



THE NATIONAL
FOREST PROGRAMME
FACILITY



Caribbean Natural Resources Institute (CANARI)

**Forest and Livelihoods Exchange Visit on Participatory Planning for Protected Areas:
Case study of the Aripo Savannas**

**August 20-21, 2009
Cumuto, Trinidad**

1. Background

This exchange visit is part of a regional programme on Forests and Livelihoods currently being conducted in Barbados, Commonwealth of Dominica, Grenada, Jamaica, Saint Christopher (St. Kitts) & Nevis, Saint Lucia, Saint Vincent & the Grenadines, and Trinidad & Tobago under CANARI's **Forests and Livelihoods Programme**. This programme seeks to enhance the contribution of forest goods and ecological services to sustainable livelihoods of the rural poor in the islands of the Caribbean. The programme encompasses research and analysis as well as building capacity at local, national and regional level for equitable participation and effective collaboration of stakeholders in the management of forest resources.



Fig1: Workshop participants hiking across the Aripo Savannas

The exchange visit was conducted in partnership with the Environmental Management Authority (EMA).

2. Funding

The exchange visit was funded by a grant to CANARI from the European Commission's Programme on Tropical Forests and other Forests in Developing Countries [2007-2010] for a regional project on ***“Practices and policies that improve forest management and the livelihoods of the rural poor in the insular Caribbean”*** being conducted in the following countries: Barbados, Commonwealth of Dominica, Grenada, Jamaica, Saint Christopher (St. Kitts) & Nevis, Saint Lucia, Saint Vincent & the Grenadines, and Trinidad & Tobago.

3. Participants

The workshop targeted governmental organisations, universities, non-governmental organisations (NGOs), and community-based organisations (CBOs) involved in Stakeholder Management Committees (SMCs) for Environmentally Sensitive Areas (ESAs) in Trinidad and Tobago. The recently appointed Coordinator in the EMA responsible for the Aripo Savannas ESA was also present. The list of participants is attached as Appendix 1.

4. Purpose/Goal/Objectives

The overall purpose of the exchange visit was to contribute to the overall objective of the regional project **to identify, promote, and build capacity for institutional arrangements which optimise the socio-economic contribution of forest resources to the rural poor of the insular Caribbean.**

The goal of the exchange visit was to build the capacity of participants to catalyse, support and engage in participatory management planning of protected areas in ESAs in Trinidad and Tobago.

This goal would be achieved through sharing experiences with participatory management planning for the Aripo Savannas ESA facilitated by CANARI on behalf of the EMA and analysing lessons learnt that could be applied to other ESAs.

5. Key Outcomes

Through the exchange visit:

- participants discussed common challenges for protected area management in Trinidad and Tobago;
- participants shared experiences, including challenges and lessons, with being involved in SMCs and other participatory processes for planning and management of ESAs;
- key issues necessary for institutional arrangements to enable sustainable forest-based livelihoods were identified and specific recommendations made for improved participatory management of ESAs in Trinidad and Tobago;
- practical efforts for the management of the Aripo Savannas, Matura and Buccoo Reef protected areas in Trinidad and Tobago were shared and participants identified the need for continued exchange visits among members of the ESA SMCs for sharing of experiences and building on lessons learnt.



Fig 2: The Aripo Savannas ESA is a Scientific Reserve with access by permit only

6. Methods

The exchange visit was participatory and interactive. The first day began with presentations on the case study of participatory management planning for the Aripo Savannas ESA and discussion on results and lessons learnt. Participants involved in the management of other ESAs then gave a short presentation on the current management issues and activities. Common challenges, lessons and recommendations were discussed. Participants were taken on a guided hike of the Aripo Savannas to see some of the current uses and management. The second day was spent analysing lessons and recommendations, which are presented in Section 7 and 8 below.



Fig 3: Thomas Gill from Sundew explains how the protected area will be zoned for recreational use to Hyacinth Armstrong from the Buccoo Reef Trust

The draft agenda is attached as Appendix 2. The PowerPoint presentation is in Appendix 3 and the handouts are in Appendix 4.

7. Lessons from the Aripo Savannas participatory management planning process [and other ESAs]

Capacity for participatory management planning:

- It is important to build capacity of stakeholders (including government) to participate in the process – awareness and commitment are key.
- Sufficient funds are needed to support the participatory process. Many additional consultations were needed in the Aripo process than were originally envisaged and budgeted.
- Participation cannot be mixed with enforcement as it sends mixed messages to stakeholders who you are trying to involve in the decision-making process.
- People had more to offer than was anticipated.

