

Training Manual For Community Resource Management Areas



A GUIDE FOR CREMA DEVELOPMENT
Originally developed by Wildlife Division-FC
Adapted by NCRC



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1. INTRODUCTION

This manual outlines the underlying principles, structure, and roles that define a Community Resource Management Area (CREMA). It is intended primarily to serve as a practical resource in CREMA trainings and as a quick reference guide for field practitioners. The manual, like the CREMA initiative, is seen as a “work in progress” to be continuously revised and adapted as situations change and as our knowledge of the complex nature of community-based natural resource management increases.

2. BACKGROUND TO CREMA

The concept of communities managing wildlife and other natural resources is not new. In Ghana, as in the rest of Africa, communities have managed wildlife resources for thousands of years and for the greater part of this very long period this use of wildlife has been “sustainable”. The economic and political changes that arose with the advent of colonisation and more recently accelerated human population growth have placed wildlife and other natural resources in an increasingly precarious position. Consequently, Ghana faces a number of challenges in the area of natural resources management and maintenance of the integrity of her environment.

During the 1980’s and 90’s governments in the developing world, donor agencies and civil society organisations became increasingly concerned about environmental issues in developing countries. It was recognised that in many cases rural communities play a pivotal role in securing natural resources and that any long-term conservation strategy required their involvement.

Today, the greatest threat to wildlife in Ghana is not only because of over exploitation by hunting, but also because of the ongoing degradation and conversion of habitat used by wildlife. Wildlife and natural resource sustainability in Ghana is threatened as people clear land and convert habitat for agricultural and other economic activities, or sometimes just to secure tenure over land for some future use.

2.1 CREMA Approach and Legal Framework

The underlying philosophy of the CREMA approach is that if natural resources are given “**value**” and communities are given the “**authority**” to “**manage**” them then they will have the “**incentive**¹” to sustainably manage and conserve natural resources. From a rural development perspective it results in improved livelihoods and human well-being. From a conservation perspective it secures habitats, protects endangered species and may enhance the security of protected areas. From a political perspective it strengthens democratisation and accountability at local levels. From an economic perspective it strengthens local economies and diversifies income at community and household levels. The logic and strength of this philosophy is that it weaves together social, political, economic and ecological interests to ensure more sustainable outcomes.

The CREMA approach is not the first attempt in Ghana to involve communities in natural resource management and conservation but it is the first to use a significant devolution of management authority to a community based organisation. The “right conditions” in the CREMA approach are established by a set of guiding principles. These principles are detailed in a policy for “Collaborative Community Based Wildlife Management and the Establishment of Community Resource Management Areas” prepared by the Wildlife Division in September 2000, this policy defines the following sentiments:

- Effective management of wildlife is best achieved by giving it focussed value for those who live with it.
- Those who live with and bear the cost of wildlife must be the primary beneficiaries of its management.
- The control of access and benefit from wildlife whether by the individual or collectively must be determined by those who live with the resource.
- Wildlife should be recognised in its own right as an integral and viable component of national land use policy.
- Wildlife is a unique natural resource offering various opportunities for sustainable rural development and economic utilisation. To achieve this, the protected areas of Ghana serve as a valuable reserve of wildlife resources for neighbouring communities.

¹ The “**incentive**” in the CREMA approach is both financial (through eco-tourism or the sale of natural products in the market, and tenurial through control of access to the area by outsiders.

- To create the incentive for sustainable wildlife management at community level the authority to manage and benefit from wildlife must be devolved to an appropriate representative community institution.
- The role of traditional authorities, traditional knowledge and other cultural aspects in wildlife management is recognised and encouraged. Such appropriate traditional institutions, knowledge and forms of management should be enhanced and incorporated into national strategies and wildlife management techniques.
- The role of women is central to achieving sustainable wildlife use, women must be integrated into the development and implementation of wildlife management programmes at all levels.
- The role of the Wildlife Division as the national authority for wildlife is recognised and it is accepted and that it may in cases control levels or modes of use even where authority is devolved if it is in the national interest to do so.

