

# Targeting Natural Resource Corruption

Welcome! We will begin shortly.

This is a Zoom webinar. All participant videos are off and lines are muted, but please feel free to introduce yourself in the chat.

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## TNRC Learning Series

### Corruption and community based conservation: Lessons and opportunities



**Achiba Gargule**  
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# Get Engaged

Audio Settings ^



Chat

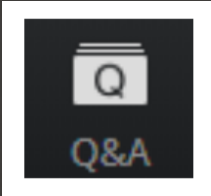


Raise Hand



Q&amp;A

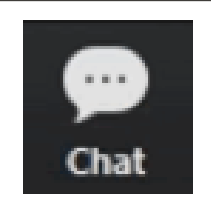
Leave Meeting



## 1. Pose questions at any time by clicking on the “Q&A” icon



*“Like” questions to “upvote” them for the moderator and/or answer from your experience*



## 2. Exchange thoughts with other participants via chat

*Introduce yourself and share your own insights and ideas in the chat window*

**Connection**

1. How are you attached to the meeting?

☐ Windows PC

☐ Mac PC

☒ Android phone/tablet

☐ iOS phone/tablet

☐ Other

2. How are you attached to the audio?

☒ Phone

☐ VOIP/computer speakers

**Submit**

**Host is sharing poll results**

1. How are you attached to the meeting? (Multiple Choice)

Device	Percentage
Windows PC	67%
Mac PC	33%
Android phone/tablet	0%
iOS phone/tablet	0%
Other	0%

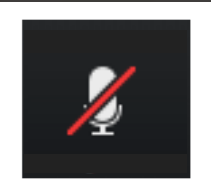
2. How are you attached to the audio?

Device	Percentage
Phone	100%
VOIP/computer speakers	0%

**Close**

## 3. Respond to polls as they are launched

*Make your selections and remember to click “submit”!*



## 4. All participants are muted

*Given high attendance in this webinar, all lines will remain muted*

# POLL

Where are you based?

- a. Africa
- b. Asia
- c. Latin America and the Caribbean
- d. North America
- e. Europe
- f. Other



# Corruption and community based conservation: Lessons and opportunities

## LEARNING QUESTIONS

1. How has “community” been variously defined and what does this imply for conservation practice?
2. Which corruption challenges typically arise in community based conservation approaches?
3. What can we learn from specific cases from Kenya and Indonesia?
4. What issues should practitioners consider in intervention design and implementation to reduce the impact of corruption on community-based conservation?



**Achiba Gargule**

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**Corruption and community  
based conservation:  
Lessons and opportunities**

**TNRC Webinar  
Friday 21<sup>st</sup> May 2021**

# What we'll cover

- Types of community conservation initiatives
- How has “community” been variously defined and what does this imply for conservation practice?
- Which corruption challenges typically arise in community-based conservation approaches?
- What can we learn from specific cases from Kenya and Indonesia?
- What issues should practitioners consider in intervention design and implementation to reduce the impact of corruption on community-based conservation?

# Typology of community conservation initiatives

Three major types of conservation approaches that **engage communities**:

1. **Protected area outreach (governance by government)** – seeks to educate and benefit local communities and enhance the role of protected areas in local plans.
2. **Collaborative management (shared governance)** – seeks to create agreements between resource users and conservation authorities for negotiated access to natural resources in protected areas which are usually under government authority.
3. **Community based conservation (governance by communities)** – CBCs seeks to **devolve control over natural resources to the community** as its chief objective and requires **engaging with and providing benefits** for local communities. Important feature of CBCs: **recognize and support conservation practices of indigenous peoples and local communities.**

For the purposes of this webinar our focus is on CBCs, particularly on initiatives that aim to combine 2 or more of these elements:

- **Link conservation with development (livelihoods and community led-NRM);**
- **Engage local communities as active stakeholders; and,**
- **Devolve control over and operations of conservation** to local communities.

