



## CONFERENCE REPORT

**“How to reconcile governance of common pool resources and stakeholders' benefits?”**

July 05, 2023

Alisa Hotel, North Ridge, Accra – Ghana



Conference funded by:



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## Acknowledgement

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We are especially thankful to our partners: A Rocha Ghana, Northcode Ghana, West African Primate Conservation Action (WAPCA) and ORGIIS Ghana whose expertise, inputs and recommendations helped shape and frame the conference programme agenda.

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Lastly, we extend our profound gratitude and deepest appreciation to the panellists: Razack Y. A. Issahaku (WCHS, Ghana), Isa Gedi (NRT, Kenya), Alicia Bustillos Ardaya (Fundación Natura, Bolivia), Terry Sunderland (Faculty of Forestry, University of British Columbia), Teiko Sabah (Legal Expert, Ghana), Benjamin Oska (Yayra Glover Ltd., Ghana) and Rebecca Asare (NCRC, Ghana) as well as the moderators and all the conference participants for their availability and willingness to openly share their expertise, experiences, ideas which made the conference a huge success. Thank you all for fully participating in and contributing to this conference, which made it our collective success and achievement.

We hope that this conference report and related conference materials will catalyse collaborative actions on the conference theme and contribute to replication and scaling up of efforts towards achieving the global biodiversity framework and sustainable development goal at large.

Conference Organizers:

Noé and partners – A Rocha Ghana, WAPCA, Northcode Ghana and ORGIIS Ghana

Moderators: Godwin Evenyo Dzekoto and Abdul Wahid-Arimiyaw

## Executive Summary

The multi-stakeholder conference took place on July 05, 2023 at Alisa Hotel in Accra, Ghana. It was organized by Noé and its implementing partners in Ghana under the ECONOBIO II programme entitled: **“Development of green value chains for the benefit of local communities living on the outskirts of biodiversity-rich areas with the support of private sector and civil society”**. The programme supports community-driven biodiversity conservation using the CREMA mechanism and pro-biodiversity value chains including agro-ecological best practices. It is being implemented on the outskirts of four Protected Areas in Ghana – Mole National Park, Western Wildlife Corridor, Ankasa Conservation Area and Atewa Range Forest while contributing to the restoration and conservation of biodiversity around these identified areas.

The conference was held under the theme: **“How to reconcile governance of common pool resources and stakeholders' benefits?”**. It was overall designed to be a platform for sharing experiences, insights and best practices from various landscapes and countries where managing the commons involves complex and effective community-based governance systems. The main objectives include:

- to stimulate collective conversation on the challenges and complexities of governing the commons and showcase best practice examples from ongoing CBNRM initiatives in different jurisdictions;
- to brainstorm, exchange ideas, experiences and generate knowledge on the subject of creating a balance between inputs & rewards in managing/governing the commons; and
- to strengthen partnerships and create a space for networking among the various stakeholders.

The event assembled 85 (65M, 20F; of which 35% is youth) people involving a diverse group of participants, including representatives from governmental institutions, international and local non-governmental organizations, private companies, academia, Community Resource Management Areas (CREMAs) as well as donors and development partners.

The main highlights from the interactions point toward the essential need for a bottom-up approach that ensures strong local communities involvement, adoption of an integrated landscape approach that facilitates strong multi-stakeholders' collaborations and balances competing interests as well as a need to support livelihood and business development mechanisms based on identification of viable economic engines and sound business plans to support them. The interactions overall concluded on the need to develop strong governance foundations for the CREMAs and financial strategies to sustain them – ensuring that conservation actions deliver tangible benefits that sustain local's motivations to continually engage in them. The key lessons drawn from this conference, summarized in section 2.5, build on the results from the Noé's multi-stakeholder conference held in June 2019.

As issues of governing the commons are quite broad and complex, there is still so much to learn; this conference is in no way exhaustive on the most effective and efficient approaches to governing the commons. It has only contributed to ongoing dialogues and stimulated the need for further exploring the subject and making meaningful connections that would drive our collective actions towards impact. As such, it is envisaged that the readers of this conference report will find inspiration from the lessons shared to inform their project/programme approach and implementation strategy.

# 1. Introduction

This report summarizes the main ideas, lessons and outputs of the multi-stakeholder conference on “*How to reconcile governance of common pool resources and stakeholders' benefits?*”, which took place on July 05, 2023 at Alisa Hotel in Accra, Ghana.

## 1.1 Noé – ECONOBIO programme context

In West Africa Protected Areas are home to exceptional biodiversity. However, these natural areas are endangered by illegal logging, poaching and deforestation through unsustainable agriculture, mining, among others. Historically, most actions for the preservation of nature in developing countries have focused on strengthening the protection of high biodiversity areas, supporting the Government as a central player and often with limited involvement of local populations. However, in the local context, communities are often the best placed actors to address key threats; yet, their involvement is still patchy.

Moreover, lacking sustainable income-generating activities and struggling to meet their basic daily needs, local populations cause direct pressure on biodiversity and threaten the conservation and sustainability of the resources. Solutions involve the implementation of community-based management systems, and the development of viable economic alternatives.

