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Capacity Development for Indigenous Territorial Management

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Introduction

This paper will explore the construction of a sustainable and culturally appropriate model of indigenous territorial management through the case study of the experiences of the 'Chiquitania' region in Bolivia and the role of SNV (Netherlands Development Organization) in this. Sharing this experience should provide some guidelines for the construction of territorial management models in different cultural contexts.

Background

In Bolivia the population with the highest indices of poverty is indigenous. One of the reasons for this is related to the loss of their traditional territories. In the eastern lowlands, in the District of Santa Cruz, considerable amounts of territories were appropriated by large farm and other landowners, who today control the political power in the department. Loss of territory has significantly contributed to an erosion of indigenous culture and affected indigenous peoples' quality of life, food security, access to natural resources and their economic base.

Since the 1990s, the indigenous peoples of the Bolivian lowlands have taken political actions and asserted demands in

order to obtain legal recognition of their economic, social and cultural rights, especially their rights to territory. In 1996, they achieved the enactment of an agrarian reform law which permitted the granting of collective land titles to indigenous populations under the legal designation of *Tierras Comunitarias de Origen* (TCO; in English, "Traditional Communal Lands"). At present, TCOs make up approximately 16% of the national territory.²

However, the legal recognition of indigenous ownership of traditional communal lands was only the first step. From the beginning, the indigenous people have demanded a new political and administrative division of the Bolivian State, which would include the concept of Autonomous Indigenous Territories and recognize their right of self-government of their TCOs. To get this issue on the political agenda they implemented an arduous campaign of lobbying with respect to public policy, including advocating for structural change through a Constituent Assembly process.

While the political struggle for the formal recognition of their rights of territorial self government continues, the indigenous organizations of various TCOs are taking some practical steps in the management of their territories. The

implementation of an effective system of territorial management remains a considerable organizational capacity challenge for Bolivia's indigenous peoples. It is clear, however, that its achievement will be a powerful mechanism for the indigenous people to enjoy the freedom to pursue their own development.

One of the most complex and relevant indigenous territorial demands in Bolivia is located in the northeast of the District of Santa Cruz, in the region known as 'Chiquitania'. This demand is known as TCO Monte Verde. Its titling process, which commenced in 1997, has been very slow, characterized by a high degree of conflict and constant delays and interruptions generated through political pressure by landowners within the territory. In May 2006, the final resolution of land title was issued by the National Agrarian Reform Institute (INRA); this resolution legally establishes the collective property right to 947,441 hectares, leaving approximately 10% of the total area demanded outstanding and under negotiation.

The indigenous claimants of this TCO are: the Central Indígena Paikoneka San Javier (CIP-SJ), the Central Indígena de las Comunidades de Concepción (CICC) and the Central Indígena de Comunidades Originarias de Lomerío (CICOL); in addition, these organizations encompass 117 communities which represent approximately 12,000 Chiquitano people. These three claimant organizations are supported and represented by their matrix organization, the *Organización Indígena Chiquitana* (OICH). The objective of these organizations is the recognition of their rights, their culture, their own forms of political organization, and their rights to sustainably use and manage their natural resources, based on mutual respect and

recognition between them and the State. The highest decision-making authority of the three claimant organizations was the General Assembly, in which leaders of all the affiliated communities participated; and a board of directors was elected every four years.

The claimant organizations of TCO Monte Verde lacked the practical skills necessary to assume the challenge of autonomous territorial management. In addition, there were no other, similar experiences in the region that could serve as reference models for TCO Monte Verde.

Since 2001, SNV³ has been contributing to the strengthening of the organizational capacities for the territorial management of TCO Monte Verde. SNV provides organizational development and institutional strengthening advisory services, with the objective to contribute to the improvement of governance and the reduction of the structural causes of poverty. The value of documenting and socializing the underlying TCO Monte Verde experience lies in the sharing of knowledge. Sharing this experience should give some guidelines for the commencement and support of other processes to construct territorial management models in different cultural contexts.

