IRM INNOVATIVE RESOURCES MANAGEMENT, INC.
Bringing people, ideas and actions together in sustainable ways

Final Report to USAID
In Compliance with Grant Agreement AOT-A-00-00-00230-00
Innovative Resources Management Inc. work under the Central Africa Regional Program for the Environment, 1998-2004

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I. Introduction

Innovative Resources Management received a $575,000 grant through a cooperative agreement with USAID to undertake a range of activities on 10/01/2000 (see Annex 1). This was bolstered by $412,000 on 7/26/02 specifically for COAIT development and field testing. A final tranche of $200,000 was added to the cooperative agreement on 9/05/02 for the specific task of undertaking training in participatory mapping for Congo Basin trainees. IRM's work in this area was launched under a forerunner to the Cooperative Agreement reported on here, called "local forest resource management systems" (LFRMS). Subsequent work was supported by a grant from the World Wildlife Fund under the 1998 CARPE Strategic Objective Support (SOS) activity.

This report highlights major achievements, shortfalls, and lessons learned from four years of sustained work by IRM on enhancing the role that central African communities can play in the conservation of forest and biological diversity in the Congo Basin. IRM's working hypothesis throughout has been that through targeted capacity building, Congo Basin forest communities could successfully contribute to both forest and biodiversity conservation. To this end, IRM, with technical support from several partners, developed the "community options analysis and investment tool" (COAIT). This innovative tool enables communities to collaborate and to scale-up activities with proven positive impacts on forestry and biodiversity conservation in the Congo Basin. The scale of COAIT impacts range upwards from the administrative levels of villages, communities, districts and provinces, to the more significant conservation levels of landscapes and ecoregions.

Our overall finding – developed in greater detail in this report – is that work to date on LFRMS and COAIT confirms that ***the initial hypotheses established to orient IRM work were largely valid: Communities do have a major contribution to make to Congo Basin forest and biodiversity conservation, and capacity building through COAIT helps them to assume this role. We have learned that there remains tremendous untapped operational scope for communities to be involved in and to achieve significant conservation impacts through improved management of Congo Basin forest and biodiversity assets. We suggest that the significance of this lesson for resource management and conservation has not been adequately appreciated or supported through existing CARPE mechanisms. This lesson can, however, be more fully capitalized upon through improved information sharing and expanded hands-on conservation work.***

While in this report we present what in our judgment are the highlights of our CARPE work, we have also created CDs (see Annex 4) that contain the key trip reports and other written materials documenting IRM's broad contributions to CARPE over the years. These are provided primarily for archival purposes, but in a practical sense will enable current or future CARPE partners to explore how we approached community driven forest and biodiversity conservation under CARPE. They also will enable more "academic" readers interested in the "action-research" that CARPE has sought to

promote, with a sense of how our particular CARPE- funded work on LFRMS and COAIT has evolved.

II. Major IRM Accomplishments in CARPE

1. Successful implementation of the COAIT program proposed by IRM to USAID/CARPE in 2000. The workplan in that proposal built upon the 1998 WWF SOS funded activity enabling the emergence and enhanced role of local forest resource management system actors.
2. Successful development of the following tools that are "steps" in COAIT implementation: (1) Rapid assessment of community based natural resource management systems; (2) Participatory mapping of natural resource inventories and patterns of resource use[1] (3) Natural product development opportunity identification; (4) Participatory cost-benefit and risk analysis (PCBRA); (5) Prospectus development.
3. Confirmation at the level of process indicators of the key hypotheses that: 1) Development and implementation of COAIT would lead to enhanced community capacity for sustainable resource management, and 2) That this capacity would in turn lead to improved natural resource management in Congo Basin landscapes.
4. Improved conservation and sustainable development actions by communities in three diverse landscapes in Cameroon -- Mt. Cameroon (mountain forest "island" within broader transformed ecological landscape), Djoum (dense moist tropical forest) and Ngambé-Tikar (moist forest/savannah transition zone). These actions were initiated as a direct result of technical and institutional capacity building in COAIT application.
5. Clear demonstration that a significant product of the COAIT process is ‘hands-on governance’ capacity in the aforementioned sets of communities. Capacities built through the COAIT process enabled those communities for the first time to begin to take advantage of decentralized resource management opportunities.
6. A wider awareness within the Congo Basin conservation and development community that COAIT is as an effective and innovative participatory community development tool. This community includes major research centers such as the Center for International Forestry Research (CIFOR) and the International Research Center for Agriculture and Development (CIRAD).
7. Proactive initiatives taken by communities trained in COAIT to tackle forest policy, forest use and overall resource management issues that, according to the communities and local authorities in the sites concerned, had never been previously demonstrated. This level of confidence and capability within communities is not easily achieved, and could, if properly nurtured and

[1] This tool was successfully adapted from the Center for Native Lands, which developed PM for use in Latin America.

channeled, be a productive mechanism for significant CARPE and CBFP program accomplishments in future years.

8. Successful completion of participatory mapping training and mapping itself in what has now become landscape #7 – Lac Tumba – under an addendum to the original Cooperative Agreement.
9. Success in COAIT/Cameroon activities have been "rolled over" into IRM's USAID/DRC supported work in the $5M Congo Livelihood Improvement and Food Security Project (CLIFS). This activity is coordinated by IRM in partnership with 15 non-governmental, private sector and government organizations. So too, IRM's proposed work with the World Wildlife Fund in Lac Tumba-Landscape #7 will also benefit from COAIT/Cameroon piloted activities.

   CARPE funding for participatory mapping has already been put to use in Landscape #7. This also complements IRM activities in its recently completed Congo River Environment and Development project (CREDP), as well as its anti-corruption Rélance Économique activity, both funded by USAID/Kinshasa. Together these activities should provide a springboard to assist WWF in launching its CBFP activities in landscape #7 in 2004.
10. COAIT management has been progressively improved. Identification of the types of technical assistance (TA) required, improved procedures for quantification of costs, improved and more available training materials, have all been promoted through the course of project implementation.
11. Trained COAIT TA providers are now positioned for both expanded implementation responsibilities. Scaling up of COAIT in landscapes where COAIT has begun to be implemented in support of biodiversity conservation under CARPE Extension can now also occur.

III. Shortfalls and Constraints

1. Full implementation of the set of ideal COAIT 'steps' refined during the CARPE Extension Phase – displayed in Graphic 1 (see page 14 below) – was not possible within the time frame of the cooperative agreement. While overall COAIT tool development has been 90% completed, completion of the optimal packaging of the key final step –the community prospectuses – remains unfinished. We estimate that 70% of this final prospectus step has been successfully completed at the EOP.
2. Digitization and printing of maps completed under the amended Cooperative Agreement is in progress, but is not yet completed in early January 2004.
3. Though time limitations and financial constraints did not allow completion of the prospectuses (the final key COAIT step), in a larger context lack of partner awareness of the relevance of COAIT remains a challenge in realizing the potential that the prospectuses represent. With completed prospectuses, communities themselves will be able to take the lead in negotiating both resource use agreements and sustainable development programming with either government or private sector forest stakeholders. Will partners be

prepared to deal with empowered communities? This question still remains to be answered.

4. A further related challenge is the sub-optimal enabling policy and governance environment reigning in COAIT implementation sites. This will continue to constrain the feasibility of negotiating multi-stakeholder resource use agreements. These twin constraints mean that communities have not yet benefited from prospectus development, or that this will be guaranteed once completed.
5. Budgetary constraints required prioritizing certain COAIT steps over others, when ideally all should have been allocated equal levels of effort. In particular, the initial $575,000 that was proposed and verbally accepted by USAID was actually only funded to $440,000 for the 10/01/00-10/01/02 period. The result is that some COAIT steps (participatory mapping) are better developed, implemented and more widely appreciated within communities than others (natural product sustainable development opportunities). So too, this shortfall has impacted negatively on fully developing opportunities for negotiated resource use agreements.
6. At the local level, community investment in sustainable development is still lagging. Communities working with IRM since 1998 with CARPE SOS funding and with CARPE Extension funding, appear to be awaiting finalization of COAIT Prospectus phase of work before independently committing serious resources to various programming. So too, community level associations are still tentative and not as dynamic as they can be. Strengthening of associations' structure, accredited legal paperwork, financial management systems, and project/proposal preparation skills, all require further work. Thus, this phase of COAIT was unable to engender *total* community autonomy in the project areas.
7. The less prominent institutional status of IRM within CARPE and the Congo Basin Forest Partnership compared with other partners has perhaps hampered mainstreaming COAIT as a core program activity. This reality greatly reduces the potential role and impact of COAIT in CBFP activities in years 1-3.
8. An apparent lack of interest in further refining (or more widely applying) community development tools among prospective CARPE implementing partners hampered IRM's efforts to galvanize effective resource management agreements. IRM had hoped, in its proposal submitted to USAID for funding in CARPE-bis (see Annex 2), to undertake applied comparative research on the most effective strategies for organizing and implementing effective community-based resource management agreements. Toward this end, the original proposal anticipated collaboration with WWF, WCS, Mount Cameroon Project (MCP), the Center for Environment and Development (CED), CIRAD, and IUCN. So too, we had hoped to collaboratively push the analytical envelope forward on community based conservation and on governance issues.

Specifically we had proposed the following:

“IRM will be working with WWF in extending PM to peripheral areas outside the Minkebé National Park, one of several areas projected to form a major trans-national conservation area in the Congo Basin. The IRM contribution will lead to improved understanding on WWF’s part of participatory methodological tools for conservation outside protected areas involving communities and other stakeholders.

With WCS, IRM will provide collaborative strategic analysis of WCS’s ongoing work on integrating mapping into their community-based conservation program in Mbanyang-Mbo. In both instances, we will likely draw on the cadre of trained individuals and institutional partners in PM we have already worked with in Phase 1. These will include the Department for International Development (DfID) - financed Mount Cameroon Project, the Center for Environment and Development (CED), and the Association of Elites of the Tikar Plain.

With WRI, IRM will collaborate on both analytical and field activities regarding environmental governance and community forestry policy. The IRM work will build on lessons learned from within CARPE and beyond, on community forestry policy and implementation issues, forest sector policy involving taxation and revenue sharing, etc. We will specifically gear up for a targeted applied-research activity involving communities and identification of strategies to capitalize on community forestry legislation, our PM work during Phase 1, and lessons learned on environmental governance and enabling conditions that can be applied to create momentum in the Congo Basin.”

After visiting with WWF in Gabon, it was determined by them that COAIT activities appeared to be either premature or inapplicable in the Minkebé project area. So too, funding for any activities was not readily available. This constrained evolution of that partnership.

Despite verbal agreements with CARPE-SOT partner organizations WWF and WCS to undertake a collaborative comparative analysis of the effectiveness of respective approaches to community mobilization in forest and biodiversity conservation, IRM failed in its efforts to facilitate an effective follow up. The wide range of approaches and level of effort in this area logically suggests that conservation outcomes must vary considerably. Absent a systematic effort to compare the effectiveness of different program approaches, all "partners" can continue to claim – without actual programmatic evidence – that each adequately or optimally promotes community participation to achieve conservation objectives. In our opinion ***this topic remains a vital area for applied research and improved practice in Congo Basin forest and biodiversity conservation***. This will be discussed at greater length in the lessons learned section of the report.

9. Despite what IRM feels are strong results from CARPE funding of COAIT, ***there does not appear to be more than a superficial level of acceptance among CARPE/CBFP partners that communities must play a central role in Congo Basin forest conservation. Our findings from the CARPE I and the Extension Phase indicate that conservation outcomes will be severely compromised if community involvement in CB forest conservation remains a marginal area in CBFP programming.***

IV. Lessons Learned

1. COAIT offers a ***very powerful tool*** for mobilizing communities to undertake forest conservation and sustainable development actions in Congo Basin contexts. The prospects for COAIT in other regions are equally promising.
2. COAIT makes it possible to mobilize ethnically diverse communities to plan and undertake joint, well-informed and well-reasoned decisions that have broad, positive impacts on resource use and management patterns in the Congo Basin.
3. All six "steps" (or phases) of COAIT (see page 14) are required to realize the full potential of the tool. The program implication is that for planning and implementation purposes, COAIT cannot be reduced to Participatory Mapping alone.
4. The COAIT methodology advances participatory community development approaches far beyond an earlier generation of participatory development tools. At the same time, it adapts the successful elements of tools such as Participatory rural appraisal (PRA) and Appreciative Inquiry (AI) into, in our opinion, a much more powerful and effective application.
5. As originally hypothesized, from a community empowerment standpoint COAIT catalyzes significantly greater conservation and development impacts than the earlier generation of participatory development tools. The COAIT framework is sufficiently encompassing that it allows communities to drive much of their programming at landscape levels.

   That said, given the political and economic contexts of Congo Basin countries, communities most likely will never be able to be fully independent stakeholders in Congo Basin forest conservation. This is not, however, especially surprising to most seasoned observers. No single stakeholder group – the state, private sector, international conservation NGOs, or communities – is remotely capable of independently achieving the objective of forest and biodiversity conservation in the Congo Basin.
6. Among the ecological, social and economic components of the participatory cost-benefit and risk analysis (PCBRA) step of COAIT, the economic analysis was the most problematic to implement. This was primarily due to the low levels of mathematical competence in the principal trainees, the "Expert Facilitators", nominated by communities to facilitate the different phases of the COAIT process. From this experience IRM has learned that in future applications of COAIT it will be crucial to incorporate a stronger mathematical skills-building component into the training.

7. In the future, there can and should be improved strategic program planning and integration of the various COAIT training modules so as to reliably generate the final COAIT product – the Community Prospectuses. The prospectuses represent the principal process level indicator for success in the entire COAIT process.
8. As a capacity building process, COAIT requires protracted, selectively-targeted intervention by trained outside facilitators. It does not, however, necessarily require a permanent on-the-ground technical assistance presence. In fact, such permanent presence can detract from the empowerment and autonomy benefits of the process. Thus, sufficient time must be built in to COAIT implementation to enable community capacity building to progressively occur.
9. The COAIT tool kit could be strengthened by the addition of skill building modules in ***negotiation and consensus building***, along with enhanced ***strategic planning.***
10. CARPE continues to rely on a planning approach to improved conservation programming that could be called a “free marketplace of ideas". This marketplace has been structured by the CARPE-SOT and the CARPE/CBFP project proposal development mechanism. Yet as evidenced by the kinds of "collaboration" and program models that result, it has turned out to ***not*** be an efficient mechanism to assess, or benefit from, the successful lessons learned by "minor" CARPE partners such as IRM. This has specifically constrained the replication and spread of promising COAIT applications across CARPE/CBFP landscapes. So too, it constrained the ability of a lesser known institutional partner such as IRM to add value to community based conservation programming across the CARPE/CBFP project portfolio.