Since 2001, the Ghanaian government via the Wildlife Division of the Forestry Commission has authorized the creation of Community Resource Management Areas (CREMA), a mechanism enabling the delegation of the natural resources management to communities. The success of the community-based management model depends on the commitment from the population, which in turn highly depends on the economic interest the population may find in its implementation.

Created in 2001, Noé is a French non-profit organization whose mission is to safeguard biodiversity around the world. In the context of the challenges in resource governance and driven by its mission, Noé, through its ECONOBIO programme since 2017, aims to foster in Ghana an innovative model of biodiversity conservation based on the development of sustainable value chains for the benefit of local populations, with the support of the private sector and civil society organizations (CSOs) through three specific objectives:

- SO1: Contribute to the development of sustainable economic sectors in and around the areas to be protected.
- SO2: Improve biodiversity conservation and sustainable use of natural resources by communities.
- SO3: Sustain the model by strengthening the civil society players and by capitalizing and disseminating the project lessons learnt.

Noé operates by providing technical and financial support to local Non-Governmental Organizations (NGOs) in Ghana to implement its programme.

## 1.2 About the Conference: Context and Purpose

It is noted that the fortress conservation approach has caused many relocations of local settlements, amplified state control of resources, and enforcement of reduced access to land and natural resources to indigenous community members. In contrast, Community Based Natural Resource Management (CBNRM) presents an inclusive approach to conservation, where the needs of local people and natural resources are equitably catered for. Yet, critics of community-based conservation, often question its ability to address the socio-environmental concerns, often resulting in trade-offs between competing priorities.

A strong multi-stakeholder engagement and an efficient cooperation is key to the success of conservation strategies and actions at the scale of a landscape. Therefore, Noé organized this conference to create room for exchanges of expertise, knowledge and point of views around that problem. The idea was to

provide opportunity and a space to reflect on some of the challenges existing in governing the commons, on how CBNRM can meet the alternative needs of local people and on CREMA sustainability, among others.

## 2. Conference Discussions and Outcomes

The conference opened with an introduction, welcome and purpose of conference with a keynote address and a short presentation on the ECONOBIO programme highlighting its synergistic approach and main results since the start of the second phase in 2021.

The event also recorded presentations by a diverse group of panellists/speakers on key elements of the conference theme (see conference programme in annex 1). The presentations highlighted lessons and best practices from community conservation initiatives and expatiated on the opportunities and key elements for ensuring efficient governance systems from practical and legal perspectives. It further explored the core pillars for ensuring social, governance and financial sustainability of CREMAs.

A political café approach was adopted where participants discussed in small rotational groups four key questions that aimed to answer the broader question of “how to create a balance between inputs & rewards in managing the commons”. Exploring these four questions allowed participants to reflect critically on their intervention logic and strategy including their fundamental role in sustainable resource governance:

- how can the opportunity cost/trade-off be accounted for and compensated?
- how can the returns on financial investment be realized?
- How can equity in resource governance be achieved?
- What tools or mechanisms can be applied?

The event assembled 85 (65M, 20F; of which 35% is youth) people involving a diverse group of participants (see annex 1), including representatives from governmental institutions, international and local non-governmental organizations, private companies, academia, Community Resource Management Areas (CREMAs) as well as donors and development partners

### 2.1 Introduction to the conference and welcome note

**Mabel AGBA, Programme Coordinator, Noé.** Our collective agenda is to better understand how best we can serve nature and how nature can in turn serve us; ensuring that we derive the optimum benefit from the environment while nurturing and preserving it for future generations. The conference builds on a series of meetings, workshops and conferences globally as well as contributes to literature on the subject of governing the commons. It is part of our collective will of developing a shared agenda and framing our actions towards implementing sustainable and transformative solutions for biodiversity and people. The programme, ECONOBIO, under which the conference is held fosters a mechanism to create a mutually re-enforcing link between economic development and biodiversity conservation. It supports strong local communities’ involvement and private sector support including fostering collaboration across all sectors to create impact at scale. It is hoped that our collective energy, time and efforts will be harnessed through the mutual space of learning and sharing to build a CREMA that is self-sustaining. The networks and solidarity we build in forums like this truly matters and should be a building block for inspiring actions and sustaining partnerships that work. It is therefore not enough to simply feel a part of this conference without making a conscious effort to internalize and implement the lessons including using the knowledge to fine-tune our current and future programme interventions. The conference theme

*“It is not enough to simply feel a part of this conference without making a conscious effort to internalize and implement the lessons including using the knowledge to fine-tune our current and future programme interventions.”*

“reconciling governance of common pool resources and stakeholders benefit” seeks to address our resource governance issues and beckons us to walk the talk.

