

**PAPERS AND PROCEEDINGS:
CASO WORKSHOP ON PROJECT AND
RESOURCE MANAGEMENT**

**25 September - 6 October 1995
Port Vila and Espiritu Santo, Vanuatu**

**SOUTH
PACIFIC
BIODIVERSITY
CONSERVATION
PROGRAMME**

**PAPERS AND PROCEEDINGS:
CASO WORKSHOP ON PROJECT AND RESOURCE MANAGEMENT**

South Pacific Regional Environment Programme (SPREP)

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ACRONYMS

CA	Conservation Area
CACC	Conservation Area Co-ordinating Committee
CAP	Conservation Area Project
CASO	Conservation Area Support Officer
EIA	Environmental Impact Assessment
FSM	Federated States of Micronesia
GEF	Global Environment Facility
MOU	Memorandum of Understanding
NGO	Non-Government Organisation
PPD	Project Preparation Document
PRA	Participatory Rural Appraisal
SPBCP	South Pacific Biodiversity Conservation Programme
SPREP	South Pacific Regional Environment Programme
UNDP	United Nations Development Programme

FOREWORD

*Don Stewart
Acting Director
South Pacific Regional Environment Programme*

The Workshop on Project and Resource Management was the second regional training session of the South Pacific Biodiversity Conservation Programme (SPBCP) for Conservation Area Support Officers in the South Pacific.

The SPBCP is a five year, US\$10 million programme to foster the establishment and management of a number of biologically diverse conservation areas. It is funded by the Global Environment Facility (GEF), a joint effort by the World Bank, the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP) and is co-financed by AusAID. Fourteen countries of the South Pacific (excluding Papua New Guinea (PNG), and the American and French territories) are eligible to receive financial and other support from the SPBCP to establish Conservation Areas (CAs). These are Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Niue, Palau, Solomon Islands, Tonga, Tuvalu, Tokelau, Vanuatu and Western Samoa. To date, 13 projects have been approved from 11 Pacific island nations.

The regional workshop was an opportunity for Conservation Area Support Officers (CASOs) to not only learn new skills in project and resource management but also for newly appointed and experienced conservation officers to exchange experiences and ideas. This is invaluable as they are at the forefront of a new endeavour to integrate conservation and development, for which there are few successful examples in the Pacific.

OPENING STATEMENT

Mr Walden Bule, Ministry of Health, Environment, Population, and Rights of Children.

Coordinator of the South Pacific Biodiversity Conservation Programme, advisers of the training workshop, distinguished participants, guests, ladies and gentlemen; on behalf of the people and Government of the Republic of Vanuatu, I extend to you a very warm welcome.

It is indeed a matter of great pleasure for us to be the host country for this second regional training workshop on project and resource management of conservation areas in the South Pacific. In this connection I should like to thank the South Pacific Regional Environment Programme (SPREP) and the South Pacific Biodiversity Conservation Programme for choosing Port Vila and Santo as the venues for this training workshop.

In Vanuatu we are lucky that environmental degradation is, not as yet, severe. However, the pressures from increasing population density and need to accelerate economic growth are threatening the environment in numerous ways. There are places in Vanuatu where the soil is eroding, reefs are suffering damage, water is polluted, biodiversity under threat and crop yields falling.

The Government and peoples of Vanuatu are fully conscious of the environmental costs of the exigencies of economic growth. Environment and conservation may be new words to us, but the concepts are enshrined deeply in our traditional practices. The country's concerns about the threats to the environment from modern development is explicit in constitutional provisions for environmental protection. Section 7 (D) of our constitution says that "every person in Vanuatu has the fundamental duty to himself and his descendants, and to others, to protect Vanuatu and to safeguard the national wealth, resources and environment in the interests of the present generation and of future generations".

The process of integration of environment and development has proceeded as quickly as it could, despite the scarcity of human resources in our government. Policy statements are very clear regarding the need to protect and maintain the country's heritage. The legal apparatus to enforce that policy is slowly being expanded and refined to make it more adequate to the task.

Distinguished participants, this two weeks training workshop is very important for conservation in the South Pacific. The main focus of the training will be on project and resource management of conservation areas. It is perhaps worth emphasising that what we in the Pacific want is sustainable development over time. Development where the person is the centre of the process itself; where he/she is not only a factor of production, but the beneficiary of the final output. There are many preconditions to be fulfilled before sustainable human development can be achieved. We must have environmentally friendly practices. We must encourage and involve local people, and preserve the integrity of the environment.

This regional training workshop is an important one because it provides an opportunity for you to exchange information and experiences with each other on the management of conservation areas from your respective countries. It will also give you an opportunity to identify major gaps and shortcomings in the implementation of conservation area work plans. This should enable the workshop to make concrete recommendations to the SPBCP Technical and Management Advisory Group for its consideration at its next meeting.

I understand that your programme will take you to Santo to visit the Vathe Conservation Area. As this project has brought two disputing communities together, I would encourage you to talk to the project officers of the Vathe Conservation Area to find out how this came about. I believe a case study will be presented on this.

Although your programme is tight, I do hope that you can find the time to look around. Vanuatu has a lot to offer - mix with our people, enjoy the friendly services that are available and explore the physical environment while you are in Santo.

I wish you success in your deliberations over the next two weeks and I strongly believe that the conclusion of the training workshop will provide guidance to Conservation Area Support Officers (CASOs) for the protection and management of conservation areas in the region.

Ladies and gentlemen, I have much pleasure in declaring this training workshop on project and resource management of conservation areas in the South Pacific, open.

Thank you.

PART A: INTRODUCTION

1. BACKGROUND

Conservation Area Support Officers (CASOs) from throughout the Pacific underwent training in project and resource management in Port Vila and at the Vathe Conservation Area on Espiritu Santo, Vanuatu, between 25 September and 6 October 1995.

This was the second regional workshop for CASOs, following a regional training session in Nadi, Fiji, in October 1994. The main focus was project and day-to-day management by the CASO, whose initial role is to assist local communities set up and manage Conservation Areas. Unlike the strict protected areas concept where human use is limited to passive, non-extractive activities, the SPBCP promotes the conservation of biodiversity through the sustainable use of biological resources and the ultimate management of individual projects by local people themselves. Communities must realise the need for the wise use and management of the environment and be the main beneficiaries of conservation efforts.

The workshop relied on the presentation of case study material from the more established and successful projects (Pohnpei, Solomon Islands and Vanuatu) and interactive sessions to develop guidelines for participatory planning and management of conservation areas. It was attended by 25 people (see Annex 1) comprising:

Appointed CASOs	7
Country environmental representatives	8
Workshop facilitators	6
SPREP staff	5

2. WORKSHOP PROGRAMME

The Workshop was held over two weeks. The first four days were spent in Port Vila with a recapitulation of the aims and objectives and scope of the SPBCP for those participants who were new to the programme. CASOs identified issues in their respective conservation areas and sessions were held on work planning, financial reporting and budgeting. A field trip was undertaken on the second day to the premises of Mr. Charles Long Wah, who processes and markets non-timber forest products. This was followed by a workshop session in which the lessons learnt were identified by way of group discussion. The last day in Vila was devoted to facilitation, conflict management and negotiation skills; a subject matter of increasing importance as CASOs are often called upon to mediate between conflicting interests and endeavours.

The participants then flew to the island of Espiritu Santo and proceeded to the Vathe Conservation Area where they were met by the joint village committee and residents of Sara and Matantas villages. The remainder of the stay in Espiritu Santo was spent on conservation area planning and management, and issues associated with the planning process, formulation of a planning and development strategy, and implementation. The various threads were brought together in interactive sessions (see Annex 2 for programme details).

PART B: INTRODUCTION TO THE SOUTH PACIFIC BIODIVERSITY CONSERVATION PROGRAMME

3. THE SOUTH PACIFIC BIODIVERSITY CONSERVATION PROGRAMME

3.1 What it is

The SPBCP is a five year endeavour to identify, establish, and initially manage a series of large, diverse "conservation areas" containing as many ecologically important features of biodiversity as possible. The SPBCP is funded by the GEF and is executed by the SPREP.

3.2 The aim

The overall aim of the SPBCP is to facilitate efforts by the local communities and governments to preserve the biological diversity of the South Pacific for the benefit of the peoples of the region and the world, for now and the future.

3.3 Objectives

The guiding objective of the SPBCP is to develop strategies for the conservation of biodiversity by means of the sustainable use of biological resources by the people of the South Pacific.

Its more specific objectives are to:

- Facilitate the establishment of conservation areas that protect biodiversity and demonstrate ecologically sustainable development through management by local communities, Non-Government Organisations (NGOs), and government agencies.
- Protect threatened and/or endangered terrestrial and marine species in the Pacific region.
- Identify new areas important for conservation of biodiversity.
- Improve regional awareness of the importance and means of conserving biological diversity.
- Improve capacities in, and working relationships between, different sectors and agencies contributing to the conservation of biodiversity.

3.4 Key activities

To achieve its objectives, the SPBCP will support the following key activities:

- Development of conservation area projects - Financial and technical assistance will be made available in support of efforts to identify, establish, and manage in-country conservation areas critical to the survival of threatened or endangered species, which are regionally representative, and which are particularly rich in biodiversity.
- Development of sustainable economic activities - The SPBCP will also provide assistance in support of sustainable economic activities by the local communities which will contribute to the long term use of the conservation area's natural resources.

- Regional species conservation programmes - Assistance will be provided for the development and implementation of regional strategies for the conservation of marine turtles, marine mammals, and birds in the Pacific.
- Education and training programmes - The SPBCP will also provide assistance for the development and implementation of education and training programmes to improve the awareness of local communities and governments about the importance of conserving biodiversity.

3.5 Features of a Conservation Area

CAs are generally large relative to the area of the island(s) on or around which they are established. In addition they are diverse geographical units which contain important biological diversity of the region or country. Most will encompass a variety of land and/or marine areas and a range of resource uses. CAs will be managed, according to agreed criteria, for the conservation of biological resources and sustainable community development.

The main features of a CA are that:

- it contains significant biological diversity;
- it is owned and/or used by the nearby community; and
- the biodiversity is under existing or potential threat through human activity.

3.6 Selection of Conservation Areas

From the foregoing, it is now possible to have a good idea about what to look for when selecting CAs. The SPBCP has identified six criteria on which to select CAs. These are outlined below. The proposal must meet all criteria in Category 1 and some of those in Category 2.

Category 1 - Selection criteria (essential)

1. Presence of important ecosystems of national, regional and global conservation concern e.g. rainforest, mangroves, wetlands, lagoons and coral reefs. The area must be large enough to ensure viability.
2. High level of commitment from landowners, residents, resource users and other partners to allow an achievable project.
3. The area should be large enough and sufficiently complex to have a wide range of typical interactions between people and natural resources prevailing in the country or location.

Category 2 - Selection criteria (at least one of these must be met)

4. The area should have high levels of biodiversity and ecological complexity represented by a major environment, diversity of ecosystems and/or large numbers of genes and species of plants and animals.
5. The area may be important for the survival of endemic, rare or endangered species at the national, regional or global levels.

6. The area may be threatened by destruction, degradation or conversion of land use.

Note that a CA would not be eligible for SPBCP support if it did not meet the first three criteria.

3.7 Regional coverage of the SPBCP

Fourteen (14) of the twenty-two member states and administrations of the SPREP are eligible to participate in the SPBCP. These are:

Cook Islands	Palau
FSM	Solomon Islands
Fiji	Tokelau
Kiribati	Tonga
Marshall Islands	Tuvalu
Nauru	Vanuatu
Niue	Western Samoa

Other SPREP member countries can participate in SPBCP activities, but they are not eligible for financial support from the Programme.

3.8 Key individuals and institutions

3.8.1 Participants

The conservation of biodiversity in the South Pacific is a shared responsibility of many individuals and institutions. Hence it is important that some form of partnership arrangement between all these individuals and institutions be agreed to in order to avoid duplication of efforts and wasteful use of scarce resources.

For many Pacific island countries, the following agencies and institutions are playing major roles in the conservation of biodiversity:

- Landowning communities.
- Environment and conservation agencies.
- Forestry agencies.
- Natural resources agencies.
- Environment and conservation NGOs.

For various reasons, other agencies and institutions such as universities, tourism, agriculture, health, fisheries and education have all been involved in the planning and implementation of CAs in some countries of the region. Church groups also play an important role in these efforts.

A lead agency (either government or non-government) will be the main initial proponent and coordinator of the Conservation Area Project (CAP).

3.8.2 Coordination

Conservation Area Coordinating Committees (CACCs) are being widely used as the mechanism to give effect to partnership by key individuals and institutions for the conservation of biodiversity in CAPs. The CACCs are community-based institutions and are considered to be the ultimate management entity for the conservation area projects. All or any number of agencies mentioned above could become a member of the CACC but it is essential that the leadership role of the landowning communities be established and maintained. Other agencies and institutions participating in the CACCs could assume an advisory role in these Committees.

To support the development of the CACCs are the CASOs, who are resourced by the SPBCP. The roles and responsibilities of the CASOs are discussed in Section 6.

4. THE SPBCP PROJECT CYCLE

There are five stages in the SPBCP project cycle, as shown in Figure 1.

Figure 1: The SPBCP Project Cycle

4.1 Stage 1: Project site identification

The first step in the development of a CAP for consideration by the SPBCP is the identification of a suitable site as the focus of the project. The criteria for selection of CAs (section 3.6) provide guidance on what important features to look for in a CA. These features include:

- significant biological diversity;
- an area owned and/or used by the nearby community; and
- where the biodiversity is under existing or potential threat through human activity.

Potential CA sites can be identified through various means such as:

- search of previous reports of ecosystem surveys and inventories;
- recommendations from community landowners; and
- nomination of an existing unmanaged protected area.

It is extremely important to remember that whatever area is selected, it should be agreed to by, and have the full support and commitment of, the landowners and/or resource users.

4.2 Stage 2: Preparation of the concept proposal

The concept proposal provides preliminary thoughts about the project. As such, it is based on existing information only and is intended mainly to provide enough information to enable the SPBCP to decide whether or not the project would qualify for support. A sample table of contents for a concept proposal is outlined as Annex 2 in the SPBCP User's Guideline (SPREP 1994). If a concept proposal is accepted by the SPBCP, then a Letter of Understanding between SPREP and the proponent of the project will be issued by SPREP confirming SPBCP involvement in that particular project.

The SPBCP reserves the right to reject a concept proposal or to request the proponent of the project to provide more information.

4.3 Stage 3: Project preparation document

Following approval by the SPBCP of the concept proposal, the project then moves to its next phase - project design. The project design is presented in the form of a Project Preparation Document (PPD) which is an expansion of the concept proposal. However the PPD will contain much more descriptive detail and plans which are the result of extensive discussions and agreement by all the parties involved in the project.