Although often the prime focus of support of TCOs is on guaranteeing land rights by obtaining a land title, the sustainable management of TCO Monte Verde is far more challenging given that this entails for the indigenous claimants putting into practice the logic and concept that underlies their demand for, and their right to, their traditional territory. SNV supported an organizational strengthening process of the three mentioned claimant organizations for the sustainable

territorial management of TCO Monte Verde

Providing Advisory Services for Indigenous Territorial Services

The advice and support provided by SNV to TCO Monte Verde started with the recognition that there was no transferable model of Indigenous Territorial Management. The capacity and organizational strengthening for improved territorial management was therefore grounded in knowledge and practices of the respective indigenous peoples as well as external agents that, through intercultural dialogue, permitted the construction of appropriate, improved and sustainable models.

Methodology design must take into account the complexities of each specific culture. In the case of TCO Monte Verde, there are a number of characteristics to be considered: the territory is located within the jurisdiction of three municipalities; only 20% of the members of the claimant organizations live within the territory; each community of the claimant organizations has its own unique territorial management practices, without a common vision for the entire territory; and there are high levels of conflict with third parties within the territory.⁴

In order to consolidate the territory of TCO Monte Verde, the claimant communities and organizations had to confront the task of formally establishing, in opposition to the State, their right to use and manage the renewable natural resources within the territory, as well as establish the foundations, among themselves, for the management, control and administration of the TCO.

For the construction of a sustainable and culturally appropriate model of

territorial management, the concept of 'management' was assumed to be a structured process that requires the preliminary establishment of certain foundations: the establishment of an adequate organizational structure; the capacity development of human resources; the compilation of information regarding the territory; the creation of administrative and accountability systems; and the design and implementation of methodologies to promote community participation in the territorial management process.

Indigenous territories are socially, economically and politically connected with regional, national and international contexts. For this reason, one must be constantly aware of and take account of factors which are both internal and external to indigenous peoples and which both favour or limit the territorial management process.

Internal influences

In the advisory process in TCO Monte Verde, it was important to understand and incorporate the key elements that govern the cultural identity of the Chiquitano people, in terms of both concrete and symbolic aspects,⁵ given that these are the controlling factors in the development of their unique characteristics as people and their relationship with their territory and environment. Several of these aspects are linked together in the Chiquitano people's daily lives:

- 1) *Vision and understanding of the world:* This comprises both ancestral views, as well as views of other cultures which Chiquitano people have adopted.
- 2) *Traditional justice systems.*⁶ These are understood as the sum total of the institutions and rules which regulate community life.

- 3) *Oral tradition.* This refers to Chiquitano people's origins as a people, migrations, conflicts with other indigenous peoples, and processes of colonization, slavery and recuperation of their autonomy, among other aspects.
- 4) *Physical characteristics of their environment, and the ways they relate to, use and appropriate space and natural resources.* These include both traditional territories, as well as more recently occupied areas, for both traditional uses as well as more modern methods of occupation and exploitation.
- 5) *Consumption habits and guidelines.* These are determined by notions of well-being and, as such, the overarching meaning of quality of life for the Chiquitano people.
- 6) *Internal economic systems.* Domestic and subsistence economies predominate within Chiquitano culture, in order to satisfy basic needs and guarantee the physical survival of its people and their quality of life.

External influences

The influence of the dominant colonial (Western) and urban oriented society on indigenous peoples cannot be ignored — on the contrary it affects, in a direct and indirect way, the theory and practice of territorial use and management. Influencing factors include:

- 1) *Worldviews that are derived from Western thinking* which replace, or co-exist with, cultural traditions, including development objectives, macroeconomic models, distinct religions, consumerism, the education system and political parties.
- 2) *Market economy* which is imposed on, and creates tension with, the indigenous economy.

- 3) *The State judicial system and the introduction of foreign organizational systems.* The State, with strong intervention by the Catholic Church for many years, and now through political parties and other social movements, has penetrated the traditional judicial system, often in antagonistic ways.
- 4) *Foreign institutional influences.* Contemporary territorial management models have been promoted by private entities, internationally cooperation agencies, and the State, in accordance with their own visions of development, resulting in tension between the different models of territorial management being promoted.

Assessing Advisory Needs

To describe the state of affairs in the Monte Verde organizations and territories in 2001, it is important to differentiate between four major areas of attention: visions for the future of the TCO, internal organization, territorial planning and external relations.

Visions for the future of the TCO

Although there was general agreement regarding the importance and need to demand a collective title for the TCO, there was no consensus regarding the vision for, purpose of, and use and management of the territory. This problem was highlighted by the unilateral approval of human settlements, cattle-ranching operations and wildlife management regulations within the TCO by one or another individual claimant organization, without consultation with the others.