Squatting:

- Initial squatters saw themselves as watchdogs for other potential squatters and can play a role in management of this problem.
- The underlying drivers of squatting need to be understood. Squatters said that “we have to live too... we don’t want to end up like vagrants.”
- Squatters felt that they did not destroy anything and they were not causing a management problem. The scale and impact of this problem needs to be considered in light of other threats (e.g. ecological isolation cause by surrounding physical development and the proposed highway, fires).

- It is important to have awareness of the relevant laws and know the facts about squatting.
- Involving squatters in discussions with other stakeholders led to the development of genuine understanding and empathy.

Results of participatory management planning:

- The participatory process at Aripo contributed to: sharing information, building relationships and partnerships and support, awareness, trust, and understanding.



Fig 4: Participants discussed some of the management challenges seen in the field visit

Institutional arrangements for participatory management:

- Get buy-in from key stakeholders as early as possible
- SMCs need to:
 - choose specific representative CBOs not an umbrella group; [Matura experience]
 - engage a wider stakeholder group; [Aripo and Buccoo experience]
 - hold meetings near site, not always in the capital;
 - have in depth understanding of the site and the management issues.
- Use locals in research. Information from research needs to be housed at the site and made available to locals. [Matura experience]
- The SMC can have a core group reporting to a wider stakeholder group. [Buccoo experience]

8. Recommendations for the management of ESAs

- Structure and function of the ESA SMCs:
 - The Terms of reference for the ESA SMCs need to be revised to include a role in implementation and joint initiatives as well as the current advisory role.
 - There should be a rotating Chair, with the EMA playing the role of Secretariat.
 - Membership needs to be based on an analysis of stakeholders with interests, rights and responsibilities in management. The ESAs need to include key government agencies as well as NGOs, CBOs, and private sector stakeholders.
 - The representatives on the committee need to be able to make decisions as far as possible.
 - There can be a core group reporting to a wider stakeholder group.
- Aripo participatory planning needs to be followed by participatory management – information and coordination is needed:
 - The EMA needs to brief the new head of the National Parks Section to engage them in taking the management plans forward.
 - Other stakeholders need to be involved (including as members on the ASSMC).

- All stakeholders need to be informed about the management plans (which should be made freely and widely available in an accessible format) so that they can play an active role in implementation.
- Actions of stakeholders need to be coordinated. The ASSMC should be used to coordinate participatory management of the Aripo Savannas ESA. It should be a mechanism for all stakeholders to report on their efforts towards management.
- Policy makers in government need to be lobbied to support implementation of the management plans that were developed.
- Stakeholders need to see action and benefits so small tangible things need to be done to start implementation and demonstrate results.
- Other ESA exchange visits should be held to facilitate continued sharing of experiences and building on lessons learnt.
- Participatory process need to be used in planning and management of ESAs. Indicators of participation need to be:
 - building wider relationships;
 - building awareness and understanding;
 - building capacity;
 - contribution to implementation;
 - impacts on other processes.



Fig 5: The Aripo marsh forest

9. Evaluation

All participants felt that the workshop was useful in providing valuable insight into sustainable forest-based livelihoods. The majority of participants identified the importance of communication, in particular networking in communities, as pivotal to ensuring a sustainable forest-based livelihood.

9. Conclusion

The participatory process of management planning for the Aripo Savannas ESA produced useful consensus on key management issues and steps to be taken and also generated a great deal of stakeholder buy-in and commitment to playing a role in management. However, this needs to be followed by facilitated stakeholder participation in management, which was specifically detailed in the management plans produced. This needs to be facilitated by the new EMA Coordinator for this ESA and the new Manager of the National Parks Section in the Forestry Division. However, these two key individuals were not a part of the participatory planning process, and they will need to buy-in to the plans produced and to build on the foundation developed to engage stakeholders in management. The participation of the Coordinator in this exchange visit is one small step towards this but much more work remains to be done. Although the Coordinator had been in place for a few months, key steps recommended in the Implementation Plan had not yet been taken. If the time lag for implementation of the management plans continues there is a real danger that stakeholders who were committed and engaged will become disillusioned and withdraw from the process, taking with them resources that are essential for successful management.

It was also striking that stakeholders involved in the SMCs in the other ESAs were not very familiar with what had been done in Aripo, and what each other were doing. A mechanism for ongoing sharing was recommended by participants and this is essential for the ESA initiative to evolve to meet the many challenges of protected area management in Trinidad. It is also important that the structure (including the membership) and functioning of the SMCs is re-examined and adapted to address the lessons being learnt about how to effectively facilitate participatory protected area management in Trinidad and Tobago.