    One lesson from this could be that IRM needs to more aggressively market its ideas and program findings. Another might be that neither USAID nor the CARPE partners have been interested in critical comparison shopping in this marketplace of ideas and development practices. As a result, the CARPE II/CBFP design may not have picked up on the full conservation potential or program solutions that COAIT could immediately offer.

    A final lesson from IRM’s perspective is that it may be a false assumption to believe that a *laissez faire* approach to partnering among CARPE partners will promote optimal programming outcomes. CARPE partners currently enjoy differential access to information. Selective use of grant mechanisms limits competition among the gamut of potential grantees and implementing partners. Those with most established brand recognition continue to enjoy the greatest degree of access to CARPE funding. In this context, it is not inconceivable for a minor partner to have a quality approach (as IRM feels it has with COAIT), which for any number of reasons still does not get picked up by CARPE/CBFP decision makers and partners for broad implementation to maximize forest and biodiversity conservation impacts.
11. IRM’s internal analysis suggests that currently prevailing practice in the area of ‘community participation’ in landscape conservation does not lead to the degree of empowerment or effective resource management capability

engendered by implementation of COAIT. IRM and its COAIT implementing partners have learned that both of these qualities are required to enable communities to adequately assess and respond to the potential benefits that forest and biodiversity conservation can offer them. We have learned that communities do see the value in generating and incorporating scientific information to make rational decisions that better balance conservation and development objectives.

In short, communities can appreciate the social, economic and ecological benefits of sustainable resource management. But absent careful steps to create higher levels of empowerment and local capacity, Congo Basin communities will likely continue to act opportunistically or short sightedly in conservation programs in which they remain "peripheral" partners.

12. COAIT likely will not, on its own, be able to provide a model or methodology for how conservation programming can be approached in the Congo Basin. IRM believes that two other key elements currently absent from COAIT – payment for environmental services (PES) and systematic multi-stakeholder consensus building as engendered through tools such as Consen*sys*™ -- are desirable complements to COAIT (see Annex 3 for an article on an IRM proposed model for gorilla conservation in Africa that incorporates these two vital elements, and is itself a product of CARPE funding of COAIT).

    IRM is currently positioning itself to coordinate this suite of services in diverse settings in Africa and elsewhere. We will begin to work on this in Landscape #7, though available funding through our prospective sub-grant with WWF will not enable full exploration of this model.

13. The "free market" approach to stakeholder participation in development and conservation program models adopted by CARPE and currently, by the CBFP, arguably enables the perpetuation of approaches that do not ***developmentally*** benefit the majority of forest dwelling Congo Basin stakeholders. Perhaps more relevant to the interest of CBFP partners, it also fails to demonstrably foster effective forest and biodiversity conservation. In a less than fully critical marketplace of ideas, COAIT is thus perceived as simply 'one tool among many, no better, and no worse'. As a result of its CARPE program experiences and anecdotal review of existing program approaches, IRM has ample reason to believe that this perception is not valid.

V. Implications for Future CARPE Programming

1. USAID/CARPE has invested in the development of an innovative, especially robust and participatory community development tool kit. If fully capitalized upon, COAIT offer a means to promote forest and biological diversity conservation along with sustainable development programming at landscape levels across the Congo Basin (or elsewhere). To capitalize on COAIT's potential in future CARPE phases, we feel two key changes would be helpful: 1) A new approach to strategic planning that *incorporates* critical evaluation findings on past performance to inform future programming: 2) Changes to programming priorities and procurement mechanisms that level the playing

field through a more open, merit-based and competitive review process for all CARPE II/CBFP partners.

2. COAIT is a tool that could, given a program management decision to employ it, be of enormous practical use to a variety of appropriately trained Congo Basin stakeholders. It would enable currently peripheral communities to promote appropriately designed and feasible activities that have a high likelihood of resulting in sustainable conservation and development outcomes.
3. Achieving community-driven sustainable conservation and development outcomes could prove to be the best means for promoting associated USAID governance objectives in remote rural areas of the Congo Basin. This can be an important complement to "standard" governance programming that focuses on improved laws and policies to achieve governance objectives. This is particularly true in the many cases where decentralized governance initiatives assume the presence of local resource management capacity that does not yet exist.
4. To be operationally useful, COAIT prospectus' requires further streamlining. This streamlining should be treated as part of an iterative, adaptively managed program. Process level indicators as well as biophysical level results and impacts would need to be closely monitored to progressively adjust all elements of COAIT to achieve optimal prospectuses.
5. Participatory mapping can be used as a tool to jumpstart the whole COAIT process. It is not, however, in any sense a substitute or viable 'short version' of the complete COAIT process. Undertaking participatory mapping in the absence of a broader COAIT plan, while not worthless, will likely ***not*** lead to sustainable conservation and development results.

VI. Implications for Forest Conservation in the Congo Basin

1. The role that communities will necessarily play in any successful scenario for Congo Basin forest conservation needs to be much better appreciated. Given current socio-economic and political realities in the Congo Basin, it is impossible to envision successfully expanded and sustained forest conservation in the absence of meaningful and broad community involvement. Effective community involvement, in turn, is inconceivable without much more aggressive efforts to build local resource management capacity through use of an improved community development tool like COAIT. Use of such a tool at appropriate scales is, in turn, unrealistic without adequate donor support.

   Even major programs like CBFP offer limited funding to establish the infrastructure and programming needed to implement and sustain landscape approaches predicated on traditional 'protected area' models. **In even the most remote Congo Basin landscapes where population densities are extremely low (e.g. Minkebé in Gabon, or much of the DRC's Ituri forest), local populations still maintain great leverage over the success and failure of all aspects of forest and biodiversity conservation**

programming. This is especially true in the case of traditional protected area approaches. Programming areas where populations maintain leverage over the success and failure of conservation programming include: the monitoring of logging company activities, reducing poaching and the bush meat trade, sustainable timber harvesting, sustainable non-timber forest product extraction, the determination of agricultural zones, and sustainable natural resource management broadly speaking.

Reinforcement of the notion of communities as part of the "problem" versus an integral part of the "solution" is likely to persist in the absence of a clarified and fundamentally revised role for communities in Congo Basin forest and biodiversity conservation. The persistently vague and arguably, misleading assumptions informing the *status quo* in conservation and development programming as regards communities and their roel in conservation, benefits neither the forest nor the communities living in it.

2. Community-driven conservation offers great potential in Congo Basin landscapes, but requires systematic support, testing, comparative assessment, and refinement. This is in clear contrast to the deployment of the current generation of unproven landscape level approaches being implemented in the Congo Basin. These may in due course prove to be expanded versions of "traditional" protected area practices, albeit at reduced scales. In situations where legal frameworks and relatively manageable logistics offer great opportunities for community-driven conservation (e.g. the Democratic Republic of the Congo in particular) programs like CARPE/CBFP could play a major role in fostering urgently needed innovative approaches to community-driven conservation programming that will enhance sustainable conservation impacts.

VII. Inputs Required to Realize the Full Potential of COAIT

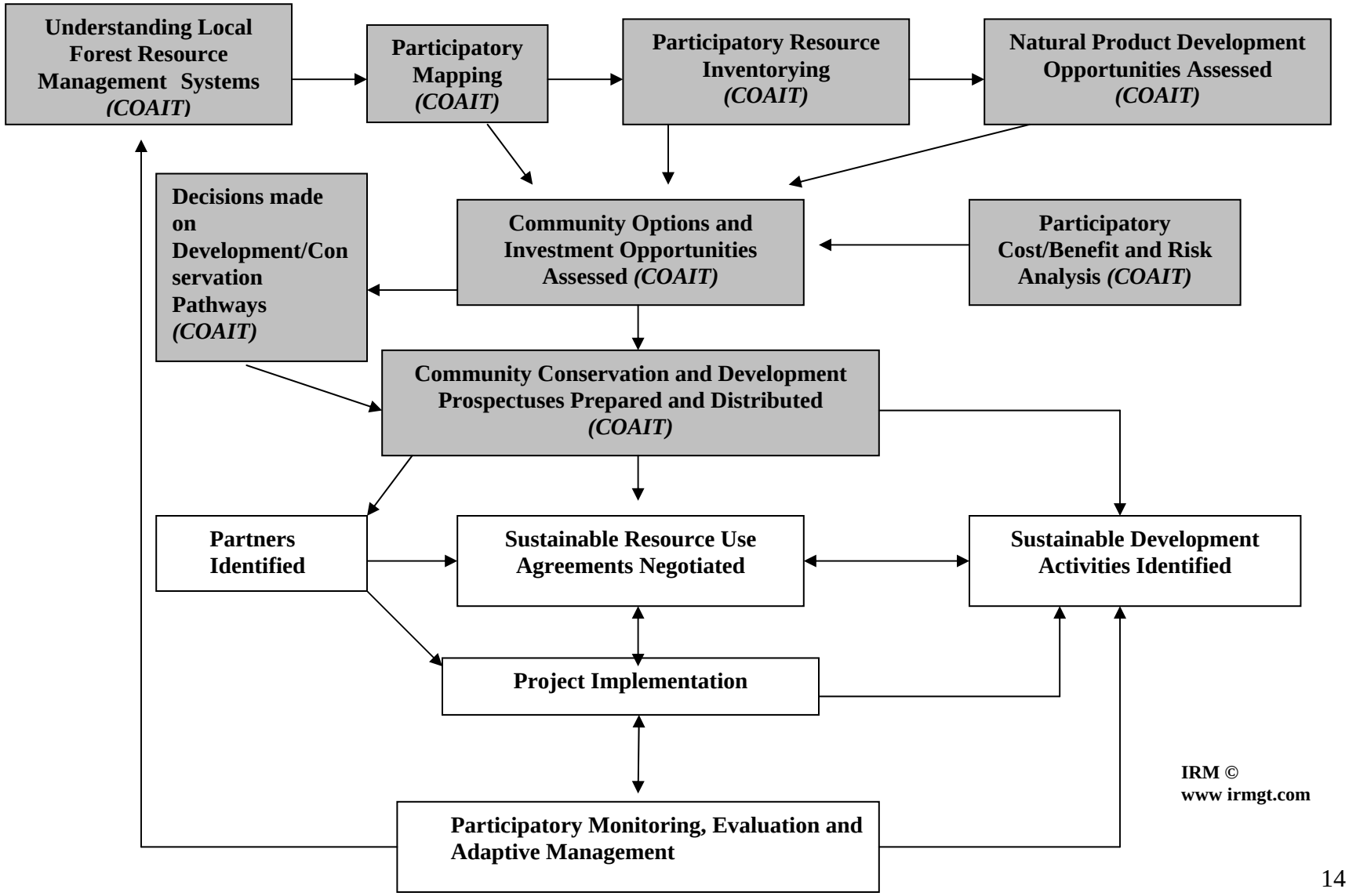
1. The most obvious required input would be initial recognition on the part of donors and government that communities have an essential, systematic and comprehensive role to play in Congo Basin forest and biodiversity conservation. At present, this is far from the case.
2. An objective reassessment of lessons learned in community-driven approaches to forest conservation is required to: a) reinforce the recognition of communities' pivotal role in forest and biodiversity conservation; and b) to rebut the prevailing assumption that one community participation approach is 'more or less equivalent' to the next. In the absence of this objective reassessment, it will be difficult to challenge any claims made by major of conservation sector partners that when it comes to participation, "everyone pretty much does the same thing", or that " there are logical limitations as to what communities can contribute". These prevailing, only occasionally stated assumptions, serve simply to reinforce a dubiously effective *status quo*.
3. The first phase of CARPE supported the development of the COAIT tool and the demonstration of its relative cost-efficiency and effectiveness. To capitalize on this investment and to more fully realize COAIT's potential in

landscape-scale conservation and development programming, two principal conditions must be met. The first is to create the opportunity to fully implement COAIT in a variety of Congo Basin situations where multiple stakeholder groups are involved. The second is that traditional short-horizon program planning perspectives need to be relaxed in order to allow the time realistically required to bring about community change.

The longer-duration program required for full COAIT implementation in no sense implies an inappropriate expansion of the budget. The reason for this is that COAIT is most effectively operationalized in a highly decentralized manner. This means that sustained expatriate in-field presence and day-to-day leadership in the process is not only not a *quid pro quo*, but is arguably counterproductive to successful implementation. In relative terms, personnel and overall program costs within the longer-duration COAIT implementation framework can be contained. Key targeted technical assistance, sufficient local (and to a lesser extent international) travel budgets, and the required time to enable the full set of activities and impacts to be absorbed by stakeholders, is what is crucial.

GRAPHIC 1

Innovative Resources Management Approach to Facilitating Decentralized Management of Natural Resources



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ANNEXES

Annex 1

NOVATIVE RESOURCES MANAGEMENT, INC.
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IRM

Proposal and Annual Work Plans: FYs 2000-2003

Central Africa Regional Program for the Environment: Extension Phase

Submitted by:
Innovative Resources Management, Inc.

Innovative Resources Management is a 501(c)3 non-profit organization registered in the Commonwealth of Virginia

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ABBREVIATIONS

AFR/SD	USAID's Bureau for Africa, Office of Sustainable Development
BSP	Biodiversity Support Program
CA	Cooperative Agreement
CARPE	Central African Regional Program for the Environment Project (USAID)
CBD	Convention on Biological Diversity
CBNRM	Community based natural resources management
CED	Center for Environment and Development
CEFDHAC	Conférence sur les Écosystèmes de Forêts Denses et Humides d'Afrique Centrale
CCD	Convention to Combat Desertification
CFM	Consensus Framework Methodology
CIFOR	Center for International Forestry Research
CIRAD	Centre International de Recherche Agricole et de Developpement
DFID	Department for International Development
FY	Fiscal Year
G/ENV/ENR	Global Bureau, Environment Center, Office of Environment and Natural Resources of USAID
IRM	Innovative Resources Management
IUCN	International Union for Conservation of Nature and Natural Resources (World Conservation Union)
LFRMS	local forest resource management system(s)
NGO	non-governmental organization
PM	participatory mapping
PVO-NGO/NRMS	USAID funded project to World Learning from 1989-1996 (AFR-047-A-00-9057-00). Full abbreviation: Private voluntary Organizations and Non-governmental Organizations in Natural Resources Management Support Project
SOT	strategic objective team
USAID	US Agency for International Development
WCS	Wildlife Conservation Society
WRI	World Resources Institute
WWF	World Wildlife Fund-U.S.

