

GUIDELINES FOR THE INVOLVEMENT
OF LOCAL COMMUNITIES IN THE
MANAGEMENT
OF PROTECTED AREAS

TABLE OF CONTENTS

PREFACE	3
Background	8
1. Structure, Membership and Missions.....	10
a. Local Collaborative Management Committee.....	10
b. Collaborative Management Platform.....	12
c. Collaborative Management Committee	14
2. Mandates of Collaborative Management Structures	15
a. Communication, Sensitisation and Education	15
b. Consultations and Negotiations.....	16
c. Coordination and Implementation	16
d. Monitoring and Evaluation	16
e. Enhancement and Partnership	16
3. Overall Conditions: Mobilisation, Selection Criteria, Duration, Substitution and Reorganisation	17
a. Mobilisation Process of Local Stakeholders	17
b. Installation and Structuring	17
c. Selection Criteria	18
d. Duration.....	18
e. Substitution and Reorganisation	18
4. Functioning.....	18
a. Local Collaborative Management Committee.....	19
b. Collaborative Management Platform.....	19
c. Collaborative Management Committee	20

PREFACE

The Government of Cameroon has always demonstrated its firm commitment to involve all stakeholders in the management of forestry and wildlife resources. In the aftermath of the 1992 Rio Conference that resulted in the adoption of Law No.94/PM of 20 January 1994, significant institutional and legislative reforms that were engaged, laid a great emphasis on principles relating to the participatory management and involvement of local communities neighbouring State forests to substantially contribute in improving their living standards. Eager to promote an inclusive development and the participation of all stakeholders, the Government adopted the 2020-2030 National Development Strategy (NDS30), which in the wildlife and Protected Sectors, highlights 4 (four) major guidelines, namely: (i) intensifying actions to protect species and representative biodiversity ecosystems; (ii) promoting ecotourism; (iii) securing Protected Areas and (iv) intensifying the fight against poaching.



Aware of national and international issues involved in the management of biodiversity and the central role played by local communities in making operational the above-mentioned 4 (four) strategic guidelines, the Ministry of Forestry and Wildlife, through the *Programme for the Sustainable Management of Natural Resources, South West Region (PSMNR-SWR)*, a programme supported by the German Cooperation, has drafted a handbook entitled: **“GUIDE TO THE INVOLVEMENT OF LOCAL COMMUNITIES IN THE MANAGEMENT OF PROTECTED AREAS.”** This document aims at defining the role played by local communities as well as their involvement in the planning and decision-making process with regards to the management of Protected Areas in a bid to ensure the integrity of these areas as well as their enhancement to boost local development.

The guide to the involvement of local communities therefore addresses all shortcomings while taking into account the interests of these communities in the management of Protected Areas and strengthens the integrity of the latter as well as their neighbouring areas, particularly through a locally integrated development process. It is thus a development instrument that will generate ecological, social and economic benefits. I am convinced that this new vision will undoubtedly bring about a significant change and yield concrete benefits at the local level, in a context marked by accelerated decentralisation.

The interests of local communities around the Protected Areas must be taken into account during the various consultation phases that will result in the elaboration, implementation, evaluation and revision processes of management plans. To

achieve this, Collaborative Management Structures (CMSs) under Protected Areas will be set up and will be comprised of the following organs: a Local Collaborative Management Committee (LCMC) at village level; a Collaborative Management Platform (CMP) at the cluster level; and a Collaborative Management Committee (CMC) encompassing all clusters of a Protected Area. These structures will be put in place, and will function in accordance with procedures spelt out in the guidelines.

I would therefore avail myself of this opportunity to thank all those who contributed to the production of this important working instrument. I wish to particularly express my gratitude to representatives of local communities and indigenous peoples, Local and Regional Authorities (LRAs), Civil Society Organisations, Conservators of Protected Areas, as well as technical and financial partners.

Jules Doret NDONGO

A handwritten signature in purple ink, consisting of a large, stylized 'J' followed by 'Doret NDONGO' in a more compact, cursive script.

Minister of Forestry and Wildlife

GLOSSARY

Protected Area: It is a geographically demarcated and managed area enhanced to achieve specific conservation and sustainable development objectives for one or more given resources.

