

# INTRODUCTION TO CHILIMO PARTICIPATORY FOREST MANAGEMENT PROJECT

ZELALEM TEMESGEN, PROGRAMME MANAGER, FARM-AFRICA/SOS SAHEL ETHIOPIA PARTICIPATORY FOREST MANAGEMENT PROGRAMME

## 1. BACKGROUND:

1. Chilimo forest is surrounded by the agricultural land and villages of seven kebeles of Dendi woreda. In 1994 these kebeles were estimated to contain 2858 households with a total population of 14,118 (CSA, 1996). The villagers are mainly indigenous Mecha Oromos, but there are also small numbers of Gurages, Amharas and Kembatas who migrated to work in the sawmills early in this century and have settled permanently in some areas around the forest and notably in the Chilimo enclave inside the forest.
2. The forest is part of the dry Afro-montane forest. It is composed of mixed broad leaved-coniferous forest where the coniferous species are more dominant. Based on vegetation succession indicators, the entire range of mountain must have been once covered with Juniperus-podocarpus forest. Thus, it is one of the few remaining remnants of the dry afro-montane forests of the country that are located in the central plateau of Ethiopia. The main species in the co-dominant and dominant canopy layers are Juniperus procera, Podocarpus falcatus, Prunus africanum, Olea europaea subsp. cuspidata, Hagenia abyssinica, Apodytes dimidiata, ficus sp. Erythrina brucii and Ccroton machrostachys.
3. The area of Chilimo forest has been estimated by forest demarcation, inventory and management plan preparation team of the MOA in 1982. According to the information provided in the RFA report, the 1982 boundary demarcation report, has indicated that Chilimo forest used to extend over an area of 22,000 ha. The same report, basing its information on the forest demarcation and inventory team of the Bureau of Agriculture & Environmental Protection of the Oromia National Regional State, further indicates that the forest area has been reduced to 12,000 ha. Comparison of the aerial photos taken during the year 1980 and 1994, indicated a 50% further reduction in the area of the Chilimo forest within the last 14 years alone (FARM-Africa, 1996). Therefore, what is currently remaining is approximately 6000 ha.
4. The indigenous people are farmers raising both crops and livestock. As the population has grown the forest has been cleared to provide more farmland, until currently most of the land suitable for cultivation has already been cleared and the remaining forest is on sloping land. Continued population growth and the lack of available land for further

expansion has led to land shortages, with estimates of 10% to 20% of households being described as functionally landless. These are particularly the sons of households, mostly unmarried individuals but some married with young families, who are forced to remain on their parents' landholding.

5. A stakeholder livelihood analysis carried out in the project area identified four income categories of farmers in kebeles surrounding the forest:

i. Rich (surplus food status)	10%
ii. Medium (self-sufficient)	60%
iii. Poor (food deficit)	20%
iv. Very poor (no land)	10%

6. The livelihoods of all these groups are dependant on the forest but in different ways and to different extents.
7. According to a socio-economic survey carried out in July 2000 around Chilimo forest area, 87% of the population live in grass thatched roofing while only 14 % live under corrugated iron roofed houses. Forest products cover about 28% of the household expenditure and in general 99% of the population entirely depend on forest to a varying degree. This dependency clearly shows how the forest resource is a main part of the livelihood support system.
8. Historical records indicate that, until the royal family assumed its ownership at the turn of the 20th century, Chilimo forest was occupied by indigenous communities. During the period prior to the royal control the population was very low and was generally composed of indigenous communities. Only few scattered patches of farms existed during those times. The farming system is characterized by shifting cultivation and fallows were and extensive and long. Owing to the small population the number of livestock was also very low. Following small population pressure from humans and livestock, most land was covered with thick forest.
9. The royal control is characterized by the beginning of in migration from different parts of the country. As a result of the increasing population more farm parcels started to occur. These times were also the beginning of settled cultivation a system probably brought by migrant communities. The increasing population and the availability of vast grazing land also has resulted in more livestock population. While the forest has already began to shrink still part of the flat land and all hillsides were covered with dense forest.
10. The next historical time period was the introduction of sawmills. This also coincides with the event when the forest was handed over by Emperor

Haile Selassie as a gift to his Empress when she bore him a son. It is said that it is the Empress who entered into joint venture with an Italian for timber extraction.

