

## **Participatory forest management in the Gambia**

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### **Abstract:**

Participatory forestry is the main strategy of forestry management in the Gambia. Piloted in the early 90s with the technical and financial support of the German Government through the Gambian German Forestry Project, successful implementation results consequently led to the institutionalization of the Gambian Forest Management Concept GFMC and adoption of the New forest policy 1995.

The GFMC merges the models of natural forest management in forest parks and community forest CFs. It's based on the nucleus concept where decentralized forest stations coordinate the management of all forest within the country. It also aims to create a common understanding among all actors in the field of natural resource management particularly the forestry development sector in the Gambia.

The GFMC put the rural people at the centre of managing the Gambians' forest resources. Consequently, it follows participatory approaches so that the local people are fully involved in planning, decision-making, organization and administration. Furthermore it provides a medium through which the Gambia government sought to alleviate poverty, by legalizing sustainable utilization of products and services by local peoples involved in forest management.

Through the various participatory forest management approaches outlined in the GFMC, forestry department seeks to attain the sustainable management of over 200,000ha of forest cover envisaged in the 1995-2005 forest policy with focus on the local people as the main actors and target beneficiaries.

### **Key words**

1. *Participatory forest management*
  - *Introductions*
  - *Reasons for PFM*
  - *Frame work conditions for PFM*
  - *Approaches.*
2. *community forestry*
  - *definition, reasons and legal basis*
  - *Principle features of CF Concept.*
  - *Participants in CF their functions and tasks.*
  - *Benefit sharing in CF*
  - *Status quo of CF implementation*
  - *Consecutives step in passing tenure rights in CF*
3. *Market Analysis and Development on forest products.*
  - *Introduction to MA&D*
  - *Focus of MA&D*
  - *Process of MA&D*

- *MA&D in the context of Community Forest.*
- *Impact of MA&D*

## **Chapter 1 Participatory forest management**

### **1.1 Introduction**

Participatory forest management is a generic term at least in the Gambian context covering various models and approaches of sustainable forest management including Community Forestry, Joint Forest Park management and Community Controlled State Forest.

Participatory forest resource management evolved from the natural forest management model conceptualized and developed by the Forestry Department with technical and financial support from development partners in the last two decades.

Various models of natural forest management were tested focusing on bushfire prevention, forest stand improvement and sustainable utilization of forest resources. These efforts led to the development and adoption in 1995 of an integrated forest management concept, commonly referred to as The Gambia Forest Management Concept (GFMC), which is a package of participatory forest management strategies. This concept merges state forest park management and Community Forest management in one general approach, using the forest parks as demonstration sites for sustainable forest management whereby positive results are replicated in the community forests.

GFMC is now the blue print for sustainable forest management in the country. The novelty about this concept is the degree of importance it attaches to participatory and integrated approaches. It has been learnt long since that forests cannot be managed in a vacuum; disregarding the interest of the adjacent communities and other people with a stake in the resource.

The GFMC was revised in 2001 making it more oriented towards community participation in the management of state forests. This has led to the development of further concepts on Joint Forest Park Management (JFPM) and the Community Controlled State Forests (CCSF).

#### **Why participatory forest management?**

- Reduce the financial and technical burden on the state
- Ensure sustainable forest management
- Responding to international treaties and conventions
- To improve livelihoods through sustainable utilization of forest products and services

### **1.2. Framework for Participatory Forest Management**

The implementation of participatory forestry requires adequate legal and institutional framework conditions that secure the interest and welfare of the local communities. The following conditions enhanced the smooth implementation of CF in the Gambia.

### **1.2.1 Forest Policy**

Policy to strengthen community based natural resource management became effective with the adoption of a new ten-year forest policy in 1995. The forest policy of The Gambia (1995-2005) recognizes and contributes to the poverty alleviation effort of the government by calling for the involvement of the private sector and local communities in the management and development of a healthy forestry sector. By 2005, the policy aims at managing 75%, or about 240,000 hectares, of the country's forest cover, out of which an estimated area of some 200,000 hectares shall be managed by local communities.

### **1.2.2 Forest Legislation**

As a way of providing legality to the policy of public participation in forest management, the 1977 Forest Legislation was revised and enacted in 1998. The legislation defined the various categories of forests. The responsibilities and rights of the local communities in forest protection and utilization are also defined in the Act.

### **1.2.3 Restructuring of the Forestry Service**

This policy and legislative development obliged the Forestry Department to be re-organized to reflect the pre-requisite structures and functions necessary for the unimpeded implementation of the participatory forest management programme. To this effect, a Participatory Forest Management Unit (PFMU) was created at the forestry directorate to accord the needed attention and urgency to this new orientation.

Forest administration at both divisional and district was restructured with the aim of making the forestry service available to the rural communities and other relevant stakeholders. The whole country was thus divided into Administrative Circles (AC) and Implementation Areas (IA).

### **1.2.4 The Local Government Act**

The enactment of the Local Government Act in 2001 has provided another opportunity and strengthens the course community involvement in forest management. This Act among other things, foresees the eventual transfer of forest resource management responsibilities to the Area Councils. This would mark the ultimate attainment of resource management decentralization.

## **1.3. Strategies of Participatory Forest Management**

The diversity of strategies provides the opportunity for most, if not all the rural population to be involved in forest management. Depending on the location of the communities and the availability of the forest resources, a community would have a chance to be involved in one or all of the following approaches:

1. community forestry (CF)
2. Joint forest park management (JFPM)
3. Community controlled state forest management (CCSF)

### **1.3.1 Community forestry, Definition, Reasons and Legal Basis**

Community forestry is a forest management practiced in many parts of the world. In the Gambia it's defined as a participatory forest management approach in which community (ies) identifies a forest located within their traditional land for legal management through the department of forestry.

The ultimate aim of Cf management is to transfer ownership, management and exclusive user rights to managing communities through the three phases of the Cf implementation process. CF is therefore delineated 'to increase the welfare of the local communities through the introduction of ecologically adapted natural resource management practices'. CF provides local communities with access to all benefits of forest products and services within the designated forests on their customary land. Community forestry enhances local communities' managerial and technical skill necessary for managing their forest resources.

The legal basis for CF implementation is enshrined in the 1998 forest act which in part VII, section 58 mandates that the secretary of state for Fisheries, Natural Resources and environment with responsibility to designate forest areas as CFs. The Act further specified from section 59 to 68 the procedures, terms and conditions for designating public land area as CF.

## **1.4 Principle Features of the Community Forestry Concept**

In contrast to state forest management, community forestry requires a quite different approach since the planners, implementors, and actors are rural people who are usually engaged in subsistence farming and to whom forestry, in the sense of sustainable forest management, is new. On the other hand, forest parks had already been identified over 50 years ago. They are managed by professionals who receive regular salaries, related work is carried out by paid labourers and contractors, and in various cases complicated machinery is involved.

Consequently, the initial set-up and subsequent management of CFs have to follow different but standardised procedures and approaches. Success with community forestry primarily depends on the peoples' understanding, interest, and capacity to sustainably manage their resources, while also placing great responsibility with the persons/agencies that are charged with providing initiative and motivation, as well as the necessary technical advice and training.

The following principal features of the CFC shall be considered by all parties involved in promotion of community forestry.

#### **1.4.1 Diversified Implementation Structure**

Recognizing the seriousness of the forest degradation on the one side and the limited capacity of the DoF in terms of personnel and finance to build an effective extension and village support service on the other, CF implementation and consolidation requires assistance from other organizations which operate in the fields of natural resource management and/or rural development.