Appendix 1: List of participants

Name	Organisation
Lisa James	Aripo Savannas ESA Coordinator, Environmental Management Authority
Nadia Mohammed	Biodiversity Unit, Environmental Management Authority
Rahanna Juman	Institute of Marine Affairs
Hyacinth Armstrong	Buccoo Reef Trust
Andy Roberts	Environment Tobago
Thomas Gill	Sundew Tourguiding Services
Donna Brown	Sundew Tourguiding Services
Neemedass Chandool	University of Trinidad and Tobago
Amoutie Kissoon	National Parks Section, Forestry Division
Barry Mahabir	National Parks Section, Forestry Division
Edmund Charles	National Parks Section, Forestry Division
Jefferson Quashie	National Parks Section, Forestry Division
Nicole Leotaud	CANARI

Appendix 2: Agenda



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Workshop on forests and livelihoods ***National Parks Section, Cumuto, Trinidad*** ***Thursday 20th to Friday 21st August, 2009***

OBJECTIVES

The workshop will:

- facilitate participatory analysis of lessons on institutional arrangements (policies, practices, legislation, structures, approaches, etc.) that optimise the socio-economic benefits to rural poor from forests;
- enhance knowledge of key change agents who are positioned to catalyse and facilitate change in their sectors and countries about institutional arrangements (policies, practices, legislation, structures, approaches, etc.) that optimise the socio-economic benefits to rural poor from forests ;
- build or enhance relationships among stakeholders across the country working in forests and livelihoods;
- catalyse implementation of management plans for Environmentally Sensitive Areas;
- promote the use of participatory planning and management in forests in Trinidad and Tobago;
- assist with the identification of key stakeholders and communication products necessary to transmit lessons learned for successful implementation of the management plans.

DRAFT AGENDA

Thursday 20th August

Registration
Welcome, introductions, orientation to the purpose of the exchange visit, workshop overview, overview of process and management plans (inclusive of video)
Management arrangements at Environmentally Sensitive Areas (ESAs) (5 min each)
Break
Planning the analysis - group assignments and development of questions for field visit
Lunch
Visit to the site, interview with people from communities on site
Close

Friday 21st August

Panel Discussion – participatory analysis of the case
Break
Group work - Drafting Recommendations for Next Steps for Aripo management and ESAs in T&T
Lunch

Presentation of Group Work
Nomination for Regional Protected Area Exchange Visit
Evaluation and Closure

Appendix 3: Presentations

Participatory management planning for the Aripo Savannas Environmentally Sensitive Area Exchange Visit
December 2009




Caribbean Natural Resources Institute (CANARI)

- Independent regional non-profit technical organisation
- Mission is to promote equitable participation and effective collaboration in managing the natural resources critical to development
 - Research
 - Communication & capacity building



Forests & Livelihoods Programme

- To enhance the contribution of forest goods and ecological services to sustainable livelihoods of the rural poor in the islands of the Caribbean.



Charcoal pit in Saint Lucia


Research
Capacity building



Practices and policies that improve forest management and the livelihoods of the rural poor in the insular Caribbean



European Commission: Programme on Tropical Forests and other Forests in Developing Countries



Objectives

Overall:

- To maximise the contribution of forests to the rural poor in the ACP countries of the insular Caribbean

Specific:

- To identify, promote, and build capacity for institutional arrangements which optimise the socio-economic contribution of forest resources to the rural poor of the insular Caribbean.



Objectives of exchange visits 1

- facilitate participatory analysis of lessons on institutional arrangements (policies, practices, legislation, structures, approaches, etc.) that optimise the socio-economic benefits to rural poor from forests;



Objectives of exchange visits 2

- enhance knowledge of key change agents who are positioned to catalyse and facilitate change in their sectors and countries about institutional arrangements (policies, practices, legislation, structures, approaches, etc.) that optimise the socio-economic benefits to rural poor from forests:



Objectives of exchange visits 3

- build or enhance relationships among stakeholders across the project countries working on forests and livelihoods.



Introductions

- Name
- Organisation
- Role in ESA management
- I think that involving stakeholders in planning and management is:
 - a waste of time because...
 - very important because...



Objectives of the Aripo exchange visit?




