Proceedings of the 2005 IMFN Global Forum

November 7-11, 2005
Turrialba, Costa Rica

International
Model Forest Network
Secretariat

LAC-Net

CATIE
Centro Agronómico Tropical
de Investigación y Enseñanza

The **International Model Forest Network** (IMFN) is a voluntary association of partners from around the world working toward the common goal of sustainable forest management (SFM) and use. The IMFN is based on an innovative approach that combines the social, cultural and economic needs of local communities with the long-term sustainability of forest landscapes.

What is a Model Forest?
A model forest is both a geographic area and a specific partnership-based approach to SFM. Geographically, a model forest must encompass a land-base large enough to represent all of the forest's uses and values—it is a fully working landscape of forests and farms, protected areas, rivers, and towns.

A model forest is also a voluntary, partnership-based approach for moving toward SFM. Because forests and people cannot be separated, people are at the heart of the model forest concept. A model forest partnership fully represents the environmental, social and economic forces at play within the land-base. A model forest is:

- A **landscape**: A large-scale geographic area representing the full range of its forest values—including environmental, social and economic values
- Based on fully inclusive **partnerships** in which people who have an interest in their region's natural resources agree on a process for determining local sustainability priorities and goals, then work collaboratively—on the basis of transparency and consensus—to address them
- About **sustainability**: Focused on achieving SFM in tangible ways from the field level to the policy level, with stakeholders continually involved in developing, testing and sharing innovative approaches to SFM

The IMFN Secretariat
The model forest approach was first brought to the world's attention at the 1992 United Nations Conference on Environment and Development (UNCED) where Canada promised to "internationalize" its promising, innovative Model Forest Program. To support this effort, the International Model Forest Network Secretariat (IMFNS) was established at the International Development Research Centre (IDRC) in Ottawa, Canada in 1995.

The role of the IMFNS is to facilitate the creation of a global network of model forests dedicated to managing the world's forest-based landscapes in a sustainable manner. The Secretariat provides the central day-to-day coordination of support and development services to the Network, works to strengthen and expand the Network and, at the site level where there is no regional network in place, supports new and existing model forests.

CATIE
The Tropical Agricultural Research and Higher Education Centre (CATIE) is an international non-profit institution headquartered in Costa Rica with a focus on research, graduate education and technical assistance in the areas of agricultural and environmental sciences and natural resource management. Its mission is to benefit humanity through the application of knowledge, experiences and technologies in order to stimulate development, conservation and the sustainable use of natural resources in the American tropics. It was originally founded in 1942 as the Inter-American Institute of Agricultural Sciences (IICA). The Regional Model Forest Network for Latin America and the Caribbean (LAC-Net) was established in 2002 and is currently headquartered at CATIE in Costa Rica.

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Kodagu Model Forest, India
Photo: Brian Bonnell

Executive Summary

The International Model Forest Network (IMFN) Global Forum took place from November 7 to 11, 2005. The event was held in Turrialba, Costa Rica, headquarters of the Regional Model Forest Network for Latin America and the Caribbean (LAC-Net). The forum, sponsored by the IMFN Secretariat and ably hosted by CATIE, drew 110 model forest representatives from around the world, as well as institutional partners and collaborators. The goal—to discuss the Network's future direction.

The impulse for the 4 days of discussion was the remarkable growth and change in the IMFN in recent years. When the Network last met, in 1999, it looked little like it does today. The 2005 Global Forum was meant to take stock of this change, to understand it and find ways to accommodate it while still serving the mandate and interests of the IMFN and its members. The Global Forum was structured to exchange information and stimulated discussion in various ways: through plenary presentations and discussions, presentations by model forest leaders, working group discussions on specific themes, a poster and networking session, and a combination of reflection on the past and informed speculation on the future.

Our reflection on past model forest experiences revealed many successes and strengths. The model forest is a highly relevant and validated concept. Model forests are a workable way to meaningfully engage stakeholders at many levels, and an efficient way to integrate resource planning and management at an ecosystem scale. They have successfully leveraged financial and technical resources and focused them on shared problems. Model forests also offer a dynamic, tangible way to link national and sub-national policies to practice.

A recurring theme throughout the week was the view of model forests and the IMFN as platforms. Model forests move knowledge and create learning opportunities within sites as well as regionally, nationally and globally. The IMFN, with sites around the world, represents a unique global community of practice that is ecosystem- and partnership-based. This community connects policy, research, industry, communities, indigenous groups and others, and supports networking as a way of accelerating innovation in sustainable management. The fact is, though, that many of our sites are quite new. Our potential lies mostly ahead of us. The question for the Network, then, is how do we realize this potential?

Those attending the Global Forum explored this question and others, from the site to the international level. The outcome, as documented here, was a strong consensus on key issues and a rich menu of strategies that model forest partners can use to strengthen their initiatives.

The way forward, according to views expressed during the week, lies in ensuring that the Network's support structures—its governance, programming, communications, technical support and knowledge management—are robust enough to provide clear value to model forest sites, which remain at the heart of the Network. Participants were clear that they want, and expect, to be part of the building process ahead. Indeed, their skills and knowledge are part of the solution.

Given its continuing growth, the IMFN must ensure its credibility through more rigorous Network-wide monitoring, evaluating and reporting on model forest activities. The information gathered should, in turn, help forge a stronger, more effective communications strategy. Many participants shared their observations about communications. For them, it is critical to make the IMFN more visible to external audiences and to pave the way for more strategic alliances that will bring technical, political and financial support.

As for networking, there is great enthusiasm for creating strategic networking alliances that are not bound by geography. Participants agreed on the need for coordinated approaches to mobilizing resources. They also called for the joint development of strategies for global and interregional action, through model forest platforms, on such globally shared challenges as biodiversity, governance and climate change.

Regardless of their location, model forests share certain attributes that define them as model forests. The IMFN Global Forum demonstrated that we can use this common ground to connect regionally and globally, to share knowledge, to accelerate innovation and to make concrete, locally relevant progress in sustainable management.

Western Newfoundland Model Forest, Canada
Photo: Brian Bonnell

INTRODUCTION

The year 2005 marked the 10th anniversary of the International Model Forest Network Secretariat (IMFNS)—time not only to take stock of the IMFN as it has evolved over the years, but also to consider where it should go from here.

To reflect on the model forest experience and to plan the Network's future, in November 2005 the IMFNS and the Regional Model Forest Network for Latin America and the Caribbean (LAC-Net) convened a Global Forum at CATIE in Turrialba, Costa Rica. The event gathered model forest representatives from around the world for the first time since 1999. The past 6 years have seen dramatic change. At the last meeting, in Halifax, Canada, the Network was made up of 18 sites, 10 of them in Canada. There were no regional networks, no activities in Africa, India, Brazil, Costa Rica or Indonesia, and no development in Europe. Since then the number of model forests has nearly doubled, and our knowledge and experience have similarly grown as model forests and their partnerships have matured.

Currently, the Network consists of nearly 40 model forests, existing or under development, in 18 countries on five continents. With an aggregate land base of more than 50 million hectares and more than 1000 partner organizations, the model forest approach can easily be considered the largest sustainable forest management (SFM) experiment in the world. Its impacts have been registered in virtually every area of SFM.

The IMFN, including the networking that takes place among model forests, has always been an important part of the model forest concept. In fact, networking is one of the six core principles of a model forest:

1. An inclusive and dynamic **partnership**: those with an interest in their area's natural resources agree on a process for defining SFM in locally relevant terms, prioritize goals, and then work collaboratively to achieve them
2. A commitment to **sustainable forest management** and to taking collaborative action to support it
3. A **landscape** large enough in size to represent an area's diverse forest uses and values
4. A **governance structure** that is representative, participative, transparent and accountable
5. A **program of activities** reflective of partner needs and values
6. A commitment to **knowledge-sharing and networking**, from local to international levels

Overview of the 2005 IMFN Global Forum

Some 110 participants representing 35 model forests in 17 countries attended the 2005 Global Forum. Designed as a technical event for the Network and its members, the forum was a chance for participants to strengthen the IMFN and its networking function by doing the following:

- Bringing together site, country, regional and international partners to review, assess and discuss networking issues at all levels
- Considering future directions for networking, including strategic and niche opportunities within and among model forests and regions, as well as around the globe
- Identifying the roles, advantages, limits, mechanisms and opportunities for effective networking at all levels

The forum's opening keynote presentations set the stage for discussion at the three working group sessions that followed, each focusing on a different level of networking—local to national, regional and international. At each session a series of questions helped participants look back at their experiences and forward to their prospects and challenges. The sessions were meant to generate information for strategic planning and action on networking at each level. They were also a time to consider new ideas and opportunities and to discover areas of shared interest. The goal was to emerge with a clear sense of networking and of different parties' roles in making networking both dynamic and successful.

