

## 5. The co-management process: a summary view

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**a point of departure**

- assessing the need for co-management and the process feasibility
- assessing the available human and financial resources
- establishing a Start-up Team

**phase I:  
organising  
for the  
partnership**

- gathering information and tools (such as maps) on the main ecological and social issues at stake
- identifying in a preliminary way the NRM unit(s) and institutional actors at stake
- launching and maintaining social communication initiatives on co-management in the local context
- contacting the institutional actors, facilitating appraisal exercises and continuing with them the ecological, social and stakeholder analyses
- helping the institutional actors to organise and identify their own representatives, as necessary
- organising the first meeting of institutional actors and proposing a set of rules and procedures for the negotiation phase, including explicit equity considerations

**phase II:  
negotiating  
plans and  
agreements**

- agreeing on the negotiation rules and procedures
- developing a common vision of the desired future for the NRM unit(s) at stake
- ritualising the agreed common vision
- reviewing the current socio-ecological situation and trends
- agreeing upon a strategy towards the common vision
- negotiating specific co-management plans and agreements for each component of the strategy (including clarifying what will be done by whom and with what means; mediating conflicts; establishing zoning arrangements and the sharing of NRM functions, rights and responsibilities among stakeholders; agreeing on follow-up protocols).
- agreeing upon CM organisations and initiatives to “institutionalise” CM
- legitimising and publicising the co-management plans, agreements and organisations

**phase III:  
learning by  
doing**

- applying and implementing the co-management plans, agreements and organisations
- clarifying the entitlements and responsibilities of the institutional actors, as necessary
- collecting data and information on results and process, as specified in the follow-up protocols
- identifying the main factors impacting upon natural resources and stakeholders; experimenting judiciously with innovations
- organising review meetings at regular intervals to evaluate results and lessons learned; modifying the co-management plans, agreements and organisations, as necessary