Participatory management planning process





Steps

- See training manual



EMA Terms of Reference

- Use participatory process
- Specifically involve:
 - ASSMC
 - management personnel of the Forestry Division
 - other critical stakeholders who may be identified during the process





Spectrum of participation

Full control by agency with authority:
Top-down decision making where some stakeholders may be informed of some decisions


Control and decision-making shared between stakeholders

Full control by natural resource users:
All stakeholders fully involved in decision-making




Types of participation

1. Manipulative
2. Passive
3. Participation by consultation
4. Participation for material incentives
5. Functional
6. Interactive
7. Self-mobilisation



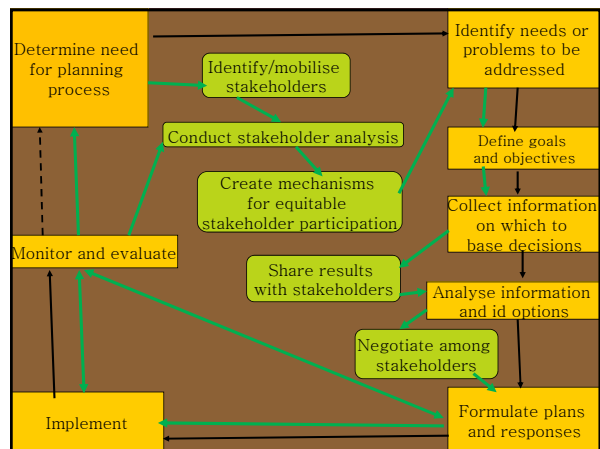
Who is a stakeholder?

- The individuals, groups and organisations that are involved in or may be affected by a change in the conditions governing the management and use of a resource, space or sector.



Who is a stakeholder?

Stakeholders have rights to a resource if they:	Stakeholders have responsibility for a resource if they:	Stakeholders have interest in a resource if they:
• have a traditional link to it	• undertake actions that change the nature of it	• have a cultural attachment to it
• depend on it for their livelihood	• derive economic benefits or well-being from it	• derive some enjoyment from it
• own the land or access to it	• are formally or informally managing it	• are actively involved in its conservation
• have been conferred rights via some legal mandate	• have a statutory responsibility	• have an intellectual association with it (e.g. through research)





Differences with participatory planning process

- Stakeholders involved in most steps
- Negotiation is a key element in identifying options and formulating decisions
- Iterative not linear



Who was involved and ASEA planning and how?



- **Stakeholders:** Individuals and organisations with rights, responsibilities and interests in the Aripo Savannas
- **Facilitators:** CANARI in partnership with EMA and Forestry Division



What was done?

Phase 1 (Dec 06 – Jan 07):

- Orientation
- Establish Steering Committee - ASSMC
- Validate workplan
- Conduct stakeholder identification and draft analysis
- Desk review of literature

Phase 2 (Feb 07):

- 2-day visioning workshop
- Community meeting



What was done?

Phase 3 (March – June 07):

- Training in participatory GIS mapping and developing maps
- Assessments (field trips, workshops, focus groups, interviews) of:
 - tourism & recreation feasibility and potential opportunities
 - resource management and research needs and priorities
 - interpretive and educational potential
 - land use issues
- 2-day participatory strategic planning workshop



What was done?

Phase 4 (July – August 2007):

- Drafting of plans:
 - ESA Management Plan
 - Resource Management Plan
 - Recreation Plan
 - Interpretive Plan
- Stakeholder review and validation of the draft plans, negotiation and determining priorities
 - Community meeting
 - Stakeholder workshops
 - ASSMC meetings and field trip



What was done?

Phase 5 (Sept 07 – April 08):

- Drafting popular version summary of the ESA Management Plan
- Drafting 5-year **Implementation Plan** and 10-year strategic objectives
- Final drafts circulated for stakeholder review
- Final public consultation





What was done?

Phase 5 (May 08 – Sept 08):

- Finalisation of plans
- Finalisation of maps
- Copyediting
- Draft **case study** of process
- Draft **manual** on tools and methods for participatory protected area planning



The ASES Management Plans



Participatory Management Planning

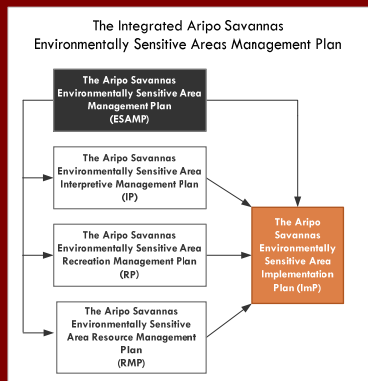
Purpose:

- To develop a comprehensive framework to guide the long term (10-15 years) management and use of the Aripo Savannas and assure the public that the area will be responsibly managed



Who is going to manage?

- Forestry Division, National Parks Section – additional staff required
- ASSMC (need relook at TOR, membership and capacity)
- Participatory – involvement of other government agencies, NGOs, CBOs, academia, surrounding communities



Vision

The Aripo Savannas is...