## 2.2 Keynote Address

**2.2.1 Dr. Richard GYIMAH, Director of Stakeholders and Eco-tourism of the Wildlife Division of the Forestry Commission of Ghana**, provided the general context to community-based natural resources management with focus on the CREMA concept. According to him, past policies in Ghana, especially the 2012 Forest and Wildlife policy and successive forestry master plans have provided a comprehensive framework for management of natural resources aiming to support sustainable use, exploitation and/or conservation of forest and wildlife resources. He stated that the CREMA concept, although not the first attempt to involve communities in resource governance, it is the first to devolve management authority to a community-based organization and further expatiated its legal basis as enshrined in section 1 of the Wild Animal Preservation Act, 1961 (Act 43), noting that it is what informed the certificate of devolution by the sector Minister to CREMAs. He also enumerated some progress markers and opportunities as well as challenges hindering sustainability of CREMAs:

- The Wildlife Resources Management Bill which provides legal backing for CREMAs having received cabinet approval and legal revision by the Attorney General and Ministry of Justice, is expected to be passed before the end of the year. Once this happens CREMAs will be fully grounded in law.
- A new directorate is established by the Forestry Commission to be responsible for all CREMA related issues and will provide strategic direction for effective implementation. Yet, there is the need to make the communities the rallying point for any CREMA establishment process.
- There is a growing number of CREMAs across the country with 55 of them in the WD’s database of which 33 are fully established with certificate of devolution while the rest are at different stages of growth. The challenge however is the lack of financial and technical support to sustain them beyond project grant funding.
- Despite the CREMA being a promising decentralized resource governance tool and contributing to enhanced forest protection, increased environmental awareness, job creation and improved livelihoods in some geographies, the lack of sustainable economic opportunities still persists in most places resulting in increasing illegalities in some CREMAs.
- The capacity for CREMAs to thrive has also been limited by inadequate technological and technical know-how as well as the business/entrepreneurial mind-set to attract long-term private sector support or investment.
- CREMAs present a huge opportunity for securing Ghana’s network of protected areas, to facilitate the enabling environment for equitable access and benefit from natural resource management, serve as entry points for strengthening communities’ partnership with government and businesses as well as contribute to global biodiversity goals and sustainable development agenda.

*“A new directorate is established by the Forestry Commission to be responsible for all CREMA related issues and will provide strategic direction for effective implementation. Yet, there is the need to make the communities the rallying point for any CREMA establishment process”*

In conclusion, he pointed out lessons learned from the over 20 years of CREMA implementation to buttress the need to (i) ensure CREMAs are assisted technically and financially to develop and implement their management plans; (ii) subject CREMAs to regular M&E to inform planning and management decision and (iii) leverage on ICT and develop livelihood enterprise options to improve business skills, create rural prosperity and financial mechanisms for sustaining CREMAs.

## 2.3 Presentation on ECONOBIO II Programme and Key Results

The ECONOBIO II programme is a 4-year programme (January 2021 – December 2024) and builds on results of the first phase which was implemented between January 2018 – December 2020. It is funded

by the French Development Agency with co-funding from Sofi Tucker Foundation and Ciel d’Azul Labs. It is contributing to development of 6 economic sectors: shea butter, coconut oil, cocoa, baobab powder & oil (all organic), honey & beeswax as well as NTFPs (mainly Aframomum) value chains around 4 protected areas in Ghana.

It is framed in a synergistic approach of combining the development of pro-biodiversity economic development and biodiversity conservation with a strong public private partnership ensuring that it generates long-term financial returns for the actors whilst improving the sustainability of the supply chains.

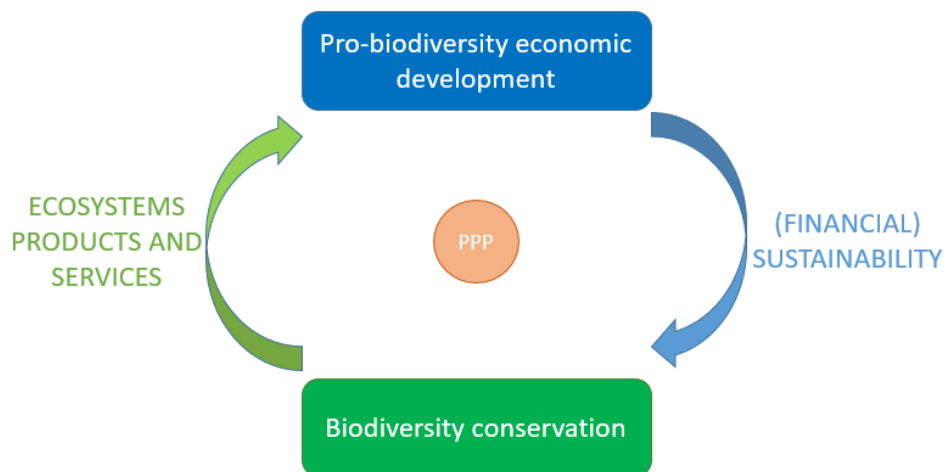


Figure 1: Noé's programme approach

The programme has produced remarkable results thanks to the strong network of actors that Noé works with including NGOs, CREMAs including producer cooperatives, private companies and academia. The main results achieved since 2021 are summarized below:

Socio-economic	Ecological
<ul style="list-style-type: none"> <li>● 4,600 producers empowered (65% female)</li> <li>● GHS 20 million of income generated by farmers &amp; processors</li> <li>● Improved skills &amp; production practices (certified organic)</li> <li>● Infrastructure – 3 warehouses, 1 shea butter centre &amp; 1 coconut charcoal unit built</li> <li>● GHS 145,000 in Conservation Funds</li> <li>● 770 CREMA leaders empowered (19% F)</li> <li>● GHS 190,000 income generated by patrollers &amp; nursery workers</li> </ul>	<ul style="list-style-type: none"> <li>● 11 active CREMAs in progress; 8 of which are detailed mapped</li> <li>● 3 CREMA management plans developed</li> <li>● 300,000ha of community forest under sustainable management</li> <li>● Improvement of law enforcement in CREMAs with 1,800 patrols conducted</li> <li>● 196,000 tree seedlings planted with 23% mortality rate</li> <li>● 2 Conservation Agreements signed</li> </ul>

Figure 2: ECONOBIO II programme results

## 2.4 Highlight of Panellists’ Presentations

### 2.4.1 CBNRM, a Mechanism for Meeting the Alternative Needs of Local Communities

Two panellists, Isa Gedi of NRT and R.Y Issahaku of WCHS with several years of supporting CBNRM initiatives shared their perspectives on “how Community Based Natural Resource Management (CBNRM) can serve as a mechanism for meeting the alternative needs of local people. This session presented the



Kenyan and the Ghanaian perspectives on the subject focusing on the approaches, impacts, national level framework and sustainability strategy as well as the key lessons and best practices to build on.

The WCHS case demonstrated how the local communities with their traditional leaders, organized themselves to protect their territory and wildlife resources and how they **used the natural resources assets such as rivers, shea parklands and hippos as the economic engines (eco-tourism and value chain development)** to create jobs and improved livelihoods for the local communities and at the same time delivered ecological benefits creating a win-win situation for the people and nature. The NRT case demonstrated how they have used a three prong-approach of tackling the challenges of peace & security, livelihood & business and conservation of natural resources to develop resilient community conservancies that have transformed lives and secured biodiversity outcomes. It further highlighted how **they broke the cycle of working in NGO silos to engage at a broader level to co-create the solutions** with communities and government by **integrating the conservancies into the national development planning framework**. Both presentations underscored the fact that **CBNRM requires significant time to establish** and a bottom-up approach where the **local communities are central and at the apex of the decision making structure/pyramid**. The session also highlighted the fact that CBNRM initiatives are susceptible to shock and global pandemic such as COVID-19 and the need to identify risk and the mitigating factors from the beginning to minimize them should they occur.

#### 2.4.2 Governing the Commons: Challenges, Solutions, Adaptive Learning & Opportunities

Three seasoned speakers – Alicia Bustillos Ardaya (Fundación Natura, Bolivia), Terry Sunderland (University of British Columbia, USA), and Teiko Sabah (Legal Practitioner, Ghana) shared their point of view on the topic from NGO, academic and legal perspectives by connecting theory and practice.

Speaking to Fundación Natura's approach, Alicia gave an illustrated example of how **watershed agreements (a conservation agreement tool) was used to connect the upstream landowners with downstream water consumers** to protect and conserve water resources in Bolivia and how it delivered financial and livelihood benefits for the people. Using Ostrom's 8 design principles for governing the commons, she demonstrated how efficient governance systems offer a solution to governing the commons. Terry Sunderland, from both theoretical and practical standpoint, showed how competing interests and resource use rights can be reconciled for effective sustainable management using integrated landscape approaches. He pointed out that although these approaches are gaining increased support and implementation efforts are increasing, the evidence base is still weak and therefore, a transdisciplinary research agenda is required to sustain its prominence. He concluded that these **approaches, when appropriately applied, hold potential to elevate our understanding of the contextualized conditions under which sustainable development can be pursued**. Teiko Sabah's presentation showed that CREMAs are embedded in Ghana's constitution as it has provisions for involving citizens in the management of resources. She also threw light on the Land Act and its provisions for communities to organize themselves for the management of their communal lands. She clarified some components of the Wildlife Resources Management Bill noting that although it covers conservation of flora, it does not include economic trees (timber). She concluded that **until the bill is passed, the CREMAs do not have the power of prosecution but can do citizen arrest** and bring offenders to the police. Their presentations emphasized the importance of strong collaboration and the need to break away from the silos considering the complexities of governing the commons by **facilitating discussions, bringing the stakeholders together in a kind of platform to talk about their vision for the landscape and understand all of their point of view, agenda and priorities in a transparent manner**.

### OSTROM'S 8 DESIGN PRINCIPLES FOR GOVERNING THE COMMONS

- ✦ There are clearly defined boundaries of both the resource and who can use it.
- ✦ Congruence between use rules / local conditions.
- ✦ Resource users who follow rules create and modify them.
- ✦ Monitors are accountable to or are the users of the resource.
- ✦ Incompliances sanctioned according to the severity of the offense.
- ✦ Low-cost local mechanism for conflict resolution.
- ✦ Government recognizes the local right to organize.
- ✦ Institutions and rules are organized in multiple layers of nested enterprises.

