

Co-management of Natural Resources

Organising, Negotiating and Learning-by-Doing

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This book is dedicated to the memory of Dr. Moreno Chiovoloni, a social anthropologist who assisted the Réseau Cogestion (Co-management Network) on behalf of the IUCN Collaborative Management Working Group. Moreno facilitated a workshop on social communication in Somalomo (Cameroon) in June 2000. During his staying in the area, in the heart of the tropical forest, he contracted malaria. He died of cerebral complications less than a month later.

Moreno was a competent and engaged professional. He was also very relaxed and fun. The participants in the workshop and the colleagues with whom he worked remember him with gratitude and lasting fondness.

Contents

Abbreviations	viii
Foreword.....	ix
Preface and Acknowledgements	xi
 1. Overview	 1
1.1 Co-management	1
1.2 Concepts and approaches contributing to understanding and practicing co-management	5
– Concepts and approaches: adaptive management	5
– Concepts and approaches: pluralism	6
– Concepts and approaches: governance	7
– Concepts and approaches: patrimony	8
– Concepts and approaches: conflict management	9
– Concepts and approaches: social communication	11
– Taking account of concepts, approaches and values in a co-management process: a schematic view	14
 2. The preparatory phase	 15
2.1 Assessing the need for co-management and the process feasibility	16
2.2 Assessing the human and financial resources available	18
2.3 Establishing a Start-up Team	19
2.4 Gathering information and tools (such as maps) on the main ecological and social issues	19
2.5 Identifying in a preliminary way the natural resource management unit(s)	21
2.6 Identifying in a preliminary way the institutional actors to participate in natural resource management	22
– Identifying potential institutional actors: a checklist.....	22
– The roots of entitlements: examples of grounds on which to claim a role in natural resource management	24
– Towards empowered and responsible institutional actors: a schematic view	25
2.7 Launching and maintaining social communication initiatives	27
2.8 Engaging the institutional actors	28
2.9 Helping the institutional actors to organise	30
2.10 Preparing for the negotiation meetings: rules, procedures and equity considerations	30
– Results of the preparatory phase	32
– Promoting equity in co-management: some examples and ideas	33
– Including equity considerations in the process towards empowered and responsible institutional actors: a schematic view	34
 3. The negotiation phase	 36
3.1 Agreeing on the rules and procedures of negotiation.....	37
– Main qualities and tasks of a good facilitator / mediator.....	37
– An example of a set of rules for the negotiation process.....	38
3.2 Developing a common vision of the desired future	39
3.3 Ritualising the common vision	41
3.4 Reviewing the current socio-ecological situation and trends.....	41
– Methods and tools for situation analysis	42
3.5 Agreeing on a strategy towards the common vision	44
3.6 Negotiating co-management plans and agreements for each component of the strategy	45
– Methods and tools to agree on a course of action	46

– Agreements, disagreements, consensus and compromise	50
3.7 Agreeing on specific CM organisations	51
– Functions and characteristics of co-management organisations.....	53
3.8 Legitimising and publicising the co-management plans, agreements and organisations.....	54
– Results of the negotiation phase	55
 4. The learning-by-doing phase.....	57
4.1 Setting to work the co-management plans, agreements and organisations	57
4.2 Clarifying the entitlements and responsibilities of the institutional actors	58
4.3 Collecting data and information as described in the follow-up protocols.....	58
4.4 Identifying the main factors with an impact on natural resources and stakeholders, and experi- menting with innovations.....	59
4.5 Evaluating co-management plans, agreements and organisations	59
– Examples of process indicators for co-management	60
– Results of the learning-by-doing phase	61
 5. The co-management process: a summary view	62
 6. Lessons learned and tips for action	63
– Lessons and tips for all phases and seasons	63
– Lessons and tips for the preparatory phase.....	63
– Lessons and tips for the central phase of negotiation	64
– Lessons and tips for learning by doing	65

Annex

1. Participatory methods and tools for co-management	67
– Street or village theatre (and film shows).....	70
– Community radio programmes.....	68
– Land-use Mapping.....	69
– Historical Mapping.....	69
– Transect walks and diagrams.....	70
– Trend analysis.....	71
– Brainstorming	72
– Structured brainstorming	73
– Guided visioning	74
– Problem-causes-effects tree.....	76
– Analysis of strengths, weaknesses, opportunities and threats/limitations (SWOT)	77
2. Example of the “common vision of the desired future” of a rural community	78
3. Example of a strategy (components and objectives) to achieve the common vision	80
4. Learning-by-Doing – the experience of the Co-management Project in the Congo Basin	82
– Activities	83
– Results	85
– Initial lessons learned	89
 References and suggested readings	92

Definition boxes

Co-management	1
Adaptive management	5
Pluralism	6
Governance	7
Patrimony	8
Conflict management	9
Social communication	11
‘Entitlement’ to manage natural resources	16
Levels of negotiation	21
Institutional actor (stakeholder)	22
Primary and secondary institutional actors	26
Types of assistance from a Start-up Team	30
Equity in a co-management process	32
Institution	51
Accountability	58
Monitoring	58
Evaluation	59
Syncretic approach.....	63

