Community-Based Forest Management
In Tanzania
An Overview of the Process

By Liz Alden Wily
With the CBFM Lead Team

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1 Background

This paper provides an overview of the process being adopted and advocated towards establishing community management of forests in Tanzania. The approach is known as ‘community-based forest management’, or CBFM. Although it has facets in common with joint forest management [JFM] and other collaborative approaches, CBFM as being implemented in Tanzania is locally-developed and to a large degree from the field. Tanzanian CBFM is also distinctive in the extent to which it seeks to involve local people not as users or in user groups, but as forest managers in

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1 Independent rural development, land tenure & forest management specialist, P.O. Box 68228, Nairobi, Kenya Email: lizwily@net2000ke.com The authors are grateful to Professor S. Iddi, Director of Forestry & Beekeeping Division, for permission to disseminate this paper.

2 The Community-Based Forest Management Lead Team comprises mainly government foresters who have been directly involved in establishing community-based management of forests in various parts of Tanzania. These individuals have met together to review and contribute to the Manual for Establishing CBFM as described later. Along with the main author [Alden Wily], the Team comprises: A. Rwiza, District Forestry Officer [DFO], Babati District; O. Haule, DFO Kilosa District; S. Luono, DFO, Kiteto District; E. Massawe, Divisional Forester, Singida Rural District; S. Hozza, District Catchment Forestry Officer [DCFO], Lushoto District; M. Makiya [DCFO], Makete District; P. Mamkwe, Plantation Manager, Shume Plantations, Lushoto District; D. Ringo, Zonal Extension Officer [Moshi & Babati]; A. Akida, Forestry & Beekeeping Division, DSM; H. Haulle, Regional Extension Officer [RFEO], Tabora; S. Mawe, RFEO, Mwanza; C. Kavishe, Land Management Project [LAMP] Babati; M. Minja, LAMP, Kiteto.
their own right, with custodian and operational authority independent of access rights. The approach is also distinctive in its range of application, designed to embrace all types of forest (from moist tropical montane to dry woodlands and plantations) and all classifications [reserved or unreserved, on government, village or private land].

**Forest Policy and Law**

Will to find improved ways to halt the loss of forest area and cover is abundant at both the national and local (district) level in Tanzania and manifest in recent developments both in policy and on the ground, elaborated upon below. Meanwhile, it should be recorded that whilst CBFM has emerged as a prime strategy for the new millennium it is not the only strategy being officially pursued. Privatization of commercial plantation estates, and agentization of management to proposed ‘Executive Agencies’, set up and staffed by government but acting as autonomous commercial agencies, are also prominent strategies. These are directed towards the 12.5 million hectares of gazetted Forest Reserves. Nonetheless, even these routes are required by new National Forest Policy [1998] to directly involve forest-adjacent communities in forest management and conservation, primarily through joint management agreements [JMA].

**A new construct: Village Forest Reserves**

In respect of the still-unreserved 19 million hectares forest estate, Forest Policy is unequivocal in its support for the establishment of community-owned and managed reserves [Village Forest Reserves and Group/Community Forest Reserves] as the mechanism to secure these dwindling forests. Overall, there is steadily growing support for the view that, at the end of the day, forests are most likely to be secured and managed in effective and sustainable ways through devolved, community-based approaches. New forest law, being drafted to replace the nearly fifty-year old Forest Ordinance, is expected to make fulsome legal provision for this manner of management. Current drafts provide for villages or groups of local people to declare forest reserves on their own land and to apply to manage National and Local Authority Forest Reserves.