- A well-kept secret that has become a national treasure, valued locally, nationally and internationally for its unique natural and cultural heritage.
- Used for scientific research, education, and recreation and tourism for the enjoyment and scientific and educational enrichment of the local, national and international community.
- Producing direct and indirect economic, social and environmental benefits for the local and national community.
- Managed with the involvement of key stakeholders





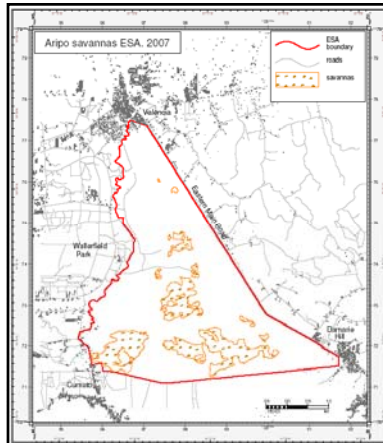
Overall management goal

- To equitably and effectively involve stakeholders in management of the ASESAs to preserve the unique ecosystems and protect its biodiversity, historical and cultural values, while promoting research, education and the development of sustainable livelihoods, particularly for local people, to the extent that this can be done without compromising the integrity of the ASESAs.



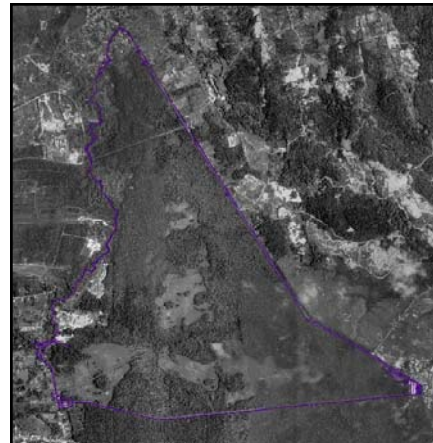
Management objectives

- To preserve the unique ecosystems and cultural and natural features of the ASESAs;
- To promote education and awareness through better outreach, communication, interpretation and advocacy;
- To encourage and conduct research that could inform management of the ASESAs;
- To encourage participation and involvement of stakeholders in management of the ASESAs; and
- To develop sustainable livelihoods, particularly for local people, to the extent that this can be done without compromising the integrity of the ASESAs.

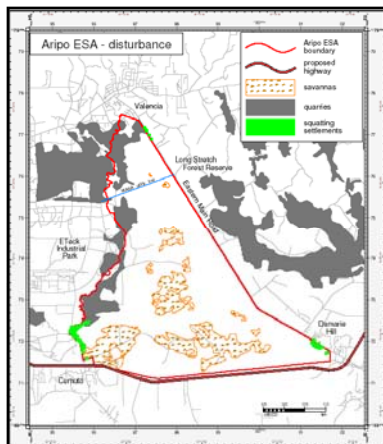


Mix of ecosystems

- 10 pockets of savannas
- Bordered by fringe of palm marsh
- With palm marsh islands
- In matrix of marsh forest

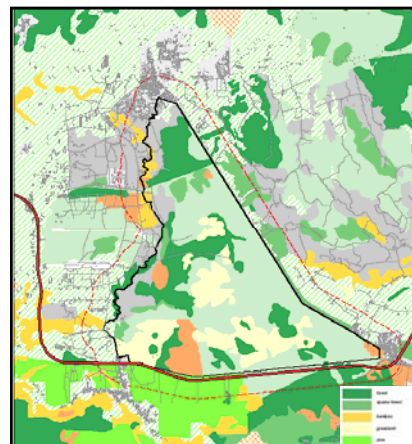


An island in a sea of development

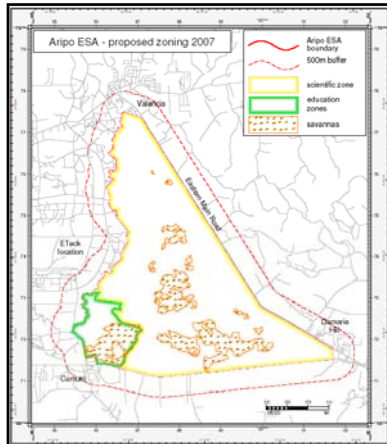


Threats

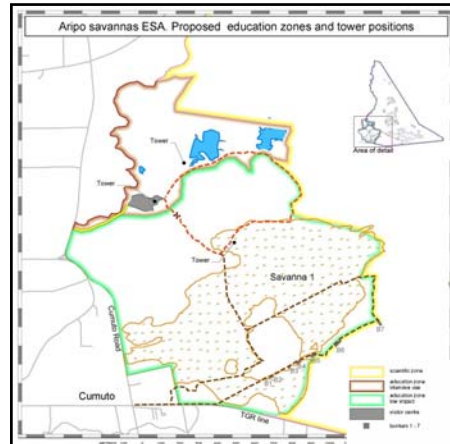
- Quarrying
- Fires
- Illegal hunting and extraction of plants
- Squattening
- Surrounding development



