Community-based natural resource management

in southern Africa: a regional programme

of analysis and communication

Report of the second regional programme workshop

University of the Western Cape, South Africa

16-17 October, 2000

Contents

Preface

The Centre for Applied Social Sciences (CASS) at the University of Zimbabwe and the Programme for Land and Agrarian Studies (PLAAS) at the University of the Western Cape are jointly implementing a three-year regional programme of analysis and communication on CBNRM in Southern Africa. The Ford Foundation and the International Development Research Centre (IDRC) fund the programme.

The aim of the programme is to contribute to the sustainable enhancement of rural livelihoods in Southern Africa by promoting a broader and deeper understanding of how natural resources can be used and managed sustainably through group based institutions and decision making. The specific objectives for the programme are to:
   o Enhance regional understanding of opportunities and constraints of CBNRM through in-depth analysis, comparison, synthesis, theoretical development and operational recommendations;
   o Draw lessons for CBNRM policy and practice through the analysis of cross-regional and cross-sectoral commonalties and differences;
   o Contribute to improvement in the practice of CBNRM;
   o Make a range of actors and agencies in Southern Africa more aware of CBNRM concepts, activities, methods, opportunities and constraints by stimulating debate and by communicating ideas and information;
   o Contribute to the regional validation of group based systems of resource tenure and management as viable modern frameworks for sustainable development and as economically, environmentally and socially legitimate alternatives to individualised, freehold based systems.

The programme has two components:
   o Comparative analyses of CBNRM issues in Southern Africa that are undertaken by programme staff and by recipients of programme research grants; and,
   o Communications activities by the programme to disseminate information and analysis and stimulate debate on CBNRM through an open and a moderated Internet forum; and through the publication of short guideline papers on policy and practice, research papers, and newsletters.

The programme's inaugural workshop was held in Kadoma, Zimbabwe from 21-23 September 1999 (See http://www.cbnrm.uwc.ac.za for Workshop Report). This report covers the proceedings of the second workshop held at the University of Western Cape, Cape Town, South Africa in October 2000.

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1.   Introduction

This report covers the proceedings of the Second Regional Community-Based Natural Resource Management (CBNRM) Programme in Southern Africa meeting held at the University of Western Cape during the period 16-17 October 2000. The two day meeting was attended by a total of 34 participants drawn from 11 Southern and East African countries - South Africa, Zimbabwe, Malawi, Lesotho, Zambia, Kenya, Namibia, Tanzania, Mozambique, Botswana and Swaziland – and the Netherlands (Appendix 1).

The purpose of the workshop was to:
o   Review progress made during the first year of the implementation of the CBNRM Programme and suggest the way forward for the project;
o   Discuss and debate the CBNRM theme for the year 2000/2001 by receiving regional presentations on the proposed theme, 'The Legal Aspects of Governance in CBNRM'; and
o   Identify key action areas around the proposed theme.

The workshop was divided into four sessions:
o   The first session included the welcome address, the presentation of programme outline, and presentation of progress reports on the implementation of CBNRM programme by programme staff;
o   The second and third sessions centred on the presentation of papers on CBNRM topics related to the theme: The Legal Aspects of Governance in CBNRM; and
o   Group discussions on key action areas around the theme, drawn from both paper presentations and workshop discussions, and the concluding remarks, constituted the fourth session.

2.   Workshop proceedings of Day One, 16th October 2000

First Session: Chairperson, Prof. Ben Cousins

2.1.   Welcome Address and the Presentation of the Programme Outline

Prof. Ben Cousins delivered the welcome address and went on to reiterate the objectives of the CBNRM regional project. He noted that the idea behind the workshop was to bring together people from various areas in the region and to exchange knowledge on sectoral issues of CBNRM. A comparative analysis of such issues in Southern Africa combined with the communications activities of the programme would stimulate debate on CBNRM. Such endeavours would help also to contribute to a better understanding of the changing nature and practice of CBNRM, hence facilitating the formulation of viable alternatives for CBNRM most suited for the 21st century. He concluded by observing that the review of the programme since the Kadoma Workshop was a challenging task that required the concerted efforts of all participants in guiding the programme to achieve its objectives.