The CREMA mechanism is fully supported in Ghana's 2012 Forest and Wildlife Policy and has been included in the new Forest and Wildlife Bill which is currently pending passage into law by the Parliament. In the meantime, there is a Ministerial Decree that gives legal backing to community participation in natural resource management in Ghana and for that matter CREMAs. There is also a legislative provision within the Local Government Act 462 Subsection 79 which empowers District Assemblies to enact bye-laws as and when necessary. This has so far been the legal standing on which the few CREMAs with bye-laws hinge on.

2.1 What is a CREMA?

- Physically a CREMA is a geographically defined area that includes one or more communities that have agreed to manage natural resources in a sustainable manner.
- Institutionally it is a community based organisation that is built on existing community decision making structures, with an executive body and a constitution that guides the activities and regulations of the CREMA. A District Assembly byelaw legitimises the constitution.
- From a community perspective it is a structure that enables collective decision making for "common" resources. It enables the community to make collective rules and the means to enforce these rules.
- From an external perspective the CREMA provides a forum to access the community and most importantly a structure that can be legally recognised.

2.2 How is the CREMA organised?

The CREMA operates at three levels:

- The first level is the CREMA Executive – this is the executive and operational part of the CREMA. It is formed primarily out of the Community Resource Management Committees (CRMC) of the CREMA and its powers are determined in the CREMA constitution.
- The Community Resource Management Committee or CRMC is the local unit of organisation and is formed at the level of each community. Ideally it is based on existing community governance structures. The composition and function of the CRMC is outlined by the constitution.
- The individual farmers or land holders are the membership of the CREMA or in corporate terms the shareholders of this structure. They through the CRMC determine the policies and activities of the CREMA and hold the Executive accountable through their own structures at the community level. They are responsible for constructing and amending the constitution to ensure the effective operation of the CREMA.

NB. Organisational and membership criteria and functions may vary between CREMAs depending on localised circumstances. Local acceptance of the governing structure and the constitution is more important than the format of the institutional arrangement.

3. DEVELOPING THE CREMA

Steps:

1. *Identify communities – apply selection criteria*
2. *Determine the enabling environment and nature of the resource base*
3. *Selling the concept*

3.1 Selecting the Communities

The selection of communities in which CREMAs can be developed is determined by a range of internal and external criteria. The following represents a series of questions or considerations that can be applied in determining the viability of a particular site for the implementation of the CREMA approach. The approach is not definitive and must be seen as an ongoing and adaptive process that needs further refinement and development.

The following format is based on four basic categories of analysis with a series of issues or questions for examination. While the categories do not change between communities the questions presented here do not represent an exhaustive list – and some may not be relevant in a particular area.

The selection process is done in two stages:

The first stage is an initial deductive process where implementers use existing knowledge and priorities to identify the selection criteria. Where the objective is to select sites from a number of communities this should have the effect of reducing the number for more detailed consideration in the second stage. If needed the questions asked in the analysis may be scored and can be weighted if necessary.

The second stage is a more detailed analysis of considerations raised in the analysis and preliminary field work. At the end of this process the implementer should be able to make an informed decision as to whether the selected communities represent a potential CREMA site.

In addition to serving as a site selection instrument the format may also be used subsequently as a monitoring instrument to indicate change over time as the CREMA is implemented and developed.

Analysis tool for use in site selection should consider the following:

- **The nature and state of the resource base**
 - a. Significance and status of wildlife resources (faunal)
 - b. Significance and status of wildlife resources (floral)
 - c. Unique habitat considerations
 - d. Unique species considerations
- **The nature and state of the community**
 - e. Community structure and organisation
 - f. Land tenure status of the intended area
 - g. Existing land use practices
 - h. Current uses of natural resources by the community
- **Determining the social and political environment**
 - i. Level of District Assembly support and co-operation

- j. Level of Traditional Authority support and co-operation
 - k. Political stability or instability factors that may influence the programme
- **Specific considerations**
 - l. Logistics and access to the area – ability to service
 - m. Does the community pose a direct threat to a Protected Area
 - n. Is the community a “keystone” community – likely to influence others
 - o. Does the community have other projects that the CREMA could “piggy back” on
 - p. Are there other projects that might work at cross purposes to the CREMA
 - q. Does the community have traditional and historical linkages with a Protected Area, species of animal, or natural resources eg. Wechaiu’s traditional relationship to the hippopotamus.