**Kenya:** Community Owned Conservancies (established by a community on communally owned land).

**Indonesia:** Collaborative Management (shared governance via forest conservation agreements).



# Defining “community” and why it matters

- Development practice: “Communities of place” - “an entity socially bound by a **common cultural identity**, living within a **defined spatial boundary** and having a **common economic interest** in the resources of a particular area.” (IIED 1994).
- **Limited application in most contemporary rural Africa** especially non-farming communities with communal claim to land and resources: **internal conflicts and divergent interests along economic, gender, and social lines.**
- Present day rural areas characterized by **heterogeneity**:
  - **Multiple ethnic composition** (historical claims, marginalized minority groups).
  - **Interests and priorities** within and between communities (e.g. educated youth v. herding)
  - **Diverse and changing livelihoods** (diversification, sedentary and mobile livelihoods)
  - **Complex claims, governance and rights to resources** (primary users, reciprocal rights, changing boundaries, special use resources – such as dry season grazing, cultural sites etc.)
- In the absence of appropriate definition: **failure of conservation projects, risks of conflict, elite capture.**

# Typical corruption challenges in CBC

No.	Corruption type	Potential impact	Illustrative example
1	Leakage/embezzlement	Project milestones or goals not met	CBC project funds diverted from intended purpose for private gain, via collusion and/or bribery
2	Local elite capture	Project benefits unevenly distributed	Leader captures project benefits for themselves and/or family and friends
3	Bribes	Project milestones or goals not met	Forest guards/rangers/scouts bribed to avoid duties, which may be paid up the hierarchy (including by poachers)
4	Misallocation of benefit sharing revenues	Project benefits unevenly distributed	Project implementers collude with individuals to share benefits unevenly
5	Policy capture	Projects not framed in ways that would be most beneficial for vulnerable people and species	Political leaders/policymakers/local government officials collude with economic interests to frame CBC approaches in ways that protect lucrative trades
6	Sextortion	Project beneficiaries or others near project site sustain psychological and/or physical trauma	Guards or rangers coerce vulnerable individuals into sexual acts in exchange for overlooking infringements of rules

**POLL** 1.

Have you ever designed or implemented a community-based conservation project?

- a. Yes
- b. No
- c. I'm not sure

2.

Have you ever applied power analysis in your work?