Each working group session began with a plenary

presentation, which summarized the session's theme, objectives and format, as well as the questions being posed. As much as possible, all regions were represented in each working group. To accommodate unilingual participants, some exclusively English and exclusively Spanish groups were organized. At the end of each session, working group facilitators met to draft a synthesis report.

The Global Forum provided a venue for additional meetings as well. On November 6, for example, the Regional Model Forest Network for Latin America and the Caribbean held a retreat. In addition, boreal forest countries met to discuss options for developing a thematic model forest network and a circumboreal model forest initiative.

Document Overview

This document is organized into five parts, based broadly on the format of the Global Forum. The event's opening session consisted of several keynote presentations, which are summarized in Part 1. Part 2 covers the discussions during the first working group session on networking at the model forest level. Parts 3 and 4 summarize the working group sessions on regional networking and international networking respectively. Part 5 provides some analysis and observations on the Global Forum.

The annexes at the end provide more information on the Global Forum, including the program, a participant list, results of a networking survey, a summary of the closing question-and-answer period, the model forest posters displayed on the evening of November 8, copies of PowerPoint presentations and the carbon footprint of the Global Forum.

Opening Keynote Presentations

Part 1

Networks and Networking: Current Practice and Future Directions in the IMFN

Mr. Peter Besseau
Executive Director, International Model Forest Network Secretariat

In his opening address Mr. Besseau introduced networking in the context of the International Model Forest Network (IMFN). Reviewing the Global Forum's objectives, he asked participants three questions: Why are we a network? How are we a network? What is our potential?

Mr. Besseau answered the first question, "Why are we a network?," by examining the IMFN's three main objectives:

1. To foster international cooperation and exchange of ideas on the concept of, and practical experience in, SFM
2. To facilitate international cooperation in field-level applications of SFM
3. To use these concepts, experiences and applications to support ongoing international discussions on the principles, criteria and policies related to SFM

To answer the second question, "How are we a network?," Mr. Besseau looked at the two broad categories of networking within the IMFN. The first category involves the model forest itself, where a broad, inclusive group of partners work together to define and realize a vision of SFM on a large, well-defined landscape. The second networking category involves model forests working together and sharing information among sites, thus accelerating innovation and learning.

After 10 years (1995–2005) of testing, learning and validating the model forest approach around the world, Mr. Besseau felt confident in saying that model forests, and the IMFN, are the world's largest experiment in sustainable forest management. Model forests have come to represent a dynamic global community of practice with an immense amount of knowledge and experience to share with others.

In addressing the third question, "What is our potential?," Mr. Besseau commented that the IMFN is in a strong position as it enters its second decade. The number of model forests has nearly doubled in the past 5 years alone registering impacts across a range of key SFM issues. But while this rapid expansion offers opportunities to model forest partners, it also brings its share of challenges. Mr. Besseau raised several questions for participants to consider throughout the Global Forum with respect to managing the IMFN's growth: What opportunities and challenges do we face with this type of growth? What are the implications for governance at both the regional and the international level? How do we identify and take advantage of networking efficiencies? Which organizations can we partner with to best use the opportunities that arise from the IMFN? What thematic issues can we address through an expanded network?

Mr. Besseau ended by saying that the information generated throughout the week would provide the raw material for strategic and action planning at all levels of the IMFN and encouraged participants to profit from the IMFN Global Forum by engaging in productive and creative discussions on their Network's future.

For a copy of Mr. Besseau's presentation, see Annex E.

The Environmental Services Payment Program: A Success Story of Sustainable Development Implementation in Costa Rica

Mr. Carlos Manuel Rodriguez Echandi
Minister of Environment and Energy, Costa Rica

Minister Rodriguez is a major proponent of the Payments for Environmental Services (PES) program. In his presentation, he spoke about how PES helped increase forest cover throughout Costa Rica.

In 1940, Costa Rica's forest cover was an estimated 75%. However, because of overharvesting and agricultural development, this figure fell to a low of 21% by 1987. Between 1995

and 1998, the country introduced new legal and institutional frameworks that formed the basis for sustainable development policies. These frameworks included a general environment law (1995), a new forestry law (1996) and a biodiversity law (1998). As a result, sustainable development became a national goal.

Recognizing that it needed tools to achieve its new national goal, Costa Rica took several concrete steps:

- Created a national system of protected areas for more integrated management of natural resources
- Created a national forest office to encourage dialogue among private and public forest stakeholders
- Shifted from an incentive-based system toward PES as the main financial tool to promote forest protection and sustainable use
- Created a funding source for PES based on a new tax fuel

For its legal base, the PES program relies on Costa Rica's forestry law, which states: "Forests, forest plantations and other ecosystems provide essential services to the people and economic activities at the local, national and global levels." The government of Costa Rica saw that it could increase forest recovery and conservation by encouraging the development of private markets for the environmental services that forests provide. These services include water, mitigation of greenhouse gases and carbon fixation, and protection of biodiversity and aesthetic values.

The results, said Minister Rodriguez, were striking. Between 1997 and 2004, 463 000 hectares fell under the PES program. Now the program is expanding to cover water conservation and watershed management. The second phase of PES, currently under development, will focus on scaling up the program and making it mainstream across the country.

The PES program has produced great local, national and global benefits. It has generated income for the rural poor, contributed to carbon sequestration and conserved biodiversity. The program's indirect benefits include better public health and infrastructure and more demand for technical assistance with PES implementation.

For a copy of Minister Rodriguez's presentation, see Annex E.

Key Aspects to Building and Maintaining Strong Networks: Lessons from the National Ecological Observatory Network in the U.S.

Dr. Gary Hartshorn
President and CEO, World Forestry Center

Based on his experience, particularly with the National Ecological Observatory Network (NEON), Dr. Hartshorn offered some insights into building strong networks. He explained that NEON's goal was to create a platform for long-term research that would allow members to capitalize on a network of sites. Individual researchers can do very good work, but it is difficult for one person to handle complex ecological issues, especially at the landscape level. Therefore, the key was to build a base for ecologists who were willing to collaborate and share information. Networking was critical to their success.

Dr. Hartshorn referred to several lessons learned. Among them were the need for equality among network members, for clear benefits for those involved and for a participatory governance structure. He added that an organization cannot assess its value unless it is willing to regularly review itself (where have we been? where do we want to go? what are the next steps?). This review may reveal that to move forward, a network needs to recognize the signs of fatigue and reinvent itself. Strong leadership is key, said Dr. Hartshorn, but it may have to change periodically to bring new life and fresh ideas.

Beacons of Sustainability: Bright Futures for Model Forests the World Over

Dr. Peter Duinker
Professor, School for Resource and Environmental Studies, Dalhousie University

The real value of model forests is just coming to light, said Dr. Duinker, and model forests can fulfill local ambitions much better if they enjoy strong networking with like-minded individuals and groups. If they do their job, model forests can guide the forest sustainability agenda like no other organization.

Dr. Duinker provided an overview of forest sustainability, why it is important, how model forests fit into the sustainability agenda and why networking is important. He then reviewed some of the model forests' accomplishments and the influence they have had nationally and internationally.