**New land law**

CBFM also gains much from two other sources of socio-legal change; the promulgation of new law relating to land tenure and amendments made to national laws of governance and administration, in due course to include the Constitution. New land law is manifest in the recent passage of The Land Act (No. 6 of 1999) and The Village Land Act (No. 7 of 1999). Together these two acts form a new basic land law for the country. *Inter alia*, they dramatically increase
devolution of authority to the grassroots through designating the electing governments of each village [Village Council] as ‘Land Manager’ with the power to adjudicate, allocate, register and certificate landholding within the village area and through the establishment of a Village Land Registry. In requiring each village to register common resources prior to allocation of remaining land to individuals, the law directly encourages the establishment of village forest reserves. In establishing, once and for all, that ‘reserved’ is a land management, not a land tenure category, the new land law also opens the way for forest local communities to potentially apply to own – along with private persons, bodies and companies, Forest Reserves established and managed currently by Government. Whilst this is not expected to be a common demand, it does point a direction in which CBFM in respect of government estates could eventually move over the next century. Many foresters in Tanzania already recognize that there are many remote and degraded Forest Reserves which not only should be managed by local people in the vicinity but would be even better looked after, should they be relocated into village land, albeit to be retained for time immemorial as (Village) Forest Reserves, governed under the provisions of the proposed new Forest Act.

**Local government law**

Meanwhile, recent changes in administrative law have served to further the already considerable development of devolved government in Tanzania. This is manifest in both independent district (and urban) councils and more unusually, an even more local level of executive and legislative power, village government. Today most of the country is divided into some 9,000 plus registered villages, each with its discreet ‘village area’ and governed by an elected Village Council. It is this grassroots level of governance, dating back to 1975, which has been yet further entrenched through The Local Government Laws (Miscellaneous Amendments) Act, No 5 of 1999 as well as by the above-mentioned land laws.

**Impetus from changing practice**

Whilst now enhanced through new policy and law, community-based forest management [CBFM] in Tanzania has its real origins in practical developments in the rural areas, specifically in early 1995 when eight villages were recognized as the owners and managers of a 9,000 ha woodland that was being set aside as a Government Forest Reserve. Since then CBFM has gathered pace, although primarily only with the financial support provided by a handful of
interested donors. Already four National Forest Reserves are being managed by sixteen immediately-adjacent communities with parts of another eight Reserves expected to be under comparable community management by the millennium. A steadily growing number of villages are declaring their own Village Forest Reserves in village land, with more than 500 registered and one even gazetted. In two regions it is additionally a new but flourishing practice for individual farmers with forest patches to spare, to declare these as protected ‘ngitiri’.

Village By-laws and Joint Management Agreements
All these developments reap the benefit of the legislative capacities of village governments, acting on the instructions of their constituent villagers, to regulate forest access through agreed Community Rules or more formal Village By-laws. When passed in the legally-required manner, courts are obliged to uphold the latter in cases which may be brought to them. Joint Forest Management Agreements [JMA] as being provided for in the draft new forest law, will offer communities an alternative legal route through which to ensure their agreed regimes are adhered to, by both their own villagers and by outsiders who may be found using forests under their management.

Thus, in summary, considerable progress in CBFM has been made in the short space of less than five years. It would be incorrect to imply however that the approach is fully entrenched or operational. Piloting developments so far taken place in less than twenty districts of the country and many government and non-government foresters are not yet familiar with the approach. Even those who wish to adopt community-based approaches, frequently become ‘stuck’ at the appraisal stage. Requests for step by step guidance are multiplying. Moreover, when it is borne in mind

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3 Notably, Sida, through funding a Land Management Programme [LAMP] operating in four districts; Gtz, through funding an FBD Natural Resources and Buffer Zone Programme [NRBZ] in three districts, and the World Bank, through its funding of the Forest Management Programme in Mwanza and Tabora Regions. Finnida and Danida are also currently supporting developments which increasingly adopt community-based forest management approaches.

4 Urumwa in Tabora Rural District, Shume-Magamba in Lushoto District, Baga I in Lushoto District and Ufiome in Babati District. All are catchment forests, earmarked for the highest level of protection.

5 Shagayu, Kabosa and Ndelemai in Lushoto District, Nou, Haraa and Bereko in Babati District, Kitulangalo in Morogoro District, Nnumbevalle in Makete District.