Dr. Stephen Turner then proceeded to discuss the structure of the meeting and noted that the regional programme was not only a collaborative effort between CASS and PLAAS, but also a collaborative venture between people in the Region. He highlighted that the workshop was to

discuss what the project is bringing up and guide the proceedings of the programme. He then outlined the activities of the workshop.

2.2.   Progress Report on the Research Component of the CBNRM Programme, Dr. Patrick Mamimine

Dr. Mamimine (CASS) gave a report on the applied research grant component of the programme. He informed the meeting that six research grants were available during the first phase of the programme (1999/2000). Recipients were required to carry out desk studies that compare and assess existing research findings and experience from around the region on the theme of Governance of CBNRM. Of the six grants available for the phase, only three were awarded.
Those awarded were:

- o   Nangoma, D.A. A Comparative Analysis of CBNRM Activities and Initiatives in the Face of Decentralisation – A Case of Malawi, Zambia, and Zimbabwe.
- o   Mamimine, P.W. and Mandivengerei, S. Traditional Authority and Modern Institutions of Governance in CBNRM.
- o   Mugabe, P.H., Hamudikuwanda, H., and Marovanidze, K.A. A Comparison of Governance Structures in Grazing Schemes with those in Traditional and Other Community Based Natural Resource Management Systems in Masvingo Province, Zimbabwe.

Only one research paper was completed while the other two papers were still in progress. It was further highlighted that CASS had not done an analytical research paper on Governance of CBNRM required for phase 1 because the institution did not have the project staff in place by then.

Dr. Mamimine expressed concern at the small number of applied research grant proposals received during the first phase of the programme. He cited two reasons that may have contributed to the poor response: failure by applicants to revise and re-submit their proposals along the lines suggested by the Steering Committee; and lack of skills in writing research proposals.

Regarding phase two (June 2000 – May 2001), it was reported that the call for research grant proposals was made in July 2000. A total of 9 research proposals were received and these were to be discussed at the Steering Committee's meeting scheduled for 17th October 2000. The following proposals were made to alleviate problems relating to grant research proposals/papers:

- o   The Network Co-ordinator should provide clear guidelines on how to write a project proposal as is the case with some USAID projects;
- o   The research grants can be linked more directly with the networking grants so that researchers/practitioners would be able to visit other countries and produce cross-country comparisons.
- o   The term "research grant" may be a misnomer and intimidating to potential research applicants, especially practitioners who may think that the call is meant for academics. It was suggested that the term be changed to "analysis grant".
- o   Proposals should be invited from both practitioners and researchers/academics.

On the production of policy and practice guidelines, the participants felt that there is a need for these, that they could be written to have a cross country application, but that it may be necessary to adapt to specific circumstances in particular countries. One idea was to commission "specialists" to produce them from the research papers, and/or have boxes or concluding sections of research papers devoted to a summary of the key policy implications emerging from the research findings. A similar conclusion was reached regarding the proposed practical guidelines. It was agreed that these were also useful, that there is some merit in general guidelines, but these may need to be adapted to the particular needs of individual countries or areas.

2.3. Progress Report on the Networking and Communications Component of the CBNRM Programme, Najma Mohamed

Ms. Mohamed (PLAAS) outlined the networking and communication strategies and activities for the period June 1999 to October 2000. These included the holding of a regional meeting, the establishment of a programme web site, the holding of e-mail discussions on CBNRM issues, the publication of the CBNRM newsletters, and the administration of networking visit grants.