Internal organization

There had been uncoordinated efforts by the three claimant organizations, with each one acting on the basis of a different vision and concept of

territorial management. The claimant organizations suffered from major confusion and exercised little control over the process; the leadership took decisions under pressure without sufficient control by, or authority of, their communities. These circumstances unleashed certain internal divisions and increased the organizations' vulnerability vis-a-vis the State and third-parties with interests in the TCO. Thus the communities and the claimant organizations faced weaknesses at the internal organization level and were subject to strong external pressures. These circumstances necessitated the development of an organizational strengthening process and the preparation of the claimant organizations and the communities to define and implement a territorial management model appropriate to their cultural, economic and political conditions.

There was confusion in terms of decision-making roles and mechanisms, within and between the different organizational levels. Decisions regarding the TCO taken by these different decision-making authorities were not only uncoordinated but at times were contradictory, creating a source of internal conflict. The human resources of the Chiquitano lacked the necessary capacity to confront the challenges of territorial management. At the commencement of the SNV advisory intervention, the indigenous leadership already had significant political training and experience — however, it lacked technical capacity at the community level to give impetus to the territorial management process.

Territorial planning

The communities and claimant organizations had a very limited knowledge of their territory. Each community knew its immediate surroundings, but knew very little of the

TCO in its entirety. In addition, the claimant organizations lacked information about the TCO's ecosystems, their potential uses and limitations. Decisions were taken based primarily on political considerations, without taking into account scientific/technical factors.

External relations

One factor that contributed to the aggravation of the above-mentioned situation was the excessive offers of support and advisory services by external actors. This resulted in a situation where public and private institutions identified the need for territorial management initiatives, and offered advisory services and financing, but without the claimant organizations and their communities first having generated the internal conditions necessary to undertake and assimilate such a demanding process. This lack of capacity in the claimant organizations resulted in an inability to negotiate favourable agreements with State entities, NGOs and private companies.

Given this state of affairs the claimant organizations had to first give priority to these problems and undertake the task of 'putting their own house in order', before continuing to establish agreements with aid agencies for the implementation of projects. On their part, some NGOs and aid agencies were also making efforts towards a coordinated, inter-institutional approach.

Methodological Principles

The SNV intervention in TCO Monte Verde was based on a series of pedagogical and conceptual principles taken from the schools of 'popular education', 'participatory research', 'system thinking', 'the (community) consultative model' and 'legal pluralism'.⁷ The intervention involved the development of knowledge

proceeding from the concrete to the abstract;⁸ inter-cultural exchange of knowledge; the collective construction of knowledge;⁹ cumulative and gradual learning during the process;¹⁰ and the control of cultural change.¹¹ Based on these principles, the orientation of SNV's intervention can be defined in a series of maxims or 'golden rules', as follows:

Value of culture

Indigenous cultures possess concrete knowledge and practices which must be taken into account in the development of territorial management. The Chiquitano culture has value and the Chiquitanos themselves have knowledge regarding their needs, therefore a territorial management system and resource use regulations must be coherent with their actual lives. It is important to be aware of cultural communication 'codes' in the design of methodologies, and the development of tools and communication materials.

Participation and consensus¹²

A territorial management model must be constructed by way of a participatory process, strengthening relationships, sense and mutual commitment and responsibility at all levels, both among the Chiquitanos and the advisors.

In order that the results will be "appropriated and owned" by all the communities and their members, all levels must be involved in the construction process. Decisions must be made in accordance with the customs of each community, be it by consensus or majority vote.

In order that the territorial management process will be adopted and owned by the people, it is necessary to proceed in accordance with the local capacity to understand and use new information, as well as the learning capacity of the

collective. The contributions and inputs of each level are different — for example, the leadership contributes differently to the membership.

'Spirit' of territorial management regulations

It is crucial to explain the essence or 'spirit' of a regulation or norm, in order to ensure that people will understand why it should be respected, and thereby enhance its acceptance and fulfillment. It is much more effective to establish a solid base of fundamental principles which are understood and appropriated by all, than a set of very detailed regulations which are poorly understood and appropriated by only a few.

