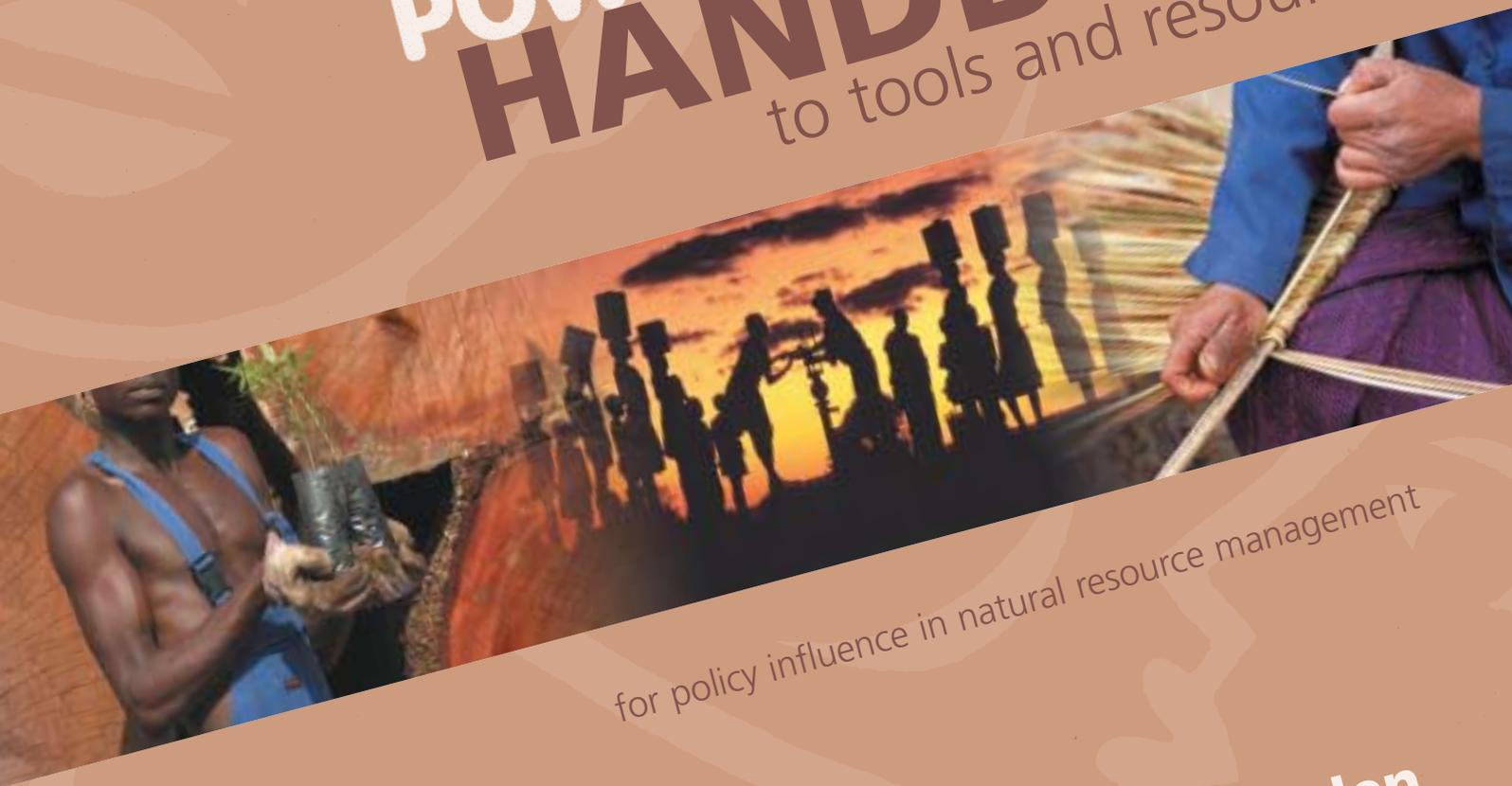


POWER TOOLS: HANDBOOK

to tools and resources



for policy influence in natural resource management

Sonja Vermeulen

**POWER
TOOLS**



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International Institute for
Environment & Development (IIED)
3 Endsleigh Street
London WC1H 0DD
United Kingdom

Tel: +44 (0) 20 73882117

Fax: + 44 (0) 20 73882826

Email: info@iied.org

Website: www.iied.org or
www.policy-powertools.org

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Correspondence and Feedback:

Dr Sonja Vermeulen,
IIED, 3 Endsleigh Street,
London, WC1H 0DD

Email: sonja.vermeulen@iied.org

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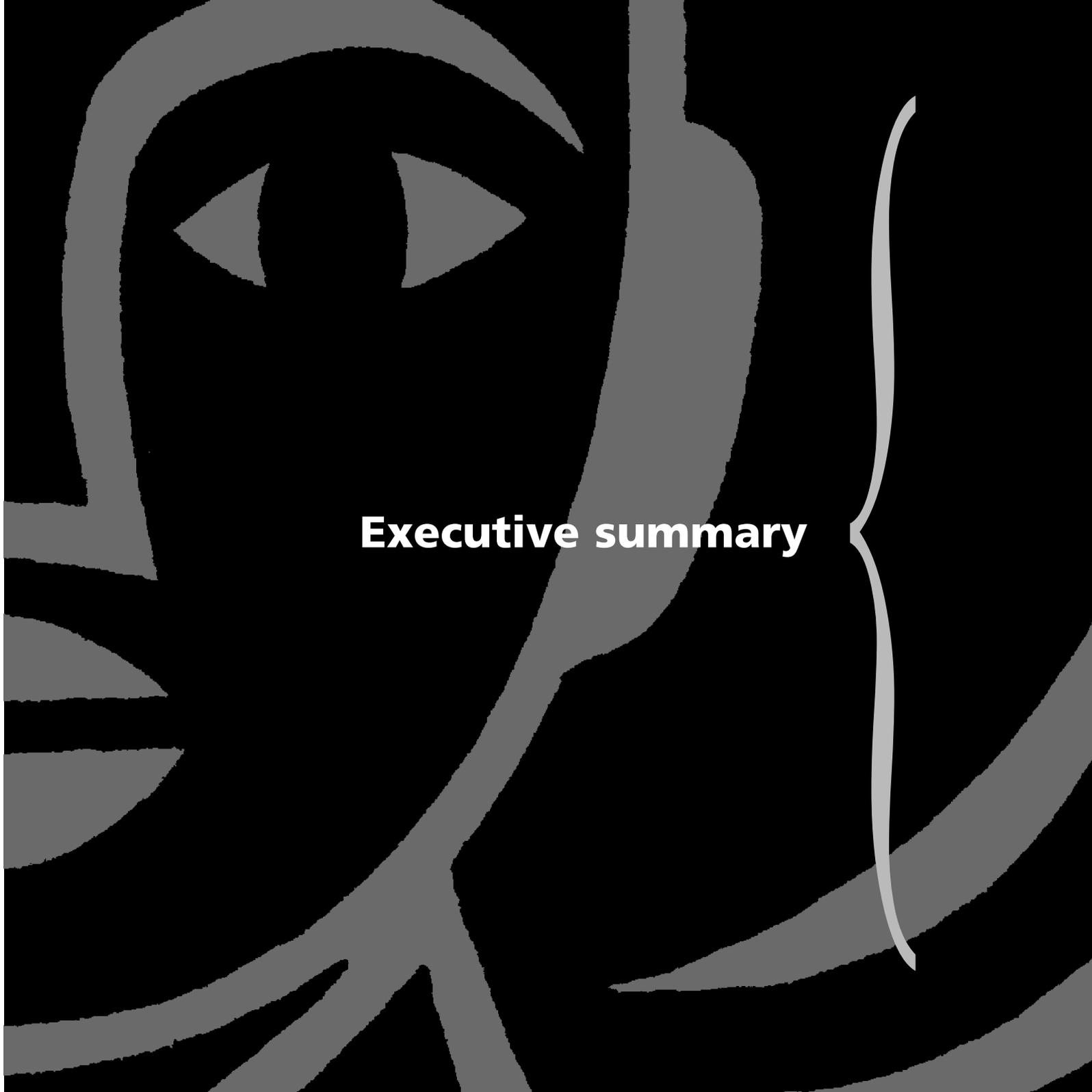
The coordinating team at IIED comprised Sonja Vermeulen, James Mayers, Duncan Macqueen and Elaine Morrison. James Mayers and Steve Bass developed and began the programme of work. Ced Hesse, Olivier Dubois, Bansuri Taneja, Dilys Roe and Natasha Landell-Mills also contributed to the thinking and running of the initiative. Chi-Chi Tang, Marie Jaecky, Sarah Henson, Clare Vannakorn and the Accounts department provided administrative support.

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Executive summary

Problems of natural resource management are problems of power. This handbook introduces a range of **power tools** – ideas on techniques, tactics and tips that marginalised people can use to tackle power asymmetries in order to have a greater positive influence on policy. The handbook presents a set of 26 tool write-ups based on experience from around the world, outlines associated reviews of policy tools in action, and recommends a series of websites and books that contain further useful tools for policy change.

Why a "tools focus"? Highlighting methods – instead of problems, aims or contexts – encourages practical action. "Power tools" usually mean motorised handtools that anyone can use without too much training. This set of ideas for working on policies and institutions carries the same "do-it-yourself" notion. Marginalised groups and their allies have developed techniques and tactics for policy influence in response to real, immediate natural resource management problems. Sharing home-grown approaches with others facing similar problems seems to be one of the most practicable ways to spread success in bridging power gaps in natural resource management.

What is a power tool? Ways of understanding and bringing about change in policy range from broad visions and paradigms to very specific procedures. Tools are at the more specific end: best-bet endeavours to invent, adapt, try out and share techniques and tactics, or even simple tips, to make progress on the policy problems of marginalised natural resource managers. The essential feature of a tool is that it is transferable, able to be taken from one context and adapted elsewhere, without being a prescriptive blueprint

devoid of real experience. A broad mix of tools of varied types and multiple contexts should encourage cross-fertilisation and experimentation. Power tools are explicit about the role of power in policy processes and outcomes, and seek to counter inequitable positions, relationships and mechanisms of power.

Power is an ability to achieve a wanted end in a social context, either in cooperation with others, or without the consent of others. Social contexts include governments and markets, but power also operates more locally in families and communities. Frameworks for analysing power can be based on:

Positions of power – often expressed simplistically as dualities between the powerful and those they have power over.

Relationships of power – bringing a distinction between cooperative and competitive power relationships, and identifying power that is consented to, usually known as authority.

Mechanisms of power – specifying the instruments through which power is wielded, such as threats, rewards and conditioning.

Sources of power – identification of the assets that provide individuals or groups their power.

Arenas of power – consideration of different fields of activity in which power relationships and outcomes will differ.

Marginalisation refers to the range of ways that certain people are more disadvantaged than others: in education, health, access to justice and so on. Power differences give rise to political marginalisation – exclusion from collective or representative decision-making. Political marginalisation is closely linked with other (economic, geographic, social, cultural and informational) types of marginalisation. It is seldom possible to tackle exclusion from natural resources decision-making without addressing many of the other ways in which people are excluded from benefiting from or participating in society. People marginalised from natural resource management include in various circumstances poor rural and peri-urban people, unacknowledged user groups or service providers, stigmatised social or ethnic groups, itinerant people, migrants and refugees, employees, small-scale business owners, or government employees. Of course, many so-called "marginalised" people do not see themselves in this way – and may further choose disengagement as a viable alternative to seeking greater integration into policy-making procedures.

Empowerment describes a process of moving from marginalisation to inclusion – thus power tools could be called tools for empowerment. Moving towards recognition, entitlement and authority is a process that builds on power that already exists. Even the most downtrodden people are able to exert "weapons of the weak" to openly or covertly resist and challenge dominant positions, relationships and mechanisms of power. Empowerment involves elements both of capacity-building and of claiming and thereby reducing power held by others. To reach the power tools initiative's goal of countering marginalisation, it may be necessary not only to bring people from outside the decision-making process into it, but to

change those policy processes – to create new relationships between people and government or people and markets.

Making a new tool involves first framing objectives and activities within a "tools" framework rather than a "problem", "solution" or "context" framework. First-cut tools can then be tried out and modified in practice, before recording this experience in a simple format to share with others. A "tool" is an easy concept to grasp, but explaining practical techniques as a transferable toolkit that can be picked up, understood and adapted by others is far more difficult.

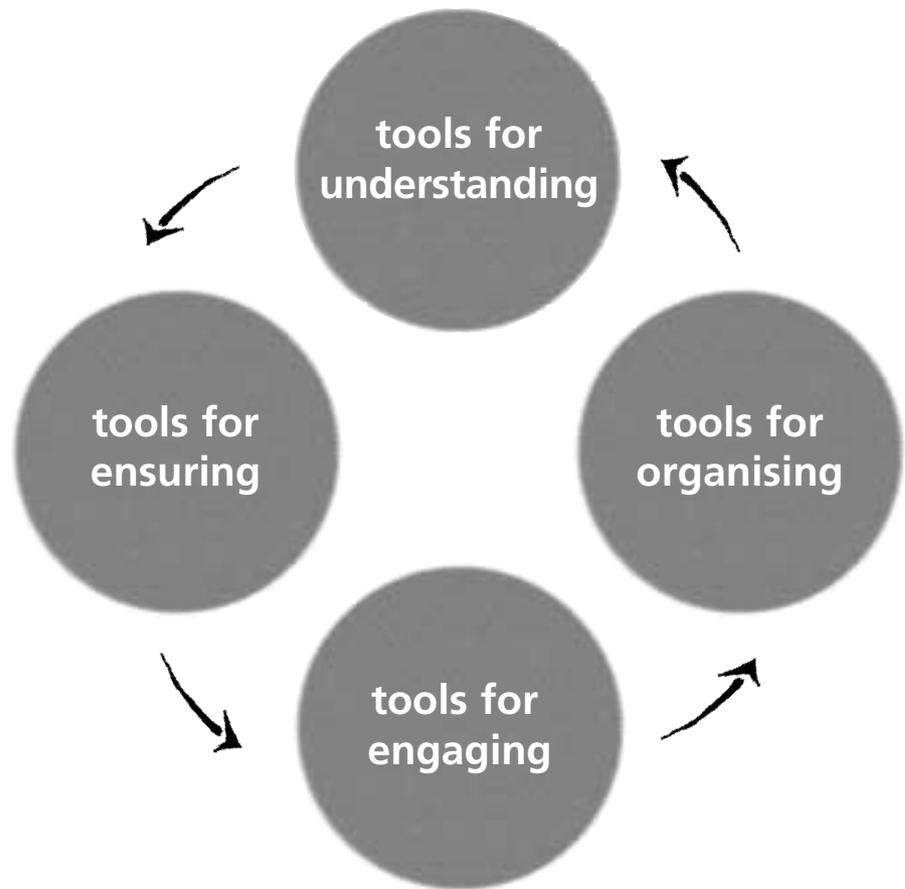
Principles for a good tool include simplicity (ease of learning and communication), cost-effectiveness (in terms of time, money, skills and equipment) and transferability (ease of adaptation and legitimacy among new users).

Tools reveal strengths and weaknesses in practice.

A "tools focus" enables us to think more clearly about not just the aims of a marginalised group, but how to get there. Tools attract practical people. Drawing on other people's experience avoids unnecessary duplication and can inspire new thinking and confidence. But no single tool is ever perfect. Old, proven, multi-purpose methods continue to offer more utility than new, custom-made techniques.

Comprehensive, cohesive toolkits that provide approaches for every natural resource policy problem are unfeasible. Concern with the "how to" should not overshadow the goal towards which the tool is used, and taking a tool at face value without considering its legitimacy, context or who is going to use it, can be dangerous. Tools have power – potentially to counter marginalisation, but also to entrench the status quo. Any tool is in the hands of the user to apply and adapt as best they can.

The box of tool ideas provides a wide range of techniques, tactics and tips based on experience in natural resource management around the world. The 26 tool write-ups, available both as two-page summaries and as full-length reports, are intended to offer ideas rather than blueprints for action. They are not sequential, interlinked or comprehensive. We have not attempted to cover all aspects of policy and institutional change or of all that is involved in empowerment. To help users find the ideas they are looking for, we have loosely grouped the set of power tools into a simple arrangement that conveys the sense of an ongoing cycle of action and reflection. There are four overlapping groups of tools – for understanding, for organising, for engaging and for ensuring.



The ongoing cycle of action and reflection. There are four overlapping groups of tools – for understanding, for organising, for engaging and for ensuring.