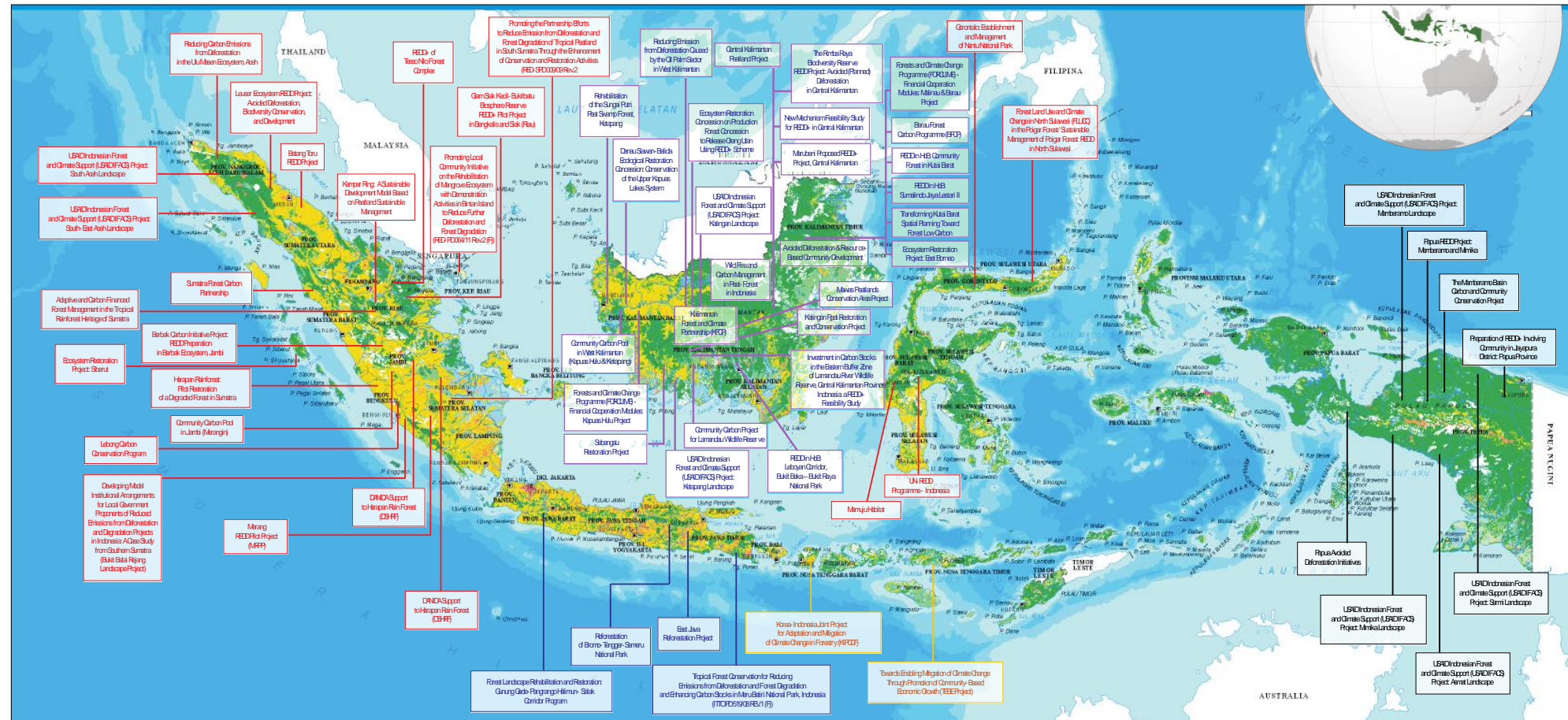
- a. Yes
- b. No
- c. I'm not sure

3.

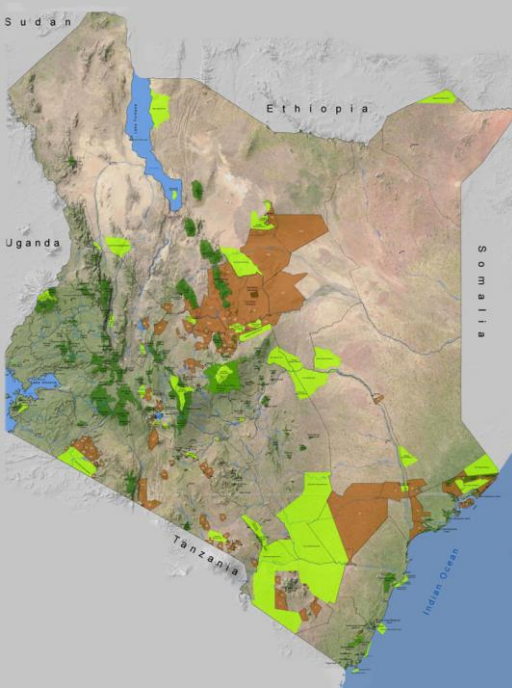
Have you ever experienced corruption in the context of implementing a community-based conservation project?