3.2 Determining the enabling environment and nature of the resource base.

In the establishment of any CBNRM initiative there is a critical relationship between the “***enabling environment***” and the “***nature of the resource base***”.

The enabling environment – What is it?

The enabling environment is factors other than ecological that encourage or discourage the sustainable use of natural resources. These may include social, political and economic factors. The enabling environment also occurs at three different levels, micro, meso and macro.

For example:

- **Macro** levels are at the national and international levels – the enabling environment is created at this level through international conventions such as the Convention on Biological Diversity, through donor commitment (WDSP, PADP, NRMP etc.) and through the development of national level policy and legislation.
- **Meso** level are regional or district levels of government or decision making structures such as divisional traditional authorities. Local municipalities and other local governance structures. These are very important in facilitating the development of the CREMA. The meso level is the ***bridge*** between the macro and the micro.

- **Micro** levels are localised levels of community governance such as Unit Committees or other traditional governance or chieftancy structures.

The enabling institutional environment is critically important and while it is unlikely that all three levels will ever be totally synchronised it is important that they facilitate the CREMA process.

The nature of the resource base –what is it?

The nature of the resource base refers to the available natural resources and how these resources may be used. The CREMA process has focused on the use of wildlife resources but it is applicable to all natural resources where collective management decisions are required.

In determining how resources are to be used there are several factors to consider:

1. Types of resources – are they plant or animal and what are the ecological considerations?
2. Status of the resource base – are resources scarce or abundant? Are there obvious marketable products?
Are the resources under threat and in need of careful consideration?
3. What is the market potential and demand for the resources? Is the market internal or external?

3.3 Selling the concept

CREMAs are ideally demand driven. This means that external interventions are in response to local needs or problems. There is always a danger of “outsiders” coming to solve “problems” that are not locally perceived as problems. It is also true that communities are often unable to see problems because they lack previous experience or a wider perspective.

In selling the concept you need to figure out what you are selling and to whom? In other words identify your product and your market.

Selling the concept at community level:

At a community level you need to be very sensitive about what you say and how it is said. There are invariably a range of local sensitivities that you need to be conscious of. Some points to remember when dealing with communities:

- Be careful not to promise things to the community that you cannot deliver on. For example do not promise a hospital if you cannot deliver a hospital.
- Be honest with communities at all times. For example do not tell them something because you think it will make them happy or make them like you.
- Do not patronise communities. They may not have your educational qualifications but they have earned their degrees on the hard road of survival.
- Do not involve yourself in local political or social issues in a manner that may discredit your impartiality.

In respect of selling the CREMA concept at the community level:

- The CREMA is about opportunity and the freedom to choose. It is about giving the farmers an opportunity to incorporate natural resource management into his/her livelihood strategy.
- The CREMA concept is NOT about development projects or conservation projects but it is about developing a framework in which these things can happen.
- The CREMA is not about law enforcement but it empowers people to protect their resources.
- The CREMA does not encourage the expansion of protected areas but rather protected areas and people working together for each others benefit.
- It does not promise money but it provides a way for people to improve their livelihoods and income.
- It does not solve development problems but it can help people find the answers to some.

Selling the concept at a District level:

At a District level the interest are primarily about costs, income and politics. In selling the concept you should focus on:

- The CREMA offers a new option and approach to tackle developmental problems and issues by focussing attention on natural resource use and land management.
- By improving local livelihoods and introducing natural resource products into the formal market place the revenue to local authorities will improve.
- The CREMA process supports democratisation and strengthens local governance structures.

At a National level:

At a national level the CREMA concept has been “sold” on issues revolving around stimulating rural development, enhancing biodiversity conservation, supporting REDD+ initiatives, and reducing state costs.