Collaborative Management: It refers to any natural resource management approach that, during both the drafting and implementation phases, should fully involve local communities, indigenous peoples, target groups and other local stakeholders.

Local communities: These are local and/or indigenous populations that reside within or share a common boundary with a Protected Area, and are therefore directly involved in its management.

Indigenous peoples: These are distinct social and cultural groups that share collective and ancestral ties with natural resources and lands where they live, where they are settled or from where they were displaced.

Vulnerable peoples: These are people who, due to their physical or social conditions, are often under-represented in decision-making processes and therefore unable to protect their interests or who are potentially at risk.

Target groups: These refer to any group of people using natural resources from Protected Areas and who are interested in their management and/or who potentially impact their integrity as well as that of their neighbouring areas.

Cluster: It is a group of several villages sharing the same geographical space with the aim of facilitating negotiation of a targeted management strategy by enabling the implementation of management activities within a portion of a Protected Area and its neighbouring area.

Collaborative Management Structures: These are entities set up at the level of each village, each cluster and at the level of the Protected Area in order to ensure the involvement of local communities in the management of the target Protected Area.

Local Collaborative Management Committee: This is an entity set up at the level of each village to equitably represent local communities, indigenous peoples and specific user groups interested in the management of Protected Areas.

Collaborative Management Platform: This is an entity set up at each cluster level in a bid to facilitate exchanges between Protected Area Services and local stakeholders for the planning, implementation, monitoring and evaluation of collaborative management activities within their respective clusters.

Collaborative Management Committee: This is an entity that brings together all the various clusters of a Protected Area in order to combine their efforts towards achieving management objectives.

Collaborative Management Activities: This is a set of activities identified by the collaborative management structures, and carried out by local stakeholders in collaboration with services under a Protected Area found within their respective clusters,

thereby contributing to achieving management objectives for both conservation and the sustainable development of peripheral zones.

Regulated access area: This is an identified and negotiated space within a Protected Area where local communities can exercise their user's rights based on activities enshrined in the management plan and according to clearly specified rules.

LIST OF ACRONYMS

CF:	Council Forest
CMAs:	Collaborative Management Activities
CMS:	Collaborative Management Structure
CoF:	Community Forest
CoF:	Community Forest
CMC:	Collaborative Management Committees
CMP:	Collaborative Management Platforms
FMU:	Forest Management Unit
FPIC:	Free, Prior and Informed Consent
LCMC:	Local Collaborative Management Committee
MINFOF:	Ministry of Forestry and Wildlife
NTFPs:	Non-Timber Forest Products
PA:	Protected Area
PSMNR-SWR:	Programme for the Sustainable Management of Natural Resources Management Programme in for the South West Region

Background

The 1994 Forest Law and its various enforcement instruments has made provisions for the participation of local communities and indigenous peoples in the management of forestry and wildlife resources. This is further substantiated by the new laws on decentralisation and NDS30 one of whose pillars is centred on the enhancement of governance. Under the above-mentioned law, communities are encouraged to streamline their development activities by creating production forests such as council and community forests; as well as community hunting areas and Community-Managed Hunting Zones. The management of some reserves has also been devolved to several councils against the backdrop of these recent regulatory instruments, which specify powers and resources that may be transferred. Furthermore, the involvement of communities in the management of forestry and wildlife resources under production forests is regulated through the setting up of forest peasant committees. However, with regards to Protected Areas (PAs), it appears that the involvement of local communities in the management of these entities is still partial given that a document which provides a framework and guidelines to formalize the procedures is yet to be developed.

The involvement of local communities in the management of wildlife and Protected Areas is considered essential, and a key driver that helps in achieving conservation and local development objectives. In this regard, they are veritable partners of the State that should be involved in the planning, management, development and enhancement of Protected Areas and their peripheral zones. It is based on these facts that the national guidelines to elaborate and review Protected Area management plans have laid a particular emphasis on the involvement of local communities.