Often the first steps in trying to change policies and institutions are to scope out current situations and opportunities and from this information to plan a course of action. The kinds of skills and tools needed here include:

- **Acquiring and using good information on policy, stakeholders, law and markets**
- **Overcoming internal barriers to empowerment e.g. develop confidence**
- **Understanding the motives and language of the powerful**
- **Creating awareness and shared vision within an interest group**
- **Prioritising and strategising for effective change**

Keywords

information, analyse, learn, awareness, vision, strategy, consciousness, language, knowledge

Tools for understanding

Getting started

Overview of what is involved in improving policies and institutions for the benefit of poor people, based on international experience.

Community tradeoffs assessment

Activities for communities to assess different development options in terms of local worldviews and aspirations, based on experience in Guyana.

Family portraits

Description, analysis and communication of how a given family organises labour and other assets, based on experience in Mali.

Stakeholder influence mapping

Method to examine and visually display the changing policy influence of various social groups, based on experience in Costa Rica, UK and Kenya.

Stakeholder power analysis

Techniques for understanding stakeholder relationships and capacity for change, based on international experience.

The four Rs

Framework to clarify and negotiate respective stakeholder roles, based on experience in Zambia and Cameroon.

Writing style: political implications

Approach and checklist to analyse how pieces of writing challenge or support inequalities, based on experience in Zimbabwe.

Policy influence by less powerful people often requires strength in numbers. Effective organisations are relevant to members' priorities, legitimate, active, accountable and low on transaction costs so that members find it worthwhile to participate. In other words, effective organisation is hard to achieve. Groups may benefit from tools for:

- **Running a local group according to agreed standards of representation, transparency and financial management**
- **Developing and maintaining networks and alliances with like-minded organisations**
- **Mobilising support locally and in society more broadly**
- **Raising external legitimacy**
- **Building local capacity to make the most of gains in power**

Keywords

mobilise, alliance, network, association, solidarity, representation, participation, pluralism, capacity

Tools for organising

Associations for business partnerships

Activities to help smallholders engage with, compete in, and benefit from market economies, based on experience with migrant smallholders in Brazil.

Mechanisms for organisation

Organisational options for community groups (cooperatives, trusts etc), based on international experience.

Interactive radio drama

Use of radio to gain public participation in natural resources policy, based on experience in biodiversity conservation in India.

Organising pitsawyers to engage

Framework for developing organisations and business partnerships for small-scale producers, based on experience in Uganda.

Well informed and well organised groups of marginalised people are able to take on the individuals, institutions and policies that exclude or restrict them. Engagement might be through cooperative roundtable dialogue, or through resistance – many effective groups combine both strategies. The "roundtable" set of tools includes:

- **Finding innovative entry through lobbying, the media, contacts**
- **Building alliances with sympathetic partners and possible champions**
- **Using the parliamentary system for single-issue campaigns**
- **Negotiating effectively with a well prepared position**

Keywords

negotiation, bargaining, influence, communicate, dialogue, advocacy, market, resistance, direct action

Tools for engaging

Ethical appeal

Use of ethics-based international agreements and standards to develop dialogue, based on experience in Ethiopia and Vietnam.

Avante consulta! Effective consultation

Steps to empower communities in negotiation processes, based on experience in Mozambique.

Better business: market chain workshops

Workshops for direct and indirect participants in market chains to share knowledge and inform policy, based on experience in Vietnam.

Connecting communities to markets

Tactics to market independently certified community forest products, based on experience in Brazil.

Media and lobby tactics

Tactics to get national policy to work for small-scale farmers, based on experience in Grenada.

Speaking for ourselves

Steps for communities to express their priorities and constraints in professional development language, based on experience with pastoralists in Ethiopia.

Targeting livelihoods evidence

Steps to link natural resources policy with poverty reduction strategies and to develop appropriate monitoring, based on experience with forestry in Uganda.

The pyramid

Framework to stimulate participatory assessment and target-setting in forest governance at national level, based on experience in Brazil.

Having voice is not enough – marginalised people need mechanisms for accountability to make sure that dialogue and promises translate into action. Broad approaches to ensuring positive outcomes include:

- **Monitoring and evaluation**
- **Mechanisms for review, feedback and adjustment**
- **Knowledge and application of rights, agreements and legislation**
- **Use of local systems of justice**
- **Recourse to courts, higher levels of government or international conventions**

Keywords

review, monitor, evaluate, accountability, maintain, recourse, persist, feedback, justice

Tools for ensuring

Accessing 'public' information

Set of approaches and tactics to obtain and use information from public agencies, based on experience in India.

Good, average, bad: law in action

Framework for scrutinising and improving the practical outcomes of particular legislation, based on experience in Mozambique.

Improving forest justice

Approaches to improve the administration of justice in the timber supply chain, based on experience in Uganda.

Independent forest monitoring

Assessment of the opportunities for IFM to raise accountability, based on experience in Cameroon.

Legal literacy camps

Interactive sessions to familiarise people with legal concepts and current legislation, based on experience with tribal people in India.

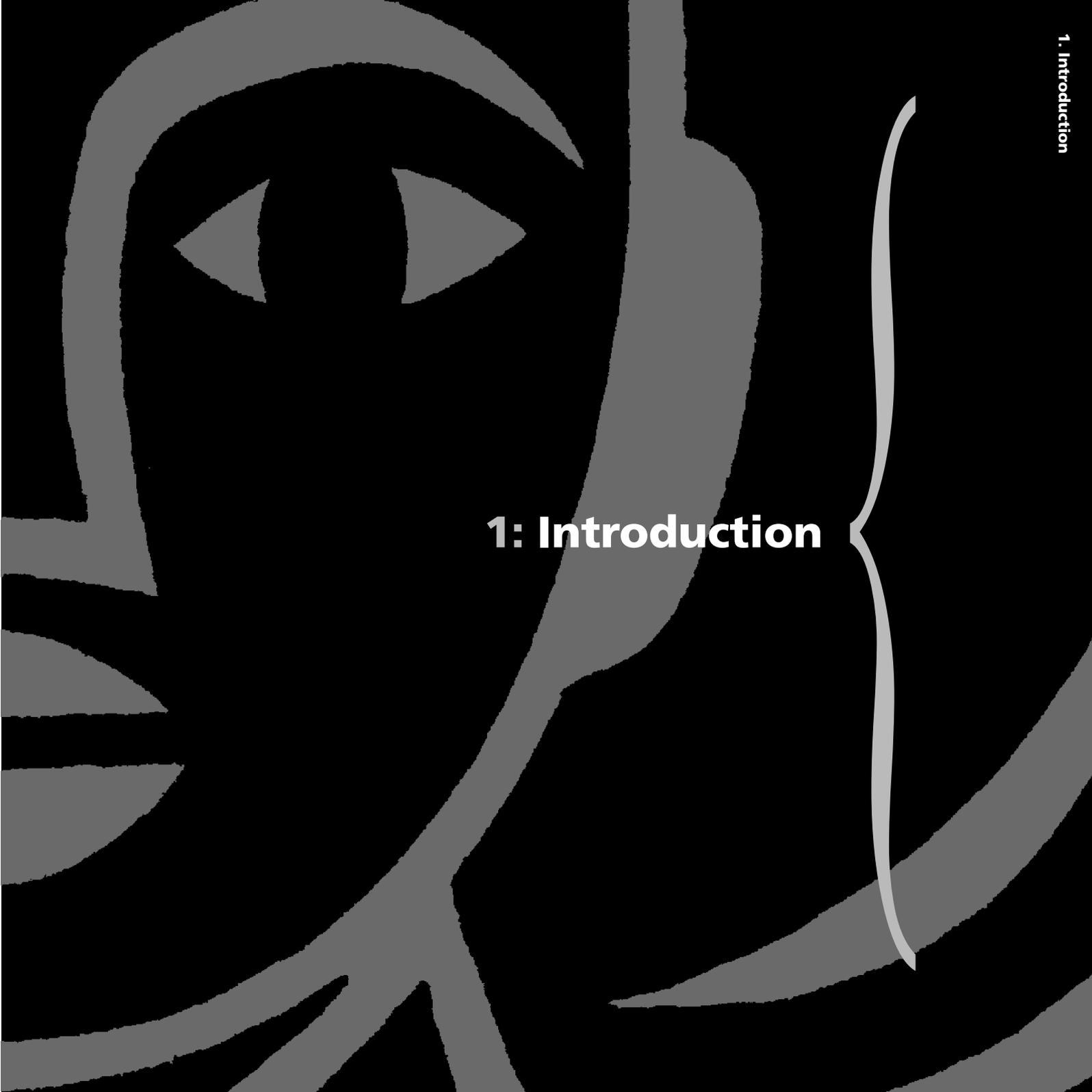
Local government accountability

Ways to help rural citizens bring local authorities to account, based on experience in forestry in Malawi.

People's law

Advice on understanding and utilising law in land and natural resources campaigns, based on experience in Ghana.

1: Introduction





1.1 How to use this handbook

This handbook is a guide to tools and further information to tackle people's marginalisation from decision-making in natural resource management. The tools are policy tools, aimed at influencing what organisations do in natural resource politics, markets and daily affairs. Since the tools have been developed to increase the influence of less powerful groups and individuals, we call them power tools.

There are four sections in the handbook:

Introduction: suggests how to use the handbook and provides background information on the development of the main set of tools

A box of tool ideas: presents a set of 26 varied tools developed in the power tools work, and provides advice on adaptation and development of tools

Discussion of key concepts: introduces a range of frameworks for thinking about power, and considers features of marginalisation and empowerment

Further tools resources: recommends 56 websites and 12 books that contain useful policy tools and discussion

The handbook is a reference book rather than a reading book. If you are using it purely to find a particular tool, please try any of these methods to find the tool you want:

- Read the two-page summary cards of the 26 tools and move on to the full versions where relevant
- Read the keywords in Section 2.2 under the four groups "Tools for understanding", "Tools for organising", "Tools for engaging" and "Tools for ensuring" and follow up within the list of tool in each section
- Read through the guidance for each of these four groups in Section 2.2 to gain an introductory picture of the full set of 26 tools
- Read the front-page summaries of the full versions of the tools on the website www.policy-powertools.org
- Look for additional ideas in Section 4 on further resources and in the supplementary reports described in Section 2.2

Power tools usually mean tools with motors, that anyone can use without too much training. Here we mean tools for working on policies and institutions. But the implication that these tools are "do-it-yourself" is intentional. Our hope is that some of the suggested tools ideas, or simply the concept of a "tools focus", inspire you to discover and develop new ways of dealing with policy problems. The best tool of all is to have a go!



1.2 Why power tools?

Natural resource management problems are power problems. Many people manage and use natural resources daily, but never get the chance to contribute to the definition of policies and institutions that govern this management. Powerful institutions now routinely acknowledge that actual natural resource managers need to be part of decision-making if policy is to be practicable and just. Sustainable development requires broad legitimacy. Hence there is a proliferation of guidance on participatory approaches. But power asymmetries between those "in the driving seat" and those on the margins can prevent equitable outcomes from multi-stakeholder processes. Having "voice" is not usually enough.

IIED's Policy That Works initiatives in forestry and agriculture have recognised the major differences between people in the potential contributions they can make to better natural resource management, and the power they possess to realise their potential. Policy That Works has also shown that policy does not work through simple, rational, normative progression. Contexts, histories, processes and participants all matter. Policy is more than what institutions say that they will do – it is how this translates into behaviour and outcomes. Effective and equitable policy processes and instruments are unlikely to be switched on by the recommendations of detached policy analysts. They need to be developed and argued for by those who are in the thick of actual natural resource management. Many groups and individuals who are currently marginal to decision-making have particular potential for positive policy influence.

The sticky question then is how to create space for marginal groups to become part of the process, to achieve real policy influence rather than token participation? Demand for ways to bridge the policy gap between potential and power is acute – while ideas on how to make progress are sparse. This is where power tools come in: best-bet endeavours to invent, adapt, try out and share techniques, tactics and tips to make progress on the policy problems of marginalised natural resource managers in real contexts.

1.3 The power tools initiative

The IIED-coordinated power tools initiative, which has operated in various guises over a period of five years, is a response to demand for methods and tactics to make policy – what organisations do – more responsive to the aspirations of people who manage natural resources but are excluded from broader policy decisions.

The objective of the power tools initiative has been to develop and share tools that marginalised groups and individuals can use, most often together with allies, to have a greater influence in improving the equity, sustainability and efficiency of natural resource management. Two kinds of activities have worked towards achieving this overall objective:

- Development of policy tools to tackle and make progress on real, immediate natural resource policy problems
- Recording and distribution of these developed tools for others to access and adapt

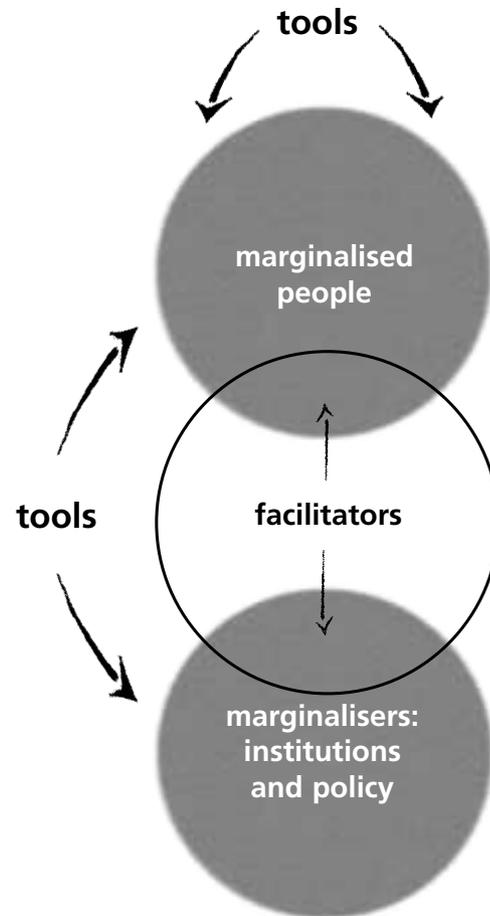
The power tools initiative has been working with specific groups and individuals who are marginalised from natural resources policy to develop effective tools to change decision-making processes for the better. This group cover a wide spectrum (see box). The power tools work has been able to engage with people from various cross-sections of these groups in different countries, producing tool write-ups from Brazil, Cameroon, Ethiopia, Ghana, Grenada, Guyana, India, Malawi, Mali, Mozambique, Tanzania, Uganda, Vietnam and Zimbabwe, supplemented by additional experience with partners in Costa Rica, Indonesia, Kenya, Niger, South Africa, the United Kingdom and Zambia.

