

# Guidelines for Establishing Co-Management of Natural Resources in Timor-Leste



**June 2013**

This publication was prepared for Timor-Leste's National Coordinating Committee with funding from the United States Agency for International Development's Coral Triangle Support Partnership (CTSP)





# Guidelines for Establishing Co-Management of Natural Resources in Timor-Leste

June 2013

Contributors: Claudia Costa Pereira, Rui Pinto, Candice Mohan, Scott Atkinson.

USAID Project Number: GCP LWA Award # LAG-A-00-99-00048-00

Prepared by: Conservation International for the Timor-Leste National Coordinating Committee  
Printed in: Jakarta, Indonesia 2013

For more information on the six-nation Coral Triangle Initiative, please contact:  
Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security Interim-Regional Secretariat  
Ministry of Marine Affairs and Fisheries of the Republic of Indonesia  
Mina Bahari Building II, 17th Floor  
Jalan Medan Merdeka Timur No. 16  
Jakarta Pusat 10110, Indonesia  
[www.coraltriangleinitiative.org](http://www.coraltriangleinitiative.org)

CTI-CFF National Coordinating Committee  
Sr. Lourenco Fontes  
Director General  
Ministry of Agriculture and Fisheries  
President Nicolau Lobato No.5  
Comoro, Dili Timor Leste  
Tel.: +670 727 9546  
Email: [risonlial@yahoo.com](mailto:risonlial@yahoo.com)

This is a publication of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF). Funding for the preparation of this document was provided by the USAID-funded Coral Triangle Support Partnership (CTSP). CTSP is a consortium led by the World Wildlife Fund, The Nature Conservancy and Conservation International with funding support from the United States Agency for International Development in Timor-Leste.

© 2013 Coral Triangle Support Partnership. All rights reserved. Reproduction and dissemination of material in this report for educational or other non-commercial purposes are authorized without any prior written permission from the copyright holder's provided the source is fully acknowledged. Reproduction of material in this information product for resale or other commercial purposes is prohibited without written permission of the copyright holders.

Disclaimer: This document is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of the Coral Triangle Support Partnership (CTSP) and do not necessarily reflect the views of USAID or the United States Government.

Front cover photo: © Matthew Abbott / CTSP

# Contents

Preface	6
Introduction	8
Background	8
About this Manual	9
What is Co-Management of Natural Resources?	10
What are the Benefits of Co-Management?	11
Institutional and legal context for Co-Management in Timor-Leste	11
Who do the resources belong to?	11
Traditional management regimes	12
Roles and Responsibilities for Co-Management	13
Process for Establishing Co-Management	15
Engagement	16
How to get started	17
Government and community entry processes	18
Government	18
Community	18
Key Elements for Community Engagement	19
Establishing Co-Management Groups	20
Establishing Community Based Natural Resource Management (CBNRM)	22
Capturing Local Knowledge About Species and Habitats	23
Habitat Mapping	24
Species Profiles	26
Fieldwork Verification	27
Identifying areas to protect (zoning)	27

Developing Management Plans	29
Penalties for enforcement	29
Biological monitoring	30
Preliminary approval of Plans	31
Scientific Verification of the Zones	31
Finalization of Zoning Maps	32
Institutionalizing CBNRM as part of a Co-Management System	33
Suco and National Government Governance Mechanisms	33
CTSP Experience with Tara Bandu	34
What is Tara Bandu	34
Tara Bandu and Community Social Structures	36
Capacity Development and Training	37
Principles and Methods	38
Identifying training topics	39
Useful Resources	40
Acknowledgements	41

# Preface

Natural Resources play an important role in Timor-Leste's national economy. Within this, marine and coastal resources provide crucial sources of income as well as helping households achieve some level of food security.

Since independence, the different Governments of Timor-Leste have acknowledged these facts. However, to date, little has been done to help marine and coastal resource-users engage with Government agencies to discuss and decide how they would like to see the resources managed. There has also been little done to build understandings of the different responsibilities held by various stakeholder groups.

The USAID Coral Triangle Support Partnership (CTSP) worked hand in hand with the Ministry of Agriculture and Fisheries through its National Directorate for Fisheries and Aquaculture to develop and capture a model of practice for the Management of Coastal and Marine Resources in Timor-Leste. Throughout the process they were able to establish joint understanding of roles and responsibilities in the management of coastal and marine resources, and provide the foundations for fisheries co-management in Timor-Leste.

Co-management provides a mechanism for establishing effective partnerships between different stakeholders and Government agencies, ensuring that people are involved in decision making processes that will directly affect the way in which they interact with their surrounding resources.

This manual provides an overlook of Timor-Leste's co-management model and strengthens the existing legal framework by providing a body of work to be used as guidance for the many agencies aiming to achieve better community participation in Natural Resource management.



**Mariano Assanami Sabino**

Timor-Leste Minister for Agriculture and Fisheries



**Pedro Pinto**

Manager of the national park, has been part of its development since 2004.

*“My dream is that this experience becomes a model to apply to the rest of NKS and other protected areas in Timor-Leste.”*

Photo: Tory Read/USAID CTSP

## Success Story

### Co-Management Process a Dream for NKS National Park Manager

The eastern end of the island of Timor has received special attention since the Portuguese era. In 2007 the most ecologically important parts of it were declared as the Nino Konis Santana National Park (NKS) by the Government of Timor-Leste. Under USAID’s Coral Triangle Support Partnership, Conservation International were requested by Government to support management efforts in NKS. Officials from the Department of Fisheries and Aquaculture (DNPA), the manager of NKS and the park rangers joined CTSP team members for meetings and trainings on marine resource conservation in the communities of Com, Lore and Tutuala. The fishermen, Suco (town) and *aldeia* (village) leaders and other interested parties attended these events that became the basis for co-management of the MPAs. This approach also serves as a model for future terrestrial conservation planning in the park.

NKS Manager Pedro Pinto has been involved with the park since 2004. The CTSP MPA process has profoundly affected him personally, shifting his focus from exploiting natural resources in the park to conserving them. He also learned the value of using local knowledge in program design. He now values co-management for reducing conflict, raising national consciousness of local problems and creating a whole that is greater than the sum of its parts. “My dream is that this experience becomes a model to apply to the rest of NKS and other protected areas in Timor-Leste,” he said.

The role of community has been critical in the success of management work in NKS. “Fishermen have a lot to teach, a lot of knowledge about many, many things,” said District Fisheries Officer Eligito Ximenes. “They used to apply this just to harvesting, now they share it with Fisheries to help guide marine protection.” He credits the partnership with CTSP for this positive development and for helping government deliver the information and support that communities in NKS deserve. Working with park rangers from the Department of Forestry has also contributed to an inter-agency partnership with Fisheries that puts them in position to tackle park issues together and to better understand the management challenges facing each of them.

Residents of Com, Lore and Tutuala are now eager to work together and with other Sucos within the park, as they wait for the formal recognition of their co-management committees through national regulatory frameworks. They are also hoping for enforcement assistance from the government to police illegal fishing in the Timor-Leste territorial waters around their MPAs. To take full advantage of the co-management committees, the next step is for government take the lead in completing the management plan for NKS and to apply the lessons learned in marine resource management in Com, Lore and Tutuala to the terrestrial side of the park.

# Introduction

## Background

The Coral Triangle is the most biologically and economically valuable marine ecosystem on the planet. Covering just three per cent of the globe, the region represents more than half of the world's reefs and boasts 76 percent of its known coral species and more than 3000 species of fish. Sustaining more than 130 million people who rely directly on the marine ecosystems for their livelihoods, the marine habitats of the Coral Triangle contribute an estimated US\$2.3 billion each year towards the economies of the region.

In 2009, the six nations of the Coral Triangle came together to form the Coral Triangle Initiative on Coral Reefs, Fisheries, and Food Security (CTI-CFF). As part of its support to the CTI-CFF, the United States Agency for International Development (USAID) funded the Coral Triangle Support Partnership (CTSP). CTSP supports the governments of Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands, and Timor-Leste in their regional commitment to ensuring the world's most precious marine resources are sustained well into the future. Made up of a unique consortium of the world's leading conservation NGOs—World Wildlife Fund, Conservation International and the Nature Conservancy—CTSP is a five year, \$32 million project.

In Timor-Leste, CTSP has been implemented by Conservation International (CI), working in partnership with local organisation Rai Consultadoria. A major component of the CTSP project has been working across various levels of governance to establish Timor-Leste's first model for co-management of natural resources.

Co-management is a term used to refer to collaborative arrangements, whereby a community of local resource users work together with government and other stakeholders to share responsibility and authority for managing a specified area of natural resources. It is an approach which proves most effective when the local resource users are motivated to participate in management as a result of direct reliance on the natural environment for their food, livelihoods and other human needs, and when there are recognised benefits for the government of having aspects of management conducted by communities at the local scale. This may be a result of capacity constraints and/or the recognition that local community members have a strong interest and motivation to conduct management as well as important site specific knowledge that can greatly benefit management.

The co-management model which has been developed under CTSP has been focussed in the Nino Konis Santana (NKS) National Park, and has tailored international best-practices specifically to the



Timor-Leste context. While the approach is focused on NKS, the model is generally applicable to resource management across Timor-Leste and can provide lessons for the Coral Triangle and beyond.

## About this Manual

Under Timor-Leste's regulatory framework there are provisions for co-management of natural resources between local communities, district and national governments. However, application of this framework has been limited, and guidance for practical application of the co-management approach by practitioners is scarce.

This manual has been designed to help fill this gap and work as a guide to help government and communities in Timor-Leste to identify and implement concrete actions for effective co-management of their resources. Due to the nature of the CTSP project, the manual focuses on co-management of marine and coastal ecosystems. However, the methodologies could be easily adapted to Timor-Leste's terrestrial environments.

This manual draws upon case studies and practical examples to demonstrate how co-management can establish arrangements which ensure equitable benefit sharing and joint responsibility between various levels of governance, leading to more sustainable management of resources for long-term wellbeing. It is intended to be a guide for practitioners at all levels - it was written for use by policy makers, government staff, community leaders and organisers, and technical staff or facilitators of field projects.

This manual seeks to:

1. Share experiences and learnings about co-management, drawing upon examples from coastal communities in Timor-Leste;
2. Demonstrate how technical and sociological tools can be successfully combined in field practice in Timor-Leste;
3. Develop an approach for co-management of natural resources for Timor-Leste, which can be replicated in marine and coastal environments, or adapted for terrestrial environments;
4. Provide practical information on natural resources management tools for practitioners;
5. Highlight how the latest technical and scientific guidance on marine protected areas network design can be applied in Timor-Leste.

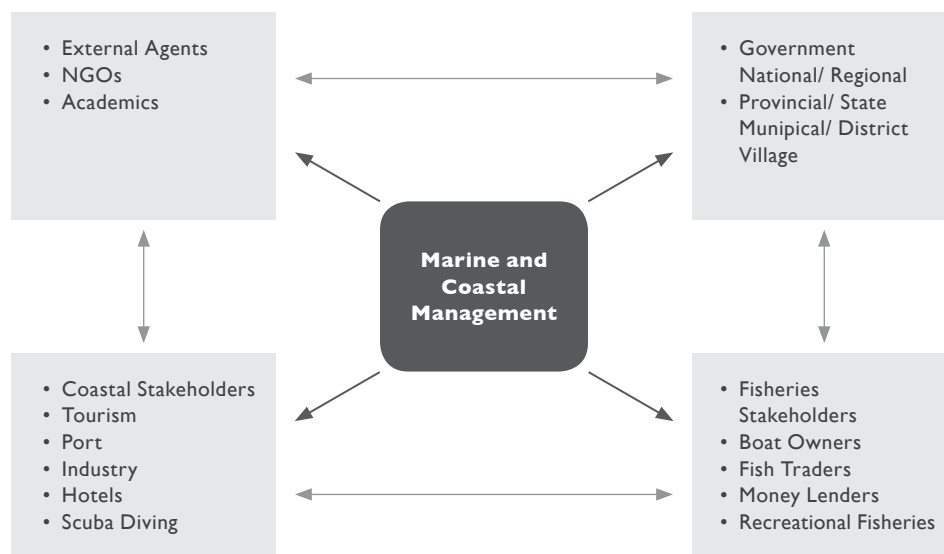
## What is Co-Management of Natural Resources?

Under the CTSP project, the following definition of Co-Management has been applied:

“A partnership arrangement in which the community of local resource users, government, other stakeholders and external agents share the **responsibility** and **authority** for decision making over the management of natural resources<sup>1</sup>.”

### Figure 1.

Co-management is a partnership (adapted from Pomeroy, 2001)



It is important to note that co-management always involves:

1. A conscious and official distribution of **responsibility**, and
2. The formal vesting of some **authority** (Government to Community, etc.).

The amount of **responsibility** and **authority** that the Government of Timor-Leste devolves to local institutions, regardless of how much or little, will be:

- Site-specific, and
- Invariably tied to an agreement.

Co-management is **not** the same thing as Community Based Natural Resource Management (CBNRM). CBNRM is an integral part of co-management—it is community-focused and necessary for enabling localised management efforts. Co-management embeds CBNRM within a broader governance context, and seeks to establish partnership arrangements (see fig.1) between government, resource users, and local communities.

<sup>1</sup> Pomeroy & Guieb 2006

**Tip.**

*The working definition for co-management is deceptively simple. Achieving true co-management requires the development of sufficient capacities across multiple stakeholders - both individuals and groups. Successful establishment of a co-management approach therefore requires a multi-year commitment with a strong capacity building focus.*

## What are the Benefits of Co-Management?

- Enables multi-level interaction by recognizing and accommodating the different values, interests and concerns of the different actors with a vested interest in natural resources;
- Integrates a variety of actors in a variety of roles in natural resource management;
- Incorporates traditional and scientific approaches in natural resource management;
- Promotes transparency, equity and justice in natural resource management;
- Promotes continuous consultation and a 'learning by doing' approach;
- Encourages participatory training, by using participation as a tool throughout;
- Assists the establishment of information loops between local and national levels;
- Strengthens management by optimizing the contributions of different stakeholders at the levels where they can be most effective.

## Institutional and Legal Context for Co-Management in Timor-Leste

Under Timor-Leste's regulatory framework there are provisions for co-management of natural resources between local communities, district and national governments.

### Who do the Resources belong to?

It is important to first recognise that the issue of property rights play a central role in natural resource management (NRM) and are therefore, at the root of co-management.

Constitutionally, the resources found in Timor-Leste's soil, the subsoil, territorial waters, continental shelf and the exclusive economic zone (**EEZ**) are owned by the State. The state will do everything in its power to ensure that such resources are used in a fair and equitable manner in accordance with national interests (**Art. 139**), and is obliged to take actions to protect the environment (**Art. 61 line 3**). As all the resources belong to the State, their management remains the responsibility of the State until such time as those responsibilities are formally divested. However, actions can be taken in partnership with local Governments and citizens, and community participation in natural resource management and conservation activities is enshrined in **Art. 61 Line 1** which explains that individual citizens also have the duty to protect the environment and improve it for the benefit of future generations.

At a local level, there exist regulatory provisions for Suco Councils and community members to play an active role in resource management. Suco Council roles and responsibilities include protection of the environment and working towards achieving food security for local populations. They are also able to establish working groups to advance particular objectives within the Suco. Within this context, there are provisions for local areas to be managed using local systems. At the national level, government must legally involve community leaders and resource users in planning and decision-making. They also have the ability to divest authority and responsibility for local-scale management of specified areas to Suco Councils and co-management groups via Ministerial Diplomas.

There are two Decree Laws of particular relevance:

<b>Decree Law 5/2004</b>	<b>Decree Law 6/2004</b>
<ul style="list-style-type: none"> <li>• Describes roles and responsibilities of Suco Council to include:               <ol style="list-style-type: none"> <li>a. protection of the environment</li> <li>b. striving to achieve food security</li> <li>c. establishing local group/s to address specific problems</li> </ol> </li> <li>• Article 186: recognizes the role of community leaders and fishermen groups to patrol and report in case of infractions</li> <li>• Article 175: allows for establishment of co-management committees to help manage fisheries resources, with approval via Ministerial Diploma</li> </ul>	<ul style="list-style-type: none"> <li>• Article 6, lines A and D: mandates that government must involve community leaders and fishermen groups when designing fisheries management plans and establishing marine spatial plans.</li> <li>• Article 7: determines that all plans should be made using the precautionary approach</li> <li>• Article 79: states that the Minister can approve local management systems by Ministerial Diploma including the establishment of fisheries restocking areas [no-take zones]and permanent and seasonal closures in local management systems</li> <li>• Article 114:               <ol style="list-style-type: none"> <li>a. stipulates that co-management committees should work to improve management and conduct local conservation activities, and support Government effort to reduce illegal fishing</li> <li>b. requires that Ministerial Diplomas to establish co-management committees should be based on the country's prior experience with Co-management groups/committees at a local scale</li> </ol> </li> </ul>

It's important to note that while these Decree Laws establish the regulatory and legal framework from a Fisheries (marine and freshwater) perspective, they can equally be applied to surrounding terrestrial environments which impact on marine and freshwater ecosystems. Similar provisions for purely terrestrial systems are expected to be included in the Biodiversity Act, which is under development at the time of writing.

### **Traditional Management Regimes**

Traditional management systems in Timor-Leste are based on historical property use and associated regimes which reflect local culture, economic conditions, structures of power and social organization. There will be differences between and within ethno-linguistic groups, and these differences will need to be accommodated at a site-level when developing co-management approaches.

At the community level, decisions over resource management are usually vested in traditional authorities, such as secular leaders (*Liurai*), religious leaders (*Datu Lulik/Na'in*) or specialists (*Na'in*), which vary according to social organisation. These traditional authorities have the role to enact and enforce customary law (commonly referred to as *Tara Bandu*). The State recognises the elements of customary law that are not in contradiction with the constitution (Constitution Part I, section 2, point 4). For most local communities, it will be important that co-management systems are approved and supported by these traditional management regimes, ceremonies and leaders.

Further information about how the CTSP project engaged with traditional management practices is provided in Chapter Five of this Guidebook (*Institutionalising CBNRM as Part of a Co-Management System*).

**Tip.**

*There will usually be representation from traditional leadership on the Suco Council. However, the representative/s may not always be those leaders bestowed with the greatest legitimacy and respect by the community. Make sure you take time to identify the key traditional leaders from the community you are working with, and to include them in the co-management process.*

## Roles and Responsibilities for Co-Management

Within the context of the CTSP project, and in keeping with existing legal and regulatory frameworks, the following list of roles and responsibilities has been agreed between various stakeholders working together towards co-management in the National Park. Some of these roles and responsibilities are formalised through laws and by-laws. Others are based on mutual understandings and consensus agreement. They are subject to change should the needs of the co-management system require it over time.

This list would provide a good framework through which to start discussions when establishing any further co-management arrangements in Timor-Leste, though consideration will need to be given to any changes which will be required to meet local circumstances.

### National level Government

- Provide enabling legislation to authorize and legitimize the right to organize and to make and enforce co-management;
- Determination of form and process and provision of decentralization;
- Recognition of legitimacy of community-based management systems;
- Provide assistance through incentives;
- Coordination role to maintain a forum for local co-management partners to interact;
- Determination of allocation of management functions.

#### **District and National level Government**

- Address problems and issues beyond the scope of local co-management arrangements;
- Provide technical assistance;
- Ensure accountability of co-management through overseeing local arrangements and dealing with abuses of local authority;
- Conflict management;
- Applying national regulatory standards;
- Training and education.

#### **Roles of Suco (Local level Government)**

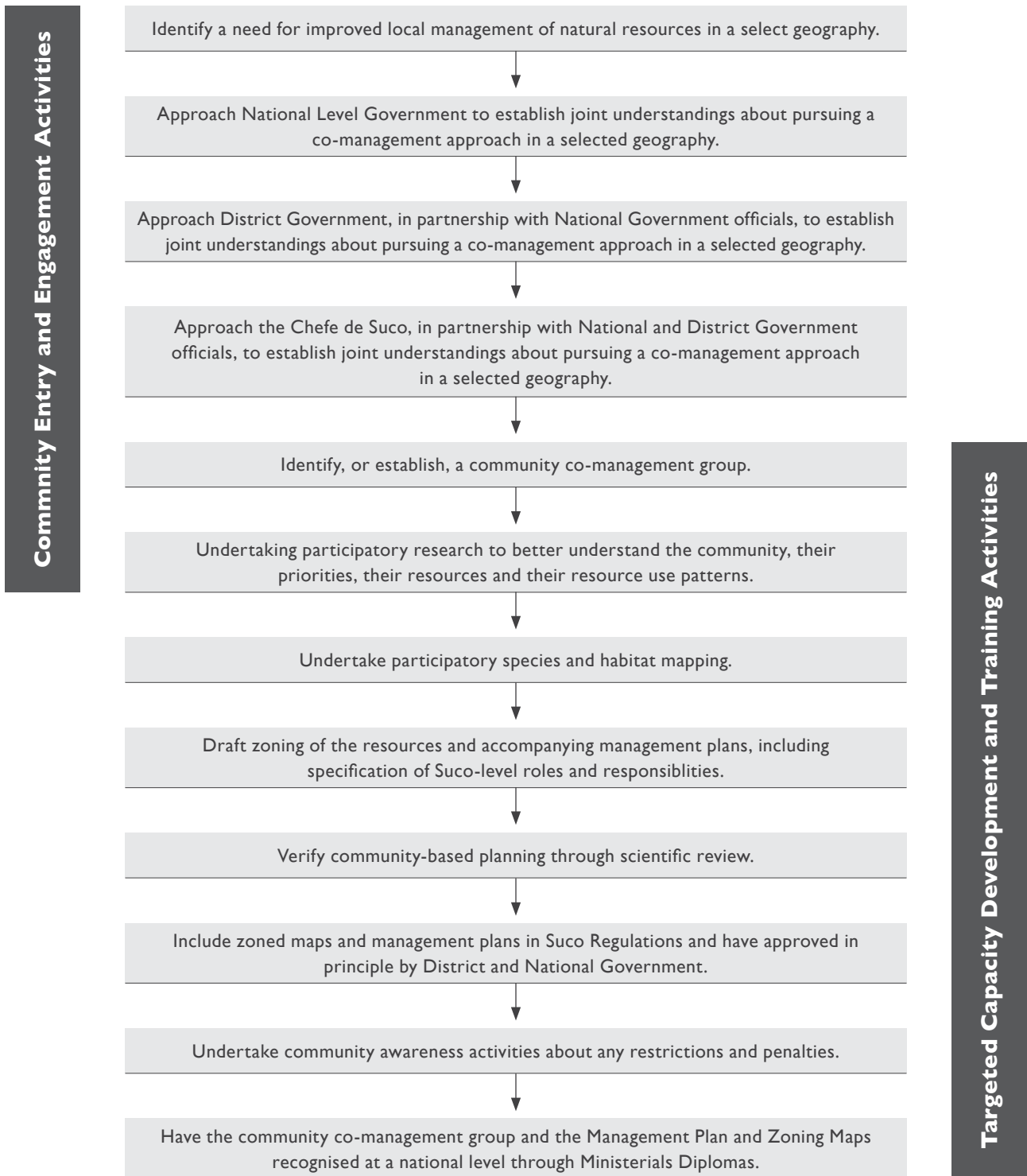
- Gatekeeper in case the local co-management partners do not act upon their responsibility;
- Supporting community involvement in community-based co-management;
- Approving local regulations and ordinances;
- Enforcement of local regulations;
- Communication advise, cooperate and inform District level Government;
- Conflict management.

#### **Community Members/Co-Management Groups**

- Identification of issues and concerns of the community;
- Mobilization and leadership of co-management activities;
- Participation in research, data gathering and analysis;
- Information sharing;
- Conflict management;
- Participation in the planning, design and implementation of co-management activities;
- Community-based enforcement and self-regulation;
- Monitoring and evaluation;
- Communication advise, cooperate and inform Suco Council;
- Advocacy to lobby for changes in or development of new regulations;
- Establish a people's movement for participation and change.

# Process for Establishing Co-Management

For ease of communication, the narrative of this manual is structured linearly. However it should be recognised that, in reality, implementation of field activities and establishment of co-management requires a much more organic, iterative approach. Practitioners must be flexible enough to move back and forth between ‘steps’ as required to ensure reliable project progress and sustainable results.



# Engaging with stakeholders

Implementing co-management requires continuous engagement among all stakeholders. A platform must be established for discussion and dialogue which extends from the policy level, through to local communities. Doing so creates a solid basis for ongoing planning and decision making, as well as fostering increased ownership by those involved.

Under CTSP, a significant amount of time was invested purely in the engagement phase of the project. For 18 months, the project staff worked with various levels of government and community with the exclusive objective of building relationships and shared understandings of basic concepts and principles related to co-management, marine ecosystem biology and ecology, and natural resource management options. Activities were carried out approximately every month, and focused around individual meetings, group and community gatherings, 'hands on' exploration of natural resources in the field, and social activities such as marine themed movie nights. The length of time and degree of effort invested in this process proved invaluable to the long term success and sustainability of the project.

