



ITM INDIGENOUS TERRITORIAL MANAGEMENT

▶ T A C A N A INDIGENOUS PEOPLE

THE DEVELOPMENT OF ADMINISTRATIVE CAPACITY FOR INDIGENOUS TERRITORIAL MANAGEMENT



Lessons learned

The strengthening of administrative capacities for indigenous territorial management has been a learning process for the indigenous communities and the institutions they relate with, leading to a series of lessons learned and recommendations:

- The development of an innovative financial management system that reflects local conditions. CIPTA continues with a process of building its own reliable, responsible, and effective financial management system that responds to the expectations and needs of the members of its territory and to financial institutions or sources of finance.
- The administration of trans-disciplinary technical teams that seek to improve the quality of work, the appropriation of technical information, and the development of their own capacities within the indigenous organization.
- The importance of a multilevel system of controls and transparency in decision making on the management and allocation of funds.
- The development of management systems under basic principles such as solidarity, good faith, equity, efficiency, and effectiveness – as well as social control, accountability, and transparency.
- The development of alliances with cooperating institutions with strategies for transferring administrative and financial capacities.
- The challenge represented by the development of sustainable financing systems to support indigenous territorial management.

Technical and administrative capacity building

The administration of funds in an effective and transparent way by indigenous organizations is a requirement for sustainable indigenous territorial management. For most Tacana indigenous people, the basic social unit is that of the nuclear family, consisting of parents and their dependent children living in one household. Most indigenous economic relations are also based on reciprocity between people and their surrounding environment. Their economy is developed within a complex system of natural resource access and collective use in which a mixed system of "reciprocity" (goods for consumption, barter, and gift, which are not monetary) and market (goods destined for sale) operates. This mixed system affects how people view the administration of funds.

As a result of the need to consolidate their territories, the Tacana created representative organizations and several other organic systems for the management of their territory, including committees, clubs, and productive associations. This organizational change resulted in strengths and weaknesses for the administration of the territory. From the historical process of indigenous peoples' demands, the need arises to establish administrative, financial, and technical management systems as a fundamental pillar of territorial management.

The strengthening of capacities in administrative and technical areas allowed CIPTA to advance in the management of funds, the development of administrative forms, the execution of financial reports, the preparation of proposals, the planning of activities, and the management of trans-disciplinary teams of indigenous technicians and professional technicians. The establishment of an administrative system has been fundamental to support territorial management. It is based on the implementation of the Financial Administration and Management Manual, which establishes the rules and procedures for the economic and financial management of the organization, the grassroots organizations, and the economic enterprises.

Tacana Indigenous People Administrative System

Since the beginning of their organizational process, the Tacana indigenous people interacted with funding institutions – a process that led the CIPTA leadership to decide on the need to build its own administrative system. An administrative system is understood as a set of interrelated elements (human, technical, and material resources) and procedures that define the administrative steps necessary to achieve the transparent management of financial resources to support priority technical activities.

In 2000, an agreement between CIPTA and WCS, as well as other institutions, began establishing a system so that CIPTA could independently administer funds and implement activities. An analysis of this process is divided into four phases. The first phase (2000-2004) developed the foundations for the administrative system. The second phase (2005-2007) transferred administrative responsibilities to CIPTA, including the establishment of an accounting system and the operation of a technical team. The third phase (2007-2011) focused on administrative management, including self-generated funds. Finally, the fourth phase (2011-2013) established an independent management of resources outlined in the Financial Administration and Management Manual. This implementation process gradually strengthened the administrative and technical capacities of CIPTA.

A number of essential elements in the internal workings of the CIPTA leadership were identified as crucial in describing the Tacana experience in constructing an administrative system. These include, for example, inter-institutional relations based on the administration of funds, management of professional and technical personnel, administrative support to productive enterprises, and other grassroots organizations within the territory. Throughout this process, the CIPTA leadership decentralized its administrative and technical decision making systems, involving the board and secretariats of the organization, the communities themselves, and productive enterprises.

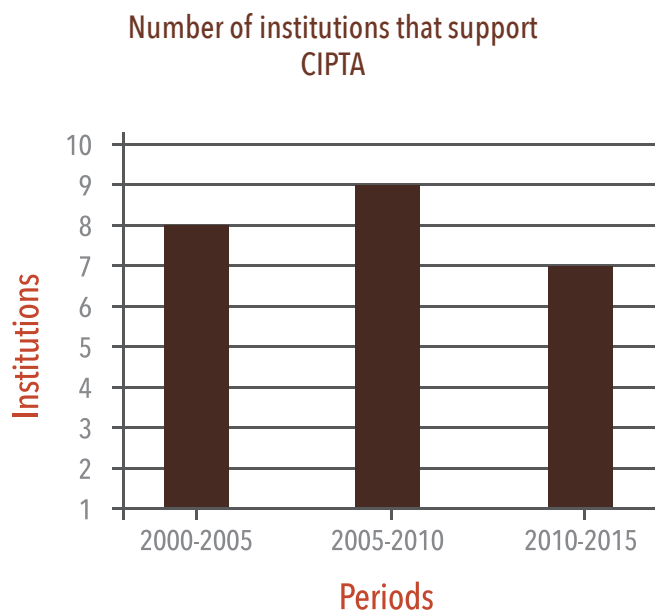
Accountability is a fundamental requirement for the operation of the administrative system. The CIPTA board of directors reports at annual meetings. Similarly, the productive enterprises, when concluding with the production and/or exploitation activities, are accountable each year to their partners, community authorities, and representatives of the CIPTA board of directors.

