THE ROLE OF COMMUNITY ORGANISERS IN FACILITATING COMMUNITY-BASED FOREST MANAGEMENT IN LEYTE

Estela Estoria, John F. Herbohn and Steve R. Harrison

The problem addressed in this study is, ‘How important is the role of community organisers in the success and failure of a people’s organisation in achieving the community-based forest management objectives within its implementation in the Leyte Province, the Philippines’? The study revealed that community organisers, within their two-year community organising contract, were effective in forming people’s organisations, motivating people to participate in voluntary activities organised by people’s organisations, and encouraging cohesiveness among members of people’s organisations. However, the two-year community organisers contract was not enough to establish mature and cohesive POs prepared to assume management on their own, including managing the tree plantations. The issues of the lack of training and funding support, very low wages, delayed salaries, and the limited time for community organisers to work with people’s organisations as well as the pressure to produce tangible outputs such as the establishment of large tree plantations, prevented them from putting more emphasis on the development and empowerment of the people. The two years that the community organisers worked with the people’s organisations were focused on preparing manpower resources to establish tree plantations. Hence, the people felt that they were only used as labourers in the tree planting project implemented by the DENR and not as partners or co-managers of forest resources. In addition, this investigation indicates that the desire to earn income and to obtain project benefits were the primary motivating factors for members to continue with their participation in PO activities. PO members believed that if people were organised, with substantial skills, knowledge, capabilities and abilities – in short if they were developed and empowered – they would have the capacity to protect, manage, monitor and rehabilitate forest areas. The results of this study have a number of implications for the development and implementation of policies related to the implementation of CBFM programs through people’s organisations.

INTRODUCTION

Community-based forest management employs community organisers to encourage people to commit themselves to sustain the people’s organisation (PO) and share community commitments, and motivates people to grow trees and protect forests for the future, by organising the formation of a people’s organisation. A people's organisation is a group of people, who may be an association, a cooperative, a federation or other legal entity established by the community to undertake collective action to address community concerns and needs as well as mutually share the benefits from the endeavour (DENR 1998).

Community organisers are believed to have the ability to empower people’s organisations and to build people’s management skills and leadership capabilities, which are seen as essential components to sustainable forest management. In addition, several studies have revealed that the lack of attention to community organising has been a factor hindering forest management in the Philippines. According to Duthy and Bolo-Duthy (2003), this lack of attention to community organising and social preparation results in problems such as a lack
of community participation in developing community forestry in the Philippines. It is to address this problem that this research reported here came into being.

This paper reports an investigation of the role of community organisers in the success and failure of people’s organisations in implementing community-based forest management in Leyte province, the Philippines. The research on which this paper is based was part of the Australian Centre for International Agricultural Research (ACIAR) research project in the Philippines titled *Redevelopment of Timber Industry Following Intensive Land Clearing*, which aimed to increase participation in small-scale forestry development in Leyte.

**THE RESEARCH PROBLEM AND QUESTIONS**

The research problem addressed in this paper is, ‘How important is the role of community organisers in the success and failure of a people’s organisation in achieving the community-based forest management objectives within its implementation in the Leyte province, the Philippines’?

The following research questions are addressed:

1. How effective are community organisers in assisting people’s organisations within their two-year community organising contract in community-based forest management implementation within Leyte communities?
2. Why do people become involved in a people’s organisation? What are the factors that influence their continued involvement with a people’s organisation?
3. How effective is a people’s organisation in implementing community-based forest management?
4. What are the limiting factors of community organisers in empowering a people’s organisation in community-based forest management (CBFM)?

To address the first research question, effectiveness is measured in terms of the community organiser’s specific outputs in assisting successful and less successful POs as well as the influence of community organisers in achieving CBFM objectives. Three sets of criteria are established, each having several indicators to describe the work of community organisers within each PO and the corresponding changes occurring in the development of POs that are caused by the community organisers’ intervention or assistance.

The second research question relates to the community’s interest in becoming involved with the people’s organisation and the motivating factors that drive their continued commitment to involve themselves with the PO. Further, this question led to a need to identify issues that discouraged people from becoming involved in a PO and to elicit their desired situations to achieved success in CBFM implementation.

Research into the third research question provides information on the importance of people’s organisations in the implementation of community-based forest management.

The final research question concerns the internal and external factors that impede community organisers in developing POs and empowering people within the context of the CBFM project’s community organising contract, which typically has an approximately two-year life.

