Report on the work of the SADC-JICA Project Expert Working Group on Participatory Forest Management

13 February 2017

Acknowledgement

On behalf of the SADC-EWG PFM and in my capacity as the Chairperson of the EWG wishes to express my sincere gratitude to the Government of The United Peoples Republic of Tanzania and the Government of The Royal Kingdom of Thailand for hosting our first and second workshops in Moshi and Bangkok respectively.

As EWG we acknowledge and recognize in particular the services of the Regional Community Forestry Training Center (RECOFTC) for arranging and facilitating both workshops and study tours from which participants were exposed to a variety of approaches in governance and administration of participatory forest management practices.

We give thanks to all individuals, communities, organizations and local authorities whom we interacted with and immensely benefited from their experiences. We further appreciate the work of the JICA Project Management Unit for their consistent coordination, guidance and provision of logistical support to the EWG.

To my fellow EWG members, who without doubt demonstrated their commitment and desire to take the project to another level, I say job well done and further encourage them to keep and embrace the remarkable spirit of dedication and teamwork.

It is against the foregoing that this report could not have been possible without the valuable input from the rest of the team.

Sonny Walter Mokgwathi
Chairperson

1.0 Introduction

This report provides and highlights important developments and milestones realized since the inception of the SADC-JICA Project Expert Working Group for Participatory Forest Management (PFM) thematic area. Following the establishment of the Expert Working Group (EWG) and its associated Operational Guidelines on Participatory Forest Management (PFM) by the Joint Coordinating Committee in September 2016, the first workshop for EWG PFM was conducted in partnership with the Regional Community Forestry Training Center for Asia and the Pacific (RECOFTC) in Moshi Tanzania from 28 November to 2 December 2016. The main objectives of the workshop were to discuss the project activities including the study tour and develop an annual plan. The EWG nominated Chairperson and rapporteurs who continued to work on an ad-hoc basis. Subsequently, the second workshop for EWG PFM was further conducted jointly with RECOFTC in Thailand from 1 to 12 February 2017 as a follow-up to activities of the first workshop and further examined and appreciated participatory forestry management concepts, strategies and principles applied in Thailand context.

2.0 Background

The forests of Southern Africa comprise a multitude of forest types and ecosystems, ranging from mangroves to rainforests, dry and humid ecosystems and are home to an incredible wealth and diversity of fauna and flora. The importance of forests cannot be highlighted enough. They provide significant benefits in terms of wood as well as non-wood forest products and an array of ecosystem services, not to mention supporting millions of local livelihoods across the sub-region. With support from JICA, the Project for Forest Conservation and Sustainable Management of Forest Resources in Southern Africa has formed SADC-JICA Expert Working Group for PFM (EWG PFM).

The project seeks to enhance participatory forest management in accordance with SADC FORESTRY STRATEGY 2010-2020. The strategy put emphasis on empowerment of communities through the development of participatory models, so that they can be better players in management and production of forest resources. That political realization is growing in a number of SADC countries and also drives their supports and advocacy for sustainable use of natural resources. Community

empowerment models have been piloted and applied in the SADC Region over the last 15 years, hence it is feasible for such experiences to be shared among member states either bilaterally or through the SADC Secretariat. It is encouraging that some of the most forest rich members of SADC, are keen on such empowerment models so that participatory forest management approaches can be applied to reduce rural poverty and serve sustainable forest management goal.

3.0 Specific issues covered by the two workshops of EWG

❖ Examination of participatory forestry management concepts, strategies and principles applied in different contexts in order to gain a broader and deeper understanding of PFM
❖ Assessment of mechanisms and processes that support participatory forest management approaches in Tanzania and Thailand
❖ Adopted models of community forestry based enterprise development initiatives.
❖ Development of an annotated skeleton of a draft SADC guidelines on PFM
❖ Determination of contributions required for drafting the SADC Guidelines on PFM
❖ Agreement on option to support PFM under the SADC-JICA project

4.0 Highlights of the workshops

4.1 Understanding of Participatory Forest Management

The EWG recognized the diversity of definitions and nomenclature of Participatory Forest Management both in the SADC and Asia-Pacific region. This is attributed to the fact that forest resources are managed for different purposes and a variety of reasons under specific or defined land tenure systems. However, it is important to note that the principles, approaches and associated challenges of Participatory Forest Management are to a certain extent similar. Generally, active involvement of community in forest management and derivation of value for their livelihood are key elements of participatory forest management.