To effectively improve the participation of local communities and indigenous peoples in the management of wildlife and protected areas, there is need to establish harmonised procedures in order to substantially take into consideration the aspirations of local communities and improve their livelihoods. By virtue of these initiatives, Collaborative Management Structures under Protected Areas will be set up, at the peripheral zones, as well as coordination groups, at the level of the Clusters (group of villages) and at the level of stakeholders intervening in and around Protected Areas. These structures should contribute to putting in place an inclusive process during the elaboration and implementation of PA management plans. The Communities are therefore expected to participate in the said process by proposing management objectives adapted to their local environment, by defining their responsibilities, as well as having access to PAs and sharing benefits from the management of these protected areas.

These **Collaborative Management structures** (CMS) under Protected Areas comprise of the following:

- Local Collaborative Management Committee (LCMC), at village level;

- Collaborative Management Platform (CMP), at Cluster level;
- Collaborative Management Committee (CMC), encompassing all Clusters of a Protected Area.

These Structures will be set up once a PAs is created. They shall be revitalized when the elaboration process to draft and review management plans is launched, with the view of ensuring an inclusive participation, as the case may be. They must be consulted to set objectives, define strategies and to propose participatory management measures to be integrated into programmes included in PA management plans. The term of office of its members is **5 years, renewable once**.

The Structures refer to privileged partners of the administration and local stakeholders whose role is to preserve the integrity of PAs while enhancing the sustainable development of their peripheral zones, as well as landscape connectivity. This is a legal instrument adopted to encourage the participation and involvement of communities in both the creation and management of PAs. They are commissioned into their functions by competent administrative authorities with territorial jurisdiction. They hold meetings to plan, implement and assess collaborative management activities at the level of the village, cluster and Protected Area.

This partnership can be translated into negotiated collaboration frameworks with both the administration in charge of forestry and wildlife, and other stakeholders involved in and around PAs. Such a collaboration must emanate from guidelines of the management plan. This should lead to a synergy of action with, particularly, communal development plans and should facilitate the mobilisation of resources to implement collaborative management activities. Their implementation must result in annual action plans, involving all stakeholders, notably councils, in order to reconcile objectives of biodiversity conservation and local development.

This document comprises (4) four parts, which are:

- Structure, membership and missions;
- Mandates;
- General conditions;
- Functioning.

1. Structure, Membership and Missions

a. Local Collaborative Management Committee

The **Local Collaborative Management Committee** is an entity set up at the level of each village to effectively represent local communities, indigenous peoples and specific user groups interested in the strategic management of Protected Areas and their periphery (NTFP harvesters, hunters, farmers, breeders, etc.)

Their members are elected by the community, from among the categories of people interested in and/or directly concerned by the management of PAs and their peripheral zones. Members of these committees responsible for the daily follow up of PA management, advocacy and implementation of collaborative management measures.

They are therefore called upon to collaborate with the Conservation Services and other decentralised services under the Administration in charge of Forestry and Wildlife. They are responsible for the surveillance of illegal activities in and around a Protected Area, and also play an active role in the implementation of collaborative management activities within PAs (zoning, ecological monitoring, opening of boundaries, etc.). They are equally in charge of monitoring sustainable development projects in the peripheral zones and along corridors.

The Local Collaborative Management Committee has to align with the existing system and has to carry out specific tasks in PAs. Thus, in the case where some community shares boundaries with both a Protected Area and a production forest (FMU, CoF, CF, ZIC etc.), it is preferable that LCMC and other local committees (Village Forest Management Committee, Riverain Committees) should be made up of the same members with complementary mandates.

The Local Collaborative Management Committee under Protected Areas is made up of the following members:

- i. 1 (one) member elected from among people interested in the management of PAs (Chairperson);
- ii. The Village Head (elected as Chairperson or appointed as an adviser, where necessary);
- iii. 1 (one) member of the village development committee;
- iv. 1 (one) representative of external elites;
- v. 1 (one) representative of internal elites;
- vi. 1 (one) representative of women's associations;
- vii. 1 (one) youth representative;
- viii. 1 (one) representative of any group of people using natural resources from Protected Areas and who are interested in their management (NTFP harvesters, guides and porters, fishermen, etc.)

- ix. 1 (one) representative of each local stakeholder intervening around PAs and who potentially impacts its management (livestock breeders, farmers, gold miners, loggers, charcoal burners, etc.).