Phases in Model Development

At the beginning of the SNV intervention in the territorial management process, the objective was to consolidate the territory as an end in itself — but the steps to achieve this were never explicitly identified. However, through applying the principle of cumulative and gradual learning, the process was constructed step-by-step in four phases. By way of a consensual process, the Chiquitanos and the SNV advisors jointly identified the following priorities in each phase (see the Appendix for a table detailing these phases):

Phase 1 (2001–2002)

Coordinated working methods were initiated: a Board of Directors and a Technical Support Team were established, and information regarding the TCO was distributed to the communities.

Phase 2 (2002–2004)

The dissemination of information in the communities regarding the TCO was expanded, and inputs regarding their

vision of territorial management were collected. A strategic plan for the development of TCO Monte Verde was prepared. Following the review of its functions, the board of directors changed its name to the Indigenous Territorial Management Committee (ITMC) and redefined its roles.

Phase 3 (2004–2005)

The ITMC proposed the effective articulation and strengthening of relations between all organizational levels involved in territorial management. It strengthened its administrative system; the process of identifying an economic development initiative to finance the territorial management structure and process was started; and regulations for the use and management of natural resources were developed through a participatory process.

Transitional phase (2005–2006)

In this phase, projections for the following three years were defined on basis of the progress and lessons learned during the previous phases.¹³

Experiences of Building Capacity: Analysis and Reflections

It is important to clarify that to date the development of a territorial management model has not been completed.¹⁴ As such, the information presented in this document places greater emphasis on the process in the four phases outlined above, rather than on a specific ‘instrumental’ model. The following reflects upon the steps and elements which contributed to overcoming some of the obstacles to effective territorial management.

Developing a common understanding of the TCO

A significant step in the process was the fact that the claimant organizations

collectively arrived at a common understanding of the problem of TCO Monte Verde despite the diversity of opinions within the indigenous communities.

Identifying differing visions

Through the use of participatory methodologies, the co-existence of differing visions regarding the TCO was identified. This explains the origin of some of the conflicts and provides guidelines for their transformation. In one of the community workshops regarding territorial management of the TCO, the community members expressed existing differences of vision in the following manner:

‘Some see the TCO only as a source of work for some Chiquitano families. ... Some communities just want to have their small herd of cattle in the TCO. ... For others the territory is a source of economic income from extractive economic-development projects which will benefit them personally [with little or no benefit to the community]. ... Some want to exploit timber in a sustainable manner.

‘The territory is a cultural and political space that must be administered in an autonomous manner. The human settlements within the territory are strategic, in defense of the TCO. .. The TCO is an exclusive space solely for Chiquitanos that cannot be shared with other cultures.’

Organizational strengthening

In order to overcome the conflicting overlap between the different decision-making and organizational levels, new roles were defined and old ones redefined.

Adaptation of the organic structure for territorial management. Faced with the confusion over functions and roles of different organizational levels, various informal workshops, meetings and conversations were held with the leadership. As a result, readjustments of

the organizational structure were carried out. The ITMC, controlled by the three claimant organizations, was given a primarily operational, facilitating role.

Development and implementation of an administrative system. Within the management of the TCO, administration of resources, transactions and projects is an important tool for territorial management. In order to develop administrative skills, SNV provided advice to the financial administration and ITMC administration staff now currently manage the funds of all its projects independently. It has created an administrative system, developed and implemented an administrative procedures manual, and it renders all of its own accounts. In turn, it has gained the confidence of the funding agency, which had initially requested the involvement of an external institution in the financial administration of funds it provided.

Human resource capacity building. Through workshops and continual coaching, the capacities of the technical support team were strengthened so that it could appropriate, direct and implement the territorial management process on its own:

- Expectations of funding agencies were identified and clarified continuously, and where they exceeded the Chiquitanos' capacity to respond and to adapt to their own objectives and the reality of the organizational structure, collaboration was reoriented or refused.
- The design and decision taking in each phase was preceded by an internal evaluation of the results, difficulties and challenges of the previous phase.
- The technical support team, with the assistance of SNV advisors, designed and applied participatory tools and

methodologies for planning, management, decision making and communication.

Territorial planning

Preliminary base-line studies. Studies regarding the physical and environmental characteristics, and economic development potential of the TCO were carried out. These provided the claimant organizations and their members with important information in order to take informed decisions regarding appropriate land uses within the TCO. These studies were carried out by specialized external consultants, together with the participation of Chiquitano technicians.

With this information, the communities and their leaders are better able to take decisions regarding the 'why' and 'how' aspects of the management of their TCO.

