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Formation of PFM Forums and Committees

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RAMBOLL

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Table of Contents

List of Abbreviations ii

1. INTRODUCTION 1

2. ABOUT THIS GUIDELINE 2

2.1 Aim and Objectives 2

2.2 Who is this Guideline for? 3

2.3 How to Use this Guideline 3

3. ASPECTS OF PFM FORUMS AND COMMITTEES 4

3.1 PFM Structures 4

3.2 Functions of PFM Structures 6

3.3 Stakeholders and Stakeholder Analysis 8

4. FORMATION OF PFM STRUCTURES 13

4.1 Factors to Take into Account 13

4.2 Procedure for the Formation of PFM Forums and Committees 15

4.3 Monitoring and Evaluation 20

ANNEX 1: POSSIBLE STAKEHOLDERS TO CONSIDER 22

ANNEX 2: EXAMPLE OF A CONSTITUTION 25

ANNEX 3: GLOSSARY 38

ANNEX 4: LIST OF REFERENCES 41

ANNEX 5: THE PFM GUIDELINES 43

FIGURES AND TABLES

Figure 1: Steps for the Formation of PFM Forums and Committees 16

Table 1: Stakeholder Analysis Table 11

List of Abbreviations

CBO	Community Based Organisation
CI&S	Criteria, Indicators and Standards
CPA	Community Property Association
CPPP	Community Public-Private Partnerships
Danida	Danish International Development Assistance
D: PF	Directorate: Participative Forestry
DWAF	Department of Water Affairs and Forestry
EXCO	Executive Committee
IDP	Integrated Development Programmes
LEDP	Local Economic Development Programmes
NGO	Non-Governmental Organisation
PFM	Participatory Forest Management
SALGA	South African Local Government Association
SANCO	South African National Civic Organisation
SANParks	South African National Parks
SDI	Spatial Development Initiatives
THO	Traditional Healers Organisation
TLA	Traditional Leaders Association

1. Introduction

The Department of Water Affairs and Forestry (DWAF) has adopted Participatory Forest Management (PFM) as a general approach to all its activities. PFM seeks to ensure that there is a shared responsibility of forest management between key stakeholders and the state, and that there is a sustainable flow of benefits to key stakeholders. Through PFM, DWAF thus strives to consider local people's forest-based needs, their role in sustainable forest management and their involvement in decision-making processes. The PFM approach entails multiple stakeholder involvement and the development of efficient strategies and mechanisms to ensure the effective participation of all stakeholders.

Key to realising these objectives is the interactioning and forming of linkages with existing local structures. In cases where these do not exist, are not functioning effectively, or where existing structures choose not to be directly involved in PFM activities, it would be necessary to establish PFM structures. This Guideline deals with the establishment of two such structures, namely, PFM Forums and PFM Committees.

This Guideline is part of the PFM Guidelines developed during the DWAF/Danida PFM Project (2001-2005). The PFM Guidelines aim to empower DWAF staff, the new custodians of the State forests and partners at local level to implement the new DWAF Forestry Vision. The PFM Guidelines are meant to support community upliftment in accordance with the DWAF Criteria, Indicators and Standards for Sustainable Forest Management.

2. About this Guideline

2.1 Aim and Objectives

This Guideline aims to provide an understanding of PFM Forums and Committees and their functioning. It guides DWAF staff and other relevant management agencies to establish PFM structures at regional and/or local level. It explains the steps required to prepare for and develop these structures in a practical, transparent manner. An explanation of stakeholders and stakeholder analysis is also included.

This Guideline serves as a supplementary document to the Stakeholder Participation Guideline in this series, as the formation of PFM structures is an important aspect of stakeholder participation.

Since every situation is different, the steps included here are fairly simple and broad in their approach. They should thus be used in a flexible manner - for example, wherever local structures are already in place, those steps and activities already achieved can be left out. Also, if a specific project is being implemented and a Committee is needed for that particular project, it may not be necessary to include all the steps presented in this Guideline.

In certain situations, it may be appropriate to hire a facilitator to assist in the process - this may be necessary where conflict exists between primary stakeholders.

The objectives of this Guideline are to:

- Provide an understanding of what PFM Forums and Committees are as well as their functions;
- Provide guidance on how to establish a PFM Forum and Committee including drawing up a constitution;
- Ensure the understanding of stakeholders, their roles and possible conflicts between them.

2.2 Who is this Guideline for?

The target groups of the Guideline include regional DWAF staff, the new custodians of the state forests such as SANParks and provincial government, existing PFM Forum/Committee members, NGOs and other local groupings and development organisations.

2.3 How to use this Guideline

Chapter 3 explains why it is important to develop PFM structures and give details on PFM Forums and Committees and their functions.

Chapter 4 gives advice on the procedures, methods and techniques to use during the formation of PFM structures.

Annex 1 lists possible stakeholders to include and potential conflicts between them.

Annex 2 provides an example of a constitution for a PFM Forum.

Annex 3 provides a glossary explaining terms used in the Guideline.

Annex 4 presents a list of references used in the text as well as other useful documents, reports and guidelines.

Annex 5 gives an overview of the PFM Guidelines produced by DWAF.

Sections of this Guideline can be easily copied for discussions, presentation and other training and development purposes.

3. Aspects of PFM Forums and Committees

3.1 PFM Structures

PFM structures provide a formal and organised environment for all interested and affected stakeholders and potential stakeholders to participate in the sustainable management of forests, and, where feasible, obtain benefits through their contributions to forest related activities. This Chapter looks at two such PFM structures, namely, PFM Forums and PFM Committees.

3.1.1 PFM Forum

What is a PFM Forum?

The PFM Forum consists of a formally organised group of people operating within a specified geographically designated area. This Forum can consist of a range of stakeholders (including groups or individuals), as well as representatives from any PFM Committees already formed, that have an interest in forest resources and their management.

PFM Forums have the following characteristics:

- Large in size.
- Established at regional or local level.
- Broad and general in their focus.
- Membership is open to a range of stakeholders including community-based organisations, interest groups, individuals, government departments/organisations, NGOs, private and public companies, donor agencies and businesses and, of course, representatives of existing PFM Committees.
- Each member or organisation of the PFM Forum, especially the non-PFM Committee members, retains its independence or legal status, property rights and objectives.

- A constitution or set of operational guidelines, which support PFM principles, is generally required.

- Membership is usually voluntary – although membership for PFM Committee representatives is generally compulsory, this will be determined by the constitution for the Forum (which is detailed in Annex 2.)

Once established, a PFM Forum can assist in the formation of PFM Committees if these do not yet exist.

3.1.2 PFM Committee

What is a PFM Committee?

The PFM Committee is a formally organised group of people, usually community members living adjacent to state forest areas, who perform similar activities with respect to forest utilisation or are involved in a particular forest-related project, and share a common interest in forest resources and their management.

In general PFM Committees have the following characteristics:

- Small in size.

- Could be at forest or village level.

- The focus is narrow and specific.

- Membership is generally limited to the representatives of forest user group(s) and/or target group(s).

- A constitution or set of operational guidelines that support PFM principles is generally required.

- PFM Committees membership may be compulsory in the regions. This will be determined by the constitution for the committee.