At least 1 (one) of the members shall be selected from among representatives of indigenous peoples, ethnic minority groups and vulnerable persons, where appropriate. At least 3 (three) members of the LCMC must be of the opposite sex. The composition of interested local stakeholders (vii) who may influence the management of Protected Areas (viii) must reflect the local setting. LCMCs are limited to 10 (ten) members, however the Chairperson may invite other local stakeholders depending on management issues to be addressed.

LCMCs are elected by community members under the supervision of the Conservation Services. Competent Heads of Forest Control Posts should be involved in the process.

The purpose of their missions is to:

- Mobilise Community members, target groups and indigenous peoples in the drawing up and implementation of management plans;
- Sensitise and educate community people on the management of a Protected Area and its Outstanding Universal Values (OUVs);
- Share information on decisions taken by the Administration;
- Collect and communicate any grievances and also human-wildlife conflicts;
- Inform Conservation Services on cases of:
 - illegal exploitation of timber and NTFPs;
 - poaching or inadequate hunting practices;
 - illegal exploitation of mineral resources;
 - encroachment due to trans-human activities ;
 - encroachment due to agricultural activities, etc.
- Maintain and participate in the surveillance of PA boundaries;
- Provide support to conservation services on request, during PA management or law enforcement missions;
- Contribute to studies: ecological monitoring and research activities;
- Provide support to community: biological monitoring of areas and species of high conservation value;
- Collect and interpret local field knowledge on wildlife distribution and management issues;
- Contribute to conducting a participatory mapping of resources and a demarcation of Participatory Management Zones;
- Participate in regulating the access and use of PA resources based on zoning and guidelines from management plans;
- Implement and monitor collaborative management activities jointly defined in their Collaborative Management Zones (trail maintenance, monitoring, etc.);

- Implement and monitor sustainable development projects jointly defined within peripheral zones;
- Participate in enhancing and managing ecotourism;
- Contribute to the compliance with issues on access rights to resources in accordance with the management plan;
- Contribute to epidemiological surveillance and prevention of emerging and re-emerging diseases;
- Contribute to the sustainable use of forest resources in the periphery with other stakeholders (FMU, CoF, CF, ZIC).

b. Collaborative Management Platform

Collaborative Management Platforms (CMPs) are set up in each cluster encompassing villages having similar features and sharing the same geographical area, in order to coordinate interventions in a portion of a Protected Area and its peripheral zones. Their members are elected from among LCMC members of the villages in these clusters. In collaboration with Conservation Services, they define and oversee management strategies adapted to the specific context of their respective clusters.

These Platforms facilitate the coordination and mobilisation of collaborative management activities in a specific cluster. Hence, PAs are first broken down into management units called Collaborative Management Zones, to which specific management responsibilities have been entrusted. As a result, these villages may benefit from remunerated activities carried out in the cluster: regulated NTFPs exploitation, boundary tracing and/or maintenance and ecotourism activities.

Cluster Platforms should meet bi-annually in a bid to elaborate and oversee the implementation of the annual action plans. They may be convened to address other important issues relating to the management of PAs (Category A poaching, ecotourism project, etc.) and their peripheral zones (Council Plan, Community Development projects, etc.).

Collaborative Management Platforms are made up of:

- i. an elected Chairperson of the cluster;
- ii. an elected member of each LCMC;
- iii. a representative of the council(s) concerned;
- iv. a representative of the Conservation Service under the PA concerned;

Cluster Platforms may be expanded, as and when necessary, to include other stakeholders in order to address specific management issues and/or to effectively coordinate interventions with stakeholders interested in the management of a Protected Area (councils, economic operators, cooperatives, etc.). At least 2 (two) members must be of the opposite sex and, if applicable, at least 1 (one) member must come from indigenous people.

Members must elect a representative bureau comprising a chairperson, a secretary, a treasurer and focal points devoted to provide support to specific management problems (NTFPs, ecotourism, ecological monitoring, poaching, etc.).