**RESEARCH METHODOLOGY**

This research uses an embedded case study design patterned on Yin (1994). In this study, the research is about a single program, the CBFM, and the role that community organisers
can play in its implementation. The analysis involves assessing the role of community organisers, people’s organisations and the DENR in the implementation of CBFM.

Between the period February to May 2003, 189 respondents from 13 people’s organisations, 17 community organisers, officers from nine NGOs, and nine DENR officers and staff from regional to municipal offices were interviewed. The respondents can be categorised into three types. Type 1 respondents were the members of people’s organisations, type 2 respondents were the community organisers and other NGOs officers and community organisers and type 3 respondents were the DENR officers and staff.

PO members were selected using simple random sampling. Type two respondents were selected using the ‘snowball’ sampling technique as described by Fink (1995). This sampling technique relies on previously identified members of a group identifying other members of the population and these newly identified members then identifying others. Type three respondents were selected using purposeful sampling (described by Stone et al. 1984). The DENR respondents were purposely selected at each level.

Qualitative data analysis methods as outlined by Miles and Huberman (1994) have been used to assist in analysing qualitative evidences collected as part of this study. Data analysis consisted of three current flows of activity, namely data reduction, data display and conclusion drawing and verification. The collected data for this study has been subjected to a process of selecting, focusing, simplifying and transforming, which was undertaken during the writing of summaries, coding, teasing out themes, forming clusters and making partitions. The data were then displayed in an organised, compressed assembly of information, noting regularities, patterns, explanations, possible configurations, and causal flows which permitted the drawing of conclusions. These activities were assisted by the use of the Statistical Package for Social Sciences (SPSS) software.

RESEARCH QUESTION 1 – MEASURING SUCCESS AND FAILURE OF COMMUNITY ORGANISATIONS

In this investigation it was expected that ‘success’ and ‘failure’ experiences of people’s organisations (P0s) could be identified in order to compare situations and to highlight a pattern of similar and different experiences that would serve as lessons and inputs for the various stakeholders, such as government agencies, non-government organisations, funding agencies and people’s organisations. The main intention of highlighting various P0s experiences has been to present situations that might assist in the enhancement of project implementation and to understand the peculiar situation of cases that may provide an input of information to involved and interested organisations in the promotion of community forestry. The implication of this study could be the possibility or the potential for replication of successful experiences and the ability to map out improvements and modification of strategies to reduce the frequency of ‘failure’ experiences.

The investigation revealed that each CO-supported community surveyed had successful experiences in keeping the PO in existence and managing projects in their own way, appropriate to their skills, knowledge, ability, local resources, and external funding support as well as the assistance from CO, DENR and LGU. The findings of this survey revealed that the term ‘failure cases’ was an inappropriate description for the developing and not successful cases. Hence, this paper will not use the ‘failure case’ terminology, but instead the term ‘less successful case’ will be used to describe unsuccessful cases. Further, the surveys conducted in the 13 P0s identified two types of community organising approaches used by community organisers to form P0s: the project-based approach and the issue-based approach. These two approaches have resulted in different developments and effects on assisted P0s.
This paper presents conclusions from the investigation, followed by policy implications and suggestions for further research. A comparison of the characteristics of POs using the set of performance aspect and corresponding criteria and indicators is presented in Appendix D that shows the characteristics of ‘successful’, ‘developing’ and ‘less successful’ POs.

The development and empowerment of a people’s organisation is heavily dependent on external support and interventions. External factors control PO growth and development. All POs surveyed assisted by community organisers underwent the 10 PO formation steps. However, the length of time a community organiser took to establish a PO varied based on the internal and external pressures which make the two-year community organising contract not long enough to develop a cohesive and strengthened people’s organisation.

The project-based approach used by community organisers in mobilising people in the community to form groups led to development of a benefit or financially-driven culture among members. From the inception period, the people’s prime motivation and basis of unity to form a group are the benefits they expect to receive from the project, and particularly the immediate monetary benefit the CBFM project offers. To sustain PO activities such as voluntary activities, members are heavily dependent on the assistance of community organisers, project funding support and the continuing structure of support after community organisers contracts are completed. The absence of any of these forms of assistance diminishes the PO members’ participation in organised activities.

The community organisers’ two-year community organising work with POs had instigated and facilitated the environmental awareness and knowledge of PO members, developed the leadership and management capabilities of the PO officers in terms of planning, monitoring and evaluating abilities, encouraged people in the community to join the PO, regularised meetings, and implemented economic projects. Opinions based on the investigation conducted in relation to these subjects are presented below.