I. INTRODUCTION

This proposal contains work plans that serve as a basis for a new cooperative agreement between Innovative Resources Management (IRM) and the USAID Bureau for Africa, Office of Sustainable Development (AFR/SD) for activities under the Central Africa Regional Program for the Environment (CARPE). It covers the CARPE extension period from June 1, 1999 to September 30, 2003 and describes the projects/activities funded under the new agreement to be implemented by Innovative Resources Management. Also included (for information) are the annexes of selected supporting documents from CARPE I, that provide justification for the continuing work effort in this extension phase. Each annex outlines a different element of the IRM workplan during CARPE Phase 1, which is reflected in the Management Model (see Annex 1). Annex 2 provides a synthesis of the Innovative Resources Management LFRMS experience to date, Annex 3 outlines the participatory forest inventory methodology, Annex 4 is a report on natural product development in the Basin and Annex 5 illustrates the results of the participatory mapping in Djoum. This proposal therefore represents the culmination of the past three years of collaborative work efforts between IRM staff and CARPE colleagues.

This work plan is organized into six sections, the first being this Introduction. Section II presents a summary of Innovative Resources Management involvement in CARPE. Section III presents IRM's detailed proposed work plan for the July 1, 2000 to June 30, 2001 period, with the July 2001-3 periods following. This period was selected in anticipation of when a cooperative grant agreement might be finalized between IRM and USAID/AFR/SD. In the discussion of each activity, there is a general description, followed by a listing of the expected results for the June 2000-2001 period, and outlying years. Section IV presents a detailed budget. Section V covers a description of long- and short-term staffing requirements to implement the work plans. Section VI contains the annexes, which include: A) a summary of anticipated international travel for FY2000 by IRM staff, consultants, and grantees; and B) IRM's detailed planning calendar, highlighting major milestones and events expected to take place from June 2000-June 2001.

II. SUMMARY OF INNOVATIVE RESOURCES MANAGEMENT INVOLVEMENT IN CARPE

This section presents a summary of IRM involvement in CARPE I and the CARPE Extension. It begins with a brief overview of IRM capabilities.

IRM is a Washington-based 501(c)3 non-profit organization registered in the Commonwealth of Virginia in October 1997. The organization began operating in March 1998.

At the time of its formation, IRM founder and President Michael Brown was Director of the PVO-NGO/NRMS Project for World Learning. This activity within World Learning was responsible for implementation of what evolved to be Intermediate Result Package 1 (IR1) activities under CARPE through cooperative agreement (PCE-5554-A-00-6017-00). These in turn were subsumed under Theme 4 of CARPE – Communities and Local Forest Resources Management.

While an immediate transition from World Learning to IRM administration was discussed at the time of IRM's launching, it was decided for continuity purposes that World Learning would continue to manage the CARPE activity related to IR1. This would enable participation of involved World Learning staff in CARPE Theme 4 to be sustained until the CARPE I grant funding expired. Michael Brown would continue to direct World Learning activities in CARPE on a 50% basis, while simultaneously overseeing the IRM start-up. Upon completion of Phase 1 of CARPE, IRM would then assume management responsibilities for any further activities that involved logical continuity of the Communities and Local Forest Resources Management activities under the Theme 4 activity of the CARPE Extension.

Within the CARPE Strategic Objective Team (SOT), World Learning was represented at all meetings over the past three years by Michael Brown and/or Christin Hutchinson. Neither are currently World Learning employees, with both based full-time at IRM. Both have continued to be active in the CARPE SOT activities during the transition phase from CARPE 1 to the CARPE Extension.

While the implementation period of the original CA between USAID and World Learning has not yet expired, no operating funds remain from Phase 1 to continue activities. Over the past year, the CARPE SOT has been collaboratively planning CARPE Extension activities. During this planning process, IRM has been the sole party involved in discussions regarding follow-up activities to IR1/Theme 4 activities under the Extension period.

The proposal submitted here presents IRM's work plan to guarantee the logical continuity of the Communities and Local Forest Resources Management activities under Theme 4 of the CARPE Extension. The proposal represents requests a three-year Cooperative Agreement to implement

activities during the CARPE Extension. The principal former World Learning staff and consultants that participated over the past three years under the grant administered by World Learning during Phase 1, remain the core group in the CARPE Extension under IRM.

Building on Phase I accomplishments of LFRMS work, and based on its current staffing, IRM now occupies a unique position to contribute to the continuity of CARPE during the Extension period.

Years of USAID-funded work in the PVO-NGO/ NRMS Project have provided IRM staff it with a unique perspective among the CARPE partners on NGO capacity-building issues that will be vital to CARPE in this next phase of activities. Already in the Democratic Republic of the Congo (DRC), USAID/Congo has programmed IRM to contribute to capacity building activities in environmental constituency building, based on IRM staff experience in PVO-NGO/NRMS.

IRM has established a reputation as an effective team player in consortium activities that involve strategic objective teams such as CARPE, and brings both the local non-governmental organization perspective to CARPE, along with the social science perspective on achieving conservation in the Congo Basin. IRM fills substantive gaps in CARPE by working on development and governance issues involving disadvantaged groups that the majority of conservationists do not directly focus on. At the same time, based on experience of IRM staff from Phase 1, the organization has demonstrated the ability to integrate well into a conservation and development team agenda consistent with CARPE objectives.

Overall, IRM specializes in applied research, multi-stakeholder coalition-building, and the development of innovative, collaborative community conservation methods for forest conservation in both moist and dry tropical biogeographic regions. IRM has particular expertise in working with groups of local communities across broad development and conservation landscapes in both central Africa and elsewhere, and in determining ways for these groups to participate effectively in the design and implementation of conservation and development activities. IRM has experience over the past four years in coalition-building under the Convention to Combat Desertification (CCD) at both the international non-governmental organization and local levels. Currently in collaboration with UNDP/GEF, UNEP and IFAD, IRM is building a network of applied research coalitions in up to eight countries preparing to implement activities under the CCD and Convention on Biological Diversity (CBD).

Over the past year, IRM has been working with several for-profit and not-for-profit groups in the U.S. and elsewhere in developing a Consensus Framework Methodology (CFM) for multi-stakeholder planning in complex development and environment situations. The CFM will likely be integrated into activities targeting the establishment of conservation agreements. Taken cumulatively, IRM occupies a special niche among the CARPE partners in working on *collaborative conservation methodology development* on the one hand, and *coalition building and capacity-building* on the other.

Through funding provided by the Biodiversity Support Program (BSP), IRM will present results of its work on forest management and local governance in Congo Basin conservation at the CEFDHAC meetings in Burundi in June 2000. This will be an excellent opportunity to share

lessons on innovative approaches to create ‘win-win’ situations in conservation and governance issues. BSP Funding will also be used to document results of IR1/Theme 4 work on the CARPE Briefing Sheets on local forest resource management systems (LFRMS) in Congo Basin community forestry.

III. PROPOSED ACTIVITIES, OBJECTIVES, AND OUTPUTS

Overview

For the remainder of FY2000 to July 2001, IRM will continue to undertake analytical work relevant to the CARPE agenda, and will launch the next phase of field activities.

IRM has received a grant from BSP to enable it to continue working on the CARPE briefing sheets, and to participate in the CEFDHAC meeting in Bujumbura in June. This grant will bridge the activities of IRM into the CARPE Extension.

Under CARPE Extension funding, the Innovative Resources Management strategy is based on three principles:

1. Build wherever possible on the successful lessons learned during Phase 1 while sustaining momentum in project sites with existing local partners
2. Develop new collaborative partnerships among the core CARPE collaborators and others
3. Focus on improving participatory community-based conservation methodologies that can either stand alone, or be part of increasingly popular eco-region based conservation programming in the Congo Basin.

IRM activities from FY 2000 – 2003 reflect these principles. Many of the activities launched in turn, presuppose a longer-term vision for forest conservation in the Congo Basin. For this reason, many of the ‘results’ we will be referring to are more correctly labeled as ‘program outputs’ that contribute to the CARPE goal of improved forest and biodiversity conservation, and reduced deforestation over the next 20 years in the Basin.

The use of the term ‘program outputs’ during the Extension Phase is based on our assumption that during the Extension phase of CARPE, the SOT will progressively integrate its activities. CARPE II will, in turn, be highlighted by its emphasis on field implementation based on the enabling conditions established and lessons learned during Phase I and the Extension. In CARPE II, field level results will be sought that will be amenable to evaluation using objectively verifiable indicators. To get there, the CARPE partners still need to integrate planning and implementation processes, develop team working relationships, and program future activities based on lessons learned from Phase 1 and the Extension.

The group of activities covered in IRM’s FY 2000-2003 Action Plans are summarized as follows:

- Applied Research in implementing community conservation/resource management agreements for forest conservation in three sites
- Facilitate development of multi-stakeholder negotiated forest management plans and agreements in these three sites
- Expansion of participatory mapping (PM) as a tool for community mobilization to promote biodiversity conservation in and immediately around Protected Areas in the Congo Basin
- Undertake case study on the impact of PM for mobilizing civil society organizations to undertake appropriate forest conservation actions
- Undertake case study of the role of local institutions in community forestry management outside of protected areas.

During the CARPE Extension, IRM will continue to work with local communities in Cameroon and other countries of the Congo Basin, primarily in Gabon. IRM is also programmed to contribute to USAID/Congo's work on environmental constituency building in 2000-2003, with mission funding anticipated to channel through CARPE.

Building on lessons learned and successes from Phase 1, IRM will continue to focus on PM activities, participatory natural resource inventorying, and identification of NTFP market incentives, as its core contribution to CARPE (see graphic in Annex 1). IRM will further its work with local communities in Cameroon by implementing next steps toward the development of multi-stakeholder developed land use and forest management agreements. These may result in community forestry agreements, or they may extend beyond the geographic and/or legal scope of such agreements. This will only be determined during the course of CARPE Extension activities. The focus throughout will be on collaborative applied-research to determine how agreements can be developed involving participating communities, local NGO partners, local and national government partners, and potentially, private sector partners as well.

To be successful, therefore, IRM will *necessarily* be collaborating closely with a number of CARPE partners during the Extension. Strong working relationships have already been established during Phase 1 between IRM staff and many individuals and organizations in the Congo Basin and elsewhere. As all IRM activities both inside, as well as outside CARPE, are based on strong collaborative working relationships, this builds on IRM's normal work orientation.[2]

[2] On the basis of its experience in coalition-building and capacity-building, IRM has been contracted by WWF to edit a forthcoming publication entitled *Stakeholder Collaboration: Building Bridges for Conservation.*

Program specifics

IRM will be working with WWF in extending PM to peripheral areas outside the Minkebé National Park, one of several areas projected to form a major trans-national conservation area in the Congo Basin. The IRM contribution will lead to improved understanding on WWF's part of participatory methodological tools for conservation outside protected areas involving communities and other stakeholders.

With WCS, IRM will provide collaborative strategic analysis of WCS's ongoing work on integrating mapping into their community-based conservation program in Mbanyang-Mbo. In both instances, we will likely draw on the cadre of trained individuals and institutional partners in PM we have already worked with in Phase 1. These will include the Department for International Development (DfID) - financed Mount Cameroon Project, the Center for Environment and Development (CED), and the Association of Elites of the Tikar Plain.

With WRI, IRM will collaborate on both analytical and field activities regarding environmental governance and community forestry policy. The IRM work will build on lessons learned from within CARPE and beyond, on community forestry policy and implementation issues, forest sector policy involving taxation and revenue sharing, etc. We will specifically gear up for a targeted applied-research activity involving communities and identification of strategies to capitalize on community forestry legislation, our PM work during Phase 1, and lessons learned on environmental governance and enabling conditions that can be applied to create momentum in the Congo Basin.

Program Activities, Objectives and Outputs

Specifically IRM's work in FY 2000-03 will involve the following activities, objectives, and outputs:

Activity #1

Applied research on implementing community resource management agreements (in collaboration with WWF, WCS, Mount Cameroon Project (MCP), Center for Environment and Development (CED), CIRAD, and IUCN):

Objectives of activity

a) Identify appropriate and feasible options for community based forest conservation.
b) Facilitate development of multi-stakeholder negotiated forest (co)management plans and agreements.

Expected Program Outputs for FYs 2000-2001:

- Lessons learned will be published progressively as they emerge in English and French for field practitioners, project managers and policy makers working on similar issues in the Congo Basin. The focus will be on effective methods for promoting multi-stakeholder negotiated management plans and agreements that will be a basis for CARPE Phase II activities. Publication will be in both hard copy, and electronically on the CARPE SOT and IRM websites (www.irmgt.com).
- A series of local workshops will be convened in Mokoko, Tikar and Djoum, feeding into a national workshop on issues and methods in co-management of forest resources. As appropriate and feasible, the workshop will be a collaborative venture with direct and indirect CARPE partners including IUCN, CIRAD, CARPE partners, and local partners.
- An external report will be produced reviewing process lessons learned from the project, and will be distributed to project managers, donors and project participants to raise understanding of key findings. Reports disseminated in both hard copy and electronically on the CARPE SOT and IRM websites, linking as well to other websites (IUCN, CIFOR, CIRAD, etc).
- Participatory maps, institutional analysis, forest inventories and natural product development activities will be integrated and sustained at the community level by key local groups and partners.

Expected Program Outputs for FYs 2002-2003:

- One multi-stakeholder negotiated resource use agreement will be in advanced development in each IRM project sites at Djoum, the Tikar Plain, and Mt. Cameroon.
- An appropriate methodology will be identified that can serve as a model for multi-stakeholder negotiated resource use agreements in the Congo Basin for CARPE 2 implementation.
- A Congo Basin-wide workshop will be convened and attended by colleagues working in the field of community forestry, community based natural resources management, co-management, and eco-region based biodiversity conservation, reviewing IRM results along with other active colleagues for proposed methods for reaching negotiated resource use agreements.
- Participatory maps, institutional analysis, forest inventories and natural product development activities will orient forest conservation at the community level.