Following a field tour in both Tanzania and Thailand to appreciate different models of PFM, the EWG observed that PFM best practice and successful

community forestry is characterized by the following community forestry principles:

a) *Availability of (quality resources)* – These are resources that can be physically combined and used for sustainable forest resources management. They are normally categorized into four types: land, forest, human and finance.

b) *Effective policy and regulatory support* – That community needs an enabling regulatory framework to manage their forest resources. Thus supporting their livelihoods, increase environmental stability, and on a larger scale, increasing the economic development of the country.

c) *Clear rights and tenure among resources users* – All stakeholders have to have their rights over land and natural resources recognized. Statutory and customary law creates rights, providing the foundation for institutions and processes, and establishing the basic principles on how people interact with each other and with their resources. The rights may refer to the right to access, to manage, to include and exclude other users, and to pass these rights to future generations. These rights also define how the different stakeholders, particularly the community, interact with their forest resources.

d) *Effective governance* – This is needed to ensure that resources are managed in a sustainable manner, i.e. ensuring that governance facilitates rather than hindering achieving the aim. Governance is referred to the interaction of formal and informal laws and rules, institutions and processes through which a society exercises powers and responsibilities to make and implement decisions which affect natural resources and natural resources users and to hold decision makers, implementers, and natural resources users accountable. The major characteristics of good governance include accountability, effective participation, transparency, and adherence to the rule of law.

e) *Effective participation* – Effective involvement of community in resource management is required from the first to final stage. This is very important because participatory resources management is built on the willingness of the community, and other key stakeholders, to create sense of ownership, empower community, ensure sustainability, ensures transparency,

equitable contributions and benefit sharing, and thus lead to efficient use of resources and minimize conflict. Effective participation must also place sufficient emphasis on marginalized groups including women. This takes into account their vulnerability to change, their traditionally peripheral involvement in decision making and their reliance on the forest resources on a subsistence level.

f) *Capacity of community and other key stakeholders* – Since the local people are resource managers, they need to have sufficient capacity to meet the requirements of this role. This is one of the basic principles of participatory resources management whereby knowledge, confidence, and skills of the resources managers are developed through different learning interventions and ensuring that the local people have sufficient knowledge to develop and implement their resource management plans effectively, and in a participatory manner (including participatory monitoring and evaluation). They must be able to adapt and adjust taking into account various internal and external pressures and requirements. In addition, other key stakeholders must have capacity to support the role of local community. These capacities not only include forestry knowledge and techniques but social processes to empowering local people in managing their forest resources.

g) *Meeting local needs* – Local needs should be primarily considered as a driving force or incentive for the community to actively conduct sustainable resource management. An effective PFM plan must recognize the differences, and sometimes conflicting resource needs that must be identified, considered and targeted in a fair and sustainable manner.

h) *Adaptive management and learning* – Participatory resource management is a social process that involves different roles and interests from different actors. There is no "one-size-fits-all" for the practice of participatory resources management, with much depending on who manages the resource, for what purpose, and on what resource basis. Participatory resource management allows stakeholders to identify common interests and problems, design what they want to do with their resources, what is required and adapted regularly in the management and encourage collective action to achieve the aims together.

i) *Accommodating Multiple Stakeholders Interests* – Sustainable use and management of forests resources requires collaboration between different stakeholders. However, collaboration does not develop merely through people agreeing on something, there are often considerable differences in power, as well as interests and values amongst those using or dealing with the natural resources. These aspects of participatory resource management are often poorly managed by government departments, local institutions and development agencies, in part due to lack of tools to assess stakeholder's roles as well as interest.

