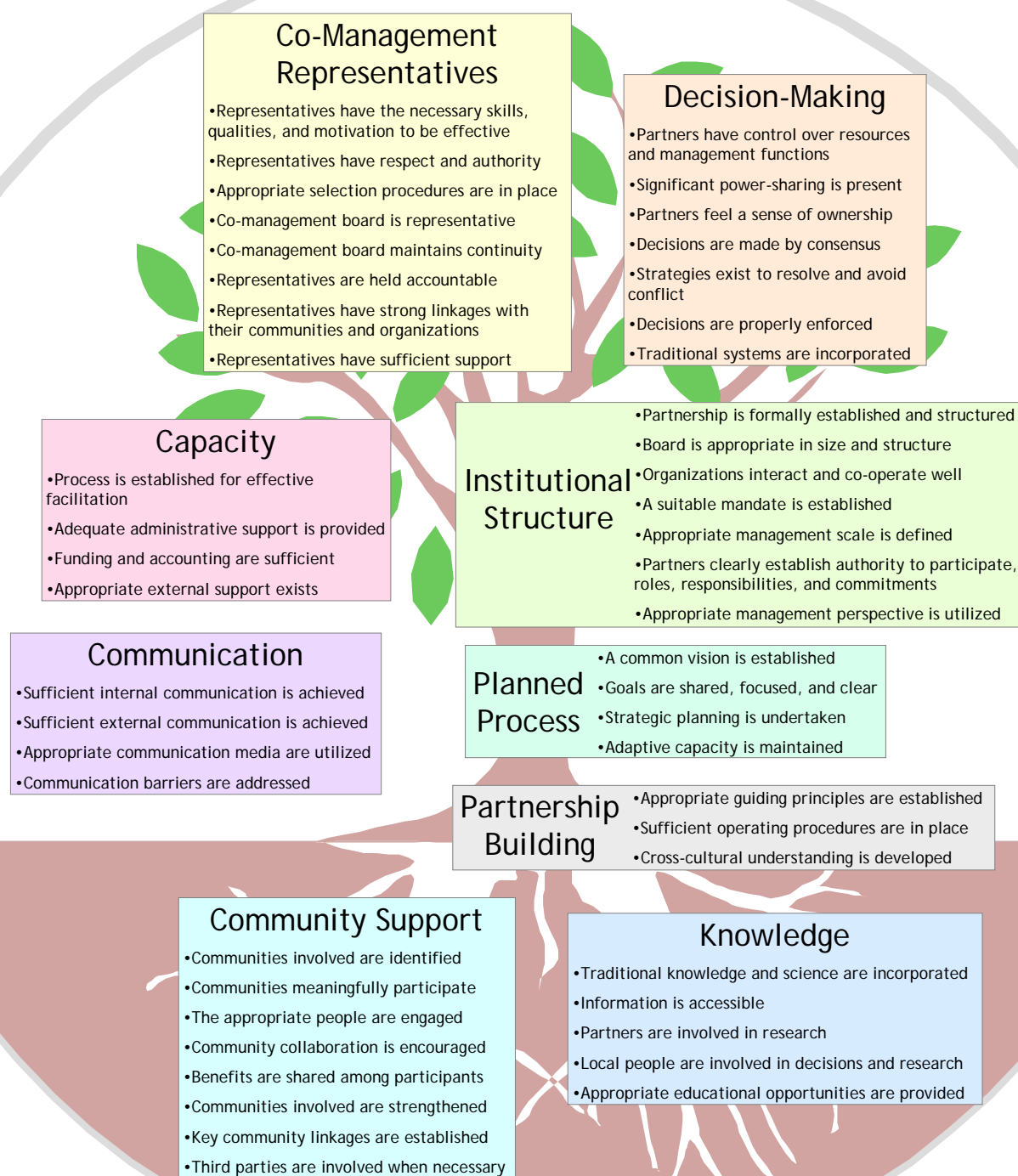# Processes Required for Successful Co-Management:
Information from Literature and Case Study Analysis
Criteria and Indicators of Joint Forest Management

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Co-Management Representatives

- Representatives have the necessary skills, qualities, and motivation to be effective
- Representatives have respect and authority
- Appropriate selection procedures are in place
- Co-management board is representative
- Co-management board maintains continuity
- Representatives are held accountable
- Representatives have strong linkages with their communities and organizations
- Representatives have sufficient support

Decision-Making

- Partners have control over resources and management functions
- Significant power-sharing is present
- Partners feel a sense of ownership
- Decisions are made by consensus
- Strategies exist to resolve and avoid conflict
- Decisions are properly enforced
- Traditional systems are incorporated

Capacity

- Process is established for effective facilitation
- Adequate administrative support is provided
- Funding and accounting are sufficient
- Appropriate external support exists

Institutional Structure

- Partnership is formally established and structured
- Board is appropriate in size and structure
- Organizations interact and co-operate well
- A suitable mandate is established
- Appropriate management scale is defined
- Partners clearly establish authority to participate, roles, responsibilities, and commitments
- Appropriate management perspective is utilized

Communication

- Sufficient internal communication is achieved
- Sufficient external communication is achieved
- Appropriate communication media are utilized
- Communication barriers are addressed

Planned Process

- A common vision is established
- Goals are shared, focused, and clear
- Strategic planning is undertaken
- Adaptive capacity is maintained

Partnership Building

- Appropriate guiding principles are established
- Sufficient operating procedures are in place
- Cross-cultural understanding is developed

Community Support

- Communities involved are identified
- Communities meaningfully participate
- The appropriate people are engaged
- Community collaboration is encouraged
- Benefits are shared among participants
- Communities involved are strengthened
- Key community linkages are established
- Third parties are involved when necessary

Knowledge

- Traditional knowledge and science are incorporated
- Information is accessible
- Partners are involved in research
- Local people are involved in decisions and research
- Appropriate educational opportunities are provided

Criteria and indicators (C&I) of a successful co-management process were identified by analyzing the theoretical co-management literature and evidence from existing case studies. Nine criteria were identified and each is described by several related indicators. While this is not intended as a comprehensive framework, it reflects many conditions that are of fundamental importance to forest co-management.

Information used in this analysis included both published and unpublished materials, covering the subjects of resource co-management in national and international contexts, community-based resource management, community forestry, forestry joint ventures, shared decision-making, and sustainable forestry. Sources were identified using electronic databases, electronic journals, and library catalogues. Published bibliographies provided valuable guidance on relevant literature.

On-line searches of important web sites were conducted (e.g., Canadian Forest Service, National Aboriginal Forestry Association, Union of BC Indian Chiefs, Centre for International Forestry Research). Articles were acquired from researchers and practitioners involved in co-management. This framework helped us formulate interview questions, provides an opportunity to evaluate linkages between research results and existing C&I frameworks, and serves as a foundation for comparing the JPRF to other forest management partnerships.