The purpose of their missions is to:

- Represent and defend the interests of local communities as well as those of indigenous peoples during the elaboration and revision of management plans and their implementation;
- Share local knowledge on a specific portion of PAs;
- Contribute to the negotiation and definition of micro-zoning and regulatory measures related to each zone;
- Negotiate access rights in keeping with management objectives of Protected Areas;
- Identify site-specific target groups, management issues and associated measures to address them accordingly;
- Contribute to the elaboration of a management strategy specific to their area, its periphery and adjacent corridors;
- Define a cluster-specific strategy to enhance identified development opportunities;
- Sensitise various stakeholders on their roles and responsibilities in the management of Protected Areas;
- Sensitise and disseminate strategic documents on the management of Protected Areas;
- Negotiate a collaboration framework at the cluster level to guide and mobilize resources for a collaborative management intervention;
- Elaborate and review annual action plans;
- Coordinate collaborative management interventions with Conservation Services within a PA (surveillance, ecotourism, etc.);
- Coordinate sustainable natural resource management and local development initiatives in peripheral zones and along corridors, particularly with Councils in accordance with the zoning plan;
- Contribute to the elaboration of development projects;
- Mobilize agro-pastoral and forestry producers to achieve management objectives of PAs and its peripheral zones;
- Create development opportunities and generate income from resources in the PA and its peripheries;
- Mobilize human, material and financial resources;
- Participate in monitoring the use of funds allocated to participatory management and community development;
- Monitor and evaluate the impact of participatory action in the area.

c. Collaborative Management Committee

A **Collaborative Management Committee** (CMC) is a group that encompasses all clusters of the Protected Area in order to harmonize their efforts to realise the vision and achieve management objectives of a PA and its peripheral zones. This entity participates in elaborating and evaluating the overall performance of management programmes. It also contributes to lobby and advocate for the mobilization of resources from various stakeholders.

This committee meets at least once a year, as and when necessary, to scrutinise key issues on the management of PAs and their peripheral zones.

The Collaborative Management Committee comprises:

- The Chairperson: Conservator;
- The Rapporteur: elected from among the Chairpersons of PMPs;
- Members:
 - Chairperson of each CMP;
 - Mayors of each concerned Council;
 - A Representative of development and conservation partners;
 - A Representative of civil society organisations;
 - A Representative of indigenous peoples, where appropriate.

Based on the local setting, other key stakeholders dealing with the conservation and management of PAs as well as the development of its peripheral zones may be involved, such as FMUs, community forests, economic operators and other sectoral ministries. It may also, where necessary, align with existing stakeholder forums.

The purpose of their missions is to:

- Ensure that the interests of local communities and indigenous peoples are taken into account during the elaboration and implementation of the management plan;
- Contribute to the elaboration of a communication, sensitisation and environmental education strategy;
- Contribute to the identification, prevention and resolution of conflicts;
- Harmonise actions of various CMPs to achieve management objectives of a PA and local development;
- Review and approve the budgets and annual work plans prepared by CMPs by ensuring their compliance with guidelines and overall objectives of the management plan;
- Participate in the supervision of CMP Action Plans, in the consolidation of annual reports, as well as their approval;
- Participate in the strategic planning and evaluation of PA management plans;
- Participate in the review of sustainable management projects and development initiatives within the peripheral zones;

- Contribute to the assessment of the effectiveness in the management and achievement of management plan objectives;
- Participate in the mobilisation of resources in line with the implementation of management plan prescriptions;
- Monitor the achievement level of community investments in relation to funds allocated to collaborative management and community development;
- Increase the attractiveness in accordance with partnership and project funding;
- Assess opportunities in relation to local development, services and products;
- Develop market opportunities for environmentally friendly and fair-trade products/services and product certification;
- Participate in the development of sustainable funding.

2. Mandates of Collaborative Management Structures

Under the supervisory authority of the Conservator of a Protected Area, the mandates of Collaborative Management Structures under Protected Areas are assigned to the three levels of involvement of local communities and indigenous people; notably Local Collaborative Management Committees, Collaborative Management Platforms and Collaborative Management Committee. Their mandates, without being exhaustive, focus on:

- Communication, Sensitisation and Education;
- Consultations and Negotiations;
- Coordination and Implementation;
- Monitoring and Evaluation;
- Enhancement and Partnership.

a. Communication, Sensitisation and Education

Collaborative Management Structures (CMS) are legal entities charged with dissemination of information at all levels; messages on biodiversity conservation and those specific to the Protected Areas they represent. They should therefore be regularly sensitised by forestry and wildlife services on regulatory framework and initiatives in favour of biodiversity conservation and PA management.