Land use and vegetation types

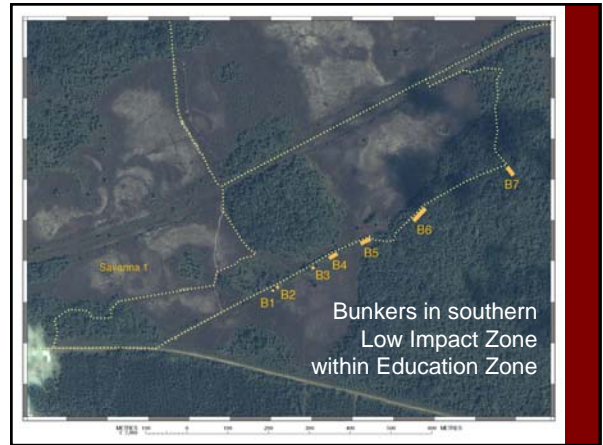
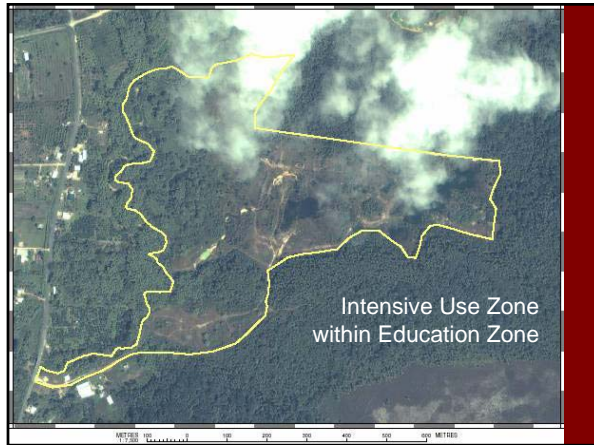


Education and Scientific Zones



Education Zone

Visitor Centre
Trails
Towers




Resource Management Plan



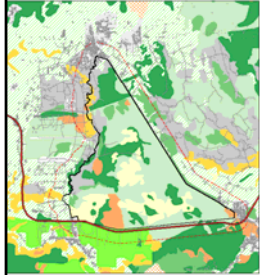

Key resources

- Biodiversity
- Cultural / historical





Short to medium term threats



- Ecological isolation
- Fire
- Agricultural and residential squatting
- Hunting and collection of NTFPs
- Quarrying



Management objectives



Photo: Howard Nelson

1. Maintain the species richness and diversity;
2. Prevent fire events;
3. Facilitate the recovery and restoration of the marsh forest matrix;
4. Prevent further squatting;
5. Guide infrastructure development and management;
6. Prevent any extraction of resources;
7. Identify research priorities.



Management responses

Internal and landscape:



- Protection of ASESAs boundaries
- Fire management
- Exotic invasive species control
- Habitat restoration
- Zones within ASESAs
- Buffer zone
- Ecological corridors
- Local land use plan



Research priorities



- Fragmentation effects;
- Fire disturbance;
- Population dynamics of rare plants;
- Moriche-palm stand population dynamics;
- Threatened plant micro-propagation;
- Meta-population dynamics of terrestrial vertebrates;



Research priorities (cont'd)



- Ethnobotany and consumptive use of plants and animals at the ASESAs;
- Ecotourism carrying capacity study;
- Restoration techniques for quarry sites, palm stands and marsh forest;
- Exotic species presence, dispersal and synergies with other anthropogenic;
- Systematic survey for pre-historic human sites.



Recreation Plan





Used for recreation & research




What type of recreation?

- Recreation that is compatible with other uses
- Recreation that does not degrade the environment
- Recreation that benefits local livelihoods




Objectives of Recreation Plan

- To provide multiple types of low impact, non-intrusive, non-extractive recreational opportunities for visitors to the ASESAs, including opportunities for research and studies related to scientific value and natural history;
- To manage recreational activities to facilitate multiple recreational uses and maintenance of the area in a natural or near natural state and the ecological integrity of the ASESAs;
- To provide recreation-based livelihood options for the surrounding communities.




Current management arrangements

- National Parks Section, Forestry Division is the current management authority
- Access to the Aripo Savannas is through a permit system
- Informal agreement with community group, Sundew Tour Guiding Services (Sundew), to operate tours in Savanna 1 and 2




Current attractions

Natural ecosystems and interesting plants and animals




Current attractions

Abandoned quarry sites, ponds, trails and bunkers





Current recreational uses

- Scientific research
- Educational/ interpretive tours
- Illegal hunting, bird catching, fishing and extraction of plants
- Swimming






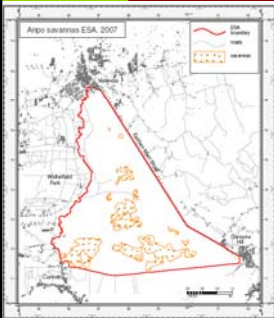


Current visitation

- Most visitors to the Aripo Savannas go between January and May - dry season!