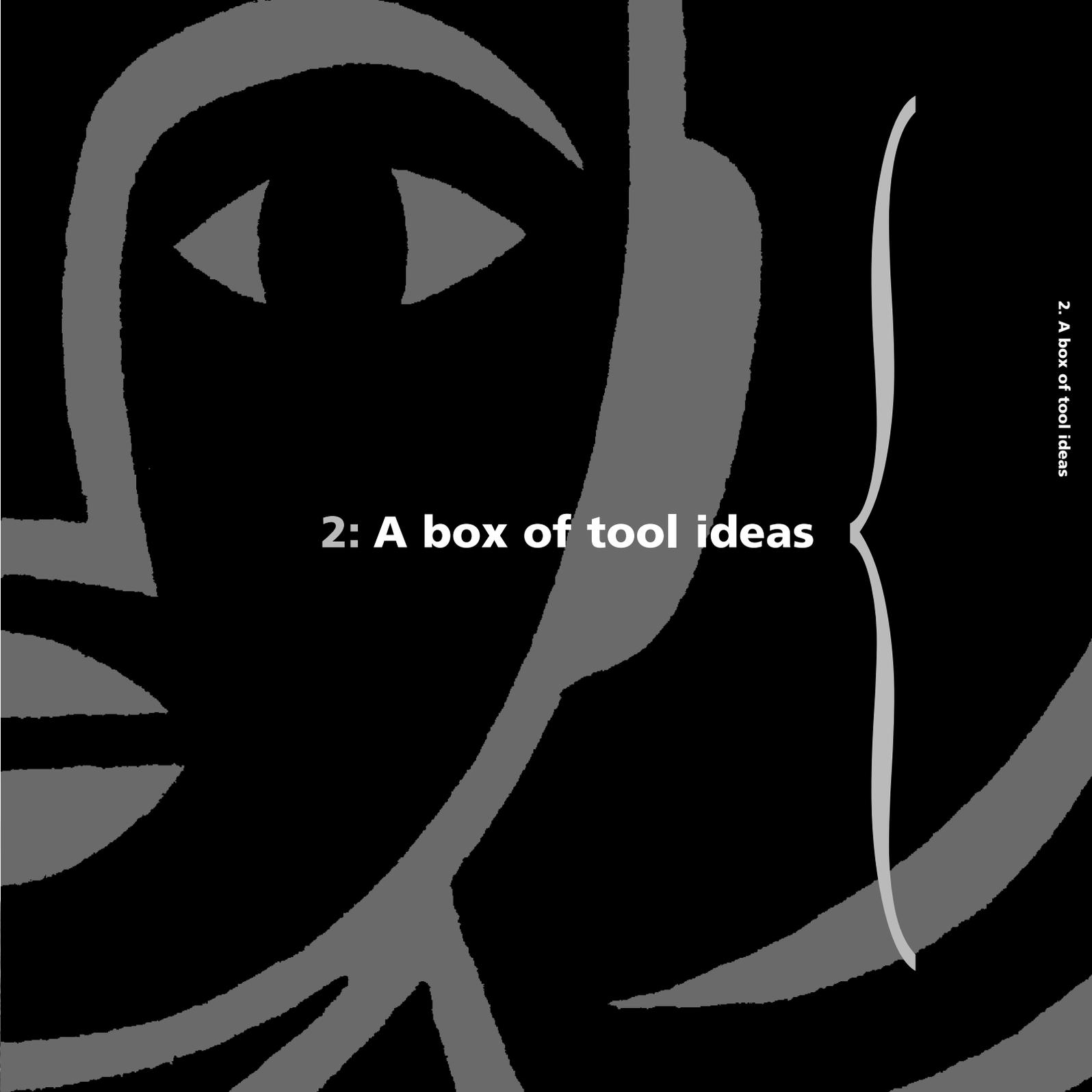
Categories of marginalised natural resource managers targeted in the power tools initiative

- Poor rural and peri-urban people, a broad category that will include many of the following
- Unacknowledged user groups of natural resources, e.g. gleaners and gatherers of less commercially important products, who are often those who are infirm, female, from a minority ethnic group, too young or too old, or landless
- Unacknowledged providers of services, e.g. upland farmers who protect water catchments
- Stigmatised social or ethnic groups, who suffer discrimination and reduced access to extension and other social services
- Itinerant people, such as nomadic pastoralists or traders
- Migrants and refugees, who are often excluded and blamed for environmental ills
- Employees of small and large companies, especially casual workers or those in service industries
- Small-scale business owners, who cannot wield the influence or respond to the incentives available to larger companies
- Government employees, including underpaid and overlooked field staff, or office staff left out of the loop

The power tools initiative has worked predominantly with allies and supporters of marginalised people and their representative associations and alliances, to develop tools jointly with target groups. Third-party roles (between marginalised and marginalisers) require a deft balance of responsiveness and innovation, and carry great responsibility. In the power tools work we have focussed on tools that work best within the context of positive relationships between facilitators and marginalised people, acknowledging and capitalising on their power differences.

The main output of the power tools work is progress on policy problems in land, agriculture, biodiversity and forestry wherever this has been possible through application of the methods and tactics we have been developing and testing. To spread these gains more widely, we have tried to communicate what has worked (and what has not) in the format of transferable and adaptable tools – write-ups that avoid idealistic prescription and instead concentrate on sharing best-bet options forged from the ups and downs of experience. This handbook is to help you find among this wealth of material the ideas that will stimulate your future analysis and action in natural resources policy.





2: A box of tool ideas



This section presents a basic guide to a varied set of tools for countering marginalisation in natural resource management, and a discussion of issues raised in the development and use of these tools. The section starts with some explanation of how we use the word tool, then follows with guidance on how to find the tools you are looking for – plus tips on how to develop a new one. Of course, any of these "ways of doing" are not blueprints but rather ideas to stimulate further development and progress among readers. The section ends by considering how useful it is to focus on "tools" at the expense of a greater focus on contexts or objectives.

2.1 What is a power tool?

Power "tool" conjures up an image of ear-splitting drills and grinders. But this work is concerned with other sorts of tools: instruments, approaches, schemes, devices and methods (among many other synonyms) for tackling the differences in power that impede policies and institutions from achieving equitable natural resource management. A policy tool can be defined as a mechanism for influencing decisions and decision-making about natural resource management. Power tools are policy tools that address power asymmetries between marginalised and marginalisers.

Ways of understanding and effecting change in governance and policy range from broad visions to very specific procedures for dealing with particular problems. A simple hierarchy might include:

- Paradigms: overarching frameworks of belief, assumption and approaches that shape how we behave – which establish the moral and intellectual rationale for ...
- Methodologies: coherent approaches or processes for undertaking tasks (e.g. adaptive management, PRA, soft systems methodologies), which in turn are often made up of a package of
- Tools: specific ways of doing things that can be picked up from one context and applied in another. Tools can be broken down into larger techniques (e.g. stakeholder power analysis), middle-sized tactics (e.g. keeping farmers in touch with market prices by mobile phone) and smaller tips (e.g. use the word "proof" in place of "indicator"). Examples of techniques, tactics and tips for negotiation are given in the box on the next page.

The essential feature of a tool is that it is transferable, able to be taken from one context and utilised elsewhere. This does not mean that every tool is an ideal blueprint, appropriate to every challenge. Policy tools are instead sets of ideas that can be discovered and developed in one setting and then extracted and adapted to other contexts. A premise of this work is that tools can be usefully transferred across apparent gulfs between sectors or between countries. Fisheries might have a lot to teach forestry for example, or lessons from India might be highly relevant in southern Africa. A broad mix of tools of varied types and multiple contexts should encourage cross-fertilisation and experimentation.

Types of policy tools are as varied as people's imaginations, but there is no point in designing tools for their own sake – tools are responses to particular tasks that need to be done. Some fairly formal policy tools are well known and easy to recognise, such as stakeholder analysis, but unorthodox or *ad hoc* tools could be equally useful, such as cooking a feast to entice officials into discussing community grievances (Ogunseye 2000) or calling a surprise sit-in on a boiling hot day to draw attention to a protest march (Carr-Harris 2005).

Though the range of methods and that we include under the umbrella term "tool" is wide, there are a few important principles for a good tool:

- Simplicity
 - ▶ Easy to learn
 - ▶ Easy to communicate
- Cost-effectiveness
 - ▶ Not prohibitively expensive in money, skills or equipment
 - ▶ Not so time-consuming that participants lose interest
- Transferability
 - ▶ Easy to adapt
 - ▶ Legitimate and resonant with new users

Examples of techniques, tactics and tips in negotiation

Techniques used in formal negotiation:

- Consensus building
- Plea bargaining
- Contracts
- Conflict resolution and conflict management

Tactics for marginalised groups at the negotiation table:

- Withhold information
- Situate agreements politically (i.e. recognise the power structures on which they are based)
- Do not over-estimate degree or durability of agreement
- Build up federations, not to replace negotiations but to strengthen position within negotiations
- See negotiations as one among a number of strategies

Source: Edmunds and Wollenberg 2001

Tips for effective negotiation:

- Outline issues objectively and gauge reactions to find areas of agreement or disagreement
- Don't interrupt, listen and look carefully to identify confidence and knowledge levels, fears and motivations
- Be focused on the present and future (don't get into 'The last time we...' etc)
- Ask the other party to define their current perspective on the issue
- Do not accuse and do not be personal – try to create empathy for your position by explaining your stance with facts rather than giving your perspective on their attitude
- Don't go to your extreme position ('If you don't do this I will or will not do that...'), emphasise you are looking for a mutual solution
- If a deadlock occurs, focus on ways to keep the process moving; if the process stalls totally, try to resolve some less crucial issues to get the process re-started

Source: Townsend 2000

2.2 Guide to the set of tools

The set of power tools provides a wide range of techniques, tactics and tips based on experience in natural resource management around the world. The tools are intended to offer ideas rather than blueprints for action. Real processes are untidy and solutions are made up along the way. Though some of the tools are ambitious in their aims and activities, users are more likely to draw on little ideas for specific tasks than on big overall toolkits.

The *modus operandi* behind the power tools initiative has been to work with existing challenges and make real progress, rather than to develop a perfect set of precise instruments. Hence there is a far greater focus on reporting actual processes and learning from experience rather than boiling that experience down into lists of universal but arid instructions. Disappointing as it may be, real life does not offer a silver bullet or magic formula, that a tool will solve all problems.

These power tools are not sequential, interlinked or comprehensive. We have not attempted to cover all aspects of policy and institutional change or of all that is involved in empowerment. There are 26 tools in this "box of ideas". These are of course a small fraction of the available guidance on techniques, tactics and tips for bringing about positive policy change. Information on the wide range of excellent tools resources, especially on the internet, can be found in Sections 4.1 and 4.2.

Available formats

The 26 tools are available both as two-page summary cards and in full versions ranging from 8 to 57 pages (mostly 10 to 25 pages). The full versions vary in format, though in most cases provide a generic description of the activities involved followed by an example of carrying out these activities in a real context. A complete citation list of the 26 tools can be found at the back of this handbook.

Several discursive reports accompany the 26 tools. Once again, a full citation list can be found at the back of this handbook. *An activist approach to biodiversity planning* reviews the National Biodiversity Strategy and Action Plan process in India to identify precise approaches that work to include diverse local opinions, along with associated risks and pitfalls. Around 30 tools are explained within the text. *Struggle-Dialogue: tools for land movements in India* uses the case study of the activist network Ekta Parishad to trace the history and achievements of a range of tactics for non-violent protest and engagement. *Stronger by association* looks at the role of small business associations in gaining and maintaining market access for poor natural resource producers in Brazil. *Natural resource management under a dynamic political system* examines how established management arrangements – in this case CAMPFIRE and forest co-management in Zimbabwe – fare under conditions of economic and political upheaval. *Empowering rural communities to manage wildlife* takes a historical view of support provided to the CAMPFIRE programme, to assess the contribution of technical capacity building to overcoming power asymmetries in natural resource management.

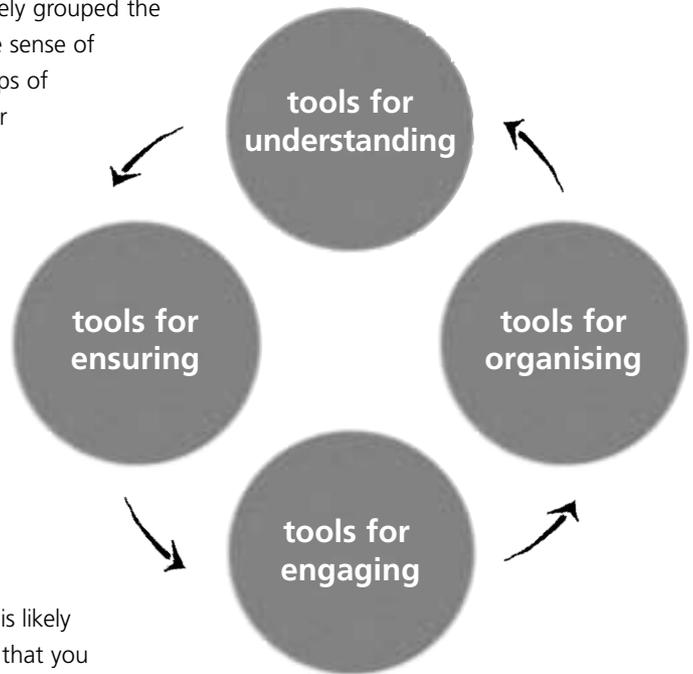
All materials are available for free download from the website www.policy-powertools.org. All tools are available in English, French, Portuguese and Spanish.

Finding tools

To help users find the ideas they are looking for, we have loosely grouped the set of power tools into a simple arrangement that conveys the sense of an ongoing cycle of action and reflection. There are four groups of tools – for understanding, for organising, for engaging and for ensuring. These four groups are described one by one under sub-headings below, each with keywords, to help readers locate material of most interest.

The four groups link and overlap: they do not necessarily represent sequential stages in a process or show where the best starting point might be. Ultimately all of the tools aim to bring about change in policies and institutions and thus could be viewed as "Tools for ensuring" even if their direct concern is analysis, planning, associating or negotiating. Many if not most of the tools could sit happily in more than one of the four groups. Indeed, a key strength of the tools is that they are adaptable to multiple uses.

The breadth and overlaps in the tools mean that more than one is likely to offer useful ideas. The box below summarises various ways that you might go about searching out the information and guidance most useful to you.



How to find the "how-to" ideas you want

Use any of the following routes to seek out the techniques, tactics and tips you need within the power tools series:

- Read the two-page summary cards of the 26 tools and move on to the full versions where relevant
- Read the front-page summaries of the full versions of the tools
- Look for your own keywords in the titles, two-page summary cards, or front-page summaries
- Read the keywords under the four groups "Tools for understanding", "Tools for organising", "Tools for engaging" and "Tools for ensuring" and look at tools from the appropriate section
- Read through the guidance for each of these four groups to gain an introductory picture of the full set of 26 tools
- Look at the handbook *An activist approach to biodiversity planning* to find an additional set of tools for participation
- See additional ideas in the supplementary reports *Struggle-Dialogue: tools for land movements in India*, *Stronger by association*, *Natural resource management under a dynamic system* and *Empowering communities to manage wildlife*
- Go to Sections 4.1 and 4.2 for recommended further tools resources on the internet and in hard copy



Tools

Getting started

Overview of what is involved in improving policies and institutions for the benefit of poor people, based on international experience.

Community tradeoffs assessment

Activities for communities to assess different development options in terms of local worldviews and aspirations, based on experience in Guyana.

Family portraits

Description, analysis and communication of how a given family organises labour and other assets, based on experience in Mali.

Stakeholder influence mapping

Method to examine and visually display the changing policy influence of various social groups, based on experience in Costa Rica, UK and Kenya.

Stakeholder power analysis

Techniques for understanding stakeholder relationships and capacity for change, based on international experience.

The four Rs

Framework to clarify and negotiate respective stakeholder roles, based on experience in Zambia and Cameroon.

Writing style: political implications

Approach and checklist to analyse how pieces of writing challenge or support inequalities, based on experience in Zimbabwe.

Keywords:

information, analyse, learn, awareness, vision, strategy, consciousness, language, knowledge

Tools for understanding

Often the first steps in trying to change policies and institutions are to scope out current situations and opportunities and from this information to plan a course of action. The kinds of skills and tools needed here include:

- Acquiring and using good information on policy, stakeholders, law and markets
- Overcoming internal barriers to empowerment e.g. develop confidence
- Understanding the motives and language of the powerful
- Creating awareness and shared vision within an interest group
- Prioritising and strategising for effective change

Frameworks can help organise information and analysis – some useful versions exist for policy (*Mayers and Bass 1999*), markets (*Lecup and Nicholson 2000*) and local politics and institutions (*Sithole 2002*). Many techniques have been developed to assist those working on policy to prepare realistic long-term strategies and immediate practical plans. Some examples are SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), ZOPP (Objectives-Oriented Project Planning), mind maps (spidergrams), rich pictures, future scenarios and future search. Games can add fun to planning (*Mackie 2005*) and are effective as learning aids (*Apte 2005; Goredema et al. 2005*). The power tools series adds some complementary tools for understanding contexts and opportunities, and preparing appropriate interventions.

Getting started is an introductory guide to stimulate less powerful groups and their supporters to understand policy processes and find room for manoeuvre. **Stakeholder power analysis** gives a practical overview of stakeholder analysis, while **Stakeholder influence mapping** provides one method proven useful in group discussion of stakeholder power and trends over time.

The four Rs takes stakeholder analysis into more detail, providing a framework that is a useful aid in multi-stakeholder negotiation of relative rights, responsibilities, revenues and relationships. **Writing style: political implications** assists a reader in making more explicit the biases contained in policy documents or any other writing. **Family portraits**, on the other hand, is a means of presenting the reality of natural resource management and family life, which can help policy debate to be founded on actual experience rather than stereotypes. Lastly, **Community tradeoffs assessment** provides a rich process through which local groups can define their own worldviews and priorities and link these with external development dialogue and interventions.

Tools

Associations for business partnerships

Activities to help smallholders engage with, compete in, and benefit from market economies, based on experience with migrant smallholders in Brazil.

Mechanisms for organisation

Organisational options for community groups (cooperatives, trusts etc), based on international experience.

Interactive radio drama

Use of radio to gain public participation in natural resources policy, based on experience in biodiversity conservation in India.

Organising pitsawyers to engage

Framework for developing organisations and business partnerships for small-scale producers, based on experience in Uganda.