Long-term interventions such as tree planting and forestry often cannot provide easy answers to peoples directly felt needs. Most people place much greater priorities on measures that contribute to facilitating their day-to-day problems and/or generating additional income in the short-run. Forest management and the possibility of generating long-term benefits from the forests is a new concept to many of them. Activities generating short-term benefits therefore generally always have priority compared to those related to long-term tree growing and forest protection.

In light of fast tracking the implementation of CFs, the DoF rigorously continue to invite other sector-linked organizations, both governmental and non-governmental, in order to complement the sectoral efforts of the DoF in the nation-wide implementation of community forestry. This manner of collaboration makes the greatest economic use of external inputs and the multiplication of certain activities at village level can be avoided.

Although the diversified CF implementation structure has many advantages and is respected by the field implementors and target groups, it contains certain risks during which CF sustainability is sought. If the principle strategies are neglected and the target group approaches differ in such a way that the conditions for sustainable forest management at village level cannot be met, CF implementation will not succeed.

These risks are minimized if the staffs of collaborating organizations are adequately trained by the DoF on the CF approach and the implementation procedures, and a common understanding among the CF implementors is achieved regarding the CF concept, its implementation procedures, and the roles and responsibilities of each party. To emphasize this, joint CF implementation between the DoF and other organizations shall be manifested in a memorandum of understanding signed by both parties.

Diversified CF implementation requires a high level of organization, coordination and monitoring of CF activities at the various implementation levels. On the DoF side, the Head of the PFMU and his assistant, the DFOs and the AC Heads are the primary people in charge of coordinating and monitoring CF activities.

#### **1.4.2 People's Participation**

It is of utmost importance that from the very beginning all local leaders and authorities of a community or group of communities including chiefs, village heads, elders, household heads and women leaders, as well as forest user groups, are actively involved in all phases of CF implementation. This includes identifying the CF, assessing forest condition and development options, planning and implementing management activities, sharing the benefits, and finally monitoring and evaluation. Attempts also have to be made as early as possible to include likely opponents such as wood cutters, cattle owner and herders who may be initially disadvantaged through community forestry.

*Participation has to be viewed as an objective in and of itself, and as a mean for achieving some higher objectives such as self-management and sustainability.*

Box 4 -1: Participation

Participation refers not only to villagers' attendance in meetings and their involvement in activities. Rather, participation means that villagers actively take part in processes of dialogue, interaction, critical thinking and questioning, which combined should generate problem solving discussions and decision making. Participation is therefore a means to an end for achieving self-management and CF sustainability.

Both villagers and extension agents engaged in community forestry must accept each other as equal partners in forest management. Extension workers have to play the role of facilitators. They must be equipped with listening and talking skills.

### 1.4.3 Process Orientation

As with other long-term resource management interventions, community forestry has to be understood as the initiation of a process of ecological, economic, and socio-cultural transformation from de-stabilized systems to a restored balance. Such processes cover several phases, each with different problems for which over time a wide spectrum of technical and methodical resolving mechanisms must be available. The adoption of flexible and iterative participatory forest management planning and implementation continue to contribute toward developing such mechanisms.

By nature, transformation processes do not transpire linearly. Rather, they are subject to leaps, drawbacks, deviations and unpredictable turns. Therefore, qualitative criteria used for project monitoring and evaluation, such as sustainability, adaptability and self-control systems, shall gain significance in relation to the quantitative results. Such quantitative results include the number of agreements signed, the number of seedlings produced/planted, or the area of forest protected.

CF extension agents, based on their varying insights and experiences, may not necessarily have all the answers that villagers seek. Extension work must therefore be oriented towards the processes, designed in a flexible and dynamic manner, and participant-centred so that new issues, problems and changes are allowed to emerge and be accommodated. Thereby, attempts have to be made to engage villagers'

resourcefulness, creativity and to stimulate their confidence. Continuous questioning, self-questioning and sharing of experiences are useful tools for initiating critical thinking and for achieving a harmonious, as opposed to an authoritarian, relationship with villagers.

#### 1.4.4 Minimum External Incentives

Experience in The Gambia has shown that the heavy-handed use of incentives have caused more problems than they have solved by inducing paternalism, creating conflicts and devaluing resource management objectives. Full participation cannot evolve if incentives are given to buy people's willingness and motivation. In general, the more people that participate in project promoted activities and the greater the community resources that are used, the more likely these activities will be sustained in the long run.

Therefore, external incentives shall be used sparingly, i.e. pursuing low input approaches and adapting low input technologies. In the long-run, the best incentives are produced from the benefits directly and indirectly derived by the communities from the forest and its products. This certainly has a much higher demonstration effect for other communities in comparison to any indirect benefit derived through external assistance.

Incentives other than the services provided by the DoF have to be considered carefully with regards to potentially negative indirect effects before the incentives are introduced.

#### 1.4.5 Phased Set-up of Community Forestry

The GFMC aims at regulating the access to forest resources among local communities by transferring exclusive forest resource ownership rights from the Government to the communities. Prior to the transfer of rights, the forest and its future managers have to be identified.

Without an adequate village orientated approach, training and controls, exclusive access to forest resources can become a license to destroy these resources community forestry was introduced to protect. Furthermore, the financial returns accruing from such access can result in an influx of funds large enough to disrupt social stability and corrupt values within rural communities. Therefore, the communities have to be prepared and

#### **The DoF may support CF management by:**

- *providing planting materials as long as they are not locally available;*
- *providing materials required for demarcating CFs;*
- *subsidizing travel costs to regional forest committee meetings;*
- *assisting in the establishment of linkages to NGOs;*
- *providing materials for forest resource assessment, map preparation, and compilation of plans and other documents; and*
- *exempting local communities during the preliminary CF phase from paying any contribution of the proceeds of the sale of community forest products to the National Forestry Fund (NFF).*

Box 4 – 2: CF Support Provided by the DoF

trained step-by-step on proper management of funds and they should realize the time horizon of tree and forest management.

The CF set-up procedure is comprised of three steps or phases: the start-up, preliminary and consolidation phases.

The CF set-up is considered to be complete whenever the concerned communities are able to manage their forest on their own and external contributions can be reduced to occasional monitoring and advisory support. In the start-up phase, the forest has to be identified and demarcated on the ground, a local organization in charge of forest management has to be formed and trained on basic CF issues, the situation and development options have to be analyzed and finally a preliminary forest management plan has to be prepared. During the start-up phase, the communities have no additional rights to utilize the forest than they previously had before the process began.

The preliminary phase starts when the Preliminary Community Forest Management Agreement (PCFMA) has been signed by the communities and the DoF. The PCFMA grants the communities extended forest user rights for a defined time period according to the rules and regulations specified therein. Equipped with these rights, the communities shall demonstrate during this phase their capability to protect and manage the forest according to the plan established by them. In this respect, the preliminary phase constitutes a probation period for communities during which they will gain increased insights and skills in forest management. If it is revealed that the communities performed adequately, the consolidation phase starts upon the conclusion of the evaluation and eventually leads to the signing of the Community Forest Management Agreement (CFMA). The CFMA grants the communities permanent ownership rights over the forest resources, but not over the land, according to the Community Forestry Rules governing the management of natural forests by local communities.

During the consolidation phase, the communities will be further trained in managerial and technical forestry skills until they have the capacity to manage their forests in a sustainable manner. This phase is open-ended but will come to a conclusion after the communities have achieved an adequate level of self-management.