Formation of People’s Organisations

The formation of a people’s organisation is a prerequisite for the CBFM implementation. The communities identified by the CBFM were expected to comply with specific requirements, such as the formation of a people’s organisation to access project funding support from DENR. It is clear that the core focus of mobilising people to form groups has been geared towards establishing tree plantations which is obviously the bias of CBFM. This bias put pressure on community organisers to produce this expected output, hence the formation of POs appeared to be the mobilising of manpower to establish tree plantations. After the two-year period of project support and community organiser assistance, the responsibilities to manage the tree plantation project and to sustain the POs were left with the weak and fragile people’s organisations, the members of which did not have the skills to advance or even sustain in some cases what had been put in place. Leaders, officers and members of people’s organisations were left confused and with mounting concerns since they no longer understood what the true intention of CBFM was, where their projects were heading and what their projects would mean to the community in the future.

The project-based approach used by community organisers to encourage people to join the PO created expectations that livelihood projects would provide them with an additional source of income to support their meagre earnings. Hence, members became frustrated after still waiting for the livelihood project to commence almost two years after it was first promised. Livelihood projects were like ‘giveaways’ after the people had established tree plantations. No proper preparation and implementation assistance was devoted to these livelihood projects; in fact this project component was the last to be implemented and it received little support from the community organisers. The result was that most of these livelihood projects failed.
Awareness and Knowledge Gained by PO Members

The awareness and knowledge gained by members mainly came via the seminars and training sessions that members attended, exposures to successful POs, experience participating in projects that addressed environmental issues and the sharing of experiences and ideas among members. Eighty-five percent of POs surveyed (11 POs) reported that their members had gained a basic knowledge of the importance of planting trees, and also the effects of planting trees on the environment and on the people. Two of the 13 POs surveyed had a higher level of environmental awareness and knowledge compared to the other POs surveyed. The study indicates that the longer period of community organisers’ assistance, sincerity and full commitment of support from external organisations (i.e. DENR, LGU, NGOs), funding support, and monetary benefits, are all important elements that facilitated avenues to raise the level of awareness and knowledge of the members of the people’s organisations.

Leadership and Management Capabilities of PO Leaders and Officers

Most of the POs surveyed lacked the ability to liaise, negotiate, establish networks and use local resources to develop economic projects. Four POs indicated experiences of and the capability to liaise, negotiate and establish networks on behalf of the PO and initiate economic projects based on local resources at hand. Distinguished leadership and management capabilities of PO leaders and officers were evident in two POs surveyed. These POs had received more than two years of external assistance and funding (from community organisers, NGOs and foreign funding donors), and the members received regular monetary benefits as well as having the anticipation (not yet realised) of monetary benefits from harvestable tree plantations.

Increase and Decrease in PO Membership

The increase and decrease in POs’ membership were mainly influenced by project benefits, pressure to accomplish tree planting projects (POs with existing project funding and CO assistance), protecting member’s interests, and the lack of organisational direction causing limited PO activities and no financial benefits to members. Nearly half of the POs indicated that there had been a decrease in their membership and this was attributed to a lack of organisational activities by POs and no clear financial benefits foreseen by members. Several POs surveyed indicated that there had been an increase in their membership and this happened because there was a need to recruit new members to share the pressure of accomplishing tree planting activities. People were also encouraged to join because of the promised financial benefits. A few of the POs surveyed, reported that there had been no increase or decrease in their membership and this was due to a strong desire to protect the improving status of the PO as well as the interests of its active and diligent members.

Frequencies and Regularity of Meetings

Results indicated that POs with regular meetings had motivated and active members, while POs with irregular meetings or no meetings at all, had inactive members or only a list of members remained and no organisational activities were held.

Initiated and Managed Economic Projects of POs

Economic projects that were initiated by POs were more likely to sustain and gain greater support from members. Conceptualisation and planning of these projects were based on the skills of the people, their capacity, ability, resources, and most importantly an attempt to address certain community issues. A number of economic projects that were CBFM implemented projects, had failed and did not exist any more. The implementation of these
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projects was not based on the people’s skills, ability, resources and did not address certain community issues. These projects were extended to POs as a part of the CBFM project implementation.