- a. Yes
- b. No
- c. I'm not sure

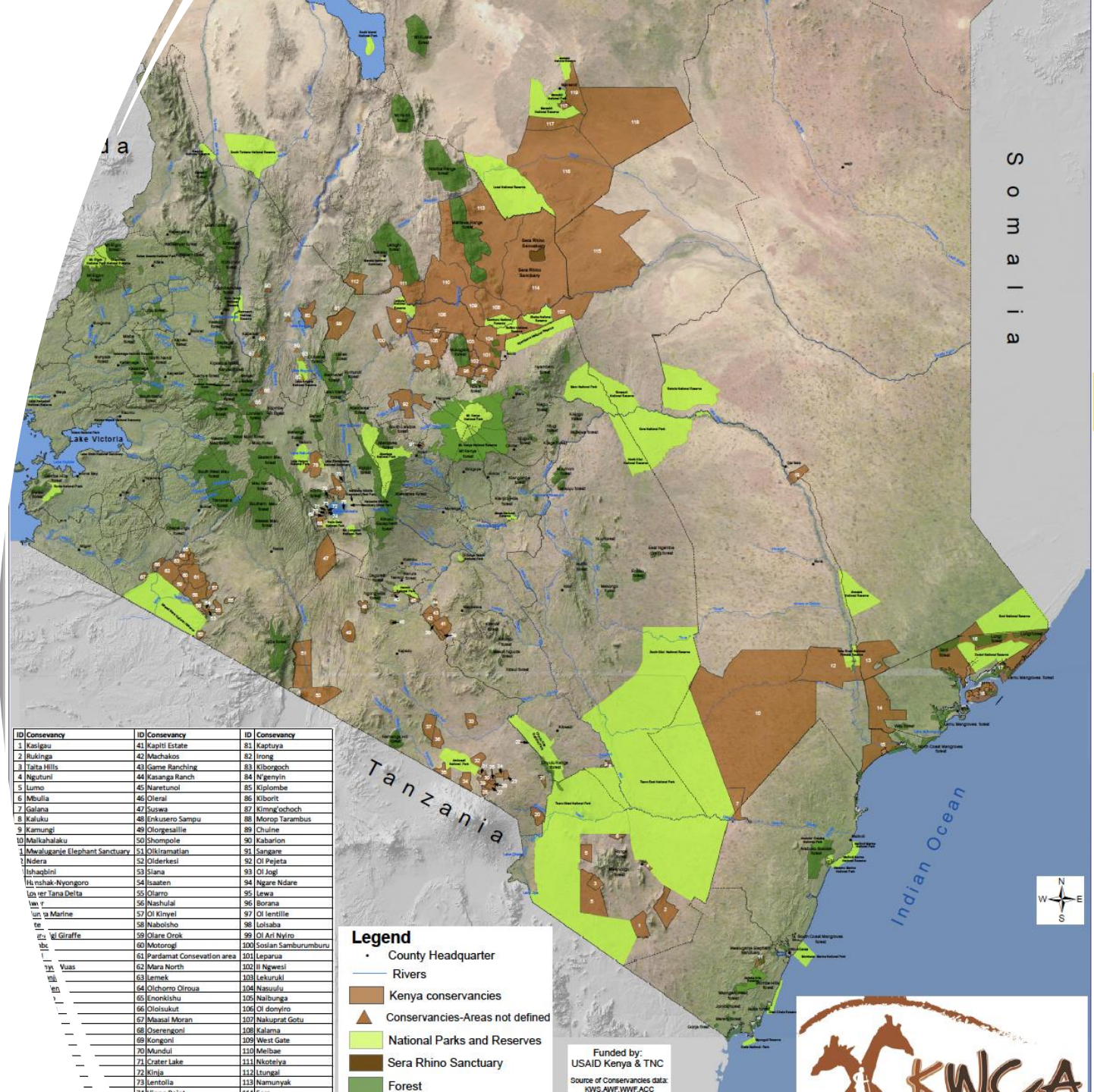
# Case Example: FPIC and REDD+ in Indonesia







# Case example: Kenya



# Stakeholder Analysis in Community Conservancies



# CBC Project Design and Implementation Reflections

- Interventions need to consider how those who implement participatory measures, e.g. FPIC, can be held to account by beneficiaries;
- Crucial groups to participate in CBC interventions should be defined by their dependence upon the resource in question and the extent of the human impact of the intervention;
- Double-blind monitoring and evaluation can be a useful mechanism for project monitoring;
- FPIC and other measures intended to enable community engagement, participation and consent, can themselves fall prey to corrupt, illegal or unethical acts;
- Projects need to be cognizant of the challenges of historical land injustices, unclear or disputed land tenure and supportive of legal attempts to clarify tenure; and,
- CBC projects need to be based on a thorough understanding of localized power relations (and how these affect minorities, marginalized groups and women) and the pressures and constraints placed on the community from outside.