3.2 Functions of PFM Structures

The main roles and responsibilities of PFM structures, whether they are Forums or Committees, are listed in the following box:

PFM Structure Roles and Responsibilities[1]

- To ensure that PFM policy and principles are put into practice.
- To assist communities to participate in the management and conservation of state forests through decision-making processes and other activities.
- To create awareness of the National Forest Act (NFA) and sustainable management of forest resources.
- To link up with other appropriate projects, initiatives and joint ventures to enhance developmental and commercial opportunities, thereby taking pressure off forest resources.
- To liase with relevant government departments and donor agencies on forest management, development of and funding for forest projects.
- To provide a means for various stakeholders to participate in forest projects.
- To resolve conflict amongst stakeholders and other interested or affected parties.
- To ensure that mutual and fair benefit is derived between all stakeholders.

[1] Refer to DWAF/Danida PFM Guideline: Fund Raising for Projects (2005)

3.2.1 Functions of PFM Forums

The broad function of a PFM Forum is to integrate the PFM approach into all forest-related planning, activities and initiatives. In this way, PFM policy, principles and regulatory functions should, for example, be incorporated into all integrated development programmes (IDP) and local economic development programmes (LEDP), community public-private partnerships (CPPP), spatial development initiatives (SDI), and trade-marking and certification, that are in any way related to forests and forest management.

PFM Forum Roles and Responsibilities

Besides those listed in section 3.2, specific roles and responsibilities of PFM Forums include:

- Co-ordinating forest activities and ensuring PFM approaches are incorporated into all forest-related activities.
- Sharing of information, lessons learnt and experiences.
- Facilitating the formation of PFM Committees.
- Facilitating training and capacity building for PFM Committees and other projects.
- Keeping up-to-date records of PFM Committees existing in areas within the Forum's jurisdiction.
- Assisting PFM Committee members and forest projects within its area of operation to establish appropriate legal and business structures, to enable the organization to fulfil its objectives.

3.2.2 Functions of PFM Committees

The broad function of PFM Committees is to integrate the PFM approach into all forest utilisation, management activities and projects, thereby ensuring sustainable utilisation of forests through participation and equitable benefit-sharing.

PFM Committee Roles and Responsibilities

Besides those listed in section 3.2, specific roles and responsibilities of PFM Committees include:

- Implementing projects, initiatives and strategies, in line with PFM principles, which promote sustainable utilisation of forest products.
- Contributing to improving the quality of life of the community members whom the Committee represents through awareness-raising, educational and training programmes and, where possible, the creation of developmental and commercial opportunities.
- Providing a channel for community members or forest users to reach DWAF and other management agencies in the region regarding assistance, advise, grievances, etc.
- Participating in monitoring and evaluating activities as required by the PFM approach, procedures or project(s).
- If a PFM Forum exists, implementing agreements and resolutions taken by this Forum.

3.3 Stakeholders and Stakeholder Analysis

From the above discussion, it is clear that PFM structures consist of different ***stakeholders***.

What is a Stakeholder?

A stakeholder is an individual group, institution, organisation (government or non-government) or business, amongst others, that could affect, or be affected by the outcome of a particular activity, process or project – either positively or negatively. There are two types of stakeholders, namely primary stakeholders, and secondary stakeholders.

Primary Stakeholders

Primary or key stakeholders are persons, groups, organisations or other entities that are actively involved in forest-related activities or directly affected by the PFM approach and can thus significantly influence the PFM process. In many cases, key stakeholders can be viewed as those stakeholders that need to be included if objectives of forest management in the area are to be met.

Secondary Stakeholders

Secondary stakeholders are not directly involved in, or affected by forest-related activities or PFM, but may be indirectly affected (such as a local shop owner indirectly benefiting from a tourist venture in the nearby forest due to an increased number of customers) or are interested and willing to participate in the process in different ways and stages.

3.3.1 Stakeholder Analysis

Stakeholder analysis is necessary to understand who the primary stakeholders are and who should be included in the PFM structure that is being set up. Remember that stakeholders will differ depending on whether a PFM Forum or a PFM Committee is being formed. As indicated in section 3.1.1, a Forum has a broader membership than a Committee and will therefore include a wider range of individuals and organisations.

A stakeholder analysis will also indicate how stakeholders could influence and contribute towards sustainable forest management. Conflict between Forum or Committee members is often the cause for the collapse or ineffective functioning of the structure. Stakeholder analysis helps to assess potential or existing conflict areas between stakeholders so that preventative measures can be undertaken prior to the forming of the PFM structure, or meetings could be organised in such a way that conflicts are minimised or future conflicts avoided.

On the other hand synergy and positive relationships that exist between stakeholders can be maximised and used to the benefit of the PFM structure and participation process.

The following steps will provide assistance in undertaking a stakeholder analysis:[2]

How to Undertake a Stakeholder Analysis

1. Brainstorm and list all possible participants and stakeholders who are likely to be affected by forest activities or forest projects in the area, either positively, negatively, directly or indirectly. Do this in as participatory manner as possible. Don't forget marginalized and minority groups.

2. Prioritise the list and select those stakeholders who are most important and/ or primary stakeholders – this should be as participative as possible. Use the questions below to assess the interests, problems, potentials and linkages of your selected stakeholders

    a. How will these stakeholders be affected/impacted by the forest project(s)?
    b. What could be the main needs, interests and motives of the stakeholder for being involved in a PFM Forum/Committee?
    c. What is the potential contribution and capacity of the stakeholder towards the effective functioning of the Forum/Committee?
    d. What consequences will their participation have on the Forum/ Committee?
    e. What is the relationship between the different stakeholders, including the existing or potential conflicts of interest and expectations?

3. Draw a stakeholder table, as described in Table 1, by summarising the information that has been gathered about the stakeholders. Further investigation may need to be done in order to answer some of the questions above. Also include the contact details of each stakeholder in the table.

4. Over time – particularly at the initial stages of implementation of the participatory project – new stakeholders may become involved and others fall out. This should be done on a controlled and managed basis with analysis being done on new members.

[2] From DWAF/Danida PFM Guideline: Logical Framework Approach Project Planning (2005). Also refer to DWAF/Danida PFM Guideline: Stakeholder Participation (2005)

The following table presents a sample format for summarised information from a stakeholder analysis:[3]

Table 1: Stakeholder Analysis Table

Participant / Stake-holder	**Impacts** How will PFM activities/ projects impact them?	**Interests** Why would they be interested in being involved in a PFM Forum/ Committee?	**Potential** How might they contribute to the PFM Forum/ Committee?	**Linkages** Are there any points of conflict/ co-operation?	**Contact details**

Once completed, the stakeholder analysis should give a clear idea about who should form part of the PFM Forum/Committee. This may change over time with more or different stakeholders being included, but it will provide a good base to start with. The chances of the project's success and sustainability will increase if these stakeholders are involved in all further planning and implementation. Also, since an efficient feedback structure is essential for successful participation, establish a contact list of all involved stakeholders and group them according to how information must be distributed (post, telephone, e-mail, etc).

Annex 1 presents a list of potential stakeholders that may be considered for inclusion in the PFM structure, either in the capacity as primary or secondary stakeholder. Also included is a list of possible or common conflicts that may exist between certain stakeholders.

