

IUCN “Good Governance”

- Legitimacy and Voice
- Direction
- Performance
- Accountability
- Fairness and Rights

ADAPTIVE GOVERNANCE.....

*“Gives rise to the social contexts necessary to manage resilience in SESs”
(Folke et al. 2005)*

*“Creates adaptability and transformability in SESs”
(Walker et al. 2004)*

*“Essential for governing SESs at times of abrupt change”
(Pahl-Wostl 2009)*

*“Assumes and manages FOR change as opposed to AGAINST it”
(Gunderson and Light 2006)*

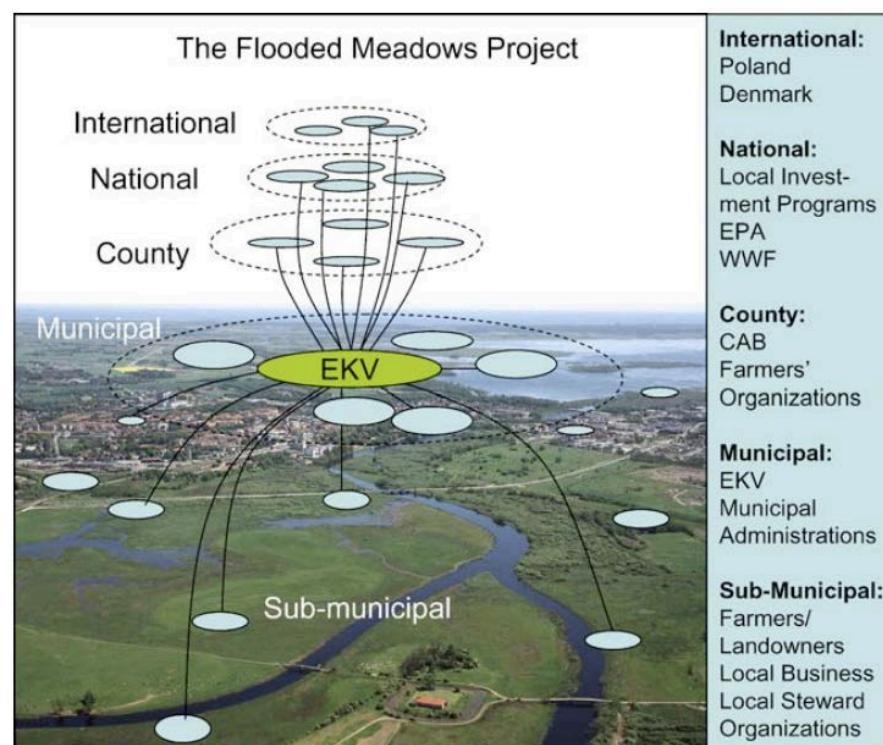
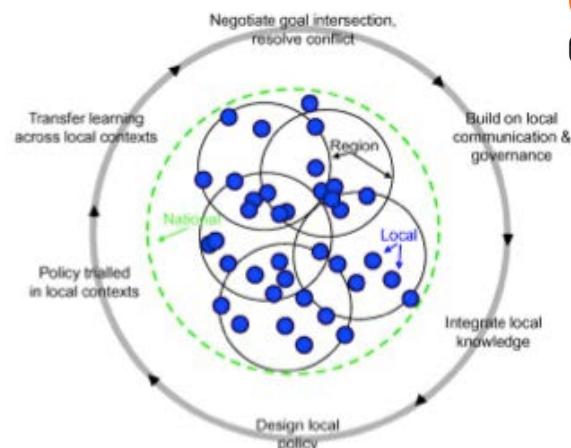
“Because the viability of any change in governance depends on acceptance by affected communities, AG must incorporate many of the principles of good governance.” (Cosens et al. 2014)

“Adaptive Governance”

- Provides additional guidance on mgmt of complex systems
- **Key Concepts**
 - Uncertainty
 - Structure
 - Scale
 - Connectivity
 - Networks
 - Capacity
- **Key Elements**
 - Polycentricity
 - Bioregionalism
 - Public Participation
 - Experimentation and Learning

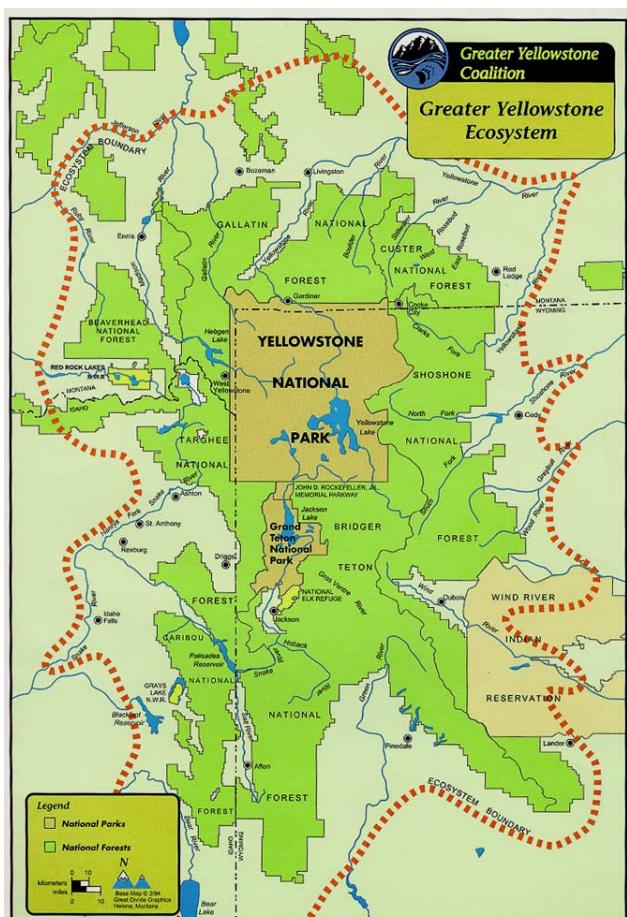
Polycentricity

- **Multiple actors, including government agencies, NGOs, and private parties, have the power to respond to the same problem at different scales, and at the same scale from different perspectives**
- **WHY?**
 - Improves connectivity and learning across scales and cultures
- **HOW?**
 - Identify and engage opinion leaders in different sectors
 - Decisionmaking and implementation at the lowest possible level while insuring that all objectives affected are fully considered