During the engagement process, two key objectives are to:

- Establish credibility, legitimacy and trust.  
Do people trust each other? Are they willing and able to work together? Do they recognize and respect suggestions from all stakeholders? Do they recognize the different agencies/groups ability to make decisions and take on responsibility?
- Ensure stakeholders understanding of co-management.  
Do the stakeholders understand the difference between Community Based Resource Management and Co-Management? Do they understand, support, and are they committed to, the responsibilities being re-distributed? Are opinions and perceptions well enough developed that this support is constant, and can be acted upon? Do co-management partners at different levels feel accountable for carrying out tasks according to their roles?



## How to Get Started

As effective co-management is ultimately dependent on various stakeholders taking on and being accountable for different roles and responsibilities, an important first step is to identify those stakeholders and their vested interests. For example, in the case of the CTSP project:

Level	Who	How are they involved?
<b>Local</b>	Communities (Com, Tutuala and Lore I)	<ul style="list-style-type: none"> <li>• As direct resource users that live in the area and use the resources for subsistence and income purposes on a consistent basis.</li> <li>• As direct resource users that use the resources on a seasonal/ exceptional basis.</li> <li>• Individuals who possess knowledge and aspirations that are related to/reliant on resource management.</li> <li>• Individuals who have a strong spiritual connection with the area.</li> </ul>
	Community leaders and Suco councils	
	Resource users	
	Local business reliant on natural resources (eg. Tourist guest houses and restaurants)	
<b>District</b>	Sub-national administrative authorities (e.g. Lautem district - Nino Konis Santana National Park)	Have natural resource management as part of their broader governance and development responsibilities.
<b>National</b>	Central Government authorities and departments (e.g. ministries and departments of fisheries, environment; tourism; protected areas; military)	Have explicit responsibilities and authority over the territory and resource sectors, as determined by national laws and the constitution.

### Tip.

*Be conscious of whether you are acting or reacting. Most co-management cases tend to be initiated as a re-active measure, meaning, a process that usually starts once someone (user or manager) notices a problem with the resource (stock depletion, decrease in catch per unit effort, coral damage due to anchorage, etc). However, co-management can also be initiated to prevent problems from developing. Whether you're acting or re-acting is likely to impact on the tone of engagement, and should be a considered factor when planning activities.*

# Government and Community Entry Processes

## Government

Timor-Leste governance structures for natural resource management are centralised, so in the first instance it's important to ensure that National Government authorities are supportive of the proposed co-management activities, and understand how the activities support their institutional priorities. Part of these initial discussions should include consideration of the potential roles and responsibilities of different governance groups (Central, District, Local, Traditional), and the preferred way for the project to engage with these groups.

In the case of CTSP, the National Government nominated the District Government to facilitate introductions between the project and local leaders at chosen sites. The National Government authorities introduced the project to the District Government as an endorsed action to help communities and government work together to achieve their goals. These steps also helped to reinforce the concept of shared roles and responsibilities across different scales of management.

### Tip.

*Pay special attention to comments, stories and past experiences. Timorese people are more likely to give comments than provide a direct suggestion. Look out for comments that could equally be phrased as advice, or a request.*

### Tip.

*Most often, National Government will not have the capacity to be directly engaged in the design and implementation of all project activities. Seek to engage officials in monitoring and evaluation visits so they have the opportunity to re-connect with the program and stakeholders.*

## Community

Local leaders play an important role in program implementation and ensuring they are involved in planning and coordinating the first meeting/activities helps to set the tone of your ongoing community relationship. At your first event or meeting, it may be helpful to ask the Chefe de Suco to be the one to introduce the project to the community.

The tone of the first events are also important. The concept of reciprocity is central to forging new partnerships in Timor-Leste. Try to find ways to give first, before asking or expecting anything in return. In the case of CTSP, the project started with activities that brought people together and were fun and didactic—movie nights and beach volleyball. These activities introduced the project staff to the communities and allowed them to establish an understanding of why they were there and for what purpose.

It was only after these relationships started to form, that the project moved onto activities such as community consultation and participatory appraisal processes.

## Key Elements for Community Engagement

When invited to reflect on the CTSP engagement process, community and government stakeholders identified nine elements which they considered to be fundamental to successful community engagement (and examples of how they had been applied). CTSP acknowledges that these elements are commonly applied by practitioners in all types of community-based work, but sees importance in reiterating their value in the co-management context.

1. Establishing credibility and trust.
2. All stakeholders showing mutual respect.
3. Facilitating an open/transparent process.
4. Being flexible enough to meet needs as they become apparent.
5. Being willing and able to adapt to local conditions.
6. Being willing and able to recognize one's mistakes and take steps to fix them.
7. Listening to others.
8. Having trust for, and building the legitimacy of, the elected community leaders.
9. Demonstrating commitment to work together.

Examples:



## Establishing Co-Management Groups

For effective co-management there is need for strong community organisation at a local level. Without an organised and representative group, it would be extremely difficult to establish community based management activities. Similarly, this group needs to act as the ‘co-management group’ or committee, through which the Minister can divest responsibility from the National level to the community level and which can represent the community interests back up to the District and National authorities.

The Suco Council will be best placed to guide the identification, or formation, of an appropriate group to take on the co-management responsibilities. If the Suco Council decides that a new group needs to be established to aid the Council to reach its objectives, it is within their legislative authority to do so. The Suco Councils will also be best placed to judge the required group membership, and invite these stakeholders to join. In different situations these groups may be called by different titles—co-management groups, taskforces, conservation groups etc.

The Suco Council will likely require some assistance to define the roles and responsibilities of the group, including how they will interact with the Suco Council itself. Once defined, these arrangements need to be communicated to District and National Government officials to gain in-principle support and establish mutual understanding, prior to seeking to institutionalise the groups via Ministerial Diploma (see Chapter Five—*Institutionalising CBNRM as part of a Co-Management System*—for more information).

As an example, the Co-Management Groups established under the CTSP project included the following membership:

- District Fisheries Officers;
- Local Fisheries Officer (if available);
- Fishermen;
- Traditional leaders and resource stewards;
- Members of the Suco council (to ensure cross-representation).

And held the following roles and responsibilities:

- To compile biological information to support management.
- To raise awareness levels of the importance and status of marine and coastal resources (Suco council and community members).
- To provide management alternatives for the resources including:
  - › Zoning options
  - › Rules and regulations for each zone
  - › Possible ways of enforcing them
- To facilitate discussions at community level.

Once established, the groups acted as the primary conduit for all training and management planning activities, and their members were engaged in all stages of the co-management establishment process.

**Tip.**

*There have been some very important lessons learned through successful community engagement processes. For co-management in Timor-Leste, keep the following in mind:*

- *Co-management is all about partnerships.*
- *Be aware that you will need to be flexible to respond to changes in the levels of trust among various stakeholders in this partnership over time. Managing and maintaining the partnership through these changes must be prioritized.*
- *Ensure that all stakeholders equally understand what is happening, and that nobody feels like they have been left behind.*
- *As there is no perfect recipe for co-management and it is highly dependent on individual personalities, accept that mistakes will occur along the way. Recognize and learn from them.*
- *Do not underestimate the value of investing time and effort in a strong engagement phase. It will provide significant benefits in terms of stakeholder ownership and sustainability of results.*
- *Work through National and District Governments to enter each community, and with the Chefe de Suco to gain the community's trust.*
- *Work through the Suco Council to establish a strong, representative co-management group with clearly defined roles and responsibilities. They will be key to a successful project with sustainable outcomes.*

# Establish Community-Based Natural Resource Management (as a Component of Co-Management)

Community-Based Natural Resource Management (CBNRM) is one—very important—component of a Co-Management system. In Timor-Leste it provides a vehicle through which National Government is able to divest authority and responsibility for some components of natural resource management down to the local scale.

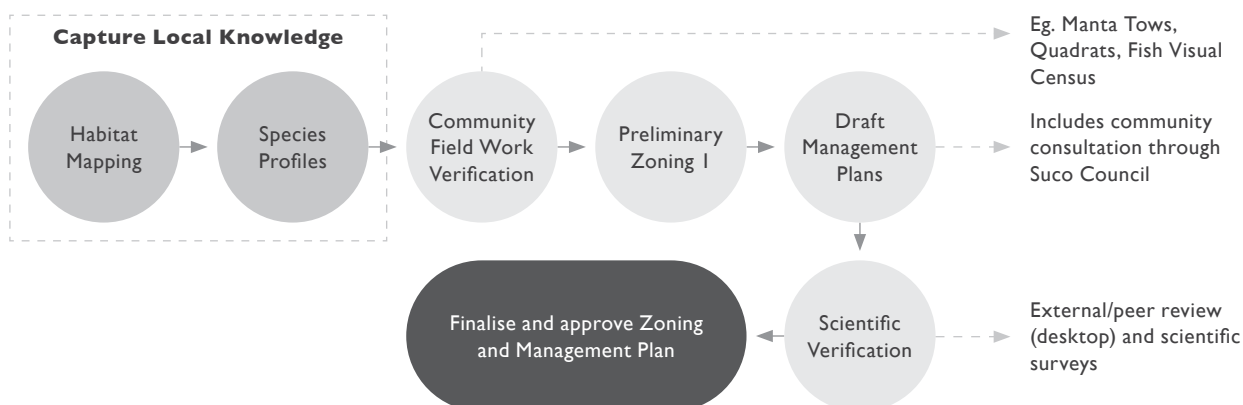
CBNRM typically requires a community group to:

- a. Map their resource;
- b. Understand the threats to their resources;
- c. Decide which resource areas will be focused on for improved management efforts;
- d. Identify management efforts which would reduce threats and thereby increase productivity of the resources; and
- e. Agree and implement a management plan to achieve this.

In the case of CTSP Timor-Leste, establishment of CBNRM in Com, Tutuala and Lore was achieved by:

1. Capturing local knowledge about species and habitats.
2. Verifying local knowledge through community field surveys.
3. Identifying areas to protect (zoning).
4. Developing management plans for those areas, including enforcement considerations, biological monitoring protocols to track long term ecosystem health and community consultation about the proposed managed areas and plans.
5. Seeking scientific verification of community-selected zones.
6. Finalising zoning maps.

It is important to note that throughout the CBNRM establishment process, District and National Government authorities were engaged along with the communities themselves, to ensure mutual understanding of the process, and support for decisions being made at a local level.



## Capturing local knowledge about Species and Habitats

In order to decide which natural resources to protect, in what areas, and effectively plan management measures, it's important to first establish a strong understanding of the species and habitats in the local area, and which are the highest priority for management by the local community. Capturing local knowledge is the best place to start.

Under CTSP, a range of rapid rural appraisal methodologies were used to capture local community knowledge about species and habitats:

<b>MATRICES</b>	<ul style="list-style-type: none"><li>• Preference ranking (Ten seed Test)</li><li>• Problem ranking (1, 2, 3 ranks)</li><li>• SWOTs</li><li>• Stakeholder analysis</li></ul>
<b>GROUP METHODS</b>	<ul style="list-style-type: none"><li>• Focus group discussions</li><li>• Brainstorming</li><li>• Team building exercises</li></ul>
<b>TEMPORAL METHODS</b>	<ul style="list-style-type: none"><li>• Seasonal calendar matrices</li><li>• Historical lines</li><li>• Historical narratives</li><li>• Daily activity (women time budget)</li><li>• Historical transects</li></ul>

**Tip.**

*In Timor-Leste, local knowledge systems tend to be holistic in nature and take into account a series of relationships within systems (social and natural), and between them. Because of this, natural resource users tend to have strong understandings of the interconnectedness of natural ecosystems.*

*For example, fishermen have a wealth of knowledge about fish in different life stages using different habitats and they are able to see and easily draw the connections of how impacts in one habitat will lead to cascading effects which will ultimately impact a target species. While it can be remarkably challenging, capturing and compiling this information is invaluable.*

*One should also note that this interface between the two systems, the natural and social, is where culture, beliefs and superstitions are found. These interfaces have the profound ability to influence the way in which fishermen do what they do and are willing to accept new practices.*

*There are some very good reference materials available about these topics. Refer to the Chapter 7–Useful Resources—for further information.*

## **Habitat Mapping**

Under CTSP, the communities engaged in a series of habitat mapping exercises.

There were different layers of maps generated by different participants. While fishermen tended to focus on marine and coastal habitat mapping, information about other resources was captured by engaging with a broader group of stakeholders.

For example, the elderly were asked to contribute to the names of places, stories related to the places, how they appeared at different points in time, and significant landmarks. Former guerrilla fighters were involved in mapping tracks and ways of moving around in the forest to get to the beach. Women were asked to add to maps the areas where they do intertidal gleaning, and historical and socially important sites were mapped as part of a combined effort.

It's important to note that while each exercise used varying degrees of technology, they were all low-cost activities which can be easily replicated in any community.

The first maps were produced simply by pinning up a series of A3 sheets of paper onto a wall, with the coastline and some key landmarks and places identified. Community members were then provided with colour felt pens to add in additional habitat detail.

Once communities had a basic outline of the habitat information, A2 coloured map prints were provided, with transparent plastic sheets over the top. Participants used markers to transfer the habitat information into a more accurate format.

Finally, several pieces of butcher's paper was taped to a wall, with a Google Earth map projected over the top. Using a laser pointer and whiteboard markers, the group collectively agreed on the final placement of habitat information, which was simultaneously digitalized on a computer by project staff.

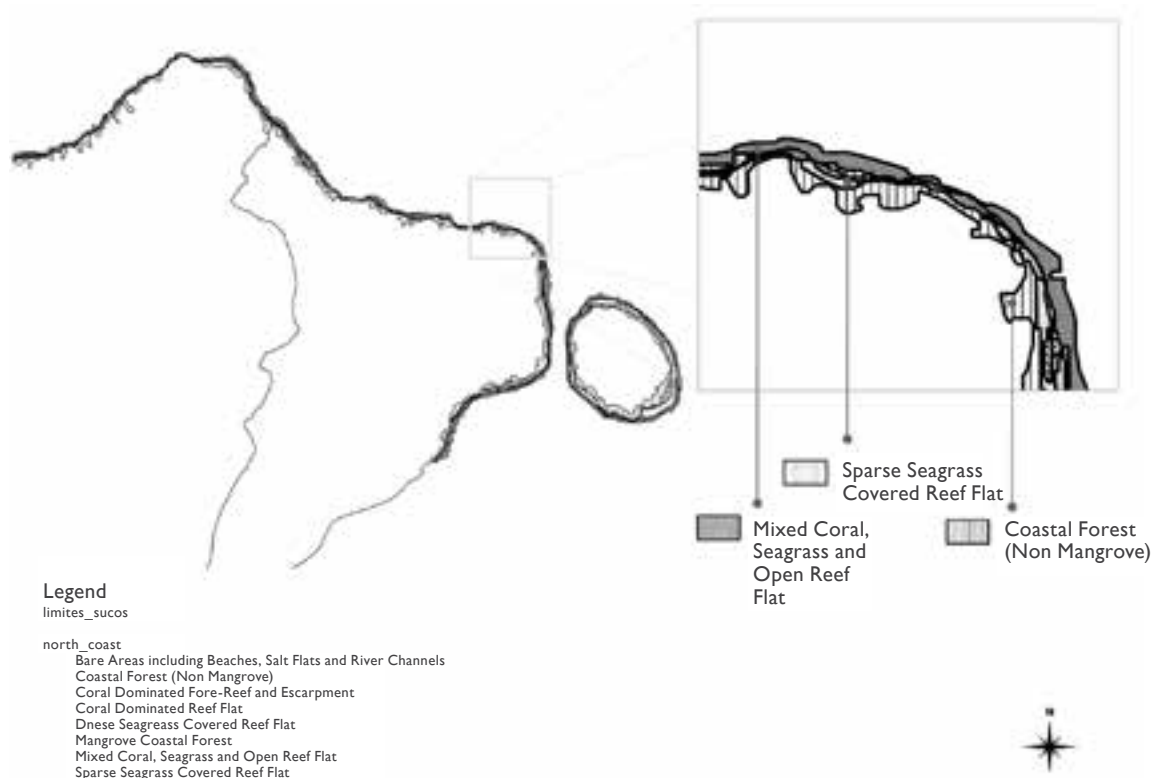




**Tip.**

Natural resource users—such as fishermen—do not see habitats as existing in isolation. During habitat mapping, listen to the discussions and you will likely hear information about species found in each habitat, which can be incorporated into the maps at the species profiling stage.

**Figure 2.**  
Sample Habitat Map-Tutuala



## Species Profiles

Using data mainly captured through key informant interviews, the project team commenced by compiling a checklist of the most commonly found/used species in the area. The checklists included approximately 90 different species. This was followed by a series of group discussions and workshops—including the use of colour-plate pictures, live specimens and photographs—to validate the checklists.

Next, the checklists were developed into more detailed species profiles through a series of exploratory questions (note, the type of questions you ask may need to be adjusted for different natural resources and ecosystems):

- What is the local name of this species?
- Why is it named this way?
- Is there a story linked to this species in folklore?
- What conditions does this species need to be happy?
- When do they breed/spawn?
- Where do they breed/spawn?
- How big/old are then when they start breeding/spawning?
- How big do you let them grow before you usually catch/use them?
- Which parts of the habitat do they live in?
- Which species are commonly found in the same area as them?

The species profiles were then used to further populate the habitat maps with species distribution data.

Communities report that they very much appreciated the process of collating the many small pieces of information that they had as individuals, into a larger body of collective knowledge.

**Tip.**

*Before beginning the species profiling, it will be helpful to familiarise yourself with local nomenclature for different species. For example, are rays and sharks perceived as fish or recognised as separate species? Are corals perceived as rocks, or living creatures? If you have had the opportunity to invest time in a strong engagement process, these things will hopefully be relatively clear before you start the species profiling exercises.*

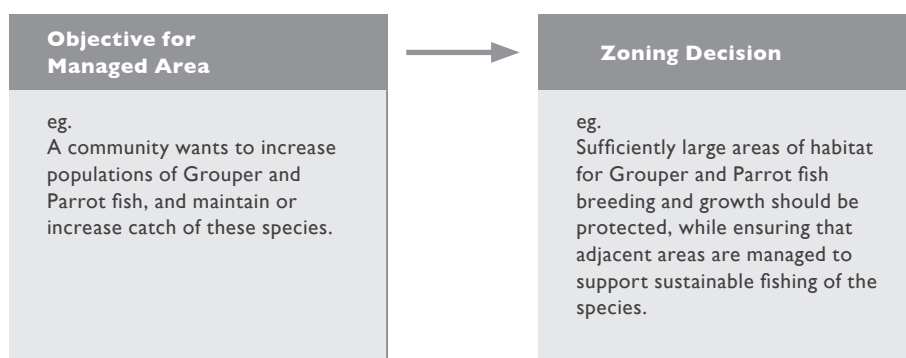
## Fieldwork Verification

Once the habitat maps and species profiles were completed, they required verification through field surveys. Community members were trained in biological survey techniques (in the case of CTSP, manta tows and fish visual census techniques were applied), data was collected and the results were compared with the information in the existing habitat maps and species profiles. Minor adjustments were made to finalise the maps.

## Identifying areas to protect (zoning)

Zoning is an essential tool for successfully managing multiple-use areas. Zoning creates maps which highlight areas for specific activities such as fishing and tourism, while setting aside other areas for protection of key ecological features and functions, such as fisheries replenishment.

It is used to help community members, co-management groups and government achieve their goals. With this in mind, zones must take into account both biological and socio-economic considerations and goals, catering for the needs of biological systems (eg. Coral reef ecosystems) to be productive and healthy and, consequently, enabling them to produce resources that are important to community members (eg. Coral Reef Fish). As such, development of zoning should flow directly from the **objectives for the managed areas.**



In order to be used as an effective management tool, zones must:

1. Be based on the community's **primary objectives** and developed with their **participation and support**;
2. Balance **ecological requirements** and **socio-economic needs**;
3. Balance **multiple objectives** to identify an **optimal zoning scheme**;
4. Be clearly **mapped**;
5. Have distinct and unambiguous **management** aims;
6. Be supported by a management plan; and
7. Be formalized and recognized by **legal** or other effective means.

The process was started by working with the Communities to identify their management objectives. In the case of the CTSP project, these objectives were focussed around fisheries replenishment. Key species important to the community were identified, and the zoning decisions—and, later, management plans—formulated from those species' needs.

Management Objectives	Criteria for Zoning	Design Principles for Management Zones	Management Considerations
<b>More Fish</b>  <b>Bigger Size Fish</b>  <b>More Fish Variety</b>	Identify Target species	<ul style="list-style-type: none"> <li>• Be big enough to cover the range of the target species' (ie. how far they swim).</li> </ul>	<ul style="list-style-type: none"> <li>• No take areas</li> <li>• Catch limits</li> </ul>
	Target species' habitat and life cycle	<ul style="list-style-type: none"> <li>• Incorporate all the types of habitats where these species spawn and grow to sexual maturity.</li> <li>• Incorporate several (3 or more) areas of each type of habitat. In the case of damage on area this helps to ensure some areas of each type of habitat remain healthy.</li> </ul>	<ul style="list-style-type: none"> <li>• No Take Areas</li> <li>• Minimum catch sizes</li> <li>• Gear restrictions, including restrictions on all destructive or overly efficient gear types.</li> </ul>
	Maximise Habitat's Resiliency to Climate Change	<ul style="list-style-type: none"> <li>• Incorporate areas of corals that have demonstrated strong health (10-20 years without bleaching or disease).</li> <li>• Incorporate areas where water is colder (because of upwelling/underwater freshwater spring).</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce other pressures on habitats which are important to the key species (gleaning, anchoring, sedimentation, nutrient/chemical run-off etc.)</li> </ul>

With these parameters in mind, the community started to define their zones. The protected areas include three types of zones: **1) no-take zones, 2) buffer zones, and 3) general rules zones.**

No Take Zone	Buffer Zone	General Rules Zone
<ul style="list-style-type: none"> <li>• Designed to include at least 20% of each habitat type identified for protection.</li> <li>• All activities related to fisheries and gleaning are banned for all species—onshore, intertidal and in water.</li> <li>• Prohibited entry and circulation of boats.</li> <li>• Prohibited anchors.</li> <li>• Snorkelling and swimming allowed.</li> </ul>	<ul style="list-style-type: none"> <li>• Acts as a safeguard zone around no-take zones.</li> <li>• Gear restrictions: Prohibited to fish with nets or disrupt the movement of fish stocks. Spear fishing is allowed.</li> <li>• All activities related to fishing are banned during some seasons.</li> <li>• Anchoring is allowed.</li> <li>• Snorkelling and swimming is allowed.</li> </ul>	<ul style="list-style-type: none"> <li>• Areas selected for concentrated application and enforcement of national fisheries laws (minimum catch sizes, turtle hunting, gear restrictions etc.).</li> </ul>

Three different zoning options were developed by each community—each with different proportions and areas designated as ‘no-take’. These different maps remained under draft until such time as they could be verified through expert review.

**Tip.**

*When making zoning decisions, climate change impacts and resiliency should be considered as a cross-cutting issue, and zoning decisions made accordingly. There are many steps that can be taken when developing your zones which will build the resiliency of the ecosystems in question.*

*From a fisheries perspective, key resiliency principles to keep in mind are:*

- *Create as large a multiple use marine protected area as possible/realistic.*
- *Prohibit destructive activities.*
- *Ensure that no-take areas include critical sites and are large enough to include the area needs (ranges) of priority species .*
- *Separate no-take zones by 1-20 km.*
- *Locate more protection upstream from currents.*
- *Minimize external threats.*
- *Include all key habitats and replicate protection of these habitats.*
- *Include sites which have previously demonstrated resilience.*

## **Developing Management Plans**

In parallel to the zoning process, management plans were developed with each community to oversee the implementation of the zones. Management Plans included the following:

- a. Management objectives
- b. Zoned maps
- c. Rules and regulations for each zone
- d. Penalties for enforcement
- e. Biological monitoring protocols
- f. Roles and responsibilities for different stakeholders

Parts A, B and C were determined through the zoning process, as described above. Parts D, E and F were developed through a facilitated dialogue between the co-management group and the Suco Council.

### **Penalties for Enforcement**

The discussions started with providing some information at a joint meeting between the co-management group and the Suco Council about Timor-Leste’s Penal Code. There was a focus on those penalties related to fisheries offences, and an explanation of the ability for local penalties such as public shaming to be used in place of those suggested by the Penal Code.

The Suco Council members and co-management group considered this information, and discussed how it related to customary practices and the rules and regulations proposed for the managed areas. Alternative forms of justice such as public shaming and community work were contemplated, and community leaders agreed that those forms of punishment were more effective than administrative fines and jail time. The Suco Council members then provided suggestions on what the penalties for enforcement should be, and these were incorporated into the management plans.