[3] From DWAF/DanidaPFM Guideline: Logical Framework Approach Project Planning (2005)

3.3.2 Stakeholder Representatives

In most cases, the stakeholder groups will be represented on the PFM Forum/Committee by one or two members. It is important that these representatives are truly representative of their group and should be chosen by the groups themselves. These individuals will be responsible for feedback of information to and from the groups they represent. This feedback needs to be reliable and effective. Feedback, or information sharing, can be monitored by meeting with the full stakeholder groups from time to time and assessing whether feedback to and from the PFM Forum/Committee is indeed effective and reliable.

4. Formation of PFM Structures

4.1 Factors to Take into Account

In order for your PFM structure to function effectively, there are certain important factors and issues that should be taken into account during the formation of a PFM Forum or Committee.

4.1.1 Forming Linkages

Where possible, PFM Forums and Committees should link up with any other appropriate structure(s), which already exist. Such structures could include local governmental structures, traditional village committees, forums such as the Traditional Healers Organisation, or forums established around development initiatives. Linkages may involve including representatives of relevant structures on the PFM Forum/Committee, or forming a PFM sub-committee of these existing structures. If this is not possible, one could simply have PFM issues regularly on the agenda of these existing committee/forum meetings.

4.1.2 Flexibility

In some cases, it may not be appropriate or possible to form both a PFM Forum and PFM Committee(s) but only one or the other. No approach or outcome should be forced by the management staff, but should be determined by the stakeholders.

Different areas or regions will be at different stages regarding the implementation of PFM and the formation of PFM structures. The steps presented in section 4.2 should thus be implemented with this in mind – in certain areas some of the steps may have already been observed, considered and carried out satisfactorily.

4.1.3 Socio-economic and Political Issues

It is crucial to understand the socio-economic and political situation in the area. Such information is important because political issues and power-struggles between social or business groups can influence the proper functioning of the PFM structure. Understanding this and inviting the appropriate representatives to be involved in the PFM structure(s) will help to ensure that the structure is effective and sustainable. Also, having background knowledge of issues may assist in avoiding possible conflict or, on the other hand, positive aspects may exist which could be used to the advantage of the PFM structure.

4.1.4 Role of Forest Management Staff

The role of the forest management staff will vary from situation to situation as well as throughout the actual process of establishing PFM structures. During the initial steps staff may be more directly involved in conducting the activities, or at least facilitating the forming of such structures, but once the stakeholders have a fair understanding of the participatory management approach and the function of PFM structures, their input could decrease. In some cases, the role of the management agency may be less direct right from the start and all that may be required is the distribution of this Guideline as a source of reference to participants. Management staff may also be called in to facilitate meetings/workshops. Whatever the case, forest management staff should be available at all times for assisting and guiding participating groups or individuals if needed.

An important aspect of forming PFM structures is that forest management staff at regional and local level should be able to effectively communicate the benefits and importance of sustainable forest management as well as the participatory management approach, to all stakeholders. Staff must be transparent and open about forest management and the reason for forming PFM structures. During this process, officials should avoid raising unnecessary expectations that may not be met. In addition, the language and terminology used should be understood by all, and if necessary a translator should be available to facilitate the communication process.

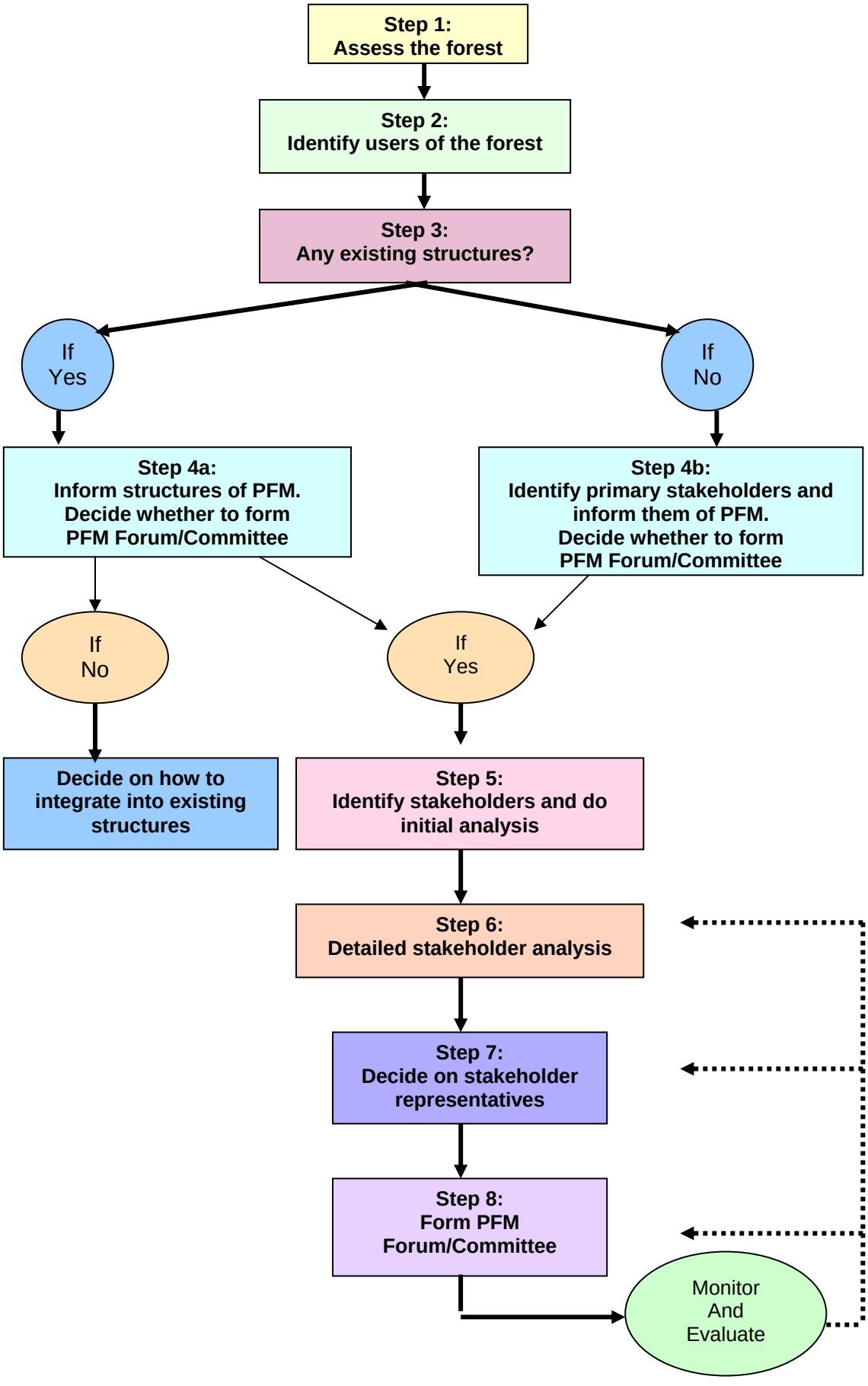
4.2 Procedure for the Formation of PFM Forums and Committees

Each situation will determine whether a Forum or Committee (or both) is required. If possible, however, try and determine this before starting with the procedure, as the stakeholder base for a Forum is much broader than a Committee, which focuses on a particular forest(s) or PFM project. It may thus save time to know which area and stakeholders to start with.