Activity #2

Expansion of Participatory Mapping as a tool for community mobilization to promote biodiversity conservation in and immediately around Protected Areas in the Congo Basin (in collaboration with WWF, WCS)

Objectives of the activity

a) Harmonize participatory mapping methods by collaborating with WWF and WCS to determine the applicability of the IRM approach to PM in two protected area contexts.
b) Extend the IRM PM methodology in the peripheral zones to the Minkebé Reserve to contribute to the management plan for the Reserve.
c) Contribute through PM and its institutional analysis to the feasibility analysis for the Cameroon – Congo – Gabon trans-border initiative which proposes a continuous network of protected areas linking Dja, Nki, Odzala and Minkebe in one robust conservation structure.

Expected Program Outputs for FYs 2000-2001:

- Land-use planning and resource management initiated in two potential sites relevant to Minkebé and the transborder conservation initiative using the IRM PM methodology developed in Cameroon under CARPE 1. These include (a) the Mintom-Lélé sector which is part of the proposed Dja – Nki – Minkebe Corridor (b) Mvadhi-Mayibout, villages with a strategic location relevant to Minkebé (fishermen) and the proposed Djoua reserve (Gabon) (c) other areas as determined appropriate on the ground.
- Participatory mapping field exercise will be completed.
- Collaborative consultation on PM methodologies will be undertaken with WCS in Mbanyang-Mbo.

Expected Program Outputs for FYs 2002-2003:

- Participatory maps will be finalized for selected areas in Minkebé.
- Institutional analysis of key stakeholders at the community level will be completed to feed into land use management planning in the area.
- Preliminary social feasibility analysis will be undertaken of areas relevant to the trans-national initiative (in the event that forest inventory work is not considered relevant by the joint IRM/WWF planning team).
- Identification of potentially feasible natural product development opportunities will be made in Minkebé.
- Technical report to WCS will be prepared on participatory mapping and social sustainability issues.
- The capacity of CARPE collaborators and other Congo Basin colleagues will be enhanced to utilize PM enhanced as indicated by increased demand and use of the methodology.

Activity # 3

Case study on the long-term impact of Participatory Mapping for mobilizing civil society organizations to undertake appropriate forest conservation actions (in collaboration with WWF and WCS)

Objectives of the activity

a) Analyze the effectiveness of the IRM approach to PM taking data from Mt. Cameroon, Tikar, Djoum, and Minkebé.
b) Create methodology for WCS and WWF to systematically assess the effectiveness of different approaches to PM in IRM, WWF, and WCS sites.

Expected Program Outputs for FYs 2000-2001:

- Data collection will be sustained in Mt. Cameroon, Tikar, Djoum, and Minkebé.
- Discussions for establishing a protocol for assessment of PM will begin collaboratively between IRM, WWF and WCS.

Expected Program Outputs for FYs 2002-2003:

- The methodology for comparative analysis will be finalized.
- The analysis of PM in Mt. Cameroon, Tikar, Djoum, and Minkebé will be completed and shared with partners.
- Organization of a workshop among interested parties will be planned as one kickoff activity in CARPE 2.
- The capacity of all CARPE partners to utilize PM methodology will be enhanced.

Activity #4

Applied research on implementation of community resource management agreements (in collaboration with WRI, CIRAD and other partners)

Objectives of the activity

a) Conduct action-research on strategies and methods to capitalize on opportunities that the Cameroon forestry legislation offers that remain underutilized (in collaboration with WRI).

b) Determine what issues constrain the community/government/private sector interface and act as barriers to capitalization on community forestry legislation.

c) Test methods to create collaborative working relationships between communities and other stakeholders to the forest estate in Cameroon.

Expected Program Outputs for FYs 2000-2001:

- A synthesis document will be produced reviewing all relevant literature on community forestry legislation and its implementation.
- An electronic conference ‘specialists group’ will be underway to discuss strategic opportunities for capitalizing on current legislation given existing barriers and incentives.
- A meeting of a specialists group convened in Cameroon will be convened to seek out consensus on a package of actions to field test in IRM sites that would systematically address barriers and incentives to implementing community forestry agreements.
- Field activities in IRM sites will be initiated in collaboration with partner organizations to lead to community forestry agreements.

Expected Outputs for FYs 2002-2003*:*

- A publication will be produced on state-of-the-art strategic methods for capitalizing on community forestry legislation to promote conservation outside protected areas at the community level.
- Community forestry actions testing out state-of-the-art strategies and methods identified and will begin to be implemented in communities IRM is working in.
- The management planning process required for community forest agreements will be initiated in at least three pilot communities beyond Innovative Resources Management sites using state-of-the-art methods.

IV. Budget

IRM was founded in October 1997, and began functioning in March 1998. As a two-year old Non-governmental Organization, IRM has of yet had no opportunity to negotiate an accepted USAID indirect rate.

To expedite matters, IRM will be submitting a direct cost budget in this proposal. We anticipate that during the course of the first or second year of implementation of the CARPE Extension, IRM will seek at that time to negotiate an approved USAID indirect rate. The budget appears in Annex 2.

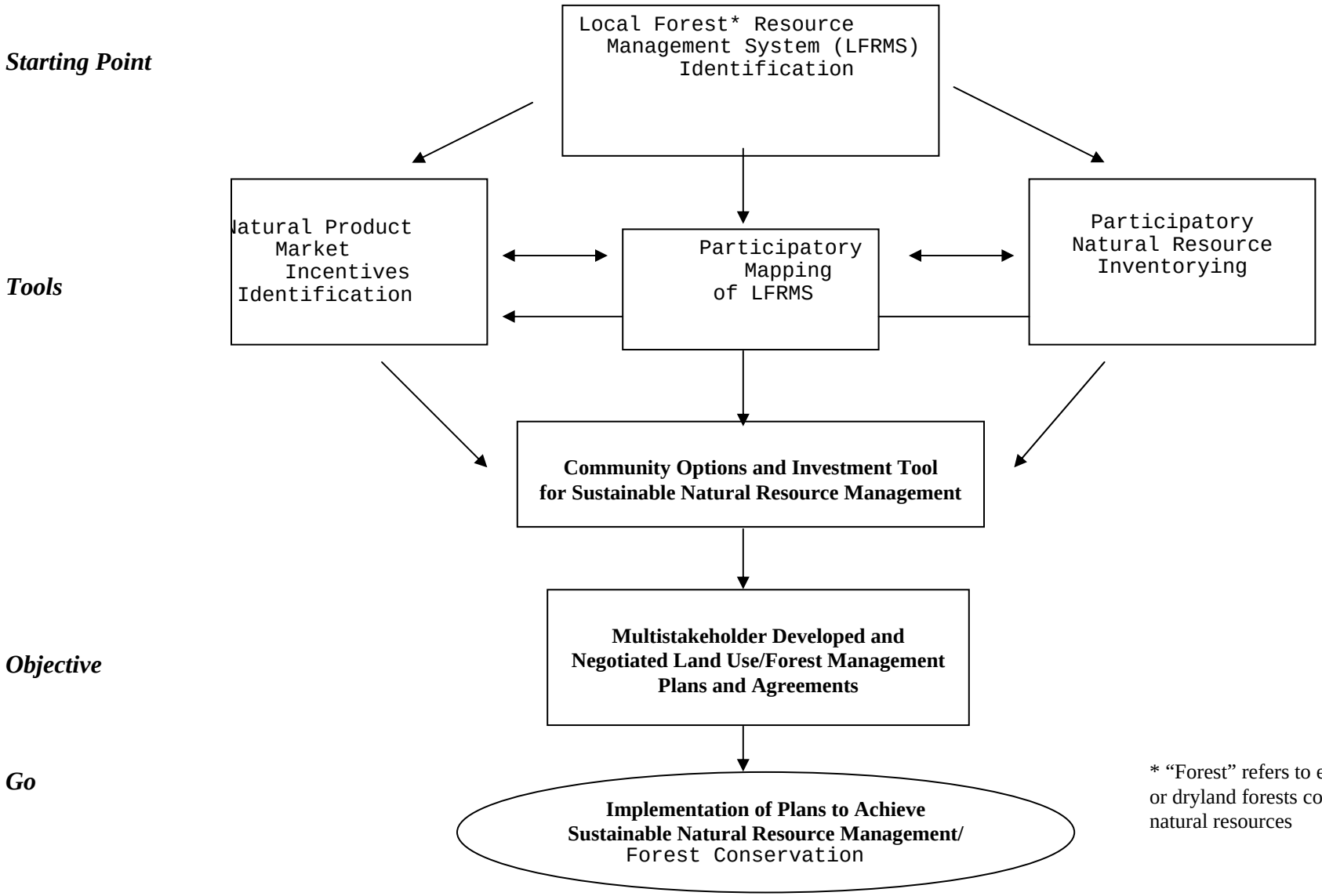
V. Staffing

This section outlines permanent staffing requirements, along with our strategy for hiring short-term consultants. To guarantee that the full set of activities outlined are implemented effectively, Michael Brown, IRM President, will work ½ time on the IRM CARPE Extension activities. Christin Hutchinson who has worked full time on CARPE under the World Learning grant, and has now moved over to IRM, will work ¾ time on IRM CARPE Extension activities. So too, Zepherin Mogba who has been the Congo Basin Coordinator on a part-time basis will move up to 70% time given the diverse set of field activities he will be responsible for overseeing.

While participatory mapping (PM) has become the cornerstone of the IRM approach to decentralized forest conservation outside protected areas in our CARPE work, IRM has not to this point had in-house capacity in PM. For training purposes, along with map production purposes, it is crucial that in-house staff capacity be available to support our PM training and implementation activities. We will have a land-use planner on staff 40% time to devote to CARPE to achieve our objectives.

Based on our experience with the CARPE Phase I World Learning grant, financial management and reporting is a major responsibility. Current IRM staff will not be adequate to meet the challenge. To this end we will be hiring an Administrative Assistant who will work 30% on CARPE activities. We also will backstop this, along with technical functions, using temporary labor as needed.

The Innovative Resources Management Model for Community Based Forest Management



* "Forest" refers to either moist or dryland forests comprising a range of natural resources

Annex 2

PROPOSED ACTIVITIES, OBJECTIVES, AND OUTPUTS (May 2002 -September 2003)

Overview

Under CARPE Extension funding, the Innovative Resources Management strategy is based on three principles:

1. Build on the successful lessons learned during Phase 1 while sustaining momentum in project sites with existing local partners
2. Develop new collaborative partnerships among the core CARPE collaborators and others if feasible
3. Focus on improving participatory community-based conservation methodologies that can either stand alone independent of any protected areas programming, or be part of increasingly popular eco-region based conservation programming in the Congo Basin.

IRM activities for FY 2002-2003 reflect these principles. The group of activities covered in IRM's FY 2002-2003 Action Plan is summarized as follows:

- Applied research on improving participatory community-based conservation methodologies
  - ➔ COAIT methodology development and field testing
  - ➔Case study of the role of local institutions in community forestry management outside of protected areas
- Applied research on implementing community conservation/resource management agreements
  - ➔Prospectus methodology development and field test
  - ➔ Establishing the foundation for multi-stakeholder negotiated forest management plans and agreements
- Extension of Participatory Mapping methods
  - ➔ Participatory mapping capacity-building activities in cooperation with MCBCC and other CARPE partners.
  - ➔ Case study on the impact of PM for mobilizing civil society organizations to undertake appropriate forest conservation actions

During FY 2002-2003, IRM will continue to work with local communities in Cameroon and other countries of the Congo Basin. IRM will also contribute to USAID/Congo's work on river ecosystems management and environmental constituency building in 2002-2003, with funding channeled through CREDP/USAID. Results from IRM/CARPE work will be integrated into CREPD programming.

IRM will further its work with local communities in Cameroon by implementing next steps toward the development of multi-stakeholder developed land use and forest management agreements. These may eventually result in community forestry agreements established at the

onset of CARPE Phase 2, or they may extend beyond the geographic and/or legal scope of such agreements. This will only be determined during the course of CARPE Extension activities. The focus throughout will be on collaborative applied-research to determine how agreements can be developed involving participating communities, local NGO partners, local and national government partners, and potentially, private sector partners as well.

To be successful, therefore, IRM will *necessarily* be seeking to collaborate closely with a number of Congo Basin partners. Strong working relationships have already been established during Phase I between IRM staff and many individuals and organizations in the Congo Basin and elsewhere. As all IRM activities both inside, as well as outside CARPE, are based on strong collaborative working relationships, this builds on IRM's normal work orientation.[3]

Program Activities, Objectives and Outputs

As appropriate and feasible, those activities will be a collaborative venture with direct and indirect CARPE partners including IUCN, CIRAD, CARPE partners, and local partners.

IRM's work in FY 2002-03 will involve the following activities, objectives, and outputs

Activity # 1: ***Applied research on Improving participatory community-based conservation methodologies***

Objective of activity

- Develop and field test methodologies (COAIT) that help communities identify and implement sustainable options for community based forest and biodiversity conservation

***Expected Program Outputs/or FY* 2002-2003:**

- Thematic groups in Mokoko, Tikar and Djoum will carry out a series of COAIT related activities (local workshops; markets studies; sites visits) with the support of local consultants, international consultants and IRM staff.
- Communities will be provided with the adequate skills to replicate the COAIT process on their own.
- The COAIT process in the three sites will end with a large community workshop, feeding into a national workshop on issues and methods in community based conservation.
- A synthesis report will be produced reviewing the COAIT process and the lessons learned from the project, and will be distributed to CARPE partners, project managers, donors and project participants to raise understanding of key findings.
- Reports disseminated in both hard copy and electronically on the CARPE SOT and IRM websites, linking as well to other websites (IUCN, CIFOR, CIRAD, etc).
- COAIT will emerge as an appropriate methodology that can serve as a model for community based forest and biodiversity conservation in the Congo Basin for CARPE 2 implementation.

[3] On the basis of its experience in coalition-building and capacity-building, IRM has been contracted by WWF to edit a forthcoming publication entitled *Stakeholder Collaboration: Bui/ding Bridges for Conservation.*

- Development of first generation of community prospectuses.

Activity* # 2: *Applied research on implementing community conservation/resource management agreements

Objectives of activity

- *Prospectuses,* incorporating community level plans and projects and used as a foundation for negotiated management plans.
- Develop and field test methodologies that facilitate development of multi-stakeholder negotiated forest co-management plans and agreements.
- Test methods to create collaborative working relationships between communities and other stakeholders to the forest estate in Cameroon.
- Conduct action-research on strategies and methods to capitalize on opportunities that the Cameroon forestry legislation offers that remain underutilized (in collaboration with WRI).