It is very important to remember that the PPD is neither a GEF nor an SPBCP document. Rather, it is a local document in that it is locally produced and locally owned. In this light, the approval of the PPD rests with the parties to the project and not with the SPBCP. The SPBCP review of the document is limited to the provision of comments to improve project planning and implementation and the SPBCP funding of the activities as prescribed by the PPD and agreed to by the partners in the project. If the parties to the project wish, however, SPREP may provide assistance in producing the PPD.

It is important to note that PPDs are not fixed but are flexible plans which can be altered or modified in accordance with prevailing circumstances and changing project situations.

4.4 Stage 4: Project implementation

After review and endorsement of a PPD by the SPBCP, the project may then commence its implementation phase. Activities outlined in the PPD are implemented according to a work plan.

During this phase, CAPs will be required to submit quarterly requests for support from the SPBCP. Such requests should contain a proposed work plan for the quarter together with a budget for the implementation of the work plan. The work plan should highlight targets or “milestones” to be achieved during the quarter. Project success will be determined on progress made achieving these milestones.

4.5 Stage 5: Monitoring and evaluation

The monitoring and evaluation of the implementation of the project work plan is an on-going responsibility of the partners (through the CACC or other means) and the SPBCP staff. Periodic progress reports will be produced by the CAPs to the SPBCP detailing the work that has been done, and the funds expended during the period reported on. It should be noted that the process approach of the SPBCP dictates that further and future support from the Programme will be dependent on project performance. The SPBCP reserves the right to terminate its support for a project if, in the opinion of the Programme Manager, significant progress is not being made in its implementation.

5. WHY ESTABLISH CONSERVATION AREAS?

Before attempting to answer this question, we should perhaps firstly look at the conservation and resource use issues in the Pacific. The following facts are particularly relevant:

1. The limited land and coastal marine areas of South Pacific island countries are under pressure from growing populations and rising material expectations.
2. Pacific island people depend so much on the natural resources for their subsistence living. In all except a very few cases, the majority of the land and marine resources in the countries of the South Pacific are owned by local people.
3. Island resources are very sensitive to ecological disturbances and are easily degraded. In fact, the biological diversity of the islands are among the most critically threatened in the world.
4. Past attempts to protect biodiversity through nature reserves and parks have not been satisfactory in virtually all countries of the region. A major contributing factor to this situation has been the exclusion of local people from the planning and development of these areas.

We need to establish conservation areas in order to protect important biological diversity of Pacific island countries while at the same time allowing local people to continue to use these resources in a sustainable manner. Conservation areas are thus fundamentally different from nature reserves or national parks in that they provide for the utilisation of natural resources as long as such use is sustainable.

As a consequence the SPBCP has adopted a community focus and strong emphasis on the participation of local people. At least 80 per cent of existing protected areas in the region are on lands belonging to government and are managed by a government agency. However, governments own very small areas of land with most being allocated for resettlement programmes, agricultural and industrial development and other public uses. If Pacific island countries are therefore to continue programmes aimed at protecting important biodiversity for current and future generations, customary lands will have to be targeted. Inevitably, this means that local people will have to have a very active role in the planning and implementation of these programmes.

Strict nature reserves can benefit many people, yet only a few landowners are required to give some or all of their rights to the land and marine areas set aside for these reserves. Often these people are denied the right to use the resources of these areas on which they have depended on for their subsistence livelihood for generations. This is often the cause of conflicts between governments and local people and is one of the main reasons why past efforts aimed at protecting biodiversity have not been very successful.

The primary objective of the SPBCP is to assist efforts by governments, local people and NGOs in the establishment and management of conservation areas which aim to protect biodiversity and at the same time allow for the sustainable use of resources by the local communities.

6. THE ROLES AND RESPONSIBILITIES OF CONSERVATION AREA SUPPORT OFFICERS

6.1 Introduction

Some CAs already have certain project components funded by other agencies, such as the Asian Development Bank in Pohnpei and NZODA in Koroyanitu, Fiji. These and local factors make for a great diversity of CAs in terms of funding arrangements, institutional structure, degree of involvement by government and so on.

It is probable that CAPs in different countries will use different labels for institutions, staff titles etc. It is also likely that the roles and responsibilities of CASOs will differ. This session sets out the general role of the CASO, and the potential scope of work. Suggested terms of reference for the CASO are set out in Section 6.4.

6.2 CASO relationship with main stakeholders/participants

The CASO is of critical importance to the CAP and his/her role will change according to the stage of its development. Initially when there is likely to be little awareness, planning or management capacity at the community level, the CASO will be heavily involved in the development of the CACC, the community's representative body. The CASO will be responsible to the lead agency, the overall initial project coordinator, for this work.

As the capacity of the CACC develops, the CASO will remain the link between the CACC and the lead agency, but the influence of the latter will decrease. The CACC will become responsible for coordinating all aspects of CAP management.

The CASO supports and services the CACC at all times, initially to develop its capacity and then to be maintained as an operational manager.

6.3 General roles and responsibilities

The CASO is a field-based, grass roots level person mainly working to:

- raise awareness amongst the community based resource owners;
- educate and train communities in environmental matters;
- work with communities to plan and develop CAs; and
- monitor the project with the stakeholders.

6.3.1 Awareness raising

In the past communities achieved sustainable resource use by applying traditional rules and regulations identified through years of experience. Recent and current high population growth rates, together with international demand for tropical timber, forest products and marine resources, have created much greater pressure on resources. Environmental degradation, and pollution have resulted, leading to a loss of biodiversity.

Traditional resource management skills have been reduced or overwhelmed by these recent changes and by the centralisation of environmental responsibilities within the bureaucracy of government.

CAs have been established because there are few sites of high biodiversity remaining which have not been substantially modified by human use. The overriding concept of the SPBCP, however, is that these areas can be managed on a sustainable basis. In the light of past practice this is a substantial challenge for local communities and governments which, initially, will require the input of skills and resources.

An important task for the CASO is to increase the level of community awareness about damaging environmental practices and the options available for local people to plan and manage the use of their resources. The CASO is responsible for the dissemination of ideas from the lead agency, SPBCP and others.

6.3.2 Education and training

CASOs will receive training related to environmental and socio-economic issues which in turn will be passed on to the communities within which they work. Some CASOs have been trained in Participatory Rural Appraisal (PRA) and this enables the passing on of CASO skills and information to the community. It is also an important role of CASOs to provide project design and management with feed-back from communities on the resource base of CAs.

CASOs need to be able to assess the training needs of communities related to such activities as ecotourism, sustainable agriculture, livestock and fisheries production, agroforestry and aquaculture. In particular, community training is likely to be needed in record keeping, small business management, marketing, promotion of tourism, CA management and the introduction of biodiversity conservation measures.

6.3.3 Working with communities to develop CAs

To maintain community interest in the CAP there is a need to move quickly from the concept to the design and implementation phases. This requires the production of a PPD, outlined in Section 4.3. The CASO will be the eyes and ears of the lead agency in providing inputs to the PPD relating to community objectives, priorities, issues, problems and opportunities.

To do this effectively, the CASO will need to learn how to gather and disseminate information, what the sources of data are, how particular community problems may best be resolved, what support there is from SPBCP and when it is available.

The CASO will need to arrange many meetings and field trips to help undertake these tasks. The CASO will also need to record and make formal reports and recommendations to the CACC and the lead agency.

CAP implementation follows the preparation and endorsement of the PPD. Some elements of this stage of the project are likely to be funded by SPBCP. One or more project components may include sustainable income generating projects such as ecotourism. The CASO will assist by gathering secondary data (published information) and helping to prepare and undertake surveys.

A particularly important part of the CASO's workload will be to assist communities to identify and implement appropriate conservation measures to protect biodiversity, such as tree planting for fire protection and introduction of restrictions on logging or fishing in some areas. Some of the conservation measures will be based on traditional community based skills but the CASO

may complement these by calling on outside specialists to introduce development activities, such as alley cropping, aquaculture and introduction of fruit trees.

6.3.4 Monitoring the CAP

As implementation of the CAP proceeds, the CASO will report on progress at the field level, particularly in relation to meeting community objectives. Methods of project monitoring will be established by the lead agency in conjunction with the CACC and the CASO.

After the monitoring and reporting system is designed, the CASO's role will be to gather information, prepare progress reports, and assist in preparation of work plans and budgets for three to six month periods.

6.4 Suggested terms of reference for the CASO

In conjunction with the lead agency to:

- liaise with CACC members, including village representatives, NGOs, government agencies and the private sector;
- facilitate development and working of this committee;
- undertake secretarial duties for the CACC meetings including coordination, preparation of agenda and back up papers, preparation and distribution of minutes;
- assist in preparation of short and long term work plans, progress reports and budgets for CAP implementation;
- implement the relevant parts of the work plans including training programmes, monitoring and evaluation, CAP procedures manual and financial control at the community level;
- keep a record of project events including positive and negative aspects as the basis for improved project design for both this and other CAPs;
- assist resource owners in defining community needs, goals related to resource use, and develop activities to increase awareness of the benefits of resource conservation;
- assist communities in the identification and prioritisation of other community needs and undertake activities that will promote the CAP to other nearby inhabitants and land owners with the view to their eventual inclusion in the CAP;
- assist communities in the development of environmentally sustainable income generating activities; and
- support the villagers in the ownership of their project.

7. CONSERVATION AREA COORDINATING COMMITTEES

7.1 A Conservation Area's community focus

CAs cover land and/or sea areas in which local people take care of the natural environment while providing for their needs. Local people are the key partners in the CA process and work must reflect their wishes and desires.

CA partners also include government agencies and non-government groups. The partners in a CA work together by forming a Conservation Area Coordinating Committee (CACC).

The SPBCP supports the CA partnership by providing technical and management advice and funding.

7.2 CACC role and membership

The CACC's role is to help the local people manage their CA. They draw together the various partners and provide a way for them to work together to achieve the goals of the CA.

The goals of the CA are contained in the PPD and are realised through the work plan.

CACC membership will vary according to the local situation but will generally consist of representatives of the land and resource owners, local communities, partner NGOs, local and national government agencies. CACC members should be identified during the preparatory phase of the CAP.

7.3 CACC establishment and functions

If not already established, the CACC should be set up once the PPD has been prepared and accepted.

CACCs are established by the CA partners with support from the lead agency, not by the SPBCP.

CACC functions can include:

- management oversight of the CA;
- CA work plan development and approval;
- management oversight of consultants used for CA work;
- CA work reporting;
- management oversight of the SPBCP inputs to the CA;
- resolution of disputes within a CA; and
- supervision of CASO activities.

7.4 CACC procedures

CACCs need to decide on:

- when and where to meet on a regular basis;
- how to consult with the wider groups of people they represent to bring all views and concerns to the attention of the CACC;
- what meeting structure suits their needs best; and
- how to record their decisions and work in a way meaningful to the CACC.

Active participation by all partners is the key to a successful CACC.

7.5 Solving CACC issues

Participation is the key to solving CACC issues. Crucial to participation is identifying who should participate and how they should do so.

The aim of working together is to explore the causes of issues and possible solutions, and to act on the solution that best meets the needs of all parties involved.

There are many ways to facilitate participation. Think of who to involve, how to involve them and what action to take.

- WHO
 - getting all stakeholders involved
- HOW
 - understanding the issue
 - identifying root causes
 - exploring possible solutions
 - deciding on the best solution
- ACTION
 - implementing the solution and evaluating the outcomes.

7.5.1 Who to involve

In every issue there are at least two, and usually more, stakeholders. Stakeholders are people who have legitimate interest in an issue and its outcomes. In most CA issues there are many stakeholders.

Stakeholders can include land/resource owners and users (e.g. local people such as chiefs, men, women, children) all of whom have different roles and interest in management of the CA. Groups from outside the CA can also be stakeholders (e.g. local and national government, partner NGOs, enterprise partners). Important stakeholders to be considered in any sustainable development discussion are future generations.

CACCs should aim to involve people who can rightly represent the interests of stakeholders.

All stakeholders need to have the opportunity to be involved in an appropriate way in a collaborative issue-solving and decision-making process.

Involving all stakeholders does not diminish the rights of resource owners.

7.5.2 How to involve stakeholders in the decision-making process

Understanding the issue - stakeholders need to acknowledge that there is an issue and seek to understand the other stakeholder views, needs and concerns.

Identifying root causes - stakeholders need to be brought together to identify the main causes of the issue. Only by understanding the real reasons behind problems can genuine solutions be found.

Exploring possible solutions - stakeholders should together look at each proposed solution and its consequences for each stakeholder interest - does it sufficiently meet their needs and concerns?

Deciding the best solution - the CACC needs to select the solution which best meets the needs and concerns and achieves the goals of each stakeholder.

7.5.3 Deciding what action to take

CACCs need to implement the solution and evaluate the outcomes. Is the solution working, if not, why not and what will the CACC do?

PART C: PROJECT MANAGEMENT (SESSION 3)

8. PROJECT MANAGEMENT BACKGROUND

This session focused on four key project management topics, in which most CASOs are currently involved:

- work planning;
- managing consultants;
- project reporting; and
- financial arrangements with SPBCP.

The session looked at each topic in turn, beginning with a presentation, followed by a general discussion and workshopping to identify the key issues. The intention of the workshops, and particularly the final plenary session for each topic, was to develop the basis of a second series of SPBCP Guidelines.

This approach was taken in recognition of the fact that most CASOs have now been in the job between one and two years, and that together, CASOs and the SPBCP/SPREP staff are a team participating in the introduction of an important new approach to community conservation and sustainable development. The new Guidelines are thus as much a product of CASO experience as they are of SPBCP expertise. They are also a product of the same participatory approach that the individual CAPs are pursuing at the community level and which is central to the whole philosophy of the SPBCP. It is thus hoped that CASOs will identify with the Guidelines and not only find them useful in their present form, but also feel free to suggest modifications in the light of experience.

The format of Part C follows that of the Workshop session. Each topic is introduced by a brief discussion of the main issues, including an outline of some of the working group approaches and discussion, and followed by the key points identified by plenary group discussions.

9. WORK PLANNING

One of the first steps in implementing a project is the preparation of a detailed work plan. It constitutes a management plan for the effective and co-ordinated implementation of a project. It also enables the ready review and assessment of progress in the project and its achievements. A five year work plan is an integral part of the PPD for SPBCP projects.

During their implementation, work plans will inevitably require amending. It will never be possible to determine a fixed, long-term, work plan at the outset of a process oriented, community based SPBCP project, prior to the formation of the CACC as the main project decision making body, which is when most PPDs have been prepared. It is also realistic to expect that over the course of a five year project which intimately involves local communities, local events and circumstances will bring about changes to the work plan. SPBCP work plans may be amended annually, via the annual plan and quarterly, via the quarterly report/budget request.