4.2 SADC PFM Guideline

In developing the SADC – PFM Guideline, the EWG drew experiences from the ASEAN countries and considered current PFM practices in the SADC region. The EWG made progress by building upon the draft guideline discussed from Moshi workshop and provided more inputs to make it more practical and in logical order. Annotated outline for SADC PFM guideline has been developed and agreed among SADC EWG PFM. It is ready to share as a draft 1 to JCC in April 2017.

4.3 Key lessons from the study visit

The EWG had study visits both in Tanzania and Thailand and learnt how PFM concepts, strategies and principles applied in the two different countries with success and some challenges. They recognized the various modalities of PFM and how PFM principles work. The concept of OTOP in Thailand helped participants to consider community based forest enterprise development. Participants also appreciated the role of youth and effective adaptive management in supporting SFM.

During the Field Visits in Thailand, the EWG observed and appreciated that youth are actively involved in forest conservation and management; communities actively participate in forest management; there are organized structures at local level that favors PFM; the legal framework (policy and legislation) is in place.

However, there are gaps in some of the PFM models adopted as land rights and tenure is not very clear among key stakeholders. More emphasis is on forest conservation than utilization hence few or lack of income generating activities.

4.4 Reporting template

The Project Management Unit introduced a reporting template to be used by SADC PFM members on best practices. The EWG had an opportunity to familiarize themselves with the draft template and made some improvements that included inter alia the need for the template to include location, size and project map, financial aspect. It was further observed that it is important for any project to have a project document detailing all aspects of the project

Observed good practices from the field study were subjected to the template as a way of practice. The template will be presented in a draft form in the SADC PFM regional guideline.

4.5 Alternative approach: Database information system and Training for Trainers

PMU proposed an alternative approach to support PFM implementation in SADC. This included training program and establishment of database system. Capacity building of member states on PFM was discussed. It was agreed that each country will have maximum of two persons to join in each training Database for PFM will be established and all various practices will be uploaded into the database system.

The EWG appreciated the proposal as a welcome development and further identified training topics which the EWG members considered as basic needs to support PFM in the region. Identification of topics was aligned to the objectives and aspirations of the current SADC Strategy on Forestry. The proposed topics include:

- Project Management
- Market analysis for PFM
- Participatory (forest resource) assessment/ PRA- Appraisal
- Conflict management

- PFM for biodiversity

The EWG saw value in the proposed approach compared to the original plan of cross learning piloting.

4.6 Preparation for JCC Meeting in April 2017

A draft progress report of EWG PFM to be presented to the next JCC by the Chairperson was produced.

5.0 Conclusion

The work of the EWG as up to now, has been carried out as planned and as per the Terms of Reference of the EWG. Inputs and valuable contributions of the EWG members in the development of the SADC PFM Guideline is fundamental and shall form the basis for future cooperation and development of forest resource management in the SADC region. Lessons and experiences acquired during workshops plus study tours by the EWG members shall continue to enhance sustainable forest and land management practices.

Appendices

1. A list of SADC - EWG PFM Members

No	Country	Substantive	Alternate
1	Angola	Ms. Elizabeth Florisbela de Alemba	Mr. Oliveira Domingos Gonçalves
2	Botswana	Mr Sonny W. Mokgwathi	Mr Onalenna S Manene
3	Democratic Republic of Congo	Mr Guy Landu Bikembo	Mr Scott Bafeno Athyla
4	Lesotho	Ms Lerato Putsoane	Mr Tankiso Lechesa
5	Madagascar	Ms Felanirina Rabevazaha	Mr Tovohery Ndriananja
6	Malawi	Mr Titus Zulu	Ms Emily Gondwe
7	Mauritius		Ms Cecily Cyparsade
8	Mozambique	Mr Renato Timana	Ms Teresa Nube
9	Namibia	Mr Theodor Kaambu	
10	Seychelles	Mr John Quilindo	Mr Steven Azemia
11	South Africa	Ms Nelly Mjikwa	Ms Mmakwena Maleka
12	Swaziland	Mr Mbhekeni W. Nxumalo	Mr Nkosinathi N. Masuku
13	Tanzania	Mr Emmanuel Msoffe	Ms Charles J. Mwafute
14	Zambia	Ms Joyce Munkombwe	Mr Davison Mwela
15	Zimbabwe	Mr Steven Zingwena	Mr Rodwell Diwura