We network, Dr. Duinker said, to gain new ideas and

to help others. But there is a duality involved with effective networking—while participants have a right to benefit from it, they also have a responsibility to contribute to it. Networking is valuable as an applied tool for mutual learning; it helps to generate and share ideas, issues, solutions, approaches and resources.

Harmonizing our agendas and strategies—that is, identifying where they are complementary and where there are efficiencies—creates a critical mass or synergy that can prevent common mistakes. Equally important, a network can change outlooks and energize people because they feel they are no longer working alone.

Dr. Duinker called model forests "beacons of sustainability." Although there are other networks dedicated to sustainable forest management, no other fosters exchanges like the IMFN. As beacons, model forests are inventive and innovative. They help balance the head (knowledge), heart (compassion about issues and values) and gut (instinct) in promoting sustainability. Further, by involving a wide range of partners, and by promoting risk-taking in experiments while fostering local support, model forests provide safety nets for the risk-takers.

If the IMFN is merely administered by its Secretariat and drawn upon by its members, it will wither. But if it is nurtured by those who can profit through participation, then it will flourish. The IMFN will benefit members in proportion to their contribution and commitment to it.

For a copy of Dr. Duinker's presentation, see Annex E.

Margowitan Model Forest, Indonesia
Photo: Brian Bonnell

Model Forest Networking

Part 2

The first working group session focused on networking at the local to national level, the level where model forests have the most experience. The session had three objectives:

- To arrive at a common understanding of how the term "networking" is applied in each model forest
- To provide illustrations and describe impacts of networking at the site level
- To highlight the challenges, strengths and opportunities of networking at the local to national level

The session began with a presentation on networks and networking in Honduras and Nicaragua by Dr. Glenn Galloway, Dean of CATIE Graduate School, Costa Rica. He was followed by Dr. Rungnapar Pattanavibool, from the Ministry of Natural Resources and Environment in Thailand, who spoke about local and national views and experiences in model forest networking.

Promising Experiences in Multi-Stakeholder Cooperation in Central America in the Generation and Utilization of Knowledge

Dr. Glenn Galloway
Dean of CATIE Graduate School

Dr. Galloway used his experience with the REMBLAH network (Red de Manejo del Bosque Latifoliado de Honduras) to illustrate the factors to consider when developing what he called "operational networks". "Operational" means that the networks consist of members with shared objectives, targets and responsibilities, whose activities are implemented and evaluated cooperatively.

REMBLAH was one of three operational networks established in Honduras and Nicaragua under what was known as the Transforma project. These networks were created mainly to have a large and lasting impact on the sustainable management of tropical forests. Much like the model forests, each network was made up of a range of organizations. Dr. Galloway described each network as a "shared space" for cooperation, a space where goals overlapped and cooperation could occur.

Dr. Galloway emphasized several key elements for ensuring sustainability. For one thing, networks must limit their dependence on external projects; that is, they should generate their own activities. For another, members should share costs as much as possible and should seek legal status. Finally, it is important for longevity that networks have paid staff (at least one coordinator) rather than rely strictly on volunteers.

The networks that saw limited success in Honduras and Nicaragua tended to rely heavily on the public sector, including forest services, which are often in crisis or in the process of restructuring. This instability led to little field presence, inadequate monitoring of management plans and more illegal logging.

Also, representatives of member organizations sometimes lacked the authority to make decisions or commit resources. This lack of authority can hinder networking from the other direction: networks that are isolated from the spheres of political influence are not always represented in policy debates.

According to Dr. Galloway, a major impetus for continued participation in a network is tangible, shared success, and gradual progress toward strategic objectives. As well, networks do not need to be permanent to succeed. Bringing organizations together even temporarily is worthwhile.

Forest conservation and management require a concerted effort from many diverse stakeholders. These stakeholders must cooperate and exchange information if they are to make meaningful, lasting progress. Operational networks have played, and can continue to play, an important role in making this cooperation possible.

For a copy of Dr. Galloway's presentation, see Annex E.

Defining Networking—Local and National Perspectives and Experiences

Dr. Rungnapar Pattanavibool
Director, International Cooperation, Ministry of Natural Resources and Environment, Thailand

Dr. Pattanavibool began by saying that networking in the model forest context is often thought of as a process or activity at the regional or international level. However, we can also view each model forest partnership as a network itself, and we can view information sharing and collaboration among partners as an important form of networking. She identified several elements for successful networking at the local level:

- A sense of **utility**—all participants must know that their contribution matters
- A sense of **ownership**—activities must reflect local interests and address local needs
- A sense of **involvement** in decision making
- Effective **communication** between stakeholders and with a broader audience
- **Time** to build lasting, meaningful relationships

As an example of local-level networking, Dr. Pattanavibool cited the Ngao Model Forest in Thailand. The development of a strategy for this model forest strengthened the relationships among its stakeholders. At the same time, local-level networking improved the strategy, as more issues were identified and more organizations became committed to implementing the plan.

Dr. Pattanavibool gave several other examples from across the IMFN. For instance, in Canada's Foothills Model Forest, a diverse network of local stakeholders (including a major national park, government agencies, the forest industry, the oil and gas sector and the mining industry) was the foundation for a highly complex, large-scale (100 000 km^2) project to examine grizzly bear habitat.

For a copy of Dr. Pattanavibool's presentation, see Annex E.

Summary of Discussion

There were four questions for discussion within each working group:

- Is networking necessary or just nice to have? Why?
- What key management objectives are priorities for your model forest? Which of these are important issues at higher (to national) policy levels (is there a link to national forest programs)?
- How effective has site-level networking been in your model forest? What are the impacts on key conservation, economic, social and other issues?
- What are the impediments to networking within your model forest partnership? What seems to work best? What could be done to make local/national-level networking more effective?

Participants agreed that networking is an essential part of a successful model forest. Networking at the local level empowers participants, thus strengthening their commitment to the model forest and its objectives. Sharing information and collaborating on projects is a way for model forest partners to support each other. Local-level networking is about dialogue, not negotiation.

Effective networking between participants at the local level can take a great deal of time, but the effort is worthwhile. Networking increases efficiency, reduces duplication of effort and reveals similar issues facing stakeholders. It is an avenue toward collaboration rather than toward conflict.

Model forests are not traditional networks. They focus on long-term relationships rather than on a single issue, the common goal being sustainable forest management. The management issues we face are growing more complex and require the integration of various points of view, skills and resources. The model forest networking mechanism allows us to build a platform from which we can share experiences and address future challenges.

Local-level networking requires, and helps create, a governance structure based on participation. That means communication is key. One group identified the three "C"s of networking: cooperation, collaboration and coordination. Communication could be considered a fourth "C."

Networking was also described as an incremental activity. Over time it creates more experiences, generates more attention and attracts more people than we would expect, further increasing the opportunities to network. It also helps us explore new ideas by expanding our knowledge and resource base.

But what motivates us to become part of a model forest network at any level? Besides the factors listed above, another is that we all face challenges in sustainably managing our local areas. In that regard, the IMFN offers four main benefits:

- Provides a forum for learning and improves access to information and tools
- Helps reduce conflict
- Enhances credibility, visibility and support (locally, regionally and internationally)
- Improves access to funding

Key Management Objectives
Identifying key management objectives is a good place to start when listing areas where model forests might collaborate or share information. Table 1 summarizes some of the areas identified by participants.

Policy Links
Model forests have a role to play not only in putting policy into practice, but also in putting practice into policy. Model forests can influence policy by serving as a platform for identifying and testing credible policy alternatives. They can be demonstration areas where the elements of national forest programs, along with various international conventions and initiatives (e.g., UNFCCC, CBD and UNFF), can be put into practice.

However, in some model forests, even when there are clear links to national policy, national financial support may not be forthcoming. In addition, policy links at the national level are sometimes outweighed by those at the state or municipal level, especially in countries where the latter levels have jurisdiction over natural resources and other sectors affecting model forests. Two groups in particular felt that they were not being heard by their political representatives, or were being hampered by them.