6 Mpanga Village Forest Reserve, a small reserve [c. 60 ha] in Muheza District.
that the forest estate exceeds 30 million hectares, the achievement to date must be seen as modest. Still, there can be little doubt that a strong beginning has been made.

**Summary of Forests under CBFM in Tanzania Mid-1999**

<table>
<thead>
<tr>
<th>Forests managed by citizens</th>
<th>No.</th>
<th>Total hectares</th>
<th>Mean size ha</th>
<th>No. of districts where occur</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village Forest Reserves [VFR] (whole community or village)</td>
<td>569</td>
<td>238,860</td>
<td>419 ha</td>
<td>19 in Regions of Arusha, Tanga, Morogoro, Mwanza, Tabora</td>
</tr>
<tr>
<td>Group Forest Reserves [GFR] (groups of villagers)</td>
<td>26</td>
<td>1,000</td>
<td>38 ha</td>
<td>10 in Regions of Mwanza &amp; Tabora</td>
</tr>
<tr>
<td>Individual Forest Reserves [ngitiri] (individuals or households)</td>
<td>881</td>
<td>2,394</td>
<td>2.7 ha</td>
<td>10 in Regions of Mwanza &amp; Tabora</td>
</tr>
<tr>
<td>Village Forest Management Areas [VFMA] in Government Forest Reserves (villages designated Managers)</td>
<td>16</td>
<td>21,635</td>
<td>1,352 ha</td>
<td>3 in 3 Regions – Tabora, Tanga, Arusha</td>
</tr>
<tr>
<td><strong>Total cases CBFM mid-1999</strong></td>
<td><strong>1,492</strong></td>
<td><strong>263,889</strong></td>
<td><strong>19</strong> Districts in 5 Regions</td>
<td></td>
</tr>
</tbody>
</table>

**Guidance**

In order to both promote and guide the establishment of community-based forest management, National Forest Policy and now the draft for a new forest act promises the preparation of ‘guidelines’. Whilst these will have official standing, they will be purposively straightforward and practical, designed to genuinely help Foresters in all 114 Districts to get started on the approach and to follow it through. A basic **Manual** has been drafted by the main author of this paper, an active facilitator in the establishment of CBFM in Tanzania, with strong inputs from thirteen Government Foresters most of whom have been to the forefront in implemented the approach, and who are noted here as contributing authors. This group has recently formed itself into a CBFM ‘Lead Team’ with the informal support of the Forestry & Beekeeping Division [FBD] of

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7 As currently drafted the Draft Bill for the Forest Act [August 1999] refers to these as Community Forest Reserves. It is possible that this naming will be dropped in favour of Group FR in further drafts.

8 VFMA is also not a term being used in the Draft Bill for the Forest Act, although this may be adopted.

the Ministry of Natural Resources and Tourism [MNRT]. It is this central government agency, FBD, which holds overall responsibility for the forest resource in Tanzania and which has played the pivotal role in updating both policy and approaches – building however, substantially upon innovations at the local level, undertaken by field foresters such as members of the CBFM lead team.

We anticipate that Edition One of *A Manual for Establishing Community-Based Forest Management* will in due course be issued by the Director of the Forestry & Beekeeping Division. Should this occur, it will almost certainly be backed up by an official directive and attached formal short ‘Guideline’ on the same subject. Implementation will be facilitated through a series of workshops particularly with those (government) Foresters expected to lead the way – that is, those at the District level. The Manual will be a working document which practitioners will have to hand, to guide them step by step. In its current penultimate draft, the Manual comprises three sections: the *first* outlines the principles of the approach; the *second* sets out the process advocated towards helping ordinary citizens establish themselves as effective forest managers; and the *third* provides both model frameworks and real examples of the three main written tools which en-frame CBFM: (village) forest management plans [VFMP], village by-laws to give legal weight to the rules set out in the plan [VBL], and joint management agreements [JMA], to be made in those cases where ordinary citizens in groups or villages, are designated ‘Managers’ or co-Managers of Government Forest Reserves.

