This is because it is designed for common management of land and resources by local user groups, requires a constitution which must clearly state principles for rules, roles, and responsibilities for use and enforcement, and has in-built mechanisms for land and resource dispute settlement in accordance with the Land Act (1998).

The Ministers in charge of Forestry and Lands are obliged by Forest Act regulation to collaborate with each other and with the District Council and DFO for the effective implementation of CF registration and management.

### 3.1.7.1 Application by CLA/CSO for CF through the DFO.

#### How this is done.

Step	How to do it
Decision to register a CF (as a registered association).	<ul style="list-style-type: none"><li>· Discuss procedure with DFO / DFS.</li><li>· CLA/CSO Officials call VFC / CFA for meetings to discuss CF options.</li><li>· VFC / CFA hold meetings at village level to discuss benefits and decide by vote to register a CF.</li><li>· CLA/CSO Officials hold feedback meetings to discuss VFC decisions and decide to register one (or more) CF on CLA/CSO land.</li></ul>
Application to register a CF.	<ul style="list-style-type: none"><li>· Apply to DFO designating CLA/CSO as the RB for a designated area of land.</li><li>· DFO notifies District Council of application by CLA / CSO and of intended area for declaration by way of Form.</li></ul>

### 3.1.7.2 Consultation with District Land Board and Local Community.

#### How this is done.

Step	How to do it
Preparation of a CFMP.	<ul style="list-style-type: none"><li>· Document forest operational management plan in accordance with and to supplement the Community Forest Management Arrangement Agreement (CFMAA).</li><li>· Ask DFO for format for FMP.</li></ul>

### 3.1.7.3 Approval of application for CF by resolution of the District Council.

#### How this is done.

Step	How to do it
Submission of CF Forest Management Plan (CFMP) to DC.	Submit CFMP to District Council.

### **3.1.7.4 Registration and issue of Registration Certificate for the CF (consider cross referencing with the Private Forests Registration Guidelines for the entire section).**

This process will apply if CLA approach was followed to establish CF. Otherwise the District Council Resolution will be the basis for the Minister in charge of Forestry to declare an area a CF. The district Land Board will play a key role in verification of this process.

#### **How this is done.**

Step	How to do it
Registration and Issue of CF Management Arrangement Agreement (CFMAA).	Consider application and CFMP. Issue CFMAA and register CF. District Council to integrate CFMP (and others) into DFDP and DDP/ DEAP.

### **3.1.8 Declaration of CF.**

#### **3.1.8.1 Declaration of an area by the minister as CF and specifying a RB.**

#### **How this is done.**

Step	How to do it
Apply to District Local Council (DLC) for authorization of declaration.	Make written request to the DLC through the LCI, LC11, and LC111 Chairpersons.
Verification of the application.	DLC refers the application to District Land Board (DLB) for verification.
Approval by the DLB.	Hold DLB meeting to approve the request, and minute the decision.
Approval by the DLC.	Hold Council meeting to approve and minute the decision.
Application to the Minister for declaration.	DLC writes to the Minister, informing him of the application and requesting him/her to declare the CF(s).
Declaration of the CF(s).	Minister issues a Statutory Instrument and publishes it in Government Gazette.

### 3.2 Phase 2 of the process - How to manage a CF.

The CLA/CSO, through its constitution, defines principles for rules, roles, responsibilities and systems for allocation of resources and revenues and for enforcement. It provides a solid governance framework for the community to sustainably manage common land and resources through the CLMS and the CFMP.

The CFMP details specific rules, roles, responsibilities and obligations on the part of CLA/CSO members. This may or may not be further supported with a Certificate of Customary Ownership. The sustainable management of the forest resources in particular is further encouraged through the registration as a CF. A registered CF qualifies for forestry extension and advice provided by the DFS.

The key principle of community forest management as a CLA/CSO is that the community “owns” the forest resource, either as legal owners and/or as managers specified by the Minister responsible for forestry.

If communal ownership of the CF is not enough to ensure continued sustainable management in accordance with the FMP, the CFMAA may be revoked on the advice of the DFO. Stage 3.2.1 guides on the procedures for a CLA to follow if the CFMAA is revoked.

#### 3.2.1 Implementing CFMP.

##### How this is done.

Steps	How to do it
Implementation of CFMP.	<ul style="list-style-type: none"><li>· Carry out activities as agreed in the CFMP.</li><li>· Employ some people if the forest can generate revenue as provided for in NFTPFA.</li></ul>
Development of monitoring systems for sustainable CF Management.	<ul style="list-style-type: none"><li>· Undertake participatory M&amp;E to ensure that CFMP activity plan and rules, roles, responsibilities and obligations are being enforced.</li><li>· Develop criteria and indicators by CLA/CSO members.</li><li>· Measure progress against planned outputs, activities, inputs, expected targets.</li></ul>

Development of monitoring systems for sustainable CF Management.	<ul style="list-style-type: none"> <li>i) Who is the monitoring for?</li> <li>ii) Who needs to be informed?</li> <li>iii) Who needs to act on the information?</li> <li>iv) Who is being impacted or affected by the progress?</li> </ul>
Transfer of management of CF to Local Government in case the RB fails to manage CF in accordance with the regulations and guidelines.	<ul style="list-style-type: none"> <li>· DFO to advise to the DLC that the CF is not being managed in accordance with its CFMP, or in accordance with the Principles of SFM.</li> <li>· DLC to recommend to the Minister a transfer of management, maintenance, and control of CF.</li> </ul>
Re-application in writing for transfer of management back to RB.	<p>Agree to manage CF according to SFM principles, and according to Constitution and CFMP.</p> <p>Submit re-application to DFO to revoke order (made under NFTP Act S 20(1).</p>
Transfer management of CF back to RB.	DFO to advise DLC to recommend to the Minister to revoke the order made under NFTP Act S20 (1).

### 3.2.2 Revenue/benefit generation and sharing from CF.

#### How this is done.

Step	How to do it
Identify and categorize revenue/benefit sources.	<ul style="list-style-type: none"> <li>· Assess the existing and potential revenue/benefit sources.</li> </ul>
Identify and single out revenue/benefits that are mandatory and due to specific beneficiaries.	<ul style="list-style-type: none"> <li>· Categorize the revenue/benefits examine them against established legal and regulatory provisions.</li> </ul>
Work out mechanisms for revenue collection and banking.	<ul style="list-style-type: none"> <li>· Need to agree on who actually collects the money, how it is recorded, how it is kept/banked, how it is spent, forest management activities, and how it is shared.</li> </ul>
Agree on revenue /benefit sharing mechanism.	<ul style="list-style-type: none"> <li>· Hold stakeholder negotiation meetings.</li> <li>· Agree on other benefits other than actual money.</li> </ul>