2. Annotated SADC PFM Guidelines

Annotated Outline: Draft 1

Overall objectives

The overall objectives of the guideline are to guide and provide direction in supporting PFM implementation for the SADC region.

Specific objectives:
- Develop common understanding on the concept as well as current practices of participatory forest management across the region
- Provide direction with guiding framework on how to promote and support PFM within the region
- Determine set of basic (standards for) information and experience sharing across SADC member states
- Create a mechanism to mobilize resources from both international and local sources in supporting PFM implementation in the region
- Make improved monitoring and evaluation tools available for PFM progress assessment at both regional and basis for national monitoring system

Who are the main users?
- PFM Practitioners (Government & Non-Government Organizations)

Contents

1   Introduction: 2 pages
This chapter gives a short introduction about the guideline, helps the reader to understand the background of this guideline, how to develop, and gives the overall structure of the guideline.

1) Objectives of this guideline
This section explains rationale behind this guideline development by having a short link with SADC Forestry Strategy 2010-2020, current PFM issues within region, and what this guideline can offer in addressing those issues, any principles applied while developing this guideline, and what this guideline aims to achieve.
References:
a) SADC Forestry Strategy 2010-2020
b) Southern Africa's Forests and People: Investing in a Sustainable Future 2015
c) Any regional forestry reports
d) Any other regional dialogues or policies

2) Development methodology
The section provides short information about the process, how this guideline has been developed as well as who has been involved. It may be useful to present in a table or timeline form describing development stages. The section also shows how consultation has been applied in the development process.

3) How to maximize use of the guideline
This section provides basic information about who are primary and secondary target users, how users could maximize the guideline. It provides a few scenarios how to use the guideline for different purposes i.e. policy dialogue, PFM program design and review, and data base system development under different contexts.

4) How is this guideline structured/organized? (Characteristics)
The section describes general characteristics of the guideline. These may include practical language, broad regional representation, sources of information for further update, any assumption behind the guideline development. This section gives information how this guideline is organized and short narrative description of each chapter so that the reader knows what to expect from which chapter.

2   Background: 4 pages
The chapter gives background information about forests and PFM within SADC Region.
1) General background of forestry in SADC
This section should give a brief regional snapshot of the forest situation in Southern Africa region. This may include forest size, forest cover, forest types, forest distribution and basic map, general institutional setting, overall policies, threats to SADC forest land and resources
References:

a) SADC Forest Strategy 2010-2020
b) Any update literatures on SADC protocol on Forestry
c) Any forest assessment reports from regional or national research
d) FRA 2015
e) MNRT,2015 National Forest Resources Monitoring and Assessment of Tanzania Mainland
f) Zimbabwe Biodiversity and Tropical Forest Assessment 118/119
g)

2) What is PFM and benefits of PFM for SADC? 1.5 page

The section explains the basic concept of PFM, its definition at global and regional level. It provides general picture of PFM in other regions (Asia, Latin America or Europe) with existing definitions used by different countries or organizations in boxes. The section gives the overall benefits as well as beneficiaries of PFM/Social Forestry or Community Forestry or Community based Forest management experiences from other regions as well as in selected SADC countries. It explains how PFM will benefit to forests and people within SADC region, potential outcomes and impacts of PFM toward poverty reduction, climate change, and sustainable forest management as well as SDGs and other international agreements within the region.