Areas currently used for recreation



- Most recreational activities are concentrated in Savannas 1 with spill over into Savanna 2.
- Scientific research and illegal use is throughout.
- There are several entry points but the main ones are located close to KP Quarry Site, and along the old train line at the Forestry Cumuto nursery.



Sundew map of areas used for tours in Savanna 1



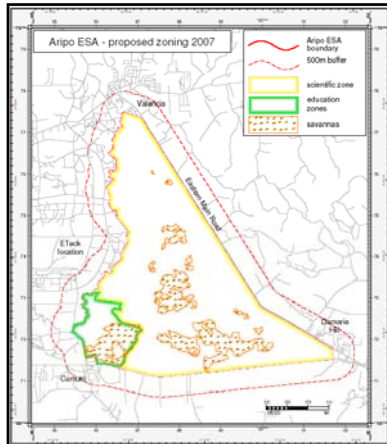
What type of recreational use will be promoted and how will this be developed and managed?



Types of visitors



1. Scientific researchers
2. Educational visitors:
 - Conservationists and nature-lovers
 - Historical and cultural visitors
 - Schools and the general public



Zoning of activities:

Scientific research will be allowed throughout

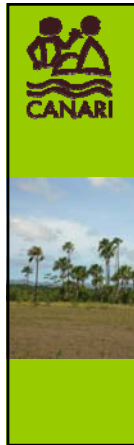
Other recreational uses will be only in the Education Zone



Visitor Centre



- Site to be finalised
- Interactive display areas
- Classroom / teaching lab
- Administrative offices
- Gift shop
- Cafeteria
- Outdoor picnic area
- Small car park



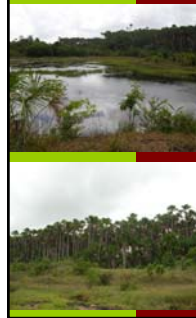
Trails and other features



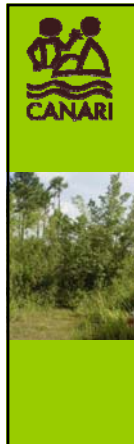
- Viewing Tower (location to be determined)
- Looped trails in Education Zone to address different interests
 - Interpretation
 - Boardwalked where needed
 - Different lengths
 - Different experiences



Intensive Use Area



- Main area for recreation development
- Visitor Centre and associated facilities
- Trails and rest spots
- Picnic spot
- Viewing Platform?
- Restoration with native plants



Permit system



- Currently no charge for permits
- Need to conduct willingness to pay & fee feasibility studies
- Charges recommended should be phased
- Fees should be tiered for different uses and users (e.g. scientific, nature trails, Visitor Centre)



Community opportunities



- Opportunities for recreation
- Certified tour guides
- Honorary Game Wardens
- Operate concessions
- Support businesses in communities



Interpretive Plan



Key messages

- The Aripo Savannas Scientific Reserve is an Environmentally Sensitive Area
- The Aripo Savannas ESA is a unique national resource
- The management of the Aripo Savannas ESA is necessary in order to maintain its ecological integrity and physical characteristics for the multiple benefits of the people of Trinidad and Tobago



Audiences

- Forestry, EMA, ASSMC
- Neighbours
- Surrounding community
- Other government agencies
- Tourists, tour guides, tour operators
- Natural history groups
- Universities
- Schools
- Corporate community
- Political directorate



Products: on site at Visitor Centre

- **Signage:** the Centre and its thematic rooms
- **Literature:** posters and brochures
- **Exhibits:** photographs/preserved specimens, soil profile, demonstration models, photo montage of participatory management at the ASES
- **Presentations:** lecture/video



Products: signage on-site

- In zones: designating permitted activities in the area
- Trails: purpose, directional, interpretive
- At the boundary: designating ESA status, restricted entry



Products: off-site

- Community: flyers, posters
- Schools: pre-visit literature
- Universities and researchers: pre-visit literature
- Tour groups: brochure
- Tour guides: handbook
- General: videos, press advertorials, website brochures
- Government agencies: brief



Priority Communication Products



1. Information brochure
2. Newspaper advertorial
3. Posters
4. Slide presentation
5. Video documentary



ESA Management Plan



Management arrangements

- Forestry Division
- EMA
- ASSMC: a coordinating body
- Partnerships with government, NGOs, CBOs, neighbours, other
- Community involvement
- Volunteers



The ASSMC

In short to medium term...