Work plans should be written by those directly responsible for their implementation. These should be reviewed and endorsed by the lead agency, and when established, the CACC.

The annual work plan should show the period covered, the expected outputs, the planned activities (to achieve the outputs), the party to be responsible for carrying out the various activities, and the expected start and completion dates/times of activities. A bar chart or spreadsheet is the usual way for summarising SPBCP work plans. Annual work plans should be prepared within one month of the start of the year for which planning is being undertaken.

9.1 Working group exercise

Working groups were given the following exercise:

Figure 2: Work planning exercise

The Problem:

At the end of last year, the following activities were either incomplete or deferred by project X (and will need to be rescheduled to this year. The activities are:

- establishment of the CACC (deferred)
- construction of loop track to and from waterfall (incomplete)
- bird survey of CA (underway)
- publication of bird survey report (deferred)
- training for CACC members (deferred).

For this year's work plan the following work will need to be carried out:

- hold meetings of the CACC
- construct resting facilities along the loop track
- undertake feasibility study for ecotourism in the CA
- conduct training for project staff
- recruit consultant for ecotourism feasibility study
- organise study tour by project landowners
- arrange CASO participation at SPBCP training in September
- undertake vegetation survey of the CA
- identify endangered plant species within the CA.

Group exercise

With the information provided above, prepare a work plan for this year clearly setting out the following:

- the expected outputs
- the planned activities
- the party or parties responsible
- dates/duration for each activity
- bar chart putting timelines to the activities

Note: The above listed activities may not necessarily be the only activities you will need to show on the work plan. There are other project management activities which are important aspects of work planning. Think about what these might be and show them in your work plans.

The working groups were also issued with a blank worksheet formatted as below:

Figure 3: Work plan exercise sheet

Project Outputs	Planned Activities	Party Responsible	Dates/Duration	Location
1. Improve skills of staff in project management				
2. Increase public awareness about the CA project				
3. Provide assistance in the establishment and management of the CA				
4. Provide assistance in the development of sustainable economic activities by local communities				
5. Provide training for project personnel				

A sample of a completed worksheet follows:

Figure 4: Sample of work planning exercise : completed work sheet

Project Outputs	Planned Activities	Responsible Party	Dates/Duration	Location
1. Improve skills of staff in Project Management	1.1. establishment of CACC	Lead agency	January, 4 weeks	Lautoka
	1.2. Hold meetings of the CACC	Lead agency	February, May, August, November	2 meetings in Suva, 2 meetings in Lautoka
	1.3. Review work plan and budget for 1994	Lead agency, CACC	2nd week January, 1995	Suva

	1.4. Prepare work plan and budget for 1995	Lead agency, CACC	3rd week January	Suva
	1.5. Prepare quarterly work plans and funding requests to SPBCP	Lead agency, CASO	January, April, July, October	Suva
2. Increase public awareness about the CA project	2.1. organise study tour by landowners	Lead agency, CASO, SPBCP	2 weeks, June 1995	Vanuatu
3. Provide assistance in the establishment & management of CA	3.1. construct loop track	CASO	6 weeks, July/August	From waterfall to main road
	3.2. construct resting facilities	CASO, contractors	2 weeks in September	Along loop track
	3.3. bird survey of CA	CASO, consultants	4 weeks March/April	West of Koroyanitu range
	3.4. publish bird survey report	consultants, SPBCP	2 weeks, May	New Zealand
	3.5. undertake vegetation survey of CA	CASO, consultants	6 weeks, September/October 1995	Whole of CA
	3.6. identify endangered plant species	consultants	September/October 1995	As vegetation survey progresses
	3.7. publish vegetation survey report	consultants, SPBCP	2 weeks November 1995	Suva, Fiji
4. Provide assistance in the development of local sustainable economic activities by local	4.1. recruit consultant for ecotourism study	Lead agency, SPBCP	2 weeks February	Suva, Apia
	4.2. undertake ecotourism feasibility study	CASO, consultant	2 weeks March	CA, major cities in Fiji
	4.3. publish ecotourism study report	consultant	2 weeks in April	Suva
	4.4. prepare ecotourism plan	Tourism Bureau, CACC, consultants	2 months, June - July	Suva/Lautoka
5. Provide training for project personnel	5.1. Conduct training for CACC members	Lead agency, consultants	1 weeks each in March and August	one in Lautoka, one in Suva
	5.2. conduct training for project staff	CASO, selected members of CACC	1 week each in April, July and October	Lautoka
	5.3. arrange CASO participation at SPBCP training	CASO, Lead agency, SPBCP	2 weeks in September	Vanuatu

9.2 Work planning guidelines

- Each activity needs its own work plan.
- Work plans identify key tasks for each activity and plots them on a realistic timeline.
- Work plans should be written up as a table (e.g. fig. 8.2) and can be summarised as bar charts on a spreadsheet (see most PPDs). These show start/completion dates for each task as well as who is responsible for undertaking them.
- Work plans must be prepared by those responsible for implementing them and approved by the CACC.

- Work plans are prepared for a five year period in the PPD.
- More specific work plans are prepared in annual plans within the first month of each year.
- Work plans can be amended each quarter.

10. MANAGING CONSULTANTS

Consultants are technical or administrative experts recruited by a project to carry out a specific task within a specified time.

A consultant is usually required when:

- a job requiring specific training and expertise is to be carried out;
- project staff are unable to carry out a task within a specified time; and
- independent assessment of an activity or approach is required.

A consultancy may vary between one week and six months. Consultants could be recruited locally or internationally, but in the latter case they should be conversant with local conditions.

10.1 Preparing terms of reference for a consultant

Before a consultant is chosen, it is necessary to prepare the terms of reference for the job to be undertaken. Preparation of terms of reference should be done by the project manager or the CASO and may have to be approved by the lead agency or the CACC.

The terms of reference must be made very clear and concise. The outputs must be listed and time schedules for specific activities set out. Agreement with the consultant on the terms of reference must be reached before the contract is awarded. It is crucial to be absolutely sure about what outputs are expected from the consultancy as it might be difficult to change the terms of reference once the contract is in progress.

As project manager/CASO you will also need to ensure that the terms of reference provide for you to manage the consultant's work to ensure completion of the task to your satisfaction.

When contracting specific expertise, make sure that you get the maximum benefit from it: e.g. if doing an ecological survey, ensure that the consultant advises on, and designs, an ecological monitoring programme as one of the contract outputs.

Copies of terms of reference for all SPBCP funded consultancies should be sent to the Programme Manager SPBCP before the contract is awarded.

10.2 Choosing a consultant

Projects may choose any qualified person as a consultant provided that person has the required expertise for the job, has accepted their obligations to the contractor, and is available to do the job within the specified time.

It is usually a good idea to ask three or four interested people to provide quotes for the job to be contracted.

The SPBCP keeps a register of consultants which projects may wish to refer to when searching for consultants. Alternatively, projects may request SPBCP to identify from its register a number of consultants from whom a project could select a suitable candidate.

10.3 Contracting

Projects can contract a consultant direct if the fees component of the task is US\$1,000 or less. For tasks requiring consultant's fees in excess of US\$1,000, a contract between SPREP and the consultant will be required.

Where a project has nominated a person as a consultant for a task agreed to for SPBCP funding, a copy of that person's CV must be sent to SPREP prior to the awarding of the contract. SPREP reserves the right to decline a nomination of a consultant from a project if in its view, the person nominated is not qualified for the job proposed.

Once agreement has been reached on the choice of a consultant and the terms of reference for the work to be undertaken, a contract agreement or a Memorandum of Understanding (MOU) between the parties involved will then be signed. The terms of reference should be attached to the agreement and forms part of the agreement (see sample in Annex 3).

Where a project is recruiting a consultant direct, a Memorandum of Understanding between the project and the consultant will need to be agreed to. The MoU is usually signed by a senior official of the lead agency on behalf of the project. The project will pay the consultant direct.

Where the SPBCP is recruiting a consultant on behalf of the project, the standard SPREP contract agreement will be used (see Annex 4). Payment will be made by SPREP directly to the consultant.

10.4 Managing and supervising

Regardless of whether the consultant was recruited by SPBCP or the project, it is the responsibility of the project to manage and supervise the work of the consultant. The following hints should help ensure that the work of the consultant is carried out with minimum interruption and/or delay:

- Where travel is involved, identify who is to be responsible for ticketing, hotel bookings and other travel arrangements of the consultant.
- Ensure that a counterpart to the consultant has been identified and is available during the duration of the consultancy.
- Prepare a work plan for the consultant including appointments with local agencies and experts.
- Make sure that office space is available for the consultant if required.
- Make sure that key people involved in the project are kept informed of what the consultant is doing and what progress is being made.
- Ensure that funds are available in advance before the consultancy is undertaken.
- Insist on being informed of unavoidable delays which might affect the timely completion of the consultancy.

10.5 Payment for consultancies

It is a common practice to pay the consultant a percentage of the fees in advance. For consultants hired by the SPREP on behalf of the project, 50 per cent of the fees is paid in advance. The other 50 per cent is to be paid within 30 days of the acceptance by SPREP of the report of the consultant. The SPREP reserves the right to withhold this payment if in its opinion, the report was incompetent and unsatisfactory.

It is advisable that the projects follow the policy of SPREP in making payments to consultants. Projects will be held accountable to SPREP for SPBCP funds provided for the recruitment of consultants.

Cost of travel and other expenses of the consultant may be paid in full prior to the commencement of the contract.

Miscellaneous expenses by a consultant are usually paid on a reimbursement basis. This would require the consultant to provide supporting evidence for these expenses. Claims for miscellaneous expenses should not exceed the amount quoted for this expense in the budget. No claims for additional expenditures by a consultant should be approved without the prior approval of the Programme Manager, SPBCP.

10.6 Using the outputs from a consultancy

It is not unusual to see reports from very expensive consultancies being displayed on bookshelves and libraries and not a single copy found in the office of the field officer who is supposed to be implementing the recommendations from these reports. It is pointless and wasteful to commission a consultancy unless there is a planned activity requiring input from the consultancy.

Consultancies should be commissioned only when there is an immediate need for advice or information to enable the project staff to implement priority work plan activities. For example, it is not necessary to contract a person to construct visitor facilities simply because this activity is included in the work plan. Such consultancy should only be carried out after a feasibility study of ecotourism has been undertaken and conclusions have been reached on the ecotourism potential of the area. Priority should be given to consultancies that help project staff to carry out that particular activity themselves in future.

On the completion of the consultancy, the report of the consultant becomes the property of the project. Consultants may, however, request shared ownership of the information gathered during the consultancy. Projects may exercise the right to grant or deny such requests. Projects should ensure that they reach common understanding with the consultant on this issue.

Reports of consultants are considered outputs of the projects. As such, they should be published and distributed widely. You will need to build into the consultancy budget sufficient funds for the number of reports that you require. Ensure that SPBCP assistance is acknowledged in the reports of the consultants.

10.7 Guidelines for managing consultants

- Be clear about the purpose for which you want a consultant. Ask yourself:

- Will the output be important to the future of the project?
 - Will it enable project staff/communities to do work in the future that cannot be done now?
 - Are these all the benefits I can get from this expert/expertise?
 - Is there a need to monitor this activity in future? If yes, get an appropriate monitoring programme designed by your consultant.
- Spend the time you need to get the terms of reference right. They are your tool for managing the consultant to get the work output that you want. The consultant may be an expert in a particular field, but you are the expert on your project. Make sure you get what your project needs.
 - Be careful to ensure that the consultant gives technical advice in a way that is appropriate to your project and communities. In particular the consultant should work with, and report back to, the people involved. This should be a two way process - the consultant should be looking for feedback on draft results. It is an important opportunity to ensure that the output is appropriate to the project and its beneficiaries.

11. PROJECT REPORTING

Regular reporting is an effective way of assessing progress with the implementation of work plans. Reports are an excellent means of informing others about the project. Reports is also one way in which donors are informed about the work that has been carried out and the difficulties encountered during the implementation of the project.

Reporting to SPBCP is an obligation of the proponents of projects under the terms of the Letter of Understanding with SPREP. Failure on the part of the proponent to submit regular reports to SPBCP may result in suspension of SPBCP support to the project. There are three types of reports required by the SPBCP once the PPD is approved and the project operational:

- quarterly reports which outline progress achieved in the implementation of the work plan over a period of three months;
- annual reports which discuss activities and outputs of the project during the year reported on; and
- terminal reports which are prepared at the end of SPBCP support to the project.

11.1 Who is responsible for reporting to SPBCP?

The Letter of Understanding between SPREP and the implementing government clearly places the responsibility for reporting on the lead agency. However, for practical reasons, quarterly and annual reports are usually prepared in the first instance by either the project manager or the CASO. These reports may be sent directly to SPBCP by the lead agency.

The preparation of the draft terminal report is the responsibility of the lead agency. This draft should be circulated widely for review and comment by agencies, NGOs and others involved in the CACC before finalisation. The terminal report should be submitted through the SPREP focal point in the country or, in the case of an NGO implemented project, the Director or President of such NGO.

Lead agencies should take responsibility to ensure that reports are submitted to SPBCP on time.

11.2 Quarterly reports

11.2.1 Background

In order to meet UNDP requirements, funding is released to projects quarterly, or every three months. While this increases the time spent by project staff in preparing reports, it also allows flexibility in project work plans.

Quarterly reporting is the process of telling SPBCP:

- what activities you did in your project in the last three months for which SPBCP funding was given; and
- what activities you now plan to do in the next three months for which you request further SPBCP funding.

Quarterly reporting is carried out according to a standard format to minimise the effort required of project staff. There are three parts to a quarterly financial report:

- Presentation of the annual project budget including any changes now needed in the next and subsequent quarters.
- A report accounting for both the receipt and expenditure of funds for the last quarter. This will need a written summary, a photocopy of the relevant page(s) of your cashbook entries, and a standard format table.
- A request for the funds needed (in addition to those already held) to carry out the work plan for the next quarter. This will also need both a written report and a standard table.

11.2.2 Annual project budget

At the beginning of each calendar year, project staff will prepare an Annual Plan and budget. This details the work to be undertaken for each new year along the lines proposed in the PPD's indicative five year work plan, but in the context of the work already carried out the previous year, and in better knowledge of what is needed to be done in the coming year.

For the purposes of quarterly reporting, however, there will exist for each CAP an annual budget for the current year (either as the first year of a project as presented in the PPD, or by separate Annual Plan for subsequent years). It will be presented in summary form as shown in figure 5.