Tools for organising

Policy influence by less powerful people often requires strength in numbers. Effective organisations are relevant to members' priorities, legitimate, active, accountable and low on transaction costs so that members find it worthwhile to participate. In other words, effective organisation is hard to achieve. Groups may benefit from tools for:

- Running a local group according to agreed standards of representation, transparency and financial management
- Developing and maintaining networks and alliances with like-minded organisations
- Mobilising support locally and in society more broadly
- Raising external legitimacy
- Building local capacity to make the most of gains in power

Effective, efficient and legitimate organisation is a cornerstone of good governance. Some of the best guidance on mobilising and maintaining local-level organisations comes from the traditions of community activism in the USA (*Alinsky 1971, Kahn 1982, Knoche 1993*), India (*Carr-Harris 2005*) and to an ever greater extent South Africa (e.g. the community organisers' toolbox from the Education Training Unit in South Africa – see Section 4.1). Principles also exist for how best to run networks of activist organisations (*Knight 2001; Colchester et al. 2003*). Also important is development of people's technical capacity to maximise benefits from hard-won changes in policy (*Shackleton et al. 2002; Goredema et al. 2005*).

The power tools series includes four tools based on experience in organising effectively within groups usually excluded from policy. **Mechanisms for organisation** provides guidance on the array of formal organisational structures that a group of common-purpose natural resource managers might want to consider. **Associations for business partnerships** and **Organising pitsawyers to engage** offer, from two very different contexts, series of steps and tips by which small-scale producers can organise themselves to interact effectively with government and markets. **Interactive radio drama** is a rather different tool for mobilising opinion and interest among a wide network of local natural resource managers. This tool is just one among almost 30 tools for participatory planning explained and assessed in *An activist approach to biodiversity planning*, a handbook based on Indian experience that accompanies this series of power tools.

Keywords:

mobilise, alliance, network, association, solidarity, representation, participation, pluralism, capacity

Tools

Ethical appeal

Use of ethics-based international agreements and standards to develop dialogue, based on experience in Ethiopia and Vietnam.

Avante consulta! Effective consultation

Steps to empower communities in negotiation processes, based on experience in Mozambique.

Better business: market chain workshops

Workshops for direct and indirect participants in market chains to share knowledge and inform policy, based on experience in Vietnam.

Connecting communities to markets

Tactics to market independently certified community forest products, based on experience in Brazil.

Media and lobby tactics

Tactics to get national policy to work for small-scale farmers, based on experience in Grenada.

Speaking for ourselves

Steps for communities to express their priorities and constraints in professional development language, based on experience with pastoralists in Ethiopia.

Targeting livelihoods evidence

Steps to link natural resources policy with poverty reduction strategies and to develop appropriate monitoring, based on experience with forestry in Uganda.

The pyramid

Framework to stimulate participatory assessment and target-setting in forest governance at national level, based on experience in Brazil.

Keywords:

negotiation, bargaining, influence, communicate, dialogue, advocacy, market, resistance, direct action

Tools for engaging

Well informed and well organised groups of marginalised people are able to take on the individuals, institutions and policies that exclude or restrict them. Engagement might be through cooperative roundtable dialogue, or through resistance – many effective groups combine both strategies. The "roundtable" set of tools includes:

- Finding innovative entry points, through lobbying, the media, contacts
- Building alliances with sympathetic partners and possible champions
- Using the parliamentary system for single-issue campaigns
- Negotiating effectively with a well prepared position

Tools based on deliberately choosing not to engage on the terms of the powerful include:

- Resisting through protest and direct action
- Keeping the powerful happy but covertly following an alternative agenda

A great deal of guidance is available on successful multi-stakeholder dialogue, often in the form of methods for community or citizen participation (see the lists of further information sources in Section 4). Supplementing this is considerable material and professional assistance in facilitation, negotiation techniques and conflict management (*Warner 2000; Castro and Nielsen 2003*; suggestions in Section 4). What the power tools series adds to this considerable body of knowledge is several experience-based approaches to tackling specific challenges of engagement.

The pyramid provides a process and framework to assess and score various elements of governance as a vehicle for creative and credible multi-stakeholder dialogue. **Speaking for ourselves** equips a policy-inexperienced group of natural resource managers to present and negotiate their development priorities with confidence. **Targeting livelihoods evidence** provides an equivalent set of tactics and tips for a sidelined government department to argue their case effectively. **Avante consulta! Effective consultation** assists communities, developers and local government to carry out legitimate community-level negotiations, while **Ethical appeal** considers how strategic use of international norms and agreements can further dialogue between more and less powerful groups. Two of the tools, **Better business: market chain workshops** and **Connecting communities to markets**, deal specifically with the challenges of market engagement, the first assisting small-scale producers and traders to give feedback to policy-makers directly, and the second to help buyers and sellers adjust successfully to each others' requirements. Finally, **Media and lobby tactics** describes some effective means for under-resourced farmers to make an impact on government policy.

Tools

Accessing 'public' information

Set of approaches and tactics to obtain and use information from public agencies, based on experience in India.

Good, average, bad: law in action

Framework for scrutinising and improving the practical outcomes of particular legislation, based on experience in Mozambique.

Improving forest justice

Approaches to improve the administration of justice in the timber supply chain, based on experience in Uganda.

Independent forest monitoring

Assessment of the opportunities for IFM to raise accountability, based on experience in Cameroon.

Legal literacy camps

Interactive sessions to familiarise people with legal concepts and current legislation, based on experience with tribal people in India.

Local government accountability

Ways to help rural citizens bring local authorities to account, based on experience in forestry in Malawi.

People's law

Advice on understanding and utilising law in land and natural resources campaigns, based on experience in Ghana.

Tools for ensuring

Having voice is not enough – marginalised people need mechanisms for accountability to make sure that dialogue and promises translate into action. Broad approaches to ensuring positive outcomes include:

- Monitoring and evaluation
- Mechanisms for review, feedback and adjustment
- Knowledge and application of rights, agreements and legislation
- Use of local systems of justice
- Recourse to courts, higher levels of government or international conventions

Assessment, monitoring and evaluation are well covered in existing guidance and toolkits – albeit with an emphasis on more technical concerns (e.g. SMART indicators that are specific, measurable, achievable, realistic and timely) rather than issues of legitimacy and pluralism. Current emphasis on good governance has brought transparency and accountability greater attention: the World Resource Institute's Access Initiative and Transparency International Corruption Fighters' Toolkit are two examples of practical guidance (Section 4.1). The power tools series adds to this body of work with a set of tools intent on holding powerful agencies, such as government departments and large-scale industry, to their commitments based on law and ethical principles.

In many countries legislation is supportive of marginal groups, but not actually implemented. **Good, average, bad: law in action** is a simplifying framework for participatory assessment of how well companies or other organisations follow the law in practice. **Accessing 'public' information** considers means of using freedom of information legislation to extract records from government and use this information to enforce accountability and influence policy. Similarly, **Local government accountability** suggests ideas of how to demand adequate service provision from local government. **Improving forest justice** gives pointers on how government might improve implementation of legislation on forest production and trade, to benefit rural livelihoods. **Independent forest monitoring** discusses the role of international scrutiny in bringing about desired local outcomes. Finally, two tools, **People's law** and **Legal literacy camps** provide advice on helping marginalised groups to demystify law and wield it to achieve greater equity in natural resource management.

Keywords:

review, monitor, evaluate,
accountability, maintain, recourse,
persist, feedback, justice

2.3 Adapting tools across contexts

To reiterate, the individual power tools are not hard-and-fast formulae. Each tool includes a breadth of ideas from experience. It is worth taking some time to look through some of the less obviously relevant tools to see if there are ideas worth adapting or experimenting with. The lists of tools resources in Section 4.1 and 4.2 should provide further stimulus. Tools can be adapted in all sorts of ways. For example, stakeholder analysis techniques are easily be adapted to map potential champions as well as threats: "allegiance mapping"? Tools are adaptable across sectors and across purposes. Some suggestions on the flexibility and unexpected parallels among the tools are given below.

- Some of the tools are long-term processes e.g. **Targeting livelihoods evidence, Speaking for ourselves, Improving forest justice**
- While others are quicker methods to use within long-term processes e.g. **Stakeholder influence mapping, The four Rs, Writing style: political implications**
- But all of the longterm process tools include useful tips, tactics and approaches that can be used for other purposes e.g. **Community tradeoffs assessment** includes a number of useful PRA-based exercises that could be applied in any planning or evaluation process (see box)

Ideal and worst future? exercise in *Community tradeoffs assessment*

- Ask individuals to draw on either half of an A4 sheet an imagined scenario 15 years, for example, into the future.
- On one half – a drawing of their ideal future
- On the other half – a drawing of the worst-case scenario for their future
- Let everyone explain his or her drawing to the group.
- Pin drawings to the wall and discuss issues arising.

- Some of the tools are very specific to a country context or to a particular user group e.g. **Accessing "public" information** (India), **Avante consulta! Effective consultation** (Mozambique), **Associations for business partnership** (Brazil)
- While others are generic e.g. **Stakeholder power analysis, Ethical appeal, People's law**
- But all of the context-specific tools are founded on practical tips, tactics and approaches that can be applied elsewhere e.g. The **Organising pitsawyers to engage** tool draws from experience with a group – pitsawyers – who work in such a specific niche that many people do not know what they do. But nonetheless the tool includes much guidance that is applicable to any group of natural resource managers who are trying to organise themselves to increase their credibility and impact in policy circles (see box).
- Some of the tools grow out of already recognised areas of activity such as law, certification, market chain analysis, or monitoring and evaluation e.g. **Legal literacy camps, Connecting communities to markets, Better business: market chain workshops**
- While others cross a range of disciplines e.g. **Local government accountability, Media and lobby tactics, The pyramid**

Some criteria for organisational membership from *Organising pitsawyers to engage*

Defining criteria for membership depends a great deal on the reasons for organising.

Key general criteria to think about are:

- Level of membership fee – Can he or she afford it? This may exclude the poorest (if there is no group category of membership) but it ensures
 - a) that operational costs are met
 - b) higher levels of commitment among members.
- Degree of trust to co-operate and to abide by organisation's rules.
- Is any member considered local to the forest resource or from "outside"? Is that important?

- Many of the tools developed within a particular area can easily be adapted to other disciplines or other issues e.g. **Interactive radio drama** was developed as a tool for biodiversity awareness and planning, but could easily be adapted beyond biodiversity management to deal with other issues of land or natural resource management about which people have strong and divisive views (see box).

The tools developed within the power tools initiative are only some of the variety that users might want to develop and apply. To stimulate ideas and debate, some of the types of tools not included here include:

- Traditional or tailor-made systems of representation and justice (e.g. citizen's juries – see *Pimbert et al. 2001* and *Pimbert and Wakeford 2003*)
- Tools derived from management theory and practice (e.g. see *Huczynski and Buchanan 2001*)
- Specific lobbying tools (e.g. pre-prepared counterarguments to anti-decentralisation arguments – see *Ribot 2004*)
- Techniques designed specifically to contain the influence of more powerful groups
- Methods for survival and "preserving the gains", rather than tools for making progress and engaging in policy; similarly tools for dealing with ever-increasing conflict rather than imagining that conflict will be reduced or kept in hand
- Tools for violent resistance

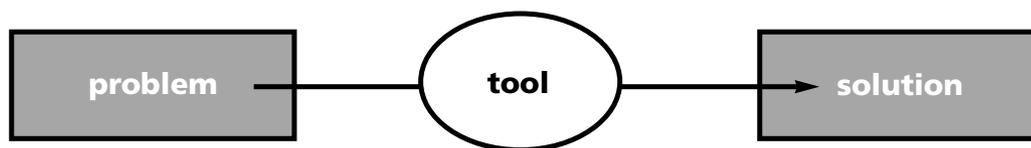
Presenting different attitudes to biodiversity and land in *Interactive radio drama*

Differences of opinion recorded during field visits were included in the dramatisation, and used as a way of generating discussion and responses from listeners: "We would take negative as well as positive views. For example regarding the rehabilitation of people living in forest areas – some forest dwellers said that they should leave the forest for their well-being. Others would say, 'we have been here for generations, why should we leave the forest, we have not spoilt it'. So we would put both versions in the programme and ask listeners what they felt. We had mixed answers – some people asked what would forest dwellers do if they left the forest? Others felt they should be provided with a city life."

2.4 How to make a new tool

Developing a "tools" focus

Tools are a means to an end. They help people get from a problem to a solution. For example they might help people who are excluded from decision-making (problem) become included within decision-making processes (solution). The tool is simply the set of activities that enables you to get from the problem to the solution. The main reason that the power tools initiative has focused on tools rather than goals is that tools are transferable. Most marginalised people and the groups working to support them are understandably concerned more with their goals than with the tools they use to reach them. But if more people shared the tools they had found useful, it would be easier for everyone to achieve their goals.



Developing a tool is within anyone's capabilities. The best way of approaching it is simply to have a go – try to solve the problem you face and then describe what worked or did not. In order to help you focus your thinking towards "making a tool" rather than "solving a problem" or "achieving a goal" the following questions might prove helpful (see box).

Questions 1 to 5 are familiar territory to anyone accustomed to thinking about problems and goals in natural resources policy.

Ten broad questions to help develop a "tools" focus

1. Who exactly are the target group who are excluded in some way?
2. What are the processes that they are excluded from?
3. What are the negative impacts of this exclusion?
4. What are the mechanisms of exclusion – how is the unequal power balance in decision-making maintained?
5. What would need to change for the target group to be included in those processes?
6. What could the target group (and their allies) try in order to bring about those changes?
7. What particular techniques, tactics and tips would be useful sub-components of their attempt?
8. Which of these sub-components (tools) have proved sufficiently successful to be worth sharing with other people facing similar exclusion?
9. What are the activities or steps involved in using the tool, which other people might be able to follow?
10. What further developments to identified tools might be useful to the target group in your context? (Or to people marginalised more generally?)

Most of these questions can be answered quickly and easily, even if the answers are not particularly comprehensive or insightful. Questions 6 to 9 turn more towards the "how-to" issues – strategic issues that are a central component of our work, but that we do not always unpack. Breaking down overall approaches into sub-components (Question 7) and then specific activities (Question 9) is a useful and enlightening process – the sheer range of techniques, tactics and tips you use may be a surprise in itself. Question 10 helps to define what further activities to pursue if you think a tools-focus is relevant. Your objectives might include development of a new tool, testing an emerging tool, or adapting an established tool to new circumstances. Thinking about the adaptability of chosen tools beyond the current setting is a check that the tool could be transferable to other contexts.

Writing up a tool for use by others

Tools do not have to be fully developed and road-tested before you share them with others. Our experience in the power tools work is that people are always eager to learn from real experience. Of course, real experience is not tidy or finished business. So we urge you to have a go at recording what has and has not worked for you. This section presents guidance on how best to go about tool write-ups, gained from our own recent experience.

Try as far as possible to provide a "recipe", giving a step-by-step procedure of how to implement the tool. A straightforward, concise explanation like this is an easy and flexible starting point for others to pick up the tactics and methods they want and get going. In the power tools summary cards we have described each tool under four simple headings:

- Purpose – just a few sentences to describe what the tool is for
- Activities – the main elements of the process, step by step if possible
- Keep in mind – key principles and contextual issues
- Further information – where to go for more details

In the longer write-ups we have also encouraged authors to include:

- Separation between the generic "recipe" of activities and the case study of how these activities were used in a real setting
- A section on the strengths and weaknesses of the tool in practice
- A section on potential best-bet uses, applications and adaptations

A step-by-step write-up is much easier said than done. Policy processes, even on a very local level, are far more complicated and unpredictable than baking a cake. Thus a straightforward recipe cannot be guaranteed to work each and every time in the same context, let alone a new context. Also, steps in a process may overlap, or the order in which they are done might depend on circumstances. Finally, those involved in the process may not have thought of it as a transferable or repeatable approach, so the "tool" is invented after the event – making it difficult to tease out the different parts of the procedure.

The main way to overcome these difficulties is to make them clear within the write-up. If the process was not linear, then give a set of bullet points rather than numbered steps. If a tactic was successful once, but you are not sure it would work again, put it on the side as a tip. Provide a set of "health warnings" if there is danger of the tool being misapplied. Most importantly, trust future users to understand and extract what they need themselves, to interpret your work flexibly, and to get in touch with you if they want to know more.

2.5 Strengths and limits of tools in practice

Developing and testing power tools in real situations generated a wealth of knowledge on the fundamental assumptions and challenges of tool-based approaches. By a tool-based approach is meant the idea that a particular method or tactic can be developed in one context and then applied in another. We can contrast a "tool focus" against a "theory focus", "politics focus" or "context focus" as being concerned foremost with the means of doing something rather than the end that we are aiming for. Thus a tool focus is action-oriented and practical – so long as the concern with the means does not overshadow the actual goal it is being used towards.