Figure 1 depicts the different steps involved in the forming of a PFM Forum or Committee. Each step is then discussed in more detail in the rest of Chapter 4.[4]

[4] For tools and techniques on information gathering and sharing refer to DWAF/Danida PFM Guideline: Stakeholder Participation (2005)

Figure 1: Steps for the Formation of PFM Forums and Committees



Step 1. Assess the forest(s)

- Spend time in and around the forest area gathering information regarding what forest products are being utilised (e.g. poles, bark, lathes), what other activities are taking place (e.g. hiking trails, planting of crops, building of houses) and what the condition of the forest is.[5]
- Also talk to communities adjacent to the forest and/or interest groups, to gather information regarding existing projects or initiatives as well as their needs and any other activities that occur in the forest area.

Step 2. Gather information regarding who is using the forest

- Talk to communities adjacent to the forests, forest-related interest groups or other relevant individuals or organisations to establish who the users of the forest are and who the driver(s) of any existing projects/initiatives is.
- In this way relevant stakeholders can start being identifying.

Step 3. Establish if there are any existing structures

- Again, talk to communities adjacent to the forest, and individuals or organisations identified in Step 2 to establish if there are any existing local community/village structures or other structures relating to environmental management/planning or forest activities/projects. These could include forums, committees, working groups, or "Friends of" organisations.

Step 4a. Inform existing structures about PFM

If it is found in Step 3 that there are existing structures:

- Arrange to attend their meetings/workshops and explain:
  - The importance of forest and forest products and their sustainable management;
  - DWAF's participatory management policy, objectives and implementation approach;
  - Broad objectives, functions and responsibilities of PFM Forums and Committees;

[5] Refer to DWAF/Danida PFM Guideline: Sustainable Resource Use (2005)

- In the case of a particular forest project, explain the objectives, outputs and impacts of the project.[6]

- Discuss existing forest-related activities, projects or initiatives and assess through the meeting if it would be appropriate to establish a PFM Forum or Committee (or both).
- If a decision is taken not to form any PFM structures, decide on the input that forest management staff can make to existing structures regarding sustainable forest management and PFM approaches.

Step 4b. Inform individuals/organisations about PFM

If it is found in Step 3 that there are no existing structures:

- Identify some of the primary stakeholders such as key decision-makers, leaders, relevant representatives of the forest-related activities, projects or initiatives and invite them to a meeting/workshop and explain:
  - The importance of forest and forest products and their sustainable management;
  - DWAF's participatory management policy, objectives and implementation approach;
  - Broad objectives, functions and responsibilities of PFM Forums and Committees.
  - In the case of a particular forest project, explain the objectives, outputs and impacts of the project[7].
- Discuss existing forest-related activities, projects or initiatives and assess through the meeting if it would be appropriate to form a PFM Forum or Committee (or both).

Step 5. Identify stakeholders and do initial stakeholder analysis

- If a decision is taken to form a PFM structure(s) at the meeting/workshops held in Step 4a or 4b, discuss and identify primary and secondary stakeholders and which of these stakeholders should be represented on the Forum or Committee.

[6] Refer to DWAF/Danida PFM Guideline: Logical Framework Approach Project Planning (2005)

[7] Refer to DWAF/Danida PFM Guideline: Logical Framework Approach Project Planning (2005)

(The users of the forest and other organisations that have been identified in the previous steps will form the basis of the stakeholder list.)

- Do an initial stakeholder analysis through the meeting/workshop regarding those stakeholders who were identified above, to be represented on the PFM structure(s).

Step 6. Detailed stakeholder analysis

- Through attending meetings in the area, talking to communities adjacent to the forests and other relevant individuals or organisations and general observation, gather information regarding the socio-economic and political situation in the area and the roles or involvement of the different stakeholders and how they could contribute to a PFM structure.
- Compile a list of all those stakeholders so far identified and do a second, detailed stakeholder analysis (include both primary as well as secondary stakeholders) based on information collected during Step 2, Step 4b and Step 5.[8]

Step 7. Decide on who should be represented on the PFM structure

- Once enough information is gathered regarding understanding the stakeholder situation as well as the socio-economic and political issues, include the various aspects of stakeholder analysis as shown in the example in Table 1. Make a final decision regarding which stakeholders to include and invite them to a workshop.
- Since this workshop may include a variety of different participants from different areas and organisations, invitations to participate in the workshop may be extended through various means of communication, including local radio stations, community notice boards, messages communicated by community leaders and organisations at meetings, or through the distribution of newspaper inserts and project newsletters[9].
- At the workshop again explain:
  - The importance of forest and forest products and their sustainable management;
  - DWAF's participatory management policy, objectives and implementation approach;

[8] Refer to section 3.3

[9] Refer to DWAF/Danida PFM Guideline: Stakeholder Participation (2005)

- Broad objectives, functions and responsibilities of PFM Forums and Committees.
- In the case of a particular PFM project, explain the objectives, outputs and impacts of the project

- Discuss more detailed activities, roles and functions of a PFM Forum and a PFM Committee and decide which would be appropriate to establish.
- Discuss also the sustainability of such a PFM Forum/Committee based on the availability and commitment of members as well as any financial implications and how these will be dealt with.
- Identify if there are any primary stakeholders that should have been included and contact them in this regard.
- Elect members onto the PFM Forum/Committee.

Step 8. Form the PFM structure

- Hold the first PFM Forum/Committee meeting to discuss and formalise functions, objectives and activities.
- Form a constitution and/or operational guidelines and if the structure is large enough, include the roles and responsibilities of an Executive Committee (EXCO). An example of a constitution detailing the EXCO is given in Annex 2.
- If an EXCO is not formed, elect a chairperson and secretary and decide on the roles of other individuals.
- Discuss any issues such as funding, transport, venues, etc, and decide on how these will be dealt with.
- Establish whether all key stakeholders are represented, if not, how they can be contacted and invited.
- Decide if the PFM structure should form a legal entity – if so, seek assistance from a legal practitioner[10].

4.3 Monitoring and Evaluation

To ensure that the structure you have formed, is sustainable, is functioning effectively and is achieving it's objectives, monitoring and evaluation of the Forum or Committee should take place at regular intervals. This could be done through an external monitoring process[11], however, it is also very valuable to conduct internal monitoring as part of the functioning of the Forum/Committee.

[10] Refer to DWAF/Danida PFM Guideline: Legal Options for Community Partnerships with DWAF Forestry (2005)

[11] Refer to DWAF/Danida PFM Guideline: Project Monitoring and Evaluation (2005)

This can be done by meeting with the various stakeholder groups who are represented on the Forum/Committee and asking them certain questions to ensure that they are satisfied with the functioning and performance of the structure.

The box below includes examples of some of the questions that could be asked during a monitoring and evaluation session to assess the functioning of a PFM Committee.