Figure 5: Annual budget : sample

BUDGET CATEGORY:	ANNUAL	Q1	Q2	Q3	Q4
Administration	66,000	16,500	16,500	16,500	16,500
CA Identification & Awareness	6,500	1,500	2,000	2,000	1,000
CA Management	15,000	6,500	2,500	3,000	3,000

Sustainable Development	6,500	2,000	1,500	1,500	1,500
Training	7,500	1,500	3,500	1,000	1,500
Equipment	19,850	12,500	2,600	2,750	2,000
TOTAL	121,350	40,500	28,600	26,750	25,500

Basically this table shows by category of activity the projected total expenditure for the year, and how that expenditure is to be spread across the four quarters. Budget categories are those required by the SPBCP. You will need to note somewhere in your files which of your activities fit into which SPBCP budget category so that your project reporting will be consistent throughout the life of the project.

For your first quarterly report of the year this spreadsheet will be the same as in your annual report or PPD, however, if work plans have to be amended throughout the year, this spreadsheet/table will also need to be amended. It is the basis of your budget and your quarterly expenditure is measured against this. If there are any changes needed, you will need to present a brief written explanation of the reasons for the changes.

11.2.3. Summary of receipts and payments for the last quarter

The next part of the quarterly report is the reporting on expenditure over the previous quarter. It is important that any variations from the expenditure planned (and shown in the annual budget) are explained and the figures shown. For example, you may have planned a workshop, but a community event such as a funeral required it to be re-programmed into the next quarter. You should explain this and show the effect on your budget accordingly in the standard table explained below.

So unlike the annual budget part of the quarterly report which just requires the presentation of a standard table, this part needs:

- a short written report;
- a photocopy of the relevant page(s) of your cashbook; and
- a standard table (as shown and explained below).

Written report

Your written report simply needs to comment briefly on progress in carrying out the quarter's planned work programme. You should list each activity planned for the last quarter and say what happened in each. Make sure that you report not just on those activities that happened differently to your plans, or which didn't happen at all, but also your activities which were successfully carried out during the previous quarter - this not only makes you feel good about the progress of your project, but it will help Programme staff here at SPREP to update your project in the CASOLink. Your achievements can help your colleagues in other SPBCP projects feel part of a movement around the region that is making important progress.

Cashbook receipts and payments record

As part of in-country budget and expenditure practices you will be keeping a cashbook with entries for all receipts and expenditures. Photocopy the relevant page(s) of these and include in your report/request.

Summary of receipts and payments spreadsheet

Two important points to remember with the summary of receipts and payments are that:

- all your funds, both received and expended should be shown by SPBCP budget category, and the amount remaining or overdrawn also indicated; and
- SPBCP funds must be used for the activity for which they were granted, unless the specific approval of the Programme Manager has been received to shift funds from one activity to another.

The standard table is shown in figure 6. Note that the example used throughout this guideline is the same one so you can follow the process more easily. Basically the columns in the table from left to right show:

- your planned expenditure by budget category for the last quarter;
- the balance of funds remaining from the previous quarter by budget category;
- the actual funding received from SPBCP by budget category for the last quarter;
- actual expenditure during the last quarter by budget category; and
- the current balance of funds, again by budget category.

The example in figure 6 is for a summary of receipts and expenditure table accompanying a request for funds for a 3rd quarter, and therefore is concerned with acquitting 2nd quarter funds:

Figure 6: Summary of receipts and payments for sample CAP to accompany request for Q3 funds (= the summary of Q2 receipts and expenditure)

ACTIVITIES (by budget category)	Budget for Q2	Balance from Previous Quarter (Q1)	SPBCP Funds Received Q2	Payments Made for Q2	Balance of Funds (end of Q2)
Administration	16,500	1,500	15,000	10,950	4,050
CA Identification & Awareness	2,000	500	1,500	1,038	462
CA Management	2,500	0	2,500	2,250	250
Sustainable Development	1,500	0	1,500	2,000	-500
Training	3,500	1,000	2,500	1,000	1,500
Equipment	2,600	500	2,100	1,222	878
Total	33,000	3,500	29,500	22,960	6,540

11.2.4. Request for funding for next quarter

The final part of a quarterly report is to request the funds necessary to carry out the work programme for the next quarter. This will also require both:

- a written report; and
- a standard table.

Written report

First you need to outline your work programme for the up-coming quarter for which you are seeking funds. This means simply listing and outlining the activities you plan to carry out.

Standard table

The request is made in a standard table format as shown in figure 7. Note that the balance of funds remaining from the last quarter (the last column in the Summary of Receipts and Payments spreadsheet above) is to be deducted from the predicted budget for the quarter in order to arrive at the total funds requested of SPBCP. This is done by SPBCP budget category rather than as a total deducted from the total amount of the request, which was the original format requested of you and discussed at the 1995 CASO Workshop. We think that this makes the request more logical and easily understood - it also helps our processing of your request at SPREP.

**Figure 7: Request for advance of funds from SPBCP
(Third Quarter of 1996)**

ACTIVITIES (by budget category)	Proposed budget for quarter (Q3)	Balance from last quarter (Q2)	Total Funds requested for quarter (Q3)
Administration	16,500	4,050	12,450
CA ID & awareness	2,000	462	1,538
CA management	3,000	250	2,750
Sust. development	1,500	-500	2,000
Training	1,000	1,500	-500
Equipment	2,750	878	1,872
Totals	26,750	6,640	20,110

TOTAL FUNDS REQUESTED

20,110

VERIFICATION OF BUDGET AVAILABILITY
--

Budget for 1996	121,350
Total advance requested above	20,110
Total advance against current year's budget	75,740
Balance remaining on 1996 budget after advances	25,500

By:

(Authorised Government Official)

Title:

Date:

Sometimes you will have funds remaining from one quarter's activities in a certain budget category which has no planned activities for the next quarter. As you need to account for all funds remaining, this needs to be shifted into another category in which activities are planned. You must indicate in your written report where you will transfer the funds to.

11.2.5. Summary

The preparation and successful submission of a quarterly report should not be a major exercise and nor should it be difficult - hopefully the experience of preparing one will be sufficient to put this task in its proper perspective! It is important for you as CASO or Project Manager to be able to manage both your work and your budget effectively and efficiently. SPBCP needs to be able to reassure the donors that funds are being used for the planned activities. The purpose of the quarterly report is to allow both for accountability and flexibility in the expenditure of funds. It also will help to establish appropriate budgeting and accounting practices in your project which will be most beneficial in the longer term. When SPBCP funding comes to an end project income will need to be carefully used to further the project and the communities relying on it.

11.3 Annual reports

Annual reports serve the same purpose as the quarterly reports except that they provide much more detailed discussion on the activities and achievements of the projects including problems encountered. They are based on the implementation of annual plans and are for all intents and purposes, a compilation of quarterly reports prepared during that year. The format used should be the same as for quarterly reports.

11.4 Terminal reports

Terminal reports cover the history of the project right through to the end of SPBCP involvement. It provides a comprehensive discussion of project objectives and achievements, the problems encountered, the lessons learned, and an assessment of the successes and failures. The terminal report should be accompanied by an audited financial report on all funds received from the SPBCP.

Draft terminal reports must be completed one month prior to the end of the SPBCP to allow review and comments by SPBCP staff and others. Project terminal reports will form part of the terminal review of the SPBCP. They should follow the same format as that for quarterly reports.

PART D: FACILITATION, CONFLICT MANAGEMENT AND NEGOTIATION SKILLS

12. FACILITATION

Facilitation is a skill learned by observation and experience as well as by formal tuition. In the Pacific such skills are often well developed by tradition, by such practices as organising traditional ceremonies, and in community meetings where disputes and conflicts are resolved. These facilitation skills were developed over generations and Pacific island communities still practice these traditional skills today.

Managers of modern community development projects are able to call on both traditional and modern systems of conflict management to assist in dealing with disputes that will inevitably arise as development brings both increased opportunities and expectations.. It is important that managers and CASOs are aware of the approaches of both systems.

A good facilitator aims for:

- commonly understood goals;
- a clear process of reaching those goals;
- a sense of involvement and empowerment (the community members feel that the decisions are their decisions that they are able to do what needs doing);
- a high level of energy and enthusiasm; and
- a sense of pride among community members for their achievements.

12.1 What is a facilitator?

A facilitator fills the role of a leader but never directs the group/community without its consent. In the context of community development s/he assists the community to decide on what type of development the community needs and how to achieve it. S/he takes on the role of a coordinator, organiser, or catalyst making sure that community members are content with the way things are going.

A facilitator initiates a process and makes suggestions which the community may accept or reject, but at no time does s/he make decisions for the community or take on functions which are the responsibility of the community as a whole. A good facilitator assists community members to be aware that they are in charge, that it is their business or development project that is being discussed, and that each person has a contribution to make to the community.

12.2 Fieldwork

The following should be borne in mind when preparing for field visits:

- Be aware of the social, economic, political, religious and cultural values practices/aspects of the area/community.
- Make sure that other organisations/agencies having networks in that area are informed.
- Have a short term strategy prepared.

- Gather as much information as possible on your work, and about people you're going to be with.
- Inform the community of your travelling dates in good time. It is important to travel on dates as advised, as communities also have their own commitments.

When visiting and staying in the field:

- Meet the community head/s upon arrival.
- Meet heads of other community groups. (women, youth, etc.)
- Respect community rules, laws, practices etc.
- Participate in community activities and play some active roles in other community activities should you be given the opportunity.
- Maintain a strong, healthy, respectful and close relationship with key players in the community.

13. CONFLICT MANAGEMENT

Inevitably in community work, conflicts arise for which there seem to be no quick or easy solutions, particularly where use of resources such as land or fisheries are involved. The conflict may be between two individuals, two families or two tribes. It may involve a small or large number of people.

It is important, however, to recognise that conflict is normal and part of our everyday lives. It is unavoidable and it can be destructive, as both parties aim to win. Usually this means that one has to lose.

Conflict is also, though, an opportunity, perhaps a dangerous one, but we can make practical use of it if we are skilled. There is a happy medium between too little and too much conflict.

The aim of community conflict management is to allow all members of the community to continue to work together cooperatively, collectively, creatively and in harmony preserving their own identity. Pacific island societies all have their own traditional approaches to community conflict management. It is vital that those traditional systems are recognised and respected and they should be utilised in the first instance should a conflict arise.

13.1 Aspects of conflict

13.1.1 Emotions

When feelings are strong we cannot be rational or reasonable. We must listen carefully and be aware of body language. Conflict resolution methods are designed to overcome emotional barriers.

13.1.2 Values and needs

It is often impossible to agree with someone else when values differ widely. Cross cultural conflicts can arise when two parties don't understand one another. However, if the needs of each party are accepted and met, then even people with different values can agree.

13.2 Constructive nature of conflict

A conflict has been constructive if:

- the relationship has become stronger with the two of you able to work or interact with each other;
- the two parties like and trust each other more;
- both parties are satisfied with the result of the resolution of the conflict; and
- both parties have improved their ability to resolve future conflicts with one another.

13.3 Levels of conflict

There are different levels of conflict:

- Some conflicts are initially low level discomforts, which may only be manifest in the parties feeling uncomfortable.
- This can progress into incidents, when one or both of the parties feel irritated.
- If unresolved, the conflict can lead to misunderstandings and then tension, when relationships are typified by negative attitudes and fixed opinions.
- If this situation escalates further, crisis results and behaviour is affected adversely.

13.4 To resolve conflicts

In CA establishment, planning and management we usually want to resolve conflicts. We have to do this in a spirit of cooperation if we want to achieve mutual goals and objectives.

In order to resolve conflicts we need to:

- be good listeners;
- share information; and
- regard the other party as reasonable.

Mutual trust is necessary for speedy results.

14. CASE STUDIES IN CONFLICT MANAGEMENT

14.1 Conflict resolution in Pohnpei (Valentine Santiago, CASO, Pohnpei Watershed Management and Conservation Project)

14.1.1 Background

As early as 1983, when the USDA Forest Service and local foresters teamed up to do the vegetation survey for the main island of Pohnpei, it became evident that use of inland resources by local people and related deforestation in the heavily forested, mountainous island interior was rapidly increasing. The Pohnpei State Division of Forestry requested assistance from the

Pacific Islands Forestry Office (USDA Forest Service Institute of Pacific Islands Forestry, Honolulu) to develop legislation to establish a watershed protection area made up of much of the interior upland forests located on public lands and also to provide for the protection of the coastal mangrove forests.

The two agencies closely cooperated in developing the legislation with the result that in 1987, the Pohnpei State Legislature enacted The Pohnpei Watershed Forest Reserve and Mangrove Protection Act of 1987, designating some 5100 ha (13,000 acres) of the central upland forest area and 5525 ha of coastal mangrove forests of Pohnpei Island as protected in order to safeguard:

- the water supply to Kolonia and all Pohnpei island communities;
- cultural/archaeological sites;
- a large number of endemic flora and fauna species; and
- economic potential for ecotourism and recreation.

The upland forest protected area is made up of two legally designated areas:

- the Watershed Forest Reserve (WFR) - a large, contiguous area of highly erodible soils that is to be protected from development and retained under forest cover to provide a long-term water supply for Pohnpei; and
- the Important Watershed Area (IWA) - areas that, as of February 1985, were already inhabited on highly erodible soil that will require special care to avoid polluting river systems, or increasing other associated hazards.

14.1.2 Boundary survey

It became evident early on in the project that local communities had not been adequately involved in the development of the 1987 legislation. Community awareness was virtually nonexistent, and the proposed rules and regulations which failed to recognise traditional Pohnpeian resource use in the upland forest areas, were almost universally rejected. Boundary survey teams made up of Department of Lands and Division of Forestry employees were turned back in many areas of the islands, and several near-violent incidents occurred.

14.1.3 People participation

These setbacks led to the formation of the Watershed Steering Committee (WSC), in 1990. This is an interagency task force made up of representative from several Pohnpei State Government agencies, The Nature Conservancy (TNC), the Community College of Micronesia Science Department, the College of Micronesia Land Grant Programs, Micronesian Islands Conservation Inc., and the USDA Soil Conservation Service. The WSC was established under the supervision of the Directors of the Department of Lands and the Department of Conservation and Resource Surveillance (C&RS) and undertook to:

- develop, manage, and carry out the implementation program for S.L. 1L-128-87;
- represent the Pohnpei State Government in all meetings negotiations, and other implementation activities with municipal governments, traditional leaders, and land users pertaining to S.L. 1L-128-87;

- seek funding for technical assistance from other State agencies or outside agencies as needed for the implementation of S.L. 1L-128-87; and
- develop and implement a long-term management strategy for the watershed and mangrove forest areas.