## Biological Monitoring

The development of a community biological monitoring protocol should:

1. Be directly linked to the management objectives for the managed area;
2. Be designed based on the capacity of whoever is going to conduct the monitoring and the time availability of people to do it;
3. Have a mix of species that are culturally, economically and ecologically important as indicator species;
4. Seek to connect with broader, regular biological monitoring protocols or plans put in place by other agents (eg. Government, NGOs).

Example of linking biological monitoring to management objectives:

Management Objective 1: To have more, and larger fish	Management Objective 2: To catch more fish	Management Objective 3: To have greater variety of fish
<ul style="list-style-type: none"> <li>• Biomass estimates.</li> <li>• Fish counts of indicator species.</li> <li>• Monitoring of fish size estimates of indicator species.</li> </ul>	<ul style="list-style-type: none"> <li>• Catch Per Unit Effort monitoring.</li> <li>• Perception of catch.</li> </ul>	<ul style="list-style-type: none"> <li>• Fish counts of selected indicator species that match community perceptions of 'variety'.</li> </ul>

### Tip.

*There are a number of different methodologies that can be used for undertaking biological surveys. Try exposing community members to different methods to discover which they prefer. If you use methods which they like, you increase the incentive for their active engagement. Just make sure you are consistent with using the same methodologies over time so that the data collected is comparable.*

*In the case of CTSP, Manta Tows, Quadrats and Fish Visual Census methodologies were trialled. Communities expressed a clear preference for Manta Tows, and this enthusiasm has translated into highly reliable data collection. When the results from Manta Tow data collected by fishermen in Com were compared with the Manta Tow data collected from the same transect but by more experienced divers, the results were similar with a difference of only 1% from the total cover estimates.*

**Tip.**

*When choosing indicators for fisheries, community members are likely to need some additional guidance about the types of species that are needed for ecosystem health. For example, economically, carnivorous fish such as grouper might be important. But it's also critical to include herbivorous fish to cater for changes in trophic levels and improve the climate resilience of coral reefs.*

**Preliminary Approval of the Plans**

Once all parts of the management plans were drafted, the co-management group presented their suggestions back to the Suco Council. Council members were invited to comment and some took the ideas to their respective constituencies for information and further discussion. Village chiefs discussed the proposed zoning options and rules in their respective villages, women representatives discussed them with women in different villages, youth leaders with other youth, while the elderly and the traditional leaders convened to discuss how the zoning and rules could be incorporated into the customary systems.

This process laid the way for swift final approval of the plans by the Suco Council, once maps and plans had been scientifically verified.

**Tip.**

*Inclusion of Suco Council members in the initial community planning activities, and as part of the co-management group, will ease approval by the Suco Council later in the process.*

**Scientific Verification of the Zoning**

The first drafts of the zoning were presented by the communities, for scientific review by visiting regional CTSP support personnel. The review included a specific focus on climate resiliency, with the zones considered not just in isolation, but as a network, and factors such as representativeness and connectivity taken into account. Some recommendations for strengthening the zoning were provided, which were either addressed immediately or noted for ongoing improvements. The primary recommendations were to consider inclusion of deeper water habitats and to include additional areas that had not yet been captured in the zoning scheme. This was recommended so that the distance between each “no take” zone would be less than 20 kilometers to allow for optimal connectivity of species populations. This had already been considered by the CTSP team, but had not been done yet primarily because the team had not yet had an opportunity to work in these areas. In time, these areas will be included in the zoning scheme, thus building a scientifically valid resilient zoning scheme.

Later, there was a second scientific review of the zoning, when a team of international scientists visited Timor-Leste and conducted a series of biological surveys in the area. The findings of the scientific team corroborated the zoning and management decisions which had been made by the communities, based on their local knowledge.

**Tip.**

Too often, people believe that only highly specialised experts can provide insights into complex local resource management problems. The CTSP project experience demonstrated the opposite - that local knowledge was sufficient to inform effective zoning and management decisions.

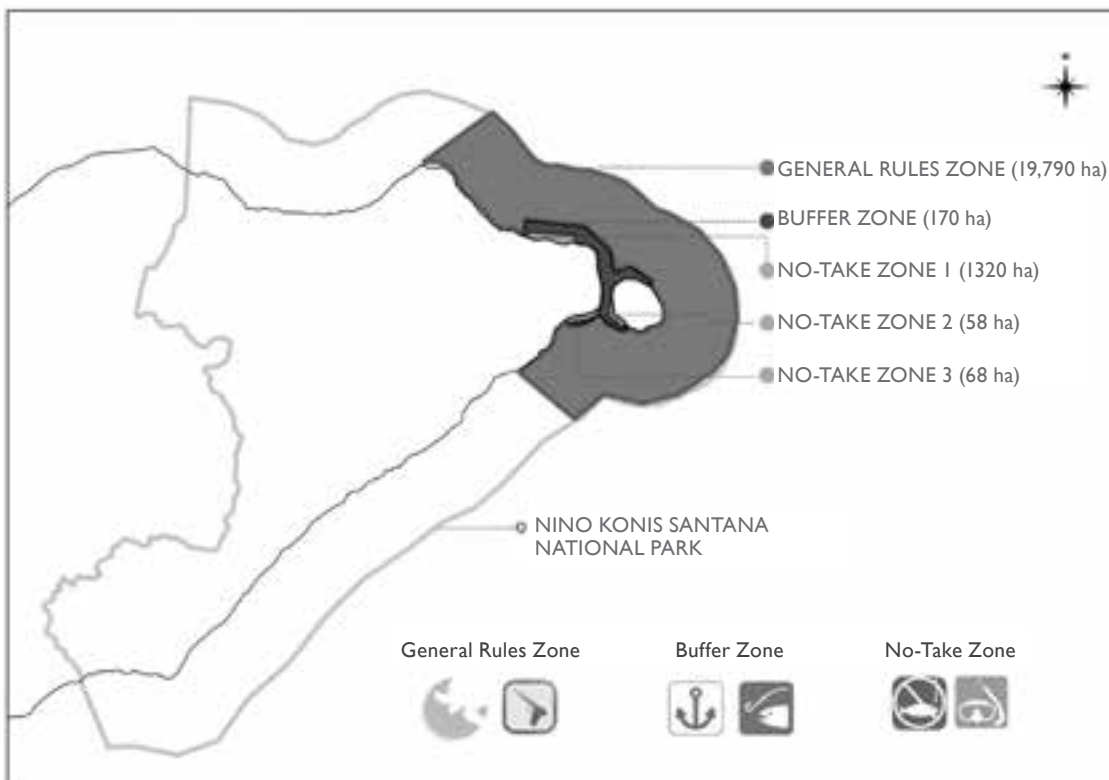
The fact that the communities had the opportunity to do it by themselves, before any ‘expert’ advice, and that their decisions were then verified by ‘experts’, helped to develop a strong sense of ownership of the project, and pride in the end results.

### Finalisation of Zoning Maps

Drawing on the opinions and recommendations of the two scientific reviews, communities then returned to consider the alternative zoning options. In addition to the scientific recommendations, consideration was given to which zoning option would best avoid conflicts within the community, would still allow reasonable access to resources, and was a realistic size for community patrolling, monitoring and evaluation. Final versions were put forward for approval by the Suco Council.

**Figure 3.**

Sample of Zoning map - Tutuala





# Institutionalizing CBNRM as part of a Co-Management System

## Suco and National Government Governance Mechanisms

Once final zonation maps and management plans were decided by the community, approval was sought from the Suco Council, and steps were taken to institutionalize the maps and plans into governance mechanisms at both Suco and National Government levels.

Under the CTSP Project, co-management groups led the process of having their plans:

- Attached to the Suco Council Regulations,
- Officiated through appropriate *Tara Bandu* ceremonies,
- Embedded within Local Development Plans, and
- Formally recognised through State Law by Ministerial Diploma.

### Attach the Plans to Suco Council Regulation

- According to the statutory framework for local authorities in Timor-Leste (Decree-Law 5/2004 and Law 3/2009), the Suco Council is the responsible entity for coordination of any development activities in the Suco. The Suco Regulations are documents used to establish rules and regulations at the local level, including for natural resource use.
- Once agreed by the Suco Council, the zonation maps and associated management plan can be declared a formal attachment to the Suco Regulations and thereby become enforceable at a local level.

### Perform Appropriate Tarabandu Ceremonies

- Customary law is governed through a system of *Adat* and *Tara Bandu* which is specific to each site. Consideration should be given to whether *Tara Bandu* is an appropriate mechanism through which to reinforce the community-management efforts (see the case study below about the CTSP experience with *Tara Bandu*).
- If it is appropriate, application of cultural rites to put *Tara Bandu* in place can:
  - › Validate the selection of protected areas;
  - › Help to regulate access to resources;
  - › Confirm the rules and penalties as laid out in the Suco Regulations.
- If traditional leaders are included in the community consultation, zoning and planning process—either through the co-management group or via the Suco Council—it enables the development of systems which are more closely aligned with customary practices and thus easily able to be accommodated through *Tara Bandu* ceremonies.

### Embed Key Environmental Concerns in Local Development Plans

- Local Development Plans are five year working plans. They are generated in a participatory way and set forward what community leaders will try to achieve in their Sucos;
- They are reviewed and updated by the Suco Council every five years;
- Inclusion of key environmental concerns—such as those seeking to be addressed through the community management plans—ensure that Community leaders can access decentralized government funds for associated tasks.

### Formally link community management to National Regulations

- Under Decree Laws 5/2004 and 6/2004, there exists provision for legal recognition of Co-Management groups, with vested authority from National Government to manage their own resources and enforce compliance within the parameters of their Suco Regulations. This legal recognition needs to take the form of a Ministerial Diploma.
- Similarly, under Decree Law 6/2004, there is provision for the zonation maps and their management plans to be officially recognised as fisheries replenishment zones, meaning that they are areas legally recognised by National Government as being under local management. This legal recognition needs to take the form of a Ministerial Diploma.
- Under CTSP, Ministerial Diplomas were put in place to formally establish co-management arrangements for the first time in Timor-Leste. These Diplomas were drafted specifically so that they can be used as a template for additional sites seeking to replicate the approach.

## CTSP Experience with *Tara Bandu*

### What is *Tara Bandu*?

In the CTSP Timor-Leste experience, local knowledge has a tendency to be remarkably holistic in nature. Resource users have a significant breadth of knowledge about their surrounding environment, and this knowledge is intrinsically connected with culture and religion. Exploring local *Adat* and *Tara Bandu* systems, provides entry points to fully understand a community's perspectives on their natural resources, and the behaviours and incentives around the use of and care for those resources.

The *Adat* system is a web of customary 'guidelines' which provide basic conventions on how people should interact with each other to strengthen the sense of community, and also how they should interact with their surroundings. These 'guidelines' are site specific, and will change from one community to the next.

Within the *Adat* system you have a series of prohibitions (*Bandu*<sup>2</sup>) that may be permanent or seasonal. There are many different types of prohibitions that may or may not be referred to *Bandu*, these include

---

<sup>2</sup> Traditionally, *Tara Bandu* was applied only within an environmental/natural resource management context. Its only legal definition at the time of writing is that being incorporated into the Protected Areas Legislation (currently under development). In more recent times, Timorese people have started to appropriate *Tara Bandu* into social paradigms, to address issues to do with community interactions such as domestic violence.

in terrestrial systems, harvest prohibitions, to ensure that harvest is maximised. These prohibitions are often employed in the management of grains, corn and rice. Essentially, prohibitions are part of a system of responsibilities (*adat*) to ensure that community's food needs are met.

*Bandus* that have been put in place for many generations tend to be referred to as “*lulik*”, meaning sacred sites. They are frequently believed to be the site where the *Bei ala* (ancestors) first arrived, and are sites where ceremonies and pilgrimages are conducted. Places and animals may also be deemed sacred or totemic because of peoples' spiritual beliefs. Hence a group may have a special animal (Dolphin, Turtle) as his/her totemic animal which is believed to embody the spirits of his/her ancestors.

The term *Tara Bandu* (hanging of a prohibition) comes from the process by which temporary or seasonal prohibitions are enacted through the erection of a pillar (*ai-to'os*), or tying/hanging of a prohibitory sign (*Horok*) as a clear landmark. It is important to understand that *Tara Bandu* should not be viewed as an isolated action, but as a complex social process which culminates in the public marking of a prohibition. Those involved in the ritual part of establishing *Tara Bandu* are recognised representatives from within the community (often elders), who are perceived to have an ability to put curses on infractors.

With regard to community-based management, *Tara Bandu* can translate a series of prohibitions one is trying to put in place for management purposes into words, stories and parables that allow the wider community to understand. In the case of CTSP this was brought about through a series of discussions between elderly and local fishermen and external agents (biologists) to explain concepts and reasons behind specific management measures being proposed. This ensured that those responsible for the *Tara Bandu* rituals have the ability to explain the prohibition when asked, and are also equipped to conduct regular “awareness” discussions with resource users throughout the *bandu*.

It is important to note that you can have effective management in Timor-Leste without having *Tara Bandu*, however if conducted properly, in some places *Tara Bandu* may serve to strengthen local management systems.

### **What is *Tara bandu*?**

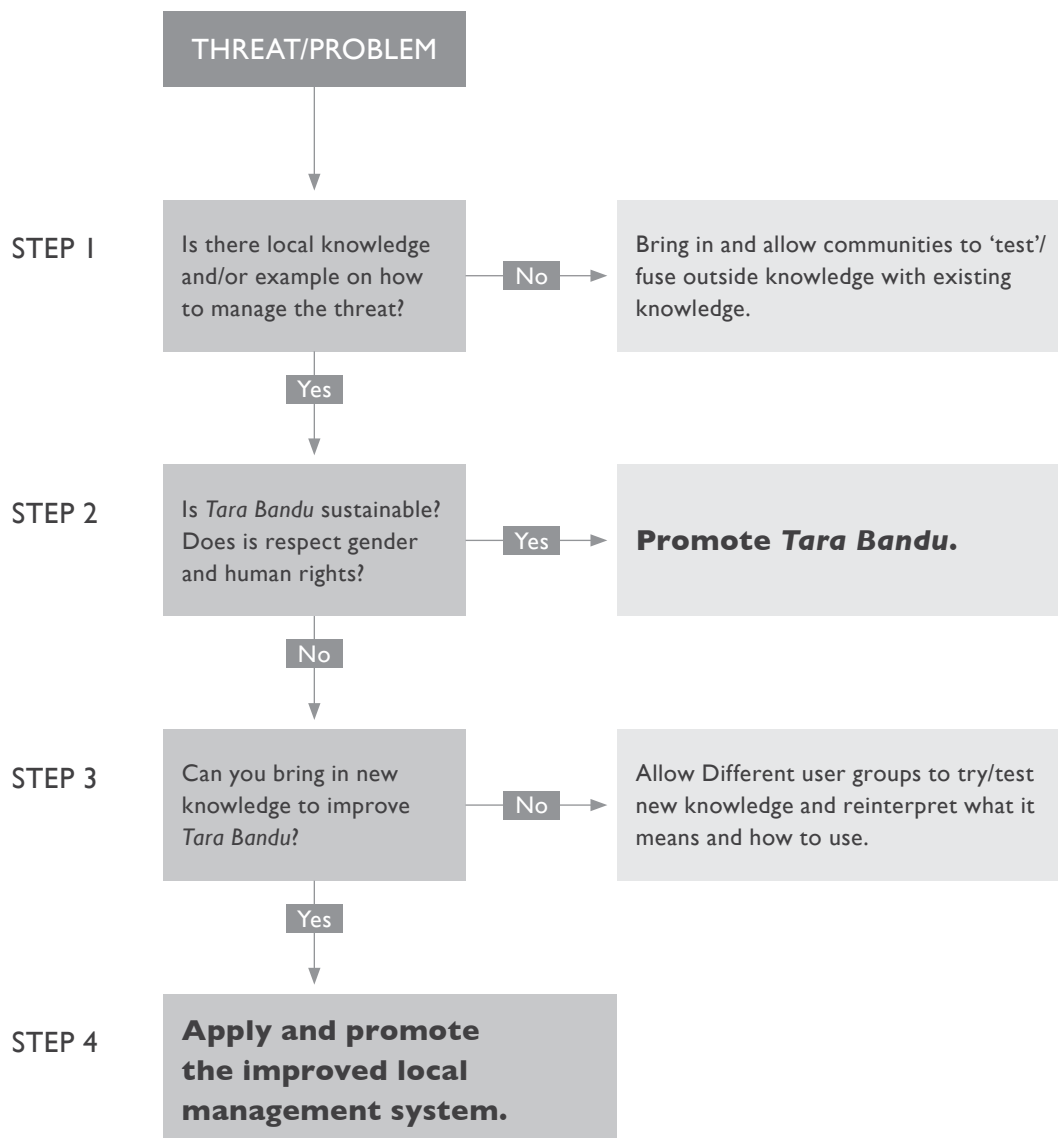
#### **‘old ways to introduce new things’**

*Tara bandu* (and the equivalent in other national languages): is a traditional process by which a community establishes permanent or seasonal restrictions on the access to and use of natural resources (defined in the draft Protected Areas Legislation, as at May 2013).

## Tara Bandu and Community Social Structures

While *Tara Bandu* may be a powerful tool through which to reconcile scientific management practices with customary belief, care should also be taken with regard to the social structures around the *Tara Bandu* process. *Tara Bandu* is commonly enacted by a small group of ‘strongmen’ from within the community and employment of *Tara Bandu* processes does carry the potential to reinforce latent power relations. Similarly, such processes may exclude women from decision-making processes and thereby undermine the project activities. It is important to be aware of the power dynamics in the community before one employs *Tara Bandu*.

With this in mind, CTSP used the decision tree below in all the sites it has worked in. Steps 2 and 3 proved particularly important, and sufficient time should be allocated in your project design to address these considerations thoroughly.



# Capacity Development and Training

Running parallel throughout the process, the CTSP project engaged in a broad range of capacity development and training with project stakeholders. It is important to mention that the goal of the training and capacity building overall was not just to be able to effectively carry out the activities in the project sites, but to build a team of people at all levels who have the necessary skills to support adaptation and replication of these approaches in other areas of the country.

## Principles and Methods

There were some important principles and methods which were used in planning and implementing these activities.

1. All levels of Co-Management—from National Government through to community resource users—were included in the training activities as a way to develop shared understandings, establish an equitable knowledge base from which to develop working relationships, and provide opportunities for collaboration.
2. All training adopted a ‘strengths-based approach’ which sought to build on peoples’ existing knowledge and experiences, and provide opportunities for social/peer learning. Opportunities for learning exchanges (both between Timorese communities and with Eastern Indonesian communities) proved valuable.
3. All training was provided at a time when it was also feasible to facilitate practical application of new learning, not just theory. Report back from community members indicated that this was a highlight for participants.
4. Training sought to address not just knowledge gaps related to project implementation, but more generalist skills and knowledge (such as community engagement, workshop facilitation, budgeting), necessary for collaborative decision-making and working in partnership.
5. Training was designed around the concept of ‘triple loop learning’, whereby delivery focuses not just on the facts and figures, but on developing a more comprehensive understanding of underlying assumptions, objectives, norms and values. CTSP found this approach particularly helpful in that it laid a strong foundation for enabling independent stakeholder decision-making.
6. All training was followed up with repeat visits which provided opportunity for stakeholders to seek clarifications, pose new questions, and access support for applying the newly developed skills and knowledge.

## Identifying Training Topics

During the community engagement process, and the initial stages of establishing community-based management, a number of training needs and opportunities will become apparent. These can be narrowed down to a manageable quantity by considering the training topics through the lens of ‘what do stakeholders want to achieve?’.

Some considerations—which should be discussed with stakeholders—include:

- What do people want to do?
- Why do they want to do it? Is there sufficient incentive/motivation to make this a worthwhile pursuit?
- How do they want to do it, and what impact does this have on the skills they will need?
- What do they need to know or be able to do, to make it happen?
- What skills, knowledge and resources do they already have to draw upon?

Each scenario will result in different training needs, but for the CTSP project the topics below were covered. Most training included stakeholders from all levels of co-management, but some courses were specifically tailored to a particular audience if there was need.

- Community outreach;
- Collective budgeting;
- Introduction to diving and improving water skills;
- Ecosystems: benefits and costs of conservation;
- Community marine management planning;
- Basic ecology and behavior of Reef Fishes, Sea Turtles, Trochus, Sea Cucumber and Sea Urchins;
- Basic coral ecology and conservation;
- Sea Turtle Identification;
- The impacts of Destructive Fishing Practices;
- Traditional and new state fishing laws: How to bring these together in Suco Regulations;
- Why we all have a voice in the matter: Role of Women and other vulnerable groups in fishing;
- Climate Change;
- Ecosystem Approach to Fisheries Management;
- Integrated Coastal Zone Management;
- Biological monitoring methods;
- Installing demarcation bouys;
- Introduction to nature-based tourism;
- Using science to inform management decisions.



Lore community member Joao Martins participates in a lively discussion with government about the co-management manual.

*“What government and CTSP have achieved is far from perfect, but it works. It is something the Department of Fisheries has helped come up with, it is our model. We would like to replicate this approach in other priority geographies.”*

**Augusto Fernandes**  
National Director of Fisheries and Aquaculture

Photo: Tory Read/USAID CTSP

## Success Story

### Smoothing the way for more protected areas

With support from USAID’s Coral Triangle Support Partnership (CTSP), Conservation International and Rai Consultadoria have created a new how-to manual on community and government cooperation in establishing co-managed marine areas in Timor-Leste. Called “Guidelines to Co-Management of Natural Resources,” the manual describes a clear procedure for applying the lessons learned in the development of three managed marine areas in Nino Konis Santana National Park (NKS). The manual includes step-by-step principles for working with the community, strengthening the community-government relationships, establishing community-based management systems that are aligned with customary practices (*Tara Bandu*), and integrating resource management systems into laws. While drawing on the marine and coastal experiences of the CTSP project it is intended as a resource for use by Timorese government and community, as well as other organisations working in Timor-Leste and international audiences in the countries involved in the Coral Triangle Initiative for Coral Reefs, Fisheries and Food Security.

The government is eager to build off the success of the marine managed areas in NKS, and the communities involved are proud to be at the forefront of conservation and resource management in their country. “What government and CTSP have achieved is far from perfect, but it works,” said Augusto Fernandes, the national director of Fisheries and Aquaculture. “It is something the Department of Fisheries has helped come up with, it is our model. We would like to replicate this approach in other priority geographies.” His boss, Secretary of State Rafael Gonçalves, echoed this sentiment: “We need to collaborate with all shareholders to work together to enlarge our vision of expanding marine protection not just in the park but in all districts.”

DNPA officials, the NKS park manager, community leaders and local fishermen in marine managed areas unanimously agree that the key to the success of this model is community engagement right from the start of the planning process, all the way through to involvement in marine managed area operations. A gradual process of education, trust-building, discussions and careful steps in three communities in the park led to the demarcation of marine managed areas and incorporation of zoning and management plans into local government regulations. The national government checked these plans for conformity to national law to ensure they are enforceable. Issues of enforcement and monitoring are now being addressed in ongoing talks between the interested parties.

The end result is marine areas that are well planned, well managed and well enforced. Although the kinks are still being worked out in the Timor-Leste pilot, the excitement and common purpose of all the players is palpable. CTSP’s support for the creation of three new marine managed areas has inspired other communities and government to work for more protected areas around the country. The new manual will make it easier for this to happen.