Finally, though individual stakeholders may be able to influence policy, groups of stakeholders—through their cumulative impact—should have a much greater influence. Dr. Pattanavibool, in her opening remarks, mentioned a protected area created because of the cumulative efforts of partners in Canada's Western Newfoundland Model Forest. The government, at first reluctant to proceed, was swayed by the combined efforts of a wide range of stakeholders who were initially on opposite sides of the debate.

Impacts of Networking
Feeling isolated can leave us feeling lost. Participants reported that one outcome of local-level networking is the confidence that comes from no longer feeling alone. The IMFN, even at the site level, creates a sense of belonging. In addition, some groups said model forests are a good environment in which to harmonize policies or views on policies.

The impacts of networking seem greater at the local and state levels than at the national level. However, this comparison varies from country to country, especially in cases where the state has jurisdiction over resource management and other key sectors. Some model forests reported that local-level networking produces few impacts—though people come together for meetings, there is little interaction elsewhere. Others said that furthering an understanding of the model forest concept is an impact in itself, as is the change in perception of what resource management means.

According to the participants, the time needed for effective networking, while beneficial, is demanding. Results seldom occur in the short term. Partners stay involved for the longer term because they can see the potential benefits ahead.

Understandably, there was less knowledge about local-level networking among representatives from newly established sites. Even so, they saw the Global Forum discussions as helping to build awareness.

Impediments to Networking
Identifying impediments is often a key step toward

Table 1

Management Objectives	Potential Areas of Collaboration
Social sustainability	• Capacity building and education • Indigenous peoples issues • Conflict resolution and community participation • Cultural preservation
Sustainable economic development	• Poverty reduction • Rural economic development through alternative income opportunities • Creation of links between public and private sectors
Conservation, biodiversity and stewardship	• Effective watershed management to ensure clean, sustainable water supply • Better compliance with resource management regulations to combat such issues as illegal logging • Wildlife management • Development of methods and knowledge to advance SFM / reduce deforestation

Table 2

Impediments to Networking	Causes
Lack of understanding	• Mistrust among stakeholders, especially in the early stages of model forest development • The term "model forest," which is often misleading and can cause confusion and misunderstanding in some areas • Lack of knowledge, experience and capability in networking
Limited resources	• Limited technical, human and financial resources • Limited time to develop relationships or seek networking opportunities • Too much dependence on external funding • Lack of a coordinating body (leadership) at the local level
Inequality among stakeholders	• Differing ideologies among participants • Resistance to sharing power or credit (if not corrected, the benefits of model forest involvement are not seen) • Differing technical capacities and resources • Putting individual gain before the collective good

finding potential solutions or toward improving activities such as networking. Table 2 summarizes several impediments to networking.

Improving Effectiveness

Participants were asked to identify ways of making local-level networking more effective. Overall, they saw good communication as critical. We must capture and promote results, impacts and successes, which means improving knowledge management and information exchange. Similarly, we must put in place the development and implementation of an impact monitoring system, and ensure networking is addressed in a monitoring and evaluation framework.

Good management teams are vital, both at the model forest level (to aid local networking) and at higher levels (such as national networks). These teams should identify important issues and policy links and should help with the exchange of information. There is also a need for more technical support for local-level networking, including training to boost the confidence of local leaders who are involved.

Some model forests have lost key individuals, leading to disruptions and less stakeholder participation. Such losses are particularly harmful when it is the individual, rather than the organization he or she works for, who is committed to the model forest approach. To avoid this pitfall and to strengthen local-level networking, the management of partner organizations must guarantee their commitment to the model forest program.

Other ideas for more effective local-level networking included clearly defining the vision, mission, objectives and motivation of a model forest group from the outset; broadening the membership base; and forging closer ties with the national government (policy influence). Participants also stressed better local education and youth involvement, and better communication to increase visibility and credibility. Finally, they asked for clear direction on the types of support provided by the IMFN.

But none of these improvements can come about without maintaining respect and equality among participants. By making sure the model forest is a neutral forum, by defining members' roles and responsibilities and by taking a participatory approach to strategic planning, we go a long way toward this goal.

Regional Networking

Part 3

The second working group session concentrated on networking at the regional level. The session's main objectives were as follows:

- To understand, document and critique regional networking as we have experienced it
- To understand the strengths and comparative advantages of networking at this level
- To propose regional networking activities that we could introduce or strengthen, as well as ways to successfully deliver those activities

The session opened with a brief summary of the first working group session by Ms. Virginia Outón of the Jujuy Model Forest in Argentina. A copy of Ms. Outón's presentation can be found in Annex E. Then Mr. Brian Barkley, General Manager of the Eastern Ontario Model Forest in Canada, gave an introductory presentation on the theme of regional networking.

In view of its 11 model forest sites, Canada, while one country, was for discussion purposes considered a region within the IMFN.

Regional Networking in the IMFN: Experience, Analysis and Opportunities

Mr. Brian Barkley
General Manager, Eastern Ontario Model Forest

There are three regional networks within the IMFN today: 1) the Canadian Model Forest Network (CMFN), 2) the Regional Model Forest Network for Latin America and the Caribbean (LAC-Net) and 3) the Regional Model Forest Network for Asia (RMFN-Asia). Each regional network was created under a unique set of circumstances, resources, goals and opportunities. As a result, each has taken a different approach to regional networking.

Not all model forests are associated with a regional network. Model forests in Africa, Europe and Russia currently operate outside regional systems, although each is working to develop its own regional entity.

The CMFN, established in 1992, has the longest history of regional development. There is a formal secretariat housed at the Canadian Forest Service, part of Natural Resources Canada, and there are 11 model forests in the Network. Each is registered as an autonomous not-for-profit organization.

LAC-Net was formally launched in 2001, after extensive national consultations. It operates under its own board of directors, with national ministry/departmental representation. A regional office, staff, work plan and budget are also in place.

RMFN-Asia is an informal, voluntary association of five countries that has existed since 1999. Led by national representatives from government agencies, the Network is working towards developing a formal governance structure.

Mr. Barkley pointed out that geography is not the only criterion for defining a regional program of work. There have also been preliminary meetings based on common themes or areas of interest—for example, the circumboreal network that has been proposed and which would include participation from Canada, Russia and countries across northern Europe.

For a copy of Mr. Barkley's presentation, see Annex E.

Summary of Discussion

Working groups of representatives from across the IMFN discussed the first two questions for this session:

- What regional activities has your model forest been involved in? What impact did these activities have (or are they expected to have)? Are there regional networking activities you would like to see that have not yet been developed?
- Generally speaking, but also specifically within your region, what are the advantages of regional networking? What comparative advantages are there at this level?

The last two questions were the focus of regional-based working groups (including LAC-Net, RMFN-

Asia and Africa, Canada and Europe):

- What is, or should be, the relationship between model forests, national model forest programs and the regional network?
- How can we strengthen regional networks and regional networking? What are our various roles?

Regional Activities
A number of regional activities have taken place across the IMFN. Capacity building in the form of training, technical visits, courses and workshops has occurred in all regions. Asian delegates considered the impact of regional workshops to be high, especially when the information is transferred back to local stakeholders.

Canada, because of its longer history of network development, has taken on a range of national and regional initiatives. Its current focuses are communication about SFM, capacity building for indigenous peoples, climate change and carbon-budget modelling. In some cases, networking activities have occurred on a subregional/national basis, involving three or four model forests rather than all 11 Canadian sites.

The first official regional structure was the LAC-Net, headquartered at CATIE in Costa Rica. Latin American participants have held meetings and technical tours, but reported that overall interaction between model forests was low. To change this situation, they suggested the LAC-Net regional office play a greater leadership role in exchanging information, networking and finding funding opportunities.

Participants identified other regional activities, such as helping new model forests start up by providing advice, technical visits and mentoring, and enhancing subregional and thematic links and networking.

Advantages of Regional Networking
Participants viewed regional networks as vital to the health of the IMFN, as such networks can identify new sites and help with program delivery. As well, the many similarities within regions make it easier to identify model forests with common issues, leading to more collaboration and information exchange.