One of the main lessons from this work is that for most of us, a "tool" is an easy concept to grasp, but expressing what we do in terms of a transferable toolkit that can be picked up, understood and adapted by others is a very difficult task indeed. In general, we focus on our objective – and we design or select the ways of getting there as we go along. Often a method or tactic will only seem to be a tool in retrospect, when we try to describe to others how we achieved a certain goal. Thus what in reality was "muddling along" suddenly appears (misleadingly) well planned and formal when described as a "tool".

Collectively, partners working on power tools recognised a range of strengths in talking about and using tools:

Packaging

- The word "tool" arouses curiosity and attracts practical people
- Tools are more than value-free lists of instructions – they can be unexpected sources of inspiration
- Sharing tools in multiple languages and a widely accessible source like the internet opens information to a broad audience

Empowering strategies

- A tool-based approach encourages a focused strategy, forcing us to consider not just about what we want but how to achieve it
- A focus on power and empowerment of marginalised groups is useful for well thought-out campaigns

Transferability and cross-fertilisation

- Drawing on others' experience and methods prevents re-invention of the wheel
- A tool can work as a starting point of reference that stimulates new thinking and a tool-based approach enables group confidence and willingness to try new ways of tackling problems
- Tools can be flexible and adaptive

Real-life relevance

- Practical tools for working on power are much needed but are in (surprisingly) short supply – most practitioners don't have the resources to record their experiences
- The tools have been developed in the field, not in an office, so their applicability and limitations are well understood
- A tools focus can avoid many constraints and make for quick progress

Partners also noted the limits to tools-based approaches:**Tools are never quite "right"**

- A good toolkit consists of old well-used tools – shiny new tools usually don't work
- People like to follow "recipes" but it's hard to create them (no magic formulae)
- Similarly it's impossible to come up with a proper toolkit of interlocking tools applicable or adaptable to every context

Oversimplification

- Oversimplified approaches and avoidance of politics can be naïve and dangerous
- Taking a tool at face value without considering its legitimacy or context can be dangerous

Difficulty of transfer

- Many tools are so context-specific that their use in other places is limited
- Similarly, many people doubt the value of experiences from other contexts

Inappropriate use – tools may fall into wrong hands

- Tools do not take into account who uses them – outcomes will be very different
- Power tools in the hands of the powerful could exacerbate rather than reduce power differences
- Empowerment also has dangers – e.g. marginal groups gaining higher profile could attract too much attention and bring them into jeopardy
- All tools need "health warnings"

Too prescriptive

- Seeing tools as a solution rather than as a process will hinder progress
- Tools can potentially be applied too rigidly
- People can be disempowered by thinking that they need a "tool" before they try to engage



Tools have power. A simple tool such as an indicator has the immediate potential to drive the process it is meant to measure as responsible agencies concentrate their efforts on meeting targets such as school-building in Mali or waiting times at hospitals in the UK. Just as the power tools can be used to erode power differences, they can be subverted – used by the marginalisers to increase their power. Furthermore, the power tools initiative is limited by the very marginalisation that it addresses: the difficulty of exchanging information with people on the political, economic and social margins of society.

Introduced tools can be agents of marginalisation in themselves, since bringing in external solutions does not build self-determination and self-reliance. Well meaning external interventions and understandings can work to reinforce local inequalities such as women's exclusion from control over natural resources (*Nadkarni and Chauhan 2004*). Major assumptions of these tools-based approaches, such as collective action being the best option for marginalised groups, may be appropriate in most contexts but meet with suspicion in countries where governments have historically forced collective organisation, for example Kyrgyzstan (*Carter et al. 2002*).

We need to avoid becoming too focused on tools for their own sake. Too much emphasis on tools can in fact detract from local capacity for political action – through straitjacketing of local agendas (*Edwards 2000*), over-simplifying social categories and policy stories (*Leach et al. 2001*), or distracting financial and human resources away from the real aims of natural resource management (*Sheil 2001*).



3: Discussion of key concepts



The terms power, marginalisation, empowerment and tool are familiar and meaningful. Indeed, you might argue that power is a useful term because it has a broad shared meaning and has not been over-scrutinised and lost to arcane corners of academia. On the other hand, thinking about these terms in more detail can give new insights. The aim of this section is to introduce a range of perspectives on power, marginalisation and empowerment (the concept of tools is discussed in the previous section) as a starting point for readers interested in exploring new frameworks for analysis and action.

*It is useless for the sheep
to pass resolutions in
favour of vegetarianism,
while the wolf remains of
a different opinion.*
William Inge (1860-1954)

3.1 Power

Power is generally understood as an ability to achieve a wanted end in a social context, with or without the consent of others. This wording is based on the writings of Max Weber – and it is interesting to set this viewpoint against some others found among the tradition of Western thinkers:

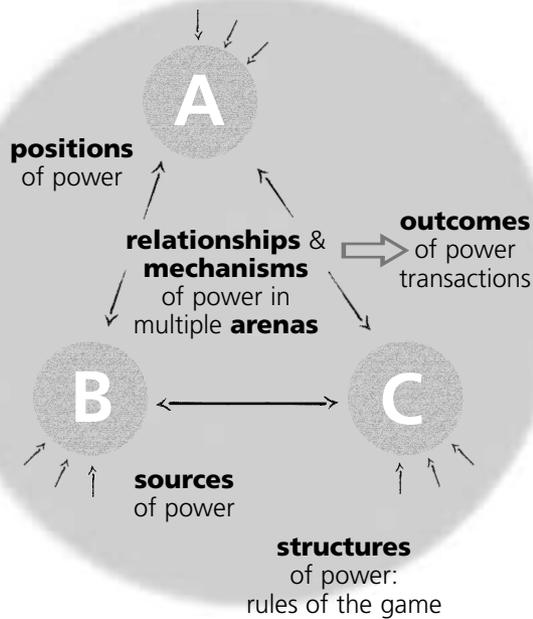
- Power is that opportunity existing within a social relationship which permits one to carry out one's own will even against resistance and regardless of the basis on which this opportunity rests (*Max Weber*)
- Power is the reserve of possibilities that are given objectively to a person by virtue of the attitude and behaviours of others (*Hans Buchheim*)
- Power is force in the service of an idea (*Georges Burdeau*)
- Power is one's present means to satisfy future desires (*Thomas Hobbes*)
- Power is the ability to change the future (*Kenneth Boulding*)
- Power is the ability to influence others to believe, behave, or to value as those in power desire them, or to strengthen, validate or confirm present beliefs, behaviours or values (*Ken Petress*)
- Social power has two aspects – the ability to influence others so as to further our own interests or desires; and the ability to resist the activities of others (*John Atlee*)

The main feature of power that emerges from these definitions is that power is *relational* – it only occurs in a social context in which two or more people interact with each other. Social contexts include governments and markets, but power also operates more locally in families and communities. But power does not exist in isolation (though some people prefer to describe power as a capacity, often favouring energy analogies, rather than as a social relation). In general, power is only recognised where there is intent, and thus we can usefully distinguish pro-active from reactive aspects of power.

We might want to question any of the above definitions of power. In particular, what exactly are "wanted ends" and "consent" (as in the working definition)? We tend not to be fully clear or decisive regarding our own desires and preferences, let alone those of anyone else. The degree to which anyone can offer up their "informed consent" will always remain a theoretical problem among philosophers as well as a practical problem in medicine (e.g. think of mental health, euthanasia), in social care (e.g. think of children's rights) – and of course in international development.

Frameworks for analysing power

It is surprisingly difficult to find any kind of impartial guidance on ways of thinking about power: most writing on power is polemical or has a very specific analytical purpose. Of course, there is no single best approach for tackling power and, inevitably, the various frameworks overlap. The diagram on the left provides a simplified guide to the various frameworks and how they fit together.



Positions of power

The most simple and often heard typologies of power are based on the relational positions between the powerful and those they have power over. We usually express these as dualities:

- Empowered-disempowered
- Powerful-powerless
- Central-marginal
- Dominant-subordinate
- Strong-weak
- Oppressor-oppressed
- Perpetrator-victim
- Ruling class-working class

These are useful shorthand for clear hierarchies. But they provide only a crude basis for any attempt to be rigorous in analysing power. While the polar positions might be meaningful in terms of a particular situation (e.g. during an eviction from contested land the evicted are powerless and the evictors powerful), they do not capture the complexity or fluidity of actual power relations (e.g. the capacity of the evicted to resist eviction or claim compensation). Labels such as "disempowered", "oppressed" or "weak" deny the power of the less powerful person or group – this is discussed further in Section 3.2 on marginalisation.

Furthermore, real-life power dynamics tend to involve not a pair of opposed groups, but rather multiple interests who interact with each other in networks of power relations. In our analyses we need not get overly fixated on the relationships between the powerful and the marginal. Shifts in power among powerful groups – e.g. from nation-states to corporations – have critical effects on everyone else. One appealing way of keeping a grasp of the complex and dynamic relations among sets of stakeholders is to envisage them as characters or actors in a play (see box; also *Mayers et al. 2001*).

Masks and costumes in policy processes

Participants in a planning workshop agreed that there were six main groups of stakeholders in forest policy in Papua New Guinea: politicians, public servants, industry, NGOs, donors and local landowners. Each of these "characters" is internally divided in several ways, and none therefore speaks with a single voice. But we can think of each character as a costume, or ceremonial mask, worn in a particular scene of the policy "play" by a considerably larger number of stake holders whose words and actions do possess some collective consistency over time.

Source: paraphrased from Filer (1998)

Relationships of power

Human relationships are a mix of cooperation and competition. Sometimes we consent to the power that others hold over us. Power with consent is usually termed authority. For Max Weber, perhaps the most influential theorist on power, there are three types of legitimate authority (paraphrased from *Weber 1947*):

- Legal authority, based on "rational grounds", a belief in the legitimacy of patterns of normative rules and the right of those elevated to authority under such rules to issue commands
- Traditional authority, based on an established belief in the sanctity of immemorial traditions and the legitimacy of the status of those exercising authority under them
- Charismatic authority, based on devotion to the specific and exceptional character of an individual person, and of the normative patterns revealed or ordained by him/her

But many people would argue that the exercise of power does not have to involve dominance, competition or oppression. Power can be cooperative as well as coercive. While coercive power is a force for control, cooperative power is the ability of humans to act together to achieve a common end. Cooperative power can strengthen and validate shared values, aims and actions. The most influential proponents of cooperative power have been Hannah Arendt, who held that power is the exact opposite of violence, and Mohandas Gandhi, who advocated mass non-violent resistance (see Section 3.3 on empowerment).

Some modern commentators, especially those arguing from a feminist perspective, distinguish "power over" – an ability to get one's own way – from "power to" – a capacity to achieve something (sometimes "power with" and "power within" are also seen). This distinction, between power "to", "with" or "within" on one hand and power "over" on the other, can be seen as broadly equivalent to distinctions between cooperative power and coercive power, or between capacity-based definitions of power and relation-based definitions of power. For most of us, capacity-based power and relation-based power are closely related (see box).

Linking capacity with power: pastoral training in Senegal

Pastoral training in Senegal is designed to challenge the imbalance of power between pastoral communities and other groups such as local government, farming groups and the private sector. The training, in local languages, challenges the notion that pastoralists are backward. Facilitators and pastoralist groups go through local life strategies and discuss the scientific arguments (e.g. carrying capacity) for everyday practices to give the pastoralists confidence and authority when negotiating with outsiders. The training also aims to redress internal power asymmetries by mixing groups of men and women, youths and seniors.

Source: personal communications from Ced Hesse and Su-Fei Tan, IIED

Mechanisms of power

The modes or forms that power takes can also be useful to examine, especially to understand or to predict how the less powerful will respond to the deliberate manipulative actions of the more powerful – or vice versa. John Galbraith has distinguished three instruments of power (quotes from *Galbraith 1983*):

- Condign power "wins submission by inflicting or threatening appropriately adverse consequences"
- Compensatory power "wins submission by the offer of an affirmative reward"
- Conditioned power "wins submission by changing belief" - and in this case we often do not recognise that we have submitted

Conditioned power is significant because it defies the idea that we can recognise power very simply by observing "A wants B to do something, B does it against his will, therefore A has power over B". Many real-life power relations are far more covert, subtle and institutionalised. The term *hegemony* (*Gramsci 1971*) describes the way that social power structures are supported and perpetuated because working class people are conditioned into thinking that what is best for them is the status quo that benefits the ruling class. Even if it is under the surface, evidence of conditioned power is all around us. Western media, for example, widely "manufacture consent" by presenting apparently neutral reports that give tacit support to Western governments or policies (*Herman and Chomsky 1988*).

Kenneth Boulding produced a catchy variation on the three-way split among condign, compensatory and conditioned power: that power is exercised through the carrot, the stick or the hug (*Boulding 1989*). His argument is that the third of these, which gets the least attention among commentators, is in fact the most common and the most important. The hug, or more formally integrative power, works because of our strong desire to belong socially, to be included and acknowledged. Integrative power is just another name for collaborative power, cooperative power, "power to" or "power with".

Experience shows that it is not just the disempowered who are motivated by a desire to belong – powerful groups also want to please and to be integrated, and tactics can be worked out to tap into these desires (see box).

Carrots, sticks and hugs for the powerful: negotiation tactics developed by an alliance of slum dwellers in India

- **Start small and keep pressing.**

Convince officials that they can use their limited powers to make a little change. First, they might only give limited consent, but later, when they see things change in even small ways, consent might become support.

- **Paint beautiful pictures.**

People in power are more likely to retreat into their bureaucratic shells when pelted with "awfuls" and "shamefuls". A better approach is to kindle their imaginations with ways they could contribute.

- **Know more than they do.**

When community organisations enter into negotiations armed with facts, figures, examples and contextual information, it becomes harder for officials to argue against their proposals.

*Source: paraphrased from
SPARC 2004*

Sources and outcomes of power

Analyses and actions that aim to get at the roots of power concentrate on understanding the sources of power held by individuals, groups or leaders.

Key sources of power are:

- Capital (financial, natural, physical, social, human)
- Production (Karl Marx's *labour power*)
- Consumption
- Family
- Tradition and culture
- Location or geography
- Information
- Technology
- Physicality (e.g. age, sex, health or physical ability)
- Personality (e.g. charisma or skill)

Sources of power may be difficult to recognise, particularly when power relations have become so ingrained that we no longer heed them. History and tradition reinforce power hegemonies and can in themselves be seen as sources of power. The *outcomes* of power, such as greater wealth or greater access to resources, tend to operate as further *sources* of power – so that there is an inevitable confusion in explaining say whether a woman has gained power by getting a paid job, or whether she has gained the paid job because of increased power. These issues are also relevant at much broader social levels, such as when we compare power distributions among countries. One example is the way in which international trade is both a source and outcome of policy and the power to attract investment at the national level (see box).

International comparative advantage and the "race to the bottom"

Some NGOs say that expansion in forest trade in certain countries does not reflect comparative advantage based on natural resource endowments. Instead, these countries have "undesirable comparative advantage" reflecting inadequate forest policy, poor enforcement in relation to environment, poor treatment of local communities and employees as well as subsidies through tax breaks and infrastructure support. Thus poor policy drives comparative trade advantage, which in turn drives policy and can cause an international "race to the bottom".

Source: paraphrased from
IIED 2003

Arenas of power

A person or group can be very powerful in some situations but marginal in others. Thus, in trying to be more explicit about power, it is often relevant to distinguish different, but overlapping, fields of activity: *social*, *political* and *economic* arenas of power. Each has associated academic disciplines, which is both a boon, producing specialised insights, and an obstacle, increasing the tendency to think that these different arenas of life have little to do with each other.

Sociology makes a useful distinction among various spheres within the social arena – particularly relevant in societies in which domestic and public lives are quite distinct. One possible split is among the public (outside the home), private (within the home and among friends) and intimate (within the self) realms of power. People may behave in contradictory ways in different settings, perhaps being deferential at home while campaigning for equal rights at work (*VeneKlasen and Miller 2002*).

In politics the emphasis is on the degree to which citizens are prepared to pass on decisions that affect their own lives to government in various forms and at various levels. *Political power* can be understood as the balance between autonomy and authority that citizens allow government – with or without real consent. Of course, government does not operate in isolation. The power to influence decisions made by government is spread much more widely, among sectors of civil society and businesses who have the capacity and channels to sway government policy.

Economics is particularly interested in the mechanisms through which power produces outcomes – in modes of power. In the hypothetical world of classical economics where flows of information are perfect, power has no bearing. But modern economists recognise power as being central to exchange transactions and their outcomes, shaping the functioning and organisation of markets. Market power is the degree of power held by the seller to set the price for a good (monopsonies and monopolies hold extreme versions of market power – see box).