2.3.1. Regional Meeting

CASS and PLAAS held the CBNRM programme's inaugural meeting at Kadoma Ranch Motel, Kadoma, Zimbabwe from 21-23 September 1999. Twenty-four participants from across the region were present. The meeting set out to promote regional participation in the programme's activities and harmonise and optimise its various tasks. It also identified and discussed the programme's themes for research and analysis. In the first year (1999-2000), the programme's research and communications activities centred on the theme of 'Governance and CBNRM'. The proposed theme for the second year of the programme, The Legal Aspects of Governance in CBNRM, will be debated and discussed at the second regional meeting.

2.3.2. Programme Web Site

Ms Mohamed informed the meeting that programme launched a web site http://www.cbnrm.uwc.ac.za in October 1999 and that it was functioning well. The web site is operated from PLAAS. All research output, programme announcements, and information on other relevant programmes of CASS and PLAAS are available for download from the web site. The idea of linking to existing related networks such as Landnet, Waternet, SADC, NRMP was also suggested at the meeting.

2.3.3. E-Mail Forum

The meeting was informed that an e-mail discussion forum, CBNRMTALK had been established. To access this, one has to e-mail the list facilitator at cbnrm@uwc.ac.za with the subject SUB-SCRIBE CBNRMTALK <YOUR NAME>; or, visit the web site at http://www.cbnrm.uwc.ac.za and follow the instructions for joining CBNRMTALK. Researchers, practitioners and policy and decision-makers in Southern Africa are welcome to join the forum. She noted that critical issues such as co-management, globalisation and CBNRM, range management, and conflict resolution often took centre stage during the initial months. However, with time, these activities became more sporadic with long periods of inactivity. Technical hitches were also experienced in cases where the computer system at the university crashed.

A number of suggestions were made to activate the forum and make it less intimidating. These included:

- o Having different people lead the discussion topics.
- o Broadening the scope beyond esoteric/academic debates to reports on meetings, requests for information, sharing of field experiences, so that the mode becomes less intimidating.
- o Picking up on key issues arising from workshops and/or newsletters and "seed" these in to stimulate debate.

The general feeling was that this mode of communication, besides being intimidating, was not accessible to the majority of CBNRM users. However, it was agreed that it was an important complementary information source.

2.3.4. CBNRM Newsletter

The programme established a bi-annual newsletter, *Commons Southern Africa*, whose aim is to provide a forum for the exchange of knowledge and experience on CBNRM in Southern Africa. The newsletter features articles related to the programme's research themes, workshops, fieldwork, networking activities of the programme, brief outlines of forthcoming events, new publications as well as training opportunities in the region. Two newsletters have been published and the third edition is scheduled for December 2000.

Participants felt that the newsletter was an important vehicle for dissemination of CBNRM activities and issues as it was accessible to more of the programme users. It was also felt that hard copies make easy reference. On the suggestion that the programme produces four publications per year instead of the current two, this was deemed not feasible due to financial and human resource limitations.

Consideration was also given to translating the newsletter into Portuguese and getting articles written in Portuguese translated for the English version. Again, the idea was deemed not feasible at the moment due to lack of resources.

2.3.5. Networking Visit Grants.

Networking visit grants are aimed at exchanging ideas and experiences between countries, programmes and communities. Applicants for the grants normally should be from research agencies, government departments, NGOs or community organisations participating actively in CBNRM. Four network visits are funded per year. Each network visit involves one person and travel to not more than two countries for a total duration of not exceeding ten days. Preference is given to SADC citizens and to those residing in the region. Recipients are expected, at the end of their visits, to compile written reports outlining the observations made during the visits. These reports are published on the programme's web site.

All four grants available for the 1999/2000 period were awarded. The recipients were:

- o David Smit (S. Africa) on CBNRM in Namibia and Botswana.
- o Najma Mohamed (S. Africa) on co-management in Malawi and S. Africa.
- o Khosi Ramachela (Zimbabwe) on community management of forests in Lesotho and S.Africa.

o Y. Chondoka (Zambia) on the establishment of social research institutions similar to PLAAS/CASS in Malawi and S. Africa.