11. Labor for the sawmill was much in demand and sawmill worker begun to come in large numbers from different ethnic groups. This has tremendously increased not only the population but also farms and livestock herds. The forest was severely harvested and most of the valuable trees were totally removed. By this time the forest has changed greatly in quality.
12. In Ethiopia radical changes in forest ownership have led to uncertainty about rights and to use practices based on de facto open access which have contributed to a loss of forest resources.
13. Forest and Forest lands used to be controlled by local administrators under landlords claiming forest ownership and various community based organisms also had roles in forest management. But the rights of these individuals and institutions were removed by the Derg regime under the land reform proclamation of 1975 (Pro. 31/1975) forest were divided for the purpose of control and management in to state forests under the control of the then state forest department, and community forests under the control of the peasant associations people living in and around state claimed forest were removed without compensation.
14. These local people were not involved in the demarcation or management of the forests, and the control of forest resources was placed in the hands of political officials with little knowledge of former local resource management systems. Any benefit sharing from forest only took place through illegal encroachment, livestock trespass and extraction of products by evading the forest guards.
15. When the Derg regime fell in 1992 forest destruction escalated because new government structure and controls were not yet in place and the former farmers associations, supported by the Derg, no longer functioned. Forests become subject to de facto open access and in combination with population growth, a worsening economic situation and communities retaliation against the Derg's restrictions led to rapid uncontrolled forest destruction.
16. Although the current government has expressed concern about deforestation and the intention to halt forest destruction, but clearance for agriculture has continued and forest guards have not been able to control forest use. There is confusion about people's rights to use forest and trees under current policies but even activities known to be illegal and destructive, such as charcoal making and timber extraction, continue with

little effective action to halt them. The situation needs coordinated efforts of all stakeholders, Government, NGOs, Communities, private sector, research and teaching institutions etc..

## **2. FOREST MANAGEMENT:**

17. Modern forest management activities started after the Italian occupation (c. 1930's)<sup>1</sup>. In this relatively short time the main government forestry institution has undergone many restructurings. The frequent restructuring has contributed to a lack of long-term visionary leadership, institutional memory, and consolidated conservation efforts. The sector is also led by one of the financially weakest institution, with a lack of clear policy which has made the government forestry efforts inefficient in bringing forth any significant change or impact.
18. The protectionist forest management approach, adopted by Ethiopian Forestry sector has also widened the gap between what is de jure and what is de facto and has exposed Ethiopia's forest resources to the widely known situation of the "tragedy of the commons", that is, open access resources open to detrimental over exploitation. The protectionist forest management system used also undermined any traditional communal resources management systems, wherever they have existed.
19. A further significant factor concerning the current situation and status of forest resources in Ethiopia is the current population growth rate (greater than 3%). Such rapid growth out strips the development pace of the country, and together with the severe levels of poverty, has made the efforts to conserve and protect forests, achieve a low impact. The depletion of the forest resources and their declining capability to contribute to the national economy, and to local livelihood sustainability, calls for urgent action of all development partners.
20. Forest management can have a number of objectives, such as, commercial purposes, rural development / poverty alleviation, employment creation, empowerment of marginalized groups, habitat for wildlife, tourism, and conservation of rare and valuable ecosystems. Above all, in developing countries like Ethiopia, the place of forestry in the socio-economic fabric of the rural society is very important. Promotion of the potential economic role of forestry for sustainable rural livelihoods is the new rural development forestry agenda. As stated, the past protectionist forest management approach has not halted deforestation, or contributed towards sustainable growth or livelihoods. Actually, this is a factor of forestry relevant in most developing countries.