***Expected Program Outputs for FYs* 2002-2003:**

- An appropriate methodology will be identified, tested and documented regarding the realization of *prospectuses* at the community level and their utility for negotiated land use planning.
- An appropriate methodology will be identified that can serve as a model for multi-stakeholder negotiated resource use agreements in the Congo Basin for CARPE 2 implementation.
- One multi-stakeholder negotiated resource use agreement will be in development in each IRM project sites at Djoum, the Tikar Plain, and Mt. Cameroon.
- Field activities in IRM sites will be initiated in collaboration with partner organizations to lead to community forestry agreements.
- Institutional analysis of key stakeholders at the community level will be completed to feed into land use management planning.
- Lessons learned will be published progressively as they emerge in English and French for field practitioners, project managers and policy makers working on similar issues in the Congo Basin. The focus will be on effective methods for promoting multi-stakeholder negotiated management plans and agreements that will be a basis for CARPE Phase II activities. Publication will be in both hard copy, and electronically on the CARPE SOT and IRM websites (www.irmgt.com).
- A Congo Basin-wide workshop will be prepared for at the onset of CARPE 2, TO BE attended by colleagues working in the field of community forestry, community based natural resources management, co-management, and eco-region based biodiversity conservation, reviewing IRM results along with other active colleagues for proposed methods for reaching negotiated resource use agreements.
- An electronic conference 'specialists group' will be underway to discuss strategic opportunities for capitalizing on current legislation given existing barriers and incentives.
- Test in IRM sites to implementing community forestry agreements.
- A publication will be produced on decentralized management approaches to forest conservation.

Activity # 3*: *Expansion of Participatory Mapping as an available tool for community mobilization to promote biodiversity conservation in and immediately around Protected Areas In the Congo Basin

Objectives of the activity

- Increase PM capacities in the Congo Basin, with capacity-building activities in cooperation with the Mount Cameroon Project, Limbe Botanic Garden and other CARPE partners.
- Undertake case study on the impact ofPM for mobilizing civil society organizations to undertake appropriate forest conservation actions (with WCS; WWF and MCBCC, if amenable).
- Harmonize participatory mapping methods by collaborating with WWF and WCS (if amenable) to determine the applicability of the IRM approach to PM in protected area contexts.
- Analyze the effectiveness of the IRM approach to PM taking data from Mt. Cameroon, Tikar, Djoum, and Minkebe.
- Create methodology for WCS and WWF to systematically assess the effectiveness of different approaches to PM in IRM, WWF, and WCS sites.

***Expected Program Outputs for FY* 2002-2003:**

- First two groups of participatory mapping facilitators form the Congo Basin will be trained in collaboration with the GIS center of MCBCC
- Collaborative study on PM and other community approaches to conservation will be undertaken with WCS in Mbanyang-Mbo and WWF in Lobeke (if the latter are amenable).
- Case study on the impact of PM for mobilizing civil society organizations will be disseminated to field practitioners, project managers, CARPE partners and policy makers.
- The capacity of CARPE collaborators and other Congo Basin colleagues will be enhanced to utilize PM as indicated by increased demand and use of the methodology.
-

Annex 3

Linking the Community Options, Assessment and Investment Tool (COAIT), Consen*sys*™ and Payment for Environmental Services (PES): A Model to Promote Gorilla Conservation in Africa

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Submitted to Patrick Mehlman of Dian Fossey Gorilla Foundation for publication in edited

Gorilla Conservation in Africa Publication

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Most approaches to gorilla conservation have been top-down national park approaches that have included some limited form of community participation[†]. The top-down approaches have worked relatively well in Uganda and Rwanda. as Adams and Infield (2001: p. 146) put it, "the patient is stabilized, but the harder tasks of surgery and post-operative recovery lie ahead, but they do not appear to have guaranteed sustainability. As Eves and Bakarr (2001: p. 53) conclude, "the maintenance of protected areas is an extremely costly and difficult process, and, despite tremendous concern and long-term efforts, most governments are hard-pressed to secure the human and financial resources necessary to monitor, mange and protect wildlife populations." Given the economic, social, political and population pressures many communities face, communities neighboring parks could represent a serious medium- to long-term threat to gorilla conservation in the absence of innovative programming approaches. Considering this sobering reality, communities must at least accept, if not actively support, protection of gorillas and their habitat if gorillas are to have a chance at survival into the next century. This paper presents the use of tools developed by IRM (Community Options, Assessment and Investment Tool – COAIT- and Consen*sys*™) along with incentives provided through payments for environmental services as a realistic approach to achieve this.

Although park boundaries, management plans, and some attention to local people's needs exist in gorilla conservation, the *root causes underpinning local people's pressures on protected resources have not been resolved*. The strictures placed on people's livelihood activities by regulations prohibiting access to land and resources under protection (such as agricultural and grazing lands, water sources, firewood, timber, and non-timber forest products that were formerly harvested as food, medicinals, housing materials, raw input for cottage industry and artisanry and hunted bushmeat for either consumption or sale) have not been matched by adequate compensation or by new livelihood/economic opportunities that correspond to the value of the resources lost. Despite years of outreach programming and infrastructure investments by the parks and NGOs such as roads, water systems and schools, communities near protected areas do not perceive these benefits as commensurate with the costs they have been forced to bear. Integrated Conservation and Development Projects (ICDPs) funded by NGOs or other external agencies, while providing some short-term benefits, typically have not proven to

[†] The recently instituted Tayna community-managed nature reserve initiated by Dian Fossey Gorilla Fund International with local communities is a notable exception (See Patrick Mehlman's contributions in this volume).

be effective mechanisms for sustaining people's interest in conserving habitat by offering them adequate alternatives to habitat encroachment in the medium and long-term. Even with the increased attention given to "consultation"[*] with nearby communities, resentment of parks is still strong.

1. IMPORTANCE OF COMMUNITIES FOR GORILLA CONSERVATION

Community acceptance of, and cooperation with, conservation measures is especially important for the protection of gorillas and their habitat. The agro-ecological context for African gorilla conservation contrasts significantly with that applying to other charismatic African mega-fauna, such as elephants, rhinoceros or major predators. In areas of high human population density (some primate habitat in the Afromontane forests of Burundi and Rwanda occurs near areas with up to 1,200 people/km^2) communities will likely pose a threat to gorillas so long as the root causes of their poverty and pressure on land and natural resources have not been effectively addressed. In this region, anthropogenic pressures have reduced the land area of natural forests from approximately 30 percent of total land area at the turn of the century to seven percent in 1997 (Mitchell, 1997). As such, opportunity costs for local subsistence farmers of not utilizing gorilla habitat for cultivation or for non-timber forest product (NTFP) extraction are very high. Conversely, lowland gorilla habitat generally occurs in areas of low human population density (often under five people/km^2). However, in these areas, opportunity costs of not respecting gorilla habitat through poaching of various wildlife for the bushmeat trade are also high, as local hunters have few options for revenue generation or protein consumption (Wilke, 1999). As long as viable economic incentives for local stakeholders in these landscapes remain limited, the opportunity costs of foregoing hunting bushmeat for personal consumption and sale will remain high. *In order to preserve habitat integrity it is clear that safeguards coupled with incentives must occupy a primary place in current and future gorilla conservation.*

For example, despite at least seven years of government and NGO funding for gorilla conservation at Mgahinga, communities in the park area still express strong resentment about the "inadequacy of the 'compensation' paid," and more widely, the loss "of the park as a source of land for food production and (to a lesser extent) as a place of residence." (Adams and Infield,

[*] We argue that "consultative" approaches are part of the problem. Consultation has come to be equated with "participation," acceptance, and even for some, bottom-up driven approaches. Most often consultation is no more than that: dissemination of information, responses to some questions, and limited discussions between planners and people who will be impacted by projects about which key decisions have already been made.

2001: pp.146). Park neighbors simply do not see that the benefits they have received from the park and associated projects make up for the costs they bear. Unless they have appropriate and long-term incentives to protect both gorillas and their habitat, people in these communities are likely to continue to represent a medium- to long-term risk to gorilla conservation, even in an area that has enjoyed sustained financial and project support from the Global Environment Facility (GEF), USAID, CARE/International and the Government of Uganda.

2. THE NEED FOR AN INNOVATIVE APPROACH

Whether it is through top-down approaches to gorilla conservation via national parks or through more participatory techniques to gorilla conservation (such as community managed nature reserves similar to Tayna-Maiko in the Democratic Republic of Congo), new methods must be employed to achieve sustainability. As Eves and Bakarr (2001: p. 53) put it, "we are only beginning to engage in debates that will develop clear roles that local communities, national and international experts, universities and national and international governments and conservation agencies will play in building management and schemes to sustain both human and wildlife." The question, then, is *what are the key next steps?*

In this paper, we outline what we feel are the key next steps and propose tools to facilitate taking them. We describe two tools that IRM has developed and is currently using in both biodiversity conservation and rural development contexts that could prove pivotal in gorilla conservation: the Community Options, Assessment and Investment Tool (COAIT) and Consen*sys*™. We then present how COAIT and Consen*sys*™ link to providing incentives (payment for environmental services or PES[*]) in a structured approach we label the CCP model. Figure 1 provides a conceptual overview of how these tools link to contribute to gorilla conservation.

[*] PES in our usage can encompass any form of incentive provided in exchange for conservation services rendered. These can range from cash to in-kind payments to other potential instruments such as conservation concessions in which stipulation of benefit distribution to various holders of resource ownership *and* usufruct use rights are made.

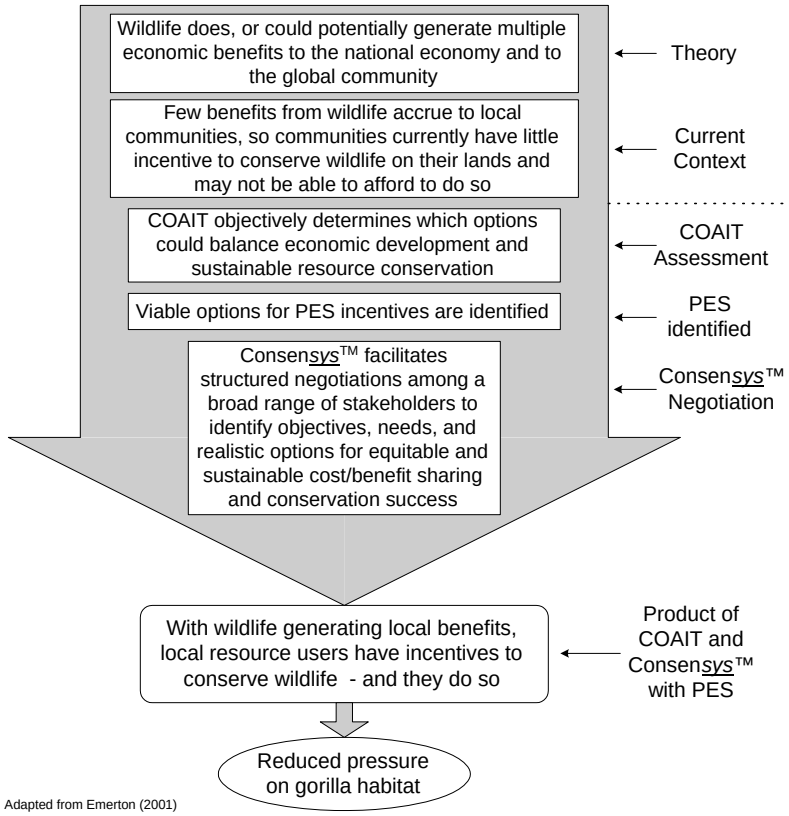

FIGURE 1: How the CCP model can be applied to biodiversity and gorilla conservation

3. THE CCP MODEL

In protected area management, we feel that there are three principles that have not been adequately addressed. These three principles underpin the CCP model:

1. In the establishment and management of any kind of protected area, and especially for endangered species such as gorillas, the potential benefits, costs and options faced by communities must be very clearly elaborated and understood by community members themselves to elicit their buy-in.
2. In addition to regulations and prohibitions, communities must have both short- and long-term incentives to protect gorilla habitat and gorillas. These incentives must be directly linked both to the quality of the protected resources and to the costs that community members bear from the strictures placed on them by protection mechanisms.

3. Finally, to ensure the feasibility and the sustainability of gorilla conservation: a) institutionalized relationships among communities, government agencies, NGOs, and the private sector must be forged and maintained; b) mutual accountability and compliance with agreements must be assured; and c) conflict management mechanisms should integrated from an early stage.

To secure local buy-in for gorilla conservation, we propose that these three principles be addressed through the use of the CCP model. The elements of this model are defined here.

1. *COAIT* is a participatory tool designed to enable communities to collect and analyze economic, ecological, and social data. COAIT helps communities to identify appropriate development and resource management pathways by injecting objective business principles of cost-benefit and feasibility analysis into community deliberations.
2. Measures restricting resource use identified through COAIT should be complemented with *incentives* (such as PES) that are directly linked to the continuing achievement of long-term conservation goals and are specifically designed to compensate for short-term costs local people bear due to the restrictions.
3. *Consensys*™ facilitates the creation of the viable working relationships and institutional arrangements needed to carry out sustainable gorilla conservation.

When used in conjunction, COAIT, Consensys™, and PES *can address* the current methodological challenges in gorilla conservation, adding further innovation to what has been labeled as the "new conservation."[*,†] This three-part CCP model can mitigate or remove critical threats by targeting neglected community capacities, and internalizing costs and benefits in mutually advantageous ways. CCP is not premised on a traditional project-based model, which some argue is the wrong mechanism for achieving biodiversity conservation (see Kiss, 1999). Rather, each of the tools within the model contributes to the social capital that communities must draw upon for *any* conservation or sustainable development activity.