# Corruption and community based conservation: Lessons and opportunities



**Nathalie Simoneau**  
Director, Gender and  
Social Inclusion, *WWF-US*



# WWF Environmental and Social Safeguards Framework

## Environmental & Social Safeguard Standards

### Procedural

- Environmental and Social Risk Management
- Stakeholder Engagement
- Consultation and Disclosure
- Grievance Mechanisms

*Always apply*

### Substantive

- Involuntary Resettlement
- Indigenous Peoples
- Community Health and Security
- Protection of Natural Habitats
- Pest Management
- Physical and Cultural Resources

*Apply when triggered*

# WWF's Safeguards Commitments to Stakeholders



The [Standard on Stakeholder Engagement](#) requires:

- Provision of timely, understandable, accessible information;
- Consultation with stakeholders in a culturally appropriate – and gender sensitive - manner throughout project cycle;
- Accountability re: admissible grievances.

The [Standard on Public Consultation and Disclosure](#) requires:

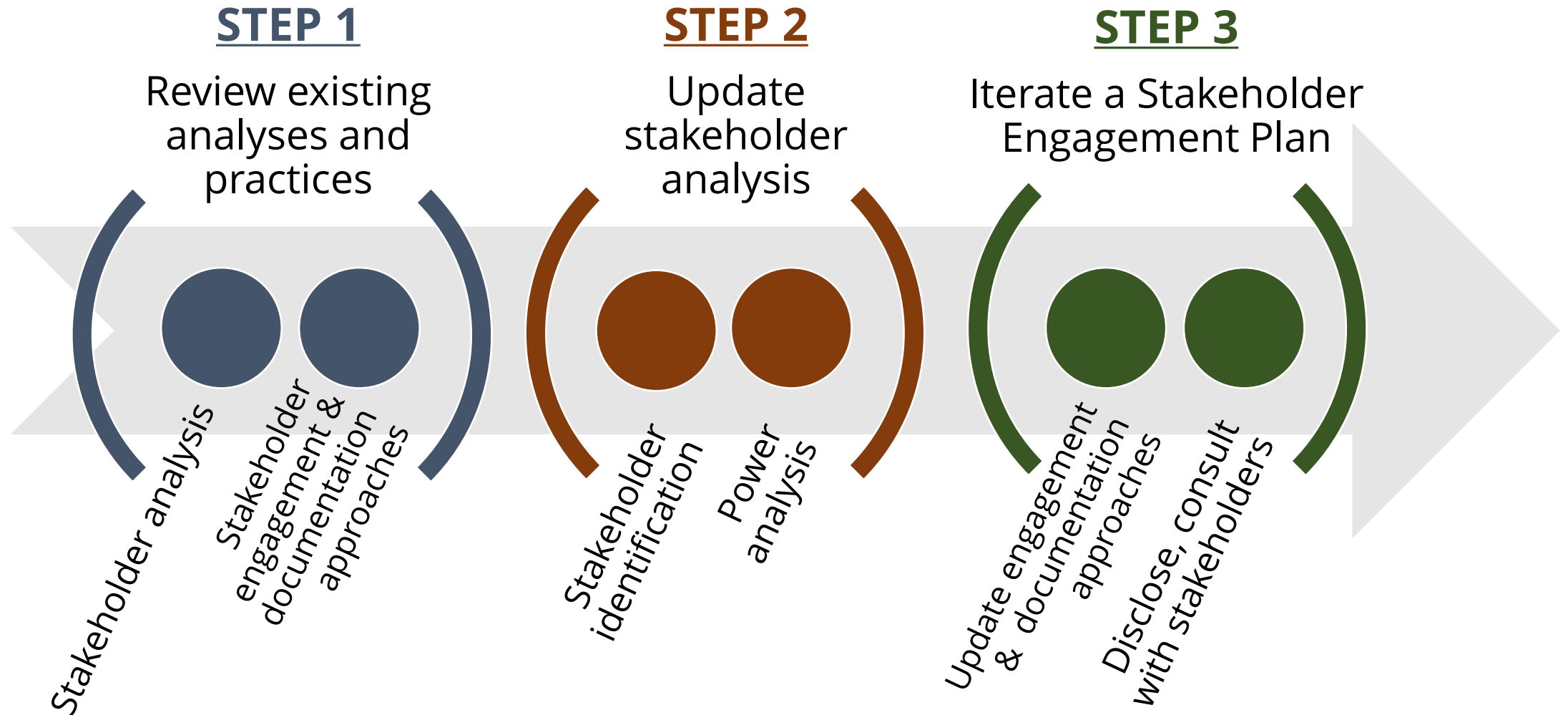
- Meaningful consultation of stakeholders during assessment/mitigation planning;
- Disclosure of:
  - [Grievance mechanism](#);
  - Risk categorization memo;
  - Final safeguards reports and management plans;
  - Safeguards compliance memo.