Examples of Questions for Monitoring and Evaluation

- Was the Committee formed in a transparent and structured way?
- Are all members of the Committee fully aware of their roles and responsibilities within the Committee, as well as the broader roles and functions of the Committee?
- Has the Committee achieved the goals and objectives it set out to achieve and/or achieved the PFM project objectives?
- Has the Committee formed linkages with other relevant structures, projects and initiatives?
- Are there factors prohibiting the Committee from functioning effectively – if so, have these been identified and are solutions being investigated?
- Were conflicts resolved constructively and have adequate conflict resolution mechanisms been set in place?

It is important that the findings of the monitoring procedure be used to improve and update the structure (it's members and it's functioning) to ensure it is always effective and relevant. Decide how the findings of the monitoring and evaluation process should be presented and the type of dissemination events and meetings that may be organised to communicate the findings and decide on improvements. Also decide on where improvements should be made – at stakeholder level or to the functioning of the structure itself (such as the objectives, outputs, management systems, etc).

Annex 1: Possible Stakeholders to Consider

- Traditional authorities
- Traditional Leaders Association (TLA)
- Traditional Healers Organisation (THO)
- "Sangomas" /"Inyangas"
- Municipal authorities
- Provincial/National government departments
- Non-governmental organisations (NGOs)
- South African Local Governments Association (SALGA) – Regional/ Provincial offices
- South African National Civic Organisation (SANCO)
- Cattle owners (for grazing land)
- Private land owners
- Medicinal plant users
- Funders/donor organisations
- Farmers association
- Development organisations/initiatives
- Local business people
- "Friends of" organisations

- Racial / tribal groups
- Target community representatives
- Relevant service providers

Potential Conflicts Between Stakeholders

Stakeholders	Issues
Conflict between traditional and municipal authorities	• Power struggle over the control of people. • Communication with either party will most like result in conflict with the other. • Community preferences may lead to conflict, as they may not co-operate until their preferred authority is consulted.
Conflict between traditional authorities and SANCO	• Traditional authorities may react negatively should SANCO and the municipal authorities collaborate with each other.
Conflict between traditional authorities, SANCO and municipal authorities	• At present, it is fairly common for conflict to exist between these organisations – particularly SANCO and the traditional authorities.
Conflict between communities	• Disputes may arise over who the community is who should participate directly in PFM activities and derive benefit from the participatory management approach. • Refusal by some communities to work with others due to conflicts over which community has the right to benefit from the forest. Reasons could include being close to the forest, having previously lived in or next to the forest and claims of being the community whose livelihood depends directly on the forests for survival. • Land claims are a continued source of conflict between communities sharing, accessing or claiming to own land.
Conflict between farmers/farmers associations, communities/land owners associations and/or state agents	• Conflict is likely to arise due to issues over the different uses of resources and forestland for farming versus PFM purposes.

Conflict between community, development organisations and government organisations	• Land claims are a continued problem between communities and government organisations – often hindering development programmes. • Development initiatives may come into conflict with government organisations, which have their regulations and Acts to enforce. • Communities may not trust government organisations due to past issues or conflict.
Conflict between national government departments and provincial authorities	• National departments have national policies and regulations to put in place while provincial and local government organisations are concerned with local, "on the ground" issues – these are sometimes in conflict or have differing priorities.
Socio-economic/political and historical in-fighting	• Communities are often riddled with historical conflicts ranging from power struggles, tribal and geographical boundary clashes to control of scarce resources.

Annex 2: Example of a Constitution

Constitution for Mariepskop PFM Forum[12]

1. Definition and Interpretation of Terms

The Definition and Interpretation of the terms of the constitution must be well developed to limit the possibility of misinterpreting words and phrases for purposes not intended by the constitution. This section could either be put at the beginning or at the end of the constitution document. Once the constitution is drafted with inputs from the members, this section should be reviewed by the forest manager, Forum chairperson, or other appropriate person(s), to ensure that there is common understanding, use and interpretation of words and phrases used in the constitution.

The words and terms used in this section will depend on the objectives of the Forum and the context in which it is functioning. In this case some examples of the words/terms which could be included are:

Capacity building
To develop the ability and understanding to undertake certain activities/tasks or jobs through the teaching of skills, training and empowering.

Participatory Forest Management (PFM)
An approach adopted by DWAF – it seeks to create enabling management frameworks for forests through which local communities adjacent to or within forests gain rights to a) be part of the management decisions of the forest; and b) obtain benefits from forest goods and services harvested in a sustainable manner.

[12] Refer to DWAF/Danida PFM Guideline: Legal Options for Community Partnerships with DWAF Forestry (2005) for additional aspects which can included in the Constitution.

PFM Committees
A formally organised group of people, usually community members living adjacent to state forest areas, who perform similar activities with respect to forest utilisation or are involved in a particular forest-related project, and share a common interest in forest resources and their management.

2. Preamble

The MARIEPSKOP PFM FORUM is established for the Mariepskop communities bordering the state forest and the PFM Committees as well as other relevant and interested stakeholders within the framework of PFM. PFM as an approach, management style and a strategy to involve local communities into the management and conservation of state forests was adopted by the DWAF's CD: F in 1999. The PFM approach is guided by eleven principles:

- People centred;
- Participatory and holistic approach;
- Sustainability;
- Transparency;
- Equity;
- Benefits;
- Remedial measures;
- Capacity building;
- Cultural and traditional values;
- Partnerships;
- Dynamic approach.

PFM has the following broad roles to facilitate:

- A conservation role, by protecting locally occurring natural resources, plant and animal species, and ecosystems and landscapes of value to maintain biological diversity and life-support systems, as well as the conservation of cultural and historical aspects.

- A development role, by combining conservation objectives with the sustainable use of ecosystem resources to benefit local people and to foster economic and human development, which is socio-culturally and ecologically sustainable.

3. Name of the Forum

The name of the structure should be carefully considered among all members. The name must not create confusion with existing enterprises; copyright laws protect some names and logos. The name should not contradict the structure's objective as it could hinder support from potential clients or donors.

The name of the structure is MARIEPSKOP PFM FORUM.

4. Status of the Forum

Describe the legal status of the structure; this could be a voluntary association, CPA, Trust, Company, etc.[13]

The MARIEPSKOP PFM FORUM is an independent non-profit organisation, within the meaning of the Non-profit Organisations Act No. 71 of 1997, and shall have a juristic corporate identity and existence distinct from its members or office-bearers.

5. Objectives of the Forum

The MARIEPSKOP PFM FORUM shall operate through PFM Committees, forest user groups and new and existing projects that are giving effect to PFM principles and that fall within the areas of jurisdiction of the Forum, in order to achieve certain broad objectives listed below.

The objectives of the MARIEPSKOP PFM FORUM are:

- To give effect to the DWAF PFM approach in collaboration with communities, other PFM/community structures, relevant government departments and other developmental agencies.

- To fulfil broader policy and regulatory functions which may be included in any of the following activities and programmes:

[13] Detailed in DWAF/Danida PFM Guideline: Legal Options for Community Partnerships with DWAF Forestry (2005)

- The PFM Programme
- Integrated Development Programmes (IDP)
- Local Economic Development Programmes (LED)
- Community Public-Private Partnerships (CPPP)
- Trade marks

- Facilitate the formation of PFM Committees.

- Facilitate training and capacity building for PFM Committees and other projects.