In this respect the CREMA:

- Is not the solution to human wildlife/protected area conflicts. But it is an important part of a range of measures that together form Ghana's conservation strategy.
- Can reduce pressure on protected areas and provide additional security for the protected areas and the integrity of its boundaries.
- Can reduce the costs of law enforcement outside and inside the protected area.
- Provides a foundation upon which other development and conservation strategies, projects and approaches can be built.

4. BUILDING THE CREMA

This section will look at the components required in developing the CREMA once the proposed CREMA has been evaluated against the selection criteria. Sections of this will examine the main steps.

Steps:

1. *Defining and working with community institutions to develop CREMA governance and management structures.*
2. *Developing and approving the CREMA constitution.*
3. *Defining the CREMA boundary*
4. *Preparation and approval of the District Assembly By-law.*
5. *Recognition of the CREMA by the Wildlife Division.*
6. *Devolution of management authority by the Minister of Lands and Forestry.*

4.1 CREMA Governance and Management Structures

Once the CREMA communities have been selected the next stage is to initiate a process to further define the existing "decision making" structures in each community and see how these can be used to establish the institutional structure of the CREMA. Key methods will include: site visits and discussions with community leaders, senior traditional authorities and the District Assembly, as well as informal and semi – structured interviews with community members, and possibly stakeholder and livelihood analyses.

The institutional structure of the CREMA should contains the following bodies, positions and associated roles:

- **CREMA Executive Committee:** This is the highest level decision making body of the CREMA. It is usually made up of a Chairperson, Vice Chairperson, Secretary, Treasurer, and representatives of all of the Community Resource Management Committees, though other positions and roles can be designated.

Non-voting, *ex-officio* members can also sit on the Executive Committee, including representatives from the Traditional Authority, Wildlife Division, District Authority, etc.

- **Community Resource Management Committees:** The CRMC represent the individual communities (or clusters of hamlets) that make up the CREMA, and is led by a Chairperson and Vice Chairperson. Other positions can be added (see above), as appropriate.

WARNING: This is a critical part of the CREMA process and defining and developing these institutions needs careful consideration:

- Do not build expectations beyond the ability to deliver.
- Do not offend local customs, traditional beliefs and practices.
- Be careful in respect of local disputes or power struggles – maintain an impartial status.

Great care needs to be taken not to build expectations beyond deliverables.

4.2 Developing the constitution

What is a constitution?

A constitution in the CREMA context is a document that sets out an organisational structure with agreed rules and procedures that all will abide by. It is in this case a social contract. The contract operates at different levels; for example, in the first instance it is between individual farmers, then between groups of farmers and communities within the CREMA, and finally between the CREMA membership and external entities such as the Wildlife Division. In itself, it is not a law but it may be recognised by law and the agreements in the constitution can be enforced by law.

Why do we need a constitution?

The community, from a legal perspective is poorly defined and cannot in itself be held accountable under law – in legal terms it is not “body corporate”. However, if the community is able to define its membership and its geographical location it moves from being an indistinct grouping of families and individuals to a more recognisable entity. One way of doing this is by developing a constitution. The constitution enables the Wildlife Division and District Assembly to recognise a group of communities.

Constitutions are often expected to cater for all eventualities and answer all problems. This is an unrealistic expectation and so an essential component is to develop a constitution that is flexible and adaptable to changing circumstances. In the development of the CREMA constitution, the critical factor is basing the constitution on recognisable and legitimate decision making structures operating within the community. The CREMA constitution refers to the establishment of Community Resource Management Committees (CRMC).

The CRMC is based on the principal decision making mechanism within the community – for example at the village chieftancy level. The CRMC in effect uses existing community institutions already identified and applies the name in respect of natural resource management. While the constitution operates and involves different institutional levels and community structures there are NOT individual constitutions for each community there is only one constitution per CREMA.

Defining the CREMA boundary

Definition of the CREMA boundary is necessary in determining the area within which the constitution is enforceable. A surveyor or mapping technician may be engaged and together with the leadership of the various member communities the boundaries are walked, delineated using GPS, and marked. The boundary definition is specified in the constitution and legitimised by bye law. The boundary also defines the “CREMA”

4.3 Preparing the Bye Laws

The constitution is empowered and legalised within the district and in respect of the Local Government Act (Act 462) by the passing of a district by-law. The procedure for drafting the bye law is as follows below. The format of the bye law may vary slightly due to district or regional preferences (see below).