2 Fundamentals of the approach

Before outlining the process, some basic premises of the approach are presented:

♦ CBFM means any kind of formal management that is led and directed by local people. The arrangement for this may have been reached by local people themselves or where the forest is a Government Forest Reserve, in conjunction with government, set out in a Joint Management Agreement.

♦ ‘Local people’ or ‘community’ in this context means those people who live within or directly next to a forest. Involvement of communities living distant to the forest is discouraged given
their lesser customary stakeholding in the forest and the difficulties they will have to be effective as a result of distance.

♦ In Tanzania the dominant framework for community is the village – a registered group of people living in a recognized ‘village area’ and empowered to elect their own government [Village Council]. Thus the target group for CBFM is first and foremost forest-adjacent villages [“FAV”].

♦ CBFM is designed to apply to all kinds of forest – currently reserved and unreserved, designated for protection and/or production, rich or poor in biodiversity, degraded or intact, large or small, wet or dry. Even plantations may come under CBFM – and one 1,000 ha commercial plantation is already being co-managed by a community with the state [Gologolo in Shume-Magamba Forest Reserve].

♦ CBFM does not aim for community ‘participation’ but to be community-based. Establishing CBFM involves prompting the community itself to take on responsibility, make decisions and to be able to sustain them in implementation. This is what is called ‘empowerment’. At the end of the day, if there is any ‘participant’, it is generally the Forester, participating in the efforts of the community.

♦ CBFM does not regard communities as beneficiaries but as actors, not as users, but as managers. CBFM is not about helping communities secure USE RIGHTS to the forest. It is about helping communities become managers and to have the rights and responsibilities of management [MANAGEMENT RIGHTS]. Deciding how a forest is going to be used and by whom [and if it is going to be used at all in the first place] is one of the main management matters the community needs to decide upon. The management-centred rather than user-centred approach of CBFM in Tanzania sets it apart from many kinds of community forestry – and makes it more successful.

♦ Setting up CBFM is a process not a ‘project’. This means that it continues, changes over time, matures and evolves. Because of this, the main learning is not from training or reading [such as reading the Manual] but from doing. Learning by doing is the key. Also, being a process, progress is marked by problems. Each time a community faces and solves a problem,
it gains in confidence - and capacity to solve the next problem. This is one of the most important development skills to emerge.

♦ The methodology of establishing CBFM relies upon Foresters as catalysts and helpers. In this way, CBFM involves a shift in the traditional work of a Forester – from boss and policeman to – facilitator of the community’s efforts, technical adviser, link person with local and central government, mediator as necessary [among communities], and watchdog – stepping in when the community fails to honour the commitments it has itself made.

♦ CBFM does not create new institutions but uses existing frameworks and bodies – most importantly the ‘village’ and the village government [Village Councils]. This is because villages are already well established in Tanzania and their governments already have well-developed management duties and legal powers — the power for example, to make by-laws affecting the use and management of resources within the village area. This is why CBFM operates on a village-by-village basis. Even where a number of villages could or should be involved, the facilitator approaches the on a village-by-village basis. And even when a small group of people within the village are posed as the forest manager, or wish to establish their own forest reserve [Group Forest Reserve], they require the support of the whole community for this to work.

♦ CBFM is not a process of appraisal or information-collection. It is about acting, doing, not surveys. From the outset it is about empowerment, helping local people take decisions and act upon them. Whilst participatory rural appraisal techniques may be adopted, these keep their place as tools only.

♦ CBFM is not just a forest management regime – it is ‘development’ in that it empowers a community. Those who have already embarked upon CBFM observe that the community never looks back from this development. It will never be quite so tolerant of poor leaders. It will want to apply its new confidence and skills to other matters in the village - how grazing land is managed, how the water sources are looked after, how the lakeside acacias are used, how the roads are kept. In this way, CBFM has a spread effect and is a social process.