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<sup>1</sup> Melaku Bekele,

21. Communities around forest resources and elsewhere do need trees and tree products for their livelihood support. As mentioned above, community members around Chilimo forest use the forest in varying degrees. If communities do not have legal access to forest resources, and has no certainty of having access in the future, they will continue to use the resource, whenever available, in a disordered manner. Access rights and ownership responsibilities are critical factors in promoting sustainable forestry. Therefore, communities need to be brought to the forefront of rural development forestry, as development partners, and as key actors in the management of trees in the landscape, and hence sustainable development.
22. In many developing countries of Africa and Asia, communities' collective action in resource management has shown promising results on the quantitative and qualitative improvement of the resources, whilst at the same time contributing to the rural household economy.
23. In response to the existing situation in Ethiopia, FARM-Africa has initiated joint forest management pilot project in 1996 and after being interrupted for a year it commenced the second phase of the project in September 2001. By July 2004, the first PFM Plan and agreement was approved and official implementation started and since then eight Forest User Groups (FUGs)/ forest development cooperatives have taken over management responsibility.
24. Now, the Chilimo Participatory Forest Management Project Phase two is part of the FARM Africa/SOS Sahel International(UK) Joint Participatory Forest Management Programme. The two organisations have been working to respond to the issues of access and ownership in the context of forestry, through the development of community based forest management systems.

### **3. THE PARTICIPATORY FOREST MANAGEMENT (PFM) PROGRAMME**

25. The programme is operating, in three different social, and environmental contexts in Ethiopia, (Bonga, Chilimo, and Borana), and in Nou in Northern Tanzania. 1) Chilimo as mentioned above is a highland montane forest in West Shewa Zone of Oromiya Regional State, with heterogeneous community, reflecting its proximity to Addis Ababa, immigration to the area and a long history of forest management activities dating back to the Italian occupation. 2) Bonga forest is a moist tropical forest located in Kaffa zone of Southern Nations Nationalities and Peoples State. The local population are a more or less a homogeneous community, although there are socially ostracized community groups living in the forests. 3) Borana lowland Junipers forests, in Borana and Guji

Zones, Oromiya Regional State, are surrounded by Pastoralist and Agri-pastoralist communities where traditional resource management systems exist in a relatively better condition than the other parts of the programme area. 4) Nou forest (Tanzania) is another montane forest in the Arusha catchment of Northern Tanzania.

26. The Chilimo Project /programme has four main objectives that interlinked and form the strategy for the development of community based sustainable forest management. The objectives are;

1. To contribute to the long term conservation of forest ecosystems, through the development and establishment of new systems of forest management
2. To sustain and/or increase income opportunities from improved natural resource management and diversified livelihoods
3. To build the capacity of government staffs and rural community to manage natural resources in a sustainable and equitable way
4. To catalyze the adoption of PFM within policy and practice

27. The rationale behind these objectives is that, developing sound PFM approach by itself would not be sustainable unless complemented by increasing livelihood (agricultural and NTFP productivity) so as to reduce dependency on the forest resources and strength rural livelihoods. This is supported by building the capacity of the implementers (Government and Community) to manage and sustain PFM, and complimented by policy development and support activities, at higher levels.

#### **4. PFM RATIONALE**

28. Participatory forest management can simply be defined as a “ situation in which two or more social actors negotiate, define and guarantee amongst themselves a fair sharing of the management functions, entitlements and responsibilities for a given territory, area or set of natural resources”<sup>2</sup>. It is a process-oriented development and in this process the main actors are the government and community where their roles and responsibilities can vary depending on the resource base. There is no generalised model for a

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<sup>2</sup> Borrini-Feyerabend, G., Farvar, M. T., Nguingiri, j. C & Ndangang, V. A : "*Co-management of Natural resources, Organising, Negotiating and Learning-by-Doing*", GTZ and IUCN, Kasperek Verlag, Heidelberg (Germany), 2000

successful PFM approach, but in principle it should be based on the existing traditional use, management rules and traditional institution.

29. The economic rationale behind PFM is that communities will conserve (sustainably utilize) forest resources if benefits of the management actions outweigh the costs of forest conservation. Therefore the issue is what benefit is the community gaining out of involving themselves in the process of forest management or tree planting. In some cases, these benefits should not necessarily be only financial and economic terms, but benefits in terms of more qualitative cultural values, recognition, and respect are also significant.
30. The issue of tenure is also very significant. Rights of access to, and/or ownership of forest resources completely changes the perceived and actual value of the resources to the community. In Ethiopia the right to current and future sustainable use of forest provides incentives for the community to take the responsibility of forest management by ensuring that their members adhere to their agreed rules and plans and by protecting the forest from outsiders abuse.