- Establish or assist its PFM Committee members and the communities within its area of operation to establish or adopt appropriate legal and business structures, such as Trusts, in order to enable the organization to fulfil its objectives[14].

- Facilitate the implementation of principles for Criteria, Indicators and Standards (CI&S).

- Develop strategic partnership with other programmes or agencies in areas of common interest.

- Facilitate conflict resolution between, and amongst, stakeholders.

6. Area of Operation

The area of operation for the MARIEPSKOP PFM FORUM shall be within the communities bordering the state forest in the MARIEPSKOP area within the jurisdiction of DWAF.

7. General Membership of the Mariepskop PFM Forum

7.1 Membership is open to groups or individuals, especially organised communities or community-based organisations, youth and women's organisations, private or communal land-owners or occupiers, government departments, non-government organisations, local government structures and businesses.

[14] Refer to DWAF/Danida PFM Guideline: Legal Options for Community Partnerships with DWAF Forestry (2005)

7.2 Membership in the PFM Forum is voluntary and is granted to people who commit themselves to upholding the principles of PFM.

7.3 Each member or any structure participating in the Forum retains his, her or its own legal entity, property rights and obligations.

7.4 Membership may be terminated when a member does not abide by the principles of PFM and that of this constitution in particular.

8. Membership of the Mariepskop PFM Forum

Elaborate on who may become members. Also explain the process whereby one can become a member. If membership is dependent upon making an application, describe who decides (the executive or all the members) and on what basis can membership status be denied.

8.1 Members of the MARIEPSKOP PFM FORUM will be elected from any of the following groups/organisations, taking into account the imperatives of a fair balance of gender, race and age:

i. Organised communities or community-based organisations

ii. Existing PFM Committees

iii. Youth and women's organisations

iv. Private or communal landowners or occupiers

v. Government departments and non-government organisations

vi. Businesses

vii. Local government structures

viii. Houses of traditional leaders and traditional authorities

ix. Forest user groups/forest resource user groups

x. Interested parties and institutions

8.2 A list of all representatives and representative groups on the PFM Forum including their address and contact details shall be compiled and updated from time to time and annexed to this Constitution.

9. The Executive Committee

The Executive Committee (EXCO) helps the structure to operate effectively. The number of people (executive positions) and preferably the gender of the EXCO should be specified. A quota system can be adopted to ensure women are represented on the structure.

9.1 The EXCO of the PFM Forum shall be composed of the following office-bearers (from the members of the forum) and will be elected by the PFM Forum members.

i. Chairperson

ii. Deputy Chairperson

iii. Secretary

iv. Deputy Secretary

v. Treasurer

vi. Project Co-ordinators

vii. Four (*or any number to be decided by the PFM Forum*) Committee members to serve in ex officio capacity, one each from the traditional authorities, local/municipal government, PFM Committees and DWAF.

viii. Five (*or any number to be decided by the Forum*) Project Coordinators who will be responsible for the facilitation of any programme relevant to community development such as PFM, LED, IDP, CPPP, Land Care, etc.

9.2 A minimum of 50% of EXCO members shall be women.

10. Management and Terms of Office of the Executive Committee

Describe the terms of office (how long before a new executive is elected). State whether office-bearers can be re-elected. Describe if there are any criteria to be elected to the EXCO.

10.1 The Executive Committee shall manage the business and affairs of the Forum in line with this Constitution, including the Preamble, and the following legislation and regulations:

- Constitution of the Republic of South Africa
- National Forest Act (Act 84 of 1998) as amended
- National Forest and Fire Laws (Act 12 of 2001)
- National Veld and Forest Fire Act (Act 101 of 1998)
- Principles and Criteria, Indicators and Standards (CI &S) for sustainable forest management.
- The South African Companies Act of 1961 and supporting regulations from the South Africa Companies Regulatory Office.
- Other related legislations and regulations applicable to forestry and community development and all the other aspects involved in it.

10.2 Members of the EXCO shall serve for a term of two years (*or any term to be decided by the Forum*), but may stand for re-election, provided that a member of the EXCO shall not stand for re-election to the same position for a continuous period of more than two terms.

10.3 The initial EXCO shall draw up protocols and other procedural guidelines for good governance and sound management of the business and other affairs of the PFM Forum.

11. Powers of the Executive Committee

Describe the scope of decision-making powers held by the EXCO. For example, may the EXCO withhold some of the income from members and invest it in another enterprise? If so, is there a limit to the size and type of investment the EXCO can make? Can the EXCO apply for loans from banks without specific authorisation from the General Meeting? Some examples are:

11.1 The EXCO may assume power and authority that it deems necessary to be able to achieve the objectives of the Forum as stated in this Constitution; provided that in exercising its powers or performing its functions, the EXCO must scrupulously adhere to this Constitution and the laws of the land.

11.2 The EXCO has the power and authority to raise funds or to invite and receive contributions on behalf of the PFM Forum[15].

11.3 The EXCO has the power and authority to establish other legal entities, including the adoption of the already established PFM Committees within its jurisdiction as vehicles for meeting the objectives and other mandates set out in this Constitution, provided that these are approved at General Meetings of the PFM Forum.

11.4 The EXCO has the power and authority to make rules for proper and effective management, including procedures for application, approval and termination of membership; provided that such rules allow for transparency and accountability and be in conformity with the law.

12. Meetings and Procedures of the Executive Committee

Explain how often the EXCO shall meet. Describe what method of keeping minutes is used, and how minutes shall be disseminated (e.g. a minute book kept in a public place). State the voting procedure (does the chairperson have a deciding vote?). Also explain how an EXCO member can be removed if that person has lost the confidence of other members. Describe what happens if some of the EXCO members resign.

[15] Refer to DWAF/Danida PFM Guideline: Fundraising for Projects (2005)

Examples are:

12.1 The EXCO must hold at least four meetings each year and notice of the meetings and the main agenda items of the each meeting shall be sent out to all members of the EXCO at least 14 days in advance.

12.2 The chairperson or two members of the EXCO can call a Special Meeting. Notice of Special Meetings must be communicated to all the EXCO members at least 21 days before the meeting is due to take place.

12.3 The Chairperson shall chair the meetings of the EXCO. If the Chairperson is unable to attend the meeting or is available but unable to chair a meeting, the Deputy Chairperson shall chair the meeting.

12.4 If a member of the EXCO fails to attend two consecutive meetings without having applied for and obtaining leave of absence from the EXCO, the EXCO member shall forfeit his or her membership on the Committee and the Committee shall cause the election of a replacement to fill that vacant position.

12.5 When necessary, the EXCO will vote on issues. If the votes are equal on an issue, then the chairperson has either a second or a deciding vote.

12.6 Proceedings of all meetings of the EXCO shall be recorded and the records kept safely at the Secretariat.

13. Quorum for the Executive Committee

Elaborate on how many people on the EXCO constitute a quorum (the minimum number of members required to be present in the meeting). What procedure is followed if there is no quorum?

13.1 A meeting of members of the PFM Forum shall form a quorum when at least 50% + 1 of its registered members are present.

13.2 A meeting of the EXCO shall form a quorum when at least 50% + 1 of the members of the EXCO are present.

13.3 If no quorum is obtained, another meeting shall be called, provided that if no quorum is obtained a second time, a Special Meeting may be convened.