♦ CBFM is manifest ultimately in three forms:
• Where the community independently manages the forest as a declared or gazetted Village Forest Reserve, or where only part of the community is involved, as a Group Forest Reserve. The forest is usually on village land or on unreserved land next to the village which is given to the village to manage on condition that it remains as an intact forest.

• Where Government [or perhaps an Executive Agency set up by Government, or a private lessee of a Forest Reserve], designates the community as Manager of the Forest Reserve, or more usually, a specific part of that Reserve, the part that borders the village. The terms under which it will manage are set out in a ‘Joint Management Agreement’ [JMA].

• Where Government [or Agency] and the community agree to manage jointly, sharing decision-making and the work of management. The parties are co-managers and will usually meet as a ‘Joint Management Committee’ to make decisions and plans. This arrangement is also set out in a signed JMA. This will be the least common kind of arrangement because the active involvement of Government as Manager is only necessary where there are special needs, such as where the forest is a commercial plantation and where replanting and contracting with saw-millers is required.

It will now be understood why the general name CBFM has been selected, not collaborative or joint forest management, for CBFM include independent, designated, and co-management regimes whilst JFM only refers to co-management.

✱ Key tasks in the process are marked by tangible documents or frameworks within which CBFM is embedded, each of which is provided for in new policy and proposed new law: assisting the community to –

• assess the forest, make sensible management decisions and a plan of action - a Forest Management Plan [FMP], and then test and refine it
• draft and pass a Village By-Law to provide legal backing for the FMP
• draft a Joint Management Agreement [JMA] if the forest is part of a Government Forest Reserve [National Forest Reserve or Local Authority Forest Reserve], and apply to manage it
• register Village or Group Forest Reserves at the District Council [District Register of Forests], or later, assist the community to apply to gazette a Village Forest Reserve [Gazettement Notice].

3 Overview of the process
Whilst there is no fixed procedure for prompting CBFM, the process tends to fall into ten stages, and very roughly, into a time-frame as set out in the table below.

### Timing, Actors and Outputs in CBFM

<table>
<thead>
<tr>
<th>Stage</th>
<th>Estimated Timing: Month</th>
<th>Main actors</th>
<th>Key output or marker</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>BEGIN</td>
<td>1 Forester</td>
<td>Forest and village selected</td>
</tr>
<tr>
<td>Two</td>
<td>ASSESS</td>
<td>1 Forester Village Council Village Assembly</td>
<td>Reconnaissance undertaken</td>
</tr>
<tr>
<td>Three</td>
<td>DECIDE</td>
<td>2 Planning Team</td>
<td>Core decisions made</td>
</tr>
<tr>
<td>Four</td>
<td>PLAN</td>
<td>2 Planning Team Provisional Forest Management Plan drafted</td>
<td></td>
</tr>
<tr>
<td>Five</td>
<td>ESTABLISH</td>
<td>3 Village Forest Co.</td>
<td>Village Forest Co. appointed Patrolmen start work, Rules announced, Boundaries marked</td>
</tr>
<tr>
<td>Six</td>
<td>TEST</td>
<td>3-14 Village Forest Co. Patrolmen Forester</td>
<td>Offenders caught, fines collected, Records kept</td>
</tr>
<tr>
<td>Seven</td>
<td>REVIEW &amp; MODIFY</td>
<td>15 Forester Village Council Village Assembly</td>
<td>Finalized Forest Management Plan drafted</td>
</tr>
<tr>
<td>Eight</td>
<td>FORMALIZE</td>
<td>16 Forester Village Council District Council/FBD</td>
<td>Village By-Law passed Joint Management Agreement signed VFR registered</td>
</tr>
<tr>
<td>Nine</td>
<td>CONSOLIDATE</td>
<td>17&gt; VFC Forester Reports to Forester Forester’s reports</td>
<td></td>
</tr>
<tr>
<td>Ten</td>
<td>PROGRAMME &amp; REPLICATE</td>
<td>5 &gt; Forester &amp; other villages</td>
<td>Multi-stage process ends, reports prepared, future stages initiated</td>
</tr>
</tbody>
</table>
Below, a summary of the main tasks in each stage of the process is presented.