Modern economics also addresses bargaining power, which refers to the relative ability, costs and risks associated with withdrawal from a transaction. Bargaining power is mainly used to discuss unions, or other forms of labour bargaining, and is sometimes regarded as the same as resistance or countervailing power. Bargaining power is also interesting as a concept in that it introduces the notion of risk into how we understand the distribution of power.

Concentration and buyer power

Buyer power is a particular case of market power relevant to industries in which a small number of large purchasers are able to control the market to their own ends. An important example is the international agrifood industry. Mechanisms to exercise control include acquisition, leading to logistical control, economies of scale, barriers to entry of competitors, the ability to remould the social and political environment to a company's own benefit and 'absolute cost advantage' to outbid smaller companies for resources and ideas, invest more heavily in research and development, set predatory prices, manipulate futures markets, raise external capital and mount lavish promotional campaigns.

Source: paraphrased from Vorley 2003



3.2. Marginalisation

Political marginalisation

There is no doubt that some people are more disadvantaged than others: worse housing, health-care, water supplies, safety from violence, access to justice, and so on. People who are socially and economically disadvantaged are often also politically excluded, less able to influence the decision-making processes that impact on their day-to-day lives. All of these are examples of marginalisation – alternatively disempowerment, social exclusion, oppression or subordination.

In this work we are particularly concerned with marginalisation from collective decision-making, which might be called political marginalisation. If politics involves only two questions, "who gets what?" and "says who?" (Wolff 1996), then political marginalisation is exclusion from the "says who?" question. Of course, political marginalisation is generally linked with, and caused or reinforced by, the wide range of other underlying sources of marginalisation. These are the counterparts to the sources of power listed in Section 3.1. Some of the more important sources of marginalisation are:

- Economic or financial, e.g. women's work going unpaid
- Geographic, e.g. residents of villages several days' walk from the nearest road
- Social, e.g. stigmatisation of disabled people
- Cultural or linguistic, e.g. not speaking the official national language or belonging to a majority religious group
- Informational, e.g. small-scale farmers being out of touch with market prices

Often, then, it is not possible to tackle political marginalisation on its own without addressing many of the other ways in which people are excluded from the beneficial outcomes of policy. Experience in wildlife management in Zimbabwe, for example, has shown that legislative change in favour of local level control over wildlife is not enough on its own. Impact on the ground is much better if there is capacity building to overcome the ways that rural communities are marginalised in terms of information and skills relative to other stakeholders (Goredema et al. 2005).

Political marginalisation means being excluded by others. People who are marginalised from policy are not completely powerless, but their capacities and interests are not recognised by other stakeholders, so that they cannot transform their power into sanctioned authority. Thus we can recognise a "marginaliser" as a necessary other side of the equation to the "marginalised". Sometimes this marginaliser is easy to recognise: a specific multi-national company for example. But often there is no big bad marginaliser. In Niger for example, neither big government nor big corporations are immediate stark agents of oppression. Nonetheless many rural and urban citizens can be described as marginalised – it's just that the marginalising forces are more diffuse and indirect.

With these contextual issues in mind, (Dower 2004) distinguishes three kinds of marginalisation from decision-making (which usually overlap in real situations):

- Passive marginalisation, where people are ignored by agencies such as national governments, aid organisations, international organisations and businesses, whose actions and policies could, if changed, facilitate improvements

To define oneself as marginalised is to define oneself in relation to another's definition of the centre.

Anonymous AIDS patient,
Edges magazine, Issue 11,
October 1997

- Deliberate active marginalisation, in which the policies and actions of national governments, aid organisations, international organisations and businesses directly cause discrimination such as economic exploitation or cultural oppression
- Insensitive active marginalisation, where more powerful groups intervene in inappropriate ways, imposing unconstructive development models and so on, with good intentions but without listening to the perspectives of marginalised people.

The process of moving from policy marginalisation to policy involvement is thus one of moving from exclusion to recognition, from rights to entitlements, and from power to authority. This process can be called empowerment (Section 3.3). Empowerment builds on the already existing power of oppressed people.

The power of the powerless

Marginalisation is not passive victimhood. So-called less powerful groups have strengths and strategies for coping and for development. A number of writers have referred in different ways to this "power of the powerless":

- Counter power – Paulo Freire (1972) followed Georg Hegel in noting the logical necessity that the domination of the oppressor depends on the existence of the oppressed. This dependency gives marginalised people power to oppose, to act and to realise new social dynamics.
- Countervailing power – John Galbraith (1952) observed that "private economic power is held in check by the countervailing power of those who are subject to it". He looked forward to a more equitable future in which power was better balanced among government, business and unions.
- Subaltern power – Gayatri Spivak (1985) used the term "subaltern" in a specific analysis of the power or lack of power a young woman had for self-expression through suicide. Her terminology has been taken up in a more general sense by some academics to signify the power and agency of oppressed people.

Clear examples of counter power are seen in natural resource management all over the world. A detailed study in Malaysia has described how rural people "clothe their resistance in the public language of conformity", thereby managing to act in their own best interests without so much risk of reprisal (Scott 1985). This "everyday resistance" includes procrastination, pretence and sabotage. Rural communities at odds with more powerful agencies can develop intricate systems of individual and collective resistance, blurring the line between meeting family needs and carrying out a deliberate political act – an example being the "theft" of timber from authorities by villagers in Indonesia who have grown the wood themselves (Peluso 1992). These authorities in turn have counter-tactics to deal with this resistance, recognising all too well the power of the "disempowered" (see box).

Many NGOs are drawn to participate in projects whose framework neither they nor the communities with whom they work have any substantive role in designing. Their conception of power as something which a small minority (the 'powerful') 'have' and that others (the 'powerless') 'lack' suggests that participation in such projects is one of the few ways they will be able to exert influence. Herein, however, lies a great irony. The 'have/lack' picture of power is one to which the 'powerful' have never subscribed. Industry and governments, for example, reveal a persistent and pragmatic preoccupation with grassroots resistance and the opinions of ordinary people. They are acutely aware of having to act against a constant background of opposition and of the need to manage that opposition.

*Source: direct quote from
Hildyard et al. 1998*

3.3 Empowerment

*Power can be taken,
but not given.*

Gloria Steinem, 1995.
Outrageous Acts and
Everyday Rebellions,
Henry Holt & Co.

Empowerment is an even more contested and defended term than power, but can basically be understood as a process by which people gain more control over decisions that matter to them (some of the debates around empowerment will emerge in the text below). The word empowerment is rarely used in talking about people who already hold a great deal of power. Instead it is reserved for the poor, the excluded, the disempowered, the marginalised (*Rowlands 1997*).

Gaining power

Many champions of oppressed groups have written convincingly on the key importance of empowerment and liberation through self-development (e.g. Paulo Freire and Martin Luther King). But there is also a danger in too much emphasis on these kinds of capacity-oriented ("power to") understandings of empowerment – because we can then too easily forget that power is situated in society, that our choices make a difference not only to ourselves but to those around us. Capacity-oriented notions of empowerment have been co-opted by powerful organisations to suggest that marginalised people can be empowered without the lifestyles of rich and powerful people being threatened in any way. Indeed, nouns such as "empowerment" and "marginalisation" are safe because they can be used without any reference to the "powerful" or the "marginalisers".

We need always to be alert to where political power – the power to make meaningful decisions on behalf of others – is really located. Changes made in the name of empowerment can be misleading (*James 1999; Taylor 2000*). For instance, we can say that a rural community has been empowered because they now have representation on a budgetary committee in local government. But if the budget to local government has simultaneously been cut back, has that community been empowered, or is it only lip service?

Taking this line of thinking further, does empowerment mean bringing people from outside the decision-making process into it? Or does empowerment mean far more fundamental changes to the rules of the game? Taking this second meaning, empowerment is the forging of new relationships between citizens and government. In this context tools for balancing power disparities are about reshaping governance: deliberative democracy, direct decision-making, citizens' juries and focus groups (see *Borrini-Feyerabend et al. 2004* for examples in the natural resources sector). Through such reshaping of governance we might strive to supplant coercive power transactions with cooperative power.

An obvious but important point is that while we seek shifts towards more equitable power distributions, an ideal balance of power cannot be achieved in practice:

- With any transfer of power, new forms of disempowerment will be recognised or created
- Power relations will always be complex (we operate in networks not dichotomies of power, and certain interactions favour one party, others another)
- Different people have different concepts of where the power that matters is held, what equity might look like and whether equity matters

Choosing disengagement

How often do marginalised people perceive themselves as "marginal"? By definition, the margins are determined by the "centre". Do people who are at some margin relative to some centre want to be empowered, to have greater influence on decision-making processes, to move towards the centre? Do they even recognise that centre? In many cases the answer is clearly "no". Many indigenous societies for instance have made forceful statements of their wish not to be included but to be left alone. Engaging with more powerful groups often entails submission, at least of a symbolic kind (*Kothari 2001*), making disengagement, either through making no claim or through actively evading the influence of others (*Bratton 1994*), a more attractive option.

Disengagement is not attractive just to traditional societies – many communities choose non-dominant paths of development. For them empowerment is not greater involvement in politics and policy but defence of their own alternatives, however meagre these may appear from the outside (e.g. *Barkin 2000*). In some countries, not just isolated communities but thousands of people practise alternative socio-economic models. The *Movimento Sem Terra* (Landless People's Movement) in Brazil runs about 50 food-producing cooperatives on occupied land. But the Movement does not condone disengagement *per se* – over the years it has helped 250,000 families to gain land title. Alternating between struggle (disengagement, resistance) and dialogue (engagement, cooperation) has proved an effective strategy for many marginalised groups, notably over a long history in India (*Carr-Harris 2005*), but also during the more recent economic upheavals in Argentina (see box).

Withdraw and isolate: tactics for self-determination in Argentina

Rather than challenge sectarian efforts at co-option head-on, many assemblies and unemployed unions turned inward and declared themselves "autonomous". While the parties' plans verged on scripture, some autonomists turned not having a plan into its own religion: so wary were they of co-option that any proposal to move from protest to policy was immediately suspect.

These groups continue to do remarkable neighbourhood-based work, building bread ovens, paving roads and challenging their members to let go of their desire for saviours. Yet they were less able to offer the country a competing vision for the future, so people's interest has reverted towards engaging in representative democracy at the national level.

Source: Klein 2003





4: Further sources of information

4.1 Websites

The following alphabetical list introduces a broad set of websites in terms of their tools-oriented content. The long list reflects the current popularity and usefulness of the internet as a first port of call when seeking particular information and tools. To navigate your way through the list, you may want to look out for entries labelled ****Practical resources**, which means that the website contains many practical tools and links. Note also that each website is described under *type of tools* as **procedure** or **description**. **Procedure** means that the tool is outlined in a step-by-step way, perhaps as a worksheet or a series of questions, and can be used directly. **Description** is used to mean that the process of using the tools is described, but the tool is not immediately available to apply directly.

ActionAid

<http://www.actionaid.org.uk/>

Description of tools-oriented content:

A Critical Typology of Financial Services for the Poor (under Resources > Impact Assessment > Working Papers) gives examples of indigenous systems of financial services provision, so that lessons can be incorporated into NGO work. It covers: popular mechanisms; NGO-assisted schemes; formal services; and a listing of lists, which is about what works and what does not and why.

Type of tools: Description

Availability of tools: Downloadable documents

Action Research Resources

http://www.scu.edu.au/schools/gcm/ar/arh_ome.html > Pieces

Description of tools-oriented content:

The tools are 28 short (one page) sets of ideas and explanations of what action research is about. Topics include participation, grounded theory, rigour and generalisation. Under the Resources tab is a long list of topics, such as managing change, communication skills, the Delphi process, group feedback analysis, and neighbourhood meetings, which are written in a very practical and skills-based way.

Type of tools: Description, but written very simply and practically.

Availability of tools: Saveable html documents

**** Practical resources**

Africa Action

<http://www.africaaction.org/resources/index.php>

Description of tools-oriented content:

As well as up-to-date reference material on specific issues and countries, the site includes an Activist Toolkit, comprising factsheets, campaign documents and short films on HIV and debt.

Type of tools: Description

Availability of tools: Downloadable pdf documents

Centre for International Forestry Research

<http://www.cifor.cgiar.org/> > Tools

Description of tools-oriented content:

The Criteria and Indicators Toolbox Series comprises ten manuals on measuring sustainable forest management and human well-being, including: a future scenarios tool; participatory mapping (a workshop report on boundary and land-use conflicts); and multi-criteria analysis (useful when consensus is hard to reach because of multi-disciplinarity or conflicts of interest). Several software tools are offered.

Type of tools: Procedure, Descriptions and software

Availability of tools: Downloadable zipped files

CIVICUS

<http://www.civicus.org>

Description of tools-oriented content:

The CIVICUS Toolkits are written simply and clearly in English, and some are also available in French and Spanish. (To access these Toolkits go to the Resources and Services/Civil Society Toolkits section of the website). The topics are: writing effectively and powerfully; writings within your organisation; producing your own media; handling the media; promoting your organisation; planning overview; action planning; monitoring and evaluation; strategic planning; developing a financing strategy; financial controls and accountability; writing a funding proposal; and budgeting (in two parts). There are links to other interesting resources, (Resources and Services/ Books and Publications) including Financial Lobbying, A Guide to Budget Work for NGOs, Open Source Democracy, and Cyber Law.

Type of tools: Procedure

Availability of tools: Downloadable pdf or Word documents

**** Practical resources**

Commonwealth Human Rights Initiative

<http://www.humanrightsinitiative.org/>

Description of tools-oriented content:

The publications section of the website provides guidance on key issues such as

rights to information (including coverage of the Freedom of Information Acts that now exist in several commonwealth countries), constitutionalism and police reform. The most practical of the tools – handbooks on voting rights, what to do if arrested, and so on pertain to India.

Type of tools: Procedure

Availability of tools: Direct downloads in pdf format

Connecticut Nonprofit Information Network

<http://www.ctnonprofits.org/default.asp>
> NonProfit Toolkits

Description of tools-oriented content:

NonProfit Toolkits, mainly aimed at the United States, include an *Advocacy and Lobbying Toolkit* (the basics about lobbying, do's and don't's, sample letters, effective public and media relations), a *Free Complete Toolkit for Boards* (an overview of Board roles and responsibilities, staffing, successful committees and meetings, and evaluation).

Type of tools: Procedure

Availability of tools: Downloadable pdf or Word documents

Dev-Zone

<http://www.dev-zone.org/index.html>
> Knowledge Centre

Description of tools-oriented content:

Categories in the Knowledge Centre are: development practice; disasters and emergencies; economy; environment; events; food and agriculture; gender; globalisation; health and population; human rights; knowledge and information; organisations; Pacific focus; peace and conflict; poverty; society and culture; and women's issues. Each contains tools and links to further websites. Search utility helps navigate this site.

Type of tools: Procedures & descriptions

Availability of tools: Downloadable pdf documents from this website, or from linked websites

Education & Training Unit (ETU)

<http://www.etu.org.za/> > Community Organisers' Toolbox

Description of tools-oriented content:

The Community Organisers' Toolbox is arranged under the following headings: work in the community (external work); building a strong organisation (internal work); administration; local government in South Africa; information technology; financial management; HIV/AIDS; and para-legal advice. Each of these guides is divided into a number of smaller tools, (ranging from one to eleven). Each tool begins with "What is in this guide?", enumerating what is covered for ease of use. These tools are written in clear and simple English. However, some of the information is fairly specific to South Africa.

Type of tools: Procedure

Availability of tools: Downloadable webpages.

**** Practical resources**

ELDIS

<http://www.eldis.org/>

Description of tools-oriented content:

This site contains a wealth of well organised information. Click on Manuals and Toolkits to find a list of topics that toolkits are available for, including: managing NGOs/CBOs, participation, children, forestry, governance, poverty assessment, how to design a project, and building websites. Under each topic, all relevant manuals and toolkits are listed, with author/s, organisation and a two-sentence description, with options to get more detail, chapter or section outlines, or the full text. Highly recommended site to start looking for tools.

Type of tools: Procedure

Availability of tools: Available as links to downloadable documents

**** Practical resources**

Empowerment Zone

<http://www.empowermentzone.com/>

Description of tools-oriented content:

A huge number of links to tools resources grouped under the headings Politics

(emphasis on advocacy, US legislation and disabled people), Employment (employee rights and advice), Technology (computer tools) and Miscellaneous (including health, housing, race and gender issues).