Three visits had been completed and the fourth was due to be undertaken from 22nd – 28th October 2000. Reports on the three completed visits had been circulated for review by the programme's Steering Committee after which they will be published on the programme's web site. For the 2000/2001programme year, 8 networking visit grant applications were received and these were to be reviewed by the Steering Committee after the Workshop.

On the question of institutionalising the programme in the region, it was highlighted that only informal links have thus far been established due to lack of resources. Both formal and informal networking modalities were discussed, and the general feeling was that informal is the right way to go. It was felt that collaboration cannot be forced, it has to come out of real needs and interests. On the other hand, it was noted that it may be useful to have contact persons/organisations in each country to channel networking information through.

2.4. Presentation of Papers

Eight papers were presented at the workshop based on the proposed theme, 'The legal aspects of governance in CBNRM'. Each presentation was followed by discussions. This section provides a summary of the papers presented and the subsequent discussions (where applicable).

- Corbett, A. and Jones, B.: The Legal Aspects of Governance in CBNRM in Namibia.

Brian Jones presented a paper he co-authored with Andrew Corbett. He described the legal framework, and the institutional arrangements for natural resource management in Namibia. He noted that currently customary law is entrenched in the constitution of Namibia with chiefs and headmen retaining powers over allocation of land according to customary law. The Nature Conservation Amendment Act of 1996 makes provisions for the formation of conservancies e.g. wildlife conservation; and tourism while the 1997 National Land Policy gives recognition to legally constituted communal groups. However, he observed that the Communal Land Reform Bill before parliament, raises a number of concerns regarding CBNRM, such as the issue of communal group tenure being not properly articulated. Also Communal Land Boards weaken the land allocation role of traditional leaders as land allocation decisions are subject to veto.

He concluded by noting that the establishment of various community-based NRM institutions, in which residents elect representatives, manage their resources, and equitably distribute proceeds from such ventures, is improving democracy in NRM governance in Namibia. Significant progress had also been made in developing policy and legislation that promote the formation of community-based institutions. However, gaps between policy intent and implementation limited the legal and policy instruments.

Discussions that followed shed light on how communities were able to determine the availability of usable game in their conservancies considering the transient nature of wildlife. Also highlighted was how communities have been able to take government to court mostly through the assistance of NGOs and the Legal Assistance Centre, as in the case of the Caprivi Strip.

Second Session: Chairperson, Dr. Patrick Mamimine

- Alden Wily, L.: Democratising the Commonage: A Review of the Changing Legal Framework for Natural Resource Management in Eastern and Southern Africa with Particular Reference to Forests.

In her presentation, Wily highlighted the democratising shifts that have occurred in the forest sector as evidenced by the new policies and laws that have recently been enacted to reform customary law in the region. She also noted that the redistribution feature of land reform is being achieved through increasing the security of informal rights in land and constitutional commitments to restore property lost through racially discriminatory laws.

She cited efforts that are being made towards the reconstruction of common properties in the region. For example, the new law in Uganda includes the recognition of customary land ownership beyond individuals, such as extended households, groups, and clans and provides for entitlement. In the case of Tanzania, new laws recognise common property as a legal, and registerable form of ownership. Also in Mozambique, the Land Act (1997) provides for communities or groups of persons to hold land in a statutorily recognised manner.

Wily concluded by highlighting the emerging devolution trend in forest management and the emergence of community forests. For example, in Tanzania and Zanzibar, direct provision is made for communities to autonomously manage government resources. In some cases, joint management committees have been established to manage forest resources in the region. These include the Joint Management Committees in Zambia; Local Resources Management Councils in Mozambique; Resource Management Committees in Zimbabwe; and the Management Authorities in Namibia. Discussions that followed centred on revenue sharing. It was concluded that revenue sharing occurred most often on the wildlife sector and not in the forestry sector. Ways in which communities could enter into partnership with the private sector without the risk of being exploited, were also looked at.