As a result of the group's work, in 1991 the Pacific Island Forester's Office, USDA Forest Service, Honolulu, funded a pilot watershed extension project. Simultaneously, a local NGO group, Woaun Koapin Soamwoai Board, made up of representatives of four villages bordering the watershed area and their chiefs (Soumàs en Kousapw) in Kitti Municipality, contacted the Pohnpei State Department of Lands and the Division of Forestry. The Kitti group had been organised one year earlier to address land issues in their area, including the proposed Watershed Forest Reserve. Convinced that watershed forest protection was needed in their area, but desiring more input in watershed management, the group agreed to assist and work with the Division of Forestry.

14.1.4 Integrated rules and regulations

With the further assistance of the US Forest Service, SPREP, and TNC, the watershed education and negotiation programme has been extended around the island of Pohnpei, with great success. The program has turned widespread community opposition into overwhelming public support over the course of less than two years. The original Watershed Steering Committee (WSC) has been enlarged to include chiefs representing communities around the island, and currently acts as the overall advisory group to the project. The WSC and Division of Forestry have recently completed finalizing a new set of rules and regulations based on community input, and focusing on the involvement of traditional leaders with the Government in the actual management of the Watershed Forest Reserve. These rules have been finalised and were presented to the Governor in early 1994.

Based on these rules, and the development of an Integrated Watershed Management Plan (IWMP) through ADB Technical Assistance, the Pohnpei State Department of Conservation and Resource Surveillance, through its Division of Forestry, initiated a community-based management program for Pohnpei's upland forest watersheds.

The program has now been developed and combines local community and traditional institutions with the Municipal and State governments. Four entities are proposed to participate in watershed management. The Division of Forestry (DoF) is designated as the lead agency, and will maintain the ultimate responsibility and authority to develop and implement the management program and regulate use within the Watershed Forest Reserve and the Important Watershed Areas. The Chief of the DoF acts as Chairman on the Pohnpei WSC which will serve as the interagency task force/advisory board to the DoF and its parent agency, the Department of Conservation and Resource Surveillance. Municipal Watershed Protection Officers liaise with the DoF/WSC in municipal matters related to the watershed, particularly municipal infrastructure development plans. As a result of the community education program, local Watershed Area Management Committees (WAMCs) will also be formed for each discrete management unit, comprising one or more adjacent watersheds. These WAMCs, either consisting of the local "Soumas en Dousapw" (village chiefs) or their delegates, will act as co-managers with the DoF. Ultimately, it is envisioned that about 10 WAMCs will be formed covering all the watersheds of Pohnpei.

14.1.5 Stronger community involvement

Early on in the first year of the project, it became obvious that local communities needed to be involved from the very early stages of the development of the Integrated Watershed Management Plan (IWMP), rather than only in the review of the draft plan after its completion as originally proposed. Participatory Rural Appraisal (PRA) has been used to carry out a community planning effort in key communities on Pohnpei. This approach is based on empowering local communities through their involvement in the planning and management process. Dr. Tilling of SPBCP and a consultant, Kit Dahl, trained local Government and community leaders in PRA methodology and developed a "Pohnpei-style" PRA/Community Planning program. A community planning team was established and is currently carrying out a pilot program in Section 4 (Senpehn) of Madolenihmw Municipality on Pohnpei.

14.1.6 The Pohnpei PRA process

The goals of the programme are that:

- Communities identify and address the major social, economic, and environmental problems that are affecting them (embodied in a Community Action Plan).
- Institution structure is such that it allows communities to effectively manage the common property resources that they have at hand. Effective institutions will:
 - establish clear and legitimate control cover a defined set of resources;
 - have membership that corresponds with those using the resources;
 - be capable of monitoring resource use and sanctioning those who violate agreed upon rules; and
 - be able to establish rules related to access and use of resources that is seen as legitimate by both member and Government.

A set of guidelines has been developed by resource users for the sustainable use of adjacent forest areas. Communities have agreed on a core area of upland forest that will be a reserve where activities likely to adversely affect biodiversity and ecological integrity will not be allowed.

14.1.7 PRA steps (in rough order)

- Preliminary meetings are held with local community leaders in target area, to explain the purpose and process of PRA, and to involve local leaders in determining overall process.
- Timeline - a history of kousapw/section is determined. Trends are drawn out.
- Mapping - tentative resource/harvesting and other boundaries are developed.
- Issues Identification - the community discusses history and trends in resource use, then break up into groups (men, women, young people) to list major problems and needs of the community. This work is then reviewed with group lists being combined into an overall community list. These issues are prioritised by the plenary session. The kinds of information needed to address each issue are identified and a process developed to address each issue.
- Identify community decision making process/institutions (including groups, processes and linkages).

- Community census - this involves conducting surveys to determine population characteristics, community skills and income sources.
- Identification and interview of key resource user groups (e.g. sakau growers, fishermen, farmers, youth group, etc.).
- Identification and interview of key informants (community experts in various areas).
- Development of community action plan - the community has the main responsibility in developing this plan.
- A detailed map is drawn up and appended to the Community Action Plan, showing place names, environment (landforms, soils, vegetation, status), land uses (include traditional uses such as kahpw, diwi, etc.), WFR boundary, preserves, cultural sites, with recommendations.
- Development of landuse guide - this is developed using traditional with modern knowledge/guidelines, and land suitability by GIS.

14.2 Vathe Conservation Area (Charles Vatu, CASO, Vathe CAP)

14.2.1 Background

The dispute over this lowland forest dates back to 1963 when ownership was assisted by the French settlers. In 1964 Alexan Samson from the village of Port Orly disputed the land with chief Moses and his family. In 1977 the Nagrimel movement took back the land from the French. In 1981, Chief Lus from Sara disputed the land with Chief Moses.

Before 1981 the people from Sara and Matantas villages were good friends. For instance, Paul Tavue, Chief Solomon's father and Chief Naru, Chief Lus's father had always lived together in harmony, sharing the resources of Vathe.

The most recent dispute came about when the people of Matantas tried to stop the public from hunting and fishing in the area. Matantas landowners were getting some cash from the business community in Luganville and did not like the public taking things for free. Sara landowners became angry and started claiming their rights to the land. This was the beginning of a long dispute which made the two communities enemies.

Because of this dispute, several development proposals for the use of the lowland forest failed, e.g. proposed rice growing and logging activities. Matantas and Sara villagers could not even set up their own coconut and cattle projects.

14.2.2 Court proceedings

In order to try to settle the dispute the issue was taken to the Council of Chiefs then to the Island Court. Failing to get redress, the matter was taken to the Magistrates Court and finally to the Supreme Court of Vanuatu. In the Supreme Court the Chief Justice ruled that the land be divided in half between Sara and Matantas, but failed to give written reasons for his ruling (he returned overseas). The two communities were not satisfied with the verbal decision of the court after having spent over Vatu 5 million. It seemed that the court proceedings were a waste of money and after the decision the two communities remained enemies. There was no sign of cooperation.

14.2.3 Present situation

The land dispute issue is not entirely buried as every now and then one hears people making verbal claims to the area. Even among Sara and Matantas communities, there are few who are not cooperating well. It is important to be aware that the issue is just dormant and could erupt in future.

14.2.4 Why Sara and Matantas decided to conserve the area

The decision to conserve Vathe was born from chief Moses of Matantas Village. Back in 1992, Tony Whitaker visited Matantas as a tourist and was impressed with the lowland rainforest of Big Bay. He met with chief Moses and during their conversation Tony suggested to the chief that he should conserve the forest of Vathe.

Tony went back and sometime later Andrina Thomas, Chief Moses' niece, who works for the New Zealand High Commission in Vila, visited Matantas during her leave and talked to her families about the idea to conserve the forest of Vathe.

In 1993 the Royal Forest and Bird Protection Society of New Zealand and the Vanuatu Environment Unit conducted a biodiversity survey of the area together with a sociological study of Sara and Matantas. In November, 1993 a concept proposal was presented to SPBCP. The project was approved in principle and interim funding was granted. This enabled the Environment Unit and the Royal Forest and Bird Society to do further research into possible income generating activities, and to run awareness workshops with the communities. Awareness meetings were held with Sara and Matantas to get them to understand the concept and agree to conserve the forest of Vathe.

When the CASO was employed in September 1994, the two communities were not in a position to cooperate. Matantas did not want Sara to be part of the project and came up with the idea of leasing Sara's land. Since Sara is 20 km away from the project site, Sara was happy with the idea. Matantas however had a problem with paying the annual rent as they do not have regular income source. And they still have about Vatu 2 million outstanding to pay for the lawyer who presented their claim in the Supreme Court.

All along Matantas has had high expectations about the project. A Community Management Committee (CMC) was established in Matantas. They were given all the information about the proposed development of the CA while trying to negotiate a possible settlement with Sara that could make Matantas happy and keep Sara out of the project. Both communities were given different information according to their interest and desire. This made everything difficult to resolve and delayed the whole work progress.

14.2.5 A better solution

The better solution was for the two communities to unite in the interest of the project. This went against their will. When the idea was suggested at a meeting at Matantas, everyone was shaking their heads in protest. They all said that they did not want to work with the people of Sara. Russell Nari, Sue Maturin and myself had to explain why we proposed to include Sara in the project. Finally, all the key people in the community understood the need to include the people of Sara and agreed to approach them so that they could come together and work on the project.

Now the problem was to try and break the barrier of communication between the two communities. They have not been talking with each other for 15 years. On November, 1994 the chairman of Matantas CMC lead a group of Matantas landowners to meet with Sara landowners for the first time to suggest that they should unite to undertake the project. The Matantas delegation was not happy with Sara's response to the idea and tried a second time to come together. On the second occasion Sara agreed to cooperate with Matantas.

14.2.6 How we fostered cooperation

To enable the project to progress, we needed good cooperation between Sara and Matantas. We held a lot of meetings with each community. In these meetings we made sure that we looked at all the options that they have, including the ideas of uniting the two villages. We looked at the advantages and the disadvantages of each option. We tried as much as possible to avoid all the sensitive issues that could spoil the cooperative process. We advised them not to pick on each others failures and weaknesses, especially their past 15 years of rows (which always came up in every meeting we had). We also made sure that we gave the same kind of information to both groups. We concentrated on the development of the CA and had to persevere with Sara to get them to understand the idea behind making Vathe forest a CA. Eventually we were successful in getting the two communities together.

In January 1995, Sara and Matantas held a joint meeting for the first time at Matantas and elected a Joint CMC. This joint committee began to delegate responsibilities to each community for project activities. The first joint activity was to build the project house. However, as the work progressed, the turn out of Matantas community was not as good as that of Sara. Whenever we planned a joint working day, Sara would come in numbers while only three or four Matantas would come. Something was still not solved.

14.2.7 The custom peace ceremony

In the first week of April, a truck load of Matantas landowners arrived at my house in Luganville with the message that a peace ceremony must be held. This was the reason for their poor participation. They demanded that work on the project house must be stopped for a while to allow for the ceremony. They asked the project manager to liaise with Sara and decide on a date.

On 17 April the peace ceremony was held at Matantas. All the landowning families from Sara and Matantas came together. Chief Lus made peace with a pig (worth Vt20,000 in cash) plus Vt25,000. Chief Moses did likewise with one pig and Vt20,000. Then Chief Lus planted a cycad outside Chief Moses's nakamal (meeting house) to bury the dispute and to begin the new path together in peace. It was also announced during the planting of the cycad that whoever tries to dispute the area again will face a heavy fine. The two communities shared in a feast together at the conclusion of the ceremony.

It is unbelievable to see some landowners come together again. As the chairman of Sara CMC said in one of our meetings: it is like seeing the Lord bridging the gap between God and man with his cross. It is the will of God. Some say the project is still going because the spirits of the area are happy with the idea to conserve their dwelling place.

14.2.8 Current progress

There is now very strong work cooperation with project work. Both communities are participating in project activities. There has been:

- an exchange visit between Fiji and Vanuatu landowners;
- the establishment of the Joint Community Management Committee (CMC);
- the establishment of two village-based CMCs;
- the setting up of the project office in Luganville;
- the making of CA signs;
- the training of tour guides together with the ecotourism baseline study;
- the building of the project house;
- the allocation of Tuesdays each week for joint work on the project;
- hosting the Technical and Management Advisory Group (TMAG) in June this year;
- the establishment of the Luganville Technical Advisory Group (LTAG); and
- now we are hosting this CASO workshop.

Everything is now being done with community spirit.

14.2.9 Conclusion

In conclusion, we have learnt the following points:

- The desire for money can be a problem in that it has driven the community to the verge of destroying their forest.
- Land disputes are a very sensitive issue. They must be dealt with and resolved before projects can be implemented.
- Traditional practices are always the best way to resolve community conflicts.
- Do not rush things. Work at the pace of the villagers in order to foster understanding.
- Always try to work with what the communities have.
- Be patient.
- Allow time for the communities to think.
- Get the community's trust.
- Be honest in your commitment to the community.
- Spend time with the community.
- Respect the community.

14.3 Conflict resolution strategies for the Arnarvon Marine Conservation Area (John Pita CASO, Arnarvon CAP)

14.3.1 The establishment of the first sanctuary

In recognition of the importance of these islands as a nesting ground for Hawksbill turtles. A turtle tagging and monitoring project was undertaken on the island from 1979 to 1981. A wildlife sanctuary was declared over the Arnarvon group of islands in 1981. This was done without informing or involving the landowners of the project initiative. However, a dispute broke out with the landowners and the project was abandoned.

14.3.2 Factors contributing to the failure of the first sanctuary.

The sanctuary failed because of the following factors:

- failure to recognise traditional rights to the island group;
- failure to consult landowners and the nearby communities in the formulation of an ordinance which spelt out rules and regulations;
- development of inappropriate restrictions and legislation which failed to take into account customary usage rights and the life style of the communities; and
- failure to satisfactorily inform and involve local communities in the activities of the project.

14.3.3 Re-establishment of the project.

Since the abandonment of the first project in 1982, serious concerns were expressed about the depletion of the Hawksbill turtle population by both landowners and Government officials. This led the Ministry to seek further support and assistance from SPREP through the Regional Marine Turtle Conservation Programme. This programme helped initiate the use and habitat surveys of marine turtles in the area.

Nest monitoring of the Arnarvon group in the peak breeding season in 1991 suggested a serious decline in the nesting population. Landowners and government officials saw an urgent need for the re-establishment of some kind of conservation area over the Arnarvon Islands if this important nesting rookery was to be maintained. This led to the formulation of a proposal for the re-establishment of the Arnarvon Marine Conservation Area (AMCA) in 1991, with the help of the Nature Conservancy (TNC) who has been collaborating with the Ministry and the landowners since opening its office in the country in August 1992.

TNC in partnership with the Environment and Conservation Division of the Ministry of Forest Environment and Conservation and the Provincial Government and landowners and communities of the Arnarvon area developed a project to re-establish a Marine Conservation area.