## **5. THE PFM PROCESS**

31. The PFM process has three main stages, notably;

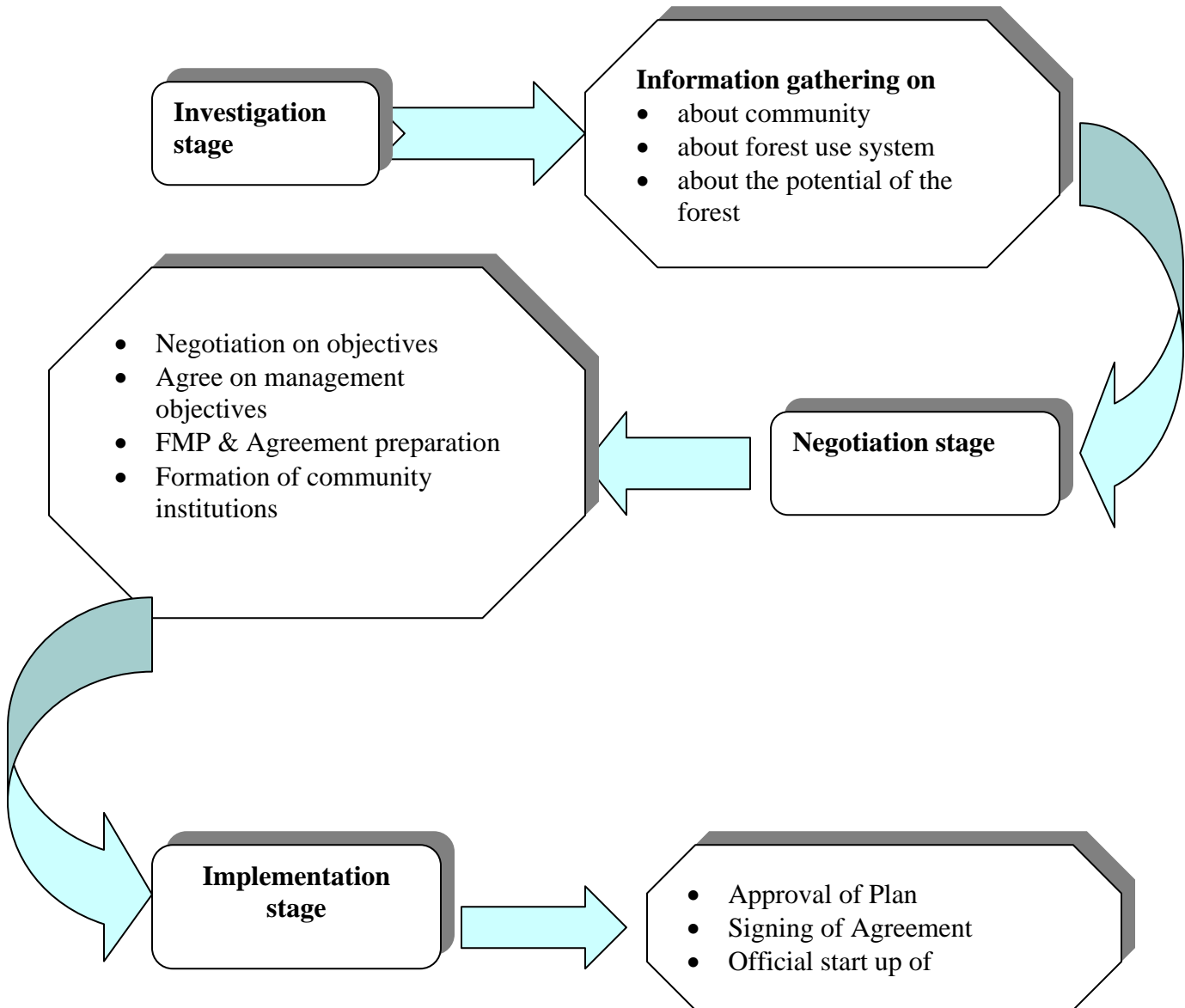
- 1) Investigation stage,
- 2) Negotiation stage
- 3) Implementation stage

32. The fundamental point in the PFM process is that the community has to have a sense of responsibility and ownership over the process. Therefore for the community to have the ownership feeling on the process building a high degree of trust and confidence between the community and the forestry extension worker is a prerequisite for the process to start and succeed. The forestry extension workers should start PFM from the outset of accepting that the community is an expert in its own field of knowledge and experience.

