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# HANDS ACROSS BORDERS

## An International Workshop on Transboundary Conservation

### Cooperative Management: The Essence of Transboundary Conservation

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September 13-18, 2016, Glacier Park Lodge - Glacier National Park, Montana, USA

# Models of cooperation in transboundary conservation

Model of cooperation	Example
Communication or Information sharing	<ul style="list-style-type: none"><li>• Occasional or regular communication on actions, problems, opportunities or other relevant issues</li><li>• Sharing of information</li></ul>
Consultation	<ul style="list-style-type: none"><li>• Seeking opinion, feedback or advice from each other</li><li>• Cooperative process with the aim to harmonize management</li></ul>
Coordinated action	<ul style="list-style-type: none"><li>• Jointly coordinated management actions implemented within the sovereign areas of each party, that contribute to the conservation goals of the entire transboundary ecosystem, e.g. monitoring of species and ecological processes occurs as regular activity on the territory of each party, but the results contribute to conservation of species or ecosystems in the whole shared ecosystem</li><li>• <b>This is a form of cooperative management</b></li></ul>
Joint implementation of decisions	<ul style="list-style-type: none"><li>• Jointly coordinated and implemented management actions across the sovereignty boundaries, e.g. joint law enforcement patrols, joint fundraising and project implementation, the production of marketing material that profiles the TBCA as a single entity, etc.</li><li>• <b>This is a form of cooperative management</b></li></ul>

# What is cooperative management?

*Cooperative management is taking action together to implement decisions and pulling together the available means (human, financial, etc.) to reach the agreed aim/ results*

Transboundary conservation  
context

**ALWAYS involves TRANSBOUNDARY  
cooperation**

i.e. it involves stakeholders from two or more countries with a common interest in the conservation of a shared ecosystem or species





# Why is cooperative management important?

It can enable and enhance:

Cooperation between different sectors

Cooperation within the same sector

Realization of different types of benefits for

- nature & conservation

- local communities

- local and regional economy

- political relations

- harmonisation of policy

Build mutual trust and relationship



# Key enabling conditions to establish cooperative management

There is a clear reason for cooperation (*why* parties intend to cooperate)

Parties are sure that the benefits of a TBCA outweigh the transaction costs

Mandates from decision-making bodies are secured

Key stakeholders are identified

Leadership has been agreed



# Common stages of a transboundary conservation process

WCPA's Framework	CONTEXT AND PLANNING		INPUTS AND PROCESSES	OUTPUTS AND OUTCOMES
Stages	DIAGNOSE	DESIGN	TAKE ACTION	EVALUATE
Goals	Determine the need for transboundary conservation	Match the process to the situation	Secure resources and implement actions	Learn and adapt
Step 1	Identify if there is a compelling reason to act	Determine who should lead the effort	Assess the capacity to implement plans	Assess progress and outcomes
Step 2	Determine if there is a constituency for change	Mobilize and engage the right people	Develop an action plan	Determine if there is a need to continue
Step 3	Estimate the scope of the issue	Define the geographic extent	Secure financial sustainability	Adapt the management and action plans
Step 4	Estimate the capacity to work across boundaries	Negotiate a joint vision and develop management objectives	Implement the plans	Communicate progress

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# Ways to enhance cooperative management

## Strategic level:

- Negotiating a joint vision
  - Negotiating common management objectives
  - Developing a joint management plan
- usually longer-term, to be revisited every 5-10 years

## Operative level:

- Developing an action plan for implementation of common management objectives
- usually short-term, to be revisited annually

The process can be **time consuming**, but it is essential to enable and sustain efficient cooperative management in a TBCA