1. The Wildlife Division working with District Assembly staff prepare a draft bye law based on format.
2. The bye law is given to the District Assembly Bye Laws Drafting Committee for review and comment.
3. Following approval by the Drafting Committee the bye law is presented to the General Assembly of the District Assembly for debate and ratification.
4. If ratified the bye law is forwarded to the Regional Local Government office for comment.
5. If the Regional Local Government office does not lodge any objections within 21 days the bye law is signed into effect by the District Chief Executive.

The format of a bye-law generally includes four parts:

Part I: Application of the bye laws (e.g. what is the bye-law about in the context of the CREMA)

- Establishment of the CREMA, with a description of the boundary and the relationship of the CREMA with the relevant wildlife legislation and other national laws.
- Right of access to CREMA resources by both members and non-members.
- Trade of bushmeat and other management of natural resources.
- Rules for protection.

Part II: Offences and Penalties

Part III: Amendments

Part IV: Interpretations and Abbreviations

4.4 Certificate of Devolution

The last part of this process is the devolution of management authority to the CREMA. Following the passing of the bye law the Wildlife Division is in a position to recognise the CREMA and recommend to the Minister of Lands and Natural Resources that management authority is devolved to the CREMA. A certificate of devolution is drafted, certified by the Executive Director of the Wildlife Division, and signed by the Minister. The certificate is then ready for presentation to the CREMA Executive.

5. OPERATING BASICS

5.1 How to help communities develop the CREMA.

Support to the CREMA can be divided into two areas:

1. Institutional support – this support is aimed at assisting CREMA structures in their operation. The CREMA Executive will face challenges in applying their function that is likely to require external support in the form of advice while the institution develops. Advisory support from the WD, NGOs, or other agencies should be readily available in the early stages and support staff should attend CREMA Executive meetings. In particular support person, possibly in collaboration with the WD and District Assembly, needs to equip the CREMA with basic bookkeeping and accounting skills. Assisting the CREMA Executive with cash management is a priority in the early stages.

2. Resource management – the principle focus of the CREMA is the sustainable use of natural resources. However, in achieving this it has been recognised that a more holistic view of rural circumstance needs to be taken. An appropriate strategy in this regard is to adopt a Sustainable Livelihoods Approach. In respect of natural resource management, some of the early activities could include:

- Developing a hunting and bushmeat management system – this should be done even if communities opt not to use their hunting or bushmeat trading rights immediately.
- Identification and development of use and management systems for other natural resources, such as NTFPs like shea or raffia palm.
- In the first year a simple CREMA development or management plan with simple objectives and outputs.

In the broader context and in collaboration with other development partners – providing support to assist communities in understanding their livelihood base and how natural resources can be incorporated as a livelihood asset. Support may also be provided that facilitates the development of complementary land use practices and linkages with other appropriate organisations. The support person should not take on the role of an implementer.

5.2 Monitoring and evaluation

Monitoring and evaluation requirements may vary depending on the CREMA. Neither should require data that is not readily available if there is to be any long term viability in the monitoring system. Likewise, the evaluation mechanism should be simple and an annual evaluation of progress sufficient. Table 1 and 2 give an example of monitoring requirements for both the CREMA and WD.