#### 1.4.6 Training of Community Members

**Community forestry set-up distinguishes three phases:**

- *a **start-up phase** during which the forest management by local communities is prepared;*
- *a **preliminary phase** during which the communities shall demonstrate their capacity in forest protection and management; and*
- *a **consolidation phase** during which the communities gain further managerial and technical forestry skills aiming at self-management*

Box 4 – 3: CF Phases

In community forestry, forest committees shall be responsible for administering and managing the CFs on behalf of the communities they represent. They have the major tasks of planning, implementing, and monitoring forest management activities, along with devising and enforcing by-laws.

In order to execute these tasks, committee members must be equipped with sufficient knowledge on procedural and administrative issues relevant to community forestry and have adequate managerial and technical forestry skills. Additional community members who provide the major bulk of the required labour force in CF management must also gain technical forestry skills. Therefore, training of committee and community members is a core element of CF start-up with the overall goal of achieving self-reliance and self-management.

Most of the community and committee members are farmers. They tend to only believe what they see and have practiced. It is unlikely that they would adopt and implement a new concept when they are not fully aware of the advantages as well as the risks involved. Therefore, action-learning methods play a significant role in the training of committee members.

Once the forest committee is formed, its members have to be equipped with sufficient knowledge on conceptual, procedural, and legal issues relevant to CF start-up and management, as well as on committee organization. In addition, they shall gain basic skills in communication, leadership, conflict resolution and work planning in order to efficiently motivate and mobilize villagers.

During the preliminary and consolidation phase, committee as well as other community members shall acquire further managerial and technical forestry skills by carrying out the activities as described in the management and work plans. This is achieved through the assistance and guidance of the CF extension and support staff. This on-the-job training, which may include a broad spectrum of training topics, shall be backed-up with in-depth training on specific management issues such as controlled burning, regulating and controlling the use of forest products including forest grazing, monitoring and evaluating the implemented activities, processing and marketing of forest products and financial administration.

Skills training in activities not directly related to forestry, such as bee-keeping, on-farm tree planting, fruit tree raising and orchard management, shall only be offered upon request and in cooperation with an organization providing such services.

#### **1.4.7 Application of Adapted Forest Management Systems and Techniques**

In principle, only low cost and low input technologies shall be applied in CFs in order to keep investment and recurred cost at a low and sustainable level. Most of the natural forest management systems and techniques so far developed and adopted in forest parks can be also applied in CFs except those involving machinery. Modifications may be necessary in order to further reduce labour inputs.

Various sound silvicultural techniques involving different forest conditions are currently being developed in forest parks, as well as successful CFs. These parks and CFs have served as demonstration sites for communities interested or engaged in CF activities. Out of several techniques which are being implemented, communities can select one that fits their requirements and capacity, while taking into account the conditions of their own CF or parts within.

Even experienced foresters tend to underestimate the self-regeneration capacity of the Gambia's natural forests because many species can survive several years in the soil.

However, the management plans prepared during the consolidation phase may foresee the establishment of village nurseries for the production of forest tree seedlings, which will be used for enrichment planting. Even if these nurseries should be limited in size, with yearly production of around 1000 seedlings, this can encourage villagers to "enrich" areas with poorly stocked stands and to favour certain tree species in high demand. Furthermore, forest plantations will strengthen the community's sense of ownership as well as their understanding of sustainable management.

A common fear of communities interested in participating in community forestry is that every variety of bush and forest fire will be completely forbidden. However, the CFC allows the use of fire as a tool for protecting CFs from fire, provided measures are undertaken which prevent the fire from escaping, and by ensuring that neighbouring villagers, concerned local authorities and the responsible DoF officers are adequately informed.

*CF management shall be principally carried out by applying low cost and low input technologies and in accordance with an approved forest management plan.*

*The established forest parks and successful community forests shall help the communities identify suitable forest management systems and techniques that fit to their requirements and management objectives.*

*Communities shall be permitted to utilize fire as a tool for forest protection provided the burning is controlled and done in cooperation with neighbouring villages and the responsible forestry officer.*

Box 4-4: Adapted Forest Management Techniques

The DoF has been practicing various methods of bushfire prevention and control, including the creation of 20 metre-wide green belts around forest parks, combined with controlled early burning. Currently, emphasis has shifted to the RFM strategy, which focuses priorities on more ecologically sensitive and valuable areas of forest, analysing data to target common routes of fire occurrence and the areas they traditionally spread.

In general, only successfully tested forest management systems and techniques shall be applied in CFs.

### **1.5. Participants in Community Forestry Implementation and Their Functions and Tasks**

Community forests are administered and managed by forest committees on behalf of local communities. These committees shall be registered with the DoF and represent the communities in all CF matters.

The DoF is charged with the administration of the national forest cover and is therefore the agency responsible for programming, implementing and monitoring CFs. Within the DoF structure, the CF unit of the DoF directorate and the divisional DoF headquarters are in charge of CF execution and implementation.

The local government, through the offices of the commissioners and chiefs, have the task to testify and verify the customary land ownership. These offices act as arbitration boards in the case of land use and ownership conflicts.

The DoF is supported in CF implementation by international and local NGOs, voluntary organizations and technical assistance projects.

### **1.5.1 Local Communities, Forest Committees and Village Promoters**

The primary target group in community forestry comprises of the rural communities, local leaders and the relevant authorities. They are at the same time the main beneficiaries and actors. Socio-cultural features, institutional structures, interest groups and potentials of rural communities are inhomogeneous. Within a single community there usually exist different sub-groups, each with specific problems and interests.

It is therefore imperative in every community interested in community forestry to conduct a detailed participant analysis so that the traditional and present forest users and user groups, along with their problems and interests, are identified. A detailed participant analysis helps communities identify the 'owners' of the forest and form an appropriate forest committee. It also serves as a basis for forest management planning.

Each forest committee, in collaboration with the DoF, shall be responsible for:

- following up the step-wise transfer of legal rights, beginning with the PCFMA application up to the conclusion of the CFMA;
- administering the CF;
- informing and communicating with the various authorities and within the community or communities;
- assisting in the resolution of conflicts;
- developing forest management plans and organizing the work to be implemented;
- monitoring the forest management activities that are being carried out;
- preparing and enforcing the by-laws;
- establishing and helping operate the local forestry fund;
- co-ordinating the protection and controlled utilization of other forest reserves within the customary village lands; and
- establishing markets for their forest products and services.

Village promoters are outstanding forest committee and community members who are willing to promote the CFC. They are often casually engaged by the DoF or collaborating organizations for the purpose of providing assistance in carrying out CF extension activities in other villages.

The main function of village promoters is to clarify and allay villagers' fears and expectations, encouraging and motivating them to take part in CF activities, and mediating in sensitive issues.

## **1.5.2 The Department of Forestry**

The department of forestry is represented in Cf implementation through implementation units described below.

### **1.5.2.1 Head of the Participatory Forest Management Unit**

The primary function of the Head of the PFMU is coordinating, monitoring and supporting the execution of the CFC at the national level, supporting the DFOs in its implementation, and advising the Director on conceptual, procedural and legal issues.