# Towards development of a joint management plan: Negotiating a common vision and management objectives

*Management planning workshop (3+ days)*





# Suggested agenda for a management planning workshop

Method	Agenda item
Formal presentations (1)	<ul style="list-style-type: none"> <li>• Objectives of the workshop and details on the workshop process</li> <li>• Rationale for the establishment of the transboundary conservation initiative</li> <li>• Review of the relevant national and international legal and policy frameworks in which the initiative can be nested</li> <li>• Potential further work to bring about enhanced legal and policy compatibilities between the participating countries</li> </ul>
Formal presentations (2)	<ul style="list-style-type: none"> <li>• Various actors provide information as to who they are, where they are located in relation to the area in question, what their perspectives are on the possible establishment of a TBCA in terms of their fears, hopes, aspirations, etc.</li> </ul>
Open facilitated discussion	<ul style="list-style-type: none"> <li>• Participants add to what has been presented and ask questions for clarity</li> </ul>
Situation analysis	<ul style="list-style-type: none"> <li>• Facilitator identifies all the dynamics and aspects that are relevant to and will influence the establishment and management of the transboundary conservation initiative</li> <li>• Facilitator categorizes the aspects according to the principles of sustainability, i.e. natural and cultural, social and economic</li> <li>• Facilitator distinguishes aspects that are either internal or external to the target area</li> <li>• This broader context may then be presented back to the stakeholders for review, correction and confirmation</li> </ul>

# Suggested agenda for a management planning workshop (ctd.)

Method	Agenda item
Plenary brainstorming or break-out groups (1)	<ul style="list-style-type: none"><li>• Participants start developing a shared vision</li></ul>
Plenary brainstorming or break-out groups (2)	<ul style="list-style-type: none"><li>• Facilitator starts deriving the list of broad <b>management objectives</b>, according to the principles of sustainability as a way of ensuring that all relevant aspects are considered</li><li>• Participants review the management objectives and facilitator rationalizes them to a maximum of ten objectives</li></ul>
Plenary brainstorming (if time and resources allow)	<ul style="list-style-type: none"><li>• Participants prioritize the management objectives. This can be achieved through a process of pair-wise comparison in which participants systematically compare the relative importance of the objectives with each other and thus are able to list them in order of priority</li></ul>

# The main outcomes of the workshop

Common vision statement

+

Prioritised list of common management objectives (*where* and *when* to cooperate)

Major components of a potential future **joint management plan**

Building of mutual trust  
and relationship

Creation of 'ownership' of  
the initiative

Reaching a shared  
understanding of the  
issues

# Developing and implementing an action plan





# An action plan: implementing the agreed management objectives

Identify the **team** to oversee implementation

Develop specific short-term statements of **operational goals**, derived from long-term management objectives (*what* to do): SMART

Define **indicators** to measure progress

Break down each goal into particular **actions**

Action plan (*how* to do it):

flexible

regularly revised and updated

enable adaptive management



# An action plan: implementing the agreed management objectives

A template for contents of an action plan

Objective					
Operational goal					
Action					
What tasks	Who participates	With whom	With what resources	Time frame	Measurement of achievement



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# Potential areas of cooperation that could enhance and sustain cooperative management



## Day-to-day management

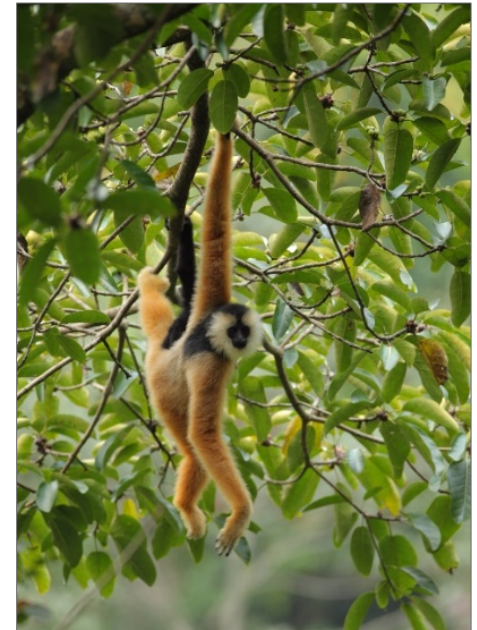
- Sharing of heavy equipment
- Organization of joint patrols to combat poaching and illegal wildlife trade
- Cooperation in wildfire management

e.g. Cross River National Park (Nigeria) and  
Takamanda National Park (Cameroon) TBPA (BOX 6)