Figure 3: Ostrom's 8 design principles for governing the commons

#### 2.4.3 CREMA Sustainability

This session sought to highlight the key elements that make a CREMA socially and financially sustainable from an NGO and private sector perspective. Benjamin Oska of YGL, speaking to the role of private sector and its contribution to ensuring CREMA's sustainability, shared the YGL approach which suggests that for CREMAs to be sustainable their establishment and functioning must be anchored on **5 sustainability pillars including (i) positive economic impact to local communities, (ii) commitment to environmental stewardship, (iii) active community engagement, (iv) partnership and collaboration and (v) monitoring and evaluation**. He demonstrated that the private sector by applying this model could bring lots of value to the CREMA and support them to add value to their raw materials whilst empowering them socially and economically through technical training, job creation, provision of insurance, savings & loans schemes, etc. Rebecca Asare of NCRC buttressed this viewpoint by sharing case studies of 3 CREMAs (WCHS, Ankasa-Tano and Kakum CREMAs), highlighting key elements that have made them financially sustainable informed by a World Bank study and years of her work experience in the field. She emphasized that financial sustainability must be a goal from the start of the CREMA creation and demonstrated with the case studies how CREMAs can start to generate revenue and how they could be nested in multiple layers of governance level to nurture enterprises resulting in financial autonomy. Key of note is that attaining **financial sustainability requires (i) strong governance foundations, (ii) diversity of partnerships, (iii) sound business plans and financing strategies, (iv) mixed sources of funds and (v) adequate and transparency benefit sharing arrangements**. Both presentations strongly emphasized importance of quality and sustainable partners to guide and support the process of CREMAs attaining sustainability especially involvement of private sector in enterprise development and also cautioned against the tendency for such partners to become substitute to the CREMA or contribute to a sense of dependency by the CREMA on them.

#### 2.5 Highlight and Key Lessons Learned

Cross-cutting lessons and insights from the presentations, plenary discussions and political café are summarised below. These lessons build on Noé's multi-stakeholders' conference held in June 2019 and are in no way exhaustive so should be explored further for better understanding of the issues of governing the commons and optimizing stakeholders' and environment benefits.



### INCREASING LOCAL OWNERSHIP & PARTICIPATION

- Community initiatives (eg. CREMAs or Conservancies) that are led and owned by local people have higher chances of thriving over a long time. Important to always make the communities the central actors. But they must be supported by long-term sustainable technical and financial partners and/or collaborators.
- Important to identify the cultural connections and traditional values and belief system on which to build the CBNRM governance structures. For instance, one of the key thriving factors of WCHS is because their system was built on traditional hunting taboos.
- The people need to directly benefit from governing the commons through community development projects (education & scholarship, business development, water supply, infrastructure, etc.).
- Provide a support system through mentorship, demonstration and exchanges with CREMAs close to each other (common platforms to encourage cross-learning).
- Engage! Engage!! There is the risk of communities losing trust and confidence in the process when they do not see the immediate benefit. A lot of patience is required to maintain their trust and drive them towards the desired outcome.
- Building a strong and adaptive governance foundation and leadership is key to dealing with the external influences hindering CREMAs effectiveness. Foster unity as it's the glue that keeps the communities working together.
- Each CREMA shall identify and prioritize its own needs to engage stakeholders to ensure that each CREMA gets what it needs and does not just benefit from a generic opportunity.



### ENSURING COLLABORATIONS & MULTI-STAKEHOLDERS INVOLVEMENT

- Need to break the silos – work in collaboration by moving away from a single entity thinking to a broader stakeholder base and cross-sectoral approach (research, government, private sector, NGO, traditional authorities, communities) and scale-up.
- More transparent and open communication across sectors including exchange of knowledge, skills and experience.



### MANAGING COMPETING INTERESTS

- Communities that are divided over resources access, use rights including land ownership cannot create a CREMA that works. Identifying the threats to security/peace, tenure rights, resource use, etc. is key to helping build a governance system that enhances communities and landscapes resilience.
- Rigorous stakeholder mapping and identification of interests/stakes of the actors from the onset to inform project interventions.
- Institute a mechanism for co-creating the solutions with all the relevant actors including government, communities, private sector, research and academia to facilitate joint planning, joint financing and joint accountability.
- The heterogeneity of landscapes (mosaics), people (groups) and stakeholders makes the reality of CBNRM work complex. Adopt an integrated landscape approach allowing to design tools and strategies to align conflicting objectives and reconcile disciplinary divides for synergy and harmony between development and conservation objectives.
- Thinking about moving from “project” to “process”.
- Develop and implement a transdisciplinary research agenda.
- CREMAs should be physically demarcated in close collaboration with the communities especially the landowners through a participatory mapping process.