The Head of the PFMU has the additional tasks of:

- regularly monitoring and evaluating the country-wide community forestry development and implementation procedures especially in terms of sustainability and adherence to these guidelines;
- co-ordinating, facilitating, and monitoring the collaboration with other organizations;
- facilitating the conclusion of agreements with NGOs and, upon their request, providing assistance in taking-up community forestry related issues in their intervention planning;
- processing the registration of forest committees and maintaining registration records;
- recommending further action to be taken on PCFMA evaluation results to the Director;
- processing PCFMAs, CFMAs and subsequent agreements which may be made between local communities and the DoF, and maintaining records on agreement conclusion;
- co-ordinating and harmonising the role of other institutions in the designation process;
- co-ordinating and facilitating the nationwide implementation of the GFCC and MA&D concept;
- seeking internal support for the financing of GFCC and MA&D related activities;
- developing and conducting national extension programs and, upon request of a DFO, assisting in conducting extension campaigns at the divisional level;
- developing training modules for CF implementers, along with organizing and conducting training courses and seminars upon request of a DFO;

- advising and collaborating with the DFOs and local governments on MA&D related activities;
- assisting in identifying, developing and testing silvicultural techniques appropriate to CF management;
- further developing and refining the CFC as a primary component of the GFMC, and regularly reviewing the guidelines while briefing the senior staff on up-dates; and
- upon the request of this person, the PFM unit shall provide support in rendering extension and training services, and advice on organizational, technical and legal issues.

### **1.5.2.2 Divisional Forest Officers**

The major function of this officer is to plan, co-ordinate, support and monitor CF implementation in accordance with the guidelines.

In particular, the DFO has the task of:

- establishing an annual operation and budget plan in which CF implementation is integrated;
- organizing and chairing meetings on a quarterly basis for the purpose of assessing and planning CF implementation for each AC; and assisting the AC Heads in establishing work plans;
- regularly monitoring and evaluating CF implementation and development throughout the division, in collaboration with the M&E unit;
- assessing the performance of the AC Heads, IA Heads and other collaborators and recommending staff for training when necessary;
- conducting sensitization campaigns at the divisional and local levels;
- liaising with the Commissioner's office, other divisional offices, and the district chiefs;
- maintaining regular contacts with collaborating NGOs, and monitoring and evaluating their involvement in close cooperation with the Head of the PFMU;
- encouraging and assisting NGOs and other agencies to take up CF activities in their work plans;
- providing advice to the local government and forest committees on technical and legal issues, and contributing to the resolution of land use and ownership conflicts;
- verifying PCFMAs, CFMAs and subsequent agreements which may be made between local communities and the DoF, submitting them to the Commissioner's office for endorsement and forwarding them to the PFMU;
- approving management plans and, upon request of forest committees, issuing commercial CF product utilization licenses and permits;
- recommending further actions to be taken on PCFMA evaluation results to the PFMU;
- ensuring the timely payment of NFF contributions and royalties;

- carrying out performance evaluations involving local communities and authorities, compiling the evaluation reports and forwarding them to the PFMU;
- identifying training needs of staff and conducting appropriate on-the-job training; and
- collaborating with the PFMU in terms of conceptual, technical, legal and marketing issues.

### **1.5.2.3 Administrative Circle Heads**

The AC Head has the main task of planning, organizing, supervising, and monitoring all forest extension and management activities within the specified circle or area in accordance with the forestry guidelines and the annual divisional plan of operations.

The AC Head shall be responsible for coordinating, organizing and directly supporting CF activities at field level.

The AC Head has the tasks of:

- establishing an annual operation and budget plan at the AC level;
- organizing monthly staff meetings for the purpose of assessing and planning CF extension and supporting activities for each IA;
- conducting extension campaigns at a local level;
- closely monitoring the progress and process of community forestry by visiting each IA as frequently as possible;
- ensuring that participating communities and/or forest committees are visited by the responsible IA Head on average of at least twice a month;
- regularly monitoring CF production and local forestry funds;
- reviewing the membership of each committee at least once a year and maintaining adequate records;
- ensuring the timely payment of contributions to the NFF;
- providing assistance to CF extensionists of supporting organizations;
- assisting and advising local communities during the process of CF identification and committee formation;
- receiving and processing requests, such as letters of interest, for CF participation;
- compiling and finalizing management plans and maps;
- assisting forest committees in preparing and filing their PCFMA applications;
- recommending evaluations on individual CF performances to the DFO at the end of their PCFMA phase;
- assisting and training forest committee members in:
  - administrative and legal CF procedures;
  - forest offences and legal proceedings;
  - forest assessment and management planning;
  - establishment of by-laws;
  - carrying out forest management activities, especially for forest fire prevention;
  - forest product utilization and marketing using the MA&D methodology; and
  - monitoring and evaluation.
- providing assistance and on-the-job training to the IA Heads and other CF extensionists regarding:

- monthly work planning and organization as well as the implementation of extension activities;
- application of participatory target group approach methods;
- forest demarcation, assessment and management planning, and compilation of the respective reports, plans and maps;
- monitoring forest offences; and
- monitoring CF production.

#### **1.5.2.4 Implementation Areas Heads and CF Extensionists**

For forest administration purposes and as bottom link in the chain of command within the DoF organizational structure, each IA shall be headed by DoF staff holding the rank of a forest ranger or guard. The IA Head is a member of the CF extension team and is in charge of reporting CF matters through the AC Head. If possible, the IA Head shall be based in a village participating in community forestry.

The IA Head has in addition the task of:

- taking the initial steps towards collaboration with other team members in order to maintain intensive communication and cooperation;
- establishing accomplishment reports on a regular and timely basis, indicating the extension and support activities carried out, and describing the processes of result achievement;
- documenting the results of implemented extension activities (i.e. minutes of meetings, forest assessment, village profile, etc.);
- establishing reports on forest offences and violations of by-laws in CFs and forest reserves;
- conducting bi-monthly planning meetings at IA level;
- compiling draft management plans and maps;
- supervising and assisting villagers in the execution of forest management activities and ensuring adequate monitoring;
- collecting community forest production data for commercial production and maintaining revenue and expenditure statistics of local forestry funds established by forest committees; and
- performing duties in forest reserves according to the instructions given by the AC Head.

#### **1.5.3 The Local Government Authorities**

The local Government Act of 2002, in sections 71 (subsection 1 & 2), 72 (i), 139 (2e) and 146 (2i), describes in detail the role of local authorities in the management of forest resources at the community level. The various levels of local government administration are given specific tasks.

##### **1.5.3.1 Commissioners and Area Councils**

At this level, the local government has the main function of endorsing PCFMA applications, resolving land use and ownership disputes, and generally promoting and supporting CF start-up and implementation.

As chairman of the local government, the commissioner is expected to strongly support forest conservation and the prevention of bush and forest fires by ensuring adequate prosecution and arbitration of forest offences. Furthermore the commissioner is also involved in issuing forest products utilization permits and licenses.

### **1.5.3.2 District Chiefs and District Councils**

District and village chiefs, village heads and councillors are by law responsible for the protection of the lands situated in their district from the ravage of forest and bush fires (sections 71, 139 & 146 of the Local Government Act and Local Government Regulations Part II, section 48 (2). Forest Regulation 2000 Part III, section 16 – 24 also clarifies the roles of the district authorities in bushfire management.