### **5.1 THE INVESTIGATION STAGE:**

33. During this stage of the process, after building trust with the community, the process starts with participatory gathering information on three main categories. These concern information about;
  - a) the community,
  - b) past and present forest use systems,
  - c) forest potential and capacity.

**Fig: Participatory Forest Management Planning Process Map**



34. The objective of the investigation stage is to develop a clear understanding of the forest resources among the partners and assess the existing potential of the community to manage. The information about community and the past and present forest use systems are gathered using a number of participatory tools, such as historical timelines, participatory mapping, matrices, wealth status, semi-structured interviews and focused group discussions. The community related information,

answers key questions such as, who the community is, its organization, social groups, (ethnic, religion, wealth, gender), and institutions, (their roles, decision making power, influence in terms of resource management), communication networks, attitudes, and livelihood issues. Regarding past and present forest use systems, information like user groups, use areas, who takes what from where, when and how much, are investigated. Rights, rules and tenure, (legal, customary, traditional) issues are also studied.

35. An example of the participatory investigations is using historical time line diagrams. With the appropriate facilitation the community will analyse the past and present forest conditions, management, protection, harvesting issues, and discuss what would happen in the future if the situation is not altered, and what should be done.
36. The investigation stage is used in order to discover what are the existing bylaws in relation of communal resources, what are the existing traditional institutions and what is their role with regards to resource management? What local capacity and opportunities for community management exist? These and other related issues will be discussed with the community at this stage.
37. It is also at this stage that a participatory forest resource assessment is carried out. The resultant forest assessment report, is used as a management tool to draw management prescriptions. The report information is also used as a monitoring tool at periodical time intervals after the start of PFM plans implementation.
38. The main feature of the participatory forest resource assessment as a participatory tool has to consider; the time it takes to conduct the assessment, cost implications, and understandability. Participatory forest resources assessment looks into parameters like basal area, natural regeneration, crown cover, dominant species, important species, quality of forest in community perspective, fire evidence, soil exposure, grazing intensity, main uses of the forest, and problems of the forest. The information is assessed by the community supported by foresters.

## 5.2 *THE NEGOTIATION STAGE*

39. At the negotiation stage communities discuss on the objectives of forest management, focusing particularly on the government and community priorities and needs. Dominantly the government objective is more of environmental concerns, that the resource should be playing its environmental role, and be passed on for the coming generation. The community objective is more aim at achieving a sustainable livelihood. The negotiation is therefore focused on harmonising these seemingly

contradictory objectives, protection and harvesting, of the government and the community.

40. The other issue of negotiation is between different interest groups within community like cattle keepers, fuel wood sellers, farm implements sellers etc. After making clear the two major objectives, using the information gathered at the investigation stage, the forestry staff and communities work together to develop Forest Management Plans (FMP) and Forest Management Agreements (FMA).
41. The FMP plans set out what management activities are to be carried out, where, when, and by who. The plan is developed under four main themes describing forest development, forest protection, forest harvesting, and forest monitoring. The FMA serves to clearly define the rights, responsibilities and duties of each agreeing party and set out conditions for agreement cancellation and compensation issues.

### **5.3 THE IMPLEMENTATION STAGE**

42. Once the FMA is finalised and signed, the FMP are implemented. The PFM approach developed is not to replace the forestry department that has the regulatory and service delivery roles. Therefore the community needs these roles played by the forestry service in order to support and achieve the FMP objectives.
43. Regular performance monitoring is built in the approach and the performance of the community management groups and the effectiveness of the plans is undertaken throughout implementation. Of the three stages, this stage is when the community really needs critical support on provision of technical and administrative backup.