Institutional relationships were differentiated according to the financial regulations of each institution under three broad administrative system types. In the first system, CIPTA administers funds under its own administrative system, with institutions making payments according to specific implemented activities. In the second case, CIPTA directly administers funds, but institutional payments are linked to scheduled periods and activities. In the third system, the institutions administer financial resources according to CIPTA work plans.

In the management of the technical teams, the administrative model of partnership and complementarity involving specialized professionals working with local technicians were consolidated. In addition, different modalities were identified according to the phase: CIPTA technical teams based in Tumupasa; technical personnel dependent on external institutions, but based in Tumupasa with CIPTA; and technical personnel from external institutions spending time working in CIPTA's offices.

Efforts were made to strengthen administrative capacities of communities and productive associations, especially during the second phase of establishment of the administrative system, with the aim of having a group of local people with knowledge in accounting management who could act as accounting assistants. Twelve training events in basic administration organized in thematic modules were held for 94 people from 20 communities and various productive associations: 56 men and 38 women. Of this group, 17 men and 18 women attended more than 6 modules. The participation of at least one person per productive association was taken into account, allowing the training of nine representatives from community forestry groups, two of the tourism associations, and the association of native bee honey harvesters. Through this capacity, CIPTA was also able to provide administrative and technical services to its productive enterprises, organizations, basic institutions – assuming the operating costs and ensuring that efforts were framed within their administrative system.

The results of this process offer several proposals to ensure the sustainability of the functioning of the CIPTA board of directors and a technical support team. These proposals focus on the search for trust funds and other financing opportunities, the assignment of a dedicated percentage towards administrative costs within various institutional cooperation agreements, the generation of funding from the contribution of the Tacana productive associations, and the consolidation of natural resource management productive enterprises as a strategy for financial sustainability.



ADMINISTRATIVE CAPACITY

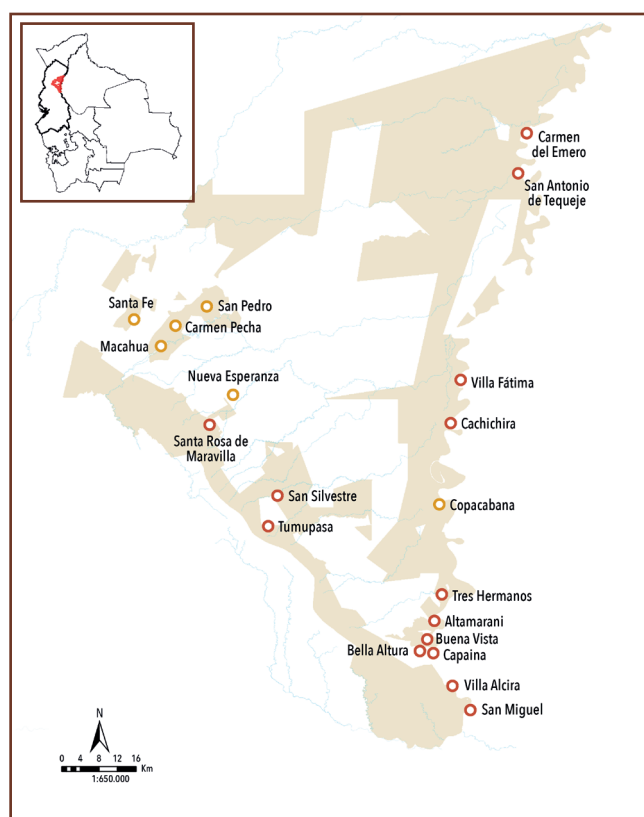
The Tacana Indigenous People have established their own technical and administrative system that combines administrative requirements with local needs based on the transparent and effective management of economic resources. The progress achieved between 2000 and 2013 reflects the growth and strengthening of their grassroots organization, the Tacana People's Indigenous Council (CIPTA), including its independent management of financial resources and the organization of technical teams. Nevertheless, the process of developing administrative capacity has been challenging and complex, particularly in remote indigenous communities, and it is important to continue capacity building.

The importance of administrative and technical organization for indigenous territorial management

- The Tacana Indigenous People established their own technical and administrative system that combines institutional requirements with local needs.
- The effective and transparent management of economic resources supports territorial management.
- The principle of partnership and complementarity between specialized professionals and local technicians is one of the strengths of the established technical teams.

THE TACANA INDIGENOUS PEOPLE HAVE DEVELOPED THEIR OWN ADMINISTRATIVE CAPACITIES FOR THE CONTROL OF THEIR RESOURCES WITHIN THE FRAMEWORK OF TERRITORIAL MANAGEMENT

Tacana indigenous territory



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