TABLE 1: Monitoring and Evaluation Aspects – Internal to the CREMA

MONITORING ASPECT	TOOL	SUCCESS/INDICATOR	EVALUATION
FINANCES – CREMA INCOME AND EXPENDITURE	CREMA ACCOUNTS RECORD	ACCOUNTS PRESENTED BY TREASURER – ALL FUNDS ACCOUNTED FOR	FINANCIAL REPORT AT EVERY CREMA EXECUTIVE MEETING
NATURAL RESOURCE PRODUCTS HARVESTED AND EXPORTED FROM THE COMMUNITY	REPORTS FROM THE CRMC TO THE CREMA EXECUTIVE	REPORTS RECEIVED FROM THE CRMC AT CREMA EXECUTIVE MEETINGS	PERIODIC REPORTS FROM CRMC WITH ANNUAL REVIEW AT THE AGM
HUNTING OF COMMON POOL WILD ANIMALS	CRMC REPORTS TO THE CREMA EXECUTIVE	REGULAR REPORTS RECEIVED FROM CRMC AT CREMA EXECUTIVE – AGREEMENTS REACHED ON THE USE OF COMMON WILD ANIMALS BETWEEN CRMCS AT THE CREMA EXECUTIVE	PERIODIC REPORTS AT CREMA EXECUTIVE MEETINGS WITH AN ANNUAL REVIEW AT THE AGM
CONTROL OF EXTERNAL ACCESS TO THE CREMA	CRMC REPORTS AT CREMA MEETINGS	EVIDENCE THAT UNAUTHORISED EXTERNAL ACCESS TO CREMA IS BEING CONTROLLED	PERIODIC REPORTS AT CREMA EXECUTIVE MEETINGS WITH AN ANNUAL REVIEW AT THE AGM
LAW ENFORCEMENT WITHIN CREMA	CRMC REPORTS AT CREMA MEETINGS AND WD REPORTS	OFFENDERS APPREHENDED AND SANCTIONED	PERIODIC REPORTS AT CREMA EXECUTIVE MEETINGS WITH AN ANNUAL REPORT

Table 2. Monitoring and Evaluation Aspects – WD Interests

MONITORING ASPECT	TOOL	INDICATOR	EVALUATION
CONSERVATION			
IMPROVED SECURITY FOR PROTECTED AREAS	RANGER AND STATION REPORTS	REDUCED POACHING INCIDENTS INCREASED WILDLIFE ACTIVITY	PERIODIC AND ANNUAL REVIEWS OF RANGER AND STATION REPORTS
IMPROVED BIODIVERSITY CONSERVATION OFF RESERVE	ANALYSIS OF CRMC AND CREMA REPORTS / ANALYSIS OF HUNTING RECORDS / LOCAL OBSERVATION, REPORTS	STABILISED LAND CLEARING INCREASED INCIDENTS OF WILDLIFE SIGHTINGS	PERIODIC AND ANNUAL ANALYSIS OF LOCAL RECORDS AND SITE VISITS
SOCIAL			
EFFECTIVE AND TRANSPARENT OPERATION OF CREMA GOVERNANCE STRUCTURES	ANNUAL CREMA REPORTS/ ATTENDANCE AT CREMA EXECUTIVE MEETINGS/	FUNDING ACCOUNTED FOR/ CREMA STRUCTURES OPERATING SMOOTHLY/ CEC ACCOUNTABLE TO MEMBERS THRU CRMC	PERIODIC AND ANNUAL REPORTS / ANNUAL ACCOUNTS/ PERIODIC SITE VISITS
ECONOMIC			
IMPROVED HOUSEHOLD LIVELIHOODS	PERIODIC SITE VISITS/ ANNUAL LIVELIHOODS ANALYSIS	INCREASED CONTRIBUTION TO HOUSEHOLD LIVELIHOOD THRU RESOURCE MNGT	ANNUAL ANALYSIS BEGINNING IN SECOND YEAR OF CREMA OPERATION

6. INCENTIVES AND BENEFITS

Incentive: something that encourages sustainable resource management.

Benefit: the product of sustainable resource management.

The issue of incentives and benefits is complex and will vary greatly from area to area. In some areas of Ghana, such as the Upper West Region, the sustainable use of wildlife as “bushmeat” is a viable resource use option. In other areas such as the Eastern Region this may be less of an option. There will also be variation in the way resources are used. This may be because of environmental factors or even for cultural reasons.

In some cases the linkage between resources and the incentive/benefit of sustainable management is obvious and straight forward. In other areas it may be more complex and less obvious. In such circumstances it is important to understand how people are using their environment in total. You will then find that the environment is providing a range of “**eco-system services**” these services are important for people’s survival and livelihoods. By understanding these services you will find the incentives that you require. As a general rule the more components (fauna, flora, soil and water) in an ecosystem the greater the **diversity** and the more services the ecosystem can provide. It is important to note that services may be both ecological and social.

