

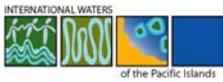


Collaborating for Sustainability: A Resource Kit for Facilitators of Participatory Natural Resource Management in the Pacific

By Sango Mahanty and Natasha Stacey

With contributions from: Katherine Means, Timothy O'Meara, Paula Holland, Andrew Wright, Frank Wickham, Taito Nakalevu, Mary Power, Sione Faka'osi, Narua Lovai, Su'a Faraimo Ti'iti'i, Leah Nimoho

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Participants learn facilitation skills in a training workshop, Niue 2003

South
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Foreword

One of the key focus areas of SPREP's work is in natural resource management. This entails a broad coverage of work in coastal ecosystems and species protection; preventing pollution from a variety of sources - solid waste, sewage and other sources of pollution; local adaptation to the effects of climate change on the environment and mainstreaming environmental management with development.

SPREP assists its members - principally national government agencies - themselves often working in partnership with other non-government and local community-based organizations, to address priority environmental issues. Addressing environmental problems more often than not involves multi-stakeholders at local, national or international levels making resource management challenging work indeed. It has been proven in many projects across the region that outcomes are more likely to be sustainable and people's well-being and livelihoods improved if stakeholders participate in resource management initiatives during the very early stages of project planning and design and all key stakeholders play a role in decision-making.

Addressing environmental threats and causes of environmental degradation requires, among other actions, changing people's behaviour. In many respects environmental management is about managing people. Therefore it is crucial to SPREP's work that we place special attention on understanding the human dimensions of resource use and management. This includes considering social, cultural and economic factors and conditions surrounding stakeholders and the way they use and manage resources, factors that influence stakeholders in decision-making and ensuring the active participation of stakeholders during all aspects of project implementation.

This kit is one of a number of resources being produced with the support of IWP and other programmes within SPREP and other regional and international agencies that give more attention to these human factors in natural resource management. Some of the material and approaches are new and innovative. Others have been in practice and proven their value for improved resource management for some time.

The kit has been born out of the hard work of a number of collaborating partners and SPREP staff. I congratulate the authors and all those who contributed to the development of this kit, in particular the IWP and staff of regional projects who have provided snap shots of their experiences in facilitating community-based resource management projects. I hope that our Pacific island partners will find the kit valuable in their 'grass roots' work. With its practical non-technical approach I have no doubt that this kit will be put to good use in the region for the benefit of the people'

Asterio Takesy

Director, South Pacific Regional Environment Programme

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The resource kit draws on various published and unpublished material and resources and these have been acknowledged individually throughout the kit. The case studies provided draw on a number of SPREP projects and programmes as well as others that have been implemented in the Pacific over the last decade.

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Working with stakeholders often requires facilitators to adapt activities to suit the situations and purposes for which they are being used, and this kit has also adapted material from a range of sources. We have tried as far as possible to cite the original sources for the material in this kit, but if a reader feels that any material has not been attributed correctly we would appreciate hearing from them, so that we can make the necessary amendments.

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Abbreviations

BCN	Biodiversity Conservation Network
GEF	Global Environment Facility
IWP	International Waters Project
NGO	Non-government Organisation
NRM	natural resource management
SPBCP	South Pacific Biodiversity Conservation Programme
SPREP	South Pacific Regional Environment Programme
UNDP	United Nations Development Programme

Glossary of Key Terms

Note: the definitions in this glossary have been adapted or simplified for the purpose of this kit, and care should be taken in applying these definitions more widely.

Adaptive management: managing activities and projects flexibly to modify activities based on feedback from periodic monitoring (Borrini-Feyerabend et al., 2001).

Baseline study: a baseline study gathers information to describe the social, economic or ecological situation to be addressed by a programme or project. This serves as the reference point for measuring the performance of the programme or project over time (Russell and Harshbarger, 2003).

Blueprint approach: this refers to a 'top down' approach to project planning, originally drawn from engineering and construction, where design and implementation of a project is controlled by experts with little or no community involvement or flexibility to change activities once the project is underway (Lal and Keen, 2002).

Community: a group of people residing in a sub-village, a village or several villages in an urban or rural setting that use resources in a common area. A community is generally heterogenous, including many sub-groups, often with diverse or opposing needs, capacities, and interests (Pollnac and Crawford, 2000; Whyte, 2002).

Content neutral: being content neutral means not taking a position on the issue being discussed, or having a stake or position on the outcome. A content neutral facilitator is dispassionate, impartial, or unprejudiced about the topic of discussion (Braakman and Edwards, 2002).

Environmental impact assessment (EIA): a process to support planning and decision-making that involves identifying the potential impacts, benefits and costs of proposed projects, plans and policies.