Development of regulations. A community-based participatory process was designed and implemented for the development of regulations for the sustainable use of natural resources. These would help to address conflicts that were arising as a result of resource harvesting activities within the TCO. This process was based on the participatory identification and description of conflicts regarding natural resources, which then served as a basis for reflection about and development of sustainable use regulations. The process was carried out within each level of the organization. With the community members the value of their resources were identified, and proposals for internal regulations for sustainable resource management and prevention of resource use conflicts were defined.

The community members recognize various values regarding their natural resources:

The land because it is the mother, and therefore they respect and protect it. *The forests* are their life-support system: food, construction materials, decorations, handicrafts, firewood, medicinal plants and other necessities. *The water* is life itself, indispensable for all living beings. *The wild animals* are a source of food, medicine, decoration, act as a warning system for climate change, and are central to cultural beliefs. *The minerals* are the reserves and riches of the territory.

The focal themes in the development of the natural resources regulations were:

- *Rights of access and use.* Requirements, rights and obligations were established for old and new communities, taking into account their population-growth projections.
- *Commercial use.* Similarly, requirements, procedures and contribution payments were defined for communities which commercially harvest natural resources. In addition, basic rules for the administration of funds were developed. Special rules for the commercial harvesting of natural resources by non-Chiquitano companies or individuals were also established.
- *Offences, penalties, decision-making levels and procedures.* Different levels of offences were established (serious, moderate and minor) relative to the following natural resources: timber, plants, land, water, wildlife and minerals. The territorial management roles of the communities, the General Assembly, the claimant organizations and the ITMC were defined.
- *Leadership qualities for territorial management.* The profile, responsibilities and qualities of a good leader were defined. Leadership infractions and the penalties applicable for failure to

perform assigned roles and responsibilities were also agreed on.

External relations

The step-by-step construction of the management model, through the process of participatory planning with priorities defined by the Chiquitanos, determined the roles of the different institutions and their relation with the organizational structures for territorial management. This set a course which has had positive repercussions in the transformation of relations with external actors.

Impacts of the Process

In relation to the main problems identified at the beginning of SNV's intervention (p. 3) and the subsequent development of the advisory process (p. 5), the following impacts of the intervention stand out:

Impact on visions of the TCO

The myth that it was necessary to have a single vision for the TCO was broken: there was a realization that, rather than trying to homogenize the differing visions regarding the use and exploitation of the territory, it was more important to have a clear understanding of them, in order to look for common ground. This was an important step forward in defining shared values that would guide the territorial management and establish the foundation for the political/administrative governance of the TCO.

Internal organization

- Participatory territorial management contributed to the consolidation and full exercise of collective territorial rights, improved the organizational systems of the communities and provided greater clarity for the taking of decisions regarding natural resources. In addition, methods for the prevention and transformation

of conflicts, between both internal and external actors, have been defined. Therefore, governance has improved. However, while there have been some advances, community participation and social control over the territorial management process still need to be strengthened.

- The territorial management process now has an organizational structure,¹⁵ political decisions are taken by consensus among the three claimant organizations, the implementation of policies is under the responsibility of the ITMC and the approval of regulations for territorial management (developed in consultation with the communities) is decided in the General Assembly.
- With respect to the control and defence of the territory, the three claimant organizations are jointly responsible for this, and have consensually adopted certain measures in this regard, such as joint agreements to evict illegal third parties, resubmission of documents to ensure granting of title to the TCO, etc.
- The levels, mechanisms and procedures for decision making regarding territorial management of the TCO have been agreed upon and are in the process of being socialized and collectively-accepted.
- The technical support team is now better prepared to promote participatory processes and consensus among the different levels of the organizational structure. It has planning skills and can implement mechanisms which assist the different levels of the organizational structure. It has developed the ability to analyze the process' stages and adapt their steps as a function of its capacity and collective vision. The members of the technical support team now see the process of territorial

management as not only the development of the territory, but also the development of themselves as subjects of this process.

Effects on territorial planning

- There is a greater knowledge of the territory. The development of a preliminary information base provided inputs for decision making on the basis of the TCO's capabilities, rather than just the demands of the market economy or the pressures of external actors. Through the internalization and acceptance of the studies, the claimant organizations have a better foundation for the planning and management of their TCO.
- There is now a methodology for the participatory development of regulations for territorial management as a dynamic process, where the important thing is not just the actual regulations, but the ability to adapt them in response to advances or changes in the process.
- The Chiquitanos now have a consensually agreed-upon plan which contains strategic directions for the territorial management of the TCO for the period 2006-2009. This plan prioritizes themes, goals and achievable actions, as a function of the common visions regarding the territory and its natural resources, and the capacity available for implementation.