4. HOW COAIT CAN CONTRIBUTE TO GORILLA CONSERVATION

COAIT helps communities make objective decisions based on their analysis of short- and long-term costs and benefits. As such, COAIT is a methodology for mobilizing

[*] See Hulme, D. and Murphree, M. (2001) for an assessment of "new conservation."
[†] See "Integrating COAIT, Consensys™ and Payment for Environmental Services as an approach to landscape-level conservation of protected areas" by Brown, M., Bonis-Charancle, J.M., Mogba, Z., Sundararajan, R. and Warne, R. (forthcoming) from Innovative Resources Management, Washington, D.C.

communities in sustainable development and conservation programming. COAIT helps answer the question conservationists now pose regarding "how" to conserve (see McShane, 2003). McShane refers to this central problem: conservation organizations are historically strong at spatial analysis of biological resources, but weak at the social, economic, socio-political and human capacity building aspects of conservation particularly outside of protected areas where major threats to conservation reside. In the absence of these capacities, it is challenging to see how conservationist missions are to be achieved. COAIT, as the cornerstone of the CCP model, enables conservationists to collaborate with communities to generate the ecological, economic and social data required to answer the following questions: (1) "what do we want to achieve?" and (2) "what is objectively feasible?" Without this information generated by communities themselves, conservation must rely primarily on the tools of enforcement, as committed and sympathetic community level participation will remain elusive.

COAIT falls at the "empowerment" end of Barrow and Murphree's (2001) spectrum of community conservation approaches. COAIT builds on popular methods for promoting participation, such as participatory rural appraisal (PRA), which have clearly proven to be necessary components of conservation planning[*]. COAIT is a set of tools that responds to the lesson learned that it is not enough for planners to run successful computer models for rates of return on investment for positive results to be achieved. Rather, community members themselves must have the opportunity to evaluate different options (including assessing short- and long-term implications of resource use choices) and to identify what will work for them from an investment *and* impact standpoint. In gorilla conservation, where community buy-in is clearly needed, this must be a component of any sustainable management plan.

COAIT was originally designed to maximize the potential for self-mobilization and empowerment at the community level in Congo Basin forest conservation. By considering the range of full ethnic, class and resource user diversity and agro-ecological complexity characterizing these communities, COAIT addresses technical and institutional issues that determine how community conservation can be designed and scaled up. A key feature of COAIT is that it specifically strengthens the capacity of communities to negotiate outcomes with state and private sector agencies in areas where biodiversity values are high and where local

behavior changes are crucial for conservation success. Tables 1 and 2 present an overview of what COAIT does and the steps and tools employed.

Table 1: What does COAIT do?

Landscape	What does COAIT do?	Outcomes
High biodiversity value outside of protected areas	Help communities assess natural resources management and sustainable development options in an integrated and structured manner	• Communities likely favor more sustainable options • Community choices are expressed in local management plans, prospectuses, good practices manuals and proposals
In and around protected areas	Helps communities determine how they can deal with the external constraints to maximize advantages and minimize disadvantages	• Communities and conservation agencies achieve a better level of collaboration

Table 2: The three phases of COAIT[a]

Phases	Steps	Tools Employed
Community mobilization and generation of baseline data	• Study of local forest resource management systems • Resource mapping • Resource inventories	• PRA tools that focus on links between resources practices and social organization • Landscape-level Participatory Mapping[b] • Participatory Resource Inventorying • Non-timber forest product analysis
Analysis and comparison of options	• Participatory cost-benefit and risk analysis of options (PCBRA) • Determination of criteria for comparing options • Data synthesis • Comparison of options	• Capacity building • Testing of options • Focus groups and representative and full community meetings • Multi-criteria analysis and tools for environmental impact assessment
Capitalization	• Prospectus preparation including: business plans, management plans, local codes and standards for sustainable resource management, project identification, pilot projects, developing partnerships, and lobbying for enabling environment	• Internal rate of return for business plans • GIS for management plans • Planning by Objectives for pilot projects • Consen*sys*™ for partnership and alliance building

[*] While necessary in conservation and development planning, PRA does not address the technical feasibility issues that COAIT does. Technical feasibility issues are key for viable planning and for developing fundable proposals.

III. [a] This table reflects the work of USAID Central Africa Program for the Environment (CARPE)

[b] For more information on Landscape-level Participatory Mapping, see http://ag.arizona.edu/OAL/ALN/alm48/brown&hutchinson.html.

IRM applies COAIT in the Congo Basin in partnership with communities and technical partners including the Center for International Forestry (CIFOR) and the Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD). Results to date demonstrate that communities will actively and enthusiastically participate in determining how they can feasibly increase economic benefits while reducing the conservation costs they bear. Results from COAIT work in Southern Cameroon (Brown, 2001a & b) show that when communities as a whole (not only the elite or leaders) are better informed and actively participate in generating data for analysis pertaining to natural resources management options, they will be likely to opt for the more sustainable choices which balance environment and development objectives. African communities require the same (or greater!) level of confidence in data and analysis to make credible and durable decisions that represent a "community vision" with all its inherent complexity.

In the following example from a recent COAIT exercise in Cameroon, communities summarized the five conditions most essential for achieving sustainable development in response to the current threats and opportunities they faced. These conditions are summed up in the local dictum as "Homme Bien/Forêt Bien"- "Good for People/Good for Forest". Within these five (out of a total of 39 conditions identified overall), the participants incorporated two "conservationist" criteria (italicized):

1. Better access to health services
2. *Low impact logging*
3. *Long-term presence of all species of flora and fauna*
4. Secure access to community forests
5. Better access to information

These criteria are now the framework for a conservation and sustainable development program in a 1200 km^2 area of Southern Cameroon. While these criteria may be broader than those defined by the conservation community, they were generated internally, agreed upon by community

members, and can now serve as the legitimate basis for conservation and development programming in this region.

In this same region, gorilla conservation is being seriously discussed in the context of a recently legislated protected area that will have significant impact on several communities, with COAIT part of this local discussion. Community-level facilitators in Djoum have recently requested that IRM work with them to design a COAIT process *specifically* addressing gorilla conservation in the area on the periphery of the Mengamé Gorilla Sanctuary. They have written to us:

> ***Game meat is a big part of our food intake. Any activity that concerns wildlife touches at the heart of our society, particularly if this is done in the absence of awareness raising. This is what our decision-makers are doing to us with the creation of Mengamé Gorilla Sanctuary. This is why, we, local facilitators trained by IRM, have taken the initiative to prepare to carry out a sociological, ecological, economic analysis of this kind for the protected area.***
>
> ***For this COAIT work (to be undertaken by the communities themselves with IRM facilitation) they propose the following objectives: 1) highlight the impacts of the intended sanctuary on current natural resource use patterns of communities; 2) identify the interactions that would be created between the sanctuary and the communities; and 3) define how best to prepare the communities for the creation of the sanctuary. They request that the COAIT work focus on: a) gathering and disseminating information on protected area legislation; b) gathering information on the planned activities of the Mengamé Gorilla Sanctuary; c) sociological, ecological and economic analysis of the impact of the sanctuary; d) integration of the results of the analysis; analysis of the conclusions with the communities; and e) definition and prioritization of feasible conservation and development options.***

Local analysis of options will focus on the following:

- Economic consequences: a) the number of local jobs that could be created or lost; b) possible revenue generated (and equitable revenue sharing) by the development of ecotourism or other tourism service activities; c) revenue (and protein source) lost from diminished hunting activities; d) impacts of loss of access to firewood, building and artisanry materials, medicinal plants, wild foods, and other non-timber forest products; and e) crop losses due to raiding by wild animals
- Ecological consequences: a) benefits of gorilla habitat conservation to the natural resource base as a whole and b) analysis of the ecological impacts of limited logging activities on the resource base and gorilla populations
- Social consequences: a) gorilla conservation cost/benefit analysis for different stakeholder groups (including distribution of costs and benefits within those groups); b)

governance issues for sanctuary management and tourism revenue sharing; and c) utility and feasibility of creating a code of ethics to shape sustainable interaction between humans and gorillas (code de déontologie)

- Concrete plans: definition of the required steps for developing prospectuses, partnerships, and management and implementation plans for transforming gorilla conservation in the Mengamé Sanctuary into a viable option for local populations.

At the end of this COAIT process, local communities in Djoum should be in a position to make informed, transparent and locally enforceable decisions regarding sustainable natural resource use and gorilla conservation at Mengamé.

5. INCENTIVES: WHY PAYMENT FOR ENVIRONMENTAL SERVICES (PES) IS NEEDED AND HOW IT FITS INTO THE CCP MODEL

To be effective, gorilla conservation must go beyond regulations and prohibitions. As described for Mengamé, nearby communities must endorse the protection of both gorillas and their habitat. They must have some reasons – some incentives – to do so, and these incentives must be compelling both in the short and long term. Incentives must have two central characteristics: 1) they must be tied to the achievement and maintenance of conservation objectives and 2) they must compensate people for the costs of conservation that they have actually sustained and then go beyond this to provide additional benefits. Simply put, in the absence of perfect enforcement, if people are not just as well (or better) off after the imposition of restrictions to protect gorillas, why would anyone agree to significantly change their behavior?

In neo-classical economic terms of cost-benefit analysis and hypothetical compensation, the benefits of a given change must be, in total, greater than the costs. In hypothetical compensation analysis, there must be enough benefit to potentially compensate the losers for their losses. There is increasing recognition that, to achieve effective community involvement in protecting resources (such as gorillas and their habitat), communities that bear the costs of living near protected areas should actually (not just “hypothetically”) be provided compensation for their losses. In practice, this “compensation” has often taken the form of schools, roads (which were often actually built for tourism or other private sector of government purposes), health posts, rural development projects, or scholarships. While these are all useful to communities,

they do not, for the most part, address the actual losses sustained - and often very strongly felt - by the communities in question.

Through Integrated Conservation and Development Programs (ICDPs) and Community Based Natural Resource Management (CBNRM) projects, local communities have been encouraged to conserve their own resources and at the same time take advantage of livelihood options. However, the benefits from ICDPs and/or CBMRM approaches are not immediate, if indeed there are any (Ferraro and Kiss, 2002). According to Wells et al. (1999), there is a notable lack of success from these models and few convincing cases where people's development needs have been reconciled with conservation. While it can be argued that this has been due to poor ICDP design,[*] results of ICDPs as implemented have, from a conservation standpoint, been equivocal as the development incentives offered have not been securely linked to changes in local conservation practices. More directly, Gullison et al. (2000) state that most efforts to promote more sustainable use of natural resources have failed, often for one reason – they have not provided direct incentives to conservation. Our conclusion: the types and levels of magnitude of incentives, appropriate methods to provide incentives, and clear linkages between incentives and conservation results have been lacking in conservation programming and need to be strengthened.

5.1. Payments for Environmental Services

Perhaps the most relevant type of incentives for conservation come under the umbrella term of "payments for environmental services" (PES) – especially payments linked to forests and water quality. PES in the form of direct payments, forest concessions, land leases and easements have long been popular in developed countries. In developing countries, projects and governments have begun to work with PES financed through of carbon sequestration/offset sales, upstream/downstream payments, taxes on urban, hydroelectric and irrigation water users, taxes on tourists, and conservation concessions. Common payment forms include, payments given for preventing deforestation, bonuses paid if periodic surveys indicate the presence or increased levels of wildlife within an area, access to a certain portion of the land, resources in exchange for complying with prohibitions on access to the rest, and payments made to compensate people for crop losses caused by agricultural pests and wild animals (Ferraro, 2001). Successes achieved

[*] See Brown, M. and Wyckoff-Baird, B. (1995) for a description of the ideal approach suggested for ICDP design.

with PES in Costa Rica, Mexico, Brazil and El Salvador offer precedents for how incentives specifically linked to ecosystem health can be used to promote conservation in developing country contexts (Herrador and Dimas, 2000). PES in these countries places value on at least some of the environmental and social benefits that have previously gone unrecognized by both markets and concessional aid donors.

In the case of gorilla conservation, merely listing gorillas on the CITES endangered species list will not solve the conservation problem. To ensure that trade or habitat exploitation does not threaten this valuable species, conservation of gorillas and gorilla habitat must be the direct objective of a policy or intervention, not just an expected by-product. Direct payments to communities and community members provide a safety net for protecting single species populations by reducing the risk of irreversible damage (such as loss of the species itself) posed by continued exploitation (see Gullison et al, 2000). PES offers new possibilities to both resource "owners" (in Africa, generally the state) and "administrators" (usually communities) who at a minimum may have recognizable usufruct rights to land and forest resources.

Conservation concessions are one form of incentive that is beginning to be discussed in Central Africa today. Conservation concessions are basically a form of renting rights to resource use as an incentive to compensate "resource owners" for not using them. For instance, payments might be made for the rights to keep a forest intact (rather than for the rights to cut trees down) (Rice, 2002). Given the tenure regimes common in gorilla habitats, concessions might be instruments created with the stipulation that a significant portion of the purchase price go to the communities with objectively veritable usufruct rights. This arrangement could tie payments (for both the government and communities) to the continued health of the gorillas and their habitat, with compliance incumbent on both stakeholders.

5.2. Mgahinga Gorilla National Park: A case of insufficient match between costs and incentives

In a concrete example of the standard that PES will need to attain to achieve local buy-in, we refer to Adams and Infield (2001), who document a ledger of negative impacts felt by people in communities within the Mgahinga Gorilla National Park, opposed to benefits provided from a variety of sources (see Tables 3 and 4). This case is particularly interesting because park engagement with local communities has been high and considerable investments have been made to improve conditions for people in the surrounding communities.

Table 3: Negative impacts cited by people in the Mgahinga area (in order of prevalence)

1. Eviction/famine/hunger 2. Inadequate compensation for losses 3. Shortage of land 4. Eviction from land 5. Presence of Interahamwe (Rwandan Hutus who were involved in the genocide of the Tutsis and who are cited by residents as being armed bandits) 6. Poverty	7. Crop raiding 8. No resources 9. Loss of grazing land 10. No water 11. Eviction from homes 12. No firewood 13. Emigration (and death) 14. Harassment by rangers

Table 4: Benefits being provided to local people based on the existence of the park

A. Conservation education (Community Conservation Rangers – supported by the Uganda Wildlife Authority)
B. Participatory needs assessment exercises (CARE)
C. Compensation paid for loss of physical improvements after eviction (loss of land was not compensated) – this ranged from US$ 6 to US$ 1200 with an average one time payment of US$ 27/person
D. Support for local projects (funded by USAID and the Dutch Government)
E. A lava block wall to prevent the incursion into local agricultural fields of the increasing buffalo populations in the park (CARE)
F. Establishment of some secure water sources (CARE)
G. Revenue sharing – the only example provided was the construction of classroom blocks in each of 3 parishes. (It is important to note that revenue sharing funds are not being efficiently captured and that total funds available have declined over the life of the park.)
H. Enhancement of productivity and sustainability of agriculture in the park area through support for agricultural extension, tree planting, agroforestry, composting, seed multiplication, potato stores and other local projects (CARE)
I. Teachers for open air schools (provided by the Adventist Alliance Development Association)
J. Limited extractive activities: controlled bamboo rhizomes collection has been organized, and some opportunities for honey collection and the extraction of specific

NTFPs and medicinal plants were being planned (Park Management)

There are several notable characteristics of these ledgers. First, only benefits A, C, G and J were provided by entities related to the park itself, while all the others were provided by international agencies. Second, only benefits C, E, F, H and J have anything to do with the negative impacts the local people say they suffered as a result of the existence of the park – and many of these benefits were incipient as of 1998 and of very limited scale. Third, six of the benefits are projects, presumably with fixed time frames - *they are not benefits explicitly linked to the medium or long-term existence and success of the park*. In any case, two of these projects (reliable water sources and agricultural development) are NGO projects that could have been provided even if the park had not existed. Fourth, and perhaps most importantly, only three specific losses cited by the community were addressed by these interventions: #6 (poverty), #7 (crop raiding), and # 10 (no water) – in none of these cases did the intervention provide benefits to all who suffered the loss. It is not surprising that Adams and Infield (2001: pp.144) report that when they asked participants at parish meetings about the positive impacts of the park "the question usually evoked much noisy incredulity."