In particular, the chief and district council have the tasks of:

- supporting CF promotion by taking up CF matters during their regular meetings with the local authorities;
- assisting communities in identifying forest lands and coming to an agreement on their customary land rights to be demarcated as CFs;
- attesting on the PCFMA application that villagers have agreed upon the communal use of identified forest and that previous claims in and over the land have been relinquished;
- chairing regional forest committee meetings;
- arbitrating conflicts and disputes which may arise between two or more communities or between a forest committee and a group of communities involving the management of CFs;
- endorsing, upon request of a forest committee, village resolutions indicating the intension to increase the CF area or to share a CF among two or more communities; and
- participating in performance evaluations of forest committees and communities

### **1.5.3.3 Village Heads and Village Councils**

Just like the district chief, the village head is responsible for the forest lands near his village and must be involved in all issues regarding protection against forest and bush fires (sections 71, 139 & 146 of the Local Government Act and Local Government Regulations Part II, section 48 (2). Forest Regulation 2000 Part III, section 16 - 24).

The village head and village council have the tasks of:

- preparing an informal letter of interest, provided that the villagers have decided to manage a forest, and submitting it through the AC Head to the DFO;

- facilitating the identification of the CF and its boundaries, as well as agreeing with neighbouring villages and the district head upon the future forest managers and users;
- advising on the formation of forest committees;
- facilitating the signing of village resolutions;
- issuing the village resolution, as required in the PCFMA document, as well as any subsequent resolutions that may have to be issued during the process of CF implementation;
- encouraging and motivating villagers in forest protection and management, as well as providing the required labour force;
- encouraging and motivating villagers to co-operate with the DoF and other supporting organizations;
- assisting villagers and CF implementors in identifying problems, solutions, development objectives and priorities, and guiding the villagers in opinion forming and decision making processes;
- liaising and co-operating with the heads and councils of neighboring villages in forest fire prevention and fighting, in addition to other forestry related matters;
- Resolving conflicts and disputes which may arise between the villagers and the forest committee about the management of the CF; and
- Participating in forest committee meetings and performance evaluations.

#### 1.5.4 Other Governmental Organization

Despite their lack of resources, the Departments of Agricultural Services, Livestock Services and Community Development have an important role in the promotion of community forestry. These agencies are expected to contribute to community forestry promotion by taking up forest conservation and CF extension issues through the Multi Disciplinary Facilitation Teams (MDFTs) so that rural communities are sensitized on issues surrounding the CFC. The Departments of Justice, Lands and Survey, and National Printing Services Corporation (NPSC) also have an important role in the surveying and designation process of CFs.

#### 1.5.5 Non-Governmental Organizations

NGOs, both international and local, are invited to be directly involved in the CF start-up and implementation by rendering CF extension and support services at the field implementation level in cooperation with the DoF.

Cooperation with NGOs should be understood as a collaborative partnership, where the DoF is in charge of the legal procedures and the monitoring of CF management activities.

Each collaborating NGO may be asked to assign at least one senior extensionist who shall have the main function of assisting the respective divisions in the planning and co-

**As of January 2005, the following NGOs have contributed to CF implementation:**

- *Agency for the Development of Women and Children (formerly Save the Children Foundation/USA), Kerewan*
- *Education and Communication through Cultural Organization*
- *National Beekeepers Association of The Gambia*

Box 5-1: NGOs Supporting CF

ordination of CF extension and support activities. In particular, the senior extensionist shall harmonize the CF activities with those of the NGO's own program. Like the AC Head, the senior extensionist is further expected to directly support CF extension activities in terms of organizing extension campaigns such as fire prevention and cross-village visits, conducting situation analyses with villagers and strengthening the capacity of forest committees.

### 1.5.6 Foreign Assisted Programmes and Projects

Foreign-assisted programmes and projects have provided essential support to the DoF in their efforts to protect and maintain an adequate national forest cover. The major bulk of assistance is provided for forest park and CF development. However, over the years the country has witnessed a gradual decline in the volume of foreign-assisted projects.

Primarily, these organizations have contributed to CF development by providing logistical and training support and by filling the gap of additional expertise at both implementation and policy levels. It is assumed that with time, as CF extension and support services are reduced, the DoF will have sufficiently qualified staff at their disposal in order to maintain these services without foreign support. Both voluntary organizations and projects can be directly involved in CF field implementation by assisting personnel at AC and IA levels.

*Peace Corps Volunteers and Volunteers of the European Voluntary Program are attached to the DoF work under the auspices of the DFOs in all five divisions. They render CF extension and support services in close cooperation with their village based DoF counterparts.*

*European volunteers are university degree holders in forestry or related subjects. As such, they fulfil the function of junior experts providing extension and technical advice to DoF personnel at the AC level.*

*Local consultants are experienced extensionists in rural development but do not have a forestry background. They are contracted by foreign assisted projects and are given the task to sensitize villagers on various CF issues and to train CF extensionists in participatory approach methods. In addition, the local consultants have to act as interpreters for the European volunteers and to advise them on socio-cultural issues.*

Box 5 – 3: Volunteers and Local Consultants

In addition, foreign assisted projects provide to the DoF directorate and divisional headquarters advisory, logistic and infrastructure support as they contribute to forest park development.

### 1.6. Benefit sharing in CF

Benefit sharing in community forestry is between the managing community (ies) and the central government. From all funds accrued in CF, 15% goes to the central government administered as National Forest Fund and 85 % remains with communities. The 85% is recalculated as 100% and further divided in two portions. 40% is administered as the Local Forestry Fund for CF development and 60% for other community development purpose as may be identified by communities. It maybe used to build schools, mosques, seed stores, multi-purpose centres, transportations, consumer shops or even as micro

finance loan facility. In any case, the funds must be used to improve the livelihood of the managing community.

### 1.7. Status quo of Community Forestry implementation

As shown in the tables below, at present 319 CFs are demarcated in the Gambia. 63 CFs are in preparatory stage, 116 in PCFMA stage and 140 in CFMA stage.

Table 1: Actual demarcated CFs in preparatory / PCFMA / CFMA stage in the five divisions

Division	Actual demarcated CFs						N° of gazetted CFs	Ha of gazetted CF area
	Preparatory		PCFMA		CFMA			
	No	Ha	No.	Ha	No.	Ha		
Western Division	7	492.33	13	1,316.70	37	3,957.45	38	4,053.74
Lower River Division	12	1,103.18	17	2,458.95	17	1,804.79	17	1,804.79
Central River Division	26	3,901.76	77	4,297.37	63	5,173.53	61	4,889.68
Upper River Division	10	694.00	5	442.78	20	1,757.07	20	1,757.07
North Bank Division	8	313.20	4	673.00	3	122.30	3	122.30
<b>Total</b>	<b>63</b>	<b>6504.47</b>	<b>116</b>	<b>9,188.80</b>	<b>140</b>	<b>12,815.14</b>	<b>139</b>	<b>12,627.58</b>

Table 2: Overview on CF status and forest areas under CF management in the divisions

Division	N° of demarcated CFs	Total hectares	Average hectares	Total state forest area* of the division (ha)	Percentage of area under CF management
Western Division	57	5,766.53	101.17	68,847.90	8.38%
Lower River Division	46	5,366.92	116.67	60,809.00	8.83%
Central River Division	166	13,372.66	80.56	137,604.00	9.72%
Upper River Division	35	2,893.85	82.68	109,759.90	2.64%
North Bank Division	15	1,108.50	73.90	38,943.50	2.85%
<b>Total</b>	<b>319</b>	<b>28,508.46</b>	<b>89.37</b>	<b>415,964.30</b>	<b>6.85%</b>

\*calculated without forested national parks/reserves, mangrove forests and Forest Parks. Represents thus the total potential forest area for CF