References:
a) Literatures from other regions i.e. South-Southeast Asia, Latin America, and Europe
b) Participatory Forest Management in the Gambia by Mr.Lamin Jammeh, Communications and Public Relations Officer, Department of Forestry, Banjul. (iasc2008.glos.ac.uk/conference papers/J/Jammeh_214901.pdf)
c) Participatory Forest Management Policy & Practice in South Africa by the Department of Water Affairs and Forestry (www.daff.gov.za/doaDev/sideMenu/ForestryWeb/dwaf/cmsdocs/Tom/SUMMIT PAMPHLET 6a-PFM.pdf)
d) Participatory Forest Management Guidelines Kenya Forest Service (2015) (www.kenyaforestservice.org/documents/pfm/PFM Guidelines Final 2016.pdf)
e) SADC Forestry Strategy 2010-2020
f) Community Based Natural Resources Management Policy, Botswana - 2007
g) Forest Policy, Botswana - 2011
h) Agricultural Resources Conservation Act, Botswana - 1974
i) Forest Act, Botswana - 1968
j) National Forests Act, 1998 (Act No. 84) South Africa
k) Tanzania Forest Policy of 1998 (under revision) and Forest Act no 14 of 2002
l) Tanzania National Land Act of 1999 and Village land Act of 1999
m) National Forests Act, 84 of 1998. South Africa
n) Mandondo, A., Prabhu, R., Matose, F. 2008. Coping amidst chaos: Studies on Adaptive Collaborative Management from Zimbabwe. Bogor, Indonesia, Center for International Forestry Research (CIFOR). 132p
o) Community Forestry in Lesotho. The people perspective by David Hall and Thuso Green, December 1989 (is it still relevant?)

p) Millennium Development Goals. The Lesotho Vision 2020 and the National Strategic Development Plan 2012-2017

3) Context of PFM
The section gives background and evolution of PFM in SADC.
- How PFM has been introduced or developed in SADC countries?
- Purposes of PFM in SADC with some example from selected countries,

The section provides overall regional perspectives of PFM by highlighting different definitions of PFM for different priorities among SADC countries. It should also highlight how PFM could serve national forestry agenda, key challenges of PFM development and implementation within region and how PFM has contributed to the SADC Forestry Strategy 2010-2020 (if information available)

References:
a) National Forestry Reports from SADC countries (eg: National Forest Policy (2006), Mauritius)
b) Any research documents
c) Who owns Africa's forests? Exploring the impacts of forest tenure reform on forest ecosystems and livelihoods Journal Forests, Trees, and Livelihoods vol 25 2016 issue 2 Moving beyond forestry laws through collective learning and action in Sahelian countries
d) Roe D., Nelson, F., Sandbrook, C. (eds.) 2009. Community management of natural resources in Africa: Impacts, experiences and future directions, Natural Resource Issues No. 18, International Institute for Environment and Development, London, UK.
e) Forest management decentralization in Kenya: Effects on household farm forestry decisions in Kakamega Kenya 2012
f) National forestry plan or document
g) Community Based Natural Resources Management Policy, Botswana - 2007
h) Forest Policy, Botswana - 2011
i) Agricultural Resources Conservation Act, Botswana - 1974
j) Forest Act, Botswana - 1968
k) National Forests Act, 1998 (Act No. 84) South Africa
l) Management practices for the protection of forest reserves - the case of Kalahari Sand teak forest reserves in Western Zimbabwe
m) Empowering Communities to Manage Natural Resources, Case studies from Africa by Sheona Shackelton and Bruce Campbell
n) Participatory Forest Management in Africa: an overview of progress and issues by Liz Alden Wily, 2002
o) Lesotho Forest Act of 1998, Forestry regulations of 1980 and National Forest policy of 2008

4) Current practices of PFM in SADC
The section gives a snapshot of existing institutional arrangements, policies, and current practices of PFM in SADC countries. It presents in a table: country priorities, forest and land tenures, PFM practices, types of PFM, models, existing policies and legal framework,

approaches used to support PFM, overview outcomes and impacts of PFM on SFM and livelihood development. PFM approach should include industrial forest, protected forest and other types of forest tenure. Modalities should include key ones such as charcoal and firewood, non-timber forest products, as well as forest restoration???