Example boxes

1. A Start-up Team centred on a key individual	20
2. The Start-up Team’s“Visiting Card”	28
3. Social communication at the heart of co-management	29
4. Strengthening social actors before the co-management process: the case of the Baka People	32
5. Beyond customs: women engaged in co-management	36
6. Fusing the traditional and the modern to ritualise a co-management vision	44
7. Natural resource management units and zoning.....	52
8. A “double speed” management organisation	58

Abbreviations

ABS/LISTRA	Protected Area Management and Transition Zone Development Project
BMZ	Federal German Ministry for Economic Cooperation and Development
CEFDHAC	Conference on Dense and Humid Forests Ecosystems in Central Africa (Conférence sur les Ecosystèmes de Forêts Denses et Humides d’Afrique Centrale)
CM	Co-management
CMWG	Collaborative Management Working Group (of the IUCN)
EU	European Union
GEF	Global Environment Facility
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit GmbH
ECOFAC	Programme for the Conservation of the Forest Ecosystems in Central Africa (Programme de Conservation des Ecosystemes Forestieres d’Afrique Centrale)
IUCN	The World Conservation Union
IA	Institutional actor (stakeholder)
NGO	Non-governmental organisation
NR	Natural resource
NRM	Natural resource management
UN	United Nations

Foreword

Is it possible to go beyond what the State declares to be the best way to manage natural resources? If yes, how? To these questions GTZ and the IUCN attempt to provide some answers with this publication – a practical manual for natural-resource managers interested in negotiating multi-party agreements and institutions, and in learning by doing. The publication offers guidelines, checklists, concepts, ideas and a range of methods and tools to facilitate a co-management process. What it does not offer, and it emphasises could not be offered, is a set of hard-and-fast co-management rules.

For the IUCN, this publication constitutes an exemplary case of productive synergy between its Commissions and Secretariat. Indeed, the document is the result of a partnership between the Collaborative Management Working Group (CMWG) – a working group under the IUCN Commission of Environmental, Economic and Social Policy (CEESP) – and the IUCN Regional Office for Central Africa (ROCA), which operates the *Co-management Project for Nature Conservation in the Congo Basin* with GTZ sponsorship. The experience gained in this partnership deserves careful examination from the IUCN as a whole, also because it directly responds to the mandate of the IUCN Resolution 1.42 of the First World Conservation Congress (Montreal, 1996).

From the perspective of the German Development Cooperation, this publication perfectly fits its main policy tenets: achieving a balance between biodiversity conservation and development concerns. The publication emphasises the links between conservation and sustainable use of natural resources, on the one hand, and poverty reduction on the other. It also stresses the need to strengthen human and institutional capacities in GTZ's partner countries whilst learning from their local experience.

By making available co-management concepts, ideas, methods and tools, we hope to assist a variety of social actors striving to figure out «how best to manage natural resources». To all of them we wish good luck in the use of this volume, trusting it may lead to more sustainable and equitable approaches.

August 2000

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Preface and Acknowledgements

This document was developed on the basis of five presentations given by Grazia Borrini-Feyerabend (GBF) at a workshop of the Réseau Cogestion (Co-management Network) in Maroua, Cameroon, in January 1999. The network was set up by the GTZ/IUCN project *Co-management for Nature Conservation in Unstable Socio-political Conditions: "Learning by Doing" in the Congo Basin*, to which the IUCN Collaborative Management Working Group is called to provide technical assistance (see Annex 4). After the presentations, GBF revised and completed the presentations and added the Annexes. A further extensive revision of the document was made together with M. Taghi Farvar (MTF) on the basis of field lessons presented at another workshop of the same network he facilitated in Buea, Cameroon, in November 1999. A final revision took place after yet another workshop in Somalomo (Cameroon), in June 2000. It included contributions from MTF and inputs, example boxes and the addition of an annex on the preliminary experience of the co-management project provided by Jean Claude Nguinguiri (JCN), Coordinator of the GTZ/IUCN project, and Vincent Awa Ndangang (VAN), Coordinator of the Réseau Cogestion.

This volume provides broad guidelines, methods, tools, concepts and ideas for co-management facilitators and partners. Practitioners engaged in promoting and facilitating co-management initiatives should however know (and usually do know!) that their specific context of work is more important than any externally devised set of instructions and guidelines. In other words, ***co-management processes are invariably experimental and ideas, methods and tools – including those provided here – need to be adjusted and bent around specific situations and environments.*** With this spirit in mind, this volume may be used with benefit by project officers, community members, government staff, NGO staff, members of CM Start-up Teams and others interested in participatory approaches to managing natural resources. Several members of the IUCN Collaborative Management Working Group (CMWG) are currently working on a more in-depth treatment of the subject of this volume, which should hopefully be available by the end of the year 2000.

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Comments and suggestions for improvement will be very much appreciated and acknowledged in future documents dealing with lessons learned and guidelines. Comments and suggestions may be sent by e-mail to the authors at: gbf@iname.com, taghi@unforgettable.com, cogestion.iucn@camnet.cm, reseau.cogestion@camnet.cm.