### 8. Steps of passing tenure rights in CF and the two tenure systems of the Gambia.

<p><b>Consecutive steps of passing land and tree tenure rights to local communities:</b></p> <p><i>villagers and local authorities agree on setting land aside for the purpose of community forestry and testify that this land is free from any individual claims and is subject to common management</i></p> <p style="text-align: center;">⇓</p> <p><i>villagers establish a formal body or forest committee acting on their behalf</i></p> <p style="text-align: center;">⇓</p> <p><i>the forest committee establishes a preliminary forest management plan and applies for PCFMA conclusion</i></p> <p style="text-align: center;">⇓</p> <p><i>the DFO approves the management plan and the Director approves the PCFMA application; upon approval the PCFMA is concluded and the forest committee is registered with the DoF</i></p> <p style="text-align: center;">⇓</p> <p><i>the forest committee may establish by-laws and agreements with the local authorities on a final CF boundary</i></p> <p style="text-align: center;">⇓</p> <p><i>the DFO, in collaboration with the PFMU, conducts the PCFMA evaluation with other stakeholders</i></p> <p style="text-align: center;">⇓</p> <p><i>the final survey of the concerned CF is conducted</i></p> <p style="text-align: center;">⇓</p> <p><i>the notice of the CF is concluded and gazetted</i></p> <p style="text-align: center;">⇓</p> <p><i>the CFMA is concluded between the forest committee, on behalf of the community or group of communities, and the Director, on behalf of the SoS, provided that the committee performed well and that the CF boundaries are fixed</i></p> <p style="text-align: center;">⇓</p> <p><i>the order is published and announced in the gazette</i></p>	<p><b>The major characteristics of the Gambian land and tree tenure systems relevant to community forestry are:</b></p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; width: 50%;"><b>Land Tenure</b></th> <th style="text-align: left; width: 50%;"><b>Tree Tenure</b></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><i>based on customary law regulated in the Land (Provinces') Act and Regulations</i></td> <td style="vertical-align: top;"><i>based on statutory law regulated in the Forest Act and Regulations</i></td> </tr> <tr> <td style="vertical-align: top;"><i>recognizes customary land ownership</i></td> <td style="vertical-align: top;"><i>provides ownership of all naturally grown forest products to the government</i></td> </tr> <tr> <td style="vertical-align: top;"><i>authorizes the district/village head to allocate and re-allocate land</i></td> <td style="vertical-align: top;"><i>empowers the SoS/ Director to make and revoke regulations on forest administration</i></td> </tr> </tbody> </table> <p style="margin-top: 20px;"><i>Consequently, community forest establishment requires two tenure agreements: one for the land and the second for the trees growing on it.</i></p>	<b>Land Tenure</b>	<b>Tree Tenure</b>	<i>based on customary law regulated in the Land (Provinces') Act and Regulations</i>	<i>based on statutory law regulated in the Forest Act and Regulations</i>	<i>recognizes customary land ownership</i>	<i>provides ownership of all naturally grown forest products to the government</i>	<i>authorizes the district/village head to allocate and re-allocate land</i>	<i>empowers the SoS/ Director to make and revoke regulations on forest administration</i>
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<i>authorizes the district/village head to allocate and re-allocate land</i>	<i>empowers the SoS/ Director to make and revoke regulations on forest administration</i>								

## Chapter 2

### Market Analysis and Development of Forest Products and Services

The purpose of this chapter is to familiarize participants with the procedures associated with MA&D within the community forestry context.

#### 2.1 Introduction

Experience in PFM in the Gambia has shown that once local communities have recognized the value of trees and forests, they will develop a vested interest in their protection as a permanent source of income and/ or livelihood. The MA&D methodology developed and promoted by FAO provides a framework for planning trees and forest product enterprises. It enables communities to identify potential products and develop markets that will provide income and benefits without degrading the resource base.

The MA&D process has already made a significant impact in many communities across the Gambia and there are reasons to expect this to continue far into the future.

The MA&D methodology constitutes one further, and extremely essential, step in the community forestry process leading to the sustainable management of forests by the communities. This step is important because it shows the communities that a forest can produce income just like their farmlands, thus reinforcing their interest in the management of CFs.

The marketing of forest products and services from CFs ensures that villagers benefit directly whilst encouraging the sustainable management of Gambia's forest resources.

DoF staff and staff of collaborating agencies are presented with the opportunity to use their technical and social abilities in an interesting and worthwhile way. As in the past, where foresters worked towards motivating communities to protect their forests, they must now increasingly guide them towards gaining income from their forests.

The main strength of the MA&D process is its systematic inclusion of social and environmental concerns alongside the technological, commercial and financial considerations of products/services. An integral part of identifying and planning potential forest enterprises is assessing the sustainability of local environments.

Box: 8-1: Steps of Passing Tenure Rights

Box 8-2: Land and Tree Tenure

## **2.2 Focus of MA&D**

MA&D promotes four important aspects of development:

### **1. Sustainability:**

#### **Resource sustainability**

MA&D provide safeguards for developing markets, products and services to prevent overexploitation and depletion of forest resources. It emphasizes the need for environmental conservation, protection and its development.

#### **Market sustainability**

Changes in the market environment are assessed, while products and services are adapted in order to remain competitive and attractive to the targeted customers.

#### **Social/Institutional sustainability**

MA&D assists in identifying potential areas of conflict and promotes equitable distribution of benefits.

#### **Technical sustainability**

MA&D provides long-term benefits for community members who learn to utilize and maintain equipment and gain an understanding of production and marketing processes.

## **2. PARTICIPATION**

The community members developing enterprises are the main decision-makers, even though they may need the initial support of a facilitator. One of the long-term goals of MA&D is for community members to further develop their enterprises and operate them independently.

## **3. CAPACITY BUILDING**

MA&D focuses on capacity building and strengthening institutions at the local level in order to provide the support local people need to control their own resources and to develop and run small forest enterprises.

#### 4. STRATEGIC ALLIANCES

MA&D relies heavily on the formation of strategic alliances with other actors. These alliances help to establish market links between local enterprises and markets, assist entrepreneurial development through training and capacity building, and provide potential sources of financing. The flow of information that comes from these partnerships is critical for local people who do not have easy access to marketing information and credit.

##### 2.3 MA&D Process

The MA&D process is conducted in three phases, each broken down into a series of steps:

##### PHASE 1 ASSESS THE EXISTING SITUATION

- STEP 1. Identify the target group
- STEP 2. Determine the financial objectives of the target group
- STEP 3. List existing resources and products
- STEP 4. Identify key constraints of the existing market system
- STEP 5. Shortlist a range of products and services
- STEP 6. Raise awareness of the benefits of working together

##### OUTPUTS

A shortlist of products/services that will be evaluated in the next phase of MA&D; understanding of the social,

##### The MA&D Process is carried out in three consecutive phases:

###### 1. Phase 1: Assess the existing situation

*This phase identifies potential enterprises, inventories existing resources and products, identifies products that are already providing for local people, and prioritizes viable products or services.*

*Outcome: Short-list of products or services; identification of local people interested in developing enterprises; understanding of the social, environmental, technical and institutional contexts of a range of products or services; an interest group formed to undertake the next phase.*

###### 2. Phase 2: Identify products/ services, markets and means of marketing

*The second phase includes selecting promising products/services, identifying potential markets and discussing the means of marketing.*

*Outcome: List of possible products/ services based on a detailed feasibility studies; data collected to design a business plan; formation of interest groups around the promising products/services; formation of a team to undertake the final phase.*

###### 3. Phase 3: Plan enterprise for sustainable development

*The enterprise strategy and business plans are prepared. Entrepreneurs are guided through a pilot phase and training, learn to monitor progress and to adapt when change is needed.*

*Outcome: An enterprise strategy comprising the selected products/ services; marketing and management plans; action plan to ensure proper implementation; financing obtained as specified in the capital needs statement.*

environmental, and technical constraints of a range of products/ services; and the formation of a team of target group members to undertake Phase 2.