14.3.4 Project objectives.

- To establish a marine and terrestrial conservation area, with community participation for the protection and sustainable management of biological resources, in particular to ensure the viability of one of the largest Hawksbill turtle nesting grounds in the region.
- To ensure the wise use and management of resources by:
 - an improved understanding of the ecology and key species population of the conservation area;
 - understanding subsistence and commercial harvesting practices, and local communities' needs;

- working with communities to find practical methods to sustainably manage their resources and satisfy their needs;
- the establishment of Conservation Area management rules and sanctions through community agreement;
- the establishment of an appropriate management framework for the project and conservation area which ensures landowner involvement and provides for partnership with government agencies; and
- supporting research into the status and management of the marine resources and, in particular, the Hawksbill turtle population.

14.3.5 Approaches used to tackle conflict

Community consultations - Meetings are held regularly with all participating communities to discuss project activities and get feedback on important issues.

Management Committee - Community representatives, with decision making powers, are on the project management committee.

Consensus decision-making - Decisions are based on the agreement and satisfaction of all parties

Open communication - All community members are encouraged to contribute through their management committee representatives, or at consultative meetings.

Local communities select conservation officer - The CASO gives a feeling of community ownership, and understands local customs and can help deal sensitively with potential conflicts.

14.3.6 Conflicts encountered in Arnarvon

The conflicts that were encountered in the Arnarvon Marine Conservation Area Project were associated with the main conflict. This is the dispute between the Sinagi tribe of Kia and the Volekana tribe of Posarae, who both claim to be traditional owners of the land and reef around the Arnarvon Islands. The land dispute is something to be resolved outside of the project, but the project has managed to bring the communities together to establish the Conservation Area.

A third group of people, who are not landowners, but are considered primary resource users in the area, are the Gilbertese community at Waghena. They were resettled by the British Colonial administration in the early 1960s on Waghena Island adjacent to the Arnarvons. They are exploiting resources in the area, not for basic traditional uses but for commercial purposes. This causes conflict with the two groups of traditional owners. These harvesting activities have now come to a stop within the CA, but continue elsewhere in the region. There are also community concerns that CMC representatives sometimes abuse the power given to them.

14.3.7 Conflict resolution

It will be the responsibility of the CMC and the lead agency to resolve any disputes or conflicts arising among the three adjacent communities or other parties concerning the Arnarvon Marine Conservation Area. It is important for the CMC to negotiate a resolution to any dispute that is acceptable to all the three communities. Therefore, training will be provided in conflict resolution and negotiation techniques for both CMC members and Conservation Officers (COs).

Two way communication in the project is believed to be another way of avoiding conflicts. This means that CMC members, COs, community people, and the project coordinators need to listen to each other in all matters concerning the project to avoid conflicts arising among the parties.

14.4 Workshop session - lessons learned

Workshop participants were split into three groups and, together with workshop facilitators, identified the lessons learnt from the three case studies. Their comments have been amplified and supplemented with specific examples and discussion to elucidate the points made.

14.4.1 Awareness raising

Awareness raising was identified as an important activity at the beginning of projects and also as an ongoing activity. Stakeholders should be aware of the rationale for conservation and its benefits and what is happening in the project on a day-to-day basis. Despite the fact that environmental awareness programmes may have been initiated and carried out for a number of years, as in Pohnpei, there needs to be a continuous effort to inform local people about the objectives of the project and the expected outcomes. Time must be allowed to achieve this. For example, in the Arnarvon project it was recently found that there was a general lack of understanding about the project outside of those most directly involved. And in Pohnpei, despite an island-wide education programme following the abortive attempt to designate the watershed and mangrove reserve, it was only when local people were involved in the decision-making process at kousapw (village) level that they began to more fully understand the rationale for watershed and biodiversity conservation and their ability to do something about it themselves. Making decisions together and building on community spirit greatly facilitates this.

14.4.2 Cooperation

Getting cooperation between different groups was seen as being critically important. It is the CASOs' role to facilitate this and to mediate between different interests. Knowing the history of a conflict situation is important in this respect. S/he should not impose her/his ideas on the community. One strength of the Arnarvon CA was seen to be equal representation from the three communities involved, and consensus decision-making.

14.4.3 Using traditional means

A striking feature of dispute resolution at Vatthe was that the land ownership issue was finally settled in the traditional manner as the legal system left the disputed parties dissatisfied. This preference for resolving disputes in traditional ways is borne out by Szasz (1992) who noted that experience in the region suggests that the written law is seen as the last resort in the resolution of conflicts and the management of the environment. In Pohnpei, by working through local, traditional institutions from the soumas (local chief) at hamlet and village level to the nanmwarki (high chief) at municipal (kingdom) level, the project has managed to gain considerable support, fostering community action in producing action plans.

14.4.4 A community decision-making structure

Forming a representative management committee in all of the case studies examined was an important first step and an opportunity to bring communities together.

14.4.5 The role of the CASO

The daily presence of conservation officers, located in the islands, was seen as one of the strengths and an opportunity in the Arnarvon CA. The benefit of continuous contact with the local community is also evident in Pohnpei. Here the initial Participatory Rural Appraisal (PRA) exercise at kousapw level has led to participatory planning exercises which have produced action plans for three pilot areas. The project team, which includes the CASO, has spent over a year and a half in the field working closely with local villagers, identifying their objectives, needs and priorities and has helped them formulated plans to regulate land use, conserve biodiversity and foster compatible income generating activities.

14.4.6 Income generation

Although none of the projects studied has reached the stage of producing monetary returns, it was recognised that the distribution of benefits in an equitable fashion will be important. The corollary is also crucial: there has to be a fair distribution of work and obligations too. It is important to ensure that a small group does not end up doing all the work, or else they will quickly become disenchanted.

14.4.7 Meeting basic needs

Finally, the projects are at an early stage and are vulnerable to outside pressures, such as logging in Vathe's case or a change in government policies, as in the Solomon Islands. Whilst it is difficult to deal with these externalities, it is important to try to satisfy basic community needs and to network with other donors and agencies to facilitate the fulfillment of needs which cannot be met by the SPBCP.

14.5 Conflict resolution in different societies in the Pacific

Although some general conclusion were drawn from the case studies, it is important to remember that there are cultural difference in the approach to conflict resolution. One should not try to impose one's own system on another culture, or think that what worked in one country will necessarily work in another. These differences were highlighted by participants who were divided up into three ethnic groups, from Micronesia, Melanesia and Polynesia. Their insights and additional details are summarised in Figure 8.

Figure 8: Examples of different approaches to conflict resolution and negotiation

Pohnpei	Chiefly system used in Pohnpei. A dual system of chiefs exists, from Kingdom level (Nanmarki/Nahnken) to Soumas en Kousapw/Paliendahl at local level. There is also a traditional decision-making group (the Pwihnenwahu) at kousapw (village) level and a paid leadership organisation at national level.
Kiribati and Nauru	Work through elders.
Palau	There is a Council of Chiefs made up of one chief from each state.
Fiji	Mataqali hold meetings.
Solomon Is	Chiefly system operates. There are individual chiefs and a house and council of chiefs.
Vanuatu	There is a Council of Chiefs at National level (malvatu mauri). Lower down is the Provincial Council of Chiefs, then an Island Council followed by an Area Council. At the local level is a Village Council of Chiefs.

	Work through traditional leaders, such as chiefs, village councils and women's groups.
Western Samoa	The chiefly system is very important in formal decision-making in Western Samoa. There is a Council of Chiefs at national level.
Religious Groups	Ministers and church leaders act as mediators
Legal and Institutional Mechanisms	Courts operate at municipal and state levels. In FSM and Palau they are modeled on the US System. In Palau, the National Public Land Authority hears and settles land disputes. In Fiji the Native Trust Land Board deals with land disputes. In Western Samoa there is a Lands and Titles Court. Western style judicial system generally operate. Account is usually taken of sanctions or decisions which may have been taken by traditional conflict resolution system.

Despite these differences in problem solving approaches, there are some guidelines which should be followed when one is acting as a mediator:

- Be sensitive to local cultural traditions and practices.
- allow enough time to deal with the conflict/problem;
be well prepared, know the subject matter and be confident in your approach; and know who you are going to meet.
- Define the problems in terms that are clear and acceptable to all parties in the conflict.
- Be patient.
- Deal with negative feelings in positive ways.
- Assist people identify in concrete terms what makes them unhappy with the situation; distinguishing between feelings and reality.
- Allow an opportunity for individuals to unload feelings, such as hurt and fear, in the presence of accepting people.
- Start and end with a prayer (especially important in Samoa and the Cook Islands).
- Take some presents.

15. NEGOTIATION

Negotiation is a process in which two or more people or organisations with common or conflicting interests discuss ways of resolving and issue. Negotiation has a specific purpose: to reach an agreement.

Negotiation styles differ markedly across the South Pacific. For instance, in Western Samoa negotiators have to be chiefs (matai) who negotiate with similarly ranked chiefs, using a distinctive chiefly language. Supplicants have to be aware of power structures. In Tonga, the King makes final decisions of State. In Samoa, women and untitled men are not permitted to speak in the meeting house. In the Solomon Islands, Vanuatu and parts of Polynesia, compensation plays a central part in conflict resolution. Custom (shell) money is given in the Solomon Islands. The giving of pigs and fine mats is a practice in Vanuatu, Samoa and other parts of Polynesia.

15.1 Preparation

It is important to prepare for negotiation sessions, bearing in mind the need to:

- Set clear objectives to steer the discussion in the direction you want.
- Be well prepared. Know the subject matter and set a realistic bottom line beyond which you are no longer prepared to negotiate. Don't set these too rigidly as this will prevent compromise.

15.2 Negotiation strategies

Apart from different cultural approaches to solving problems, as a facilitator it is possible to adopt different negotiation strategies to ensure that both parties to a dispute, win. This can eventuate if each party negotiates on the basis of trying to satisfy the needs of the other.

In the Pacific, face to face communication is essential rather than impersonal communication by letter, phone call or fax. In the Vanuatu CA, the dispute was finally resolved by personal negotiation as the impersonal court system failed to produce a satisfactory result.

A win-win strategy occurs when both parties are satisfied with the result. A win-lose or lose-win strategy occurs when one party is satisfied and the other is not. A lose-lose situation arises when neither party is satisfied as both parties are unable or unaware of compromise.

It is important to try to achieve a win-win solution as both parties will then feel satisfied and there will be little or no residual ill feelings.

15.3 Successful negotiation

Successful negotiation requires preparation and skill, including:

- a plan of action;
- identification of objectives - what you hope to achieve;
- a consideration of the needs of the parties;
- dealing with issues one at a time;
- paraphrasing or interpreting the messages that are given by the other party to check you have understood the issue; and
- giving and receiving information (remember there may be hidden agendas).

15.4 Personal styles and how they affect negotiation

Personal styles affect the way people communicate and handle a conflict. This can be a help or a hindrance. It is useful to be able to recognise different personal styles as this will help in deciding on how to deal with them in a negotiation situation. Five general styles have been identified by Dwyer (1993):

- People with a self denying style are introverted. They are inward looking and reluctant to provide information and feedback. Feelings and ideas are hidden from others.
- People with a self-protecting style use diversionary tactics, or side-track to hide the truth, feelings or ideas.
- Those with a self exposing style want to be the centre of attention, e.g. by speaking loudly or speaking over others. They ignore feedback from others (i.e. they are insensitive). Their own importance is most important to them.

- People with a self bargaining style show their feelings and ideas, if you show yours first. They will wait until you lead them into a negotiation and then open up.
- Those with a self actualising style are the ideal negotiators as they want to receive information and feedback from the other person. This is presented positively to help the negotiation process.

Recognising these different styles should help you deal with a situation and identify the real message from how it is delivered. This will help you receive the message and respond clearly. A note of caution is necessary as the above typologies or generalisations about how different people behave may differ from society to society, culture to culture.

Although people exhibit different behavioural patterns, a negotiator can also deliberately select a style which suits the negotiation and the result wanted. However, each style will lead to a different outcome, as follows:

Compromise - This is a settlement of differences by mutual concessions. It can produce win-win or win-lose situations. When negotiation is not important to one or both parties a temporary settlement may be reached. Neither party may be satisfied and the solution may be unacceptable. Decisions by consensus is often a compromise and can be unsatisfactory.

Collaboration - This results when people cooperate and provides a win-win outcome. Solutions are more permanent.

Competition - One party wins at the expense of the other. Short and sharp decisions are made in this way but one party may feel aggrieved (but powerless). This can lead to simmering discontent and a temporary solution.

Accommodation - One party is willing to adapt to meet the needs of the other. The first loses, whilst the other wins. It's best used as a strategy if one party doesn't care about losing, or has no interest in the outcome. It is a good strategy for minor matters.

Withdrawal - Both parties lose as issues are avoided. Negotiation cannot proceed. This may lead to future conflict.

PART E: SUSTAINABLE DEVELOPMENT

16. THE PARTICIPATORY APPROACH AND THE PROJECT CYCLE

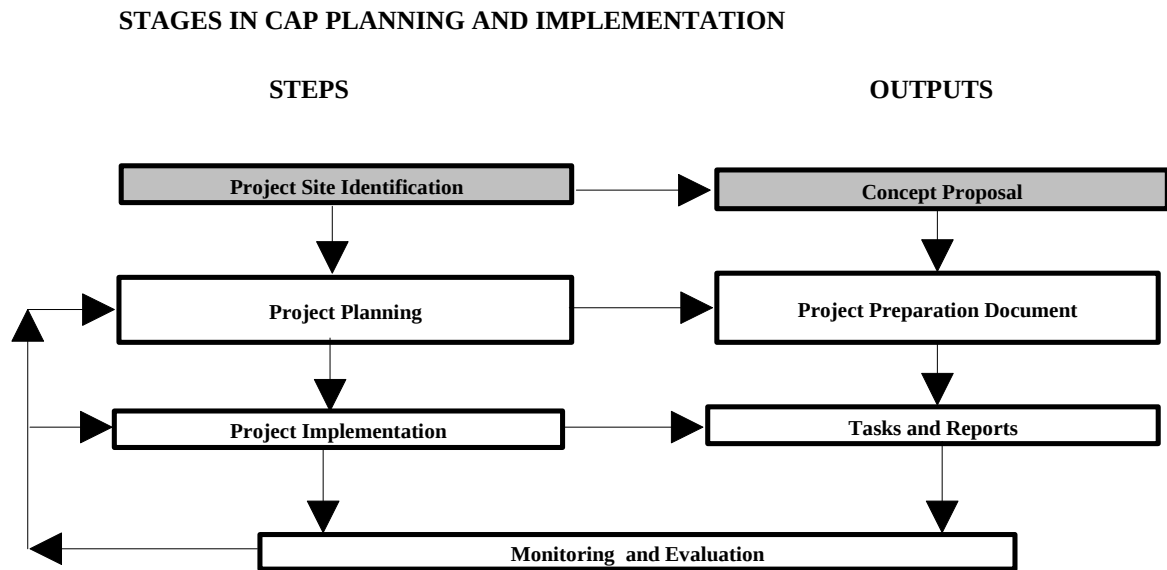
16.1 Introduction

The objective of this section is to highlight the role of the CASO in the project cycle by describing the process of identifying, designing and implementing a Conservation Area Project (CAP).