Type of tools: Procedure and Description

Availability of tools: Mix of downloadable documents and links to other websites

Environmental Justice Foundation

<http://www.ejfoundation.org/index.html>
> Training > EJF Training Manuals

Description of tools-oriented content:

The Advocacy Manual discusses: successful advocacy through defining goals and audience; developing an effective strategy; using your information; lobbying; and an advocacy checklist. *Internet for Activists* covers: how the internet can be used as a campaigning tool; explaining webpages; email; search engines including google; news groups; and a directory of useful internet sites. Examples of webpages are given, with windows and buttons explained. There are also manuals on desk research, field research, GPS, media, photography and video.

Type of tools: Procedure

Availability of tools: Downloadable pdf documents

**** Practical resources**

Environmental Protection Agency

<http://www.epa.gov/> > Quick Finder

Description of tools-oriented content:

There is a long list of topics on the home page. The Ecosystems topic has a Recommended Webpages link called Community-Based Environmental Protection, and that page has Tools as a menu option. The tools include ecosystem, economics, human dimension and integrated tools, often very scientific, such as Environmental Technology Verification, and Geographic Information Systems (GIS). This is a United States government website geared towards local policy and procedures.

Type of tools: Descriptions

Availability of tools: Downloadable documents

Fairness and Accuracy in Reporting

<http://www.fair.org/index.html> > Activism

Description of tools-oriented content:

The Media Activism Kit includes: detecting bias in media reporting; how to communicate with journalists, write a letter to the editor and an Op-Ed; how to organise a demonstration, a speaking event, or promote programmes on TV; and the media business – the world's ten largest media companies. It is written very practically, with a bias towards United States issues.

Type of tools: Procedure

Availability of tools: Saveable html documents

Global Development Network

<http://www.gdnet.org/index.html>

> Online Services > Toolkits

Description of tools-oriented content:

Proposal Writing and Fundraising comprises six sections: before you start; writing the proposal; budgeting; a guide to donors; institutional insights; and networking. It is based on interviews with development practitioners world-wide, and each section contains some "useful links". The other tool is called Disseminating Research Online.

Type of tools: Procedure

Availability of tools: Saveable html documents

Global Witness

<http://www.globalwitness.org>

> Monitoring > Research

Description of tools-oriented content:

Guide to Independent Forest Monitoring (IFM): what IFM is, how it operates, and how it can be used as a tool to tackle illegal logging and governance in the forestry sector.

Type of tools: Procedure

Availability of tools: Will be publicly available early in 2005.

GRC Exchange

http://www.grcexchange.org/info_data/index.html

Description of tools-oriented content:

A fully searchable archive of documents relating to governance in development. Some of the documents outline governance tools, under themes such as accountability, participation and conflict prevention.

Type of tools: Description

Availability of tools: Mix of downloadable pdf documents and links to other websites

Green Media Toolshed

<http://www.greenmediatoolshed.org/>

> Tools (scroll down to find the Tools tab)

Description of tools-oriented content:

The tools are designed to help environmental groups be more effective in getting their message across to the public via the media. They include a media contact database (for United States only), an image management system, a polling library to help organisations access public opinion polls, a library of fact sheets, video clips, and digital files, media training, campaign management, and a Toolshed Users' Profile, to see how other members use the tools. Although this is a US-based organisation, there may be useful tools here for people in other countries.

Type of tools: Procedure, Description and online advice

Availability of tools: Available for members only – requires filling in an on-line registration form (no charge)

GTZ Mainstreaming Participation Project

<http://www.gtz.de/participation/english/index.html> > Literature > Tools, Methods and Procedures

Description of tools-oriented content:

The Field Guide for Participatory Needs Assessment outlines a number of tools for PNA at a village level: facilitation by semi-

structured interviews and role-play; village walks; resource maps; problem analysis at community level; institutional analysis; SWOT analysis; identification of vulnerable groups; problem analysis with vulnerable groups; and formation of action groups. Each tool is detailed by: description; objectives; activities; actors/responsibilities; time; and comments/suggestions. The Issue Box on the homepage provides useful clarification of terms such as mainstreaming, empowerment, pro-poor growth, subsidiarity, and capacity development.

Type of tools: Procedure

Availability of tools: Downloadable pdf documents

Integrated Approaches to Participatory Development

<http://www.iapad.org/>

Description of tools-oriented content:

This site focuses on participatory mapping, including GIS and three-dimensional mapping. Under Free Publications is a *Manual on 3D Participatory Modelling for NRM*.

Type of tools: Description with a few procedure

Availability of tools: Downloadable pdf documents, or as saveable webpage (html) documents

International Food Policy Research Institute

<http://www.ifpri.org/>

> Training > Training Materials

Description of tools-oriented content:

There are 11 Technical Guides. The first is an introduction to issues of food security and an outline of the ten other Guides: food and nutrition security data on the internet; classification and regression trees; using EPI MAP software; measuring nutritional dimensions of household food security; rapid appraisal methods for food security programmes; choosing outcome indicators for household food security; sampling for monitoring and evaluation; targeting; designing methods for monitoring and evaluation; and designing institutional

arrangements to maximise food security. Training Materials include papers, course materials and reports on: agricultural policy; economics concepts; food and nutrition policy; poverty; proposal writing for policy research; resource and environment policy; and miscellaneous topics. Some publications are also available in French and Spanish.

Type of tools: Descriptions

Availability of tools: Downloadable pdf documents

International Institute for Rural Reconstruction

<http://www.iirr.org> > Publications/Catalog > On-line publications

Description of tools-oriented content:

The Sustainable Agriculture Extension Manual includes chapters on credit and marketing, land use, gender, soil fertility, cropping and livestock, each of which is further divided. This manual focuses on difficulties, solutions and case studies from Eastern and Southern Africa. Under Publications > Free Publications is *Environment, Agriculture and NRM: Basic Concepts and Ideas for Action*, an information kit intended for students, trainers and policy makers. Under Publication and Communication (found on the left hand side of the home page) are publications by theme, including NRM, gender and indigenous knowledge. This website is also available in Spanish.

Type of tools: Procedure

Availability of tools: Downloadable documents if in the On-line Publications section, otherwise they must be ordered

International Institute for Sustainable Development

<http://www.iisd.org/> > Measurement and assessment > Capacity development

Description of tools-oriented content:

Capacity Building for Integrated Environmental Assessment and Reporting: Training Manual is designed for high-level technical experts in government agencies, who report to policy makers. It covers

frameworks for environmental reporting and assessing the state of the environment, environmental policy and future scenarios.

Type of tools: Procedure and Description

Availability of tools: Downloadable pdf document

Kabissa

<http://www.kabissa.org/>

> Time to get online

Description of tools-oriented content:

Time to Get Online is written by this West African NGO to help other NGOs and CBOs see the importance of using the internet as a cheaper, faster, simpler, more reliable source of information and communication. It ranges from the basics (how do I find an internet-connected computer) to advocacy using the internet. It has practical examples of how to use email, Google, other web pages, online discussions and newsletters, as well as making a website and where to get online help. Also available in French.

Type of tools: Procedure

Availability of tools: Downloadable pdf document

Livelihoods Connect

<http://www.livelihoods.org/index.html>

> Sustainable Livelihoods Toolbox

Description of tools-oriented content:

The Sustainable Livelihoods Toolbox comprises seven sections: Policy, Institutions, Processes; Programme Identification and Design; Planning New Projects; Reviewing Existing Projects; Monitoring and Evaluation; Ways of Working; and Training Support. Each section contains a number of short, practical tools to help in challenges ranging from policy analysis, through survey and planning techniques, to working effectively with partners. This is an active and participatory site that invites new tools from users.

Type of tools: Procedure and Description

Availability of tools: Downloadable Word documents from this website or from linked websites

**** Practical resources**

M and E News

<http://www.mande.co.uk/>

Description of tools-oriented content:

This site contains information under the headings Events, Work in Progress, New Documents, Books Noted and Editorial. Tools can be found throughout these sections, or by using the search function: try "toolbox" or "guide" or "handbook". The information is dense and has to be thoroughly searched, but tools are available. The site also contains links to other Monitoring and Evaluation pages.

Type of tools: Procedure and Description

Availability of tools: Downloadable documents from this website or from linked websites

Massachusetts Institute of Technology (MIT) Open Courseware

<http://ocw.mit.edu/index.html>

Description of tools-oriented content:

Free access to MIT's high quality undergraduate and post-graduate course materials on a wide range of subjects, including human-environment relations, political science and management. Also courses in Spanish and Portuguese.

Type of tools: Description (university course materials)

Availability of tools: Downloadable pdf & Word documents

MekongInfo Resource Gallery

<http://www.mekonginfo.org/>

Description of tools-oriented content:

Sets of guidelines and other tools materials collected from a wide variety of organisations, grouped under four headings: Collaborative Natural Resource Management, Community Forestry, Information and Communications and Land Management. Tools include procedures for microfinance, effective information strategies and participatory land use planning. MekongInfo's online library contains more than 2,300 documents in full-text or abstract, with a

focus on the Mekong River basin and continental South-East Asia, but plenty of widely relevant materials.

Type of tools: Procedure and Description

Availability of tools: To access most documents you must be a registered user, but registration is free and simple

MicroSave-Africa

<http://www.microsaveafrica.com/home.asp?ID=15> > Toolkits

Description of tools-oriented content:

There are a number of tools, including process mapping; market research; costing and pricing; and designing staff incentive schemes. Although these tools are practical, some involve complex calculations and scenario-building. They are designed for micro-finance institutions' staff and trainers.

Type of tools: Procedure

Availability of tools: Downloadable Word documents

New Tactics in Human Rights

<http://www.newtactics.org/main.php>
> Tools for Action

Description of tools-oriented content:

Tactical Notebooks are people's descriptions of the process of forcing the recognition of human rights: how the tactic was implemented, and problems in its use. There are examples from engaging government officials in Russia to promoting professionalism in the Liberian Police Force. The site offers browsing and keyword searches. *The New Tactics Workbook* outlines how and why various tactics work, and gives examples of their use: prevention tactics; intervention tactics; restorative tactics; building HR cultures and institutions; and resources, including an index of tactics.

Type of tools: Description

Availability of tools: Downloadable pdf documents

NRMChangelinks

<http://nrm.massey.ac.nz/changelinks/>

Description of tools-oriented content:

This is a vast site that contains links to other sites, organisations and papers. There are a number of topics available: sustainable development and the environment; capacity building (especially social capital); learning and change; adaptive management; collaborative planning and management; participatory monitoring and evaluation; general resources on participation; knowledge and information management; integrated models; conflict management; action research; individual growth and change; and on-site papers. There is also a section on making the most of the internet. Under each of these topics can be found either a brief explanation of the concept and links to papers, organisations, research outfits, or further topic menus. Finding tools takes some time, although much of the information here could be considered "tools". This would be a good place to start if one is looking for a specific tool.

Type of tools: Procedure and Description

Availability of tools: Downloadable documents from this website or from linked websites

**** Practical resources**

Pact

<http://www.pactworld.org>
> Learning Resources

Description of tools-oriented

content: Pact's tools include *Advocacy Handbook: a Practical Guide to Increasing Democracy in Cambodia*; *Media Guide: a Handbook for Tanzanian Civil Society*; *Legislative Road Map: a Guide for Civil Society Organisations in Tanzania*; and *Survival is the First Freedom: Applying Democracy and Governance Approaches to HIV/AIDS work*. Pact has six programme areas: democracy, governance and civil society strengthening; HIV/AIDS; improving livelihoods; peace building; community-based natural resource management; and

equity and empowerment. In each of these programme areas can be found a section on Tools and Products, although these are not downloadable.

Type of tools: Procedure

Availability of tools: Downloadable pdf documents and/or contact information

Participation Resource Centre

<http://www.ids.ac.uk/ids/particip/information/index.html>

Description of tools-oriented content:

Use the search facility or browse under Participatory Methods/Tools to look through a wide collection of guidance materials, sets of ideas for action and tips on specific techniques to use in participatory activities of all sorts. Materials come from an array of field-based and research organisations internationally. The Participation Resource Centre also includes a series of IDS notes and policy briefs on the whys and hows of participation, plus links to relevant research groups within IDS. One of these, Bridge, provides Cutting Edge Packs on gender in relation to citizenship, armed conflict, HIV/AIDS, budgets, cultural change, participation, and information + communication technologies.

Type of tools: Procedure and Description

Availability of tools: Direct downloads and links to other sites

****Practical resources**

People and Forests at the FAO

<http://www.fao.org/forestry/index.jsp>
> People and Forests > Participatory Processes > Publications

Description of tools-oriented content:

The Community Forestry Field Manuals include: a *Community Toolbox* on participatory assessment, monitoring and evaluation, which contains 23 practical tools; tree and land tenure: rapid appraisal tools, which includes gathering information in the field about physical aspects, use and management of resources. Publications are listed by Series or by Topic,

including gender and conflict management. The *Collaborative Partnership on Forests Sourcebook in Funding for Sustainable Forest Management* is a database of global funding sources. It can be found through Information Sources > Databases > Sources of Funding.

Type of tools: Description with some Procedure

Availability of tools: Downloadable pdf documents

Reflect

<http://www.reflect-action.org/>
> Reflect resources

Description of tools-oriented content:

The *Reflect Mother Manual* provides guidance to produce a local adult literacy facilitator's manual. Literacy circles develop their own materials such as maps, calendars, matrices and diagrams, representing a detailed analysis of their community. The Manual outlines background research necessary; developing a local facilitator's manual; producing visual cards; selecting and training trainers; monitoring and evaluation; using participants' materials for planning; and offers sample units. Adapting the Manual for different contexts is included: urban areas; fishing communities; pastoralist communities; refugees; and children. The Communication and Power section puts together inputs from all over the world and Evaluations of Reflect offers further insights. This website is available in English and Spanish.

Type of tools: Procedure

Availability of tools: Downloadable pdf documents

**** Practical resources**

Regional Community Forest Training Centre for Asia and the Pacific

<http://www.recoftc.org> > Resource Centre

Description of tools-oriented content:

Community-Based Tourism for Conservation and Development is a manual for trainers that includes handouts, case studies and readings in an experiential learning setting.

The Art of Building Facilitation Capacities assists in identification, analysis and solving of problems, and decision-making processes. A training video and self-learning CD accompanies the manual. Also in the Resource Centre is a section on Funding Opportunities. Under Regional Services> Training Courses can be found the Training and Workshop Report Series, which are aimed at sharing processes and lessons from workshops, so that other practitioners can apply them to their contexts. They include participatory methods, criteria and indicators, forest management, support networks, skills in analysis and writing.

Type of tools: Procedure

Availability of tools: Manuals for sale, and the Report Series downloadable pdf documents

**** Practical resource**

Resources Centre for Participatory Learning and Action

<http://www.rcpla.org/> > Publications

Description of tools-oriented content:

Participatory Learning and Action: A Trainer's Guide covers adult learning; facilitation skills; group dynamics; participatory learning and action; training, in workshops and the field; organising workshops, including post-training evaluation; and details of 101 interactive training games and exercises. The *Nepal Participatory Action Network's Participatory Development Magazines* are published in Nepali, with an annual English version, and are a forum for debate. *Participatory Workshops: A Source Book of 21 Ideas and Activities* gives practical tips on workshop management.

Type of tools: Procedure

Availability of tools: For sale from linked websites

Save the Children Alliance

<http://www.savethechildren.net/alliance/index.html> > Resources > Publications > General publications

Description of tools-oriented content:

So You Want to Consult With Children? A Toolkit of Good Practice is about how to involve children in discussions about what adults ought to do to make their lives better. It covers issues such as whether you really need to consult with children; getting started; how to prepare and plan for meetings with children; the role of adults in offering an enabling environment; and further resources.

Type of tools: Procedure

Availability of tools: Downloadable pdf document

Sida, Swedish International Development Agency

<http://www.sida.se/Sida/jsp/polopoly.jsp?d=2263> > Evaluations > Evaluation Manual

Description of tools-oriented content:

Looking Back, Moving Forward is the Sida Evaluation Manual. Part One covers concepts and issues, and has very useful boxes that cover various evaluation ideas, such as levels of monitoring, and what is a base-line study? Part Two is the evaluation process step by step, and for each step there is a short checklist of things to remember.

Type of tools: Description and Procedure

Availability of tools: Downloadable pdf document

Siyanda

<http://www.siyanda.org/index.htm>
> Quick Guide View Archive

Description of tools-oriented content:

Each month a new topic is detailed, offering tools, tips, guides and reports on the relationship between the topic and gender mainstreaming, for example, Monitoring and Evaluation, Water, and WTO. There is also a search function: try "toolbox" or "guide" or "handbook" to get a list of resources, ranging from national government budgets to local level projects.