## Monitoring of species

e.g. Dauria (China, Mongolia, Russia) has about 200  
monitoring stations; Manas (India, Bhutan) (BOX 10);  
Sangha Trinational (Cameroon, CAR, Rep. Congo)  
(CASE STUDY 10)



## Ecosystem restoration

e.g. Cooperation between Viet Nam and China in Cao  
Vit gibbon conservation (BOX 5)



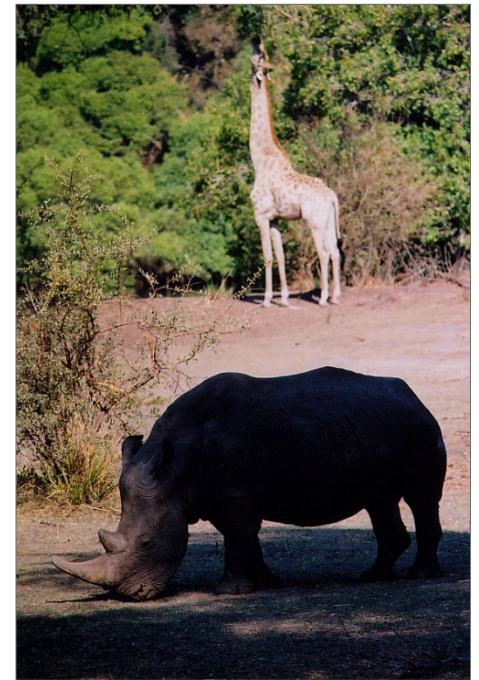
## Staff training and exchange visits

e.g. The Greandines Network of MPAs (Grenada, St. Vincent & the Grenadines) (CASE STUDY 9); Emerald Triangle (Cambodia, Laos, Thailand) (BOX 16)



## Research and sharing of information

e.g. Lake Neusiedl/Seewinkel Ferto Hansag (Austria, Hungary) (BOX 1); Viet Nam and China (BOX 5); Emerald Triangle (BOX 16)



## Joint fundraising and project implementation

e.g. Emerald Triangle (BOX 16)

## Avoiding human-wildlife conflict

e.g. KAZA TFCA (Angola, Botswana, Namibia, Zambia, Zimbabwe) (BOX 8)

# Tourism related activities

- Development of joint tourism products (joint marketing, e.g. common map)
- Promotion of local cultural heritage
- Common identity (e.g. logo, website), route signage
- Cooperation in tourism planning
- Provision of simplified border crossing procedures and visa requirements
- One-fee-only system
- Common code of conduct for visitors
- Simplified licensing and fees for guides crossing borders with tourists
- Engagement of local entrepreneurs and involvement of local people in providing services for tourists



e.g. Lake Neusiedl/Seewinkel Ferto Hansag (Austria, Hungary) (BOX 1); KAZA TFCA (Angola, Botswana, Namibia, Zambia, Zimbabwe) (BOX 8); Marittime Alps-Mercantour TBPA (Italy, France) (CASE STUDY 8); Ai/Ais Richtersveld (South Africa, Namibia) (CASE STUDY 5); Pasvik Inari (Finland, Norway, Russia)

## Suporting social connections

- Trade across borders
- Sport events
- Local festivals and celebrations

e.g. Maloti-Drakensberg (Lesotho, South Africa) (BOX 15); San Juan-La Selva Biological Corridor (Costa Rica, Nicaragua); Pasvik Inari (Finland, Norway, Russia)



## Harmonisation of policy and development of agreements

e.g. Southern Caucsus (BOX 21); Viet Nam and China in Cao Vit gibbon conservation (BOX 5); Mount Kangchenjunga (Bhutan, India, Nepal)





# Key lessons for enhancing cooperative management

Work towards reaching a shared understanding of the issues

Build mutual trust and relationship throughout the process

Develop a common vision

Develop a prioritised list of common management objectives

Clarify *why*, *where* and *when* to cooperate & be realistic

Ideally express the vision and objectives in a joint management plan (usually long-term) and an action plan (usually short-term)





# Thank you

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