5.3. Central challenges in adapting PES for use in gorilla conservation

The Mgahinga case, as documented by Adams and Infield, illustrates the all too frequent mismatch between the benefits provided and the incentives that will actually be needed to secure protection of valuable resources. There, the framework and mechanisms to elicit local buy-in were insufficient to overcome the negative impacts local communities felt that they bore. We believe that it could be possible in the case of both Mgahinga and Mengamé to build an incentive framework with mechanisms that would elicit community level buy-in. The incentives will, however, need to be *much* clearer, and we feel that PES experiences elsewhere do offer lessons for how this could be structured for gorilla conservation in Africa.

The form that PES will take depends largely on local agro-ecological conditions, on available institutional structures, and on specific conservation objectives. That said, it would be no simple task to design appropriate PES and the institutional mechanisms to implement them for gorilla conservation. Conservation initiatives using PES in developed countries are established based on strong and reliable institutions for channeling payments and checking compliance. Such institutions are notably absent in many developing countries, particularly in

Central Africa. While PES payments in developed countries are usually made directly to the private owners of land or of resource use rights, in most African countries, governments retain title to all land resources in the absence of locally held titles (an extreme rarity in rural areas) and resources are used by local people under a variety of local traditional access/use arrangements. Given all this, the central challenges to PES in gorilla range countries are 1) the design and maintenance of effective institutional arrangements for transferring payments; 2) a means of firmly linking payments to objectively monitored performance; and 3) equitable and effective means for distributing the benefits in ways that reduce the pressures on gorillas and their habitat.

We argue that for PES-type incentives to work in gorilla conservation (and we believe they can), mechanisms for communities to directly benefit from the concessions will need to be *negotiated* with the communities, the governments, and the NGOs or any private sector agencies involved. Since local resource users will be the ones whose performances will be crucial to the success of concessions, they must be central to the identification of appropriate incentives and forms of local distribution. Governments must take a role in providing policy and contexts that facilitate PES. NGOs or private firms or other entities that provide the funds for the PES must be closely involved in negotiations as well. All must work together to create stable institutional structures for realizing both payments and verification of conservation results. We posit Consen*sys*™ as a model for both structuring equitable and effective negotiations and monitoring compliance with management plans and other agreements.

6. WHAT IS CONSEN*SYS*™ AND HOW DOES IT FIT IN THE CCP MODEL?*

Conflict is endemic to many regions where gorilla conservation occurs. The sources of conflict in gorilla range countries encompass political, economic and ethnic dimensions. While resolution of these conflicts is not the mandate of conservationists, nor possible to address through a conservation project, the existence of conflict must be taken into account, and the strategic management of their impact on conservation programming must be a priority. Consen*sys*™ offers a systematic way to achieve this.

Conflict is also endemic to the conservation of high value species, and low-grade localized conflicts around protection itself pose threats to gorillas' survival. These result when unacceptably high opportunity costs faced by local people, limited incentives, and low levels of

trust in relationships between government and local people all work together provoking community frustration. While broad stakeholder participation is widely recognized as necessary, we believe that direct attention to conflict reduction and management are also necessary to minimize various endemic threats. Beyond that, we believe that it is possible for culturally, politically and economically diverse groups to design the means to both manage and reduce the conflicts embroiling them that, in turn, impact gorilla conservation. We also believe that these same groups can come to consensus on complex issues and cooperate to achieve shared goals and individual goals. These are not empty beliefs – they are based on our experience in environmental and biodiversity conservation conflict management in Guatemala, Honduras and the Dominican Republic and on lessons learned by other practitioners. However, few systematic methods for achieving these results exist. We designed Consen*sys*™ to fill this gap, using a strategic toolkit of proven tools and strategies adapted to local conditions to help communities, governments, NGOs, and private sector actors work together effectively to address causes of conflict and to achieve complementary goals.

Consen*sys*™ is an integrated set of tools, strategies, and facilitation services for strengthening multi-stakeholder decision-making processes, addressing conflicts productively, and enhancing project sustainability through culturally appropriate means at the relevant regional, national and local levels. Consen*sys*™ integrates best practices from alternative dispute resolution, participatory development, and local decision-making practices to create a systematic process for supporting conflict management and consensus-building among development agencies, government, the private sector and civil society organizations in complex development and environmental conservation scenarios.

The community-level analysis facilitated by COAIT, while necessary, runs the risk of being simply an interesting local learning experience *if* there are no links to people and institutions that can help carry out the decisions made during the analysis. Likewise, incentives are an excellent idea – in theory – but the decision-making on *how*, and in *what form* to make benefits available to local people can be terribly complex (this is particularly true for the institutionalization of payments for environmental services over the long term). In order for COAIT and PES to have lasting impacts, reliable working relationships must be created among

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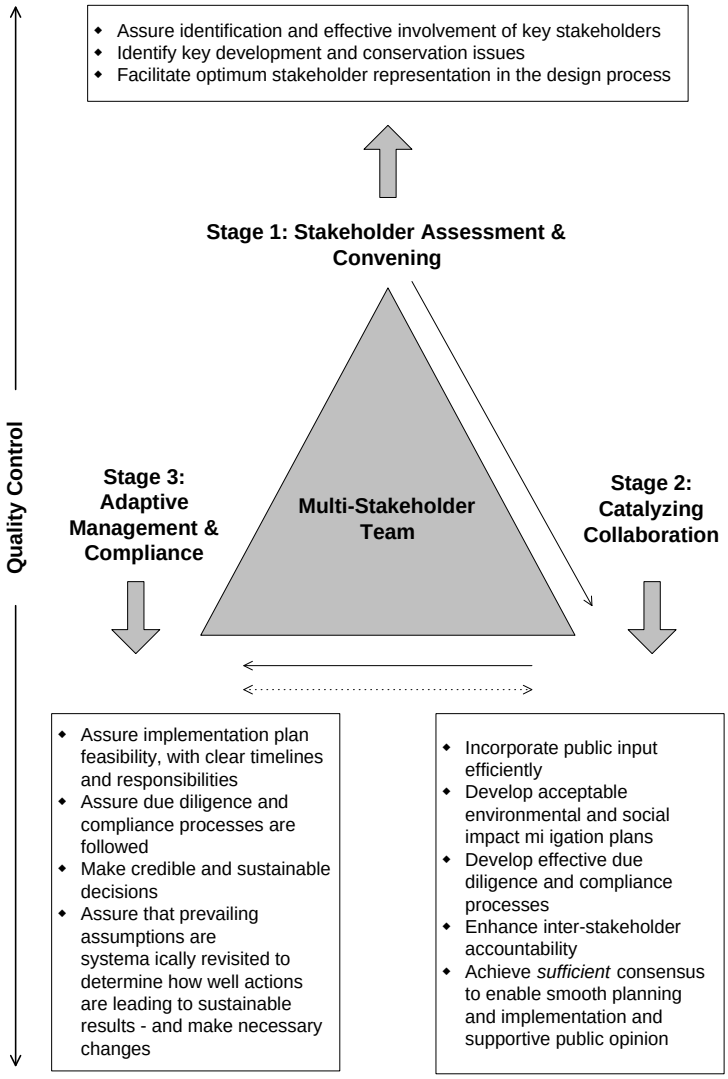
[*] For more information on Consen*sys*™ see: Consen*sys*™ FAQ sheet; Consen*sys*™ Typology; Applying Consen*sys*™; A hypothetical case study; Consen*sys*™ Conceptual Framework; and the Consen*sys*™ Process

communities, government, NGOs and the private sector. Agreements must be made through *sufficient* consensus to enable their implementation. A joint stakeholder process must include clear representation and strong buy-in from all participants and transparent joint monitoring of the implementation of decisions. Although complex issues like gorilla conservation involving multiple tasks and coordinated efforts require stakeholder groups to work together in order for these results to be achieved and sustained, few toolkits are available to facilitate the challenging process of team building. Consen*sys*™ was designed to help key stakeholders work together to accomplish these tasks. The Consen*sys*™ process builds trust, creates stable working relationships, establishes and supports working groups made up of key stakeholder representatives. Figure 2 illustrates the stages of Consen*sys*™.



available on www.irmgt.com.

FIGURE 2: The Consen*sys*™ Process

In most conservation and development processes, stakeholder participation, environmental and social assessments and identification of projects for local people (essentially incentive and compensation mechanisms that pay at sub-optimal levels for environmental services) are carried out as ad hoc activities. We hypothesize that this is the root of the disconnect between parks and surrounding communities, as discussed above in the case of Mgahinga. In the CCP model, Consen*sys*™ strategically integrates these activities by facilitating a coherent set of information gathering, negotiation, mediation, conflict-management and consensus-building activities based on efficient collection, analysis and dissemination of information that can lead to options for gorilla and other biodiversity conservation acceptable to diverse stakeholders. Effective management of diverse viewpoints leads to reduced conflict and to the progressive emergence of teams around common objectives.

From the very beginning, Consen*sys*™ incorporates means of reducing and productively managing the stakeholder conflicts that inevitably arise. Within the CCP model for gorilla conservation, Consen*sys*™ provides a structured approach for negotiating outcomes between conservation agencies, local government jurisdictions, communities, non-governmental entities, tourism operators, loggers, and other stakeholders at national, regional and local levels. Any of these stakeholder groups can offer to use Consen*sys*™ to jumpstart the process. For example, the Fang or Baka Pygmy communities surrounding Mengamé could request the use of a Consensys™ process, or the Government of Cameroon through the Ministry of Environment, National Parks or the local government could do so. What is prerequisite is that the will to *negotiate outcomes* be present among the key players – this is critical to creating joint gains and achieving outcomes that work for all involved. Specifically, Consen*sys*™ can be used to assist multi-stakeholder negotiations to:

- Identify effective and equitable payments for environmental services
- Define respective roles and responsibilities of different stakeholders in gorilla conservation
- Design decision-making process compatible with different stakeholder "corporate" culture and agendas
- Monitor compliance with agreements

Building capacity to mutually define objectives and processes while creating durable linkages between people in a variety of sectors is a key element of achieving conservation. We see this type of team-building as a central element of the CCP model. Consen*sys*™ facilitates team-building by bringing data, analysis, training, facilitation and decision-making tools together under a single purposive framework. Absent this, alliances are unlikely to emerge, and crisis, conflicts and the need to perpetually put out "fires" becomes the norm.

7. CCP: INTEGRATING COAIT, PES AND CONSEN*SYS*™ IN GORILLA CONSERVATION

CCP can be the driver behind feasible community participation in gorilla conservation. We believe that the CCP model can strengthen communities' capacities to effectively participate in realistic and balanced negotiations and to create alliances with other key stakeholders. These broader alliances are the foundation for operational task-oriented teams. But that is just the first step. We also believe that CCP can assist a broad range of stakeholders to work together to increase the probability of achieving sustained gorilla conservation in either Afro-montane or lowland gorilla forested landscapes.

COAIT enables communities and conservationists to objectively identify the minimum technical conditions that will be required to elicit community buy-in to gorilla conservation. Different types of PES can be structured as incentives to be matched to the technical resource requirements and management and sustainable development plans identified through the COAIT process. Consen*sys*™ frames and facilitates negotiations among the government, local resource users, conservation practitioners, technical assistance providers, the private sector and other gorilla conservation stakeholders. It does so by first incorporating the results of COAIT and the PES mechanisms identified, and then creating the conditions for achieving the conservation and development objectives these same institutions jointly identify. The linkage of COAIT, Consen*sys*™ and incentives through PES can achieve the community-level buy-in that has historically proven to be among the most challenging aspects of conservation. The integration of the elements of the CCP model is illustrated in Figures 3 and 4.