The CAPs can be thought of as having a number of stages, from inception, to design, to implementation, and then monitoring and evaluation of progress. This may lead in turn to the reconsideration of original objectives and perhaps the design of the project itself. This cycle of events is healthy, as circumstances and events in social and environmental systems are in a constant state of change. Cultural values change, just as ecological processes do too. The project and its outputs need to accommodate and reflect this natural process of change.

The SPBCP User's Guidelines (Wood, Kingstone and Tilling 1994) describes the SPBCP project cycle and explains the stages in CAP planning and management, describing the steps involved and the outputs. Figure 9, below, shows the relationships between the steps and their outputs.

The CASO will be one of many players involved in the project cycle. The CASO's particular tasks in a given CAP are likely to be specific to that CAP. In addition, some of the projects are likely to have been in existence for a while, partially funded or supported by other agencies (such as the Asian Development Bank and The Nature Conservancy in Pohnpei, The Royal Forest and Bird Protection Society of New Zealand in Vanuatu, and New Zealand Official Development Assistance in Fiji). Because of the different circumstances of each individual CAP, this section will consider the role of CASOs in the project cycle in general terms only.

Figure 9: SPBCP Planning

16.2 Characteristics of the process

Integrated conservation and development projects such as those supported by the SPBCP cannot be achieved by following a pre-determined and fixed plan as would be used to build a house or a bridge. Communities and their needs are more complex than this. This means that it is impossible to predict all the elements or tasks that will be needed to achieve sustainable development. By their very nature, projects will evolve and develop according to local conditions. It is, none-the-less important to operate within an overall planning framework so that specific tasks do not end up in conflict with other elements of the project.

The ecotourism baseline and feasibility study of the Vatthe Conservation Area, discussed in Session 7 on Monday 2 October, is an example of one of the first steps in the planning process. Baseline data was collected from villagers about myths, legends and recent historical events so that this could be used for both project planning and interpretation purposes. It was undertaken in order to prepare an ecotourism strategy for the CAP. However, this study provided insufficient detail to enable a strategy to be drawn up. This was due to a number of reasons including:

- Not enough is known about the economic potential for ecotourism at Big Bay and the market potential of Vatthe.
- The community was found to not yet have sufficient overall understanding of the nature and demands of ecotourism to make the key planning decisions necessary for a strategy.
- The study also needs to be considered in a wider context and integrated with other CAP elements and values - ecotourism may not be appropriate in certain areas, such as where ecosystems should be safeguarded and where agriculture would be more suitable.

16.3 The planning process

All CAPs will at some time undertake planning for the conservation and sustainable development of the environment. This is a key part of an SPBCP project and is necessary in order to achieve long term sustainable development for communities. In Pohnpei this process is well underway with the development by villagers of action plans in three pilot areas.

At Vatthe, planning has begun by initially concentrating on one sector: ecotourism. Two consultants, Mr. John Salong and Mrs. Eileen Ligo were commissioned to assess the ecotourism potential of the area and to assess its feasibility. They explored the meaning of ecotourism with villagers from Matantas and Sara and how this would fit in with their lifestyles.

Through a participatory approach they discussed what would be of interest to tourists and highlighted the elements of the environment and culture which could be of ecotourism interest. The consultants trained a group of villagers in areas such as tour guiding and identified and discussed a draft list of potential tourism features/assets. However, it proved too soon to reach agreement on what should be promoted and the development of an-ecotourism strategy is some way off.

16.4 Workshop session - lessons learned

Mr. Salong conducted a session at the CASO Workshop on his and Mrs. Ligo's work. This was followed by group discussions on the lessons learnt from this study.

Initially it was found that most villagers seemed to have no real concept of what ecotourism meant or how it would affect their lives. They thought that it would bring them money but were ignorant about what was expected of them or what their CA had to offer. Considerable time must be spent with the community to raise their awareness about these matters before an ecotourism strategy can be formulated. Villagers must understand the issues at stake and understand the implications of what is proposed. Thus, consultation and negotiation with villagers is very important.

It is the CASO's role to provide the villagers with information and not to raise their expectations too high. This may be done in a number of ways. For specialist areas such as tourism, the use of consultants - particularly local consultants - can be most useful. Visits to other ecotourism ventures are also recommended as an awareness raising exercise. The Vatthe CMC was taken to Koroyanitu CA in Fiji, and the Vatthe CA in turn hosted the Koroyanitu CACC. This has done much to aid understanding of both the overall purpose of the CAP and the means of implementing it.

Too much talk, however, can be unproductive. There is a balance to be struck. Activities which fulfill basic needs are also necessary, such as the building of the Ventilated Improved Toilets at Matantas.

In devising a strategy and plan it is important to take an holistic approach and consider the interrelationship of different activities with the environment and the need for conservation. The problem with attempting to devise an ecotourism strategy at Vatthe was that the other sectors and activities have not been considered. A strategy needs to be built up slowly, building from small beginnings. Rushing to produce a plan for one sector is highly likely to be counter-productive.

In reality, there are constraints to the development of ecotourism at Vatthe, and fewer options than expected. Market studies are necessary. For instance, air connections to Vanuatu and particularly to Santo are a limiting factor because of government policy and the questionable economic viability of providing extra flights. This serves to illustrate the limited control that local people have over the market. This is a significant issue and one that is easily overlooked. One of the principal purposes of undertaking strategy planning or feasibility studies is to ensure that both supply (the local product) and demand (the market) sides of the equation are considered adequately, and then put together appropriately. The Vatthe study (which is only the first stage of planning work) found that on the supply side, the community was not adequately prepared for ecotourism and were in danger of undertaking activities which were not sufficiently understood, or sustainable. On the demand or market side the study found that their potential market was perhaps different to their expectations.

Without this planning the Vatthe project would have been in danger of establishing an activity which was neither economic nor sustainable, and which, because it is the main focus of the CAP, may well have disillusioned the community in terms of the overall project, not just the ecotourism. The planning work at Vatthe showed the CASOs the value of planning, particularly the detail of early planning with the communities themselves.

Another important lesson demonstrated by this project concerned management of consultants. The consultant reported problems with his contract and his partial inability to fulfill the terms of reference. This raised questions about the prior agreement to terms of reference by all parties, as a contract is a legal document. Problems should have been made apparent to the CASO and to SPBCP before work began. The contract could then have been re-negotiated. The terms of

reference are important and must be carefully developed to accurately reflect project needs. They then must be fulfilled completely by the consultant.

16.5 Signage tracking, and interpretation

Mr. Ross Corbett introduced participants to the consultancy that he undertook in Vatthe earlier in the year when he worked with villagers to make and erect signs. The work was planned and carried out in a participatory way, with the consultant applying his expertise to achieve the results that reflected the wishes of the community. This was an iterative process, with the consultant also assisting the community with technical information, and general advice about the expectations and needs of eco-tourists. Technical advice was also offered on how to go about siting and designing walking tracks. Discussion centred on the appropriate level of planning needed to achieve the best results for the community enterprise.

16.5.1 Signage

CASOs found the signage work at Vatthe both interesting and useful, and concluded that:

- Appropriate materials and tools should be used to make signs.
- Signs should be informative and attractive and be of a size and colour which fits the environment.
- An information centre should be located as close as possible to the entrance of a CA.
- Main signs should include a map showing the general area and directions.
- The style of lettering on the signs should be an important consideration. It should be eye-catching and readable and in a language used by the target audience. Greetings and farewell messages can be in the local language.
- Symbols are also useful.
- Signs should be strategically placed and the community should be involved in selecting the most appropriate locations for these.
- It will be best not to highlight sensitive features or sites if one wants to avoid tourists using those areas.

16.5.2 Tracking

CASOs walked on Vatthe tracks and discussed both tracking and interpretation as they went. Following considerable discussion in a plenary meeting the following lessons were listed:

- Tracks should be limited in number and size and should be wide enough for people to pass one another, but can be broadened out at places of interest.
- They should be safe and enjoyable, blending in with the environment.
- Tracks should be maintained regularly, but this can be a problem in the tropics as they get overgrown quickly if there are few tourists.
- They should be a loop and not a straight line which can be boring.
- The length of a track will vary according to the group/tourist that is being targeted.

16.5.3 Interpretation

As the CASOs were taken on the Vatthe tracks, Chief Moses interpreted features he thought tourists would find interesting. In particular he told stories about history, legend and traditional uses of forest resources. The plenary discussion identified the following lessons:

- The link between interpretation and signage was recognised. Do communities want to control all interpretation, or are there places where tourists can be given written information (pamphlets for self guided short walks, interpretive signs at key locations)? The general feeling was that interpretation by guides provided both best control over tourism and best returns.
- A number of local tour guides need to be trained in the art of presentation and provided with language skills.
- Tour guides should be friendly and enthusiastic, and need to be knowledgeable about the environment and the history and myths of the area.
- The information they give should be tailored to the time available for the tour.
- It may not be appropriate to divulge sensitive information about an area, which may be tabu.
- Tour groups should be encouraged to use local guides but the fee charged should be competitive with alternative attractions.
- Finally, provision should be made for feedback from tourists so as to ensure that the attractions meet expectations. This is important as satisfied tourists will recommend the CA to others.

17. INCOME-GENERATING ACTIVITIES

17.1 Nut harvesting : Mr Charles Long Wah

Participants were introduced to this subject by a visit to the premises of Mr. Charles Long Wah of the Kava Store, Port Vila. Mr. Wah processes and sells fruits, vegetables, kava and nuts from forest trees. The latter was of particular interest as an example of the issues associated with processing and marketing of a commercial product derived from a forest environment.

Five species of nuts are processed and marketed from Mr Long Wah's premises. Nangai nuts (known as ngali nuts in the Solomon Islands) from the genus *Canarium*, and Navele nuts (from *Barringtonia procera*) show the greatest potential so far and have been successfully marketed domestically by Mr. Wah. Export markets have yet to be established, and this will only happen when and if there is sufficient product. Mr. Wah outlined the difficulties of securing sufficient nuts to satisfy market demand, drying and transport problems associated with getting these nuts to his processing plant and processing, labeling and marketing issues.

He had some good simple advice for the CASOs:

- When looking to establish a new community enterprise based on agricultural produce, favour dry products (nuts, kava) over wet (fruit and vegetables) because you have more flexibility in marketing as the product will not go rotten so soon.
- Keep operations simple. It's a good idea to keep within the limits of pot and wooden spoon technology. None of his products require anything more complicated than a small hand operated nut cracker, and although development of processes for making the nuts more

palatable has taken more complicated approaches, the goal is always to develop a process that is as simple as possible.

- Start small, and rather than planning on a large scale, look at utilising existing sources more widely: e.g. rather than planting nut plantations, use wild nut trees from the forests of several communities, and get everyone involved to plant seed from their better trees close to the village among their gardens.
- Don't plan on significant investment unless proper feasibility studies and adequate support is gained, or until you have proven that the project will work on a small scale first.

In the plenary discussion that followed, and in which Mr Long Wah participated, CASOs discussed in some depth the lessons they had taken from their visit. Mr Long Wah was able to elaborate on issues.

17.1.2 Feasibility studies

Conducting feasibility studies was regarded as being important as it is no good developing a product without a market and adequate supply of natural resource. The activities should also be socially and culturally appropriate and be in accord with the need to conserve the environment.

17.1.3 Choice of resources

The resource selected for the activity should be familiar to local people as often they have to be familiar with a new product and procedures before they will take up the development challenge. Awareness should be raised about the importance of conservation too and the opportunities which nature can provide on a sustainable basis. A great deal of effort has been put into this in Vanuatu with radio programmes, advertising, posters and demonstration exercises. But, time and patience is needed to convince the community and to overcome entrenched attitudes.

17.1.4 Community empowerment

Empowering the community to develop its own resources is a feature of Mr. Wah's approach. He does not just buy and process products but also encourages communities to grow more trees and prepare their products better, by encouraging villagers to properly dry the nuts before consigning them to Port Vila, thus reducing spoilage. This is of mutual benefit to producer and processor. Through long involvement in the operation Mr. Wah has built up the communities' trust and confidence. One way which he does this is by ensuring that payments for produce go directly to the suppliers' bank account.

The generation of income and employment is an incentive to communities to undertake development activities, but this must be sustainable, i.e. there must be a good prospect of success on a long term basis. If expectations are raised which cannot be fulfilled, the community will be reluctant to take other initiatives.

There was a strong feeling that resource owners should have control over their activities. Whilst villagers were being encouraged to realise the value of their non-timber forest products, there is a limit to local control over the various stages of production. For instance, according to Mr. Wah there are not enough nuts to economically support local processing facilities, other than the one in Port Vila.

17.1.5 Appropriate development

Cultural practices may conflict with commercial needs. For instance in Vanuatu and elsewhere in the Pacific, it is usual for people to live on a day-to-day subsistence basis. This is prevalent in remote communities, where the acquisitive material ethic prevalent in urban areas and industrial societies is absent. One of the results is that villagers sell nuts spasmodically and live off the income derived until it is exhausted. Only then do they sell more nuts. The processor and marketer on the other hand want a continuous supply.

One strategy adopted by Mr. Wah was to start small and build up slowly to a larger scale operation. Another lesson is to use simple (appropriate) technology and rely on more than one product or activity.

Mr. Wah started with kava, then added nuts to his range of products.

17.1.6 The small enterprise environment

There is a need for high level support from those in authority, such as chiefs and the government. A conducive business environment is necessary to ensure that small scale enterprises are nurtured and encouraged. For instance, the corporatisation of the local radio station in Vanuatu has led apparently to the introduction of high advertising fees which has impacted on Mr. Wah's operation. Whilst it may be argued that his is a commercial operation, it is also in the public interest that there is cheap communication with villagers so that they can be informed about income generating opportunities and be encouraged to send their produce to be processed.

There is also a need to prepare the community for the operation of a small business enterprise. Communities, and particularly immediate families and their leaders, need to appreciate how the business works, and how it can bring benefits, but only if it is allowed to run properly. There is a tendency for small Pacific communities, to whom a small business is quite an alien concept, to consider them an integral part of their traditional economic system, and utilise funds provided for the development of the business to satisfy family needs. This usually results in failure of the business.