A basic table below shows this relationship. You can expand and detail this table even further.

Resource	Service	Incentive / Benefit
Wildlife	Multiple Eco-Services	Cash / Protein
Trees	Conserve soil	Cash, Fuel, Building
Soil	Fundamental for Agric	Good harvest, productivity
Water	Essential for life	Good health, productivity

The corner stone of the CREMA approach is the use of incentives and benefits to change unsustainable uses and provide an opportunity for improved management of the whole ecosystem.

A few guiding points:

- Incentives and benefits should be clearly defined in the constitution of the CREMA and this will vary depending on the resource.
- Incentives and benefits are strongest when they operate at an individual level.
- Financial and economic incentives are powerful BUT they are not the only incentives, other examples might include cultural and religious.
- Incentives and benefits only work if they outweigh the cost. For example the benefit of leaving a patch of forests must outweigh the potential cost to the farmer if he/she leaves it intact.
- Conservation for the sake of conservation is not an incentive.
- The distribution of benefit must be linked to the level of individual input into management (ie. Good management should be rewarded).
- Where incentives or benefits from a single sector (eg.wildlife) management are small look at other ecosystem products and services – from a wildlife perspective you may have to rebuild.

ANNEX I

CREMA Constitutional Framework

Name

What will be the name of the CREMA? In addressing this question there are several considerations. Some of these are: The name should be something that is readily identifiable by the people living in the community. It could reflect the geographical area or it could reflect an objective that the community would seek to aspire to.

Incorporation (legal status)

The primary legal instrument for this constitution is LI 462. The constitution and the CREMA are recognised in the passing of a bye-law of the District Assembly.

Objectives

Simply put this section broadly sets out why people are establishing a CREMA. Some of the important reasons could be to: 1) Improve the livelihood of farmers by incorporating the management of wildlife or natural resources into their existing farming activities; 2) To improve the land management and protect and sustainably manage scarce natural resources; 3) To provide a financial incentive to farmers for biodiversity conservation.

Powers

This section sets out the powers that are given to the CREMA. It also sets out the roles and responsibilities of the CREMA and the individual farmers. Some of the powers are: 1) To regulate and control access to wildlife resources of the CREMA area by outsiders; 2) To establish rules and regulations regarding the use of wildlife resources within the CREMA area; 3) To raise revenue with the DA and WD from the trade of wildlife resources.

Membership

This section establishes who is a member of the CREMA – This section will be one of the most critical from the perspective of the community. Considerable time will have to be spent working with the community, the traditional leaders, and other key members of community to determine membership.

Qualification

The qualification for membership is an issue that has already generated considerable discussion. It is critical that it is the community who decide qualification and not “technical outsiders”. It is likely that this issues will raise disputes within the community. As outsiders our role is to facilitate resolution of such issues but not to resolve the disputes ourselves. Some of the major issues to be expected will revolve around the following: 1) Are original landowners or caretakers members? 2) Are farmers who have land in the CREMA but live outside members? 3) Are all segments of society catered for? What about women?

Honorary Members

This is an option open to the community. They may wish for example to make a person who is not a member of the community but has contributed to the community or CREMA an honorary member. If this were a trust, this would be the same as a patron. Honorary members are not generally entitled to any financial benefits.

Ex-Officio Members

An ex-officio member would generally be an outsider or institution that the CREMA would want to recognise without ascribing any voting powers.

Representation

Can a member be represented by another person? If so how and under what circumstances?

Discipline

If a person violates the rules of the constitution how are they to be disciplined? How will members of the CREMA enforce discipline on outsiders? It is important in this section to understand existing control and disciplinary mechanisms that the community currently employs. You will need to consult closely with the TA on this issue.

Termination

This establishes the circumstances and steps by which membership of the CREMA is terminated. For example if a person sells his land and moves to Accra. Or other circumstances where the community would wish to terminate membership and why. To answer this you may wish to find out if there are any circumstances where a person could be thrown out of a community in the existing systems.