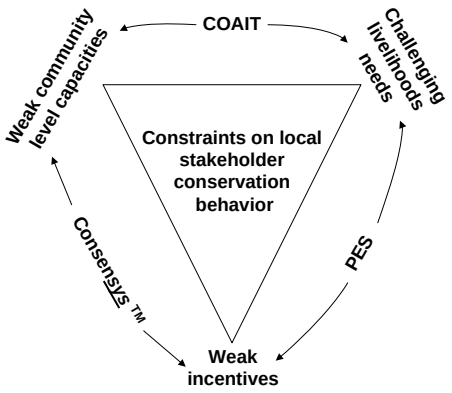


FIGURE 3: Conceptual Overview: How the CCP addresses constraints in support of gorilla and biodiversity conservation

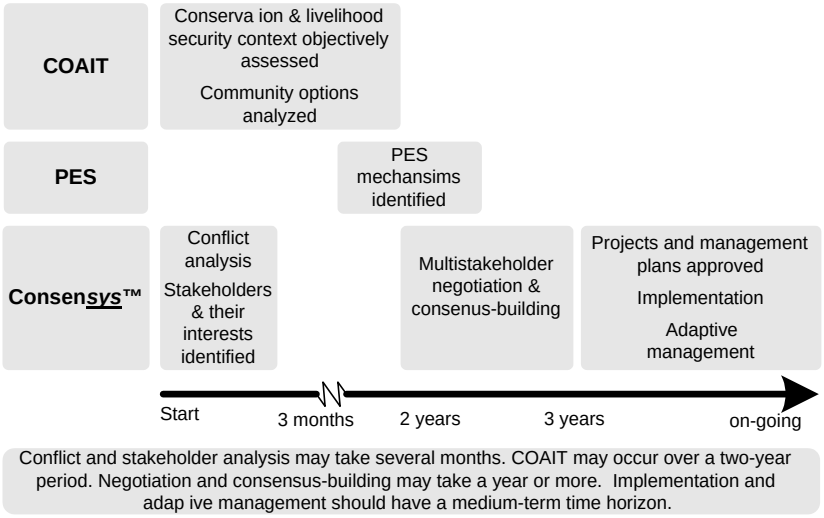


FIGURE 4: Approximate Timeline for CCP implementation in gorilla conservation

8. CONCLUSIONS

For biodiversity conservation to be achieved and sustained in Africa, we argue that a new approach to involving communities and other stakeholders is needed. For gorilla conservation (or any landscape level conservation) to be achieved, the innovative types of capacity building and effective decision-making frameworks provided by COAIT and Consen*sys*™ in the CCP model are required. One of the reasons that full community participation in conservation and development planning and implementation is rare is that few communities have sufficient

capacity to fully engage in these activities. In the absence of both COAIT and Consen*sys*™, few communities near gorilla habitat (and not many other stakeholders for that matter) have the level of capacity in cost-benefit analysis, decision-making and negotiation that would make them strong partners and enable them to negotiate appropriate conservation outcomes that will cement their sustained participation. Without enhanced capacities in these areas, local stakeholder groups will likely *never* be well positioned to assume greater responsibility over resource management in landscapes where conservation values and threats to conservation (such as in the case of gorillas) are very high. Assuming greater responsibility at community levels is possible with capacity building.

This chapter has presented a model that promotes 1) integration of participatory data generation and situational analysis (COAIT); 2) capacity strengthening in negotiation, consensus-building and conflict management skills for a broad spectrum of stakeholders (Consen*sys*™); and 3) clear incentives linked to both conservation costs and outcomes (PES). The CCP model is based on the past 7 years of IRM's work under USAID supported Central Africa Regional Program for the Environment (CARPE) funding, but is really informed by over 30 years of natural resource management and development experience of IRM staff and partner organizations in Africa and other parts of the developing world.

The CCP model is applicable to gorilla conservation in both well-demarcated protected areas and broader landscapes managed under government protected area agencies with full statutory authority, or by local management authorities such as the communities empowered through Dian Fossey Gorilla Fund International's activities at the Tayna Nature Reserve in the eastern DRC[*]. Elements of COAIT, Consen*sys*™ and PES will need to be integrated over time to guarantee that the conditions for sustainability in conservation are met and adaptively managed in each of these cases. Land use planning, livelihood security, organizational capacity, equity, palpable incentives, decision-making and conflict management processes are all brought to the forefront through the CCP model. We argue that to nibble *ad hoc* around the edges of these issues, as current conservation approaches do, is to endanger the biodiversity we all seek to protect. Gorillas need more than this if they are survive into the 22nd and 23rd century.

[*] See Patrick Mehlman's contributions in this volume.

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ANNEX 4

CARPE FINAL REPORT CD ANNEXES

Folder Name	Contents
CD #1	
Articles & Publications	▪ ACM-COAIT ▪ Briefing Sheets ▪ COIAT in the news ▪ Gorilla Conservation ▪ Participatory Mapping
COAIT	▪ COAIT Steps Intro; COAIT Methodology ▪ Introduction Au Coait Fascicule 1 ▪ Introduction Au Coait Fascicule 2 ▪ Etude Des Options Fascicule 3 ▪ Manuel d'Utilisation du COAIT
Consultant Reports	▪ A Protocol For Participatory Inventories Of Timber And Ntpfs In Cameroon ▪ A Protocol For Participatory Inventories Of Timber And Ntpfs In Cameroon Update ▪ A Protocol For Participatory Inventories Of Timber And Ntpfs In Cameroon Annex ▪ IR1 Lessons Learned ▪ IR3 Findings ▪ Analyse Succincte de la Méthodologie ▪ Synthèse des études de cas SLGRF ▪ NTFPS use in IR1 sites in Cameroon ▪ Les Systemes Locaux De Gestion Dans Le Bassin Congolais ▪ La Cartographie Participative a Grande Echelle de Terroirs dans le Basin du Congo ▪ Introduction to Sustainable Wildlife Management: West Coast Area of Mount Cameroon ▪ Inventaire Participative Des Produits Forestiers Non Ligneux Et Ligneux De La Région De Djoum: Sud Du Cameroun ▪ A Participatory Survey And Inventory Of Timber And Non Timber Forest Products Of The Tikar Plain ▪ La Cartographie Participative à Grande Echelle des Villages du Canton Fang-Centre dans l'Arrondissement de Djoum ▪ Etude De Contexte Sur La Gestion Des Ressources Forestieres ▪ Etude Des Systems Locaux De Gestion Des Ressources Forestieres A Djoum 1998 ▪ Etude Des Systemes Locaux De Gestion Des Ressources Forestieres A Djoum 1999 ▪ Analyse des Coûts et Bénéfices écologiques d'options de développement rural : Eléments de méthodologie

	▪ Developpement D'une Methodologie Pour L'analyse Participative Des Couts, Benefices Et Risques Sociaux D'options De Gestion Des Ressources Naturelles ▪ Une analyse économique au service des acteurs locaux
Landscape # 7	▪ Problematiques Et Perspectives Locales De Developpement Durable Dans Le Landscape 7 Avec La Carte Participative A Grande Echelle
Management Model	▪ CARPE Management Model ▪ Non CARPE Management Model
Photos	▪ Cameroon May 2002 ▪ Cameroon Nov-Dec 2002 ▪ Jan-Feb 2001 Trip Photos ▪ Nov – Dec 2001 ▪ September 2002 Trip ▪ Misc Photos
Proposals	▪ IRM New Approach ▪ IRM Proposal & Action Plan for CARPE ▪ Proposed Activities, Objectives & Outputs ▪ Modifications of Assistance
Prospectus	▪ Carte 1 ▪ Carte 2 ▪ Element 2 ▪ Element 3 ▪ Foret Communautaire ▪ Foret Communautaire 1 ▪ PFNL ▪ Palmaire ▪ Reboissement ▪ Zonage
Quarterly Reports	▪ Quarterly report 1 ▪ Quarterly report 2 ▪ Quarterly report 3 ▪ Quarterly report 4 ▪ Quarterly report 5 ▪ Quarterly report 6
Reports	▪ Trip reports 2001 ▪ Trip reports 2002 ▪ Trip reports 2003
Workshop Yaounde 2002	▪ Atelier COAIT ▪ COAIT Power Point Presentation ▪ Invitation Atelier ▪ Notes for COAIT Presentation

CD # 2	
Maps	▪ Djoum ▪ Ngambe Tikar Maps in JGP, PDF, EPS, Arc Maps 8.2 formats

PROPOSED ACTIVITIES, OBJECTIVES, AND OUTPUTS (May 2002 -September 2003)

Overview

Under CARPE Extension funding, the Innovative Resources Management strategy is based on three principles:

1. Build on the successful lessons learned during Phase 1 while sustaining momentum in project sites with existing local partners
2. Develop new collaborative partnerships among the core CARPE collaborators and others if feasible
3. Focus on improving participatory community-based conservation methodologies that can either stand alone independent of any protected areas programming, or be part of increasingly popular eco-region based conservation programming in the Congo Basin.

IRM activities for FY 2002-2003 reflect these principles. The group of activities covered in IRM's FY 2002-2003 Action Plan is summarized as follows:

- Applied research on improving participatory community-based conservation methodologies
  - ➔ COAIT methodology development and field testing
  - ➔Case study of the role of local institutions in community forestry management outside of protected areas
- Applied research on implementing community conservation/resource management agreements
  - ➔Prospectus methodology development and field test
  - ➔ Establishing the foundation for multi-stakeholder negotiated forest management plans and agreements
- Extension of Participatory Mapping methods
  - ➔ Participatory mapping capacity-building activities in cooperation with MCBCC and other CARPE partners.
  - ➔ Case study on the impact of PM for mobilizing civil society organizations to undertake appropriate forest conservation actions

During FY 2002-2003, IRM will continue to work with local communities in Cameroon and other countries of the Congo Basin. IRM will also contribute to USAID/Congo's work on river ecosystems management and environmental constituency building in 2002-2003, with funding channeled through CREDP/USAID. Results from IRM/CARPE work will be integrated into CREPD programming.

IRM will further its work with local communities in Cameroon by implementing next steps toward the development of multi-stakeholder developed land use and forest management agreements. These may eventually result in community forestry agreements established at the onset of CARPE Phase 2, or they may extend beyond the geographic and/or legal scope of such

agreements. This will only be determined during the course of CARPE Extension activities. The focus throughout will be on collaborative applied-research to determine how agreements can be developed involving participating communities, local NGO partners, local and national government partners, and potentially, private sector partners as well.

To be successful, therefore, IRM will *necessarily* be seeking to collaborate closely with a number of Congo Basin partners. Strong working relationships have already been established during Phase I between IRM staff and many individuals and organizations in the Congo Basin and elsewhere. As all IRM activities both inside, as well as outside CARPE, are based on strong collaborative working relationships, this builds on IRM's normal work orientation.[1]

[1] On the basis of its experience in coalition-building and capacity-building, IRM has been contracted by WWF to edit a forthcoming publication entitled *Stakeholder Collaboration: Bui/ding Bridges for Conservation.*

Program Activities, Objectives and Outputs

As appropriate and feasible, those activities will be a collaborative venture with direct and indirect CARPE partners including IUCN, CIRAD, CARPE partners, and local partners.

IRM's work in FY 2002-03 will involve the following activities, objectives, and outputs

Activity # 1: ***Applied research on Improving participatory community-based conservation methodologies***

Objective of activity

- Develop and field test methodologies (COAIT) that help communities identify and implement sustainable options for community based forest and biodiversity conservation

***Expected Program Outputs/or FY* 2002-2003:**

- Thematic groups in Mokoko, Tikar and Djoum will carry out a series of COAIT related activities (local workshops; markets studies; sites visits) with the support of local consultants, international consultants and IRM staff.
- Communities will be provided with the adequate skills to replicate the COAIT process on their own.
- The COAIT process in the three sites will end with a large community workshop, feeding into a national workshop on issues and methods in community based conservation.
- A synthesis report will be produced reviewing the COAIT process and the lessons learned from the project, and will be distributed to CARPE partners, project managers, donors and project participants to raise understanding of key findings.
- Reports disseminated in both hard copy and electronically on the CARPE SOT and IRM websites, linking as well to other websites (IUCN, CIFOR, CIRAD, etc).
- COAIT will emerge as an appropriate methodology that can serve as a model for community based forest and biodiversity conservation in the Congo Basin for CARPE 2 implementation.
- Development of first generation of community prospectuses.

Activity # 2: Applied research on implementing community conservation/resource management agreements

Objectives of activity

- *Prospectuses,* incorporating community level plans and projects and used as a foundation for negotiated management plans.
- Develop and field test methodologies that facilitate development of multi-stakeholder negotiated forest co-management plans and agreements.
- Test methods to create collaborative working relationships between communities and other stakeholders to the forest estate in Cameroon.
- Conduct action-research on strategies and methods to capitalize on opportunities that the Cameroon forestry legislation offers that remain underutilized (in collaboration with WRI).

***Expected Program Outputs for FYs* 2002-2003:**

- An appropriate methodology will be identified, tested and documented regarding the realization of *prospectuses* at the community level and their utility for negotiated land use planning.
- An appropriate methodology will be identified that can serve as a model for multi-stakeholder negotiated resource use agreements in the Congo Basin for CARPE 2 implementation.
- One multi-stakeholder negotiated resource use agreement will be in development in each IRM project sites at Djoum, the Tikar Plain, and Mt. Cameroon.
- Field activities in IRM sites will be initiated in collaboration with partner organizations to lead to community forestry agreements.
- Institutional analysis of key stakeholders at the community level will be completed to feed into land use management planning.
- Lessons learned will be published progressively as they emerge in English and French for field practitioners, project managers and policy makers working on similar issues in the Congo Basin. The focus will be on effective methods for promoting multi-stakeholder negotiated management plans and agreements that will be a basis for CARPE Phase II activities. Publication will be in both hard copy, and electronically on the CARPE SOT and IRM websites (www.irmgt.com).
- A Congo Basin-wide workshop will be prepared for at the onset of CARPE 2, TO BE attended by colleagues working in the field of community forestry, community based natural resources management, co-management, and eco-region based biodiversity conservation, reviewing IRM results along with other active colleagues for proposed methods for reaching negotiated resource use agreements.
- An electronic conference 'specialists group' will be underway to discuss strategic opportunities for capitalizing on current legislation given existing barriers and incentives.
- Test in IRM sites to implementing community forestry agreements.
- A publication will be produced on decentralized management approaches to forest conservation.

Activity # 3*: *Expansion of Participatory Mapping as an available tool for community mobilization to promote biodiversity conservation in and immediately around Protected Areas In the Congo Basin

Objectives of the activity

- Increase PM capacities in the Congo Basin, with capacity-building activities in cooperation with the Mount Cameroon Project, Limbe Botanic Garden and other CARPE partners.
- Undertake case study on the impact ofPM for mobilizing civil society organizations to undertake appropriate forest conservation actions (with WCS; WWF and MCBCC, if amenable).
- Harmonize participatory mapping methods by collaborating with WWF and WCS (if amenable) to determine the applicability of the IRM approach to PM in protected area contexts.
- Analyze the effectiveness of the IRM approach to PM taking data from Mt. Cameroon, Tikar, Djoum, and Minkebe.
- Create methodology for WCS and WWF to systematically assess the effectiveness of different approaches to PM in IRM, WWF, and WCS sites.

***Expected Program Outputs for FY* 2002-2003:**

- First two groups of participatory mapping facilitators form the Congo Basin will be trained in collaboration with the GIS center of MCBCC
- Collaborative study on PM and other community approaches to conservation will be undertaken with WCS in Mbanyang-Mbo and WWF in Lobeke (if the latter are amenable).
- Case study on the impact of PM for mobilizing civil society organizations will be disseminated to field practitioners, project managers, CARPE partners and policy makers.
- The capacity of CARPE collaborators and other Congo Basin colleagues will be enhanced to utilize PM as indicated by increased demand and use of the methodology.