- Munalula, C.L.: Community Based Natural Resource Management (CBNRM) Experiences of the Western Province of Zambia: Understanding the Role of Traditional Authorities.

Christine Munalula's presentation highlighted the customary natural resource management practices in Barotseland, during the pre-colonial, colonial, and post-independence eras. She detailed how the Barotse system of government, their legal system, and land tenure facilitated the conservation of natural resources during the colonial era. The consensus approach to decision making at all levels was central in their administrative structure. This also characterised the way they made their laws, rules, and regulations pertaining to the utilisation of natural resources. This system is said to have created a sense of resource ownership.

The colonial and post-colonial periods saw the alienation of Barotse lands and changes in their governance. For example, the Land Act (1995) provided for the centralisation of land and for the conversion of customary land into leaseholds to encourage foreign investment in traditional areas. She lamented the transformation from traditional ways to modern state-regulated system which resulted in Barotse communities being disorientated and abandoning their traditional responsibilities of resource conservation. Instead, she called for the strengthening of the traditional system so as to face the present challenges of high poverty levels, increase in

population, weak economic base, knowledge gap, and weak community natural resource management practices.

- Shauri, V.: The Legal Aspects of Governance in Community Based Natural Resources Management in Tanzania.

In his presentation, Vincent Shauri highlighted how the colonial era had introduced a dual system of land tenure – granted/documented land titles and deemed/customary land titles. However, the post-independence period witnessed both the abolition of freehold tenure, and the powers of traditional chiefs to allocate customary land. He further highlighted recent policy changes on CBNRM that had been effected: the National Forest Policy (1998) provided for the designation of village forest reserves to be managed by communities, while the Wildlife Policy (1998) was aimed at ensuring that local community members living in wildlife areas participate fully in wildlife conservation and management and benefit from their utilisation.

He concluded by recommending that:

- o New legislation on natural resources which incorporates CBNRM policy directives and allow for the fusion of village land tenure with natural resource tenure, should be enacted.
- o Government should support CBNRM activities and ensure that devolution is coupled with formal hand-over, systematic support, and backstopping.
- o The framework for benefit sharing should be in place, well defined, equitable and sanctioned by law.
- o Community governance structures should be streamlined to ensure that they observe democratic principles and are gender balanced.
- o There is need to strengthen dispute resolution mechanisms in NRM.
- o There is need for a consultative legislative making process in which communities are kept abreast regarding CBNRM issues.

- Mujakachi, L.: Institutional Issues and the Governance of CBNRM: Some Lessons from the SADC Natural Resource Management Programme (NRMP).

In her introductory remarks, Lynda Mujakachi gave a brief background about the SADC NRMP that was initiated in August 1989 with support from USAID. Its purpose was to provide assistance and regional co-ordination support to USAID's bilaterally funded CBNRM projects in Zimbabwe (CAMPFIRE), Zambia (ADMADE), Botswana (NRMP), and Namibia (LIFE). Unfortunately, it terminated in September 2000.

Ms. Mujakachi examined the role of institutions and CBNRM actors at all levels, as well as the ways in which they positively and /or negatively impact on CBNRM. She concluded that:

- o Despite the current thrust towards devolution, there is still need for government support in CBNRM activities. It was noted that in most cases governance issues have never been able to successfully go below the district level.
- o There is need for complementarity among various structures and institutions involved in CBNRM activities.
- o The role of donors lacks homogeneity and they are often at odds with national governments rather than complementing their efforts.