Several groups noted that because many donor agencies take a regional focus, access to donor funds is generally greater at the regional level. Regional networks can forge links with regional donors and bring forward a consolidated set of projects, rather than several model forests independently targeting a single source of funds.

Additional advantages of regional networking fall into three areas, summarized in Table 3.

Strengthening Regional Networks
Effective networking depends on having coordinating mechanisms, communication methods and a strategic plan (or component—for instance, for each region and globally). The regional networks, where they exist, are generally seen as necessary coordinating bodies for model forests. But a number of working groups commented that the IMFN's current structure, at both the regional and the international level, does not reflect the model forest concept. They identified a need for model forest-level representation in the IMFN's governance structure, as well as in the national and regional structures. As well, the IMFN Secretariat should distribute information about its operations and activities more regularly.

Table 3

Advantages	Impacts
Built-in support mechanism	• More energy with a regional network • Reduced sense of isolation • Sharing of experiences, learning from each other, encouragement of new model forests • Efficient use of resources, reduced duplication of effort
Potential for increased visibility and influence	• Greater political support as a regional network • A platform for dialogue to influence public policy • Assistance to model forests in facilitating national linkages • More attention as a group than as an individual site
Ability to develop and test innovative, broad-based approaches to SFM	• Can use model forests to apply and test international conventions • Can help maintain and promote common monitoring systems (e.g., C&I)

A key observation—one that came up elsewhere during the Global Forum—involved the importance, at all levels, of analyzing and synthesizing model forest experiences and lessons learned and disseminating them throughout the IMFN. The Network should also provide concrete direction for model forest activities at the regional and international level, particularly when it comes to analyzing regional and global issues and opportunities for SFM.

Other suggestions for strengthening regional networking centred on communications and capacity building. Specific ideas included regular meetings, an electronic calendar of events in each model forest and information on travel and training opportunities.

One group of participants expressed concern about the transparency of the LAC-Net board of directors. In particular, they do not know who sits on the board or how decisions are reached. Another suggestion involved setting up a tax- or fee-based system in model forests to support activities at the regional and international level.

For more information on this subject, please see Annex C.

Araucarias del Alto Malleco Model Forest, Chile
Photo: Brian Bonnell

International Networking

Part 4

The third working group session aimed to identify those opportunities and comparative advantages of networking that are uniquely global, and that can best be delivered at the international level. In addition, the session examined approaches to international networking, opportunities on the horizon and mechanisms for change. Finally, participants were asked to suggest policy links, strategic issues and partnerships that should be pursued at the international level.

The main questions guiding this session were as follows:

- What motivates participation in the IMFN?
- What form does networking take at an international level (expectations and reality)?
- What can be done at this level more effectively than at other levels (national, regional, local)?
- What niche do (or can) model forests and the IMFN occupy in the context of sustainable forest management? What strategic partnering or thematic activities should we pursue as a network or otherwise?
- Concerning governance, what are (or should be) the interrelationships within the IMFN from the site to the Secretariat level?
- How can we organize ourselves to be proactive and strategic on niche and other opportunities?

The session opened with a brief summary of the second working group session by Dr. Chimère Diaw, from CIFOR in Cameroon. A copy of Dr. Diaw's presentation can be found in Annex E. Then Dr. José Joaquín Campos, Chair of LAC-Net, delivered a presentation to introduce networking at the international level.

Networking at International Levels

Dr. José Joaquín Campos
Chair, Regional Model Forest Network for Latin America and the Caribbean (LAC-Net)

A sense of contribution and belonging to the model forest concept, said Dr. Campos, is a fundamental motivator for participation in the IMFN. A second motivator is that the Network is now internationally positioned to access and leverage political, technical and financial support. Third, after 10 years of testing, learning and awareness building, the IMFN is now a dynamic global community of practice, one that encompasses both public and private partnerships. The opportunities for collaborative innovation and knowledge exchange under the model forest approach have never been greater.

It stands to reason that some networking activities can be better understood, and undertaken, at the international level than at any other. One such activity, Dr. Campos noted, is linking global priorities and conventions to the work done in model forests. Others include managing knowledge, classifying experiences, positioning the model forest concept and advocating on behalf of IMFN members.

Some current niches for model forests deserve more visibility, research and documentation. They include approaches to managing natural resources at the landscape and ecosystem levels, participatory environmental governance and contributions to addressing rural poverty.

In picturing the IMFN of the future, Dr. Campos cited the International Union of Forest Research Organizations as an example of a long-term network in which members collaborate willingly and have a sense of ownership. He also spoke about broader representation on the IMFN Secretariat (IMFNS) board of directors, better communication to and from the board, and the need for constant review, assessment and discussion of networking issues at all levels.

For a copy of Dr. Campos's presentation, see Annex E.

Summary of Discussion

Motivation for Participation
It is clear from the IMFN's recent dramatic growth that interest in the Network is substantial. A number of motivating factors for this interest were discussed in the working groups and are summarized in Table 4.

Table 4

Motivating Factors	Goals
Access to knowledge and resources	• To share information and experiences—both to access tools and information from other areas and to help others address their issues • To increase access to funding
Advancement of SFM application and the knowledge and tools used to promote it	• To help governments become more informed and aware of resource management issues • To foster advancement in all countries, thus creating a more level playing field in the pursuit of sustainable development
Self-promotion	• To boost credibility and visibility of local activities • To increase local participation (people like to be part of a global initiative)

Expectations
In general, participants felt that the IMFNS is seen as a source of funds for model forest activities. Yet the Secretariat's true function is to help secure funds and other resources, and to provide limited targeted support for model forests and regional activities. Participants said the IMFNS should play a greater role in this priority area.

At the international level, networking is a way of improving cooperation between model forests and organizations like the United Nations and its branches. This cooperation could be bolstered by a combination of meetings, tours, workshops and Internet-based activities, as well as by support for special projects.

Potential Niches for Model Forests and the IMFN
Publicizing the model forest approach so that it is a widely known concept rather than a "best-kept secret" is critical to gaining recognition from the global community. Model forests should be the global "flagship carrier" for SFM. To achieve this goal, we must promote and market the model forest concept, including knowledge, experiences and lessons learned. We must participate in international forums organized by other groups. We must develop a C&I (criteria and indicators) reporting structure for exchanging information on model forests. And we must identify publications outside the IMFN in which model forests can publish. A number of working groups felt the IMFN should serve as a medium for preserving and sharing information.

Participants suggested that model forests can develop into, and be seen as, a global family of sites that provide a platform for testing best practices in sustainable resource management. In other words, they can be places for piloting and demonstrating tools and concepts. One way we can realize this vision is to identify a common global objective(s) for each model forest to reach in its own way. Furthermore, the IMFN could show that model forests are working on common issues that are not only adaptable to the local level, but that help meet the millennium development goals. Outcomes could then be linked with the communication and awareness activities noted above.

This idea could come about if the IMFN developed a global networking strategy. A strategy would identify a shared vision and objectives for international networking, and would also define roles and responsibilities. The following are some roles and activities suggested for the IMFN:

- Identify best practices using a set of clear criteria and recognize those who implement them
- Define the operating and control mechanisms for the IMFNS's work
- Develop more easy-to-use, easy-to-learn, practical online capacity-building materials
- Promote relevant exchanges between model forests, including student internships, volunteers and professionals
- Encourage the development of new model forests
- Facilitate the global marketing of products from small local communities
- Define internationally accepted principles and criteria for evaluating and monitoring model forest processes

Governance and Role of the IMFN
The discussion of IMFN governance fell into three categories: 1) governance structures and management of the Network, 2) the role of a coordinating body and 3) actions that could be taken by a coordinating body.

Governance
Defining a governance structure is important. However, any discussion on the subject should start by

clarifying the purpose of the IMFN and its coordinating body, as their purpose influences their structure.

Participants noted that governance should be based on equal rights and responsibilities. It should also be structured in a way that reflects the model forest itself; that is, it should include diverse stakeholders.