## **6. IMPLEMENTATION FRAMEWORK ADDRESSING SUSTAINABILITY CRITERIA:**

44. Whatever suitable methodology one has he has to make sure it fits the sustainability criteria. The approach should fulfil environmental, economic, social and institutional sustainability

### **6.1 USING HOLISTIC APPROACH**

45. Forest Management is based on developing management prescriptions that are designed to meet specific defined objectives, documented in a management plan. These management prescriptions could effectively implemented if the benefits outweigh the communities' forest management investment in terms of labour, management and limiting their

forest use. As most of communities in the project area are very poor and there are many landless youngsters who are desperate to feed their family, especially for the poor overlooking household food insecurity and discussing on forest management would show insensitiveness to their problem. Therefore, addressing forest management problems in an holistic approach, incorporating livelihood off-farm activities and measures that increase agricultural and NTFP would develop community confidence and ensure environmental sustainability

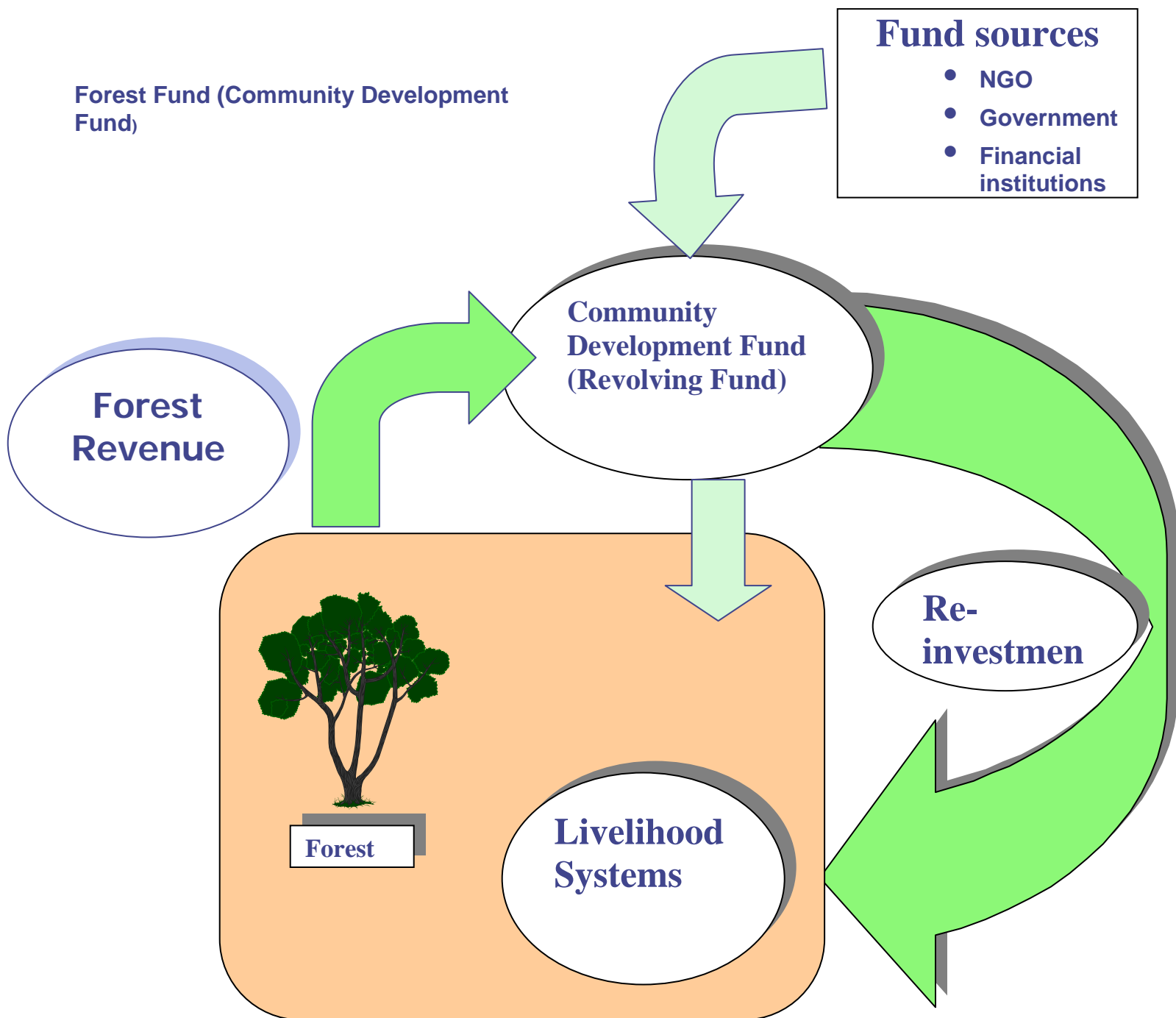
46. Rural Development Forestry is also not only about forests, and if we want forestry to contribute for the overall development issues of the community, we need to integrate it with other development activities of the community so that we increase the livelihood income diversity at household level and reduce the current forest dependency. Hence by doing this we improve the forest capacity to recover and improve its productivity.