# Useful Resources

1. IIRR (1996), *Recording and using indigenous knowledge: A manual*. International Institute of Rural Reconstruction, Silang, Cavite, Philippines.
2. IIRR (1998). *Participatory Methods in Community-based Coastal Resource Management*. 3 vols. International Institute of Rural Reconstruction, Silang, Cavite, Philippines.
3. Folke, C., T. Hahn, P. Olsson, and J. Norberg. (2005). Adaptive governance of social-ecological systems. *Annual Review of Environment and Resources* 30: 441-73.
4. Keen, M., Bruck, T., Dyball. R. (2005). Social learning: a new approach to environmental management. Pages 3-21 in M. Keen, V. Brown, and R. Dyball, editors. *Social learning in environmental management: towards a sustainable future*. Earthscan, London, UK.
5. Fernandez-Gimenez, M. E., H. L. Ballard, and V. E. Sturtevant. (2008). Adaptive management and social learning in collaborative and community-based monitoring: a study of five community-based forestry organizations in the western USA. *Ecology and Society* 13(2.:4. [online] URL: <http://www.ecologyandsociety.org/vol13/iss2/art4/>.
6. Pomeroy, R.S. and Rivera-Guieb, R. (2006) *Fishery Co-management: d Practical Handbook*. CABI Publishing, Wallingford, UK and International Development Research Centre, Ottawa, Canada.
7. Pomeroy, R. (2001) Devolution and fisheries co-management. In: Meinzen-Dick, R. et al (eds) *Collective Action, Property Rights and Devolution of Natural Resource Management: Exchange of Knowledge and Implications for Policy*. Deutsche Stiftung fUr Internationale Entwicklung/Zentralstelle fUr Ernahrung und Landwirtschaft (DSE/ZEL), Feldafing, Germany.
8. World Fish Center (2010) *Analytical Framework, Matrix and Tools for Gender and Fisheries*. WorldFish Center, Penang, Malaysia.
9. [www.socmon.org/pdf/GCRMN\\_Manual.pdf](http://www.socmon.org/pdf/GCRMN_Manual.pdf)
10. <http://www.icriforum.org/sites/default/files/crms-sourcebook.pdf>
11. <http://data.iucn.org/dbtw-wpd/commande/downpdf.aspx?id=9777&url=http://www.iucn.org/dbtw-wpd/edocs/2000-038.pdf>
12. <http://www.fao.org/docrep/009/x2400e/x2400e00.htm>
13. [http://www.lmmanetwork.org/files/Guide\\_and\\_Info\\_Sheets\\_complete.pdf](http://www.lmmanetwork.org/files/Guide_and_Info_Sheets_complete.pdf)
14. [http://www.icran.org/pdf/Methods\\_Ecological\\_Monitoring.pdf](http://www.icran.org/pdf/Methods_Ecological_Monitoring.pdf)
15. [http://oneocean.org/download/db\\_files/201001CoralReefMonitoringHandbook2ed.pdf](http://oneocean.org/download/db_files/201001CoralReefMonitoringHandbook2ed.pdf)

---

Note: Website addresses are accurate at time of printing



# Acknowledgements

The development of this guide would not have been possible without the generous contributions of many stakeholders' time, skills, expertise and resources over the course of the CTSP project. In particular, this guide was dependent on a number of key contributors who participated in two workshops in Timor-Leste in March and April 2013:

Acasio da Costa, National Fisheries Officer, Dili  
Adriano da Costa, Fisherman, Tutuala  
Akina de Deus, National Fisheries Officer, Dili  
Anselmo Amaral, CTSP Project Staff, Dili  
Antonio Caetano, District Environment Officer, Lospalos  
Antonio da Fonseca, Chefe de Suco, Tutuala  
Augusto Fernandes, National Director of Fisheries at the Ministry of Agriculture and Fisheries, Dili  
Bendito Trindade, National Fisheries Officer, Dili  
Bento dos Santos, District Fisheries Officer, Lospalos  
Claudia Costa Pereira, CTSP Consultant, Dili  
Constancio Silva, National Fisheries Officer, Dili  
Delio Ramos, District Environment Officer, Lospalos  
Elizito de Jesus Ximines, District Fisheries Officer, Lospalos  
Felisberto Lopes, Fisherman, Tutuala  
Fernando da Silva, National Fisheries Officer, Dili  
Fidelino Marques, CTI Focal Point at the Ministry of Agriculture and Fisheries, Dili  
Henrique Sinao Barreto, National Fisheries Officer, Dili  
Hipelito de Jesus, Director of District Fisheries, Lospalos  
Januario da Cruz, Chefe de Suco, Com  
Joao dos Santos, District Forestry Officer, Lospalos  
Joao Evangelista Freitas, District Environment Officer, Lospalos  
Joao Martins, Fisherman, Lore I  
Jose Monteiro, CTSP Project Staff, Dili  
Junior P.S Carvalho, National Fisheries Officer, Dili  
Leonardo da Costa, Fisherman, Com  
Lino de Jesus Martins, National Fisheries Officer, Dili  
Lourenco do Santos, District Fisheries Officer, Lospalos  
Lucas Fernandes, National Fisheries Officer, Dili  
Mariana dos Santos, National Fisheries Officer, Dili  
Marvao Soares, National Park Ranger, Tutuala  
Mateus F. Siqueira, Chefe de Suco, Lore I  
Miguel Arkanjo, Fisherman, Com

Nelio Arnaldo Viegas, CTSP Focal Point at the Ministry of Agriculture and Fisheries, Dili  
Pedro Pinto, National Park Manager Ministry at the Ministry of Agriculture and Fisheries, Dili  
Ricardo Gomes, Fisherman, Lore I  
Robela Mendes, Women's Group, Com  
Roberto C. Lemos, National Fisheries Officer, Dili  
Rui Pinto, CTSP Project Manager, Dili  
Scott Atkinson, Conservation International, Honolulu  
Teofilo Maia, National Fisheries Officer, Dili  
Tito da Costa, Fisherman, Tutuala  
Venancio da Costa, National Park Ranger, Com  
Ze Meigo Ne To, Chefe de Suco, Mehara

The CTSP project—including the development of this publication—has been made possible with the generous support of the United States Agency for International Development (USAID).

This page is intentionally left blank

Pajina ne'e ami husik mamuk

Pedro Pinto, Diretor ba Parke Nasional iha Ministériu Agrikultura no Peskas, Dili  
Ricardo Gomes, Peskadór, Lore I  
Robela Mendes, Grupu Feto nian, Com  
Roberto C. Lemos, Funshonáriu hosi Diresaun Nasional Peskas, Dili  
Rui Pinto, Jektor Projetu CTSP nian, Dili  
Scott Atkinson, Conservation International, Honolulu  
Teofilo Maia, Funshonáriu hosi Diresaun Nasional Peskas, Dili  
Tito da Costa, Peskadór, Tutuala  
Venancio da Costa, Guarda Florestal iha Parke Nasional, Com  
Ze Meigo Ne To, Xefe Suku, Mehara

Projetu CTSP-inklui mós publikasun ida ne'e-la'o ba oin tanba simu apoiu hosi Agência Estado Unidos nian ba Dezenvolvimentu Internasionál.

# Rekoñesimentu

Matadalan ida ne'e halo tanba parte interesada barak fó sira-nia tempu, abillidade, matenek no rekursus ba projetu CTSP nian. Iha workshop rua ne'ebé halo iha fulan Marsu no Abril 2013, partisipante sira tuir mai ne'e mak fó kontribuisaun mak'as liu ba Matadalan ida ne'e:

Acasio da Costa, Funisionáriu hosi Diresaun Nasional Peskas, Dili

Adriano da Costa, Peskadór, Tutuala

Akina de Deus, Funisionáriu hosi Diresaun Nasional Peskas, Dili

Anselmo Amaral, Funisionáriu Projetu CTSP, Dili

Antonio Caetano, Funisionáriu hosi Diresaun Distrital-Ambiente, Lospalos

Antonio da Fonseca, Xefe Suku, Tutuala

Augusto Fernandes, Diretór Nasional Peskas iha Ministeriu Agrikultura no Peskas, Dili

Bendito Trindade, Funisionáriu hosi Diresaun Nasional Peskas, Dili

Bento dos Santos, Funisionáriu hosi Diresaun Distrital Peskas, Lospalos

Claudia Costa Pereira, Konsultor CTSP nian, Dili

Constancio Silva, Funisionáriu hosi Diresaun Nasional Peskas, Dili

Delio Ramos, Funisionáriu hosi Diresaun Distrital-Ambiente, Lospalos

Elizito de Jesus Ximines, Funisionáriu hosi Diresaun Distrital Peskas, Lospalos

Felisberto Lopes, Peskadór, Tutuala

Fernando da Silva, Funisionáriu hosi Diresaun Nasional Peskas, Dili

Fidelino Marques, Kontaktu CTI nian iha Ministeriu Agrikultura no Peskas, Dili

Henrique Sinao Barreto, Funisionáriu hosi Diresaun Nasional Peskas, Dili

Hipelito de Jesus, Diretór Distrital Peskas, Lospalos

Januario da Cruz, Xefe Suku, Com

Joao dos Santos, Funisionáriu hosi Diresaun Distrital Florestas, Lospalos

Joao Evarjéista Freitas, Funisionáriu hosi Diresaun Distrital-Ambiente, Lospalos

Joao Martins, Peskadór, Lore I

Jose Monteiro, Funisionáriu Projetu CTSP, Dili

Junior P.S Carvalho, Funisionáriu hosi Diresaun Nasional Peskas, Dili

Leonardo da Costa, Peskadór, Com

Lino de Jesus Martins, Funisionáriu hosi Diresaun Nasional Peskas, Dili

Lourenco do Santos, Funisionáriu hosi Diresaun Distrital Peskas, Lospalos

Lucas Fernandes, Funisionáriu hosi Diresaun Nasional Peskas, Dili

Mariana dos Santos, Funisionáriu hosi Diresaun Nasional Peskas, Dili

Marvao Soares, Guarda Florestal iha Parke Nasional, Tutuala

Mateus F. Siqueira, Xefe Suku, Lore I

Miguel Arkanjo, Peskadór, Com

Nelio Arnaldo Viegas, Responsável ba asuntos CTSP nian iha Ministeriu Agrikultura no Peskas, Dili

1. IIRR (1996), *Recording and using indigenous knowledge: A manual*. International Institute of Rural Reconstruction, Silang, Cavite, Philippines.
2. IIRR (1998), *Participatory Methods in Community-based Coastal Resource Management*. 3 vols. International Institute of Rural Reconstruction, Silang, Cavite, Philippines.
3. Folke, C., T. Hahn, P. Olsson, and J. Norberg. (2005). Adaptive governance of social-ecological systems. *Annual Review of Environment and Resources* 30: 441-73.
4. Keen, M., Bruck, T., Dyball, R. (2005). Social learning: a new approach to environmental management. Pages 3-21 in M. Keen, V. Brown, and R. Dyball, editors. *Social learning in environmental management: towards a sustainable future*. Earthscan, London, UK.
5. Fernandez-Gimenez, M. E., H. L. Ballard, and V. E. Sturtevant. (2008). Adaptive management and social learning in collaborative and community-based monitoring: a study of five community-based forestry organizations in the western USA. *Ecology and Society* 13(2):4. [online] URL: <http://www.ecologyandsociety.org/vol13/iss2/art4/>.
6. Pomeroy, R.S. and Rivera-Guieb, R. (2006) *Fishery Co-management: d Practical Handbook*. CABI Publishing, Wallingford, UK and International Development Research Centre, Ottawa, Canada.
7. Pomeroy, R. (2001) Devolution and fisheries co-management. In: Meinen-Dick, R. et al (eds) *Collective Action, Property Rights and Devolution of Natural Resource Management: Exchange of Knowledge and Implications for Policy*. Deutsche Stiftung für Internationale EntwicklungZentralstelle für Ernährung und Landwirtschaft (DSE/ZEL), Feldafing, Germany.
8. World Fish Center (2010) *Analytical Framework, Matrix and Tools for Gender and Fisheries*. WorldFish Center, Penang, Malaysia.
9. [www.socmon.org/pdf/GCRMN\\_Manual.pdf](http://www.socmon.org/pdf/GCRMN_Manual.pdf)
10. <http://www.icriforum.org/sites/default/files/crms-sourcebook.pdf>
11. <http://data.iucn.org/dbtw-wpd/commande/downloadpdf.aspx?id=9777&url=http://www.iucn.org/dbtw-wpd/edocs/2000-038.pdf>
12. <http://www.fao.org/docrep/009/x2400e/x2400e00.htm>
13. [http://www.limnaneetwork.org/files/Guide\\_and\\_Info\\_Sheets\\_complete.pdf](http://www.limnaneetwork.org/files/Guide_and_Info_Sheets_complete.pdf)
14. [http://www.icran.org/pdf/Methods\\_Ecological\\_Monitoring.pdf](http://www.icran.org/pdf/Methods_Ecological_Monitoring.pdf)
15. [http://oneocean.org/download/db\\_files/201001CoralReefMonitoringHandbook2ed.pdf](http://oneocean.org/download/db_files/201001CoralReefMonitoringHandbook2ed.pdf)

## Istoria Susesu Nian

Loke dalan ba áreas protejidas

Ho apoju hosi Coral Triangle Support Partnership (CTSP) ne'ebé hetan fundus husi USAID, Conservation International hamutuk ho Rai Consultadoria dezenvolve manual ida ne'enu'udar matadalan ba kooperasaun entre governu no komunidadade hodi halo jestaun konjunta ba áreas mariñas iha Timor-Leste. Manual ida ne'e, ho titulu "Matadalan ba Jestaun Konjunta Rekursus Naturais nian" haklaken oinsá bele hatutan esperiênsia jestaun ba áreas mariñas tolu iha Parke Nasional Nino Konis Santana (PNNS) ba área sira seluk. Manual ida ne'e espilika kona-ba oinsá servisu hamutuk ho komunidadade, oinsá haforsa relasaun entre komunidadade no governu, oinsá estabelese sistema jestaun konjunta ho baze komunitaria ne'ebé konsidera mos prátika kultural no tradisional (tara bandu), no oinsá integra sistema jestaun rekursus nian iha lei. Tamba uza esperiênsia projetu CTSP nian, manual ida ne'e sai referênsia ida ba governu no komunidadade sira, ba organizasaun sira seluk ne'ebé halo o servisu iha Timor-Leste no mos ba audiênsia Internasionál sira ne'ebé envolve iha Iniativa hosi Triângulu Koralliferu ba Resife Koralliferu, Peskas no Seguransa Alimentar.

Governu iha interese boot atu hatutan susesu hosi jestaun áreas mariñas nian iha PNNS no komunidadade sira sente orguilhu tebedebes tamba sira mos envolve an iha iniativa dada dalan ba konservasaun no jestaun ba rekursus iha sira-nia rai'n. "Buat ne'ebé governu no CTSP alkansa la'ós perfetu maibé bele halo ona servisu, hatere Augusto Fernandes, Diretor Nasional Peskas no Akukultura. Diresaun Peskas mos ajuda, ita rasik mak halo no ida ne'e ita-nia modelu. Ita mos hakarak halo hanesan ne'e iha área geopgráfika sira seluk ne'ebé iha prioridade". Ninia Xefe rasik, Sekretariu-Estadu Rafael Gonçalves, mos hatutan sentimentu ida ne'e: "Ita preziza iha kolaborasaun di'ak ho parte interesada sira, no hamutuk ita bele haluan ita-nia vizau no hatutan prosesuun ba áreas mariñas, la'ós de'it iha Parke laran, maibé iha distritu hotu-hotu".

Funsiônariu DNPA, diretor PNNS nian, lider komunitariu sira no peskadór sira iha áreas mariñas ne'ebé hetan jestaun, konkorda hotu katak modelu ida ne'e iha susesu tamba envolve komunidadade iha prosesu tomak, hahu hosi planeamentu to'o faze implementasaun jestaun ba áreas mariñas. Prosesu eduka, harii konfiansa no halo diskusaun, no servisu ho komunidadade tolu iha Parke Nasional, lao neneik-halo diskusaun, no servisu iha regulamentu governu lokal nian. Atu aseguira planu ba zoneamentu no jestaun iha regulamentu governu lokal nian. Atu aseguira planu sira ne'e lao ba oin, Governu iha nivel nasional tenke konfirma planu sira ne'e halo tuir lei Timor-Leste nian. Parte interesada sira koa'ilia dadaun kona-ba asuntus implementasaun no monitorizasaun.

Rezultadu final hosi prosesu ida ne'e mak áreas mariñas sei dezenvolve ho planu di'ak, jestaun di'ak no implementasaun di'ak. Biar sei iha dezafiu balun iha projetu-pilotu ida ne'e iha Timor-Leste, ita bele haree parte interesada hotu-hotu kontente no servisu ba objektivu ida de'it. Apoju ne'ebé CTSP fo ba komunidadade sira hodi estabelese áreas mariñas foun tolu ne'ebé hetan jestaun fo mos inspirasaun ba komunidadade sira seluk no governu atu servisu makas liutan hodi estabelese tan áreas protejidas iha ita-nia rai'n. Manual foun ida ne'e loke dalan ba objektivu ida ne'e.



Joao Martins, membru komunidadade Lore nian, partisipa iha diskusaun ho governu kona-ba manual jestaun konjunta nian.

*"Buat ne'ebé governu no CTSP alkansa la'ós perfetu maibé bele halo ona servisu. Diresaun Peskas mak ajuda ami, ita rasik mak halo no ida ne'e ita-nia modelu. Ita mos hakarak halo hanesan ne'e iha área geopgráfika sira seluk ne'ebé iha prioridade."*

**Augusto Fernandes**  
Diretor Nasional Peskar no Akukultura

Foto: Tory Read/USAID CTSP



## Identifika tópicus formasaun nian

Durante prosesu envolve komunidadade sira no durate períodu harii jestaun ho baze-komunitária, ita bele identifika nesesidade no oportunidade balun ba formasaun. Ita bele identifika no hilli de'it tópicu formasaun balun bainhira ita analiza no konsidera “saida mak komunidadade sira hakarak alkansa?”;

Buat ne'ebé ita prezisa diskute ho parte interesada sira inklui:

- Saida mak komunidadade hakarak halo?
- Tambasá sira hakarak halo? Iha motivasaun ka insentivu naton atu ita hala'o ka lae?
- Oinsá komunidadade sira hakarak halo, no impaktu saida mak ida ne'e iha ba abilidadade sira ne'ebé sira prezisa?
- Saida mak sira prezisa hatene ka bele halo atu alkansa buat ne'ebé sira hakarak?
- Sá abilidadade, koñesimentu no rekursus mak sira iha ona atu uza?

Situasaun ida-idak iha nesesidade formasaun la hanesan. Tópicu sira tuir mai mak tópicus formasaun projetu CSTP nian. Maioria formasaun inklui parte interesada sira hosi nivel hotu-hotu jestaun konjunta nian, maibé formasaun balun fo de'it ba audiénsia espesífiku tuir nesesidade.

- Programa *outreach* ba komunidadade;
- Halo orsamentu kolektivu;
- Introdusaun ba luku no hadi'a abilidadade ema nian iha bee-laran;
- Ekosistema: benefisius no kustus konservasaun nian;
- Planu ba jestaun mariña hosi komunidadade;
- Ekolojia bázika no komportamentu lkan Resife Koralfiferu nian, Lenuk Tasi nian, Trochus, Lesma Tasi nian, Ourixu Tasi nian;
- Ekolojia bázika Korál nian no konservasaun;
- Identifikasaun Lenuk Tasi nian;
- Impaktu hosi prátika ne'ebé halo estragu ba peskas;
- Regulamentu tradisionál no lei foun kona-ba peskas; Oinsá hatama buat rua ne'e iha; Regulamentu Suku nian;
- Tanbasá ita hotu-hotu bele koa'lia kona-ba asuntu ida ne'e: Knaar feto sira nian no grupu vulnerável sira iha peskas;
- Mudansa Klimátika;
- Konsiderasaun ba ekosistema bainhira halo jestaun ba Peskas;
- Jestaun Integrada ba Zona/Área Kosteira;
- Métodu monitorizasaun biolójika;
- Instala sinal avizu ne'ebé namlele iha tasi leten;
- Introdusaun ba turismu ne'ebé bazeia ba natureza;
- Uza siénsia hodi ajuda foti desizaun jestaun nian.

# Formasaun no Dezenvolvimentu Kapasidade

Durante prosesu tomak, CTSP fõ mós formasaun no dezenvolve kapasidade parte interesada sira-hataene katak CTSP la'õs fõ de'it formasaun no dezenvolve kapasidade atu parte interesada sira bele hala'õ sira-nia atividade ho efisiensia iha área-servisu Projetu CSTP nian, maibê atu harii mós ekipa ida, iha nivel oin-oin, ne'ebê iha abilidadade natõn atu adapta ba situasaun oin-oin no bele hala'õ fila atividade sira ne'e iha área sira seluk.

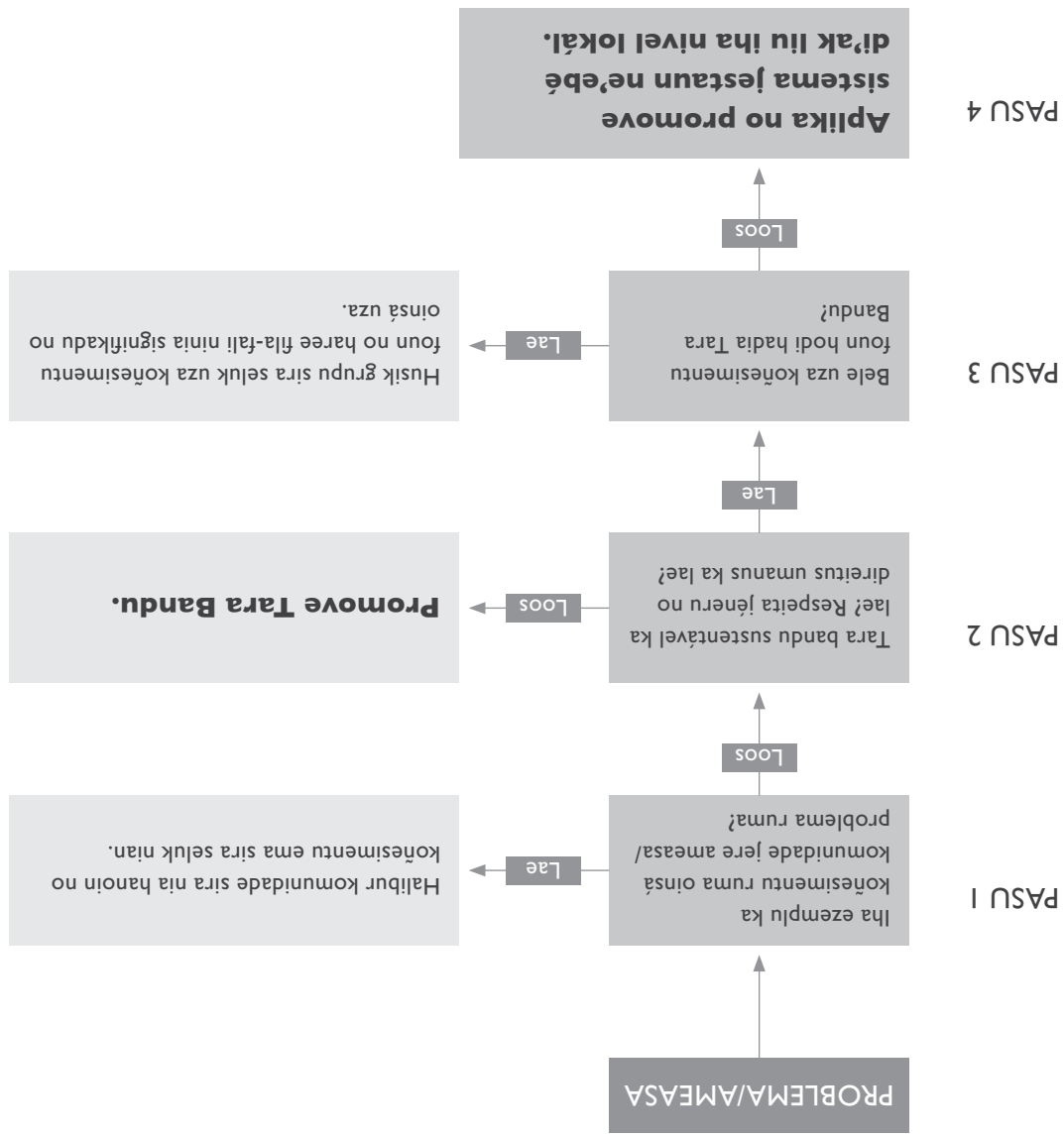
## Prinsipiu no Métodu

CTSP tuir prinsipius no métodos importante balun bainhira halo planu no implementa atividades projetu nian.

1. Nivel hotu-hotu Jestaun Konjunta nian-hosi Governu Nasional to'o nivel utente sira-nian (ema ne'ebê uza rekursus)—simu formasaun nu'udar dalan ida atu sira fahê koñesimentu no esperiênsia ba malu, aprende hamutuk no dezenvolve relasaun servisu entre sira no iha oportunidade ba kolaborasaun.
2. Formasaun hotu-hotu hili métodu "haforsa tan" koñesimentu no esperiênsia ne'ebê ida-idak iha ona tanba fõ oportunidade ba ida-idak aprende buat foun hosi kolega no belun sira seluk. Purezemplu, bainhira Komunidadade Timoran sira kahur malu ho komunidadade Indonezia sira, sira hetan oportunidade dia'k ida atu fahê sira-nia koñesimentu no esperiênsia ba malu no nune'e, sira haforsa sira-nia kapasidade.
3. Formasaun ba komunidadade sira hala'õ bainhira sira bele prátika kedas buat ne'ebê sira foin aprende, la'õs aprende de'it teoria. Partisipante katak formasaun hanesan ne'e mak dia'k liu.
4. Formasaun ida ne'e la'õs atu hatõ'o de'it koñesimentu ne'ebê membrus komunidadade sira seidak iha kona-ba implementasaun projetu, maibê haree mós ba abilidadade no koñesimentu jeral sira ne'ebê sira prezisa hodi bele ajuda foti desizaun no servisu nu'udar parseiru ez, oinsá envolve komunidadade sira, oinsá fasilita workshop rumu, oinsá prepara orsamentu.
5. Formasaun dezenvolve tuir konsetu "triple loop learning": Konsetu ne'e la'õs foka de'it ba faktus no número, maibê oinsá dezenvolve kompreensaan dia'k kona-ba ita-nia supozisaun (hanoin), objetivu, norma no valõr sira. Ekipa CTSP haree katak métodu ida ne'e dia'k tebetebes tanba ajuda parte interesada sira foti-desizaun.
6. Hafoin simu formasaun, ekipa proteju vizita parte interesada sira ne'ebê tuir kursu formasaun. Iha oportunidade ida ne'e, parte interesada sira bele husu esklarisimentu, halo pergunta foun, no sira mós bele hetan apoiu hodi aplica sira-nia abilidadade no koñesimentu foun.