### ECOLOGICAL ENHANCEMENT & SUSTAINABILITY

- When incorporating forests and trees within an appropriate and contextualized natural resource management strategy, there is potential to maintain, and in some cases, enhance agricultural yields comparable to solely monoculture systems.
- CREMA management plans and sustainable management practices should be developed and implemented. The process must be initiated and driven by the people, with support from the

- Create a solid multi-sectoral platform and bring on board minority groups such as the Fulani herdsmen for dialogue and co-creation of the solutions.
- A regional or national platform for CREMAs' dialogue and capacity building to be explored to strengthen cross-learning among CREMAs.

- implementing entities, for the documents to have local relevance, meaning and commitment
- Consistent monitoring of social, economic and ecological indicators and an iterative process is needed to make CBNRM initiatives support conservation goals.



### CREMA FINANCIAL SUSTAINABILITY

- For a CREMA-like institution to be financially self-sustaining over the medium to long-term, it must first become sustainable in its governance operations and management, with support from committed partners, capacity to identify potential “economic engines” for the CREMA and develop and implement a business/financing plan. With governance, management and financing in place, the system and plans must be monitored and adapted as necessary.
- NGOs and government entities supporting CREMAs should acknowledge their limitations and the fact that they cannot do it all and identify institutions with the capacity and the skills set to support a strong economic base for the CREMA.
- Strengthening private companies and CREMAs collaboration is key to create a positive win-win relationship, ensuring private sector profitability and the viability of the developed enterprises (as grant funding may seize at some point). Conservation Agreements provides a good starting point for negotiations on the joint gains and formalizes the relationship.
- Conservation Funds (e.g Trust or Endowment Fund) could be created with the governance and accountability framework to support the CREMA in the long-term.
- Green value chain assessment within the CREMA should be conducted to identify potential products which could generate income for the management of the CREMA. It would also serve as an alternative income source for the community members.



### BALANCING INVESTMENTS AND TRADE-OFFS

- Invest in community priorities for improving their lives, and create the conditions for growing jobs and businesses.
- Encourage diversification to increase income streams as well as reduce risks and pressure in specific resources (e.g. NTFPs such as Kombo nuts, aframomum in cocoa agroforestry, etc). Depending on the natural resources base in a specific CREMA, ecotourism & commodity value chains can be developed and marketed.
- While it is generally acknowledged that CREMA activities are voluntary & in service to the communities (an important message to propagate to initiate the CREMA in the short term), in the long-term, the motivation dies if the opportunities cost for managing the resources sustainably is not accounted for. Tangible incentive packages or rewards in the form of monthly stipends for patrollers, honorariums for patrons/chiefs, and cost-covering for executives' meetings should be implemented to incentivize active involvement.
- Establishment of a CREMA shall only be done after a close assessment of the opportunity cost at the landscape level (including its economic potential) : it is possible that the CREMA is not the best instrument to reach the sustainability target.
- Establishment and implementation of CREMAs should be informed and guided by developed and laid down protocols (eg. CREMA manual) rather than each entity simply going to a community to create their own structures which only ticks the boxes for project outputs.



### SECURING RIGHTS AND LEGAL BACKING FOR CREMAs

- Although devolution and legal framework play a fundamental role and create the enabling policy and legal environment for CBNRM initiatives, their functioning and sustainability thrive on the capacity



### INVOLVING MINORITY GROUPS (FULANIS)

- Improve farmers' perceptions of the Fulani people
- Reinforce the consideration of pastoral activity in development processes.

and the will of the local communities to make the process and the initiative work. Secure the trust and buy-in of the people and start work while waiting for devolution or law.

- The devolution of management authority on “natural resources” to CREMAs is not always fully acknowledged and does not offer the CREMAs the power of prosecution. It is critical to push for the passage of the Wildlife Resources Management Bill.
- A right based approach accompanied by technical capacity building should be instituted in the CREMA creation to guide them in understanding their rights and participation in development agenda (eg. advocate for inclusion in district development planning, right to consent or reject any development intervention, etc.)
- Develop a “wildlife human conflict” compensation scheme at landscape/national level. ensuring that enough consultation is done with the powers in place (chief, paramountcy et.) from the early stage.

- Encourage the creation of local bodies to manage farmer-pastoralist conflicts.
- Promote the inclusion of Fulani in existing multi-stakeholder concertation platforms.
- Should consider power asymmetries, heterogeneity of actors and landscape functions.

...

#### FURTHER INSIGHTS/READING

Please reference presentations in attachment

### 3. Conclusion

The event was both informative and engaging, with interactive panel discussions and political café enriched by this diversity of perspectives. Indeed, through discussions with representatives from Ghanaian CREMAs, NGOs and private companies, Kenyan Northern Rangeland Trust, Bolivia Fundación Natura, US expert on landscape management, Ghanaian expert on legal issues, participants got to understand better the Community-Based Natural Resource Management principles and legal framework in Ghana, and how CREMAs can be an efficient tool of efficient governance based on illustrated examples from other countries. The conference concluded as a good learning experience and it was one of the first times some of the stakeholders got to interact directly on such topics, share point of views and agree to cooperate more in the future for the development of their landscape.