References:

a) National PFM reports
b) Any regional review on PFM
c) FAO Forest Assessment Report
d) Participatory Forest Management in the Gambia by Mr.Lamin Jammeh, Communications and Public Relations Officer, Department of Forestry, Banjul. (iasc2008.glos.ac.uk/conference papers/J/Jammeh_214901.pdf)
e) Participatory Forest Management Policy & Practice in South Africa by the Department of Water Affairs and Forestry www.daff.gov.za/doaDev/sideMenu/ForestryWeb/dwaf/cmsdocs/Tom/SUMMIT PAMPHLET 6a-PFM.pdf)
f) Participatory Forest Management Guidelines Kenya Forest Service (2015) (www.kenyaforestservice.org/documents/pfm/PFM
g) SADC Forestry Strategy 2010-2020
h) Participatory Forest Management in Tanzania 1993-2009. Lessons learned and experience to date in Tanzania
i) The Lesotho Forest Act of 1998, Forestry Regulations of 1998, National Forestry Policy of 2008 and the Land Act 2010

5) Challenges of PFM in SADC countries (this section is overlap with 2 4))

The section gives overview key challenges of PFM development and implementation with severity degree within SADC countries, and approaches taken to overcome those. Approaches used in other continents may be considered.

References:

a) Blomley, Tom. 2013. Lessons Learned from Community Forestry in Africa and Their Relevance for REDD+. USAID-supported Forest Carbon, Markets and Communities (FCMC) Program. Washington, DC, USA.
b) Community forestry in central Africa: has it been a success? CIFOR 2016
c)

3   PFM Framework: 11 pages

1) Main PFM Objectives

The section gives broad overview of PFM objectives: SFM, Social Mobilization, and Livelihoods Development. It shows different PFM objectives from other regions.

References:

a) Need literature review from other regions: Asia, Latin America and others
b) www.recoftc.org
c) FAO Forty year of community forestry

Basic principle of PFM. The section gives a short background of PFM and different sets of principle applied in other regions. (Note: SADC EWG should agree what principles can be applied for PFM in SADC). This section should give a little explanation and analysis of each principle.

References:
   a) Basic principles of PFM used in Asia, Latin America, or where else
   b) www.recoftc.org
   c) Any regional review of PFM in SADC
   d) FAO Forty Years of Community based Forestry
   e) Community managed forests and forest protected areas CIFOR
   f) Impacts of community forestry on community livelihoods in Cameroon CIFOR
   g) Forest users and environmental impacts of community forestry in the hills of Nepal ELSEVIER vol 13 issue 5 June 2011
   h) Blomley, Tom. 2013. Lessons Learned from Community Forestry in Africa and Their Relevance for REDD+. USAID-supported Forest Carbon, Markets and Communities (FCMC) Program. Washington, DC, USA.
   i) CIFOR Community forestry in central Africa: has it been success? 2016
   j) PFM guideline in Malawi 2006
   k) Joint Forest Management Guidelines 2015
   l) Community Based Forest Management Guidelines for establishment of village land Forest Reserves and community Forest Reserves

2) Applicability of PFM in SADC countries

This section provides arguments against above principles and perhaps using different case studies from SADC countries (if available) on which of these principles and how they have been applied. The section provides four or five case studies/models maximum that can represent success and fail PFMs. The selected case studies should cover success or fail in policy support, forest land tenure and allocation, people participation in PFM establishment, PFM management plan, or benefits from PFM implementation to local livelihood and forest health.