13.4 Only members of the registered member organisations will be entitled to vote at the Annual General Meetings.

13.5 Only members of the EXCO will be entitled to vote at the meetings of the EXCO.

14. Election Procedures for the Executive Committee

Before electing EXCO members, describe the nomination procedure. Specify the time for nominations (e.g. 7 days before the AGM) and how the nomination is delivered and registered. During election, what procedure is adopted (show of hands or secret ballot)? Describe if there is a deciding vote or second round of votes in the case of a tie. For example:

14.1 Only representatives or representatives of the stakeholder groups in the PFM Forum as set out in section 8.1 will be eligible to vote or be elected into office.

14.2 The EXCO shall be elected by members of the PFM Forum.

14.3 An Electoral Officer shall be appointed by the EXCO to conduct elections for membership of the PFM Forum; with consent of the representatives or representatives of the stakeholder groups as stipulated in section 8.1 above.

14.4 In the first AGM, in which the EXCO will also be appointed, general members of the PFM Forum shall appoint an Electoral Officer.

14.5 In the first AGM, the Electoral Officer must assist the PFM Forum to:

- Establish and constitute a general membership list
- Conduct elections of the EXCO
- Adopt the Constitution

15. Annual General Meeting and Special Annual General Meeting

State what time of year and how much notice must be given to hold the AGM. What quorum is necessary to have the meeting and procedure if the quorum is not obtained? Describe the standard agenda to be used. When shall Special General Meetings be held and how can one call such a meeting.

15.1 An Annual General Meeting of the Representative Council must be held once every year, but not later than 28 February.

15.2 The Annual General Meetings must consider or undertake, among other matters, the following:

- Chairperson's report
- Treasurer's report, including audited accounts
- Changes to the this Constitution
- Election of members of the EXCO once every two years
- Election of other office bearers once every two years
- Appointment of financial accountant(s) and independent auditor(s)

15.3 Should an Annual General Meeting not take place due to lack of a quorum, another Annual General Meeting shall be convened within 30 days; provided that should the re-convened meeting not constitute a quorum, a Special Annual General Meeting shall be convened within 21 days.

15.4 A Special Annual General Meeting shall be convened in circumstances stated in paragraph 15.3 above or where a petition signed by 50% of the members of the PFM Forum demand for such Special Annual General.

16. Finances and Property

16.1 The treasurer's responsibility is to control the day-to-day finances of the PFM Forum. The treasurer shall arrange for all funds to be put into a bank account opened at a registered banking institution in the name of the Forum. The treasurer must also keep proper records of all the finances.

16.2 Withdrawals from the bank account may only be made by authorisation signed by the Chairperson and at least two other members of the EXCO.

16.3 The PFM Forum's accounting records and reports must be handed to the Director of Non-profit Organisations within six months after the end of the Forum's financial year.

16.4 The PFM Forum may invest its funds only with registered financial institutions. These institutions are listed in Section 1 of the Financial Institutions (Investment) of funds Act 1984.

17. Code of Good Conduct

State whether members can be expelled from the organisation. If a member is expelled, is there a fair procedure whereby they can state their defence? May membership be sold to others, if so, what is the procedure? Describe what happens if there is no agreement on important issues. Explain how is conflict dealt with. Note that the NFA creates a dispute resolution panel, whose services may be made available to persons involved in community forestry. For example:

17.1 The EXCO will make realistic, accountable and transparent decisions for the benefit of all the people of the areas within the jurisdiction of the Forum.

17.2 The EXCO will develop conflict resolution procedures to deal with conflicts within the Forum and among its members.

17.3 The EXCO may set principles and standards of sustainable approaches and social responsibility for environmental management for use within the PFM Forum's area of jurisdiction and may present awards of recognition to people and institutions that demonstrate exceptional adherence to such principles.

18. Amendments to the Constitution

Describe how the constitution can be changed. For example, is a simple majority vote sufficient?

18.1 The Constitution can be changed by a resolution. The resolution has to be agreed upon and passed by not less than two thirds of the members who are present at the Annual General Meeting or Special Annual General Meeting.

18.2 50% + 1 of the members of the PFM Forum must be present at a meeting before a decision to change the Constitution is taken.

18.3 A written notice must go out not less than 30 days before the meeting at which changes to the Constitution are to be proposed. The notice must indicate the proposed changes that will be discussed at the meeting.

19. Dissolution/Winding-Up

Describe what happens to the assets of the organisation if the members want to change to another organisational form or stop the project. For example:

19.1 The PFM Forum may be dissolved if 75% of the members of the PFM Forum present at a General or Special General Meeting vote in favour of the dissolution. A meeting convened for the purpose of dissolving the forum shall follow the same procedures as set out for amendment to the Constitution.

20. Adoption of the Constitution

This Constitution shall be adopted at the first general meeting of representatives or representatives of the stakeholder groups identified in section 8.1 in this Constitution. A list, with addresses and contact details, of all the members shall be annexed to the Constitution.

The constitution was approved and accepted by members of:
THE PFM FORUM OF THE MARIEPSKOP AREA OF THE DWAF

_____

At a special (general) meeting held on: _____
Day / Month / Year

At _____
(Place)

Annex 3: Glossary

Activity
Action taken or work performed to achieve certain objectives and outputs.

Assess
To evaluate or judge a project or activity.

Effectiveness
A measure of the extent to which a project or programme is successful in achieving its objectives ("Doing the right things right").

Evaluation
An assessment or judgement of the value or worth of something through analysis or assessment of the information collected during monitoring - performance, progress, outcomes and impacts of the project or PFM activities, can therefore be assessed and decisions made regarding that project or future projects.

Ex officio
Person acting by right of position or office.

Facilitation
Make progress and implementation of projects/activities easier.

Initiative
A scheme, plan, programme or large-scale project.

Local structures
Structures (committees, forums, working groups, task teams, etc) that are in place in a localised area – these may be political/government structures or non-governmental structures.

Management staff
The foresters, forest scientists, forest guards and other personnel responsible for managing state forests in the regions.

Marginalized groups
A group of people, usually a minority group, who are often impoverished community members and do not have the means to participate in decision-making processes. In the PFM context, they are usually the youth, women and elderly people who lack regular information flow due to inadequate communication and transport facilities.

Monitoring
The ongoing assessment of the performance of a project, which seeks to provide management and other stakeholders with indications of progress or lack thereof. It involves the systematic collection or feedback of information and adaptation of activities/procedures if necessary.

Non-Governmental Organisation (NGO)
General term for private and volunteer organisations outside of government agencies.

Objectives
This is also sometimes referred to as the project **purpose** and describes the immediate reason for a project as well as the outputs that the project wants to achieve.

Outputs
The tangible results that a project aims to achieve after undertaking certain activities. They include written tasks, products, services or any other deliverable required to achieve project objectives.

Participation
A process through which stakeholders influence and share control over management activities, projects, initiatives and the decisions and resources that affect them.

Participatory Forest Management (PFM)
The management policy of DWAF which seeks to ensure a sustainable flow of benefits to stakeholders and that there is shared responsibility between participants and the state.