3. Workshop proceedings of Day Two, 17th October 2000

   Third Session: Chairperson, Ms. Jeanette Clarke

3.1. Synthesis of Day One deliberations on the legal dimensions of governance in CBNRM (Jeanette Clarke)

o Gaps exist in the implementation of laws governing CBNRM activities.
o The role of CBNRM is often marginalised in government development plans.
o There is a need for a holistic approach to community based natural resource development.
o There is need to recognise the socio-legal form of community as the key element is CBNRM.
o There is need for a common vision on resource issues at all levels.
o Traditional structures of resource management need to be robust.
o There is need for equitable distribution and benefit sharing of resources.
o The role of government needs further clarification as far as resource management is concerned.
o There is need to understand local legal entities in local government.
o There is need to link the fundamentals of resource management to equitable access to other resources such as land, water, and minerals.
o There is need to highlight gender dimensions when writing about resource access and use.
o There is need for an interface between the State and Traditional control of tenure.
o Traditional or customary approaches to resource management should not be viewed as static but dynamic.
o There is need for co-operative governance of natural resources.
o There is need to distinguish between laws that are power driven as opposed to those that are benefit driven.

3.2. Presentation of Papers

• Cousins, T. and Hornby, D.: Leaping the Fissures: Understanding and bridging the gap between paper clauses and real practice of common property institutions in land reform in South Africa.

Relating to South Africa, Tessa Cousins said that common property institutions (CPIs) were created by land reform to enable groups to own and hold land. The Communal Property Associations (CPA) Act of 1996 was passed to provide an accessible and appropriate mechanism to ensure rights would be vested in members and support equitable, democratic institutions. However by 1998, there was growing discourse that these new institutions were failing.

Cousins explained that the Legal Entity Assessment Project (LEAP) was established to investigate problems faced by CPIs. LEAP found out that the CPIs problems were design related. These, for example, relate to the too many functions that CPIs were expected to perform at an early stage; and the lack of clarity about the basis on which people could make claims to land rights or use. The LEAP report recommended for tenure security to be the primary purpose of land reforms in CPIs. It also highlighted some of the aspects to look for in the legal and administrative processes. These include:

o Adapting to existing realities rather than attempting to replace them.
o Bringing together or harmonising local (customary) and statutory law.
o The need for tenure laws to be consistent with one another so as to achieve legal, institutional, and technical coherence.

Through the use of case studies, Cousins looked at the processes and procedures of constituting membership of these institutions, and the problems that arise from this. She concluded by examining how actors in various spheres have engaged with and constructed the current framework in which the common property institutions are expected to function. During the discussions, the problems of the CPA, especially the inability of groups to get land through restitution/land redistribution were highlighted.

• Kafakoma, R.: Institutions for Forestry Management on Customary Land in Malawi.

The author of this paper, Robert Kafakoma, was ill at the time of this meeting and his colleague, Everhart Nangoma, presented the paper. In his presentation, Nangoma argued that the rapid disappearance of forests and trees on customary lands in Malawi could be attributed to the weak village level institutional arrangements that defined the management of natural resources. Issues of access, control, and ownership of forestry resources on customary land were a source of conflict between the Forestry Department Personnel and local people in the villages despite the revision of the forestry legislation.

He was of the opinion that strengthening the capacity of the village level institutions is one way of ensuring their effective participation in the policy formulation and implementation processes. He concluded by expressing the urgent need to explore the possibilities of developing transboundary forestry resource laws and by-laws that would govern and promote sustainable transboundary management of forest and tree resources on customary land especially for villages who share the resources. During the discussions, the need for a re-look at the sectoral approach to resource management, considering that communities look at natural resources from a holistic approach was emphasised.

• Prof. Negrao, J.: Partnership in Community Lands: The Legal Complications in Mozambique.

In his introductory remarks, Prof. José Negrao highlighted that the nationalisation of land after Mozambique's independence resulted in the non-existence of the commercial sector. The era also saw changes in laws of the land and encouraged participatory democracy. In writing the new laws of the land, recognition was given to the dynamics of "orality". For example, wherever a citizen had been staying for the last ten years, the state recognised that person's existence there. Prof. Negrao noted the major achievements in land laws of the new era as:

o Rights of occupancy based on "orality" by both individual citizens and communities;
o The rights of management of all natural resources on communal lands; and,
o The rights of decision about the use of land as equal partners.