Impact on external relations

- The Chiquitanos' capacity for consensus building and participation in governmental decision making has been strengthened. The ITMC anticipates developing closer relations with State institutions in order to lobby for the incorporation of its proposals for public policy and municipal investments in social development. As an example of this

new situation, the ITMC formulated a funding request and negotiated it directly with an international development agency, without the need for assistance from any non-governmental organizations or external institutions.

- The strategic directions and priorities for territorial management of the TCO in the medium- and long-term form the basis for negotiation and consensus building with external institutions. As a result, projects will no longer be determined by the external offer, but rather by internal demands, in accordance with the Chiquitanos' own strategies.

Future Challenges

In this historic moment in Bolivia, in which a Constituent Assembly process is currently underway, Bolivian society is immersed in a debate regarding the transition from a monoculture State to a plurinational one. In the centre of this debate are the issues of regional and indigenous autonomy.

As mentioned at the beginning of this paper, indigenous territorial management is an instrument for the exercise of cultural and territorial rights. With a view to the co-existence of diverse cultures within the same geopolitical space and from an intercultural perspective with a 'national' vision, the following challenges for the future can be identified, on the basis of the TCO Monte Verde experience.

- i. The 'political' demand for self-government, in which most claimant organizations are well versed, requires a transition of capacities towards the 'practical' exercise of governance — such as the search for development alternatives in order to create the conditions necessary to overcome their

marginalization and poverty, the recuperation and rebuilding of their culture, and the identification of economic alternatives that are consistent with their principles and vision. This is a process that still has a long way to go in Bolivia.

- ii. A next step is to achieve the recognition by Bolivian society of the value that TCOs have in terms of their cultural value and protection of biodiversity and natural resources. In order to achieve the equitable articulation of indigenous territories with regional economies, appropriate models for the development and implementation of territorial management plans are needed. From there, it is crucial to construct a favourable environment for the development and consolidation of these territories, through the interaction of actors and cultures.
- iii. Continued capacity strengthening to enable indigenous people themselves to generate income based on the use and exploitation of existing resources in the TCO and favourable market access is an immediate task for the future.
- iv. The challenge for advisory and support institutions is to document and share their experiences and knowledge with the goal of developing appropriate methodologies; that is, to appreciate that there is not just one model of territorial management, but rather only guidelines, and therefore avoid the temptation to promote a 'one size fits all' solution.
- v. Given the high indices of poverty amongst Bolivia's indigenous peoples, the challenge for SNV in particular, is to capitalize on its extensive accumulated experience in indigenous territorial management through linking the advisory process

with other advisory processes, key clients within civil society and the public sector. This should help increase indigenous income and employment levels through the management of their TCOs and, in this way, enhance SNV's contribution to the Millennium Development Goal of halving extreme poverty by 2015.

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Appendix: Phases in the Construction of a Territorial Management Model for TCO Monte Verde