## **PHASE 2 IDENTIFY PRODUCTS, MARKETS AND MEANS OF MARKETING**

STEP 1. Analyze the four areas of enterprise development

STEP 2. Select the most promising products/ services

STEP 3. Create interest groups for the selected products/services

Box 2-1: MA&D Process
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### **OUTPUTS**

Identification of the most promising products/services and gathering of information for the design of business plans; formation of interest groups for the selected products/services; and the formation of a team of target group members to undertake Phase 3.

## **PHASE 3 PLAN ENTERPRISE FOR SUSTAINABLE DEVELOPMENT**

STEP 1. Examine the business environment of the selected products/services

STEP 2. Define the enterprise mission, goals and objectives

STEP 3. Develop strategies in each of the four areas of enterprise development

STEP 4. Formulate action plans to implement the strategies

STEP 5. Calculate financial projection for the enterprise

STEP 6. Obtain financing as specified in the capital needs statement of the  
Financial plan

STEP 7. Initiate pilot phase and training

STEP 8. Monitor progress and deal with change

### **OUTPUTS**

Formulation of an enterprise strategy for the selected products/services; development of an action plan; financing as specified in the capital needs statement; and the implementation of a monitoring and planning system.

### **2.3.1 Phase 1: Assess the Existing Situation**

The MA&D process starts from what already exists, considering products that are already traded and that provide income to the target group members. Local people will describe their experiences with production, processing and trade of tree and forest products. For example, they will be asked the following questions: What are the potential enterprises? What are the available resources and products? How to existing market systems operate?

The broad limits of the future initiative can then be determined in terms of possible scale, potential production, markets and means of marketing, as well as potential partners. What do they collect from the forest? At what time of the year do they collect

the products? What income do they get from these products? Where do they sell them? Do they receive any support from the local extension office?

In order to help local people discover profitable products, markets and means of marketing best suited to their expectations and environment, it is necessary first to develop a clear picture of the characteristics of the actors and their context, and to encourage them to understand the importance of social and environment factors. Common mistakes, such as over estimating the availability of raw materials or a lack of proper skills for using and maintaining equipment, can occur when environmental and social factors are not taken into account. This assessment leads to the identification of a range of products and services for consideration in Phase 2.

### **2.3.2 Phase 2: Identify Products, Markets and Means of Marketing**

In Phase 1, a range of products was short listed by eliminating the non-viable products from further consideration. In Phase 2, the potential development of these products is further investigated. Once the issues, problems and opportunities of the existing situation have been clarified, products can be selected and potential markets and means of marketing can be identified.

A number of problems can occur if an attempt is made to develop an enterprise without going through the steps of Phase 2. These problems can include:

Unsustainability of the resource and/or the market;  
Economic dependence on one product or type of product;  
Erratic supplies; Poor product quality; Low income from the product (poor return);  
Non-compliance with current rules and regulations;  
Unawareness of important rules and regulations;  
Unawareness of sources of assistance (such as credit or technical expertise); and  
Destruction of the environment.

In Phase 2, the following questions are asked:

Which products have the best market potential? How can the products be developed to generate a sustainable income for the households involved in their production? This will enable the best products, markets and means of marketing to be identified.

### **2.3.3 Phase 3: Plan Enterprises for Sustainable Development**

By now, a product should have been identified that is both environmentally sustainable and financially promising. The aim of Phase 3 is to plan for a successful enterprise. The focus will be on developing a marketing strategy, although other areas of concern (especially resource management and social issues) will be covered. It is recommended to begin with a pilot phase in order to arrange operational and organizational aspects, during which proper indicators will be prepared in order to recognize unexpected

changes in the business environment that may disturb the smooth implementation of the enterprise. Where a CF has accrued funds from running the enterprises, such funds can be internally arranged for a revolving loan scheme or otherwise decided by CF members for assisting individuals.

## 2.4 MA&D in the Context of Community Forestry

The MA&D approach should not be left until the CF consolidation phase. Instead, it should be introduced alongside community forestry as early as the start-up phase. Although during the CF preliminary phase (PCFMA) commercialization of products is not allowed, except for perishable forest products and products resulting from the establishment of firebreaks.

In the CF start-up phase, assessing the socio-economic situation of a village is an important first step. At this stage field staff may start supporting the target group in assessing market potential for

perishable forest products identified during the preliminary forest assessment. A livelihood needs analysis should be conducted to determine the financial expectations and needs of the target group. Analyzing the key constraints of the existing market system for the potential products provides valuable information to the forest committee

### CF Phases for MA&D:

#### Start-up

- *General sensitization on MA&D and start of training*
- *Collect detailed information from villages (including MA&D criteria)*
- *Assess interest in products*
- *Product related forest assessment*
- *Discuss utilization of perishable goods and plan it related to products*
- *Identify interest groups*
- *Collect market information for perishable products (proper training on how to obtain information)*
- *Compile of three year management plan with prospect for future enterprises in the CFMA phase*

#### PCFMA

- *Develop EDPs for perishable products*
- *Testing phase for enterprises marketing the products and in-depth training for other non-perishable products*
- *Develop EDPs for non-perishable products*
- *Re-examine management plan with focus on products*
- *Produce detailed market survey for non-perishable products*
- *During PCFMA evaluation, include all points where the success or failure of the perishable product enterprise is assessed*
- *Link with institutions that can fill training gaps*
- *During development of EDP, consider the five year management plan with focus on the products (maybe extra page would be helpful)*

#### CFMA

- *Enterprise linked to other support institutions*
- *Foresters do re-assessment of management plans with focus on products or services*

as they shortlist products. Interest groups comprising of knowledgeable people will be formed to provide further analysis on the short-listed products. A simple market survey shall be executed on various levels, which will assist villagers identifying opportunities and constraints of the short-listed products. Ranking and scoring should be applied by the interest group on the most promising products for enterprise development to facilitate the selection process.

In the PCFMA phase, forest committees and interest group members shall develop enterprise strategies and business plans for perishable products. The enterprise development plan shall then be forwarded to the DFO for approval and the forest committee will be supported through a pilot phase and training. During the PCFMA evaluation, the success or failure of the perishable forest product enterprises shall be assessed. A CF with positive PCFMA evaluation results shall be guided in other MA&D processes, with additional focus on non-perishable forest products and services. After the signing of the CFMA, commercialization of forest resources can also take place within the CF.

## **2.5 Impact of MA&D**

### **ECOLOGICAL IMPACT**

- MA&D has increased the acceptance of the local communities to protect their local forest by preventing and fighting fires
- Increased consciousness about forest utilization methods
- Increased environmental knowledge and awareness
- Reduction in illegal forest utilization
- Link extraction rate to the scale of the resource
- Shift focus to lesser known forest products e.g. palm fronds in CRD
- A total of **2150 ha** of forest cover is under sustainable management

### **SOCIAL IMPACTS**

- ▶ Increased consideration of gender aspects
- ▶ Realization of the benefit of working together, promotes synergy of efforts
- ▶ Reduced friction between stakeholders
- ▶ Target communities conducted market survey, collect and exchange required business information
- ▶ Enterprise Development Plans (EDP) developed/established by interest group (IG)
- ▶ Learning skills in enterprise for benefit of communities
- ▶ Creation of Economic Grouping (JATIFIF) as platform for information exchange
- ▶ Creation of economic incentives for local forest users
- ▶ Employment opportunities e.g. handicraft, logs and timber marketing and other interest groups.