**STAGE ONE: BEGIN!**

Main tasks or steps include –

1. **Choose the forest** in which to begin CBFM – this could be any kind of forest, large or small, intact or degraded, a Government Forest Reserve or an area of forest within the land of a village or next to it

2. **Visit the forest** – the Manual provides a checklist of kind of information the forester will want to find out. This is just a preliminary review; a detailed assessment will be undertaken later.

3. **Choose the village** to begin with.

4. **Get prepared** back at the office – collect maps, check on the status of the forest, find out about the village, talk to colleagues, inform superiors, and so on.

**STAGE TWO: ASSESS**

Main steps include –

1. **Meet with the people** of the selected village through a Village Council and Village Assembly meeting

2. Assist the community to appoint a ‘Planning Team’ to assess the forest and decide what kind of management regime it needs

3. Participate with the Planning Team in **inspecting the forest** thoroughly. The Manual provides help boxes of questions to ask, what to see, and how to rank forest uses in terms of the damage they cause, their importance to the local economy, and trends in their use. Guidelines are given as to how the appraisal should be conducted to induce clear and critical assessment.

**STAGE THREE: DECIDE**
This is the time when the Planning Team sits down and makes the seven basic decisions:

1. How will the boundaries of the forest be defined?
2. Who should be the manager of the forest and how should the manager operate?
3. How should the forest be protected?
4. How should the forest be used and not used?
5. How should those who break the rules be dealt with?
6. What other actions will be needed to secure the forest and make it useful?
7. How shall the community know if it is succeeding or failing [monitoring]?

Guiding questions to answer are provided for each.

**STAGE FOUR: PLAN**

The Planning Team is now ready to draft a simple, clear plan of action for managing the forest — a Forest Management Plan. A Model format is provided to guide the actors. It includes 13 sections:

1. **Background** – who has written the plan and how and why
2. **Description** of the forest, the community and the arrangement
3. **Objectives** of community in managing the forest
4. **Boundaries & zones** – how the perimeter of the forest will be defined, how it will be divided into management zones
5. **Management system** – identification of the Manager [usually a committee], how it will manage and be accountable to the community
6. **Records** – what records will be kept [Offences & Fines Book, Receipt Book etc.]
7. **Protection** – patrolmen, operations & supervision, rewards and accountability
8. **Rules** – permitted users, permitted uses, conditions, permits, licences, and supporting non-use related rules
9. **Sanctions** – procedures for handling offences, fines payable, other punishments, how recalcitrant offenders will be taken to court if the matter hasn’t been able to be solved by the Committee or in the village, records, permitted expenditure of income from fines and/or fees
10. **Rehabilitation** – actions which will be taken to improve the forest condition
11. **Production** – actions that will be taken to heighten the utility of the forest
12. **Timetable** – sets out when each commitment will be met and who is responsible for implementation
13  

**Monitoring** – lists the indicators of success and failure, who will monitor and when. Guidance is given for each of the above.
STAGE FIVE: ESTABLISH

Now the community puts the plan into action! Key actions for which guidance is detailed include –

1. Establish the management regime [committee]
2. Begin protecting the forest
3. Set up the basic procedures needed to keep management on track, orderly and transparent
4. Begin to agree and mark the forest boundaries with neighbouring villages and put internal boundaries of sub-village forest areas and/or zones in place
5. Begin the urgent rehabilitation tasks.

STAGE SIX: TEST

This is the period – usually up one year at least – during which the new manager of the forest [usually a Village Forest Management Committee] manages. The role of the advising forester is to encourage and support and to keep an eye of progress.