He further noted positive changes made in the laws of forestry and wildlife, which gave communities the right to manage their resources and engage in partnerships with commercial operators / the private sector. He concluded by highlighting Mozambique's vision for the future, which is focused on the development of natural resources instead of protectionism. The new

thrust calls for the governance of the natural resource regime to involve full participation in the decision making process at all levels. To achieve this, he noted as fundamental the need for the development of institutional fabrics to increase the bargaining capacity and rate of savings of the poor peasants.

Fourth Session: Chairperson, Dr. Stephen Turner

3.3.   Group Discussions and Report Back.

Three key action areas around the broad theme of the legal aspects of governance in CBNRM were identified and these became the focus of group discussion and report back activities. Outlined below are the group recommendations on each of the thematic topics.

3.3.1.   Group 1: The thematic focus of the programme

Group 1 recommended that the proposed theme, 'The legal aspects of governance in CBNRM', be adopted as the focus of the next year of the programme. It was recommended that efforts be made to:

o   Question the fundamental assumptions of law making.
o   Question the process and procedures of constituting membership of CPIs.
o   Develop local legal frameworks to empower communities.
o   Clearly articulate and link the rights and responsibilities of communities.
o   Develop legal activism in claiming and defending rights of communities.
o   Come up with models for local effective governance, which highlight the gender dimensions of resource access and use.
o   Understand the form of local legal entities of local governments.
o   Come up with legal aspects of natural resource assessments.
o   Highlight the mismatch between liberal democratic, bureaucratic approaches to governance and the way communities take decisions and manage resources.
o   Highlight issues of legal pluralism.
o   Have a common vision on resource issues and spell out the form and role of all levels of governance.

3.3.2.   Group 2: Networking Processes

It was recommended that networking and communications activities of the programme will need to:

o   Have people doing network visits produce practical/policy guidelines.
o   Have networking reports highlight practical/practical guidelines.
o   Broaden the scope of the e-mail forum beyond esoteric/academic debates to reports on meetings, requests for information, sharing of field experiences, so that the mode becomes less intimidating.
o   Have e-mail forums picking up on key issues arising from workshops and/or newsletters and "seed" these in to stimulate debate.
o   Have researchers compile comprehensive bibliographies on identified themes as is in the case of the IASCP newsletter.

o Use the additional funding from the Ford Foundation to conduct a one-week training workshop on some aspect of CBNRM e.g. "Improving the Capacity of Governance in CBNRM".

3.3.3. Group 3: Research and Publications

It was recommended that the programme needs to:

o Stimulate people to partake in research through increasing monetary incentives.
o Operationalise research so as to reach the common person.
o Have applied research grants linked more directly with the networking grants so that researchers/practitioners would be able to visit other countries and produce cross-country comparisons.
o Have applied research grant recipients produce both research papers and policy/practical guidelines derived from their research.
o Consider commissioning "specialists" to produce policy/practical guidelines if the task is beyond the capabilities of the researchers.
o Replace the term "research grant" by a less intimidating term (such as "analysis grant") as it may be discouraging potential research applicants especially practitioners who may think that the call is meant for academics.
o Consider articles written in Portuguese for the benefit of Portuguese speakers so that the research attains a regional flavour.

3.4.   Closure of Workshop.

In his concluding remarks, Prof. Ben Cousins emphasised the need to bridge knowledge gaps between policy intent and implementation as communities often face problems in meeting the conditions set by the policy instruments for gaining rights over resources. He noted that there was need to understand practices, which help understand how laws and policies are translated into reality. He alluded the scenario as a complex arena, which can be looked at as a matrix. Gaps in the matrices may highlight contradictions and conflicts and these are the challenges that researchers need to confront.

Appendix 1

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