References:
   a) Regional PFM review from CIFOR?
   b) Different PFM cases from SADC
   c) Participatory Forest Management (PFM), Biodiversity and livelihoods in Africa. Proceedings of the international Conference 19-21 March 2007 Addis Ababa, Ethiopia.
   d) Joint Forest Management Guidelines 2015

3) Current costs benefits analysis of PFM in SADC
The section should share an existing analysis of cost benefits of PFM practices. The costs refer to financial, human, and other types of costs for PFM implementation. The benefits should refer to different types of direct and indirect benefits including the benefit sharing mechanisms.

References:
   a) Any cost-benefit analysis paper from the region or region
   b) If not we need to do literature review from other regions

4) General approaches used in PFM... overlap with chapter 2... suggest to move this part to "Current Practices of PFM in SADC" as these approaches are applied in different national contexts

4 Basic set of information and key lessons: 9 pages

This section gives rationale why we need this set of information for PFM development and for PFM program improvement. The set of information can be used as a baseline data for SADC. The set of information may include

- Land use and/or tenure consideration: definitions and features
- PFM definitions and features
- PFM area
- Forests and Forest Conditions
- PFM user and target
- Management plan
- Incentive and benefits

This section should present in a table form on individual country

PFM Information	Definition	Current features	Key issues	
Land use and land tenure				
PFM area				
Forests and forest condition				
PFM User				
PFM Management Plan				
PFM outcomes				

References:
a) FRA Africa 2015
b) National and regional forestry reports
c) Participatory forest management in Africa an overview of progress and issues, Liz Alden Wily, p 31.
d) Simpler Forest Management Plans for Participatory Forestry, Working paper, FAO -

Rome, 2004
    e) Short description of different land use Uraivan Tan-kim-Yong 1992
    f) Participatory Land use planning for natural resources management in Northern Thailand
    g) Short description of land tenure FAO,2012: Land tenure studies 3 pg 7
    h) Categories of land tenure FAO,2012: Land tenure studies 3 pg 8
    i) Participatory Forest Management in Tanzania 1993-2009. Lessons learned and experience to date in Tanzania

    j)

5   PFM Requirements: 7 pages
This section brings short narrative discussions of the key enabling factors for PFM development and implementation. It gives argument why these factors are important and short explanation of each enabling factors
   1) Human resource and basic competencies for PFM
      This part explains
         ● Who should be involved in PFM development and implementation?
         ● What are key competencies needed for individual key actor?
         ● What are existing capacity development mechanisms for PFM in each country or region?
         ● Any other capacity development service providers? Such FTI Tanzania
      References:
         a) Any PFM training curriculum existing in SADC or in Africa.
         b) PFM CDNA framework from Tanzania (ECOPRC). Please contact Almas or Richard
         c)

   2) Technology
      This part shows why technology is important in supporting PFM development and implementation in SADC. It will give different types of technology that could benefit PFM. Basic technologies may include
         ● GIS
         ● Data management system (Knowledge Management Platform, IT, Websites, etc)
         ● Forms of alternative energies (i.e. sustainable charcoal production)
         ● Forest Restoration Techniques
         ● Agro forestry system
         ● NTFP processing techniques
         ● PFM product harvesting technology
         ● Plant Propagation Techniques
      In each technology, it gives advantages and disadvantages of using the technology for PFM
      References:
         a) Literature on GIS for CF/SF/PFM
         b)

   3) Institutional Arrangements

This part gives argument why we need proper institutional support including logistics such as agreements with user groups, supporting institutions (academic), designated units for PFM, mandate for PFM, inter-ministerial coordination, public private partnerships, bilateral arrangements amongst others and how it should look like with research back up.

References:

a)

6 Monitoring and evaluation mechanism: 5 pages

This chapter highlights importance of having proper M&E system. It presents basic principles of PFM as agreed in chapter 3 and elaborates more with criteria and indicators. It gives short explanation of each principles as a reminder (chapter 3 has already given short explanation)

1) Basic set of criteria and indicators
   - SFM
   - Poverty reduction
   - Social mobilization
   -

This section should present in a table form

PFM Principles (Social, Environmental and Economic Benefits)	Criteria	Indicator	Key assessment questions
???			
???			
???			
???			
????			