Planning, Monitoring, Evaluation, and Documentation Status of POs Surveyed

The majority of the POs surveyed, had little developed ability, concern, knowledge and skills regarding proper planning, monitoring, evaluation and PO documentation, which involved record-keeping, bookkeeping and report writing. Only a few of the POs surveyed, displayed any evidence that these activities were regularly practiced and proper record-keeping and bookkeeping systems were in place. These POs exhibited a significant ability and capability to manage economic projects and to develop cohesiveness among their members.

Nursery and Tree Plantation Projects

The majority of POs surveyed had established large areas of tree plantation, while the other 15% were at the initial stage of community mobilisation and preparing towards the establishment of a tree plantation. During the time of survey, a few of POs surveyed had continuing nurseries for seedling production operation; a handful had no nursery projects and the majority of the POs surveyed, could not sustain their nursery operation. Results revealed that the nurseries for seedling production that had been managed by these POs were only preliminary projects for tree plantation. No indication was given of any attempt to plan to sustain the seedling production.

Almost half of respondents interviewed believed that their income had increased during the project period (nursery and tree planting) while nearly half reported that there had been no increase or decrease in their income and few said that their income had decreased during the project period. Aged members believed their income had decreased because they hired labour to act by proxy for them during voluntary activities to avoid penalties. Some members commented that voluntary project activities competed with their personal work commitments and livelihood and claimed that they had suffered opportunity losses. Certificate of Stewardship Contract holders said that the acquisition of tenurial contract enabled them to access all income from tilled areas, hence they had stopped giving a share to their landlords and could therefore claim an increase in their income. Other CSC holders claimed they were pressured by the DENR to plant trees on tilled land, which resulted in a reduced area to plant cash and food crops and eventually reduced their income.

Protection and Maintenance of Tree Plantations

The lack of government or DENR support and the lack of policing power for the members of the people’s organisations were major obstacles in their attempt to protect and maintain large tree plantations. Members of the POs were hesitant to conduct forest patrols due to the above-mentioned circumstances. Furthermore, large tree plantation areas were difficult to maintain particularly for those POs with only a few members, or mostly inactive members.

Reported Problems and How These Problems Were Addressed

Problems encountered by the majority of the POs were beyond their capacity to solve and the POs needed external support from the government, NGOs and other institutions to collectively address these problems.

Within the two-year community organising contract the community organisers were effective in setting the basic foundation of PO formations and motivating people to participate in the PO’s voluntary activities. They encouraged cohesiveness, raised the level of environmental
awareness of members, developed leadership interest and skills, created avenues of opportunities, provided direction and established tree plantations.

The majority of the POs surveyed, had no clear phasing out plan. In addition, most had no, or at best a weak, planning, monitoring or evaluation systems in place. They had a limited ability to manage projects and irregular meetings or even no meetings were held. These situations proved that POs are not yet ready to be left alone to continue to carry on with the CBFM implementation and revealed an eminent need for continued external assistance. The two-year community organising contract was not enough to establish mature and cohesive POs who are prepared to assume the management of tree plantations.

Community organisers were limited within the boundary of organising stipulated activities in the CBFM contract. However, the major role of community organisers in the implementation of this contract was to prepare manpower resources to established tree plantations.

The conflict of interest and priorities between POs and the DENR, within the CBFM implementation, created doubts and lost of trust. Members of the people’s organisations felt they were only used as labourers for the tree plantation projects implemented by the DENR and not as partners in managing forest resources. In fact, some CSCs holders began to question if CBFM was part of a government strategy to grab their land. On the other hand, a few POs formed by people concerned over community issues and who had been assisted for more than two years by full-time community organisers using an issue-based approach as well as participatory methods, had developed a higher commitment and cohesiveness among their members, and had empowered leaders, as well as obtained skills in managing economic projects. To some degree, these POs were less dependent on external support to sustain their organisational activities, compared to the other majority of the POs surveyed.

The nurseries for seedling production served their intended purpose, which was to produce seedlings for tree planting and the POs were able to establish and accomplish this project. Ten POs successfully established large tree plantation areas while three POs were in the process of establishing tree plantations.

CSVFA had more developed and empowered members, and showed greater achievements compared to the rest of the POs surveyed. BAKHAW, HUFA, KAHOI, CMPC were considered to be developing POs. Members of these POs were active and sincere, meetings were regularly held, economic projects were ongoing and from time to time members received monetary and non-monetary benefits. In a number of aspects BAKHAW indicated greater achievements compared with HUFA, KAHOI AND CMPC and was considered to be a rapidly developing people’s organisation. However, this was influenced by the existing multi-million PhP (Philippine peso) funding as well as the full-time and all-out support from their LGU, the DENR and their community organisers. The rest of the POs appeared to be less successful. These POs had irregular or no meetings, limited or no economic projects at hand, a high number of inactive members, and no economic projects that were being managed or had failed. The existing economic projects showed no obvious management as well as no monetary and non-monetary benefits were received by members.

