

CONTENTS

Foreword by Juan Mayr Maldonado Preface and acknowledgements		XIX
		XXI
Introduction		XXVII
miroductiv		
Part I. TO	DWARDS A CONTEXTUAL FRAMEWORK	1
Chapter 1. Managing natural resources: a struggle between politics and culture		
1.1	From local livelihood strategies to global agro-industrial markets	3
	Livelihood systems	10
1.2	The interface between indigenous/ local NRM systems and the modern/ a-local agro-industrial market system: five field examples	17
	Field example 1.1 The Shuar and the colonisation frontier	19
	Field example 1.2 Erosion control, indigenous know-how and economic change in Oued Sbahiya watershed	21
	Field example 1.3 The Qashqai: nomadic pastoral livelihoods against all odds	23
	Field example 1.4 Managing the sustainable use of wildlife	27
	Field example 1.5 Don Emiliano's farm	31
1.3	Contemporary indigenous NRM systems and co-management	33
Chapter 2. Actors, entitlements and equity in natural resource management		37
2.1	Management actors	37
	Indigenous and local communities	43
2.2	Entitlements to manage natural resources	47
2.3	Equity in managing natural resources	52
Chapter 3	3. Co-management of natural resources	64
3.1		64
3.2	Practising co-management	71
	in agriculture	71
	in water and watershed management	73
	in agricultural research	75
	in rangeland management	76
	in forest management	78
	in the management of coastal resources	81
	in the management of freshwater wetlands	84
	in fishery management	86
	in mountain environments	88
	in managing migratory wildlife	90
	in managing protected areas	93
	for private property under stewardship conditions	98

		promoted by conservation and development projects with indigenous peoples	99 100
		The characteristics of co-management systems	
		and consider of co-management systems	103
Part	t II. T	TOWARDS EFFECTIVE PROCESSES	109
Cha	pter 4	4. A point of departure	110
	4.1	What is to be managed? Who is to be involved? The natural resource management unit	110 117
		The relevant social actors	124
	4.2	Is co-management needed? Is co-management feasible?	128
		The feasibility analysis	133
	4.3	Gathering resources and creating a Start-up Team	135
	4.4	The special case of indigenous peoples: can co-management help them assert their rights to land and natural resources?	140
Cha	pter 5	5. Preparing for the partnership	146
	5.1	Gathering relevant information and tools and promoting social communication	146
		Gathering information and tools	147
		Social communication	151
	5.2	Engaging the partners in participatory action research	157
	5.3	Assisting local communities to organise	164
		Acquiring specific capacities	168
		Developing an internal agreement on their own values, interests and concerns about the territory or natural resources at stake	172
		Appointing a representative to convey the "internal agreement" to the negotiation forum	175
	5.4	Preparing for the negotiation meetings: procedures, rules, logistics and equity considerations	178
		Procedures, rules and logistics	178
		Equity considerations	182
Cha	pter 6	. Negotiating the co-management agreement and organisation	188
	6.1	Agreeing on the rules and procedures of negotiation	188
		The first procedural meeting	191
		The role of the facilitator	193
		Fairness, conflicts and power differentials	195
	6.2	Developing and "ritualising" a common vision of the desired future	197
	6.3	Developing a strategy to approach the common vision	203
	6.4	Negotiating and legitimising the co-management agreement and organisation	210
		Agreements, disagreements, consensus and compromise	213
		Managing conflicts	219
		Taking the process to a productive close	222

Part	III. T	OWARDS EFFECTIVE INSTITUTIONS	233		
Chapter 7. Co-management agreements 234					
	7.1	Customary and non-notarised agreements	236		
	7.2	Formal legal agreements	243		
	7.3	The components of a co-management agreement	251		
		ster 4. A point of departure	251		
		Preamble and statement of purpose	251		
		Definitions Definitions	252		
		Scope of authority of the parties in the agreement	253		
		General covenants	254		
		Powers and responsibilities of co-management organisations	258		
		Dispute resolution and amendment procedures	258		
		Information, communication and confidentiality clauses	260		
		Specific clauses	262		
	7.4	Recognition of efforts and commitment	262		
	7.5	Crucial issues for indigenous peoples and local communities	265		
	7.6	Crucial issues for government agencies	274		
Chapter 8. Co-management organisations 278					
191	8.1	Types and characteristics of co-management organisations	279		
		Functions	280		
		Composition	283		
		Scope of authority	286		
		Size and level of operations	287		
	8.2	Examples of co-management agreements and organisations	289		
Chap	oter 9	. Learning-by-doing in co-management institutions	296		
	9.1	Making the agreement functional	297		
		Providing fair support for the parties to join the agreement	297		
		Recognising and building upon local resources, technologies and natural resource management systems	299		
		Letting the agreement specify the co-management organisation, and not vice-versa	302		
		Fostering relatively small, diverse, committed and accountable management bodies	304		
		Pursuing timeliness, clarity, accountability but also conviviality and warm human relationships	306		
		Publicising the agreement until it is widely known	307		
		Dealing fairly with conflicting interpretations of the agreement	308		
		Ensuring compliance and effective enforcement of the agreement	309		
	9.2	"Learning by doing" through monitoring and evaluation	311		
		Assessing the preparatory phase	315		
		Assessing the negotiation phase	315		
		Assessing the implementation phase	316		
		Assessing the co-management results	317		
		Who evaluates success?	321		

	Promoting effective and sustainable co-management institutions	
	Sometive and sustainable Co-management institutions	32
	Developing goodwill among the parties	32
	Maintaining flexibility and fostering social experimentation	32
	Allowing the management partnership to mature	32
	Promoting people-centred organisational culture	32
	Promoting participatory approaches and learning attitudes at various levels	33
	Encouraging "champions" with enabling attitudes and values	33
	Ensuring transparency in the distribution of benefits	33
	Striving for equity	33:
Part I	V. TOWARDS AN ENABLING SOCIAL CONTEXT	341
Chapte	10. Natural resource policy and instruments	342
1	0.1 Enabling policies at the national level	345
	Constitution and basic civil law	346
	Natural resource management policy	348
	Decentralisation, delegation and devolution policies	356
	Policies that support the organisation of civil society	359
	Policies that strengthen cultural identity and customary governance systems	359
	Policies that secure natural resources access and tenure rights	362
	Policies that recognise and respond to the rights of indigenous peoples	364
	Policies that set the rules and conditions of participation and co-management	366
	Financial and economic policies	370
10	D.2 Enabling policies at the international level	376
Chapte	r 11. Empowering civil society for policy change	384
11		384
11	.2 Methods and approaches for participatory policy processes	
	A glimpse of history	389
	Participatory methods for inclusive deliberation	389
	Linking deliberative inclusive processes to broader policy change	393
	Ensuring safeguards for quality and validity	399
11		401
		407
	A stronger voice for civil society Federations, networks and policy influence	408
11		415
"	and the participatory democracy	418
	Equity, gender and voice	418
	Safe spaces for participation and people's knowledge Deepening democracy in the age of globalisation	420
Conclu	ding remarks	422
	428	
Referen	ces	432
Index		457