The IMFNS should expand its board of directors, with an emphasis on more international representation. The Network could open itself to more country representatives, to greater representation from the model forests and the regions and to key partner institutions. A number of regional and international groups could become partners, including FAO, CIFOR, ITTO, IUFRO, World Bank, Convention on Biological Diversity and other international convention secretariats, International Development Bank, CATIE and similar regional organizations, CIRAD (French Research Institute) and WWF.

The IMFN is changing, and this change should be reflected in the Network's funding and governance. It was noted, however, that any transition takes time. To diversify the sources of funding and support for the IMFN and its Secretariat, the group of international stakeholders active (and influential) in governing the Network will have to grow progressively. There should be no sudden changes, and Canada should only alter its role of funding, facilitation and leadership gradually to ensure a smooth transition.

One suggestion was to set up theme-based working groups, task forces or committees that would involve several model forests or regions. In such groups, people would work on a specific subject or activity, report their results, then move on to a different subject or activity. A strategic plan from the IMFN would help these groups decide on issues and schedules and produce outputs. A strategic plan would also help secure support from other groups participating in Network-level activities.

There was limited discussion on the physical location of the international Secretariat. Those who broached the subject felt that a coordinating body should be strategically placed to provide the best support and access for all model forests. There was some discussion on moving the IMFNS from its current location in Ottawa to another international, non-Canadian-based institution. A range of options should be explored.

Role

A key role for the IMFNS is to support model forests with networking functionality and tools. Another is to put the model forest program in context with other international networks and initiatives. The IMFNS should serve as a coordinating body for the regions and provide operational procedures for networking between countries. One group defined the Secretariat's role as providing political, institutional and financial support to model forests. Again, some emphasized the need to clarify roles and responsibilities at the regional and international level.

Actions

The actions participants would like the IMFNS to take are summarized in Table 5.

Table 5

Themes	Actions/Activities
Knowledge sharing, communications and outreach	• Create a structured approach to mentoring • Assist all model forests with website development • Produce an international annual report that presents facts, details activities and articulates how policy has been affected (each model forest must track its own information, but the tools to do this could be provided by the Secretariat)
Governance	• Promote transparency—access to decisions and decision-making processes • Review governance in detail every 5 years to determine if changes are needed, and if so, what they might be • Develop a mechanism and proposal for electing representatives to the LAC-Net board of directors
Expanding the IMFN	• Create a fund to support new model forests, to be repaid after the model forest is established • Develop criteria for establishing a model forest (failure to follow the criteria would see funding revoked)

Vilhelmina Model Forest, Sweden
Photo: Vilhelmina Model Forest

Analysis and Observations

Part 5

In the closing session, Dr. José Joaquín Campos and Mr. Fred Pollett presented their analyses of the IMFN Global Forum. Dr. Campos highlighted topics that he felt required further discussion, and Mr. Pollett addressed what he saw as the challenges for model forests in the immediate future.

Dr. José Joaquín Campos
Chair, Regional Model Forest Network for Latin America and the Caribbean

Dr. Campos expressed his satisfaction with the Global Forum. There was excellent representation and participation across the IMFN; the program was well structured and encouraged discussion; and the week reflected well on the IMFN and its Secretariat.

Based on comments he had heard throughout the week, as well as his own experience, Dr. Campos said that we need to improve both the position and the visibility of the model forest concept within SFM forums and groups, and among regional and international stakeholders. He stressed that there must be more discussion on model forest governance, especially at the various Network levels.

In discussing governance and communication, we must focus on improving communication, not only between model forests, but also at the regional and international levels. In particular, we have to examine how to raise the profile of model forests in discussions and debates on SFM and on other issues that interest stakeholders.

For the future, Dr. Campos suggested that we consider partnerships with other like-minded initiatives. We should also work to enhance global "ownership" of the model forest concept and to boost the level of institutional support to model forests.

For a copy of Dr. Campos's presentation, see Annex E.

Mr. Fred Pollett
Originator of the model forest concept

According to Mr. Pollett, visibility, credibility, knowledge management, impact assessment, quality assurance and "internationalization" of the Network are the key challenges the IMFN must address in the near term.

Echoing Dr. Campos, Mr. Pollett emphasized that the visibility of the model forest concept needs further discussion. The IMFN, he said, is largely unknown outside its family of friends and supporters. The challenge is to ensure that this situation fundamentally changes over the next 2-3 years. For model forests to be viable and to fulfill their potential as true models of sustainable development in action, the program must be known. More important, its impacts and experiences must be recognized.

Closely linked to visibility is the concept of credibility. Mr. Pollett stressed that model forests, and the valuable platforms they represent, must be credible partners. They must be places where world-class research and technology development can take place. To this end, he said, the "bottom-up" process that is central to the model forest concept must be shown to work effectively.

The many publications and large amount of data generated by model forests around the world create particular challenges for knowledge management. Mr. Pollett raised the question of how we can collect and distribute this information in a timely way so that people can easily use it.

Model forests and the IMFN have to demonstrate that they are making a difference and positively impacting the management of forested landscapes. In addition, the IMFN must show that individual sites operate at the high standard expected of all model forests, thus giving credibility to the idea of model forests as leaders in SFM.

Over the next 2-3 years, the IMFN and its Secretariat should become well recognized and internationally managed and operated.

In conclusion, Mr. Pollett emphasized the need to quickly develop a strategic plan that takes into account the following issues for moving forward:

- Critical alliances
- Planned and strategic expansion
- Financial and human resources (core and support)
- Visibility and credibility
- Impacts (to date and planned)
- Quality assurance and monitoring
- The "internationalization" process

Overall, he said, the IMFN must be seen as highly relevant, well governed and poised for success. It is up to us to make that happen.

For a copy of Mr. Pollett's presentation, see Annex E.

IMFN Global Forum
Photo: LAC-Net

Annexes

A. Agenda

B. Participant List

C. Results of Networking Survey

D. Summary of Closing Session

E. PowerPoint Presentations

F. Model Forest Posters

G. IMFN Global Forum Carbon Footprint

Agenda

Annex A

Program of events

Sunday, November 6

08:00 - 17:00 **LAC-Net meeting**, Guayabo Lodge Hotel
13:00 - 17:00 **Circumboreal model forest network meeting**, CATIE CEE meeting room
18:00 **Dinner** in the International Club, on CATIE property
19:00 Meeting of Global Forum Secretariat and Facilitators, CATIE CEE

Monday, November 7

08:00 **Registration** for off campus participants (on campus participants register when assigned
09:00 **Opening session**
- Introduction of delegations, Olga Corrales, General Manager, LAC-Net
- Greetings
- Carlos Manuel Rodriguez Echandi, Minister of Environment and Energy, CR

10:00 **Coffee break and group photo**
10:30 Session Chair: Peter Besseau
Session Moderator: Olga Corrales

Keynote presentations:

- Mr. Gary Hartshorn, President and CEO, World Forestry Center, Portland, USA
- Dr. Peter Duinker, Professor, School for Resource & Environmental Studies, Dalhousie University, Halifax, Canada

Instructions from Chair: Objectives, format, expected outcomes
Q & As: Moderator
Recap and close: Chair

12:00 **Lunch**
14:00 **Session I: Defining networking / Local and national perspectives and experiences**

- Presentation on Networking by Glen Galloway, Dean of CATIE Graduate School
- Contextual presentation on local level networking
  Ms. Rungnapar Pattanavibool, National Model Forest Focal Point, Thailand
- Working groups (see attached working group session goals, format, questions)

17:00 Working group facilitators meet. Synthesis document drafted for report
19:00 **Opening dinner** at Turrialtico (5km from CATIE)

Tuesday, November 8

08:30 **Session II: Networking at regional levels**
- Contextual presentation on Regional Networking ,
  Brian Barkley, General Manager, Eastern Ontario Model Forest
- Working groups (see attached working group session goals, format, questions)

12:00 **Lunch**
14:00 **Session III: Networking at international levels**
- Presentation of synthesis report from Session II
- Contextual presentation on International Networking, José Joaquín Campos
- Working groups (see attached working group session goals, format, questions)

18:30 **Launch of IMFN "Partnerships to Success" publication** in the Former Director's Room
Poster Session and Solutions Market / wine and cheese in the Main Hall
20:30 **Buffet dinner,** CATIE cafeteria

Wednesday, November 9

07:00 - 17:00 **Field Trip to the Reventazón Model Forest** hosted by its Board of Directors

Thursday, November 10

08:30 **Plenary Session** chaired by Peter Besseau
- Presentation of session reports / findings
- Analysis and observations: Fred Pollett, IMFNS, and José Joaquín Campos, LAC-Net
- Discussion / Q&As
- Recap of key findings and wrap-up
- Close of session and IMFN Global Forum

12:00 **Lunch**
14:00 **Regional meetings** (LAC, Canada, Asia and Africa, IMFNS)
19:00 **Official Dinner** hosted by IMFNS Board of Directors

Friday, November 11

08:30 **Joint meeting of all Boards/regional bodies**
12:00 **Lunch**
13:15 Visit to botanical gardens (optional)
Participants depart

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Annex B

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Results of Networking Survey

Annex C

Networking Questionnaire: IMFN Global Forum:
Summary and Observations

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November 2005

Questionnaire Responses:

There was a total of 25 responses.