**RQ 2 - FACTORS THAT INFLUENCE THE PEOPLE’S CONTINUED INVOLVEMENT WITH PEOPLE’S ORGANISATIONS**

Community organisers used the project-based approach to mobilise people in the communities identified to have CBFM programs to form POs. From the inception of CBFM project implementation, the anticipated project benefits motivated people to become organised, form groups and participate in organisational activities. This situation developed a benefit (monetary) driven culture among the members of POs. Thus, the sustaining of PO
activities including meetings, organisational activities and projects was heavily dependent on the community organiser’s assistance, project funding support and the continuing structure of external support after the community organisers had terminated their contract. The absence of any of these forms of assistance diminished the members’ participation in PO activities.

This investigation indicates that the desire to earn income and to obtain project benefits were the primary motivating factors for members to continue with their participation in PO activities. Other factors that affected the continued participation of members included:

- clear management and leadership;
- open communication;
- transparency in all transactions, especially financial transactions;
- fairness among people’s organisation members;
- equitable sharing of benefits and responsibilities;
- presence of a plan, monitoring and evaluation, networking and alliances;
- funding;
- employment opportunities and business opportunities;
- check and balance;
- government policies that support POs;
- sincerity and honesty from the government;
- people have to be fully informed;
- functional leadership;
- regular meetings;
- a continuous education campaign to educate members;
- PO’s basis of unity should come from people’s commitment and not instigated by financial incentives;
- community organising;
- consultative and participatory decision making; and
- encouragement of voluntary work.

During the survey, the respondents interviewed described the factors that discouraged them from participating in PO activities. These included:

- a loss of trust in their leaders and DENR officers;
- the lack of proper financial management or lack of financial transparency;
- project failures;
- conflict among members;
- discontentment over the way in which PO policies were implemented;
- conflict of labour demands between projects and traditional livelihood;
- lack of monetary returns for voluntary work;
- poor health and advanced age;
- DENR changing forestry policies and statement;
- no project funding;
- political rivalry and affiliation;
- some organisational activities are against religious values; and
- inaccessible and unsuitable venues for meetings and activities.

**RQ 3 - THE IMPORTANCE OF PEOPLE’S ORGANISATIONS IN IMPLEMENTING CBFM**

PO members believed that if people were organised, with substantial skills, knowledge, capabilities and abilities – in short if they were developed and empowered – they would have
the capacity to protect, manage, monitor and rehabilitate forest areas. According to these members they were able to implement CBFM at a lower labour cost compared to their daily earnings received from employment (hired labour) and to provide direction and focus in the implementation. However, CBFM did not improve the economic conditions of the people; on the contrary, POs merely produced cheap manpower and provided voluntary labour for the implementation of CBFM.

If nursery and the establishment of tree plantations were the only activities to be implemented in identified CBFM communities, there would have been no need to form people’s organisations. POs are concrete community structures that could sustain CBFM for generations and the government has the responsibility and obligation to maintain these structures. If a concrete structure of support is not available to these POs beyond project funding and community organisers’ assistance, the sustaining of these POs will become a difficult issue.

RQ 4 - FACTORS THAT LIMIT COMMUNITY ORGANISERS IN EMPOWERING PEOPLE’S ORGANISATIONS

External support and interventions that mainly came from community organisers, DENR, LGUs as well as funding donors contributed greatly to the strengths, weaknesses, opportunities and threats of POs, which in turn, primarily influenced the growth and development of the people’s organisation. Community organisers are indeed an effective mechanism to promote local participation in community-based forest management, if given more emphasis and support. These could be in terms of the autonomy to freely use initiatives based on CO principles appropriate to community situations, training support, a longer period of CO work, as well as the security of a funding source and not being exclusively bound to a stipulated contract that demands immediate tangible outputs.