Type of tools: Procedure

Availability of tools: Downloadable documents through links from this site.

Social Change Media

<http://media.socialchange.net.au/>

> Campaign Resources

Description of tools-oriented content:

Communications Planning, designed for an Australian audience, looks at defining what you want from a communications plan, how to use all staff to succeed, targeting publications and evaluating. *7 Steps for Social Change* is a brief paper that suggests a behaviour-change model. *Making Reader Friendly Publications* is about designing publications with the audience's needs at the forefront. It includes tips on thinking about who the audience is, deciding on the content, visual components, editing, writing hints, sexist language, graphic design and dealing with printers. *Tips for Using the Media* is primarily about getting campaign information onto TV. *Social Marketing Guides* is a list of useful downloadable guides and resources.

Type of tools: Procedure

Availability of tools: Available as saveable html documents

Strategies for Hope

<http://www.stratshope.org/>

Description of tools-oriented content:

Stepping Stones: A Training Package on HIV/AIDS, Gender Issues, Communication and Relationship Skills aims to equip facilitators to run 60 hours of workshops to help individuals and communities to change their behaviour, with a focus on the vulnerability of women and young people in making decisions regarding their sexuality. The workshops cover issues of: communication; our perceptions; love; prejudices; condoms; other options and strategies; assertiveness; skills to support behaviour change; the future. Supporting materials and videos are supplied. Also available in French.

Type of tools: Procedure

Availability of tools: For sale

SurveyMonkey

<http://www.surveymonkey.com>

Description of tools-oriented content:

A tool to design and administer customised on-line surveys for any number of uses from eliciting viewpoints and preferences to reviewing policies and programmes.

Type of tools: Procedure

Availability of tools: Users must pay a subscription fee to use the service

** Practical resources

Sustainable Development Department of the FAO

http://www.fao.org/waicent/faoinfo/sustdev/PEdef_en.htm

Description of tools-oriented content:

The homepage publications are divided into sections on Gender and Development, Participation, Population, and Sustainable Livelihoods. Tools and guidebooks give advice on subjects ranging from microfinance management to agricultural techniques. Under Related Websites> Links Project (i.e. gender, biodiversity and local knowledge systems for food security)> Resources> Available Training Materials can be found various guides and tools on gender, local knowledge and biodiversity. Under Related websites> SEAGA programme> Publications can be found information, handbooks and guidelines. These are very practical, with many tools included, and on topics such as irrigation, recording indigenous knowledge and plant genetic resources management.

Type of tools: Procedure and some Description

Availability of tools: Downloadable pdf documents

** Practical resources

The Communication Initiative

<http://www.comminit.com/index.html>

Description of tools-oriented content:

Tools cover communication strategies for a range of topics, including health, training, journalism and participation. There is a

large focus on HIV/AIDS. Search for "Toolkit", and 76 entries are found, and for "Manual" 322 entries are found. Under > Materials is an alphabetical list. Focus Points on the home page include children, radio and environment. The Drum Beat, a weekly publication, focuses on a different topic each week, such as polio, East and South-East Asia, conflict, and radio dramas.

Type of tools: Procedure

Availability of tools: Some downloadable documents from this website, or from linked websites, and some must be bought

** Practical resources

The Economic and Social Research Foundation

<http://www.esrftz.org/ppa/Index.html>

> Documents > Field Guide

Description of tools-oriented content:

The *Tanzanian 2002/03 Participatory Poverty Assessment (PPA): Field Guide* is divided into nine sections: introduction; PPA themes; the fieldwork process; PPA methodology; tools and methods; analysis of information; recording and writing reports; team composition and roles; policy summaries. Section 5 has a lot of practical information about participatory research methodologies. Equivalent information about the Palestinian Poverty Assessment Project can be found at <http://www.pppap.org/>, and the Ugandan Participatory Poverty Assessment Process at <http://www.uppap.or.ug/>.

Type of tools: Procedure

Availability of tools: Downloadable pdf document

The Impact Alliance

<http://www.impactalliance.org>

> Resource Centre

Description of tools-oriented content:

This is a very dense website that contains a host of information under the following headings: accountability; advocacy; capacity building approaches; change management;

facilitation techniques; financial management; local governance strengthening; HIV/AIDS; human resource management; information technology; knowledge management; leadership; mission and vision; monitoring and evaluation; network strengthening; organisational assessment; partnership; planning and strategy; project design and management; public relations; resource mobilisation; and team building. Clicking on any of these brings up a brief description of the issue and options of Contacts, Discussions or Resources. Under Resources are some toolkits, which have to be searched out, as well as papers and articles. Some of the Resources are available in Spanish.

Type of tools: Procedure and Description

Availability of tools: Downloadable pdf documents from this website or from linked websites

The Microfinance Gateway

<http://www.cgap.org/direct/>

Description of tools-oriented content:

The Training Modules are aimed at donor staff and managers who wish to train people in micro-finance. There are three areas: credit components; regulation and supervision; and microfinance and Millennium Development Goals. Each of these comes with slides, handouts for participants, and trainers' notes. There is also a *Training Toolkit*, but this cannot be downloaded directly. *Product Costing*, a tool to streamline operations, is a software-based tool available on the homepage.

Type of tools: Procedure and Description

Availability of tools: Downloadable documents

The Participatory Development Forum

<http://www.pdforum.org/> > Virtual Resource Centre > PD Resource Library

Description of tools-oriented content:

Who Are the Question-Makers? A Participatory Evaluation Handbook is a

training guide. Participants read a real case study and its evaluation, then discuss questions about: the stakeholders; the preparatory work; data-gathering; process issues; and action issues, to ultimately derive a better understanding of how participatory evaluation could be improved. *Gender and Decision-making: Kenya Case Study* contains three participation exercises: decision-making over assets; responsibility for meeting family needs; and decision-making on child bearing. There are also other tools, as well as many reports and case studies on this site.

Type of tools: Procedure and Description

Availability of tools: Downloadable documents

The Public Affairs Centre

<http://www.pacindia.org/> > Report Cards

Description of tools-oriented content:

Report Cards are an aggregate of public ratings of the quality of public services, based on scientific random sample surveys of users in India, looking at the following criteria: availability of service, usage, satisfaction, service standards, major problems with service, effectiveness of grievance redress systems, and corruption. The Report Card model has also been applied to health care services in public hospitals, service delivery of education in government schools, impact of information technology, and irrigation systems. Report Cards can be used to create a consensus on the diagnosis of problems and core reforms needed.

Type of tools: Description

Availability of tools: The Report Cards are only described, not available for perusal.

Toolkit Citizen Participation

<http://www.toolkitparticipation.nl/index.php>

Description of tools-oriented content:

Examples from around the world of people and organisations getting involved in improving their livelihoods or environment or decision-making power. Each tool is

described with: background information (issue, objective, initiators, actors); starting point; approach; participation tools; lessons learned; and contact details. There is an option to search and select by region, scale (village to urban metropolis), focus (topic) and actors.

Type of tools: Description

Availability of tools: Available as saveable webpage (html) documents

**** Practical resources**

Tools for organisers, activists, educators and other hell-raisers

<http://www.casagordita.com/tools.htm>

Description of tools-oriented content:

A personal website that contains four sections of tools under the headings Organising 101: Getting Your Group Up and Running, Management 201: Making Things Work, Hell-Raising 301: Changing the World in Your Spare Time, and Consciousness-Raising 499: Special Topics. The tools presented emerge mainly from experience in the US, but are varied enough to provide useful tips and tactics to apply elsewhere.

Type of tools: Procedure and Description

Availability of tools: links to other websites

Transparency International

<http://www.transparency.org/toolkits>

Description of tools-oriented

content: The *Corruption Fighters' Tool Kit*

comprises descriptions of anti-corruption / transparency tools that have been used in various countries worldwide. The tools are grouped into seven areas: i) awareness raising; ii) procurement; iii) election campaigns; iv) access to information; v) public institutions; vi) business ethics; vii) diagnostics. Each of these tools is reported in the same format: i) a brief fact sheet, with the name of the tool and a description, the responsible organisation, problems addressed by the tool, the areas of work, when the tool was implemented,

financing and a contact person and details; ii) objectives; iii) context; iv) implementation; v) results; v) recommendations.

Type of tools: Description

Availability of tools: Downloadable pdf documents

World Bank Operations Evaluation Department

<http://www.worldbank.org/oed/ecd/>

Description of tools-oriented content:

Monitoring and Evaluation: some tools, methods and approaches covers nine monitoring and evaluation tools, briefly describing how each works, when it is used, advantages, disadvantages, cost, skills required and time required. The nine tools are: performance indicators; the logical framework approach; theory-based evaluation; formal surveys; rapid appraisal methods; participatory methods; public expenditure tracking surveys; impact evaluation; and cost-benefit and cost-effectiveness analysis. Some of these tools are available in either French, Spanish, Portuguese and Arabic. Other tools include *A Diagnostic Guide and Action Framework and Glossary of Key Terms in Evaluation and Results Based Management..*

Type of tools: Description

Availability of tools: Downloadable pdf documents

World Neighbors

<http://www.wn.org>

Description of tools-oriented

content: Tools include a series of field guides and lessons from the field, publications by topic (such as environment, gender, action learning), many available in French and Spanish. The field guide *A New Weave of Power, People and Politics: the Action Guide for Advocacy and Citizen Participation* comprises three parts: understanding politics, which explores concepts, assumptions and values; planning advocacy, including planning moments such as

looking in, the big picture, identifying problems, finding policy hooks; and doing advocacy. Other publications include *From the Roots Up: Strengthening Organizational Capacity through Guided Self-Assessment* and a WN in Action series covering issues such as gender-sensitivity in participatory exercises.

Type of tools: Procedure and Description

Availability of tools: Some downloadable pdf documents and some available for purchase

World Resources Institute

<http://www.wri.org/>

Description of tools-oriented content:

Monitoring for Impact: Lessons on Natural Resource Monitoring from 13 NGOs (Vol 1) gives practical information based on recent experience. *Working 9 to 5 on Climate Change: an Office Guide for People Wishing to Reduce CO₂ Emissions in their Place of Work* covers organisational support; planning an office inventory; gathering data; calculating emissions; establishing an emission reduction target; and reducing emissions. The Access Initiative allows users to assess implementation of several "access principles", as outlined in *CD-ROM: Assessing access to information, participation, and justice for the environment: A guide.*

Type of tools: Procedure and Description

Availability of tools: Downloadable pdf documents or for sale in hard copy

4.2 Books

This is a preliminary list of hard-copy resources that have proven especially useful in providing practical tools and other ideas for overcoming marginalisation in natural resource management. The list is short relative to the list of websites above because hard-copy resources are generally more difficult to come by, especially when they are in the category of "grey literature". Any suggestions to add to this list are very welcome.

Borrini-Feyerabend, G. (ed). 1997.

Beyond fences: seeking social sustainability in conservation.

Volume 1: A Process Companion and Volume 2: A Resource Book. IUCN, Gland, Switzerland.

Two invaluable volumes of guidance on concepts and issues in socially sustainable natural resource management. Volume 1 covers key questions, indicators and options for action on participation, addressing local needs and sustainable management. Volume 2 provides a clear and comprehensive set of "concept files" (covering population dynamics to management styles), participatory tools and processes and examples from the field.

Borrini-Feyerabend, G., Pimbert, M., Farvar, T., Kothari, A., and Renard, Y. 2004.

Sharing power: learning by doing in co-management of natural resources throughout the world.

IIED and IUCN/CEESP/CMWG. Cenesta, Tehran, Iran.

Lots of practical advice on managing power differences in collaborative natural resource management, such as organisational development and types of agreements.

Brown, K., Tompkins, E. L. and Adger, W.N. 2002.

Making waves: integrating coastal conservation and development.

Earthscan, London, UK.

Presents practical techniques for negotiating trade-offs among stakeholders.

Chambers, R. 2002.

Participatory workshops: a source-book of 21 sets of ideas and activities.

Earthscan, London, UK.

Does what it says in the title – useful and good-humoured.

Himmati, M. 2002.

Multi-stakeholder processes for governance and sustainability: beyond deadlock and conflict.

Earthscan, London, UK.

Detailed guide to managing asymmetric roundtable dialogue, using a wide range of real examples.

Mayers, J. and Bass S. 1999.

Policy that works for forests and people: series overview. Policy that Works for Forests and People Series no. 7. International Institute for Environment and Development, London, UK.

Wide-ranging overview of how policy works in reality. Annex 1 "Doing policy work" presents a range of tools for comprehending politics, developing strategy, analysing and influencing policy, and tracking change.

Means, K., Josayma, C., Nielsen, E. and Viriyasakultorn, V. 2002.

Community-based forest resource conflict management: a training package.

Food and Agriculture Organisation of the United Nations, Rome, Italy.

Everything you ever need to know about managing natural resource negotiations, collaborations and conflicts at local levels. Many tips, exercises and case studies.

Pretty, J., Guijt, I., Thompson, J. and Scoones, I. 1995.

Participatory learning and action: a trainer's guide.

International Institute for Environment and Development, London, UK.

Comprehensive guidance on participatory learning and action. A good companion to the wealth of international experience and tips in the Participatory Learning and Action series, produced in hard copy and for pdf download (www.planotes.org).

Sithole, B. 2002.

Where the power lies: multiple stakeholder politics over natural resources: a participatory methods guide.

Centre for International Forestry Research, Bogor, Indonesia.

A fold-out booklet with two parts.

Part one, Making sense of micro-politics in multiple stakeholder groups, is a concise four-step framework to analyse local-level power dynamics in natural resource management. Key questions, approaches and what to look out for are given. Part two, Development of the framework in Zimbabwe, presents an illuminating case study.

Thomson, J. and Schoonmaker Freudenberger, J. 1997.

Crafting institutional arrangements for community forestry.

FAO Community Forestry Field Manual 7. Food and Agriculture Organisation of the United Nations, Rome, Italy.

Frameworks and checklists of issues for understanding and influencing local institutions. Short appendix of relevant PRA tools.

Sutherland, W. 2003.

The conservation handbook: research, management and policy.

Blackwell, Oxford, UK.

As well as technical conservation issues, includes practical chapters on organisational management, fund raising and bringing about political and policy changes. Book is available free to practising conservationists outside Western Europe, North America, Australia, New Zealand and Japan (contact Blackwell).

VeneKlasen, L. and Miller, V. 2002.

A new weave of power, people and politics: the action guide for advocacy and citizen participation.

World Neighbours, USA.

A three-part guide to understanding power, planning advocacy and influencing political processes. Contains many tips and exercises.

Cited references

Alinsky, S. 1971.

Rules for radicals.

Random House, New York, USA.

Apte, T. 2005.

An Activist Approach to Biodiversity Planning: a handbook of participatory tools used to prepare India's National Biodiversity Strategy and Action Plan.

International Institute for Environment and Development, London, UK.

Arendt, H. 1951.

The origins of totalitarianism.

Meridian, New York, USA.

Barkin, D. 2000.

Overcoming the neoliberal paradigm: sustainable popular development.

Journal of Developing Societies 16: 163-170.

Borrini-Feyerabend, G., Pimbert, M., Farvar, T., Kothari, A., and Renard, Y. 2004.

Empowering civil society for policy change. Chapter 11 in *Sharing power: learning by doing in co-management of natural resources throughout the world.*

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Glossary

Marginalised manager (of natural resources): someone who is a de facto user and manager of local natural resources, but has the potential but not the authority (a mix of acknowledged rights and responsibilities) to manage those resources on an equitable and sustainable basis.

Policy: as a rule of thumb, policy is a course of action, or *what organisations do* – be they governments, businesses, or civil society organisations. Policy includes both intentions and outcomes, and is shaped by a mix of contexts, actors and processes (see Mayers and Bass 1999 for further discussion).

Policy tool: a transferable, specific means of influencing decisions and decision-making about natural resource management.

Power is an ability to achieve a wanted end in a social context, in cooperation with others, or without the consent of others.

Power tool: a transferable, specific means of influencing decisions and decision-making, which marginalised managers can use to tackle power differences in natural resource management.

Power tools can be broken down into:

- Larger *techniques* (e.g. stakeholder power analysis)
- Middle-sized *tactics* (e.g. keeping farmers in touch with market prices by mobile phone)
- Smaller *tips* (e.g. use the word "proof" in place of "indicator").

Approximate synonyms for *tool* include *method, means, way of doing, mode, instrument, scheme, device, procedure* and *stratagem*. Words such as paradigm, modus operandi, strategy or methodology suggest a larger overarching framework or coherent approach, which will involve a set of individual tools.



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