Bele uza Tara Bandu, nu'udar fiar/kostume tradisional ida, iha pratika jestaun sientifika nian, maibe tenke uza ho kuidadu tamba prosesu ida ne'e envolve estruktura sosial ida hosi komunidadade. Grupu kiik ida ho "mane sira ne'ebé iha influensia mak'as" mak bainbain halo serimonia Tara Bandu ne'e no ida ne'e bele haforsa liutan sira-nia kbiit. Prosesu Tara Bandu bele hasees feto sira hosi prosesu foti desizaun no ida ne'e prejudika atividades projetu nian. Importante haree ba relasaun entre membrus komunidadade nian molok uza Tara Bandu.

Ho neon ida ne'e, CTSP uza eskema ida kraik ne'ebé hatudu etapa hotu-hotu ne'ebé nia halo servisu. Etapa 2 no 3 iha importansia espesial, ne'e duni, tenke aloka tempu naton iha proposta projetu atu haree didiak kestaun hotu-hotu.



**Tara Bandu no Estruktura Sosial Komunitaria**

batar ka tama iha natar ko'a hare balun bainhira seidak to'o tempu atu silu ka koa. Prohibisaun sira ne'e halo parte sistema responsabilidade (adat) atu garante katak komunidadade bele hetan ai-han ne'ebé nia prezisa.

Bandu ne'ebé ema tuir jerasaun ba jerasaun sei referê nu'udar "lulik" ka fatin sagradu. Purezemplu, fatin ne'ebé hotu-hotu fiar katak Bei ala (antepasadu) mai hosi ne'ebá sai fatin ne'ebé komunidadade sei halo serimonia no peregrinasaun. Fatin ka animál sira bele sai sagradu ka totémiku tanba komunidadade ninia fiar espirituál. Nune'e, grupu ida bele iha animál espesial ida (golfinu, lenuk) nu'udar animál totémiku tamba fiar katak animál ne'e lori espirtu Bei ala sira-nian.

Lia-fuan Tara Bandu signífika proibidu halo buat ruma/tama iha fatin ruma. Komunidadade harii ai-to'os ida iha fatin ruma ka kesitara horok ida nu'udar sinal proibisaun (katak ema ne'in ida bele tama ka bele hasai buat ida hosi fatin ne'e). Importante kompreende katak Tara Bandu la'ós hahalok ema mesak ida nian maibé envolve prosesu sosial kompleksu ida ne'ebé fó-hatene ba públiku liuhosi sinal proibisaun ida. Ema ne'ebé halo parte serimonia Tara Bandu la'ós ema naran de'it maibé ema ne'ebé komunidadade respetu nu'udar sira-nia representante (dala barak ferik ka katuas sira), ne'ebé iha kapasidade atu fó maldisaun ba ema ida/sira ne'ebé viola bandu ne'e.

Kona-ba jestaun ho baze komunitária, CSTP uza Tara Bandu atu haklaken proibisaun oin-oin liuhosi lia fuan, istória no parábola atu komunidadade en-gerál bele kompreende di'ak liu. CTSF hala'o diskusaun oin-oin entre idozu no peskadór sira no ajente esternu sira (biólogu sira) atu haklaken konseltu no razauun ba medida espesífika jestaun nian ne'ebé tenke foti. Ida ne'e garante katak sira ne'ebé responsabilidade ba serimonia Tara Bandu hatene tanbasá sira Tara Bandu no bele haklaken ba ema ne'ebé husu ka iha sesaun diskusaun ho utente rekursus nian.

Importante hanoin katak Ita-Boot la prezisa Tara Bandu nu'udar kondisaun ba halo jestaun eficiente iha Timor-Leste. Maibé, iha fatin balun, se Ita-Boot halo tuir dalan loos, Tara Bandu bele serve ba haforsa sistema jestaun lokal nian.

### Saida mak Tara Bandu?

#### 'dalan antigu ida atu introduz buat foun ida'

Tara Bandu (no lia fuan ekivalente iha lian nasional sira seluk) signífika prosesu tradisional ida ne'ebé komunidadade halo proibisaun permanente ka tempórariu no ema ne'in ida bele iha asesu ba ka uza rekursus naturais (ne'ebé defini iha Lejislasaun Kona-ba Areas Protegidas, Maiu 2013).

<sup>2</sup> Tuir eradisauñ, Tara Bandu aplika de'it iha kontestu jեսтаun ba ambiente/rekursu natural. Lejislasauñ kona-ba áreas protejidas (sei hakerek hela) mak sei fó definisauñ jurídika ba Tara Bandu. Iksus mai, Timor oan sira uza Tara Bandu nu'udar regra sosial ida atu rezolve problema entre membrus komunidadade nian hanesan violénsia doméstika.

Sistema Adat determina proibisauñ (ia husik halo buat ruma) barak (Bandu<sup>2</sup>). Proibisauñ bele halo beibeika durante periodu balun de'it. Proibisauñ sira ne'e oin-oin no bele konsidera nu'udar bandu ka lae. Purezemplu, atu hetan produtu ho kuantidade masimu, ema ne'in ida bele tama iha toos laran silu. Sistema Adat establese regras ne'ebé fó orientasauñ oinsa ema tenke haree malu atu haforsa sira-nia sentimentu nu'udar komunidadade, no oinsa sira relasiona ho meu-ambiente. Orientasauñ sira ne'e la'os hanesan ba fatin hotu-hotu no la'os hanesan ba komunidadade ida-idak.

Tuir esperénsia CSTP nian iha Timor-Leste, koñesimentu lokal haiis liu ba karakter holístiku. Uentes (grupu ne'ebé uza) rekursus nian koñese di'ak ambiente ne'ebé haleu sira-nia moris loron-loron nian, no koñesimentu ida ne'e iha ligasauñ makas ho sira-nia kultura no relijiaun. Lihosi sistema Adat no Tara Bandu ita bele komprende loloos komunidadade sira-nia perspetiva (opiniaun) kona-ba rekursus naturais, no sira-nia komportamentu no insentivu kona-ba uzu no kuidadu ba rekursus ne'e.

## Saida mak Tara Bandu?

## Esperénsia CSTP nian ho Tara Bandu

- Dekretu-Lei 5/2005 no 6/2004 iha klauzula balun ne'ebé fó rekonesimentu formal ba Grupu ba jեսтаun Konjunta no sira simu autoridade hosi Governu Nasional atu jere sira-nia rekursus no tuir Regulamentu Suku nian. Rekonesimentu formal ne'e tenke hetan lihosi Diploma Ministerial.
- Nunemos, iha Dekretu Lei 6/2004, klauzula ida ne'ebé refere ba mapas zoneamentu no planus ba sira-nia jեսтаun katak sei hetan rekonesimentu ofisial nu'udar zonas reabastimentu peskas nian. Ida ne'e signifika katak Governu Nasional rekonesee areas balun nu'udar areas ne'ebé tama iha jեսтаun lokal. Rekonesimentu formal ne'e tenke hetan lihosi Diploma Ministerial.
- Iha projetu CSTP, Diploma Ministerial foi halo ba dahiluk atu establese formalmente akordus ba jեսтаun Konjunta iha Timor-Leste. Diploma sira ne'e halo espesialmente atu uza nu'udar modelu ba area sira seluk.

### Ligasauñ formal jեսтаun komunitaria ba Regulamentu Nasional

- Planu Dezenvolvimentu Lokal mak planu servisu ne'ebé la'o duranmte tinan lima. Planu sira ne'e prepara ho partisipasauñ komunidadade nian no hatudu saida mak lideres komunitarius sira hakarak alkansa iha sira-nia suku.
- Konsellu Suku halo revizauñ no atualiza planu sira tinan lima-lima.
- Inklui preokupasauñ prinsipal ambiente nian-ne'ebé tama iha planus jեսтаun komunitaria-garante katak lideres komunitarius sira bele iha asesu ba osan ne'ebé Governu sentral aloka ba knaar ne'ebé iha relasauñ ho problema ambiental.

### Hatama preokupasauñ kona-ba Ambiente iha Planu Dezenvolvimentu Lokal

# Institusionaliza CBNRM nu'udar parte ida hosi Sistema ba Jestaun Konjunta

## Mekanismu Administrasun hosi Suku no Governu nasional

Hatoin komunidadade deside ona kona-ba mapas zoneamentu no planus jestaun no Konsellu Suku aprova, pasu tuir kedas mak institusionalizasun ba mapas no planus no Governu nasional no Suku adopta instrumentu sira ne'e nu'udar mekanismus administrasun nian.

Iha Projektu CTSP nian, grupu jestaun konjunta:

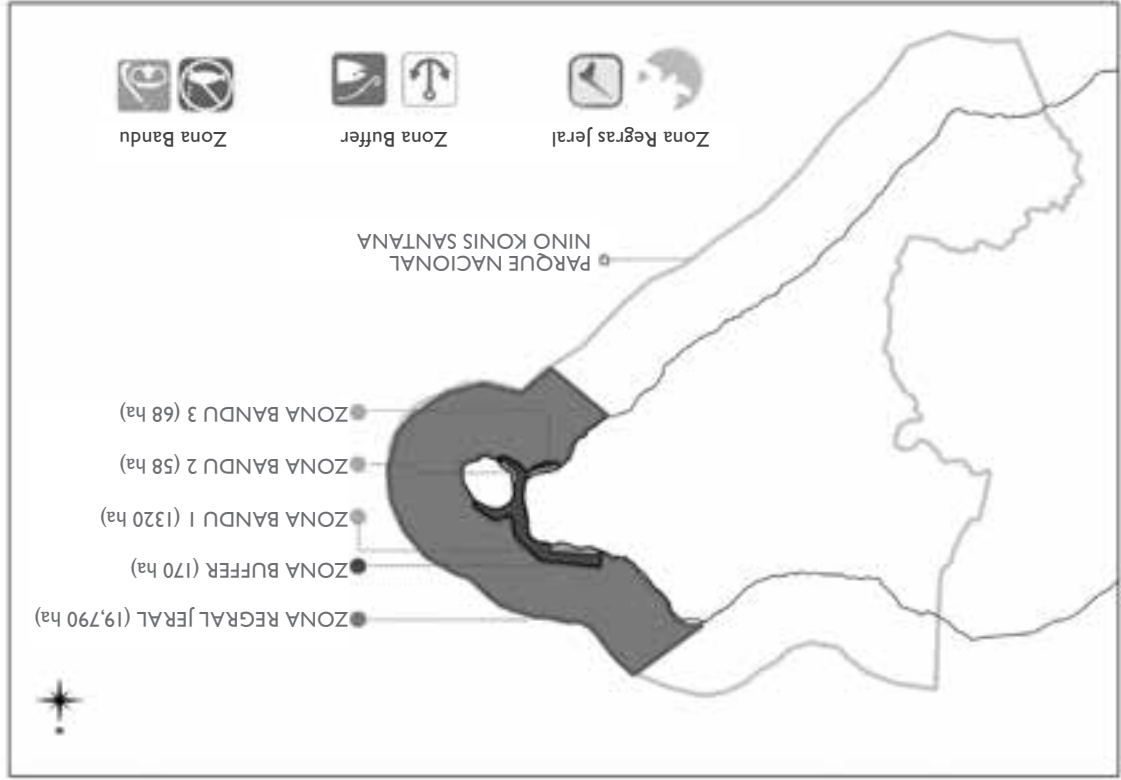
- Anekxa sira nia planu ba Regulamentu ba Konsellu Suku;
- Ofisializa planu sira ne'e liuhosi serimonia Tara Bandu;
- Hatama planu sira ne'e iha Planu Dezenvolvimentu Lokal;
- Estadu rekonehe formalmente planu sira ne'e liuhosi Diploma Ministerial.

### Anekxa Panus ba Regulamentu Konsellu Suku nian

- Tuir kuadru estatutariu ba autoridade lokal iha Timor-Leste (Dekretu-Lei 5/2004 no Lei 3/2009), Konsellu Suku mak entidade responsavel atu koordena atividades dezenvolvimentu iha Suku. Regulamentu Suku nian mak dokumentu ida ne'ebé estabelese regras no regulamentus iha nivel lokal, inkluidu kona-ba uzu rekursus naturais nian.
- Bainhira Konsellu Suku hatan ona, mapas zoneamentu no planu jestan ba zona sira ne'e sei deklarara nu'udar aneksu formal ba Regulamentu Suku nian no sei aplika iha nivel lokal.

### Hala'o Serimonia apropriadu Tara Bandu

- Lei Tradisional bazeia ba sistema Adat no Tara Bandu ne'ebe espesifiku ba fatin ida-idak. Tenke haree lae se bele uza Tara Bandu nu'udar mekanismu di'ak ida atu haforsa partisipasun komunidadade nian iha jestaun (haree kazu estudu iha kraik mai hosi esperiensa CSTP nian ho Tara Bandu)
- Keta di'ak karik, ritu kultural Tara Bandu bele aplika atu:
  - › Fo validade ba area protejida ne'ebé CSTP hili;
  - › Ajuda regula asesu ba rekursu;
  - › Konfirma regras no penalidades iha Regulamentu Suku nian.
- Bainhira lider tradisional sira tama mos iha prosesu konsulta komunitaria, zoneamentu no planeamentu—liuhosu grupu ba jestaun konjunta ka Konsellu Suku—ita bele dezenvolve sistema sira ne'ebé ladun haketak hosi pratika tradisional sira no nune'e fasil liu atu akomoda liuhosi serimonia Tara Bandu.



**Figure 3.** Ezemplu Mapa Zoneamentu nian - Tutualla

## Finaliza Mapas Zoneamentu nian

Haree ba opinaun no rekomendasauun hosi revizaun sientifika rua, komunidadade sira tuur hamtuk fila falli hodi konsidera alternatiba sira seluk ba zoneamentu. Komunidadade haree mós sa zoneamentu mak dikak liu atu hasées sira-nia an hosi konfritu no oinsá sira kontinua iha asesu ba rekursus. Sira mós haree se área sira ne'e iha luan naton ba komunidadade sira bele halo patrulla, monitoriza no halo avaliausan. Versaun final haruka ba Konsellu Suku atu aprova.

**Tip.** Dalabarak ema fiar katak espesialista sira de'it mak iha kapasidade atu rezolve problema oin-oin ne'ebé mosu iha jestaun lokal rekursus nian. Esperénsia CTSP nian hatudu oin-seluk: katak komunidadade ninia koñesimentu lokal natón atu foti desizaun kona-ba zoneamentu no jestaun.

Tanba komunidadade sira iha oportunidade atu halo rasik, no hafoin sira halo, "especialista sira" konfirma sira-nia desizaun, komunidadade sira sente kontente no orgulhu katak projetu ne'e sira-nian mós.

Ikus mai, bainhira ekipa siéntista internasionál vizita fali Timor-Leste hodi halo peskiza biológjika, sira mós halo revizau siéntifiku ba dala rua ba zoneamentu. Rezultadu husi ekipa siéntifiku konkorda ho desizaun zoneamentu no jestaun nian ne'ebé komunidadade sira foti, tuir sira nia koñesimentu lokal.

Komunidadade sira aprezena esbosu dahiluk zoneamentu nian ba Ekipa Regional CSTP nian bainhira sira mai vizita Timor-Leste atu bele hetan konfirmasun siéntifika. Konfirmasun ida ne'e foka liulin ba reziliensia klimatika zona sira nian nu'dar rede ida no konsidera zonas nu'dar rede ida la'os buat ida ne'ebé mesak de'it. Tenki hare no fo mos konsiderasun ba faktores hanasan representatividade, konektividade no rede de kontaktu.

## Konfirmasun Siéntifika Zoneamentu nian

**Tip.** Bainhira ita inklui membrus Konsellu-Suku iha atividades planeamentu komunitariu husi hahu kedas, no inklui sira iha grupu ko-jestaun, prosesu atu hetan aprovasun husi Konsellu-Suku fasil no lais liu.

Hatoin halo tiha esbosu ida ba planu jestaun, grupu jestaun konjunta aprezena esbosu ida ne'e ba Konsellu Suku no konvida sira atu hato'o sira-nia komentariu. Membrus Konsellu balun lori ideia sira ne'e no diskute tan ho sira-nia komunidadade rasik. Xefe Suku sira halo diskusun ho membrus komunidadade, representante feto sira halo diskusun ho feto sira hosi suku sira seluk, lider juventude sira diskute ho joven sira seluk no idozu no lider komunitariu sira halbur malu hodi koalia oinsá hatama zoneamentu no regras iha sistema adat no lisan nian.

Hatoin mapa no planu sira ne'e hetan ona konfirmasun siéntifika, konsellu suku sei fo aprovasun final ba planu sira ne'e.

## Aprovasun Preliminár Planu sira-nian

**Tip.** Bainhira hili indikador sira ba peskas, ita prezisa fo-hatene ba membru komunidadade sira sa tipu espesie mak ekosistema sira prezisa hodi iha saúde dia'k. Puzemplu, ikan karnivoru hanasan garu'pa bele sai importante tanba fo benefisiu ekonómiku. Maibé importante mós inklui ikan erbivoru hodi halo mundansa iha nivel trófikku no hasae kapasidade resife koral nian atu rekupera bainhira iha mudansa klimatik.



Membru sira husi Konsellu Suku no grupu jestaun konjunta konsidera informasaun sira ne'e no diskute oinsa relasiona ho pratika lisan no adat nian, no mos regras no regulamentu sira ne'ebé tama iha proposta ba areas jestaun. Lider Komunitariu sira konkorda katak bele halo justisa liuhosi penalidade alternativu, hanesan hamoe ema ka obriga ema halo servisu komunitariu, no kastigu sira ne'e efetivu liu duke multa administrativa no hatama ema ba komarka (prizaun).

## Monitorizasaun Biolojika

Protokolu ba halo monitorizasaun biolojika tenki:

1. Liiga direktamente ba objetivu jestaun nian ba area jestaun nian.
2. Dezenvolve tur kapasidade hosi ema ne'ebé monitoriza no haree se ema ne'e iha tempu atu halo.
3. uza espesie oin-oin ne'ebé iha importansia kultural, ekonómika no ekolojika nu'udar indikador.
4. Buka halo ligasaun ho planu no protokolu monitorizasaun biolojika sira ne'ebé ajensia sira seluk halo ona (ez. Governu no ONG sira).

Ezemplu oinsa liiga monitorizasaun biolojika ba objetivu jestaun nian:

<p><b>Objetivu Jestaun 1:</b> Iha ikan liutan no boot liutan</p> <ul style="list-style-type: none"> <li>• Estimativa kona-ba Biomasa.</li> <li>• Númeru ikan ba espesie indikador nian.</li> <li>• Monitorizasaun ba estimasaun tamañu ikan nian no espesies indikador nian.</li> </ul>
<p><b>Objetivu Jestaun 2:</b> Atu kaer ikan liutan</p> <ul style="list-style-type: none"> <li>• Monitorizasaun ba Esforsu Kaer Fur Unidade.</li> <li>• Espetaktivaba kaer ikan.</li> </ul>
<p><b>Objetivu Jestaun 3:</b> Atu kaer liutan ikan oin-oin</p> <ul style="list-style-type: none"> <li>• Sura espesie sira ne'ebé nu'udar indikador atu hatuir espektativa komunidadade nian kona-ba variedade.</li> </ul>

**Tip.** Iha metodolojia oin-oin barak ne'ebé bele uza hodi halo peskiza biolojika. Hatudu ba komunidadade sira metodolojia sira ne'ebé hodi buka-hatene sa metodu mak sira prefere uza. Komunidadade sira sei envolve an liutan bainhira ita uza metodu sira ne'ebé sira gosta, tanba ida ne'e fo insentivu ba sira. Importante uza metodolojia hanesan durante perodu ida, selae susar atu halo komparaun dadus aban-bainrua. Projetu CTSP koko uza metodolojia "Manta Tows", Kuadratin, no Resenseamentu Visuali Ikan nian maibe komunidadade sira gosta liu Manta Tows. Tanba ne'e komunidadade sira foti dadus ne'ebé loos no bele uza. Bainhira kompara dadus ne'ebé peskadór sira husi Com foti liuhosi Manta Tows ho dadus ne'ebé peskadór ho esperiensa barak liu foti liuhosi Manta Tows, rezultadu sira ne'e maisounenus hanesan de'it no iha de'it iha diferenca 1% de'it hosi estimativa total.

Komunidadade ida-idak hat'o opsauñ oin tolu ba zoneamentu-ida-idak ho ninia áreas no proposauñ sira ne'ebê designadu nu'udar "zonas ne'ebê labele kaer no hasai buat ida". Mapa sira ne'e sei rai nu'udar esbosu to'o tempu ne'ebê ekipa espesialita ruma verifika.

**Tip.**

Bainhira foti desizaun kona-ba zoneamentu, ita prezisa mós konsidera impatu mundansa klimatika no reziliensia nu'udar asuntu ida iha soren no desizaun zoneamentu tenke halo tuir. Iha pasu barak ne'ebê bele harri reziliensia ekosistema sira-nian bainhira halo zoneamentu.

Hosi pespetiva peska nian, prinsipiu reziliensia importante ne'ebê ita konsidera mak:

- Harri área marina protejida ne'ebê boot ho funsauñ oin-oin
- Proibe atividade sira ne'ebê halo estragus
- Asegura katak área sira ne'ebê define nu'udar zona sira ne'ebê labele kaer no hasai buat ida inkui fatin sira ne'ebê kritiku no mós katak área sira ne'e tenke boot naton ba nesesiidade espesie prioridade sira-nian
- Haketak área sira ne'ebê defini nu'udar zona sira ne'ebê labele kaer no hasai buat ida, entre 1 to'o 20 km.
- Buka protesaun ba zona "upstream" husi korente
- Minimiza ameasa esterna
- Inkui abitat importante hotu-hotu no proteje abitat sira ne'e.
- Inkui fatin sira ne'ebê hatudu uluk reziliensia.

## Dezenvole Planus Jestauñ

Durante prosesu zoneamentu, komunidadade ida-idak dezenvole mós sira-nia planu jestauñ atu tau matan ba implementasaun zona sira-nian. Planu jestauñ sira inkui:

- a. Objetus jestauñ nian
- b. Mapa ho zonas
- c. Regras no regulamentu ba zona ida-idak
- d. Penalidade atu implementa
- e. Protokol ba monitorizasaun biolojika
- f. Knaar no responsabilidade parte interesada sira-nian

Tuir hakerek iha leten, Parte A, B no C determina liuhosi prosesu zoneamentu. Parte D, E no F determina liuhosi dialogu entre grupu jestauñ komunidadade sira-nian no Konsellu Suku.

## Penalidade atu ezekuta

Grupú jestauñ komunidadade sira-nian hahu diskute ona kona-ba Kódiġu Penal bainhira sira halo enkontru. Diskusauñ foka liuliu ba penalidade sira ne'ebê relasiona ho violasaun ruma ba peskas, no aplikasaun katak bele uza penalidade lokal ez, hamoe ema iha fatin publiku ida nu'udar meu ida duke penalidade sira ne'ebê hakerek iha Kódiġu Penal.