- Review terms of reference
- Review membership
- Build capacity
- Get Cabinet-appointed status

In longer term...

- Explore feasibility of Statutory Authority or Board



Funding

- Budgetary allocations
- User fees
- Grants
- Green Fund
- Donations
- Concessions
- Rental of facilities
- Licensed merchandise



Monitoring and evaluation



- Targets and indicators set
- Participation of stakeholders
- Need baseline data
 - Human resources
 - Technological resources: GIS
- Feed into adaptive management



Implementation Plan



Priorities



- Human resource development
- Administrative and legal
- Infrastructural and material
- Biodiversity conservation and management
- Recreation and interpretive management



Challenges

- Lack strong legal framework for:
 - Participatory management
 - Landscape management
 - Fee collection
 - Role ASSMC
- Human resource capacity
 - Technical
 - Participatory management
- Funding
 - High initial investment
 - Mechanism for sustainable financing



Opportunities

- Institutional administrative
 - Participatory management – acceptance, models, existing programmes
- Human resource capacity
 - Forestry Division existing capacity
 - Many partners
- Infrastructural and financial
 - Green Fund
 - CEPEP
 - International funding



Discussion on lessons



Capacity to engage in participatory processes



- World view & culture
- Structure
- Adaptive strategies
- Linkages / relationships
- Skills, knowledge, technology, material resources, finance



Capacity to facilitate participatory processes




- **World view & culture:**
 - Placing people at heart of development, respect, value
 - Process-oriented
- **Skills:**
 - Communication
 - Negotiation and conflict management
 - Responsive – adaptable
- **Knowledge:**
 - Participation theory and practice
 - Local context



Values of participation

1. Incorporates a wide range of perspectives and ideas, resulting in improved management
2. Improves the knowledge and skills of all stakeholders
3. Increases the likelihood of stakeholder support through involvement in decision-making
4. Can provide a forum for identifying conflicts between users and negotiating solutions to them
5. Can contribute to stakeholder empowerment and local institutional development, especially when the sharing of management responsibility is involved



Key lessons - process

- TOR rigid – pre-determined outcomes and process so restricted flexibility to adapt process and respond to identified needs
- Community mobilisation and engagement very demanding
- Need to meet some government agencies individually
- Capacity building needs allocation of sufficient resources



Key lessons - results

- Implementation of management plans?
- Buy-in and involvement of stakeholders?
- Maintained consensus?
- Developed relationships?
- Built capacity?
- Impact on livelihoods?
- Sharing of lessons?



Key recommendations

- Ecosystem approach challenging but there are potential opportunities
- Availability of information (especially GIS data) is weak
- ASSMC TOR and membership needs to be revisited
- Consider Cabinet appointment of ASSMC, Statutory Authority
- Process for development of Administrative Record needs to be participatory
- Capacity building a priority

Appendix 4: Handouts

Type	Characteristics
1. Manipulative participation	Participation is simply a pretence, with 'people's representatives on official boards but who are unelected and have no power
2. Passive participation	People participate by being told what has been decided or has already happened. It involves unilateral announcements by an administration or project management without any listening to people's responses. The information being shared belongs only to external professionals
3. Participation by consultation	People participate by being consulted or answering questions. External agents define problems and information gathering processes, and so control analysis. Such a consultative process does not concede any share in decision-making, and professionals are under no obligation to take on board people's views
4. Participation for material incentives	People participate by contributing resources, for example labour, in return for food, cash or other material incentives. [People] ... are involved in neither experimentation nor the process of learning. It is very common to see this called participation, yet people have no stake in prolonging technologies or practices when the incentives end
5. Functional participation	Participation is seen by external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to mete predetermined objectives related to the project. Such involvement may be interactive and involve shared decision-making, but tends to arise only after major decisions have already been made by external agents. At worst, local people may still only be co-opted to serve external goals
6. Interactive participation	People participate in joint analysis, development of action plans and formation or strengthening of local institutions. Participation is seen as a right, not just the means to achieve project goals. The process involves interdisciplinary methodologies that seek multiple perspectives and make use of systemic and structured learning processes. As groups take control over local decisions and determine how available resources are used, so they have a stake in maintaining structures and practices
7. Self-mobilisation	People participate by taking initiatives independently of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Self-mobilisation can spread if governments and NGOs provide an enabling framework of support. Such self-initiated mobilisation may or may not challenge existing distributions of wealth and power.

Table 1: A classification of types of participation. From Bass et al (1995).