Overall, the discussions strongly affirm Elinor Ostrom’s statement that, “***There is no reason to believe that bureaucrats and government [and NGOs], no matter how well-meaning, are better at solving problems than the people on the spot who have the strongest incentive to get the solution right***”.

### 4. Participants Review of the Conference

“I have learned a lot from this conference but important for me is not only the knowledge we have gained but how we apply this knowledge. Key lessons for us especially as CREMAs, is how we can work together towards achieving our objectives and also desist from creating conflict in our resource governance process. Discussions on the legal framework point out that there are laws and there are institutions mandated to enforce them such as CREMAs, even if we arrest offenders we need to follow the right procedures. This is very important for me as a CREMA chairman because it has informed me to lead the CREMA in a way that does not contravene the laws of our country”. --- Tufuhene Leo Menlah Bonyah, Ankasa-Tano CREMA (Community).





“To say I enjoyed the conference will be an understatement; I loved the experience! It was a great opportunity to have the ecosystem mind on CREMAs and our way forward. Our time together buzzed with solutions, opportunities to explore, real talk, and options to pave a pathway of success for CREMAs’ and conservation as a whole. The political café component was an amazing innovation! One of my key lingering questions is how we can achieve the scale of Wechiau Community Hippo Sanctuary CREMA success in a few years. What

will it take us to achieve the same strides in a quarter of the years it took them. I hope this conference sparks collaborative conversations across all partners now and the future! Let’s keep the discussions going!” --- Dorcas Amoh-Mensah, Challenges Group Ghana (Private Sector)

"The effort to bring people from different backgrounds to champion the course of CREMA was novel and very much impressive. I really enjoyed it, learnt some new things and got some more insights into the CREMA concept. The most intriguing part was the presence of the members of communities who are affected by the actions on the ground. In fact, for me from academia, it just added some more literature to my library and helped beef up my lecture notes to make them more applicable to the issues of sustainability of the CREMA concept. I wish more of such events would be organized not only for the few practitioners but also for student groups. Kudos to the organizers" --- Mac Elikem Nutsuakor, Kwame Nkrumah University of Science and Technology (Academia).



“It has been a great time of exchange and interesting discussions! As a private sector, it was interesting to get this insight and impact of Community Resource Management Areas and how the conservation premium we pay helps in sustaining the CREMA because part of the things that have been discussed: biodiversity, soil, environment, social, can only be reached if CREMAs are economically sustainable. They need the help of the private sector like us to be able to develop. It is not only about what we gain now as private sector but about ensuring sustainability of our

business and we need the CREMAs to do that. Let’s work to consolidate what we have already achieved and help close up the gaps we have identified in this conference.” --- Marc Amessi, Koster Keunen West Africa (Private Sector).

# Annexes

## Annex 1: Final Conference Programme

The conference aims to provide a platform for sharing experiences, insights, and best practices related to governing the commons, sustainable natural resource management, community initiatives, and livelihoods. A diverse group of speakers and participants will be in attendance and the event promises to be both informative and engaging, with interactive panel discussions enriched by the diversity of our speakers' perspectives.

<b>08:00 - 09:00</b>	<b>Arrival and Registration of Participants</b>	
<b>09:00 - 09:20</b>	<b>Opening</b>	
<b>Noé</b>	<b>Welcome and introduction to the conference</b>	
Mabel AGBA Host	Mabel is Programme Coordinator at Noé. She coordinates the ECONOBIO programme aimed at developing sustainable value chains around four protected and biodiversity-rich areas in Ghana	
<b>Wildlife Division (FC)</b>	<b>Opening speech</b>	
Dr. Richard GYIMAH Guest Speaker	Dr. Gyimah is the Director of Stakeholders and Ecotourism at the Wildlife Division, Ghana and provides strategic direction for stakeholder engagement and ecotourism. He has run a number of consultancy services both national and international. He is also an Adjunct Scholar at the Institute of Environmental Sciences & Sanitation Studies, University of Ghana where he provides guidance in forestry related projects and environmental sciences.	
<b>09:20 - 10:20</b>	<b>Session 1: How can Community Based Natural Resource Management (CBNRM) serve as a mechanism for meeting the alternative needs of local people?</b>	
<b>Wechiau Community Hippo Sanctuary (WCHS)</b>	<b>The Wechiau Community Hippo Sanctuary CREMA case: The approach/innovations, the benefits/impacts and the sustainability strategy from a community's perspective</b>	
Razack Y. A. ISSAHAKU (in-person speaker)	Mr. Issahaku is the Manager of the Wechiau Community Hippo Sanctuary. He pioneered in the establishment of the sanctuary and has been a dedicated staff supporting its functioning since 1998. Mr. Issahaku has expertise in capacity building in conservation, tourism and community development. He desires to learn new things and is committed to initiatives that drive transformative change.	
<b>Northern Rangeland Trust (NRT)</b>	<b>The Kenyan Case: The Conservancies system and national framework of Kenya - key lessons and best practices</b>	
Daniel LETOIYE (online speaker)	Daniel Letoiye is the NRT Head of Sustainability and Capacity Building responsible for Oversee governance standards and performance across CCYs. He provides strategic support & mentorship to Regional and country team of directors, managers and experts. He is a passionate conservationist whose outstanding leadership and performance in conservation of Wildlife in northern Kenya is recognized by the Whitley Award, Royal Geographical Society, London.	
<b>10:20 - 10:50</b>	<b>Cocktail Snack/Coffee Break</b>	
<b>10:50-12:30</b>	<b>Session 2/Political café: how to create a balance between inputs &amp; rewards in managing the commons?</b>	
	<b>There will be four workstations to create opportunities for small group explore these questions</b>	
	<ul style="list-style-type: none"> <li>- how can the opportunity cost/tradeoff be accounted for and compensated?</li> <li>- how can the returns on financial investment be realized?</li> <li>- How can equity in resource governance be achieved?</li> <li>- What tools or mechanisms can be applied?</li> </ul>	
<b>12:30 -13:30</b>	<b>Lunch Break</b>	
<b>13:30- 15:00</b>	<b>Session 3: Challenges in managing the commons, solutions, adaptive learning &amp; opportunities</b>	
<b>Natura Boliva</b>	<b>How efficient governance systems offer a solution to governing the commons</b>	
Maria Teresa VARGAS (online speaker)	Maria Teresa works with mayors and councilors in 80 Bolivian municipalities helping to protect forested water sources through the signing of a "Reciprocal Water Agreements". She is extending this reciprocity-based water and forest conservation model to municipalities in Colombia, Ecuador and Peru. As a graduate of the MIT / Poverty Action Lab executive training course on randomized control trials or impact	