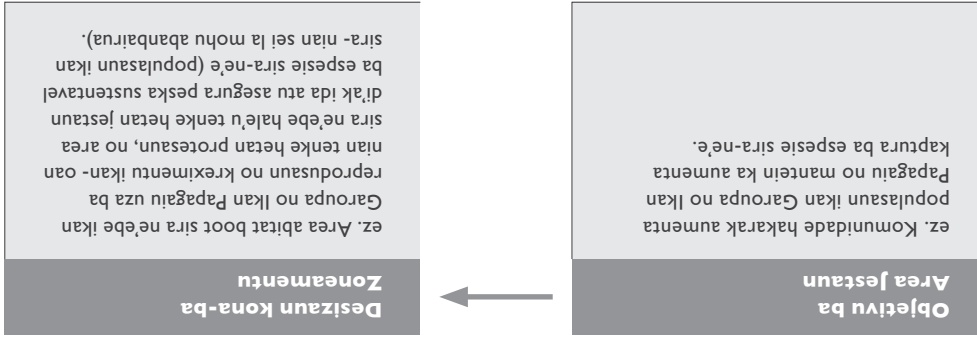
<p><b>Zonas Ne'ebé Labele Kaer No Foti Buat Ida Hosi Ne'eba</b></p>	<ul style="list-style-type: none"> <li>• Halo hodi foti maisounenus 20% prosesun ba kada tipu abitar.</li> <li>• Probidu halá'o atividade hotu-hotu ne'ebé relasiona ho peskas no meti ba espesie hotu-hotu: iha rai maran, entre mare (tasi tun no sae) no iha bee laran.</li> <li>• Probidu (la husik) ró tama no sirkula iha laran.</li> <li>• Probidu hatun ankora ró nian.</li> <li>• Husik ema nani no luku tasi (maibé ladun klean/ka iha tasi leten deit).</li> </ul>
<p><b>Zonas "Buffer"</b></p>	<ul style="list-style-type: none"> <li>• Atua nu'udar zonas ne'ebé fó prosesun ba zonas ne'ebé labele kaer no hasai buat ida.</li> <li>• Regras ba ekipamentu peskas nian: Probidu peska ho rede peskas nian no labele satan movimentu ikan sira-nian. Bele kaer ikan ho diman de'it.</li> <li>• Probidu halá'o atividades hotu-hotu ne'ebé relasiona ho peskas durante perflu balun</li> <li>• Husik hatun ankoras ró nian</li> <li>• Husik ema nani no luku tasi iha tasi-leten de'it.</li> </ul>
<p><b>Zonas Ho Regras Jerais</b></p>	<ul style="list-style-type: none"> <li>• Area sira ne'ebé seleSIONa nu'udar fatin atu implementa leis Peskas nian (tamañu minimu, kaer lenuk, no regras ba ekipamentu peskas nian, etc).</li> </ul>

Ho buat sira ne'e, komunidadade sira habu defini sira-nia zonas. Areas protejidas inklui zonas oin tolu: **1)** zonas ne'ebé labele kaer no hasai buat ida hosi ne'ebá **2)** zonas "buffer" no **3)** zonas ho regras jerais.

Objetivu Jestaun nian	Kriteria ba Zoneamentu	Orientasaun ba Jestaun Zona sira-nian	Konsiderasaun ba Jestaun	
Iha ikan	Foka ba abitar espesies-alvu nian no sira-nia siklu vida nian	<ul style="list-style-type: none"> <li>• Hatama abitar hotu-hotu ne'ebé espesie sira ne'ebé uza ba reproduisaun no kreiximentu to'idade ho maturidade seksual</li> <li>• Hatama area barak (toiu ka liu) ho kada tipu abitar. Halo ida ne'e atu garante katak area balun ho kada tipu abitar bele kontinua saudavel bainhira area sira ne'ebé hetan estragus.</li> </ul>	<ul style="list-style-type: none"> <li>• Hatama area koralfifera ne'ebé iha sadde dia'k (kor korál nian la sai no moras ruma la kona durante tinao 10 to'o 20)</li> <li>• Hatama area sira ne'ebé bee malirin liu (tanda bee fresku suli iha leten ka iha rai okos)</li> </ul>	<ul style="list-style-type: none"> <li>• Hamenus presaan ba abitar sira ne'ebé importante ba espesie importante sira (meti, hatun ankora, sedimentasaun, erozaun nutritient/kimikus etc)</li> </ul>
Iha ikan ho tamañu boot			<ul style="list-style-type: none"> <li>• La bele peska iha area sira ne'e</li> <li>• Tau limite ba tamañu ikan nian</li> <li>• Limite ekipamentu/meiu ba peska, liuliu sira ne'ebé halo estragus</li> </ul>	
Iha ikan oin-oin liutan			<ul style="list-style-type: none"> <li>• La bele peska iha area sira ne'e</li> <li>• Limite kaptura (bele peska maibé ho limite)</li> </ul>	

Prosesu ida ne'e envolve kedas komunidadade sira atu sira mak identifika rasik sira-nia objetivus jestaun. Projeitu CTSP foka liuliu ba oinsa mantein populasaun ikan nian. Komunidadade hatete sa espesie ikan nian mak importante ba sira, no ajuda foti desizaun ba zoneamentu no, ikus mai, ajuda mós halo planu jestaun ba zona sira ne'e tuir nesesidade espesie sira-ne'e nian.

1. Bazeia ba objetivu prinsipal komunidadade sira-nian no dezenolve ho sira-nia partisipasaaun no apoiu;
2. Konsidera nesesidade soso-ekonomika no ezijénsia ekolojika;
3. Konsidera objetivu oin-oin atu identifika eskema zoneamentu ida ne'ebé dia'k liu;
4. Define loloos iha mapa;
5. Iha objetivu jestaun klaru no distintu;
6. Iha planu jestaun ida; no
7. Formalizadu no rekonehidu liuhosi meu legal no meu efetivu sira seluk.



Zoneamentu ajuda komunidadade sira, grupu sira ne'ebe halo jestaun konjunta no governu atu allkansa sira-nia objektivus. Prosesu zoneamentu tenke konsidera aspetu no objektivu biolojiku no sosio-ekonomiku no tenke haree mós ba nesesidade sistema biolojiku sira-nian (ez. ekosistema resife koralliferu nian) hodi sai saudavel no produktivu nafatin, atu nune'e, sira bele fornese nafatin rekursu sira ne'ebe importante ba komunidadade sira (ez. Ikan Resife Koralliferu nian). Ne'e mak, bainhira ita halo zoneamentu, ita tenke konsidera **objektivu area sira ne'ebe jere**.

Zoneamentu importante tebebes atu bele halo jestaun ho susesu ba area sira ne'ebe uza ba objektivu oin-oin. Zoneamentu identifika area sira ba atividade espesifika hanesan peska no turizmu no area sira ne'ebe tenke fó protesaun tanba sira iha karateristika no funsaan ekolojika importante, purezemplu, populasaun espesie ikan nian sei la mohnu bainhira sira iha fatin ida da sira tau tolun no boot.

## Identifika area sira atu proteje (halo zoneamentu)

Hatoin halo mapa abitat no perfil espesie nian, tenke konfirma informasaun sira ne'e liuhosi peskiza iha baze/kampu. Komunidadade sira hetan formasaun kona-ba teknika halo peskiza biolojika (projetu CTSpuza "manta tow" no resenseamentu vizual ba populasaun ikan nian). Komunidadade sira kompara dadus ne'e ho informasaun ne'ebe sira hatama ona iha mapa abitat nian ho perfil espesie sira-nian. Mapa sira finaliza ho ajustamentu kiik balun.

## Verifikasaun ba Servisu iha Baze/kampu

**Tip.** Molok hahu halo perfil espesies sira-nian, di'ak liu buka hatene uluk espesie oin-oin sira-nia naran lokal. Purezemplu, komunidadade lokal konsidera ikan-pari no tubaraun nu'udar ikan ka lae? Sira konsidera kordal nu'udar fatuk, ka kriatura moris ida? Keta ita iha oportunidade atu envolva mak'as komunidadade karik, ita sei hatene loloos buat sira ne'e hotu molok ita.

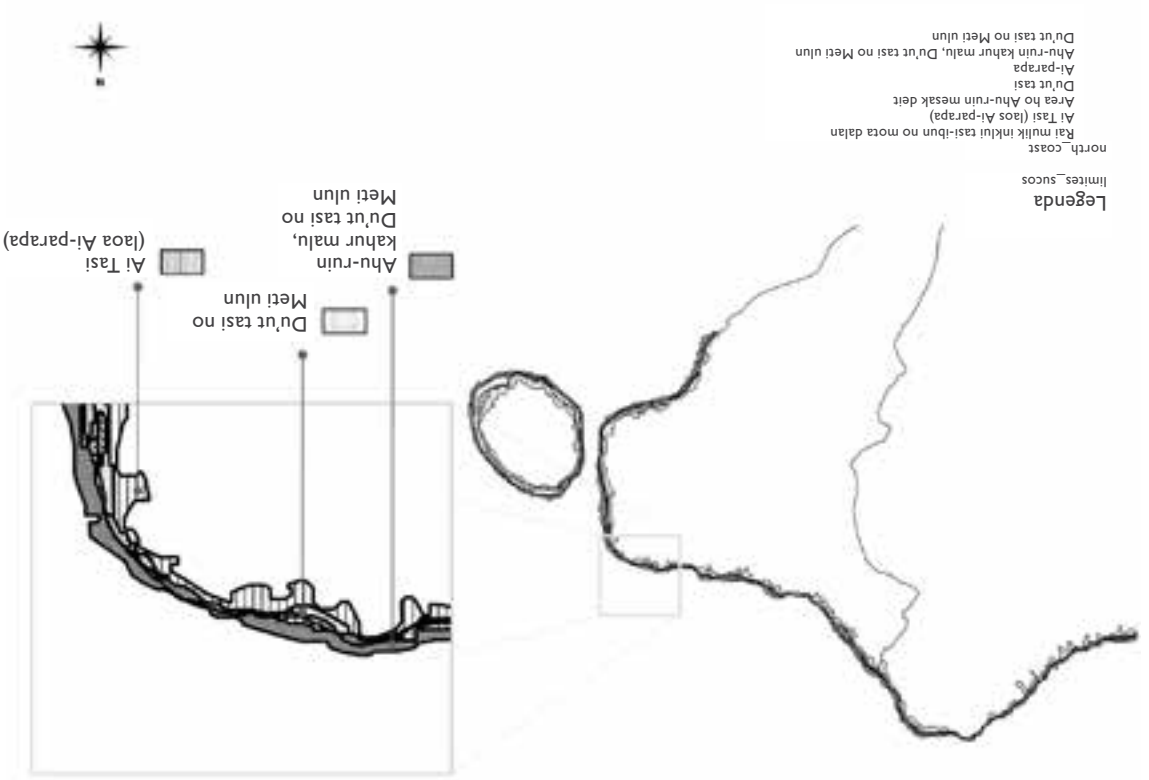
Hatama iha mapa abitat sira-nian, informasaun ne'ebe ita hetan kona-ba distribuisaun espesies sira-nian (fatin hotu-hotu ne'ebe espesie ne'e moris). Komunidadade sira hatete katak sira apresia tebebes prosesu halibur informasaun kiik ne'ebe sira ida-idak hatene no uza nu'udar kohesimentu grupu tomak nian.

**Perfil espesies nian**

Ho dadus ne'ebé ekipa projetu hetan liuhosi entrevista, sira halo lista ida ho espesie sira ne'ebé barak liu iha abitat sira ne'e ka ema uza liuliu. Lista verifikasun ida ne'e iha maizoumenus espesie 90 oin-oin. Ekipa projetu konfirma lista verifikasun sira ne'e ho imajen koloridu, fotografia no espesimen moris iha workshop no iha grupu diskusun.

Liu tiha ida ne'e, ita bele husu tan informasaun kona-ba espesie ida-idak no hadi'a sira-nia perfil (ita prezisa adapta perguntas sira ne'e ba rekursus naturais no ekosistema ida-idak):

- Espesie ida ne'e narran lokal, saida?
- Tanbasa iha narran ida ne'e?
- Iha istoria ruma kona-ba espesie ida ne'e?
- Sa kondisaun mak espesie ida ne'e prezisa hodi moris diak?
- Bainhira mak espesie ida ne'e tau-tolun/no reprodus?
- Espesie ida ne'e tau-tolun/no reprodus iha ne'ebé?
- Sa tamañu/medida ka idade mak espesie ida ne'e tau-tolun/no reprodus?
- Sa tamañu/medida mak espesie sira tenke iha bainhira ita kaer ka uza sira?
- Sa parte abitat nian mak espesie ida-ne'e moris?
- Sa espesie seluk mak ita hetan iha area hanesan?



**Figure 2.** Ezemplu Mapa Abitat sira-nian-Tutuata



**Tip.**

Ute sira (ema ne'êbe uza rekursus naturais) hanesan peskador sira-la haree abitat nu'udar buat ida ne'êbe lao mesak. Durante prosesu halo mapa abitat sira-nian, ita prezisa rona diskusuan no ita bele rona informasaun kona-ba espesies ne'êbe moris iha abitat sira ne'ê nia laran. Bele hatama informasaun sira ne'ê iha mapa ne'ê durante faze halo perfil espesie sira-nian.

Ikus Iiu, ekipa proiektu prega surat-tahan boot, tutan-malu, iha didi-lolon no projeta iha ne'eba mapa area nian ne'ebé hasai hosi *Google Earth*. Ho indikador ahi-mean kiik (ne'ebé uza hodi hatudu buat ida-dak iha kuaru mutin) no markador, grupu partisipante sira haree fila fali detalles no hamtuk decide sa informasaun mak sira uza hodi finaliza informasaun kona-ba abitat sira. Durate prosesu ne'e, ekipa proiektu nian hatama dadau dadus iha komputador.

Hatoin komunidadade marka ona area ne'ebé haleu abitat ida-idak, ekipa proiektu fo mapa koloridu A2 ho plastiku transparente hodi taka iha leten. Komunidadade sira uza makardor hodi transfere informasaun hosi mapa koloridu ba plastiku ne'e.

Biar aktividade ida-idak uza teknolojia oin-oin, la'os karun hala'o aktividade sira ne'e no fasil ba komunidadade ne'ebé de'it halo tur. Mapa uluk Iiu halo ho surat-tahan A3, ne'ebé taka iha didi-lolon. Surat-tahan sira ne'ebé hatudu de'it Iina kosteira (marka tur tasi-ninin) no mos markasaun ba baliza no fatin importante balun. Membre komunidadade sira fo-sai informasaun kona-ba abitat sira ho kaneta kor oin-oin.

CTSP envolve komunidadade bainhira halo mapa abitat sira-nian. Partisipante sira kontribui ba halo mapa oin-oin. Peskador sira konsentra Iuliu ba mapa abitat tasi-laran no tasi-ibu nian no parte interesada sira seluk hato'o informasaun kona-ba rekursu sira seluk. Purezemplu, partisipante terseira idade nian fo informasaun kona-ba fatin sira-nia naran no sira-nia istoria no mos baliza sira ne'ebé importante. Eis-guerrilleiru sira ajuda marka iha mapa, dalan la'o ne'ebé sira uza atu movimenta iha ai-laran to'o tasi-ibun. Feto sira fo informasaun kona-ba area tasi-ibun nian ne'ebé sira meti bainhira tasi tuun. Partisipante sira fo mos informasaun kona-ba area sira ne'ebé iha valor istoriku no sosial.

## Mapa kona-ba Abitat sira

**Tip.** Timor-oon sira iha kohesimentu lokal ida ne'ebé ho'listiku. Sira hasai kohesimentu hosi sira-nia relasaun ho sistema natural no sosial no hosi relasaun entre sistema rua ne'e. Tanba ne'e, utente sira (sira ne'ebé uza rekursu naturais) kompreende kleon kona-ba relasaun entre ekosistemas naturais.

Purezemplu, peskador sira hatene katak ikan sira preziza abitat oin-oin durante faze oin-oin sira-nia vida nian (pe sira preziza fatin ida ba tolun,atu boot, etc). Nune'e, sira hatene mos katak bainhira abitat ida hetan estragus, sei iha efeitu oin-oin no sei afekta ikan ne'ebé sira hakarak kaer. Importante tebetebes halbur informasaun sira ne'e.

Ita bele haree katak *Kultura, fjar no superstsiaun mai hosi relasaun entre sistema natural no social*. Relasaun ida ne'e iha influencia mak'as hahalok babain no desizun peskadores sira nian hodi aseita praktikalka metodo foun ruma.

Iha referensia diak konaba topicu hiran ne'e. Refere ba *Capitulo 7 Fonte ida que diak information*. Iha referensia diak konaba topik sira ne'e. *Konsulta Kapitulo 8 Rekursus ne'ebé fo benefisus*.

## Buka hatene kona-ba Espesie no Abitat sira hosi komunidadade lokalig

Molak ita hili sa rekursus naturais no sa area mak ita tenke fo protesausun no halo planu jestaun ne'ebê didak duni, importante komprende didiak spesie no abitat sira iha area sira ne'e no hatene sada mak iha prioridade liu atu komunidadade sira tau-matan ba. Diak liu hahu buka hatene buat sira ne'e hotu hosi komunidadade lokal.

CTSP uza metodu avaliasaun oin-oin no lais tebetebes hodi buka-hatene kona-ba spesie no abitat sira hosi komunidadade lokal sira:

<p><b>MATRIZES</b></p> <ul style="list-style-type: none"> <li>• Klasifikasaun preferensia</li> <li>• Klasifikasaun problema nian (klasifika 1, 2, 3)</li> <li>• SWOT's</li> <li>• Analize hosi Parte Interessada sira</li> </ul>	
<p><b>METODU GRUPO</b></p> <ul style="list-style-type: none"> <li>• Diskusaun tema iha grupu</li> <li>• Kadi kakutak</li> <li>• Atividade hametin ekipa</li> </ul>	
<p><b>METODU TEMPORAL</b></p> <ul style="list-style-type: none"> <li>• Matriz Kalendaru sazonal</li> <li>• Liña istorika sira</li> <li>• Narrativa istorika</li> <li>• Atividade loran-loron nian (oins fetu sira fahe tempu)</li> <li>• "Transect" Istóriku</li> </ul>	



# Estabelese Jestaun ba Rekursus Naturais ho Baze-Komunitária (nu'udar Komponente ba Jestaun Konjunta)

Jestaun ba Rekursus Naturais ho Baze-Komunitária (JRNBK) mak komponente ida ne'ebé importante tebetebes iha Sistema Jestaun Konjunta nian. Iha Timor-Leste, JRNBK loke dalan ba Governu Nasionál fó autoridade no responsabilidade balun ba grupu ruma iha nivel lokal atu ajuda Governu halo jestaun ba rekursus naturais.

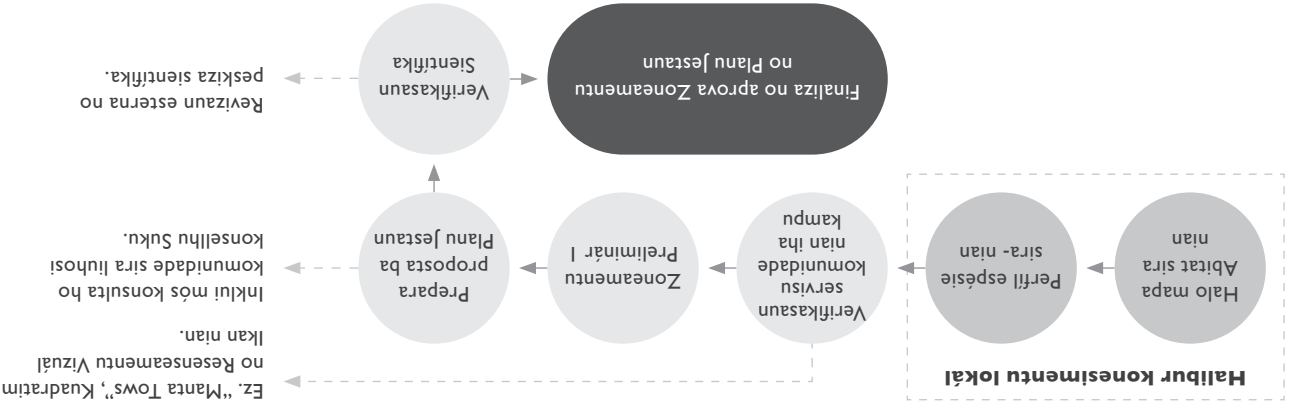
JRNBK prezisa grupu komunitáriu atu:

- Lokaliza sira-nia rekursus iha mapa;
- Kompreende amesa saida mak sira-nia rekursus hasoru;
- Decide sá área rekursus nian mak prezisa liluin sira-nia atensaan atu hadia jestaun;
- Identifika sá estorsu mak prezisa halo atu hamenus amesa sira ne'e no hasa'e produtividadede rekursus sira-nian, no
- Hatán no implementa planu jestaun ida hodi alkanasa buat sira ne'e.

CTSP Timor-Leste liuhosi JRNBK iha Com, Tutuala no Lore alkanasa buat tuir mai ne'e:

- Buka hatene kona-ba espesie no abitat sira hosi komunidadade lokal.
- Verifika koñesimentu lokal liuhosi levantamentu no peskiza halo iha kampu ho komunidadade.
- Identifika área sira atu proteje (halo zoneamentu).
- Dezenolve planus jestaun ba área sira ne'e, inkluidu oinsa implementa planu sira ne'e, aprezenza protokolu ida ba monitorizasaun biolójika hodi akompaña estadu saúde ekosistema sira-nian ba periodu naruk, no konsulta komunidadade kona-ba área sira ne'ebé tama iha proposta jestaun no planu.
- Halo verifikasaun sientifika ba área sira ne'ebé komunidadade sira hili.
- Finaliza mapas zoneamentu nian.

Importante fó-hatene katak durante prosesu harii JRNBK, autoridades Governu nian iha nivel distritál no nasional servisu hamtuk ho komunidadade sira, atu hotu-hotu kompreende prosesu ida ne'e no apolia desizaun sira ne'ebé foti iha nivel lokal.



- Tip.** Ita aprende lisaun balun importante hosi prosesu envolve komunidadade ne'ebé hetan susesu. Ba jestaun konjunta iha Timor-Leste, labele haluha:
- Jestaun Konjunta signifika parseria.
  - Ita-Boot preziza hatene oinsá hatan ba mudansa kompoihá nivel konfiansa. Parte interesada ruma iha parseria ida ne'e bele hatudu katak la konfia ka ladun konfia ona. Ita-Boot tenke hatene jere situasaun sira ne'e atu bele mantein parseria ida ne'e ba tempu naruk. Ita-Boot tenke fó atensaun makas ba ida ne'e.
  - Garente-parte interesada hotu-hotu kompreende prosesu ida ne no la iha ema ida sente katak sira seluk tau nia ba kotuk.
  - La iha dalan loloos ida ba jestaun konjunta tanba ida ne'e depende tebetebes ba komportamentu ida-idak nian. Ita-Boot bele halo sala. Bainhira halo sala, tenke hatene rekonehe no aprende lisaun hosi sala sira ne'e.
  - Labele hanoin katak Ita-Boot lakon de'it tempu bainhira ita esforsa an durante tempu naruk ida atu envolve parte interesada sira. Ida ne'e sei fó benefisiu makas tanba parte interesada sira sei sente sira mós na'in ba projetu CSTP no ida ne'e sei fó rezultadu ba tempu naruk ida.
  - Servisu ho funsióariu Governu nian iha nivel nasional no distrital atu tama iha komunidadade ida nia laran no ho Xefe Suku atu manan konfiansa komunidadade nian.
  - Servisu ho Konsellu Suku hodi harii grupu ba jestaun konjunta ne'ebé forte no reprezentativu ho knaar no responsabilidades momoos. Grupú ida ne'e mak sei garente susesu ba tempu naruk.

## Haril Grups Jestann Konjunta

Atu iha Jestann Konjunta efetiva, komunidadade preziza organiza an iha nivel lokal. Susar halao'atividade Jestann ho baze komunitaria bainhira la iha grupu organizadu ne'ebê representanta komunidadade. Nunê mós, grupu dia ne'e preziza atua nu'udar "grupu ba Jestann Konjunta" ka komité atu nunê Ministru bele fó responsabilidade hosi nivel nasional ba nivel komunidadade no atu representanta mós komunidadade sira-nia interese ba autoridade sira iha nivel distrital no nasional.

Konsellu Suku mak estrutura lokal di'ak liu atu hatudu ka haril grupu ida atu halo parte Jestann Konjunta. Keta Konsellu Suku hanoin katak iha nesesidade atu forma grupu foun ida atu ajuda Konsellu Suku hetan ninia objetivu karik, Konsellu ne'e iha autoridade lejislativa atu foti desizaun ne'e. Konsellu Suku mak estrutura lokal di'ak liu atu hili ema atu halo parte grupu ida ne'e no Konsellu ne'e mak konvida sira tama. Iha situasaun oin-oin, grupu ida ne'e bele hanaran nu'udar grupu ba Jestann Konjunta, *taskforce*, grupu konservasaun, nsst.

Konsellu Suku bele preziza asisténsia atu harêe sa knaar no responsabilidade mak grupu ne'e sei kaer, inkluidu oinsá grupu ne'e iha relasaun ho Konsellu Suku. Hafoin hatene loloos ona, Konsellu Suku sei hato' informasaun sira ne'e ba funsionarriu Governu nian iha iha nivel distrital no nasional atu hetan uluk apoiu no komprensau entre parte sira ne'e molo'k insitucionaliza (haril formalmente) grupus liuhosi Diploma Ministerial (harêe Kapitulu V—*Institucionaliza CBNRM nu'udar parte ida ba sistema ba Jestann Konjunta*—atu hetan tan informasaun).