Organisation and Officers

Having set up the membership how is the membership going to organise itself effectively and how often should the bodies meet? We are providing a model here – this is not cast in stone and the community may change this if they wish.

CREMA Executive Committee

Who should be a member of this committee – (it will be the highest decision making structure within the CREMA). What should its powers be? Is this just a committee comprised of the chairmen of the CRMC's ? Are there other members? If so who? Are there any ex-officio members? How is the Chairman elected/selected? What about women or representatives of settler populations?

Community Resource Management Committee

Who should be a member of this committee? How is the Chairman elected/selected?

Powers and Duties of Committee Officers

For each of the below it is necessary to look at the role and function of each of the officers. Some of the issues involved here are:

- How are meetings called?
- What are the decision making procedures?
- What is the protocol for presentation of accounts?
- Maintaining a record of meetings.
- Dissemination of decisions and communication.
- Term of office for committee members and officers.
- Removal from office.
- Quorum for meetings.

Key Positions

- Chairperson

- Vice Chairperson
- Secretary
- Treasurer

For each of these positions key considerations and qualifications may include: 1) How is the position elected? 2) How does the Chairperson work with the TA? 3) What is the qualification of the Secretary or Treasurer and ability to read or write?

Financial

This section deals with the financial structure of the CREMA and one of the issues here will be how funds are to be managed by the CRMC and the CREMA Executive.

Income

How will the CREMA income be generated and how will the CREMA collect income? Where are monies collected by the CREMA to be kept?

Expenditure

How will the CREMA spend money? How will expenditure be decided upon and who will authorise expenditure?

Fees

What percentage of revenue generated by the CREMA will stay with the CREMA, will go to individual members, will go to the DA and WD?

Accounts

How are monies going to be accounted for? How will this be kept transparent to members?

Meetings

Covered to some extent elsewhere this section will deal with how meetings are called and organised. Important issues here are notification of a meeting, setting a quorum and dissemination of proceedings.

Ordinary

An ordinary meeting refers to a meeting of the CRMC. How are these called? Quorum for the meeting? Dissemination of proceedings?

Annual General Meeting

The annual general meeting is for all members – it probably should be called an “Annual General Durbar”. The calling and structure of this meeting should be examined. It is where the CREMA executive will be held accountable to the CRMCs as the combined membership of the CREMA.

General Regulations

The general regulations are an important section of the constitution and much thought will have to go into this section. It may be necessary to either create further sub sections or prepare a separate regulation document that this constitution will refer to. It is the intent of this programme to promote sustainable natural resource management and wildlife use as a viable landuse option, therefore these aspects of the CREMA need to be recognised in developing the regulatory framework. It will be counter- productive to have regulations that are unnecessarily restrictive on the use of resources, like wildlife, by the members. Some of the issues that need to be addressed are:

Key considerations are:

- Who has access to the resource?
- What is the difference between use of the resource for food or for trade?
- Where will products be sold? How will this be regulated?
- Will outsiders be allowed to hunt or gather in the CREMA and how will this be regulated?
- Will there be a quota system and if so how will this operate?
- Who owns or has access to the resource(s)?
- Certain species of animals or trees may not be hunted or cut. What are these? How will this be controlled?

Expansion of the CREMA

This section is a brief statement that allows other communities to be added to the CREMA. However, you may wish to set certain over-riding conditions in case of an expansion. Such conditions must be with the agreement of the Traditional Authority and the DA etc.

Constitutional Amendments

This section addresses the procedures to be followed in the case of an amendment to the constitution. This involves the steps of notification/consultation and voting. It also covers who is allowed to propose an amendment.

Relationship to Government, Traditional Authorities and Other Organisations

This section is to be completed in consultation with the DA, Senior Divisional Chief and WD. It provides operational guidelines for the CREMA and these external entities. It outlines for example how the WD will relate to the CREMA in respect of law enforcement, research and extension. It is the section that spells out the “contract” between the CREMA and the TA, DA and WD.

ANNEX 2

CREMA Diagram

See below