2) Basic tools for M&E

This section compiles different traditional and participatory tools to be used for M&E with advantages and disadvantages. Link with data base system, Forest operational plans, Project plans etc

References:

a) Any M&E tool kits available in the region or region
b) PFM in Malawi(2006)
c) Criteria and Indicator for Sustainable Community Managed Forest Landscape CIFOR

7   Mobilization of funds : 5 pages

This part should provide information for different funding sources available for PFM at both national and regional including criteria for funding, advantages and disadvantages, and basic requirements. Funding opportunities should not limit only traditional funding sources (i.e. loan or grant from bilateral financial sources or government budget) but include non-traditional funding sources (i.e. unsolicited calls, innovative fund, Climate Change Facility, Private Sector, and more)

1) Types of fund
2)   List of funding opportunities with basic requirements, focus and web-links
3)

References:
   a) FAO & Global Mechanism of the UNCCD. 2015. *Sustainable financing for forest and landscape restoration: Opportunities, challenges and the way forward*. Discussion paper. Rome.
   b)

8   Knowledge sharing and learning: 5 pages

This chapter provides basic values for learning and sharing with some basic principle for effective learning and sharing. It shows different learning modalities with existing or available in SADC with advantaged and disadvantages

1) Rationale for knowledge sharing and learning mechanism

This section highlights key values of cross learning as well as sharing with basic principles for effective learning: i.e. learning-center, respond to immediate needs, accessibility, learning atmosphere, respect of different views and perceptions. It provides how cross learning and sharing mechanism could contribute to PFM target or program at both national and regional level.

References:
   a) Participatory Forest Management in Tanzania 1993-2009. Lessons learned and experience to date in Tanzania
   b)
   c) ???

2) PFM learning and sharing mechanisms/platforms

This section gives different modalities or examples for cross learning and sharing experienced from other regional or within the region. It provides available cross learning mechanisms with advantages and disadvantages. Examples of case studies and success stories. Examples for cross learning within regions such as Commission of Indian Ocean (COI), Western Indian Ocean Challenge) ISLANDS, ASEAN etc.

References
   a) ????
   b) ????

9   References

10 Annexes

3. PFM Reporting template

PFM Good practice Reporting Template

1 General Description

1） Name of Project (Enterprise, Scheme, etc)：
2） Name of Country：
3） Reporting Person
 Name：

Belonging Organization：

Email：

 4） Implementing Organization
 Name：

Postal Address：

Email：

WEB URL：

5） Funding Source：
6） Implementing Place：Country, Province, City/Towm/Village
7） Implementing Period：MM/YYYY – MM/YYYY

8） Key Words :

[Natural] Tropical Rain Forest; Dried Forest; Secondary Forest; Desert; Coastal Forest; Rare Species; Endangered Species; Green Tourism;
[Social] Poverty reduction; Income generation; Public-Private-Partnership; Traditional knowledge; Minority people; Gender; Enlightenment; Education; Cooperative;
[Technical] Bee keeping; Glazing; Aqua culture; Weaving; Dyeing; Medicinal plant; Plantation; Agroforestry;
[Disaster Preparedness] Fire; Flood; Drought; Tidal wave;

 9） Summary of the Project

(not more than 10 lines)

2 Background of the Project

(not more than 8 lines)

3 Overall Goal and Objectives of the Project

(not more than 8 lines)

4 Major Activities

(not more than 25 lines)

5 Direct Outputs from the Project

(not more than 8 lines)

6 Indirect Impact of the Project

(not more than 8 lines)

7 Intervention of Central/Local Government

(not more than 5 lines)

8 Way Forward

(not more than 5 lines)

8 Reference Documents/Materials

（Document title, URL, etc.）