Nu'udar ezemplu, Grupu ba Jestann Konjunta ne'ebê projetu CSTP haril inklui membru sira tuir mai ne'e:

- Funsionarriu Peskas nivel distrital;
  - Funsionarriu Peskas nivel Lokal;
  - Peskadór sira;
  - Lider tradisional sira no ema sira ne'ebê tau-matan ba rekursus;
  - Membru Konsellu Suku nian (atu garante representasaun hosi komunidadade tomak).
- Sira kaer knar no responsabilidade sira tuir mai ne'e:
- Halibur informasaun biolojika ba apoia Jestann.
  - Halo kampana ba fó-hatene importánsia no situasaun rekursus tasi-laran no tasi-ibun nian (Konsellu Suku no membrus komunidadade).
  - Fó dalan alternativa Jestann ba rekursus inkluidu:
    - › Opsau ba zoneamentu
    - › Regras no regulamentus ba zona ida-idak
    - › Oinsá haforsa dalan alternativa sira nee
  - Fasilita diskusau iha nivel komunitariu.

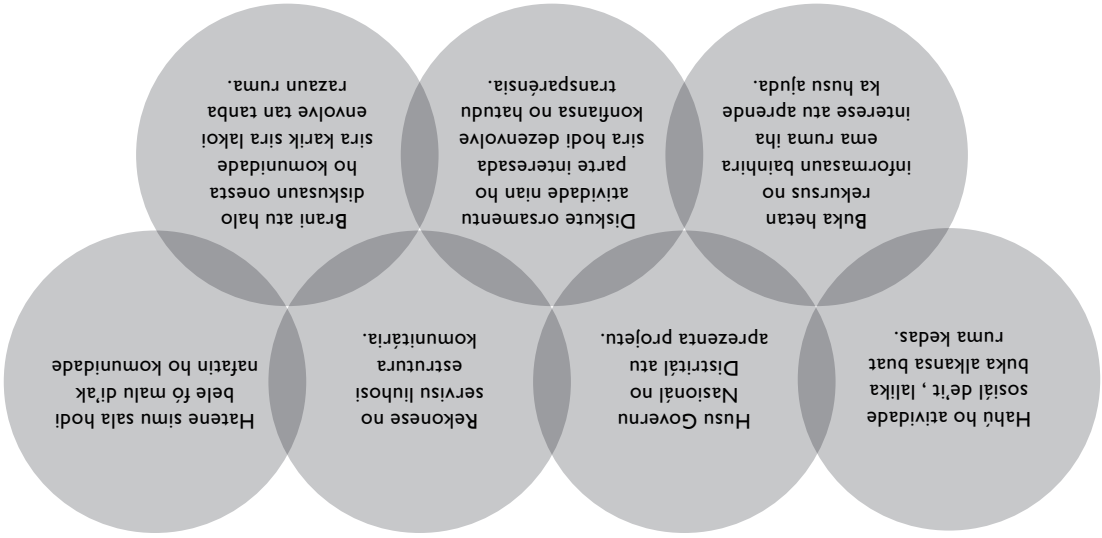
Bainhira haril ona, Grupu sira ne'e mak sei tau-matan ba atividade hotu-hotu kona-ba planu formasaun no Jestann no sira-nia membru sira envolve iha etapa hotu-hotu ba prosesu ida ne'ebê haril sistema Jestann Konjunta.

## Saida mak importante bainhira envolve comunidade

Kona-ba prosesu envolvimentu iha projetu CTSF, comunidade no parte interesada governu nian identifika buat sira ne'ebé importante atu garante susesu ba partisipasaun comunidade nian (no fó mós ezemplus oinsá aplica). CSTF rekonehe katak, biar bain-bain buat sira ne'e importante ba kualker servisu ne'ebé implementador sira halo ho baze komunitaria, maibe hakarak fó-sai katak sira iha mós valór tebetebes iha kontestu jestaun konjunta nian.

1. Estabelese kredibilidade no konfiansa.
2. Parte interesada hotu-hotu hatudu katak sira respeta malu.
3. Prosesu ne'e nakloke no transparente.
4. Tau-matan ba nesesidade ne'ebé bele mosu.
5. Hakarak no bele adapta ba kondisaun lokal.
6. Hakarak no bele rekonehe sala no buka hadi'a sala.
7. Rona parte sira seluk.
8. Konfia no promote lejitimidade lider eleitu sira-nian.
9. Hatudu kompromisu atu servisu hamtuk.

Ezemplu:



Hatoin komunidadade koñese no iha ona relasaan di'ak ho ekipa projetu nian mak prosesu konsulta no avallasanun partispativa fo'in hahu.

Kontaktu dahuluk ho komunidadade importante tebetebes. Iha Timor-Leste, atu dada ema atu halo parseria, ita tenke hatudu katak iha ne'ebá atu ajuda malu. Buka fo uluk buat ruma ba sira molok husu/ hein simu buat ruma hosi sira. Iha kazu CSTP nian, projetu ne'e hahu uluk ho atividade sira ne'ebé dada ema ba hetan divertimentu ruma ka aprende buat ruma purezempiu haree sinema ka jogu voleibol iha tasi-ibun. Lihosi atividade sira ne'e, komunidadade sira hahu koñese ekipa projetu nian no hatene tanbasá no tanba saída mak ekipa ne'e ba sira-nia moris-fatin.

Suku mak aprezena projetu ba komnidade. Lider lokal sira iha knaar importante ba implementasaan programa nian. Nuné, importante tebetebes ba ekipa projetu envolve kedas sira iha planeamentu no koordinasaan reuniaun/atividade dahuluk nian atu bele garante relasaan di'ak ho komunidadade sira. Iha reuniaun dahuluk, di'ak liu Ita-Boot husu Xefe

## Community

**Tip.** Dalabarak, Governu Nasional labele envolve an direktamente iha planu no implementasaan atividades projetu nian. Buka envolve funsionáriu sira iha monitorizasaan no avallasan atu sira bele akompaña projetu no kontakta fila fali ho parte interesada sira.

**Tip.** Fó atensaan espesial ba komentáriu, istória no esperiênsia sira ne'ebé komunidadade ható. Timor oan sira gosta liu halo komentáriu duke fó sira-nia opiniaun. Rona didi'ak sira-nia komentáriu tanba dalaruma sira bele ható mós konsellu ka pedidu ruma liuhosi komentáriu ruma.

Ba projetu CTSP, Governu Nasional nomeia sira-nia estrutura distrital atu loke dalan ba ekipa Projetu nian aprezena projetu CSTP ba líderes komunitáriu iha área sira ne'ebé projetu sei halo atividades. Autoridade sira hosi nivel nasional aprezena projetu ba autoridade sira iha nivel distrital no sira ne'e tun ba kraik koalia ho komunidadade sira. Mekanizmu ida ne'e halo ema haree katak komunidadade sira no governu prezisa servisu hamutuk ba hetan sira-nia objetivu. Mekanizmu ida ne'e ajuda ema haree momos katak grupu oin-oin sira sei fó tulun ba malu bainhira sira halo sira-nia knaar no responsabilidade sira iha nivel oin-oin.

Governu Timor-Leste, liu hosi estruturas nivel nasional nian, mak halo jestaan ba rekursus naturais. Nuné, importante hetan uluk apoiu hosi autoridade nasional ba proposta atividades jestaan konjunta nian, no halo sira kompreende oinsá atividade sira ne'e apoiu prioridade sira ne'ebé instutuisaan sira define tiha ona. Bainhira koalia ho estrutura nivel nasional sira, ekipa CSTP tenke koalia kedas kona-ba knaar no responsabilidade sira ne'ebé grupu oin-oin prezisa kaer (iha nivel Nasional, Distrital, Lokal no Tradisional), no sá mekanizmu mak di'ak liu atu ekipa projetu nian servisu ho grupu sira ne'e.

## Governu

# Prosesu atu envolve Governu no Komunidadade

## Oinsá hahú

Jestauun konjunta la' o díak bainhira parte interesada oin-oin hala'o sira-nia knar no reponsabilidadade oin-oin. Nuné, importante identifika uluk parte interesada sira no buka hatene mós interese ida-idak nian. Purezemplu, projetu CTSP identifika:

Nível	Sesé	Oinsá sira partísipa?
Lokál	Komunidade sira (Com, Turuala no Lore I)	<ul style="list-style-type: none"> <li>• Nu'udar ema sira ne'ebé moris iha área ne'e no uza rekursus ba moris loron-loron no hetan rendimentu beibeik;</li> <li>• Nu'udar ema sira ne'ebé uza rekursus iha época/periodu espesífiku ida;</li> <li>• Ema sira ne'ebé iha koñesimentu no aspirasun sira ne'ebé iha relasun ho ka depende de'it ba jestaun rekursus nian;</li> <li>• Ema sira ne'ebé iha ligasun spirital ho área ne'e.</li> </ul>
	Líderes Komunitáriu no Konselús Suku	
	Utentés (ema ne'ebé uza rekursus)	
	Rekursus nian	
	Negósíu lokál ne'ebé depende ba Rekursus Naturais (p.e. uma-coba ba turista sira no restaurante sira)	
Distritál	Autoridade administrativa nível distritál (ez. distritu Lautém - Parke Nasional Nino Konis Santana Nasional)	Kaer jestaun ba rekursus naturais nu'udar sira-nia reponsabilidadade ida ba administrasun no dezenvolvimentu
Nasional	Autoridade no departamentu sira hosí Governu Sentral (ez. Ministériu no Departamentu sira: Peskas, Ambiente, Turismu, Areas protejidas no Defeza)	Iha reponsabilidadade no autoridade ba territóriu tomak no rekursus, tuir lei nasional no konstruísasun.

### Tip.

Hatene bainhira mak foti medida atu hases problema (prevensaun) no bainhira mak foti medida nu'udar resposta ba problema (reasun). *Maioria kazu jestaun konjunta hahú nu'udar reasaun ba problema ne'ebé mosu tiha ona. Bainhira ema ruma (utente ka Diretór) haree katak rekursu ruma iha problema (populasun animal nian menus, kuantidade ikan ne'ebé peskadór kaer menus ona, ankora ró estraga dhu-ruin, etc.).* Maibé, jestaun konjunta bele hahú mós nu'udar medida prevensaun atu hases problema. Jestauun konjunta atu hases problema ka atu hatan ba problema ruma tenke envolva parte interesada sira no nuné ita tenke konsidera sira-nia envolvimentu bainhira ita halo planu atividades.

# Oinsá envolve parte interessada sira

Jestaun Konjunta ezije envovimentu beibeik hosi parte interessada sira. Diskusau no dialogu hahu iha nivel ida ne'ebé define politika to'o nivel kraik ka komunidadade lokal nian. Método ida ne'e loke dalan ba parte interessada sira halo beibeik planeamentu no foti desizaun no halo partisipante sira sente katak desizaun sira ne'e, sira-nian mos.

Ekipa CSTP nian sensibiliiza parte interessada sira durante periodu naruk ida. Iha fulan sanulu resin ualo nia laran, ekipa projetu nian koalia ho nivel oin-oin governu nian no komunidadade sira atu haburas relasaan ho sira no halo sira kompreende konseitu baziku no prinsipiu ne'ebé iha relasaan ho jestaun konjunta, biojojia no ekolojia ekosistema marihu nian, no sa opsau mak sira iha ba halo jestaun ba rekursu naturais. Kuazi fulan-fulan iha atividades, reunian ho ema ida ka ho grupu ka komunidadade, atu hatudu oinsa halo esplorasaan ba rekursu naturais iha kampu. Projetu ne'e halo mos atividade sosial sira inklundu hatudu filme kona-ba asuntu marihu ruma. Tempu no estorsu ne'ebé ekipa halo importante tebetebes ba susesu projetu nian abanbarua.

Durante prosesu envovimentu, ekipa projetu buka hetan objetivu prinsipal rua:

- Estabelese kredibilidade, lejitimidade no konfiansa.

• Estabelese kredibilidade, lejitimidade no konfiansa.

• Estabelese kredibilidade, lejitimidade no konfiansa.

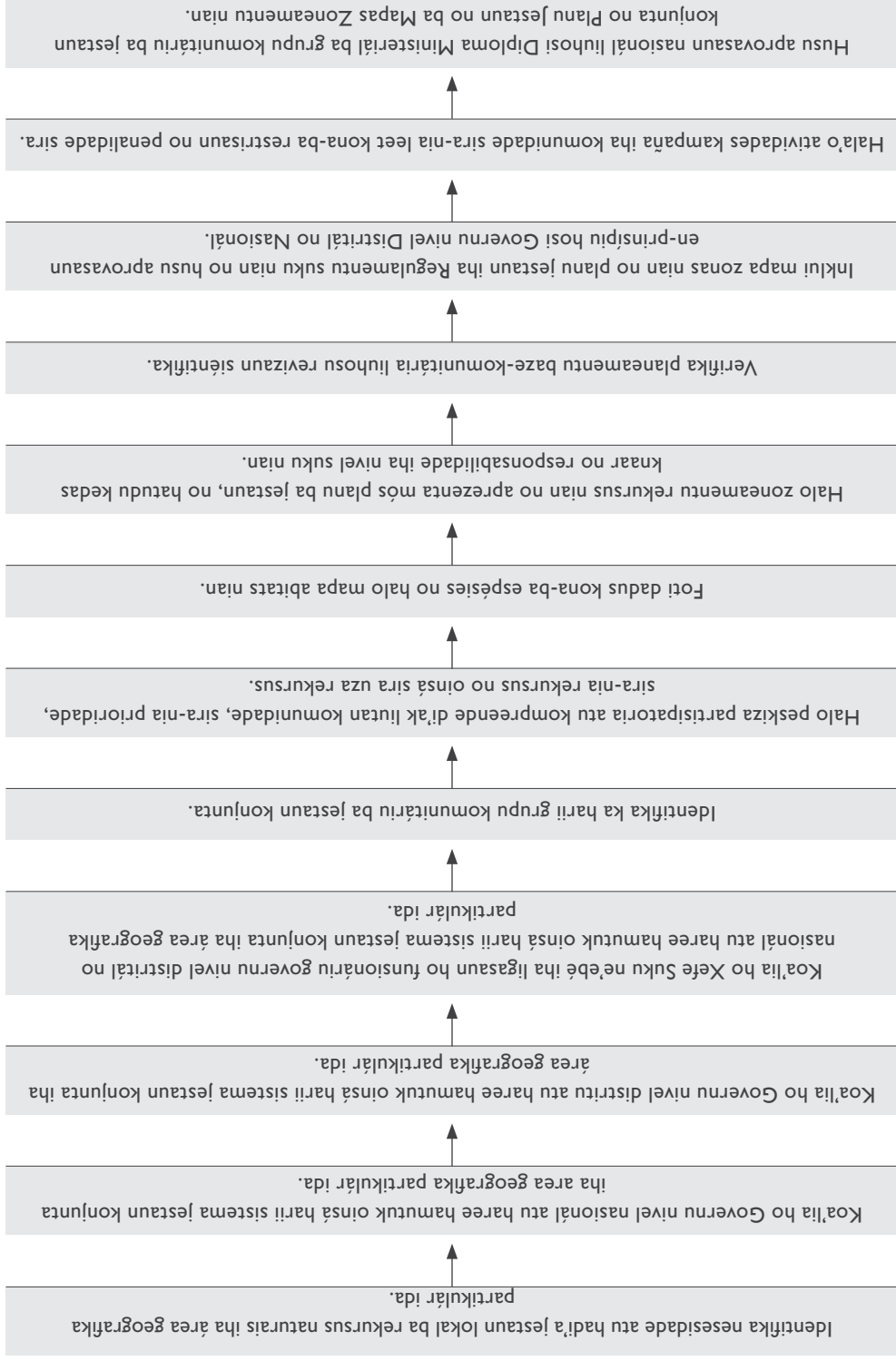
• Estabelese kredibilidade, lejitimidade no konfiansa.

- Garante katak parte interessada sira kompreende saida mak jestaun konjunta.

Parte interessada sira entende diferensa entre jestaun Rekursus iha Baze Komunitaria no jestaun Konjunta? Sira kompreende, apoa, no fo an ba simu reponsabilidade sira ne'ebé sei fahé fila falli entre sira? Ema hocu hatene no simu katak tenke fo apoiu beibeik no bele implementa apoiu ida ne'e? Parseiru sira ne'ebé halo jestaun konjunta iha nivel oin-oin sente responsavel ka lae atu halo sira-nia knaar tuir sira-nia funsau?

## Prosesu harii Jestaun Konjunta

Atu fasilita komunikasaun, manual ida ne'e estruktua ho forma linear/direta. Maibe, ha realidade la'os hanesan ne'e. Atu implementa didiak atividades ha fatin-atuasaun no hala'o jestaun konjunta di'ak ida, parte sira la'os tur dalan ida de'it maibe dalarmua tenke kahur pasu balun manual ida ne'e nian, tenke ativu tebetebes no komunika beibeik entre sira molok atu. Implementador sira tenke hatene pasu ida ne'ebé mak tenke foti atu bele hala'o projetu ne'e ho susesu no ba periodu naruk ida.



Atividade hodi envolve komunidadé sira

Targeted Capacity Development and Training Activities



- Identifika problema no preokupasun komunidad nian;
- Mobiliza no lidera atividades jestaun konjunta nian;
- Partisipa iha peskiza, foti dadus no halo analize;
- Fò informasaun ba malu;
- Jestaun konfliktus nian;
- Partisipa iha planeamentu, konsepsaun no implementasaun atividade jestaun konjunta nian;
- Halo rasik no implementa regras baze-komunitaria nian;
- Monitorizasaun no avaliasaun;
- Akonsella kona-ba komunikasaun, koopera no informa Konsellu Suku;
- Halo “Lobbying” (advokasia) ba muda regulamentu ka atu halo regulamentu foun;
- Harii movimentu ida atu ema partisipa no halo mudansa.

#### Membrus Komunidad sira-nian/ Grupu ba Jestaun Konjunta

- Bolu atensan bainhira parseiru lokal jestaun konjunta nian la hala' o sira-nia responsabilidade;
- Apoia komunidad atu partisipa iha jestaun konjunta hosi komunidad;
- Aprova regulamentu no norma lokal sira;
- Implementa regulamentu lokal sira;
- Fò konsellu kona-ba komunikasaun, koopera no informa Governu iha nivel distrital;
- Jere konfliktu sira.

#### Knaar nivel Suku (Podér lokal)

- Tau-matan ba problema no asuntu sira ne'ebé la tama iha akordu sira ba jestaun konjunta iha nivel lokal;
- Fò assisténsia téknika;
- Garante katak hotu-hotu hala' o sira-nia responsabilidade ba jestaun konjunta liuhosi akordu lokal no tau-matan ba abuzu hosi autoridade lokal sira;
- Jestaun konfliktu nian;
- Aplika padraun regulatõriu nasional;
- Fò formasaun no edukasaun.

#### Governu nivel distrital no nasional

- Hato' lejislasaun atu autoriza no lejitimiza direitu ba organiza, halo no implementa jestaun konjunta;
- Determina forma no prosesu no halo desentralizasaun;
- Rekonehe lejitimidade ba sistema jestaun hosi komunidadade;
- Fo asistensia liuhosi insentivu sira;
- Koordena atu mantein forum ida hodi parseiru sira ba jestaun konjunta bele koa'lia ba malu;
- Determina sese mak kaer knaar jestaun nian.

#### Governu nivel nasional

Lista ida ne'e fo dalan dir'ak ida atu hahu diskusaun bainhira mak ita tenke halo tan akordu atu halo jestaun-konjunta iha Timor-Leste biar ita tenke haree mos sa mudansa mak ita tenke halo atu adapta ba realidade lokal.

Lista ida ne'e fo dalan dir'ak ida atu hahu diskusaun bainhira mak ita tenke halo tan akordu atu halo jestaun-konjunta nian. hamutuk. Sira bele muda knaar no responsabilidade sira ne'e abainbairua tuir nesetidade sistema jestaun balun ba sira. Kona-ba knaar no responsabilidade sira seluk, parte interesada sira sira mak sei decide no responsabilidade sira tur mai ne'e. Leis no regulamentus mak determina knaar no responsabilidade interesada oin-oin ne'ebé servisu hamutuk hodi halo jestaun konjunta iha Parke Nasional sei iha knaar iha kontestu projetu CTSP nian, no tuir kuadru juridiku no regulatoriu Timor-Leste nian, parte

## Knaar no Responsabilidade ba Jestaun Konjunta

**Tip.** Bainbain lider tradisional sira halo parte Konsellu Suku. Maibe, dalarama reprezentantels ne'e ladun iha lejitimidade no komunidadade ladun respetu. Ita tenke buka hatene uluk sese loos mak lider tradisional hosi komunidadade ne'ebé servisu hamutuk ho ita, no hatama nia iha prosesu jestaun konjunta.

Kapitulu V Manual ida ne'e nian mak sei hato'o informasaun tan kona-ba oinsa mak Projetu CTSP pratika jestaun tradisional (Instusionaliza CBNRM nu'udar parte Sistema Jestaun Konjunta).

Iha nivel komunidadade nian, bain-bain, autoridade tradisional sira hanesan liurai, datu lulik/na'in ka na'in, konforme organizasaun sosial iha fatin ida-idak, mak iha kbiit atu foti dezizaun kona-ba jestaun rekursu sira-nian. Autoridade tradisional sira ne'e mak iha knaar atu estabelese no implementa kostume tradisional "Tara Bandu". Estadu rekonehe uluk katak kostume tradisional sira ne'e la kontra Konstituisaun (Konstituisaun Parte 1, seksaun 2, pontu 4). Ba maioria komunidadade lokal, importante tebetebes katak sistema jestaun konjunta sira hetan aprovasaun no apoio hosi sistema tradisional jestaun sira ne'e, serimonia no lider sira.

Iha nivel lokal, iha ona kláuzula ne'ebé regula oinsá Konsellu Suku no membru sira komunidadade nian partispia iha jêstau rekursus nian. Konsellu Suku iha knaar no responsabilidade sira ne'ebé inklui mós fô protesauun ba ambiente no halo'ô servisu atu hetan seguransa alimentar ba populasauun lokal sira. Sira bele mós harii grupu-de-terballu atu hetan objetivu espesifiku ruma iha Suku laran. Iha kontestu ida ne'e, iha ona kláuzula ne'ebé fô dalan atu uza sistema lokal ba halo jêstau ba área lokal sira. Iha nivel nasional, governu tenke envolve formalmente lider komunitáriu sira iha planeamentu no foti-desizauun. Governu bele fô mós autoridade no responsabilidade ba Konsellu Suku no grupus jêstau Konjunta nian, atu halo jêstau ba área lokal espesifika ruma liuhosi Diploma Ministerial.

Iha Dekretu-Lei rua ne'ebé relevante:

Dekretu-Lei 6/2004	Dekretu Lei 5/2004
<ul style="list-style-type: none"> <li>• Artigu 6, parágrafus A no D, determina katak governu tenke envolve líderes komunitáriu no grupus peskadór sira-nian bainhira halo planu jêstau ba peskas no planu espasial marínu.</li> <li>• Artigu 7: determina katak tenke halo planu hotu-hotu ho kuida tomak.</li> <li>• Artigo 79: hatere katak Ministru bele aprova sistema jêstau lokal liuhosi Diploma Ministerial, inklindu atu harii área ba hak'ak fali ikan [labele k'er ikan iha área sira ne'e] no área ne'ebé taka permanente ka taka durante períodu balun de it iha sistema jêstau lokal.</li> <li>• Artigu 114:             <ul style="list-style-type: none"> <li>a. Determina katak komissauun jêstau Konjunta nian tenke servisu atu hadi'a jêstau no halo'ô atividade konservasauun lokal no apolia esforsu Governu nian atu hamenus peska ilegal;</li> <li>b. Ezije katak Diploma Ministerial atu harii komissauun jêstau Konjunta nian tenke bazeia ba esperiênsia uluk nian ne'ebé governu iha ho grupus jêstau Konjunta nian/ komissauun iha nivel lokal.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Deskreve knaar no responsabilidade Konselhu Suku sira nian ne'ebé inklui:             <ul style="list-style-type: none"> <li>a. Protesauun ba meu-ambiente;</li> <li>b. Buka hetan seguransa alimentar.</li> <li>c. Harii grupu /s lokal atu rezolve problema espesifiku sira.</li> </ul> </li> <li>• Artigu 186: rekonesse líderes komunidadade sira-nian no grupus peskadór sira-nian atu halo patrulla no fô hatene bainhira ema ruma halo infrasauun (hasoru lei).</li> <li>• Artigu 175: fô-dalan ba harii komissauun jêstau Konjunta atu ajuda jere rekursus peskas nian, ho aprovasauun liuhosi Diploma Ministerial.</li> </ul>

Importante haree katak biar Dekretu-Lei sira ne'e estabese kuadrn regulatórriu no juridiku ba kontestu peskas nian (iha tasi-laran no iha bee midar laran), ita bele aplica mós ba ambiente rai-maran nian ne'ebé haleu ekosistemmas tasi no bee midar nian. Kláuzula kuazi-hanesan kona-ba sistema rai-maran sei hatama iha Lei kona-ba Biodiversidade, ne'ebé sei dezenolve hela.