# What is Stakeholder Engagement?

The **participatory components** of stakeholder management throughout the lifecycle of a WWF strategy, project or activity. Stakeholder management involves processes of:

- **Stakeholder analysis:** A critical input into the conservation and stakeholder engagement planning:
  - Identifying interested parties and assessing their interests, positions, rights, and influence or vulnerability;
  - Mapping of stakeholder dynamics, such as alliances or conflicts.
- **Stakeholder consultation:** A critical input to WWF decision-making.
  - Two-way dialogue over time between WWF and interested or affected parties throughout the program cycle.
  - Transparent and inclusive – disclosure of information and ongoing reporting to stakeholders;
  - Including feedback about how stakeholder inputs have been considered and/or addressed, including addressing any stakeholder grievances.

# ***Stakeholder Engagement Planning Process***





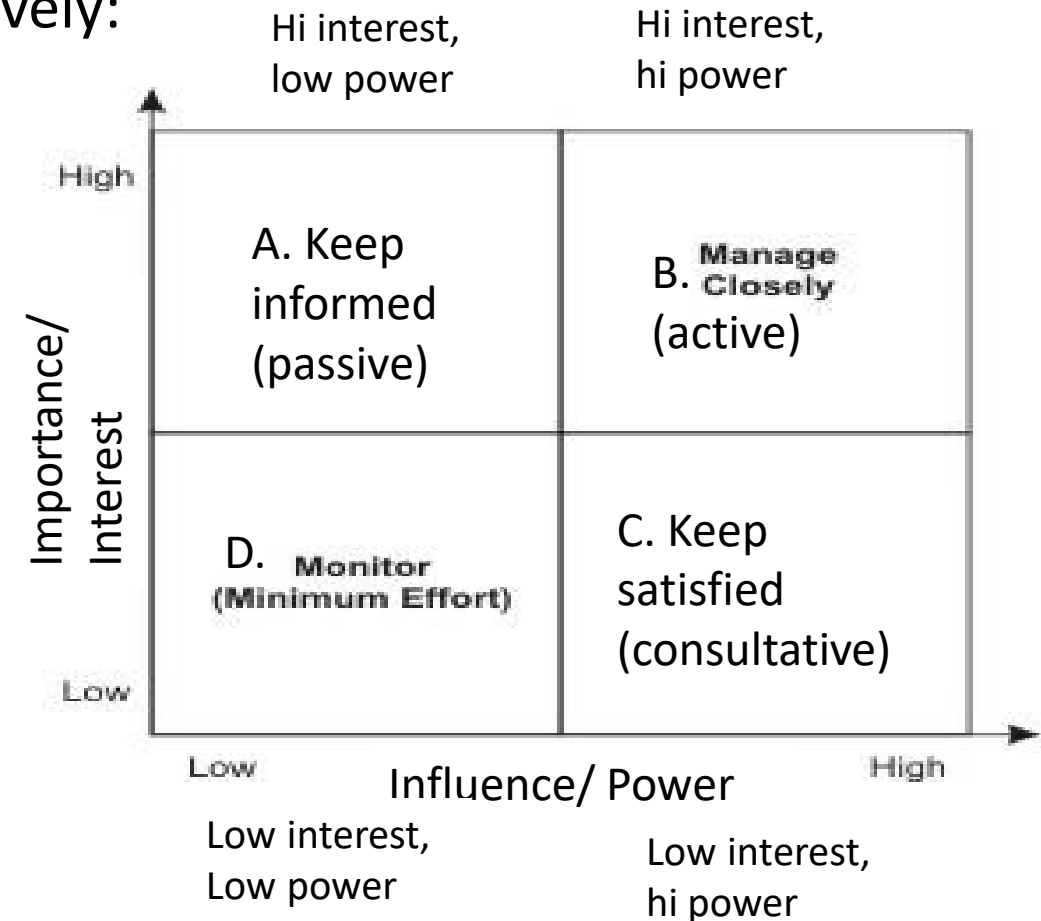
# Stakeholder Engagement Toolbox:

## Interest/Power Matrix for Engagement Planning

Understanding the levels of interest and power of your stakeholder groups allows you to prioritize which stakeholders you will engage most actively:

- Validate that those stakeholders that fall in quadrant B are those with whom it makes sense for WWF to work with most actively.
- Identify any additional high priority stakeholders.

*Consider, rightsholders who fall in quadrant A or duty-bearers who fall in quadrant C.*



# Toolbox: Stakeholder Management Matrix

Stakeholder Examples	Stakeholder Group	Geographic Level	Priority Ranking	Interest in WWF's landscape strategies / projects/ activities	Level of Vulnerability or Power/ Influence	Rights-holder or duty-bearer?	Key relationships (e.g., allies, conflicts, dependencies, etc.) with other stakeholders
Stakeholder Identification				Stakeholder Analysis			

Engagement Goal (i.e., behavior change)	Current Status (against engagement goal)	Level of Participation (taking into account power, rights, engagement goal; if more than one applies, go with the highest level of participation amongst the relevant options)	Example modes throughout the project/activity cycle, i.e., assess (1), design (2) v. implementation (3) v. adaptive management (4) v. MEL/sharing (5) - (e.g., weekly emails to coordinate design and implementation; monthly meetings for information sharing prior to implementation through evaluation; annual workshops during implementation; consultation during baseline survey & endline evaluation)	Minimum and/or Average Frequency of Engagement across the project cycle	What kind of information will be disclosed throughout the project life cycle (landscape/project/activity objectives, social commitments/grievance mechanism, activity risks/mitigation plans, data/metrics, landscape/project/activity lessons/outcomes, policy/issue positions)	How will vulnerable / marginalized sub-groups (like women, elders, youth and/or IPs) inform approach, participate in activities (and/or directly benefit from outcomes), when appropriate
Stakeholder Engagement Plan						

SEP reflects analysis

Mode/ frequency of previous engagements	Historical Issues Raised by Stakeholders	Historically, How Issues Addressed/Considered by Landscape Team	Consultations (Conversations and Discussions) Documented
Stakeholder Engagement			

SEP reflects history and experience

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World Wildlife Fund



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**After attending this webinar, would you say that you have a better understanding of:**

- ☐ **How “community” has been variously defined and what this implies for conservation practice**
- ☐ **Which corruption challenges typically arise in community based conservation approaches**
- ☐ **What issues practitioners should consider in intervention design and implementation to reduce the impact of corruption on community-based conservation**



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# Sources

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# Targeting Natural Resource Corruption

Harnessing knowledge, generating evidence, and supporting innovative policy and practice for more effective anti-corruption programming

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