47. Therefore, the complementary livelihood activities in the programme are those activities serving to increase livelihood productivity, and that address community needs. Currently, these activities include; the introduction of innovative and appropriate agricultural technologies, beekeeping, improved poultry, agroforestry, grain banking, Sheep rearing and fattening funded through community development fund. The project is now gearing its activities focusing on forestry based livelihoods such like community based tourism and others.

## 6.2 *FUNDING SOURCE*

48. The livelihood support activities and the implementation of the forest management plans will be funded by the community development funds. These will be self-sufficient in funding through revenue gained from forest products and livelihood support activities. Therefore, the financial sustainability is secured through the establishment of community development fund and the government is expected to undertake its regulatory responsibility through allocating monitoring budget and revenue collected from community through royalty payments.

49. The community will manage the community development fund and the grant provided by the project would be the initial capital and it is expected to increase as the community generates money from sales of forest products and repayments of loans given for technology purchase. The community development fund also helps to address equity issues as sales of forest products directly go to community development fund not to individual members. Currently the community development fund is being used for the purchase of technologies like improved poultry package, beekeeping, improved agricultural technologies and highland fruits and irrigation.



**Fig 2: Pictorial presentation of the revolving fund.**

### 6.3 INSTITUTIONAL ARRANGEMENT

50. The strategy to ensure institutional sustainability is that the project is developing the approach through working with partners and builds skills in the government and communities. Through learning by doing process the capacity building will eventually enable the processes to continue in the future without external support. The project is designed in such a way that government staff at woreda are continuously working with the project

integrating considering project activity in the woreda government plan and after donor funding has finished, the project activities will be the responsibility of the government and community. The Woreda office will continue monitoring the project through its regular budget.

51. During the investigation stage, the existing traditional institutions like Idir, Traditional Religious Institutions, Senbete, and others are formed for specific roles within in the community and are found not able to shoulder forest management responsibilities. Therefore forming new community forest institutions is found imperative and the project is now forming forest cooperatives that has started acquiring legal certificate from Cooperative promotions offices of the regional government. Therefore these forest institutions are representing the community and are taking the management responsibility. As they have legal entity they have the right to accuse and be accused representing community.
52. The forest cooperatives have the overall responsibility of implementing the participatory forest management plan and if deemed necessary revise the plan with the Wereda Natural Resources office and managing community development fund. The capacity building component of the project is not only looking into the forest management capacity but also works to develop institutional leadership, financial management, cooperative management that are essentials to ensure sustainability.

## **7. CHALLENGES IN PFM IMPLEMENTATION**

### **7.1 CHANGING ROLES**

53. One of the challenges for PFM to be widely implemented is the role of the forestry professionals. The role of foresters has to change from the conventional protectionist sentiment and the notion of considering themselves as the only custodians of the forest resource, to rural development foresters, taking communities and others as partners to manage and develop the forest resources. This particularly needs to change from authoritative forestry supervisors, to supportive forestry extension workers.
54. Similarly the role of the community also significantly changes. They change from opportune and often illegal exploiters of the forest, to recognized and organized managers of the resource.

55. Change is not a simple or short term process. The forestry sector is conservative and PFM has been considerably resisted by the forestry establishment. PFM is still regarded as the poor relation amongst forestry disciplines.
56. New roles and responsibilities for communities, who have been used to following instructions and directives rather than formulating them, also requires radical shifts in community level actions and institutions.
57. Such changes require new skills and capacity on behalf of the professional as well as the community. New training activities and courses are required. Not only training but also job descriptions of the professionals at the grass root should reflect what is expected of forestry extension worker.

## *7.2 TIME FACTOR:*

58. PFM is not a quick fix solution to the problem of forest destruction. Introducing PFM is a long process, as mentioned above, requiring changes in roles, new responsibilities and skill. Where PFM is new, as in Ethiopia, it also requires new policy and legislation. The severe condition and rapid disappearance of the forest resources in Ethiopia, often makes you feel that going through a drawn out process is a hopeless effort.