Eight of the commonest problems new Managers encounter are presented and discussed, using concrete experiences. The emphasis throughout is upon assisting the Managers and wider community to ‘learn by doing’.

STAGE SEVEN: REVIEW & MODIFY

Now the community needs to step back and examine how far it has come and where it is going. Forming a village ‘review team’ helps.

1. Guidance is given as to the kind of questions that need to be asked at this point; these relate particularly to money management, record-keeping, reporting, protection, how strictly the rules are being adhered to, how punishments are being levied, how much progress has been made on boundary definition, local views as to CBFM.
2. Examples of things to look for in the forest are also suggested.
3. Then the review team needs to sort out the problem areas that have come up, make decisions as to the needed changes.
4. And re-draft the Forest Management Plan accordingly.
5. Finally management needs to seek the endorsement and support for the final Plan from the community Plan [Village Council and Village Assembly].

STAGE EIGHT: FORMALIZE

1. This stage is divided into two processes, depending upon whether the forest is within village land or within a Government Forest Reserve [National FR or Local Authority FR]. Both are prefaced with a single statement of the kind of requirements and procedures involved.

2. For forests in village land, the main step is to assist the community to draft a simple Village By-law to give its role and powers legal weight. Upon approval of the finalized Village By-law by the Village Assembly and District Council [and the appended final Forest Management Plan], the community is then in a position to declare its Village Forest Reserve [VFR] or the group to declare its Group Forest Reserve [GFR], and to have it formally registered. The draft new forest law provides for each of these steps including the establishment in each district of a Forests Register.

3. For forests that are Government Forest Reserves [i.e. National or Local Authority Forest Reserves], the key task is to assist the community to draft a Joint Management Agreement to be co-signed with either the District Council or Forestry & Beekeeping Division, depending upon the status of the forest. The JMA will set out the agreed role and rights of the community as designated Manager, or in some cases as co-manager with the state. The draft new forest law proposed to endow JMA with legal standing so that it will not be necessary for the community to draft a Village By-Law to give its role the backing of law.

Model formats for a Village By-law and Joint Management Agreement are given, and also the recommended contents of a District Forests Register.
STAGE NINE: CONSOLIDATE

This stage includes steps to help forest managers [usually Village Forest Committees] to -

1. **Tackle problems constructively** as they arise
2. **Refine access and use rules** as needed to maximize sustainable use – often fee-paying for certain uses needs to be introduced along with quotas
3. **Develop the production potential** of the forest as appropriate – pruning & thinning, replanting and enrichment planting, establishing plantations in vacant parts of the forest, piloting commercial extraction, exploring other opportunities
4. **Extend the regimes of community management to other resources** or resource issues in the village such as grazing land, swamps, water sources. This requires involving other sector specialists.

STAGE TEN: PROGRAMME & REPLICATE

Now the forester needs to turn his or her attention to other forests and other communities. Guidance is give as to how to –

1. **Investigate needs and make a rational plan** for expanding CBFM over the medium term with attention to budgeting and sound administration
2. **Implement** in a prioritized and flexible manner, supporting new managers and ensuring subordinate staff are utilized properly
3. **Monitor** and **document** progress.

The Manual closes with a short help box listing on-going CBFM initiatives worth visiting, documents to get hold of and people to talk to. The last part of the Manual provides **working examples** of Forest Management Plans, Village By-laws, and Joint Management Agreements.

It has been noted above that the Manual is still in draft. It awaits finalization of the Bill for the Forest Act in particular as it is of course essential that the Manual is fully consistent with the provisions of the law. This means that the Manual will not be ready for distribution before the advent of the millennium. Readers who are interested in the full and final guide should contact either the main author (Box 68228, Nairobi Kenya) or the Director of Forestry & Beekeeping Division (Box 426, Dar es Salaam, Tanzania), early in the new year [March 2000].