### **ECONOMIC IMPACT**

It is the pronounced aim of the Gambia Forest Management Concept (GFMC) to enhance the Forestry sector's contribution to poverty reduction through the transfer of forest resource ownership and utilization responsibilities to the rural communities. The MA&D approach serves a practical means to accomplish that goal. The tables depict the extent of the economic activities implemented by the Interest Group;

**Table 1 Summary of Forest Product Utilization per Enterprise in Central River Region 2007**

Village	Name of CF	Enterprise or product	Quantity produced	Quantity sold	Cash received	NFF Paid	Labour cost or others	Balance of cash
Korop	Sutujang	Timber Sibo split	49 (5m splits) 300 splits	10 (5m length) 300 splits	D2500.00 D21000.00	D375. D3150.00	- -	D2125.00 D17850.00
Boraba	Kapesaba	-	-	-	-	-	-	-
Tabanani	Sibikuroto	Sibo split	700 splits	700 splits	D25000.00	D4200.00	D11200.00	D12600.00
Bustaan	Fankanta	Sibo split	408 splits	90 splits	D5400.00	D810.00	D1035.00	D3555.00
Dobo	Isray	-	-	-	-	-	-	-
Kunting	Kaniabu	-	-	-	-	-	-	-
	TOTALS	-	-	-	D53900.00	D8535.00	D12235.00	D36130.00

**TABLE 2 Summary of Forest Product Utilization per Enterprise in Lower River Region**

Villages	CF	Products	PRODUCTION AND SALES RECORDS 2006/07				
			Production Quantity	Gross Income	Production & Marketing cost	Taxes NFF & Royalties	Net profit
Batelling	Ngaingkoi	Log/Timber	2 Truckload	28000	9000	4200	14800
		Firewood	2 "	35200	13531.25	5624	16044
		Honey	300L	19200	711.5	2880	9008
Manduar	Wanchankalang	Firewood	2 truckload	42000	20496.25	6300	15203.75
		Honey	240L	14100	3374	2115	8611
		Kembo post	3000	21000	600	3150	17250
Nema/Bamako	Kabato purai	Honey Seedlings	300L 12000	19200 140000	5422.5 18338	2880 21000	10897 100662
Jassobo	Kabara kunda	Log Honey	4 truckload 300L	16000 19200	 2985	2400 2880	13600 13335
Bureng	Folanko	Sibo split	360	14400	1385	2520	10495
		Honey	300	19200	3442	2880	12878
		Handicraft	100 beds 100 seats	22500	9534	3375	9591
<b>total</b>				<b>410000</b>	<b>95419.5</b>	<b>62204</b>	<b>252376.5</b>

**Table: 3 Summaries of Results of Interest Group Activities of Western Region**

Village & Cf	Products	Production And Sales Records In 2007					Production & Sales Goals (Extraction Quota) For 2007		
		Extraction Quota In Truck Loads	Harvested Quality	Gross Income From Sales	Nff Payment	Net Profit In Dalasi	Sales Goals (Volume)	Sales Value	Goals In
Batending/kandonk (Cumbaato CF)	Log	3.	4.	10.833.00	1625.00	9208.00	2 Truck loads	22.000.00	
	Firewood	5.	3.	4.900.00	735.00	4165.00	5 Truck loads	140.000.00	
Kanuma (Jassana CF)	Log	2.	3.	10.000.00	1500.00	8500.00	1 Truck load	11.000.00	
	Firewood	2.	0	0	0	0	2 Truck loads	56.000.00	
	Honey	3.	3	1500.00	0	1500.00	0	3.000.00	
	Timber			10.000.00	1350.00	8650.00	0	0	
Berefet (Berekolong/ Folonkojang CF)	Log	3.	4	4.000.00	600.00	3400.00	2 Truck loads	22.000.00	
	Firewood	3.	0	0	0	0	3 Truck loads	84.000.00	
Kafuta (Tunku CF)	Log	6.	72 trees	33.913.00	5087.00	28.826.00	6 Truck loads	66.000.00	
	Firewood	4	0	0	0	0	4 Truck loads	112.000.00	
Tumani Tenda (Kachokorr CF)	Log	1.	0	0	0	0	1 Truck load	11.000.00	
	Firewood	1.	0	0	0	0	1 Truck load	28.000.00	
	Netto fruits	60 Pan full	30	3800.00	570.00	3230.00	60 Pan full	7600.00	
	Honey			5000.00	-	5000.00	0	10.000.00	
Boram (Siback CF)	Log	1	0	0	0	0	1 Truck load	11000.00	
	Firewood	1	0	0	0	0	1 Truck load	28000.00	
	Timber	1	0	0	0	0	1 Truck load	17000.00	
	Honey			1200.00				2400.00	
Bulanjorr (Brinkinai CF)	Log	2	0	0	0	0	2 Truck loads	22000.00	
	Firewood	2	0	0	0	0	3 Truck loads	84000.00	
	Timber	3	0	0	0	0	2 Truck loads	34000.00	
	Honey			1200.00				2400.00	
Jakoi Sibirik & Nyangit (Kusaabel CF)	Log	1	0	0	0	0	1 Truck load	11000.00	
	Firewood	1	0	0	0	0	1 Truck load	28000.00	
	Timber	2	0	0	0	0	2 Truck loads	34000.00	
	Honey		0	0	0	0			
Tampoto (Musai CF)	Log	1	0	0	0	0	1 Truck load	11000.00	
	Firewood	1	0	0	0	0	1 Truck load	28000.00	
	Honey		0	0	0	0			
Besse, Ndemban, Brefet (Kasila)	Log	3	3	21815.00(for both)	2535.00	19280.00	3 Truck loads	33000.00	
	Firewood	3	2				3 Truck loads	84000.00	

- Eco-tourism enterprise in Tumani-tenda earned approximately D180 000.00 from 2003 - 2004 tourist season.

## Acronyms

1. AC	Administrative Circle
2. CCSF	Community Controlled State Forest
3. CFC	Community Forest Concept
4. CFMA	Community Forest Management Agreement
5. CRD	Central River Division
6. DFO	Divisional Forestry Officer
7. DoF	Department of Forestry
8. EDP	Enterprise Development Plan
9. GFCC	Gambian Forestry Communication Concept
10. GFMC	Gambian Forestry Management Concept
11. IA	Implementation Area
12. IG	Interest Group
13. JATIFIF	Jamorai Timber and Firewood Federation
14. JFPM	Joint Forest Park Management
15. MA&D	Market Analysis and Development
16. MDFT	Multi Disciplinary Facilitation Team
17. NFF	National Forestry Fund
18. NGO	Non Government Organization
19. NPSC	National Printing Service Corporation.

## References

1. community implementation Guideline
2. Gambian Forestry management Concept
3. Forest Policy 1995-2005
4. forest Act 1998
5. Local Government Act 2001
6. Empowering communities through forestry; Community-based enterprise development in the Gambia.