CMS are responsible for informing locals on all issues concerning the management of Protected Areas and their Outstanding Universal Values (OUVs). They should organise regular sensitisation campaigns, targeting specific groups and disseminating conservation education messages in schools. They should also inform the forestry and wildlife services of their challenges in the management of Protected Areas and their periphery.

Given the number of communities usually involved and the logistic challenges to mobilize them, collaborative management platforms at the cluster level may significantly improve communication with PA Services. These platforms may be called upon to discuss cluster-specific management issues and mobilize multiple communities to address them. There is need to build the capacity of members in a bid to ensure that they advocate, retain and disseminate relevant messages to indigenous peoples and local communities they represent.

To this end, Protected Area Managers and their partners shall set up appropriate communication mechanisms, such as community radio stations, environmental clubs, etc. A member of the community may also be selected to represent a specific cluster, according to mutually agreed selection criteria, to oversee and coordinate information with the Conservation Services. An effective conflict and complaint management mechanism should also be put in place to prevent and address conflict situations that may arise.

b. Consultations and Negotiations

CMS should contribute to the definition of management objectives for PAs and their peripheries at all stages during the elaboration or review of management plans. They are also involved in developing projects or taking initiatives on PA management and their peripheral zones. Therefore, there is need to train them on various methods and concepts to ensure that they take informed decisions (FPIC) and defend the interests/rights of indigenous peoples and local communities they represent.

c. Coordination and Implementation

CMS should play a central role in terms of coordination, planning and implementation of measures outlined in the management plan of Protected Areas. They shall provide support to collaborative management activities that grant support both to PA management and the local development of its peripheral zones. Their intervention shall help in addressing priority management issues and should encourage the mobilisation of indigenous people as well as identified target groups.

d. Monitoring and Evaluation

CMS shall play a key role in monitoring and evaluating the impact of collaborative management activities in relation to objectives defined in management and action plans.

e. Enhancement and Partnership

CMS shall facilitate the mobilisation of local resources for PA management. They should facilitate the reception of visitors and play an important role in promoting

PA cultural and environmental values. These structures shall also contribute to establish partnerships, e.g. in the certification of agricultural products or management of ecotourism projects around PAs. CMS shall encourage the constitution of agricultural and forestry producer groups in order to bring together the local people, by involving them in the management of resources found in PAs and their peripheral zones.

Such an integrated involvement should streamline development opportunities by creating economies of scale around some products (NTFPs-agricultural products); and services (ecotourism, environmental functions, etc.). It is also an ideal platform for coordinating development opportunities alongside decentralised structures and economic operators.

3. Overall Conditions: Mobilisation, Selection Criteria, Duration, Substitution and Reorganisation

a. Mobilisation Process of Local Stakeholders

Collaborative Management Structures shall emanate from the villages; it is thus, at this point that the first round of information and sensitisation shall be conducted in a bid to create a common understanding of the process and its importance for the future collaboration of local stakeholders with PA Services. Facilitators of the process should specify to all, the main objectives of PAs and emphasize the roles and responsibilities of stakeholders. Ideally, this phase shall be combined with the local sensitisation processes planned during the elaboration of management plans, in order to ensure an inclusive process by setting up management objectives of PAs and their peripheral zones.

During this phase, there is need to identify stakeholder groups and their interests in order to facilitate their involvement in the management of Protected Areas. This should be an opportunity to conduct discussions with some target groups on how to use their resources and possibly conduct further surveys in a bid to obtain updated biological and socio-economic data, as well as other elements required for elaborating their management plans.

b. Installation and Structuring

CMS shall be commissioned into their functions by competent administrative authority with territorial jurisdiction. Conservation Services and their partners shall provide support to these structures by training them adequately in order to carry out their roles and responsibilities accordingly. They shall also participate actively in all phases concerning them, notably planning, implementation and monitoring-evaluation of tasks assigned within the framework of this collaboration at the level of the village, cluster and Protected Area.