Main Objectives	Main Activities	Methodology	Impact on Organizational Capacity
PHASE 1 (2001-2002)			
Seek coordination between different levels of the organizational structure in order to promote joint territorial management among the three claimant organizations	Meetings with TCO Board of Directors (BoD) Community workshops Completion of first study of bio-physical characteristics of the TCO Design and implementation of communication plan to inform communities regarding the TCO	Motivation of community involvement Application of research studies Coaching and capacity building of the three claimant organizations and the technical support team (TST)	BoD for the territorial management of the TCO established. TST for the territorial management of the TCO established. TST able to conduct participative process for the construction of territorial management model.
PHASE 2 (2002-2004)			
Define and implement a culturally appropriate organizational structure for territorial management	Organizational analysis workshops among the three claimant organizations Community involvement motivation workshops. Development and distribution of educational materials regarding territorial management of the TCO Organization of TCO General Assembly for adoption of decisions	Motivation of community involvement Application of research studies Coaching and capacity building of the three claimant organizations and the TST	Community has formulated first strategic development plan BoD defined roles and able to function accordingly BoD or TST developed a proposal for a more adequate organizational structure for territorial management Creation of ITMC and definition of roles and financial administration mechanisms for territorial management
Establishment of information base regarding TCO's bio-physical characteristics and economic potential as decision-making tool	TCO biodiversity and economic potential studies	Application of research studies	Completion of two studies and internalisation/appropriation of results within the three claimant organizations
PHASE 3 (2004-2005)			
Implementation of a new territorial management organizational structure and development of sustainable resource management principles	Periodic meetings of the ITMC to coordinate, monitor and evaluate the territorial management process Training, design and implementation of first financial administration system Design and implementation of methodology for participatory development of sustainable resource management principles	Coaching of ITMC and TST Personally tailored capacity building and coaching Participatory development of sustainable resource management principles	ITMC functioning in accordance with roles defined in previous phase ITMC implemented basic financial administration system for territorial management Defined consensual proposal for basic principles regarding access, use and benefit of TCO land and natural resources Appropriation and use by ITMC of information in biodiversity and economic potential studies as base for formulation of economic development project
TRANSITIONAL PHASE 4 (2005-2006)			
Medium- and long-term projection of the territorial management process based on lessons learned to date	Participatory evaluation of the previous three phases Development of a strategic plan for next three years Formulation of projects to support territorial management	Coaching of ITMC and TST Participatory planning	Defined strategic directions for territorial management of TCO Formulated strategy for territorial planning of the TCO

Endnotes

- ¹ The authors gratefully acknowledge the input of other SNV advisors and SNV's accumulated institutional knowledge and documentation on indigenous territorial management in the preparation of this paper. The authors also wish to express their appreciation for the assistance of Frank Seier, former SNV advisor in indigenous territorial management in TCO Monte Verde from 2003-2005, who translated this paper from its original version in Spanish.
- ² In the country as a whole, there are approximately 16,051,354 hectares of land under application for TCO designation which are currently going through the land-titling process (7,558,172 hectares of this total are located in the District of Santa Cruz).
- ³ SNV is an international organization which provides specialized technical and strategic advisory services for the reduction of poverty and inequality, as well as the strengthening of democratic, effective and transparent governance. SNV supports the achievement of the Millennium Development Goals.
- ⁴ 'Third parties' are non-members of the claimant organizations who assert land rights within the TCO — some of these have legal claims (i.e., their claims are in accordance with State laws), while others do not (i.e., their claims are not in accordance with State laws).
- ⁵ 'Material elements' refers to 'land, natural resources, improvements on the land, etc.', while 'non-material or symbolic elements' refers to 'beliefs, forms of social organization, judicial systems, ideology, etc'.
- ⁶ The phrase 'traditional justice system' used in this document, is also commonly referred to as 'traditional rights', 'own law', 'supreme' or 'higher' law, 'internal regulations', etc.
- ⁷ This is defined as the co-existence of distinct judicial systems within the same geo-political space. This concept is incorporated into Bolivian legislation through Convention 169 of the International Labour Organization, which establishes the rights of indigenous peoples to their own forms of organization, systems of government, and laws, to establish their own decision-making bodies and take decisions in accordance with their own timeframes and procedures, and to administer justice in a accordance with their own customs and practices.
- ⁸ Calero Perez, M. (1995) *Constructivismo: un reto de innovación pedagógica*. Editorial SM.
- ⁹ Marco Raúl, M. (1998) *Las metodologías en la educación popular. Una propuesta desde la negociación cultural*. Primera edición. CEAAL.
- ¹⁰ This principle is inherent to the 'constructionist model'.
- ¹¹ Díaz Polanco, H. (1988) *La cuestión étnico-nacional*. Primera edición. Ediciones Fontamara.
- ¹² Fals Borda, O. (1997) *El problema de cómo investigar la realidad para transformarla por la praxis*. T.M. editores.
- ¹³ These strategic focuses are: territorial administration and planning, organizational strengthening, economic development, social development and cultural identity.
- ¹⁴ SNV provided direct advisory services up to and including the design of the transitional phase, which the Chiquitanos are currently implementing without SNV support.
- ¹⁵ In July 2004 the existing organisational structure for territorial management at all levels, was evaluated in a participatory process. At the end of the 2004, a new structure was approved by the General Assembly, and has been functioning ever since. It is a flexible structure, and is currently in a process of evolution, in response to the needs of the territorial management process.