Evaluation: a time-bound exercise that attempts to assess systematically and objectively the relevance, performance, success (or failure) and lessons learnt from ongoing and completed programmes and projects. This is often conducted at mid-term and/or at the end of a Programme or Project.

Facilitation: working with or helping a group successfully achieve its aims and tasks while functioning as a group (Braakman and Edwards, 2002).

Gender: refers to the socially constructed roles ascribed to males and females. These roles are learned, change over time, and vary widely within and across cultures. (AusAID n.d.)

Gender analysis: a systematic way of examining the differences in the ways men and women use natural resources, rely on them, and have access to alternatives. It also assists in identifying the constraints (financial, legal, cultural etc) that affect the ability of men and women to respond to and participate in a conservation initiative, as well as the impacts a programme or project may have on men and women. A gender analysis requires separating data by sex, and understanding how labour and access to resources is divided and valued. Gender analysis can refer to any topic and be incorporated in all types of tools and processes including

interviews, and various PRA methods such as diagramming, visualisation and ranking exercises (AusAID n.d.).

Indicators: the elements, variables or topics that are the focus of an assessment. Some examples of social indicators include: household income, membership in stakeholder organisations, and diet. Such indicators can be monitored regularly to assess the impacts of a program on a community (Bunce and Pomeroy, 2003).

Logical Framework (Logframe): a project planning technique that allows individuals to systematically consider and map out the details of a project plan (Sutherland, 2000).

Monitoring: continuous studies to collect data based on identified indicators or parameters, usually at regular intervals throughout a project to measure changes and show that the project is (or is not) meeting its objectives (Bunce and Pomeroy, 2003).

Natural Resource Management: a broad term referring to initiatives (e.g. policies, programs, projects) to sustainably manage our use of resources such as land, water, sea, forests, and biodiversity.

Objectives Tree: An activity to help stakeholders work from a problem analysis to the development of solutions and possible project activities (Worah et al., 1999).

Participation: a process through which stakeholders influence and share control over development initiatives and the decisions and resources that affect them. It is a process that can improve the quality, effectiveness and sustainability of projects and strengthen ownership and commitment of government and stakeholders (World Bank, 1996).

Participatory Problem Analysis (PPA): An activity to help stakeholders analyse the ‘root causes’ of resource management problems as a basis for project planning (Worah et al., 1999).

Participatory Learning and Action (PLA) and Participatory Rural Appraisal (PRA) are a suite of techniques for gathering and analysing information together with stakeholders, often using visual representation.

Primary Data: Primary data are *new* information gathered during research, such as field notes, observations, interview and questionnaire data (Bunce and Pomeroy, 2003).

Problem tree: A variation of a Participatory Problem Analysis that considers the impacts of a resource management issue in addition to analysing the root causes of the issue.

Project map: a visual representation of the goals, objectives, activities and outputs of a project based on the results of a *solutions tree* (see below) and a *participatory problem analysis* (see above).

Qualitative methods: methods that gather visual or narrative (words) information, such as interviews, observations and various PRA methods (Neuman, 2000).

Secondary data: Data that have been collected, analysed and published in various forms, such as official documents, national statistics and reports on previous research and surveys (Bunce and Pomeroy, 2003).

Socio-economic Assessment [SA]: the systematic investigation of the social, cultural, economic and political conditions of people, groups, communities and organisations (Bunce et al., 2000). Focus is generally on those processes and factors related specifically to program activities, with an aim of: a) identifying key stakeholders and establishing an appropriate framework for their participation; b) ensuring that project objectives and incentives for change are appropriate and acceptable to beneficiaries, c) assess socio-economic impacts and risks, and d) minimise or mitigate adverse impacts (Social Development Department, 2002).

Social marketing: a communication approach that makes use of commercial marketing principles to deliver social messages and concepts to campaign for behavioural change. Social marketing recognises that behaviour is shaped by habits, interests, feelings, and beliefs (among other factors) and that to effect enduring change, campaigns must target those elements which most influence peoples behaviour (IWP, 2004, Social Marketing Resource Kit).

Solutions tree: a visual representation of potential solutions to the identified causes of resource management problems. A solutions tree is developed from the outputs of a participatory problem analysis,

Stakeholder analysis: identification of all groups and individuals who may have an interest or be directly or indirectly affected by resource management changes, and analysis of their practices, responsibilities, interests and relationships (Grimble and Wellard, 1996).

Stakeholders: all people, groups, communities and organisations who use and depend on a resource, whose activities affect the resource or who have an interest or 'stake' in these activities. Stakeholders may include local users, government agencies, civil society, universities and researchers (Grimble and Wellard, 1996).

Triangulation: a process of improving the accuracy and validity of information by cross-checking with different sources (Neuman, 2000).