The POs’ commitment and sincerity, skills and ability to mobilise and develop people, build networks of support, and their potential to create and initiate opportunities for change and to empower people, were confronted with heavy pressures from external circumstances. These external pressures, such as the lack of support from DENR and LGUs, bureaucracy, ‘corruption’ and the lack of funding support, enforced the weaknesses of community organisers which prevented them from fully exercising their potential to truly and thoroughly provide effective and efficient community organising work. There are a number of issues and difficulties that community organisers encountered and recognised during the two year CO contracts. Among these are the difficulty to develop trust and confidence in people, people not being receptive and resisting tree planting, pressure from funding donors, low paid and high pressured jobs, the difficulty in motivating people to organise for their own benefits, being branded as NPAs, the lack of LGU support, and the inability to meet the needs of the POs livelihood projects.

POLICY IMPLICATIONS

The results of this study have a number of implications for the development and implementation of policies related to the implementation of CBFM programs through people’s organisations. Some of the key implications are:

- The devolution of power to local government and CBFM strategies that warrant LGU support, is essential to the sustainability of POs and to the issue of community-based forest management. At the time of this survey, these had not been achieved and coordination between DENR and the LGU was identified as a problem. Furthermore, integration with LGUs is a structure that could potentially sustain POs, by
incorporating POs into the barangay development plan to ensure the sustainability of funding support, monitoring, evaluation, and check and balance.

- ‘Participatory’ approaches are highly desirable for use in the whole implementation and management cycle, as well as transparency in all organisational transactions. The people need to be consulted and involved at all stages and processes of implementation to develop an understanding, support, commitment and ownership of the project.

It will be important for the DENR to demonstrate commitment and responsibility to support POs beyond project funding and community organisers contract termination, by creating or establishing a mechanism of support, such as a coordinating body that will continue to monitor POs. CBFM-formed POs should be encouraged to form a federation and build their own systems of support. A pool of experts should be created within the federation that will be able to respond to the technical needs of the PO.

- Communities need to be mobilised based on real community issues and the needs of the people. There needs to be secure funding for CO work and extend community organisers’ assistance for longer than two years. This will place an emphasis on developing and empowering people to prepare them to handle bigger commitments and provide them with the ability to innovate. It is more strategic to institutionalise community organising to standardise their services as well as to ensure professionalism and development of the service.

- DENR could develop stable networks and linkages, aimed at supporting POs. These are potential sources of external support, such as the tapping of technical expertise as well as advice from government agencies, NGOs, and institutional organisations (i.e. tertiary schools). A technical support group composed of different concerned government agencies, NGOs, tertiary education, LGUs, and POs could be organised to establish a network of support even beyond CO and project funding termination.

- Community organisers, in pursuing the project interest (CBFM) in previously formed POs, should be vigilant of the danger of neglecting the PO’s basis of unity in forming their organisation; instead of strengthening the PO, it will end up dividing the interest of members.

During the course of the study a number of questions arose that are worthy of consideration by organisations and institutions involved in the design and implementation of CBFM programs. Reflection on these questions may provide ideas to further improve existing strategies or may contribute to the development of more appropriate strategies to improve implementation. These questions are:

- If the purpose of tree plantations is cash cropping, what will be the sustainable environmental impact of tree plantations on CBFM communities?

- How can tree plantations be used to sustain POs?

- How can tree plantations meet the dual expectations of the people, which are to earn a living and to be developed and empowered?

- How can implementing livelihood projects within CBFM implementation be improved to better meet the needs of communities?
• What are the most effective ‘exit strategies’ that community organisers can develop for when project funding runs out in order to prevent POs from becoming disorganised and the failure of livelihood projects?

• What kind of community structures or mechanisms of support should be in place to sustain POs? What are the appropriate measures to assure that they will not fail in helping to achieve the hopes and aspirations of the people that are already in place?

• What does ‘management’ mean in the CBFM concept and how can tree plantation management be sustained following the withdrawal of funding support?

SUGGESTIONS FOR FUTURE RESEARCH

There are a number of areas for future research that could provide insights into the more effective operation of community organisations including:

• A practical trial of extending the people’s organisation support for a period of longer than two years, to test whether this makes much difference to the continued sustainability of the people’s organisations once the assistance reaches the end of its term.

• Assessment of the effectiveness of different training methods for community organising.

• An investigation of the attitudes of lending agencies to providing funding support to people’s organisations.

• A critical assessment of the 10 PO formation steps to ascertain how these specific steps are undertaken within the community by the community organiser and how they affect people in the communities.

• An investigation into how community organisers create or form networks and alliances and how they maximise these networks and alliances to provide assistance to people’s organisations.

• Identification of the existing relationships of community organisers with local government units and how these existing relationships can be improved or strengthened to promote or facilitate community organising work.

REFERENCES