8 from Canada
7 from Asia
5 from Latin America and the Caribbean
2 from Africa
1 from Russia
1 from Sweden
1 from FAO

Q1. To what extent do you feel there is a benefit to having an International Model Forest Network?

This question drew positive responses from the large majority of respondents, who said there is a great advantage to having an IMFN. Some, however, stated there is little advantage, and one had not been an IMFN member long enough to feel able to offer an informed opinion.

Those who elaborated on the question said that in being a member of an international network, they benefit by dealing with issues of governance, and by their understanding and implementation of sustainable forest management (SFM). Some said they benefit from shared knowledge and technical cooperation. Another comment was that by having multi-stakeholder partnerships throughout the world, the Network fosters a philosophy that itself becomes a link among the model forests. The IMFN has also helped some sites with their capacity building, as well as their overall planning and monitoring. Furthermore, being part of a network provides a legitimacy that has helped open doors in some countries that would otherwise be impossible to access.

For some model forests there remain unfulfilled expectations. In particular, international coordination mechanisms are not evident throughout the Network's operations. As well, there should be more assistance to individual model forests in their attempts to secure financial help. Within the global family of model forests, there should be more strategic connections and direction. Some feel they are left too much on their own.

Q2. A list of tools was given that could contribute to effective networking. What is being used?

For most model forests, the principal tools used for networking are electronic newsletters, websites, written material (publications) and correspondence (emails, letters, faxes, etc.). Workshops and conferences also rated high, as did field trips/projects. At the bottom of the list of tools used were voice-over-Internet, online instant messaging and wiki-based websites.

One respondent recommended that each model

forest have a website with space set aside for other model forests to use to share their ideas and knowledge. Also, one respondent reported making connections through the free Yahoo! Group-connection site.

Q3. To what extent do you feel that networking has been effective within the IMFN at the local, national, regional and international level?

Nearly all respondents said that networking within the IMFN has been effective to some degree at every level. At the local level, a slight majority rated networking as "greatly effective," most others rated it "a little effective," one replied "not at all" and two were unsure. For the national and regional levels, the responses were almost identical: there was a 50/50 split between "greatly" and "a little" effective, two replied "not at all" and two were unsure. At the international level, the majority rated networking as "greatly effective," a minority replied "a little effective" and two said "not at all."

Additional comments from individual model forests indicated that there is considerable room to improve communications across the IMFN, and that in future there should be a mechanism for individual sites to have more input into strategic planning at each level. It would also be desirable for activities undertaken at each level to be tied to the overall program objectives at that level. Furthermore, the IMFNS should develop stronger technical cooperation between the regional networks. Some respondents said that the model forests may be strong individually, but they operate within a nationally weak framework, and the IMFNS must work to overcome this difficulty. Individual model forests would like more support from higher levels of the IMFN in developing their financial strategies, particularly in finding support for long-term projects.

Q4. Identification of areas of interest. Focus areas?

The great majority of model forests are working across the spectrum of areas listed in the questionnaire. Biodiversity, water, indigenous peoples, participatory processes, forestry practices, wildlife and conservation are the core areas of interest. Every category on the list was covered by at least one model forest. Respondents also added other categories, some of which overlapped with those already listed. The added areas of interest included cultural issues, decision-making processes, livestock management, governance and human-wildlife conflict.

Q5. In addition to the model forests, what types of organizations do you currently network with?

The list provided shows a clear picture of the model forests' networking patterns. The large majority of model forests (over 90+ %) network with research institutions, community groups, local government and national government. Between 65 and 80% network with universities and colleges, industry and national NGOs. There is a drop-off of respondents (50 to 60%) networking with donor groups and international NGOs.

Individual respondents added some other organizations, including local NGOs, commodity groups and indigenous groups. A few listed particular local organizations that they did not feel were captured in the list provided.

Q6. Are there national and/or international organizations that you feel the IMFN should develop stronger links with in order to enhance networking opportunities?

Most respondents did not suggest other organizations for consideration. Among the 40% of respondents who did, the following organizations were recommended: CIFOR, IUFRO, WWF, FAO, UNDP, GEF, World Bank, CSD, UNFF, ITTO, CIDA, Sierra Club, ASEAN Secretariat, FSC, Asia Forest Network, NGO-Regional Community Forestry Training Center (RECOFTC, Thailand), International Institute for Rural Reconstruction, Society of Filipino Foresters.

Q7. Why have you engaged in networking with other model forests? (A list was provided.)

Each model forest respondent listed numerous reasons for networking, and in several cases provided examples of the outputs. It is clear that there is considerable engagement and sharing of experiences within the Network, especially at the local level, with neighbouring model forests and within regional networks.

Q8. What do you consider to be the greatest challenges/barriers to networking at the local, national, regional and international level?

This question produced a greater variety of responses than any other. The following is a summary of the responses.

One major problem or barrier is convincing people that model forests are about real participation, with grassroots involvement in decision making. The challenge centres on building trust, which takes time and effort. A few model forests said they must operate in a climate in which national governments

are authoritative and operate in a top-down manner. These model forests have to make considerable efforts to break down the barriers.

Another issue is the need for model forests at the local level to develop a greater sense of permanence, or at least longevity, with their partners on the ground, and to get across the idea that the partners matter. There must be some demonstration that the IMFN supports the model forests in their efforts. The challenge is to create examples that make it clear that the partners are integrally linked to the Network and that efforts are paying off with results that translate to all levels.

There is a need for adequate forums, real or virtual, to allow model forests to capitalize on successful programs within the IMFN. Also, there is a need for policy direction at the different levels of networking.

There is always the challenge of not having enough time and resources to meet demands, of needing support. The barrier is often financial. The challenge is for the IMFN to develop strategies that help meet the basic financial needs of individual model forests.

Another challenge relates to communication and the management and exchange of information. Each model forest should have a website (funded by the IMFNS) so that anyone can access information about any model forest.

The IMFN faces the challenge of maintaining its role as a neutral facilitator and honest broker, based on trust.

There is limited staff to develop and implement strategies and policy at high levels. Similarly, there is a lack of staff or other resources to promote technology transfer or even to put into practice the idea that "lessons learned need to be applied so that we no not repeat mistakes or reinvent the result."

Language is always a challenge in such a multicultural global program.

Q9. What do you feel is needed to create a stronger and more effective IMFN?

The IMFN must establish its place on the international stage, and it needs a renewed strategy to do so. Some respondents said they need a network that demonstrates international coordination with national focal points. There is a particular need to strengthen the Network by financing the existing model forests through agencies such as the GEF. It was also suggested that if the Network expands without first shoring up the existing model forests, the low level of current resources may be diluted further. Several respondents who mentioned financing said they have been promised help in their efforts to secure resources, but it has not been forthcoming. A strategic approach to financing must be addressed across the IMFN.