Members shall formalize their statutes, establish their rules and regulations and elect a representative executive board, comprising a Chairperson, a Secretary, a Treasurer and focal points devoted to help in addressing specific management issues (NTFPs, ecotourism, ecological monitoring, poaching, etc.).

c. Selection Criteria

CMS Members are representatives of local communities and main local stakeholders concerned. Their primary concern is therefore to enhance the management of PAs and their peripheral zones in a bid to arouse the overall interest of local communities and indigenous peoples. These members are distinguished by their ability to initiate dialogue, conduct research and disseminate received information.

The criteria for CMS membership are as follows:

- Must be resident in the village (except for external elite);
- Must have a strong commitment to public interest and community development activities;
- Must have a strong interest in the management of Protected Areas and the sustainable development of their peripheral zones;
- Must have a proven commitment to biodiversity conservation issues.

d. Duration

The mandate of Collaborative Management Structures is **5 (five) years, renewable once.**

e. Substitution and Reorganisation

In the course of the mandate, a member may be substituted if he/she does not longer fulfil the required conditions for the smooth functioning of the aforementioned structure; maybe due to a change of residence, repeated absences from meetings, lack of interest, etc. The replacement may occur during a meeting attended by at least 2/3 majority of its members; and this decision ought to be endorsed by the Chairperson under the supervision of Conservation Services. The minutes of the meeting, which shall be copied to the Forestry and Wildlife Administration, must clearly specify the reasons for this replacement.

4. Functioning

Members shall formalise their statutes and rules or procedures. Decisions shall be taken by a simple majority of votes, with the chairperson having a casting vote. Minutes of the meetings shall be forwarded to PA Services. Activities to be carried out in the field shall be prescribed, where appropriate, by the management plan

and by the annual action plan developed at cluster level and previously approved by the Collaborative Management Committee.

The frequency of meetings shall depend on committees, which shall be convened by their chairpersons. However, Collaborative Management Structures may meet in extraordinary session when it is convened by the PA authority, its Chairperson or 2/3 majority of its members.

Conservation services and their partners shall help these structures to mobilise resources and set up sustainable funding mechanisms, based on the interests of local stakeholders, in order to enhance local development in keeping with PA's management objectives.

a. Local Collaborative Management Committee

LCMC shall meet four (4) times a year to discuss and follow up the implementation of the annual action plans. They may be convened to address other important issues relating to the management of PAs (Category A poaching, ecotourism project, etc.) and their peripheral zones (Council Plan, community development projects, etc.).

Protected Area Services and their partners shall support the LCMCs in order to set up a local source of income generation, notably by rationally exploiting some of its resources. They could therefore share out the benefits from the monitoring and registration of NTFP harvesters emanating from local communities. They shall also enhance self-funding mechanisms that shall take into account the local setting and their compliance with conservation objectives, such as the planting of economic value trees along boundaries, a community forest or agricultural and forestry processing units, which are sources that may generate income to these local committees (LCMCs) as well as promote the geographical identity of the said products derived from the collaborative management of PAs and their peripheries.

b. Collaborative Management Platform

Platform meetings, that should hold bi-annually, shall be convened by the Chairperson to monitor and assess their annual action plan. The functioning of these groups may be supported by a "Collaborative management fund raising operation" relating to activities implemented in their respective clusters: (NTFP management, opening/maintenance of boundaries and paths, ecotourism). The disbursement of these collaborative management contributions must be associated to an evaluation of the performance conducted at the cluster level (such as the reduction of illegal activities, seizures, level of implementation of the action plan, etc.). It shall be used exclusively to fund activities pre-identified at community level and approved by PA services.

c. Collaborative Management Committee

The Collaborative Management Committee (CMC) shall meet at least once a year, during an ordinary session convened by the Conservator of the concerned Protected Area. These meetings shall contribute to the evaluation, planning and implementation of the annual action plans of the Protected Area. Funding shall come from the budgetary package allocated to Conservation Services and any other identified funding sources.

Conservators of Protected Areas shall, each in their respective spheres, be responsible for the setting up and functioning of these Collaborative Management Structures.