## Sistema Jêstau Tradisional

Sistema jêstau tradisional iha Timor-Leste bazeia ba uzu istoriku propriedade nian ne'ebé iha ligasauun ho sistema sira ne'ebé reflekte kultura lokal, kondisauun ekonómika, estrutura poder nian no organizasauun sosial. Iha diferensa entre grupu étniku-lingístiku oin-oin no iha grupu ida-idak nia laran. Nune'e, bainhira halo jêstau Konjunta, ita preziza haree oinsá akomoda diferensa sira ne'e hotu iha área ne'ebé ita servisu.

Importante rekoneze uluk direitu sira ba propriedade nu'udar kestaun bo'ot ida bainhira ita halo jestaun ba rekursus naturais (JRN) no direitu sira ne'e mak ezi'e katak tenke iha duni jestaun konjunta. Tuir Konstituisaun, Estadu mak na'in ba rekursus hotu-hotu iha rai leten, rai-okos, bee laran/ninin iha teritoriu tomak Timor-Leste nian, plataforma kontinental no mos ba Zona Ekonomika Eskluziva (ZEE). Estadu uza nia kbiit atu halo buat hotu-hotu atu garranta ita hotu uza rekursus, liuhosi dalan ida ne'ebé justu no ekitatifu, tuir interese nasional (Art. 139), no tenke foti medida sira atu proteje ambiente (Art. 61, paragrafu 3). Tanba rekursu hotu-hotu pertense ba Estadu, Estadu mak iha responsabilidade ba halo jestaun to'o momentu ne'ebé responsabilidade pasa formalmente ba parte sira seluk. Maibe Estadu la foti mesak de'it medida hotu-hotu. Estadu bele halo parseria ho Governu lokal no sidadaun sira. **Art. 61 Paragrafu 1** temi partisipasaun komunidadade nian iha jestaun ba rekursus naturais no atividade konservasaun nian no haklaken katak sidadaun ida-idak iha dever atu proteje no hadia ambiente atu fo benefisiu ba jerasaun abanbairua nian.

### Rekursu sira pertense ba se?

Kuadru juridiku Timor-Leste nian iha kiazula balun ne'ebé temi jestaun konjunta ba rekursus naturais hosi komunidadade lokal sira no governu iha nivel distrital no nasional.

## Kontestu Instiusional no Juridiku ba Jestaun Konjunta iha Timor-Leste

- Fodalan atu grupu oin-oin kahur malu no tuur hamutuk hodi tau matan ba rekursus naturais biar sira ida-idak iha valor, interese no preokupasaun oin-seluk.
- Integra grupus oin-oin iha knaar oin-oin iha jestaun ba rekursus naturais.
- Hatama abordajen tradisional no sienfika iha jestaun ba rekursus naturais.
- Promove transparensa, ekidade no justisa iha jestaun ba rekursus naturais.
- Promove konsulta permanente no aprendizajen liuhosi pratika.
- Enkoraja formasaun partisipatoria, liuhosi partisipasaun nu'udar instrumentu aprendizajen nian.
- Ajuda harii kanal informasaun entre nivel lokal no nasional.
- Hatorsa jestaun tanba fo dalan atu grupu sira fo kontribuisaun diak liu iha nivel ida ne'ebé sira bele efetivu liu.

## Benefisiu saida mak jestaun konjunta fo?

**Tip.** Balun hanoin katak fasil halo jestaun konjunta maibe la'os. Atu bele halo jestaun konjunta loos ida, parte interesada hotu-hotu tenke iha kapasidade naton-nu'udar ema ida-idak no nu'udar grupu. Abordajen ba jestaun konjunta ho susesu ezi'e dedikasaun iha tinan barak nia laran ne'ebé konsentra mak'as ba dezenvolvimentu kapasidade parte hotu-hotu nian.

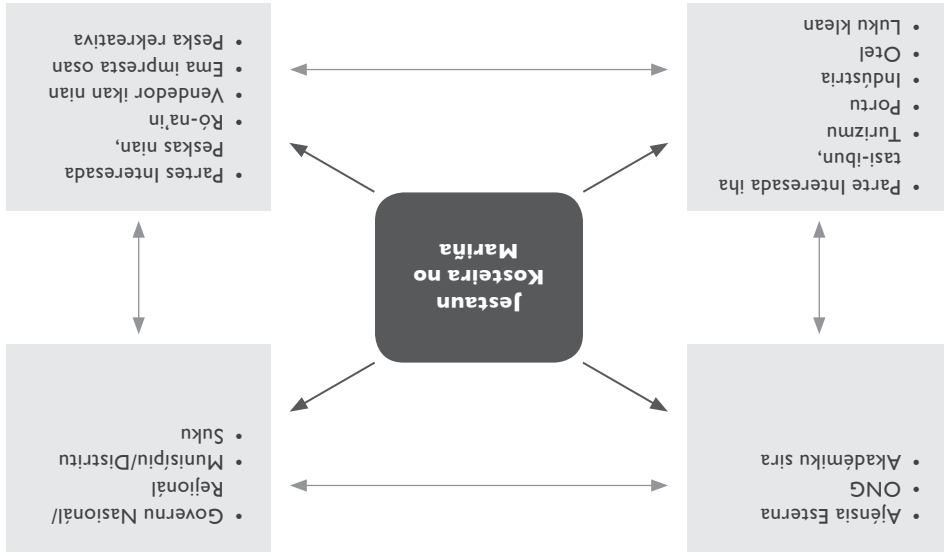
## Saida mak Jestaun Konjunta ba Rekursus Naturais?

Tuir projetu CTSP nian, Jestaun Konjunta signifika:

“Servisu parseria ida entre *utenes* (grupu ne'ebé uza) rekursus naturais nian, governu, parte interesada no ajente esternu sira seluk no sira hatan malu atu simu **responsabilidade** no iha **autoridade** atu foti desizaun hamutuk kona-ba jestaun ba rekursus naturais.”

**Figure 1.**

Co-management is a partnership (adapted from Pomeroy, 2001)



Importante hanoin katak jestaun konjunta tenke envolva:

1. Fahe **responsabilidade** ofisialmente, no
2. Fò **autoridade** rumu ofisialmente (Governu fò kbiit ba comunidade, nssst).

**Responsabilidade no autoridade** ne'ebé Governu Timor-Leste fò ba poder lokal, kiik ka boot, tenke:

- Fò deit ba área espesífiku ida;
- Sei ke si metin sira liuhosi akordu ida.

Jestaun Konjunta **la hanesan** ho jestaun Komunitade nian ba Rekursus Naturais (CBNRM). CBNRM halo parte jestaun konjunta–presiza envolva Komunitade atu sira bele halo esfor su rasik ba halo jestaun iha nivel lokal. Jestaun Konjunta inklui CBNRM iha kontestu administrasun luan liu ne'ebé buka halo parseria entre (harae figura 1) governu, utentes (grupu ne'ebé uza) rekursus naturais nian, no Komunitade lokal sira.

Iha âmbito CTSF, modelu ba jestaun konjunta uza Parke Nasional Nino Konis Santana (PNNKS) nu'udar referénsia no foti prátika internasional sira ne'ebé di'ak liu ba kontestu Timor-Leste nian. Biar foka de'it ba PNNKS, ita bele aplica modelu ida ne'e ba mós jestaun rekursus nian iha Timor-Leste tomak no modelu ida ne'e bele mós hatudu dalan ba jestaun Triângulu Koralliferu nian no área sira seluk.

## Kona-ba Manual ida ne'e

Kiauzulia balun hosi kuadru juridiku Timor-Leste nian kolia kona-ba jestaun konjunta ba rekursus naturais entre komunidadade lokal no governu hosi nivel distrital no nasional. Maibé, aplikasaun klauzula sira-ne'e nian sei limitadu no ladun iha orientasaun ba jestaun konjunta.

Manual ida ne'e mosu atu kompleta servisu ne'ebé halo tiha ona no sei sai matadalan ba ajuda governu no komunidadade sira iha Timor-Leste atu identifika no implementa hahalok sira ne'ebé kontribui ba jestaun konjunta efetiva rekursus nian. Manual ida ne'e foka de'it ba ekosistema tasi-laran nian no tasi-ibun nian. Maibé, sei fasil adapta metodolojia sira ne'e ba ambiente rai-maran Timor-Leste nian.

Manual ida ne'e bazeia ba esperiênsia no prátika ne'ebé hatudu oinsá halo jestaun konjunta hodi bele estabele akordu sira ne'ebé garante katak parte sira hetan benefisju justu no fahé responsabilidade entre nivel oin-oin administrasaun nian, no nune'e, bele iha jestaun ba rekursus ida ne'ebé sustentável liu ba ema nia moris-di'ak durante períodu naruk ida. Manual ida ne'e sei sai mós matadalan ba implementadór hotu-hotu iha nivel hotu-hotu-manual ida ne'e hakerek ba ema sira ne'ebé halo politika, funsionarju públiku sira, lider komunidadade sira-nian no organizadór sira, pesoaal tékniku ka fasilítadór servisu iha área projetu sira-nian.

Manual ida ne'e buka atu:

1. Fahé esperiênsia no kohesimentu sira kona-ba jestaun konjunta, hasai ezemplu sira hosi komunidadade sira ne'ebé moris iha tasi-ibun Timor-Leste nian;
2. Hatudu oinsá kombina di'ak instrumentu tékniku no sosiolojia sira bainhira halo atividade sira iha Timor-Leste;
3. Dezenvolva dalan ida atu halo jestaun konjunta ba rekursus naturais Timor-Leste nian, ne'ebé bele aplica mós ba ambiente tasi-laran no tasi-ibun nian, ka adapta ba ambiente rai-maran nian;
4. Hatu'o informasaun kona-ba instrumentu sira ne'ebé implementadór sira tenke uza ba halo jestaun ba rekursus naturais;
5. Hatudu oinsá bele aplica iha Timor-Leste kohesimentu tékniku no sientifika foun.

## Antesedentes

Iha mundu tomak, ekosistema marini ida ne'ebê iha valôr ekolojiku no ekonômiku as liu mak Triângulu Koralliferu. Triângulu ne'ê kobre de'it 3% hosi área total mundu nian maibê nia representanta liu metade Koralliferu iha mundu tomak. Hosi total espécies identifikada ona, moris iha Triângulu Koralliferu, 76% espécies korál nian no espécies ikan nian liu 3000 mak moris iha Triângulu ne'ê. Ema liu tokun 130 (130 milloens) depende hosi ekosistema marini sira ne'ê ba sira-nia moris lora-lora. Tinan-tinan Triângulu Koralliferu kontribui ho maisoumenus US\$2.3 billoens ba ekonomia rejiaun ida-ne'ê nian.

Iha 2009, nasau neen hosi Triângulu Koralliferu tuur hamutuk hodi harii Inisiativa hosi Triângulu Koralliferu kona-ba Resife-Koralliferu, Peskas no Seguransa Alimentar (CTI-CFF). Nu'udar apoiu ba CTI-CFF, Ajensia Estados Unidus nian ba Dezenvolvimentu Internasionál (USAID) harii Parseria Apoiu ba Triângulu Koralliferu (CTSP). CTSP fó apoiu ba estorsu rejional hosi governu Indonésia, Malázia, Papua Nova Guiné, Filipinas, Iilas Salomanu no Timor-Leste nian atu hatutan ba abanbarua rekursus marinus ho valôr mundial boot tebedebes iha rejiaun ida-ne'ê. CTSP harii ho apoiu hosi konsorsiu uniku ne'ebê forma ho organizasaun nau-n-governamental internasionál tolu ne'ebê dada dalan ba konservasaun iha mundu tomak: World Wildlife Fund, Conservation International no Nature Conservancy. Projetu CTSP estabelese ho dolar Amerikanu tokun 32 (32 milloens) ba tinan lima.

Iha Timor-Leste, Conservation International (CI) halo parseria ho organizasaun lokal ida- Rai Consultadoria, atu implementa CTSP. Komponente boot liu iha projetu CTSP mak servisu ne'ebê ekipa halo ho governu iha nivel oin-oin atu harii iha Timor-Leste primeiru modelu ba jestaun konjunta ba rekursus naturais.

Jestaun Konjunta refere ba akordu entre grupu oin-oin atu tau-matan lesuk ba buat ruma. Komunitade, nu'udar utente (grupu ne'ebê uza) rekursus naturais nian, servisu hamutuk ho governu no parte interesada sira seluk no sira fahê ba malu responsabilidade no autoridade hodi tau-matan ba área espefika ruma rekursus naturais nian. Abordajen ida ne'ê bele efetivu liu bainhira utente (grupu ne'ebê uza) sira sente motivadu atu partisipa iha jestaun ba rekursus ne'ebê fó hahan ba sira, sustenta sira-nia nesidade lora-lora nian no nesidade sira seluk no bainhira governu mos hetan benefisiu tanba komunitade partisipa mos iha aspetu balun jestaun nian iha nivel lokal. Dalaruma tanba governu labele jere mesak no/ka tanba Governu rekonese katak komunitade lokal iha mos interese no hakarak halo jestaun no komunitade ne'ê iha kohesimentu espefiku kona-ba área importante ruma, di'ak liu envolve parte sira ne'ê hotu iha jestaun atu jestaun ne'ê bele la'o di'ak liu.

Tutualla ba área rai-mararan seluk iha parke ida ne'e nia laran. Jestaun PNNKS nian no lori esperiênsia jestaun rekursus mariñus iha Com, Lore no Komisaaun ba Jestaun Konjunta, governu tenke lidera prosesu atu kompleta planu ba Leste nian ne'êbê haleu AMPs (Área Protejida Mariña sira). Atu bele uza didiak hela asistênsia hosi governu atu fiskaliza peska ilegal iha bee-lararan teritoriu Timor-sei halo atu rekohese no regula sira-nia komisaaun ba jestaun konjunta. Sira mós hein no servisu ho suku sira seluk iha parke laran bainhira sira hein dadau lei sira ne'êbê

Ma sira ne'êbê hela iha Com, Lore no Tutualla fo laran tomak atu servisu hamutuk hamutuk no kompreende diak liutan sa dezafiu jestaun nian mak ida-idak hasoru. , mosu mós parseria entre ajênsia sira ho Peskadór sira no nunee, sira bele haree Tanba servisu sira ne'e envolve mós Guarda Florestal sira hosi Departamentu Florestas governu fo informasaun no ajuda ne'êbê komunidadade sira iha PNNKS merese simu. parseria ho CSTP mak haburas komunidadade nia habalok foun diak ida ne'e no halo ohinloron sira fo-sai sira-nia koñesimentu atu ajuda prosesaaun mariña". Nia dehan katak Responsavel Distrital ba Peskas. Horinluk sira uza sira-nia koñesimentu ba kaer ikan, buat barak, sira iha koñesimentu barak, barak tebebebes" hatee Eligto Ximenes, Komunidadade mak garante suseu ba jestaun iha PNNKS." Peskadór sira bele hanorin

PNNKS nian no ba área protejida sira seluk iha Timor-Leste tomak", nia hatee. tau hamutuk. "Hau mehi katak esperiênsia ida ne'e bele dada dalan ba área sira seluk problema lokal sira no buat ida ne'êbê iha efeitu boot liu duke ninia parte sira bainhira jestaun konjunta nu'udar faktór ida ba hamenus konfliktu, hasa'e koñixênsia nasional ba valór ba koñesimentu lokal bainhira prepara programa. Ohinloron nia fo valór ba maibê ba konsersasaun rekursus naturais nian iha fatin ne'e. Nia mós aprende fo MPA afekta nia makas tebebebes tanba ohinloron nia la foka ona ba esplorasaaun

Diretór Parke NKS, Pedro Pinto, hau servisu ba parke ne'e iha 2004. Prosesu CTSP iha parke laran. ne'êbê sei halo abanbairua nian kona-ba konsersasaun ekosistemas rai-mararan nian Mariñas Protejidas (AMPs). Abordajen ida ne'e sei sai mós modelu ba planeamentu seluk partisipa iha eventu sira ne'êbê kontribui ba hamosu jestaun konjunta ba Areas Tutualla. Peskadór sira no xefe suku no aldeia sira-nian no parte interesada sira ba konsersasaun rekursus mariñus nian ba komunidadade sira iha Com, Lore no florestais halo parte CTSP nu'udar ekipa ida ne'êbê halibur no fo formasaun kona-

Departamentu Peskas no Akuakultura (DPA), direktór PNNKS nian no guardas husu ba Consersasaun Internasional atu ajuda jere PNNKS. Fusioñariu sira hosi Ponta Leste. Lihosi Parseria Apoiu ba Triangulu Koralfieru hosi USAID, Governu Nino Konis Santana ne'êbê inkuii área sira ne'êbê iha liu importansia ekolojika iha atensaun espesial. Iha 2007, Governu Timor-Leste nian deklarara Parke Nasional

Hahu kedas hosi tempu Portugês nian, Ponta Leste illa Timor nian sempre simu

Hahu kedas hosi tempu Portugês nian, Ponta Leste illa Timor nian sempre simu

## Istória Ida Ho Suseu

Prosesu jestaun Konjunta: Mehi ida ba Diretór Parke Nasional nian

Foto: Tory Read/USAID CTSP

"Hau mehi katak esperiênsia ida ne'e bele dada dalan ba área sira seluk PNNKS nian no ba área protejida sira seluk iha Timor-Leste tomak"

**Pedro Pinto**  
Nudar jesor ba parque nacional, envolve an iha parque nia desenvolvimento hahu iha 2004.





Rekursus Naturais iha funsaan importante iha ekonomia Timor-Leste nian. Ba uma-kain barak, rekursus iha tasi-laran no tasi-ibun mak sira-nia fonte rendimentu prinsipal no ajuda sira-nia uma-laran hetan netik nivel seguransa alimentar ruma.

Hosi bainhira Timor-Leste ukun rasik an, Governu oin-oin rekonehe hotu faktus sira-ne'e. Maibe, to'o ohinloron, sira halo oituan de'it atu dada utente sira (ema sira ne'ebé uza rekursus tasi-laran no tasi-ibun nian) atu tuur hamtuk ho ajensas Governu nian atu diskute no decide oinsa sira hakarak halo jestaun ba rekursus sira-ne'e. Parte interesada oinoin seidauk kompreende didiak ida-idak ninia responsabilidade to'o iha ne'ebé no sa relasaan mak sira tenke iha.

Parseria Apoia ba Triangulu Koralliferu hosi USAID (CTSP) servisu hamtuk ho Ministeriu Agrikultura no Peskas liuhosi Diresaun Nasional Peskas no Akukultura hosi dezenolve no hetan modelu ida atu implementa jestaun ba Rekursus Tasi-Ibun no Tasi-Laran nian iha Timor-Leste. Durante prosesu ida-ne'e, sira loke laran ba malu no determina sa knaar no responsabilidade mak parte ida-idak tenke kaer iha jestaun ba rekursus tasi-laran no tasi-ibun nian, no harii mos baze ida ba jestaun konjunta ba peskas.

Jestaun Konjunta loke dalan ba harii parseria efetiva entre parte interesada oin-oin no ajensia governamental sira no dalan ida ne'e mak garante katak ema sira ne'ebé uza rekursus sira-ne'e mak ema sira ne'ebé envolve iha prosesu foti desizaun no nune'e, desizaun sira ne'ebé ema sira ne'e ajuda foti, sei iha efeitu iha sira-nia komportamentu no relasaan ho rekursus ne'ebé hale'u sira.

Manual ida ne'e fo-hatene modelu ida ba jestaun konjunta iha Timor-Leste no haforsa kuadru juridiku atual tanba dokumentu ida ne'e sei sai matadalan ba ajensia barak ne'ebé buka envolve lutän komunidadade iha jestaun ba Rekursus Naturais.



**Mariano Assanami Sabino**

Timor-Leste Minister for Agriculture and Fisheries

29	Dezenolve planus Jestaun
29	Penalidades atu aplik
30	Monitorizasaun biolojika
31	Aprovasaun dahuluk ba planu sira
31	Verifikasaun sientifika zona sira-nian
32	Halo-hotu mapas zoneamentu nian
33	Institusionaliza CBNRM nu'udar parte ida hosi Sistema Jestaun Konjunta
33	Mekanismu administrasaun hosi Governu nasional no suku
34	Esperienzia CTSP nian ho Tara Bandu
34	Saida mak Tara Bandu?
36	Tara Bandu no Estrutura Komunitade Sosial nian
37	Formasaun no dezenvolvimentu kapasidade
38	Prinsipius no metodus
39	Identifika topikus formasaun nian
40	Rekursus ne'be bele uza nu'udar referensia
41	Rekoñesimentus

6	Prefasiu
8	Introdusaun
8	Antesedentes
9	Kona-ba Manual ida ne'e
10	Saida mak Jestaun Konjunta ba Rekursus Naturais?
11	Sa benefisius mak Jestaun Konjunta to?
11	Konjestu Instiutsional no Juridiku ba Jestaun Konjunta iha Timor-Leste
11	Se loos mak na'in ba Rekursus?
12	Rejime tradisional ba Jestaun
13	Knaar no responsabilidade ba Jestaun Konjunta
15	Prosesu atu harii Jestaun Konjunta
16	Envolvimentu
17	Oinsa hahu
18	Prosesu envolva Governu no komunidadade
18	Governu
18	Komunidadade
19	Faktor importante ba envolvimentu komunidadade nian
20	Harii Grupus ba Jestaun Konjunta
22	Harii Jestaun ba Rekursus Naturais ho apoio komunitariu
23	Buka hatene kona-ba Espesies no Abitats hosi koñesimentu lokal
24	Halo mapas abitat sira-nian
26	Perfil Espesies nian
27	Verifikasaun servisu iha area projetu nian
27	Identifika areas atu proteje (zoneamentu)

# Matadalan ba Harii Jestaun Konjunta ba Rekursus Naturais iha Timor-Leste

Junhu 2013

Ena ne'be mak kontribui: Claudia Costa Pereira, Rui Pinto, Candice Mohan, Scott Atkinson.

Projetu USAID Numeru: GCP LWA Award # LAG-A-00-99-00048-00

Prepara husi: Conservation International ba Komite Kordenasun Nasional Timor-Leste  
Imprime iha: Jakarta, Indonesia 2013

Actu hetan tan informasaun kona ba Coral Triangle Initiative ne'be mak inklui nasun hamtuk ne'en, favor ida kontakta:  
Secretariado Interino-Regional ba Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security  
Ministério da Marinha e Pescas da República da Indonésia

Mina Bahari Building II, 17th Floor  
Jalan Medan Merdeka Timur No. 16  
Jakarta Pusat 10110, Indonesia  
[www.coraltriangleinitiative.org](http://www.coraltriangleinitiative.org)

Komite kordenasun Nasional ba CTI-CFF  
Sr. Lourenco Fontes  
Director General  
Ministério da Agricultura e Pescas  
President Nicolau Lobato No.5  
Comoro, Dili Timor Leste  
Tel.: +670 727 9546  
Email: [risonial@yahoo.com](mailto:risonial@yahoo.com)

Publikasaun ida ne'e husi Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF). Fundus hodi halo dokumentu ida ne'e hetan husi projetu USAID - Coral Triangle Support Partnership (CTSP). CTSP hanesan parseria entre World Wildlife Fund, The Nature Conservancy and Conservation International ho fundus husi United States Agency for International Development iha Timor-Leste.

© 2013 Coral Triangle Support Partnership. Todos os direitos reservados. Reprodusaun no divulgasaun ba material ne'be mak iha relatoriu ida ne'e ho objetivu edukasional ka lakomersial sira seluk iha autorizasaun no sei la prezisa husu liu husi mak iha relatoriu ida ne'e ho objetivu edukasional ka lakomersial sira seluk iha autorizasaun no sei la prezisa husu liu husi mak iha relatoriu ida ne'e ho objetivu edukasional ka lakomersial sira seluk iha autorizasaun no sei la prezisa husu liu husi karta ba ema ne'be mak kaer direitos autorais, maibe tenki hakerek fonte ida ne'e nudar referensia. Reprodusaun ba material ne'be mak iha dokumentu informativu ida ne'e bandu atu fan ka ho objetivu komersial sira seluk.

Disclaimer: Dokumentu ida ne'e halo tamba hetan apoiu jenerosu iha povu amerikau liu husi Ajensia Estadus Unidos ba Desenvolvementu Internacional (USAID). Konteudu husi dokumentu signifika katak USAID ka Governu Estadus Unidos sira nia hanoin hanesan ho dokumentu ida ne'e.

Foto iha Oin: © Matthew Abbott / CTSP





Publikasaun ida ne'e prepara husi Komite Kordenasaaun Nasional Timor-Leste ho fundus husi Agência dos Estados Unidos para o Desenvolvimento Internacional (USAID) nia projetu Coral Triangle Support Partnership (CTSP)

Junhu 2013



# Matadalan ba Harii Jestaun Konjunta ba Rekursus Naturais iha Timor-Leste

