

## **Appendix 2. Findings and analysis: Further evidence and examples**

### *2.1 Networking: An increase in awareness of the potential value of networking*

During an initial community workshop about adaptive collaborative governance, leaders of three CFUGs were “quite ignited” when they realized that there were opportunities available that they had missed because they had not been linked to meso organizations. As one CFUG leader said “We did not know the importance of collaboration with external organizations. We have to move in a collaborative way onwards” (male CFUG Chairperson). Local awareness regarding the value of networking appeared to develop through experiencing networking in practice by means such as study visits and learning tours and through routine reflection on external relations as a part of the self-monitoring process. This awareness was supported by specific exercises during action planning by the members, including the identification of gaps and risks in their external relations.

Here we offer examples from the cases illustrating the four main forms of networking and collaborating that emerged:

- *Increasing collaboration with local (community) institutions.* For example, at one site the 2006 Assembly was jointly managed for the first time by a local children’s club, a youth club, a women’s group and the CFUG; the CFUG also collaborated with a women’s group on culvert construction.
- *CFUG-CFUG sharing.* For example, several CFUGs asked their neighboring CFUG(s) to observe, share ideas, and give feedback for process or activity improvement.
- *New involvement in meso (district or subdistrict) CFUG networks or forums* (and, in one case, a multi-CFUG nontimber forest product enterprise), including involvement of marginalized members as representatives. At five sites where meso forums were or became quite active, meso actors began to visit the CFUGs more frequently and increasingly provide institutional, technical and regulatory support. In cases where the forums or networks were applying an adaptive collaborative governance approach themselves they specifically reflected on how to better connect with and meet CFUG needs.
- *Pro-active expression of needs* for information, resources or collaboration to outside agencies, and more regularly inviting outside actors to participate in or facilitate CFUG processes. Increasing numbers of marginalized members participated in trainings that emerged from these relationships, whereas prior to adaptive collaborative governance, elite members had accessed the majority of such opportunities.

### *2.2 Changes in forest management, compliance, and condition as indicated by selfmonitoring*

The CFUG selfmonitoring records show that the CFUGs perceived forest management to have improved in 51 of 77 total relevant indicators between pre- and with-adaptive collaborative governance, compiled from all sites, while 26 out of the 77 stayed the same and none declined.

Among the 15 indicators created and monitored by the CFUGs (in total) relating to compliance with rules, 9 were assessed as improving and 6 as staying the same from the pre-adaptive collaborative governance to the adaptive collaborative governance period.

The changes in forest management and compliance in the sites were likely influences in the locally-perceived changes in forest condition (including slope stabilization) identified in the CFUGs' self-monitoring records: 23 out of the CFUGs' 30 relevant indicators (compiled across all sites) indicated improvements in forest condition, 7 stayed the same, and none declined.

### *2.3 Additional examples of joint actions viz-à-viz external actors*

At one site the chairperson disagreed with the CFUG's felling of some trees during road construction. Without discussion he reported this to the District Forest Officer (DFO) who initiated a revocation of the CFUG's forest rights. The chairperson then handed over all the CFUG's legal documents to the DFO without notifying the CFUG. When members learned of this, the executive, the road committee, and members went to the DFO to ask him to return the documents and reinstate their rights. After numerous discussions, the DFO agreed to do this, on the condition that each executive and road committee member pay a fine. The CFUG rejected this condition and threatened to complain to the regional forest office if the DFO persisted with this demand. In the face of this pressure, the DFO returned the fines and the chairperson resigned. The CFUG formed a new executive committee after the next general assembly, composed of six women and five men who had taken lead roles in this collective process. There was similar successful resistance at a different site, where members challenged a DFO's penalizing the CFUG for felling trees during fireline construction.

At another site, the CFUG applied the skills and procedures they had learned through adaptive collaborative governance to respond to a water issue. When a conflict arose regarding potential commercialization of the CFUG's water source by outside interests, the executive took the issue to the *toles*. The *toles* unanimously decided not to allow it because of its potential to cause a future community water shortage. The issue pulled the previously divided community together: "It was the first time that I have seen such a unity in our village. It is because we discussed the issues at *toles*" (male, CFUG Secretary).

### *2.4 Intra-group relations and conflict management: selfmonitoring and extension*

As well as the improvements in conflict management presented in the text, the self-monitoring records of the CFUGs evidence related improvements in intra-group relations. Of the CFUGs that chose to explicitly monitor indicators of intra-group relations, including power and conflict, all recorded improvement: from the total of 11 indicators applied, all increased.

Moreover, some sites applied their learning about conflict management to other spheres. In one site for example, a *tole* leader emphasised to researchers that *tole* members had realized that the *tole* meetings were decreasing intra-*tole* conflict; this had stimulated a *tole* discussion about self-esteem and conflict. Members of the *tole* drew the lesson that *tole* members should maintain their and the *tole's* self-respect by members not shouting at each other during household or inter-household conflicts so loudly that members of other *toles* could hear. Rather, the *tole* members agreed, conflict within households and in the *tole* should be addressed more calmly and systematically. *Tole* members indicated that this adjusted norm began to take root and that *tole* conflict subsequently decreased.