17.2 Principles of income-generation for conservation area projects

The CASOs identified a number of principles for income-generation in CAPs:

- Communities should develop their own income-generating activities whenever possible. This may involve partnerships with vending/marketing enterprises, in which case, communities should still be in overall control.
- All income-generating activities must be carefully assessed and planned to be sustainable, both in terms of the natural environment or biodiversity, and socio-economic viability.
- Planning for income-generating activities must recognise and build on local or traditional attitudes and practices.
- Income-generating activities must be realistic and in particular based on acceptable returns from effort, capacity for on-going productivity, equitable distribution of income and be replicable.
- Income-generating activities should be based on simple and easily managed and maintained technology.

- Income-generating activities should begin on a small scale - particularly in terms of financing, and progressively developed from there. (Walk before running.)
- Adequate planning is necessary to ensure that income-generating activities are implemented taking into account all aspects including:
 - overall economic viability;
 - socio-cultural acceptability;
 - appropriate linkage between production (supply) and market (demand);
 - environmental impact assessment; and
 - establishment of monitoring to assess on-going sustainability of the activity.
- Planning for income-generating activities should consider a range of potential activities and not just concentrate on one.
- Planning should recognise that the provision of desirable social and community activities may be an important part of the community view of the activity rather than the more obvious income generation and employment objectives.
- All concerned should be fully aware of the income-generating activity's aims and objectives and how they fit into the overall CA project.
- Income-generating activities should provide employment opportunities and training and skill development for communities.

17.4 A guideline for planning and implementing income-generating activities

The CASOs discussed the principles identified above and, working together in the plenary group, developed a guideline for planning and implementing income-generating activities. It was thought that such a guideline would help them to undertake this work back in their own CAPs.

Figure 10: Steps in planning and implementing income-generating activities

STEPS	CHECKLIST
Community Awareness and Participation	• Ensure community understanding of aims and objectives of income-generating activities within the CAP. • Community to identify its options for income-generating activities. • Community to identify priority options. • Community direction to CASO to initiate feasibility study(ies).
Feasibility Studies	• Study to assess the practicality of developing the particular income-generating activity in social, economic, and environmental terms. • Must include both supply and demand/production and marketing.
Community Participation, Acceptance, and Awareness	• Community input to feasibility study. • Community acceptance of the feasibility study's proposals. • Awareness raising in the community about the agreed detail of the income-generating activity.
Preparation of Work plan	• A work plan needs to be prepared to guide the development of the income-generating activity according to the agreement/decisions on the feasibility study

Figure 10: (Cont.)

Implementation of Work plan Product and Market Development Training/Transfer of Skills	• The work plan should guide the appropriate sequence of action which will include the development of production and marketing as well as initiating training programmes and the transfer of skills.
Monitoring and Further Development	• Simple monitoring programmes should be designed in then feasibility study stage, and entered into the work plan. • Monitoring should assess the progress of the activity, and its social, economic and environmental effects. • Monitoring results should guide the further development of the income-generating activity. • Further development should be guided by further work plan development.

PART F: REVIEW OF THE WORKSHOP

18. ISSUES RAISED

18.1 Project management

Networking between CASOs was regarded as being important so that CASOs can learn from each other's experiences. CASOs thought that it would have been useful to have pre-circulated a list of participants and to have had a fuller discussion of each project. Each CASO could have given the Workshop an update on their CAP, lessons learned to date, and current issues.

The release of funds to CAs is another issue of concern as in some cases delays have held up the execution of activities. A request was made to funnel funds direct to projects rather than through the local Treasury. It was explained by the SPBCP Secretariat that this could be done (see Solomon Island) but that this arrangement depends on the sanction of the respective government. CASOs were asked to try to change arrangements with their lead agencies. SPBCP can only comply with local government instructions.

There was criticism that funds could not be provided for capital equipment such as vehicles. The SPBCP secretariat explained that the priority for the Programme was, over a five year period, to establish lasting community sustainable development based on the conservation of biodiversity. If every project used SPBCP funds to purchase a vehicle or boat, then there would be very little funds left for anything else and nothing sustainable would have been achieved. However the PPD is a document that can be used to show other donors which may be inclined to purchase vehicles, that the project is planned on a long-term sustainable basis, and thus a good prospect for such support.

18.2 Education awareness

Raising community awareness of the need for conservation and sustainable development is crucial. It is important to use local terms and languages but there are problems translating concepts and terms. Radio and TV programmes, talks, booklets and plays are different media that can be used. Informal processes of raising awareness are also needed, focused on villagers and local communities. This can be part of the participatory planning process, using Participatory Rural Appraisal (PRA) and other techniques.

18.3 Income generation

It was acknowledged that for most CAPs there was an urgent need to develop income-generating activities but there was some criticism that the examples of ecotourism and nut harvesting were not applicable to some CAs. After discussion it was also acknowledged that the workshop could not cover all CAPs' specific needs in this regard, which was why the format had been to try and draw out general lessons and guidelines from sessions. Suggestions were made for future CASO training (see below).

18.4 Topics for future CASO workshops/training

A need was seen for future coverage of the following topics:

- Simple techniques for survey and monitoring the environment.

- Training in monitoring and evaluation for terrestrial and marine sites and for social-economic issues.
- Specific focus on marine CA as there's a limit to drawing general parallels from terrestrial sites.
- More training and information on traditional resource management.
- Local demonstration of sign making using local materials and carving.
- Training in enterprise management.
- More emphasis in training material on the role of women in projects.

18.5 The future of CASO workshops

The participants were unanimous in pressing for a continuation of the annual CASO Workshop, as there was a suggestion from the Programme Manager that this might be the last. There was some discussion about the possibility of splitting the Workshop sub-regionally, but the overall feeling was that the Workshop offered a great opportunity for CASOs to come together from all over the Pacific and share experiences. This was an important objective to the CASOs present, and they asked that it be formally noted in the record of this Workshop, that they requested the continuation of the annual SPBCP CASO Workshop.

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ANNEX 1: List of participants



South Pacific Biodiversity Conservation Programme (SPBCP)

Training Workshop on Project and Resource Management of Conservation Areas in the South Pacific, Port Vila & Espiritu Santo, Vanuatu, 25 September - 6 October, 1995.

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ANNEX 2: Programme for CASO Workshop on Project and Resource Management, Vanuatu

Sunday 24 September

All participants assemble at Kaiviti Motel, Port Vila, Vanuatu
Registration at Kaiviti after 2 pm

Monday 25 September

Welcome by Project Manager (SPBCP)
Opening Address
Introductions by participants

Session 1: Agenda-setting:

CASO input to agenda via round-table reporting on status of projects, issues and problems.

Session 2: SPBCP recap and issues identification

Introduction
CAP issues identification by working groups

Session 3: Project management - Work Planning

Work planning
Quarterly and annual reports

Social Function at the Waterfront

Tuesday 26 September

Session 4: Financial reporting and budgeting

Introduction of reporting requirements and the use of standard formats
Group exercises

Session 5: Sustainable Development Activities

Introduction to the concept of sustainable development
Introduction to non-wood forest products development in Vanuatu
Presentation of commercial developments in Vanuatu (Charlie Long Wah's enterprise at Kava Store)

Wednesday 27 September

Session 5 (cont.): Sustainable Development Activities

Interactive session led by Charlie Long Wah on processing and marketing of non-wood forest products.
Lessons learnt
Plenary session to develop guidelines

Thursday 28 September

Session 6: Facilitation, Conflict Management and Negotiation skills

Introduction to principles of Facilitation, Conflict Management and Negotiation

Case study of Vatthe CA (Charles Vatu)

Case study of Pohnpei CA conflict resolution (Valentine Santiago)

Case study of Arnarvon Marine CA conflict resolution (John Pita)

Group exercises: Conflicts in CAs: identification of reasons for failure to resolve issues and ways to overcome them.

Session 6 (cont.): Facilitation, Conflict Management and Negotiation skills

Group exercises to produce guidelines

Friday 29 September

Travel to Espiritu Santo (Lonnoc Resort)

Welcome and introductions at Matantas village, Vatthe Conservation Area

Saturday 30

Site visit to logging activities and adjacent conservation area.

Sunday 1 October

Free

Monday 2 October

Session 7: Conservation Area Planning and Management: -The Planning Process

The planning process and the interrelationship of conservation and development activities.

An example of Planning: the Vatthe Ecotourism Study

Introduction to the process, with objectives and intended outputs

Presentation of the Vatthe feasibility study highlighting attributes and potentials and outputs of the Vatthe feasibility study (at Lonnoc)

Assessing the resource - interactive session on how to do it and the lessons and issues learnt from the Vatthe study

Session 8: Conservation Area Planning and Management: Developing a strategy

The process of developing a strategy using ecotourism as an example

Identification and recording of ecological, physical and socio-economic values and providing for different land-uses - location, impact and treatment

Tuesday 3 October

Session 9: Conservation Area Planning and Management: - Implementation

Introduction to track development: Chiefs Moses and Lus.

Exercise: track layout, siting and interpretation - practical considerations in the field

Local knowledge and interpretation

Resource enhancement: Alley cropping trial - objectives, achievements and issues

Wednesday 4 October

Session 10: Integrating Conservation and Development (at Lonnoc)

Lessons learnt: Development of Conservation Area Planning and Management guidelines (interactive session back at Lonnoc)

Conserving and utilising resources

Opportunities and constraints on manipulating (enhancing) resources

CAP issues. Other agenda item issues (from Session 2)

Thursday 5 October

Review of the workshop

Travel to Luganville

Travel to Vila

Friday 6 October

Outstanding issues and wrap-up

Banking and other essential business

Saturday 7 October

Depart Vanuatu

ANNEX 3: Sample Terms of Reference for a Consultant

ATTACHMENT A

Terms of Reference for Mr. B E Bingham

- i) Review the existing output from the Participatory Rural Appraisal (PRA) fieldwork carried out by members of the Division of Forestry and others, as part of the Pohnpei Watershed Management and Environment Project (PWMEP).
- ii) With Mr. C Dahl, the consultant, the Project manager of PWMEP, and Dr. Tilling, devise a way of integrating the GIS and community planning exercise.
- iii) Advise the team of further work which may be required to integrate the GIS and PRA exercises.
- iv) Advise on subsequent training needs.
- v) Provide a field report.

ANNEX 4: Sample SPREP Consultancy Agreement

AP 2/7/1/1

Mr. B E Bingham
Landcare Research NZ Ltd.,
PO Box 40,
Lincoln.
New Zealand.

Fax No; +64 3 325 2127

CONSULTANCY AGREEMENT

Dear Mr. Bingham,

1. I am pleased to offer you a Consultancy with the South Pacific Regional Environment Programme (SPREP) in accordance with the following terms and conditions.

Terms of Reference

2. These are set out in Attachment A which forms part of this Agreement.

Duration

3. The Consultancy will take effect from the date of acceptance of this offer and will expire on satisfactory completion of the Terms of Reference, or not later than 45 days after acceptance of this offer, unless sooner terminated under paragraph 17 or an extension of time has been granted under paragraph 14.

Report

4. Unless agreed to by both parties, a Field Report will be submitted to SPREP by the expire date of this Agreement or within one calendar month after that date.

Remuneration

5. (i) *Consultancy Fee*

The total Consultancy Fees will be USD.... per day, for a maximum of 14 days. Total fee will not exceed USD....

(ii) *Per Diem*

A per diem allowance will be paid at current SPREP consultancy rate of USD... for approved travel under this Agreement. This will include necessary transit periods.

(iii) *Incidentals*

Incidental expenses such as photocopying, communications, taxi fares and airport taxes, may be reimbursed. Claims for incidental expenses must be supported by receipts.

Payment of Remuneration

6. (i) *Consultancy Fee*

Fifty per cent of the maximum payable Consultancy Fees will be paid at the commencement of the Consultancy.

The balance of the fees will be paid within one month of acceptance of Report by SPREP in accordance with paragraph 4.

(ii) *Per Diem*

A per diem allowance at current SPREP consultancy rates on the approved itinerary will be paid in advance at the commencement of the consultancy. If there are any variations to the initially approved itinerary, a reconciliation of actual entitlement against actual advance must be submitted to SPREP at the completion of the consultancy.

(iii) *Incidentals*

Incidental expenses will be reimbursed on completion of the consultancy and on submission of receipts.

Withholding Remuneration

7. SPREP reserves the right to withhold remuneration under paragraphs 5 and 6 if, in its opinion, the Consultancy, including the Report under paragraph 4, is unsatisfactory, incompetent, or incomplete until such time as the Consultancy has been finalised to its reasonable satisfaction.

Travel

8. SPREP will pay for your return air fare by the most direct and convenient route.

Status of Consultant

9. The Consultant (and agents or employees, if any) shall not be regarded as officials or staff members of SPREP.

Rights and Obligations

10. The Consultant is entitled only to those benefits stated in this Agreement.

11. The Consultant is required to fulfill all obligations under this Consultancy with full regards to SPREP's interests and not to take any action that might adversely affect SPREP.

Title Rights

12. The title rights, copyrights and all other rights in any material produced under this Consultancy Agreement shall be the exclusive property of SPREP.

Delays

13. The Consultant must notify SPREP in writing as soon as any delay arises beyond the Consultant's control together with an estimate of further time required for the completion of the consultancy.

Extension of Time

14. The completion date of Consultancy may be extended by SPREP if notification has been received in accordance with paragraph 13 and if SPREP considers the extension is justified.

Confidentiality

15. The Consultant will maintain the confidentiality of all information and data obtained during the course of the Consultancy. Any Reports, Working Papers and other material obtained during the course of the Consultancy and the Final Report shall be the property of SPREP.

Disclaimer

16. SPREP shall not be responsible for any insurance cover, whether life, medical, travel, luggage, personal effects or otherwise during this Consultancy. SPREP shall not be liable for any damages or compensation arising out of the undertaking of this Consultancy.

Termination

17. Either party may terminate this Agreement at any time by giving the other fourteen days' notice in writing of its intention to do so.

18. Compensation for actual work done will be payable provided the work performed up to the termination of this Agreement is satisfactory to SPREP.

Liability for Personal Injury

19. SPREP shall not accept liability for any injury suffered by the Consultant whilst undertaking this consultancy. SPREP recommends that you take out personal insurance at your own expense for the period in which you are travelling and whilst you are in the FSM.

Status of the Consultant

20. Although sponsored by SPREP, the Consultant shall not hold the status of an employee or representative of SPREP.

21. SPREP shall not accept liability for any unauthorised representations, statements or undertakings made by you whilst undertaking this consultancy

Acceptance

22. Should this offer be acceptable to you, please sign the attached copy of this Consultancy Agreement, initial each page of the Attachment, and return both to me.

Yours sincerely,

Vili A. Fuavao

Director

Att.

I HEREBY ACCEPT this offer.

Signed

Date

VAf/sm