Bioregional Perspective

- **Governance institutions operate at the appropriate ecological scale**
- **WHY?**
 - Boundaries determine who decides, how they decide and with what effects
- **HOW?**
 - Align ecological goals with social feasibility given geographic context
 - Landscape scale, transboundary conservation



Public Participation

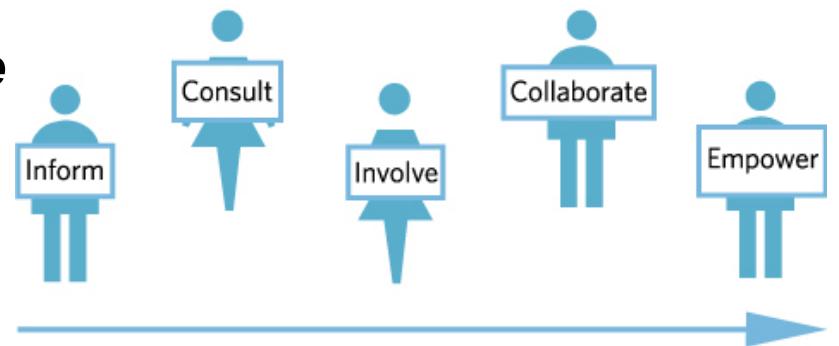
- **Government and non-government stakeholders engage in collaborative decisionmaking**

- **WHY**

- Improves quality of decisions
- Reduces controversy, litigation
- Builds trust, relationships
- Increases legitimacy, transparency

- **HOW**

- Ensure all stakeholder affected by NRM decisions have capacity (time, knowledge, resources) to participate
- Ensure multiple ways to participate



Experimentation and Learning

- **Policies viewed as hypotheses and management viewed as experiments from which to learn**

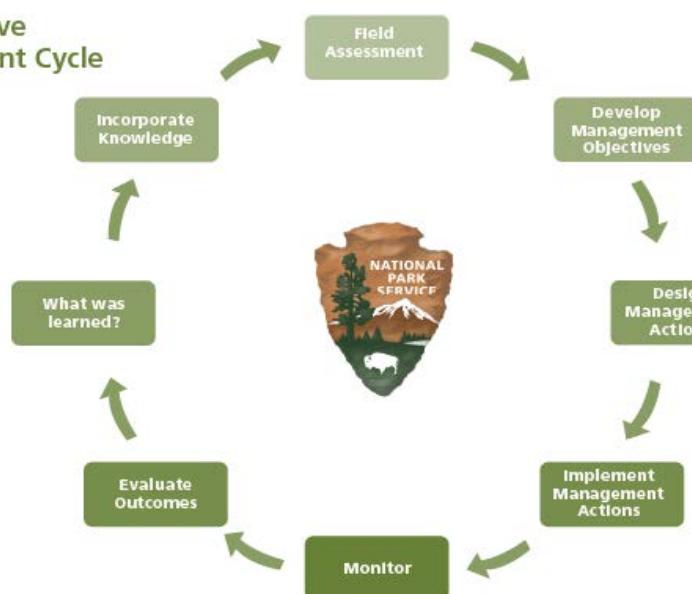
- **WHY**

- Knowledge of system dynamics and future change is limited
- Ongoing testing of assumptions and adjustment of management strategies improves capacity to recover from disturbances

- **HOW**

- Engage stakeholders in experimentation and monitoring to facilitate social learning, trust, and shared understanding

The Adaptive Management Cycle



Some Challenges

- **Polycentricity**
 - Reallocation of power may require a “window of opportunity”
 - Coordination and collaboration = time consuming and expensive
 - Can be lack of clarity re: accountability
- **Bioregionalism**
 - “Fit” between ecological and social scales varies depending on issue and changes over time
 - Devolution of control to local entities can be counter-productive
- **Public Participation**
 - Stakeholders may be unwilling/unable to participate
- **Experimentation and Learning**
 - Managers may not have authority to experiment; may not have flexibility to adjust management in response to new knowledge

Toward an AG Assessment Tool (Cosens et al. 2014)

To aid PA managers in identifying institutional and organizational barriers to AG, and in creating space for AG within the limits of their authority.

- **Structure**
 - What are your system boundaries? Who are the entities with authority to make decisions, respond to, or influence the system you identified? Are the benefits and burdens shared equitably among all stakeholders who are affected by management?
- **Capacity**
 - Who participates in decision making affecting your defined system? Do community leaders have the resources (including time and knowledge) to participate? How is information made available to those who are affected by decision making? What venues are available to express interests?
- **Process**
 - Are there means to resolve conflicts? Are there multiple ways to participate? Do any of these encourage problem solving, learning, critique of the decision making process, innovation, collaboration? What types of information informs decision making (e.g. science, local knowledge)? How are the benefits and burdens of protection of the area distributed?