## *7.3 COMPLEXITY OF A HOLISTIC SUSTAINABLE LIVELIHOOD APPROACH*

59. PFM approaches has to analyse the opportunities to reconcile the conservation and utilisation needs of the community. Therefore, community-based management must try to balance between the forest conservation and economic need from the resource, which commonly are the different interests of the government and the community. Poverty levels in rural areas, and the number of forest dependent households is a major challenge and needs an integrated approach that must look into increasing livelihood productivity. For the approach to be successful has to be integrated with other development interventions. Institutional and financial management capacities of the community also need to be strengthened.

## *7.4 RESPECT FOR TRADITIONAL CUSTOMS / RULE*

60. The communities active commitment is also essential for successful development and implementation of PFM plans. In areas where there is no respect to traditional customs and rules on resource utilization, getting high level of participation is a challenge. Working in heterogeneous communities, strength of community level management is a key concern.

To successfully implement community-based management the responsible government institutions must be committed to support community initiatives, enforce and respect community decisions. In other words, community rules and sanctions must be supported with legal enforcement. The commitment from the legal executive bodies must be raised to complement and support community initiative.

#### **7.5 GETTING THE NECESSARY LEGAL SUPPORT, NEW POLICIES AND LEGISLATION**

61. Community based management (Participatory management) must be accommodated within the legal framework. This is ranging from getting the formal recognition by the Judiciary and recognition as forest managers and with right to be accused and accuse. PFM has been developed in Ethiopia in a policy vacuum. Although currently, in Oromia Region, we have at least a policy provisions that explicitly states that user right and management responsibilities could be passed on to an organized community. Lack of clear policy guide has served to reduce the pace of PFM development, and confuse those on the ground using outdated and irrelevant old policy, in the absence of anything more appropriate.

#### **7.6 STRONG COMMUNITY INSTITUTION**

62. Community based resource management needs strong community based institutions, which are not easy to create. Community institutions has to be able to enforce rules and sanctions and collect fines that will be reinvested to the development of the resources / community. The institutional capacity of the community has to be empowered so as to administer all the technical, financial and administrative issues of community based management.

### **8. RECOMMENDATIONS ON WHAT NEEDS TO BE DONE**

63. In Ethiopian context where the population of the rural farming community is so large and mostly dependent on natural resources, we have to develop a mechanism where the forestry sector contributes for rural development. Sustainable forest management as in the Ethiopian case could only be achieved if we treat the problem in a holistic way addressing forestry and community problems.

#### **Policy issues:**

64. The upcoming forest policy should (at the federal level) explicitly give provision for various mode of community involvement and subsequently should be supported by proclamations and directives. In these respect the

federal ministry seems to overlook the forestry problems of the country. Therefore, there must be a clear policy guideline, which accommodates community based management approaches and must be followed by regulations and directives

#### **Institutionalizing PFM approach:**

65. In Ethiopia, PFM has started to show results on improving forest conservation and supporting rural household economy. Therefore to get significant results PFM approaches should be institutionalized within the government structures. Currently the projects operating in this area are very few compared to the need to involve the community in the management of the remaining forest resources. Institutionalizing the approach could not come easily and needs strong commitment from partners.

#### **Institutional measures:**

66. Having a good policy by itself would mean nothing if institutional capacity is not developed. These need critical measures ranging from capacity building training to re-designing TOR of the forestry professionals at the grassroots level. It should be complemented by behavioral and role change of the existing forestry professionals to forestry extension workers taking the community as development partners rather than forest destructors.

#### **Legal support for community initiatives:**

67. PFM is not to replace government management in the absence of legal support, which encourages free riders. There must be legal recognition and support for community initiatives. If the judiciary and police are not supporting community actions the success can mostly depend on the empowerment of the community, which is not achieved in a short period of time.

#### **Community related issues:**

68. Adopting holistic approach: Forestry development activities should be geared towards improving livelihood system. The question is how could we harmonize the conservation and utilization needs of the community.

#### **Community empowerment:**

69. The strength of communities' collective action depends on the level of empowerment and confidence built within the community. Therefore, forestry institutions should be transparent and work towards empowering

the community. Granting legal access to the resources and having management responsibility will totally change the perceived and actual value of the resources and encourage the community to manage the resource.