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

<table>
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<th>Model of cooperation</th>
<th>Example</th>
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</table>
| **Communication or Information sharing** | • Occasional or regular communication on actions, problems, opportunities or other relevant issues  
  • Sharing of information                                                                                                             |
| **Consultation**                     | • Seeking opinion, feedback or advice from each other  
  • Cooperative process with the aim to harmonize management                                                                              |
| **Coordinated action**               | • 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  
  • **This is a form of cooperative management**                                                                                         |
| **Joint implementation of decisions**| • 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.  
  • **This is a form of cooperative management**                                                                                         |
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

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

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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

<table>
<thead>
<tr>
<th>Method</th>
<th>Agenda item</th>
</tr>
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</table>
| **Formal presentations (1)** | • Objectives of the workshop and details on the workshop process  
• Rationale for the establishment of the transboundary conservation initiative  
• Review of the relevant national and international legal and policy frameworks in which the initiative can be nested  
• Potential further work to bring about enhanced legal and policy compatibilities between the participating countries |
| **Formal presentations (2)** | • 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. |
| **Open facilitated discussion** | • Participants add to what has been presented and ask questions for clarity |
| **Situation analysis** | • Facilitator identifies all the dynamics and aspects that are relevant to and will influence the establishment and management of the transboundary conservation initiative  
• Facilitator categorizes the aspects according to the principles of sustainability, i.e. natural and cultural, social and economic  
• Facilitator distinguishes aspects that are either internal or external to the target area  
• This broader context may then be presented back to the stakeholders for review, correction and confirmation |

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

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<tr>
<td>Plenary brainstorming or break-out groups (1)</td>
<td>• Participants start developing a <strong>shared vision</strong></td>
</tr>
</tbody>
</table>
| Plenary brainstorming or break-out groups (2) | • Facilitator starts deriving the list of broad **management objectives**, according to the principles of sustainability as a way of ensuring that all relevant aspects are considered  
• Participants review the management objectives and facilitator rationalizes them to a maximum of ten objectives |
| Plenary brainstorming (if time and resources allow) | • 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 |
The main outcomes of the workshop

Major components of a potential future joint management plan

- Common vision statement
- Prioritised list of common management objectives (where and when to cooperate)

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 reviewed and updated
  - enable adaptive management

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An action plan: implementing the agreed management objectives

A template for contents of an action plan

<table>
<thead>
<tr>
<th>Objective</th>
<th>Operational goal</th>
</tr>
</thead>
</table>

Action

<table>
<thead>
<tr>
<th>What tasks</th>
<th>Who participates</th>
<th>With whom</th>
<th>With what resources</th>
<th>Time frame</th>
<th>Measurement of achievement</th>
</tr>
</thead>
</table>
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)

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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)

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Supporting 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 Caucus (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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