Project
A planned undertaking or intervention designed to achieve specified objectives within a given budget by a specified time.

Protocol
A set of rules or procedures.

Quorum
The minimum number of members required to be present in the meeting before the meeting can proceed.

Resolution
Decision or ruling during a meeting.

Scrupulously
Rigorously or thoroughly.

Socio-economic issues
Factors dealing with the structures, cultures, financial and commercial activities of a community or group of people.

Stakeholder
An individual group, institution, organisation (government or non-government) or business, amongst others, that could affect, or be affected by the outcome of a particular activity, process or project.
Target groups are always stakeholders, whereas other stakeholders are not necessarily part of the target group.

Stakeholder analysis
This is the assessment of stakeholders to understand who the primary and secondary stakeholders are, how they could influence the project, programme or initiative and if there is any existing or potential conflicts between them.

Sustainability
The extent to which a project or any other activity will continue to achieve its' objectives in the future or, in the case of natural resources, the use or management of the resources in such a way that will ensure their continued existence for future generations without degradation.

Synergy
Working together in such a way that more is achieved than if each individual or organisation worked separately.

Target group
A group of people who will benefit directly, in a measurable way, from PFM interventions and assistance.

Annex 4: List of References

BORRINI-FEYERABEND, G. (1997): *Beyond Fences: Seeking Social Sustainability in Conservation*. IUCN Gland, Switzerland

This publication is the result of a collaborative exercise and incorporates contributions from more than 100 people from over 20 countries. It gives a good overview of the participatory tools and processes. Each tool is illustrated by hands-on experiences and examples from the field.

CARL BRO INTERNATIONAL (2001): *Guidelines for Stakeholder Participation in Water Management Areas in South Africa (3rd Draft)*.

The guide describes the process of interacting with stakeholders of water catchment areas in order to ensure the equitable, beneficial and sustainable use of the water resource. A series of tools, principles and themed workshops is presented.

DEPARTMENT OF WATER AFFAIRS AND FORESTRY (2001): *Generic Public Participation Guidelines.* Pretoria

The guidelines provide a generic approach to public participation in the context of DWAF initiatives. The objectives, motivation and a generic process to public participation are discussed and the most suitable tools presented.

DEPARTMENT OF WATER AFFAIRS AND FORESTRY/Danida (2005): PFM *Guideline: Fund Raising for Projects.* Pretoria

This Guideline details the sources of possible funding for projects. It also provides a format for a funding proposal and details the development of a business plan. This document also provides a useful list of contact details of relevant funding agents.

DEPARTMENT OF WATER AFFAIRS AND FORESTRY/Danida (2005): PFM *Guideline: Legal Options for Community Partnerships with DWAF Forestry.* Pretoria

The document guides the process of forming the most appropriate legal entity. It discusses the various legal options and details the procedure to be followed when forming a legal entity. It also explains aspects of the Community Forest Agreement (CFA) and provides various relevant examples of partnerships and agreement.

DEPARTMENT OF WATER AFFAIRS AND FORESTRY/Danida (2005): PFM *Guideline: Logical Framework Approach Project Planning*. Pretoria

The manual guides the process of preparing and documenting a project. It provides valuable information on the Logical Framework Approach (LFA) and guides the reader to prepare, plan, budget, implement, monitor and document a project. Included are also a Project Planning Matrix and tools for monitoring and evaluation.

DEPARTMENT OF WATER AFFAIRS AND FORESTRY/Danida (2005): PFM *Guideline: Project Monitoring and Evaluation*. Pretoria

The manual guides the process of monitoring and evaluating a PFM project. It provides valuable information on the monitoring and evaluation procedure and provides a relevant example of monitoring a PFM Committee to assess whether it is functioning effectively.

DEPARTMENT OF WATER AFFAIRS AND FORESTRY/Danida (2005): PFM *Guideline: Stakeholder Participation*. Pretoria

The manual guides the process of stakeholder participation in the context of PFM. It provides valuable information on the procedure of participation as well as guidance on the disseminating, gathering and sharing of information.

DEPARTMENT OF WATER AFFAIRS AND FORESTRY/Danida (2005): *PFM Guideline: Sustainable Resource Use*. Pretoria

The document deals with aspects of forest use and developing systems to achieve sustainability of forest products. It includes doing resource assessments and provides guidance on yield regulation as well as looking at regulatory approaches and alternative forest use.

DEPARTMENT OF WATER AFFAIRS AND FORESTRY (2004): *Policy and Strategic Framework for Participatory Forest Management*. Pretoria

This document provides the policy objectives, principles for PFM and the legislative and policy mandate. It also outlines the strategic framework for implementation, including conditions for success and mechanisms and institutional arrangements for the implementation of the PFM approach.

Annex 5: The PFM Guidelines

The eight PFM Guidelines were prepared as part of the DWAF/ Danida PFM Project (2001-2005). The PFM Guidelines aim to empower DWAF staff, the new custodians of the state forests and partners at local level to implement the new DWAF Forestry Vision. The PFM Guidelines are meant to operationalize community upliftment in accordance with the DWAF Criteria, Indicators and Standards for Sustainable Forest Management.

Some Guidelines target local groupings, where limited capacity prevails.

The Guidelines are available from the Directorate: Participative Forestry in DWAF, Pretoria.

Description, Justification and Main Target Groups

Guideline	Description/ Justification	Main Target Groups
Stakeholder Participation	How to mobilise stakeholders at local level and form partnerships and agreements with local user groups/communities	DWAF and the new custodians of state forests as well as other departments/ organisations pursuing participation in natural resource management
Legal Options for Community Partnerships with DWAF Forestry	Legal mechanisms/entities available for local groups to co-operate and form Community Forest Agreements (CFAs) with DWAF and thus obtain licences to use forests and their products	DWAF and the new custodians of state forests as well as local groupings (PFM Committees, CBOs, NGOs, clubs, small enterprises etc)
Logical Framework Approach Project Planning	Planning and documenting a project and explaining what a project is, including the major projects funded by donors	DWAF and the new custodians of state forests and local groupings (NGOs, CBOs, Forest User Groups, etc)

Sustainable Resource Use	Multiple stakeholder use of indigenous forests through the development of sustainable resource use systems	DWAF and the new custodians of state forests and local groupings (NGOs, CBOs, PFM Committees, Forest User Groups, etc)
Project Monitoring and Evaluation	A tool for monitoring and evaluating projects in line with DWAF's new monitoring and regulatory role	DWAF and the new custodians of state forests
Fund Raising for Projects	How to compile a funding proposal and where community structures and other local groupings can apply for funding for forest related and natural recourse management projects – complements the LFA Project Planning Guideline	Local groupings (NGOs, CBOs, Forest User Groups, etc)
Formation of PFM Forums and Committees	Aspects and procedures of developing local PFM structures and compiling a constitution in order that DWAF can liase and form partnerships with communities through local structures – supplements Stakeholder Participation Guideline	DWAF and the new custodians of state forests and local groupings (NGOs, CBOs, Forest User Groups, etc)
Financial Management of Projects	Simple aspects and processes of sound financial management of projects – many local groupings have limited capacity in this regard and can thus not apply for project funding	Local groupings (NGOs, CBOs, Forest User Groups, etc)