	evaluations, Maria Teresa has been trained to balance the science of impact evaluation and conservation program implementation.	
<b>Faculty of Forestry, University of British Columbia</b>	<b>Balancing competing interests and resource use rights for effective sustainable management + in-CREMA structures governance split</b>	
Terry SUNDERLAND (online speaker)	Terry Sunderland is Professor in the Department of Forest and Conservation Sciences and has nearly 30 years of tropical forestry experience. His works centre around sustainable landscape management, livelihoods and food security.	
<b>Legal Expert</b>	<b>Legal frameworks for CREMAs focusing on the Wildlife Resources Management Bill - how it provides solutions to governing the commons, lessons and opportunities it offers</b>	
Teiko SABAH (in-person speaker)	Teiko Sabah is a lawyer and a multi-disciplinary development practitioner with over 20 years' experience in the development sector. Her areas of legal expertise include environmental law, gender and human rights law and pro-poor policy advocacy.	
<b>15:00-16:30</b>	<b>Session 4: CREMA Sustainability</b>	
<b>Yayra Glover Ltd (YGL)</b>	<b>The role of private sector and its contribution to ensuring CREMA's sustainability</b>	
Yayrator GLOVER (in-person speaker)	Yayrator Glover, the owner and CEO of Yayra Glover Ltd., is an expert in International Relations, International Law and Political Philosophy. Passionate about advocacy for the marginalized, he initiated the production of organic cocoa in Ghana in 2007 to pioneer a model that protects the rights of cocoa farmers for an equitable and inclusive stake in cocoa proceeds.	
<b>NCRC</b>	<b>How can CREMAs be financially sustainable? (WB project results?)</b>	
Rebecca ASARE (online speaker)	Rebecca Asare is the Director of Programs and Research at Nature Conservation Research Center (NCRC). She is a continental leader on cocoa agroforestry and REDD+ and is well-known for a determination and commitment to achieving impacts through research, collaborative and integrated natural resource management approaches. He runs consultancy services for the World Bank and other development agencies.	
<b>16:00-16:25</b>	<b>Plenary discussions and contributions</b>	
<b>16:25-16:35</b>	<b>Closing remarks, conclusions/wrap-up and next steps</b>	
<b>Noé</b>	Closing words	
Nicolas DRUNET Host	Nicolas is the Director of the International Department at Noé head office, France. He oversees Noé's programmes internationally and provides strategic direction.	
<b>A Rocha Ghana</b>	Godwin is the Program Manager of A Rocha Ghana, Northern Ghana Office. He has a background in Environment and Resource Management He has rich experience in community-based projects, Conservation of habitats, Conservation Education, Research, Value Chain development, Private Sector Engagement, CBNRM initiatives as well as Climate change mitigation mechanisms	
Godwin E. DZEKOTO Event Moderator		
<b>Noé</b>	Abdul is Noé's Northern Ghana Project Coordinator. He previously worked at the Centre for International Forestry Research (CIFOR). His professional endeavors revolve around enhancing the effectiveness of the CREMA system, promoting sustainable landscape management, fostering rural livelihoods development, and engaging in research, monitoring, and evaluation.	
Abdul W. ARIMIYAW Event Co-moderator		
<b>16:35-17:00</b>	<b>Cocktail/Apero &amp; Networking, Media interview, Logistics and Departure</b>	

Conference funded by:



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