The model forests need to feel more connected with each other and with the Network overall. Any strategy for connecting must include the means to provide technical support for certain Network-wide initiatives. A global forum every 2-3 years and an annual regional meeting were also recommended. Some identified interpersonal communication as the bonding agent that in turn becomes the means to participatory strategic planning at the global level.

The IMFN must help alleviate conflict between the model forest and the national government when the national government impedes the model forest's development.

The Network should be seen not as a collection of good projects but rather as a means of international focus, driven by a well-articulated strategic plan supported by grassroots partnerships.

Q10. Additional comments

The IMFN must not become an end unto itself. Individual model forests must feel that they are an important component of the Network and that they are being treated fairly. Model forests survive through the hard work of their partners, a fact that should be captured in profiling the Network internationally.

The IMFN should make a stronger effort as a group to address global issues such as climate change, so as to test and apply common solutions. This link to global issues would be a true test of networking and would at the same time demonstrate the global relevance of the model forest concept.

Finally, one respondent stated: "To be part of the Model Forest Network is professionally rewarding…"

Summary

The results of this survey provided useful information during the lead-up to the IMFN Global Forum, and many of the opportunities, concerns and challenges reflected in the responses were widely discussed there. It is obvious from the responses that there is deep-rooted support for the model forest concept and for the values it promotes. However, there is also a clear challenge: for the IMFN and its Secretariat to develop a stronger, adequately resourced, more effectively coordinated network that ties its activities to strategic objectives at every level and lives up to its global vision.

Summary of Closing Session

Annex D

Rationale for the meeting
While there are several boards of directors across the IMFN, none has had the opportunity to meet the others in a face-to-face setting. The Global Forum presented the ideal situation for those working at a senior level to gain deeper insight into how each region approaches the model forest program, to identify areas of common interest and to reinforce shared traits.

During the Closing Session on November 11, each region was invited to informally present their perspective on networking and express their opinions on where the IMFN can, or should, head as an international network. Representatives not associated with regional networks were invited to speak on behalf of their organizations (UNFF, CIFOR, FAO) or country program (Russia, Sweden).

Regional summaries (in order of speakers)
Latin America and the Caribbean
From the Latin American perspective, communications, governance, visibility and the consolidation of existing model forests were important elements that consistently surfaced during the week. In addition, the model forest values of transparency and accountability should apply to all levels of the Network.

With regard to visibility, participants came to the meeting with ideas of how to better position the Network. For example, Brazil will be holding an international conference on Biodiversity in April 2006 in the state of Minas Gerais and the LAC-Net Board will finance the construction of an information booth dedicated to the model forest program. The Dominican Republic will host the Botanical Congress of the Caribbean in June, a time that coincides with the next LAC Board meeting. Members will be looking at possible ways to link the two events to advance model forest development there.

Finally, it was announced that Bolivia's 20.4 million hectare Chiquitano Model Forest was officially accepted as a member of the LAC-Net.

Africa
Delegates from Africa said that they found the strong LAC presence inspiring and will be looking to them as an example of what is to come in the Congo Basin region. Many international issues are now coming to the forefront in Central Africa, and the Congo Basin is gaining more and more attention. The desire to work closely with other African forest states and communities is strong. Model forest partners hope that the Cameroon experience will act as a springboard for an African regional model forest network.

CIFOR, it was noted, has been working in Central Africa for 10 years and sees model forests as a way to link local sustainable practices with policy change. Upon their return to Cameroon, model forest representatives will have a stronger position from which to connect CIFOR's work in Africa to that of CIFOR internationally, providing a vision for the future. CIFOR and IMFNS should forge stronger links in support of these goals.

Asia
The Global Forum gave Asian participants new ideas on how to strengthen their developing regional model forest network. A strategic plan would give focus to important shared issues such as implementation strategies for model forests, evaluation, institutional alliances, communication and governance. The development of such a plan would include Africa, so that it can benefit from the Asian experience. There was also a desire in the Asia/Africa group to develop a resource mobilization strategy supporting their shared goals.

UNFF Secretariat
The IMFN can gain increased visibility within the UNFF structure in several ways. The 6th session of the UNFF will be taking place in New York in February 2006, where it was suggested the IMFN hold a side event. After the UNFF6, the two groups should meet to discuss regional links.

FAO
The FAO is a strong supporter of, and a long- term partner in, the model forest initiative. It has been

involved in the IMFN in a variety of capacities from the local to the international level. While there was not much discussion during the forum on policy impact, there is much opportunity to do so at the local, national and regional levels:

- Globally, a connection should be made between model forests and the Millennium Development Goals and other key initiatives
- At regional levels, FAO could provide context for negotiation, for example within the context of COFLAC
- At the model forest level, collaboration is both wanted and needed, and south-south exchange in particular is of interest to FAO

FAO has information tools and technology that could support technical collaboration; they could also provide monitoring and assessment support.

Because the structure of the IMFN seems to be constantly shifting, it can be difficult for partners to know how they can contribute to the process, or to know which level of governance is responsible for a particular area. Roles and responsibilities should be examined and clarified.

Sweden
The IMFN needs to work on increasing its visibility. One way to do this is to concentrate on thematic issues, such as model forests as self-sustaining economic development initiatives, or exploring the interface between different communities, such as research, private sector and the state.

The European approach to the model forest concept may not focus on sustainable forest management, but on sustainable landscape management. To that end, we should acknowledge those model forests who are not formal members of the IMFN and forge links with national parks and other landscape initiatives (e.g., biosphere reserves, UNESCO World heritage sites), not the least for the purpose to define the niche and specific features of model forests connected to IMFN. On a larger scale, the seemingly arbitrary regional designations applied across the Network might need to be re-examined. For example, there is interest in Sweden to establish a network that spans from Scotland to Russia—a natural region vis-à-vis forest composition.

Russia
The Global Forum was an important networking opportunity for the Russian delegates. During the week, Russian participants gained better insight into approaches to sustainable forest management, cooperation methods and organizational techniques. Older model forests should support younger ones through mentoring, financial, or other arrangements.

Canada
Regional and international representatives need to remain relevant to stakeholders at the local level as the Network continues to grow. The IMFN should closely examine its approach to governance as a key component of its growth strategy. This growth strategy should be the result of a collaborative process to find a common vision and foundation for the Network. Key partners, along with model forests, should be part of the governance structure in the future.

Canadian participants will return home with the message that Canada become an integral part of the IMFN, possibly though a North American regional network that includes the U.S., and by re-engaging with model forests on a site-by-site basis as they have done in the past. The Canadian delegation will be seeking approval to host the 2007 IMFN Global Forum in Canada. Whether that proposal is accepted or not, the CMFN will remain dedicated to the model forest program.

IDRC
Ten years on, the IMFNS mandate is still valid and reflective of the discussion that took place during the Global Forum. Managing the growth and diversity of the Network will continue to be a challenge, but feedback and guidance from Network members are critical in meeting those challenges.

IDRC's interest lies in research, capacity building and knowledge sharing. The activities going on in the different model forests around the world present an opportunity for research that should be captured. Additionally, the Network is generating knowledge that must be understood it and shared. The week demonstrated a vibrant community of practice with a bright future, but that future is intimately linked to the IMFN's ability to document its impacts, and to increase its visibility and credibility.

Summarizing the discussion, the facilitator listed the following key words:

- Credibility
- Values
- Transparency and governance
- Knowledge management
- Growth
- Vision
- Strategic planning and thinking
- Synergy
- Policy
- Impacts
- Sustainable forest/landscape management

A question and answer session followed

Closing remarks: Peter Besseau

When we began the week, we were looking to better understand networking so that we could plan at the local, regional and international level. A number of issues have since been identified: as we go forward and deal with growth, we have to maintain the relevance and integrity of the program. Rigour and precision in monitoring and evaluation are critical—if we are going to make claims about the Network we have to back them up. This demands changes in how we go about our work. It is also about how we structure ourselves as a Network. The current structure—geopolitical groupings in LAC, Asia and Canada, for example—is one of convenience. Culture, time and resource barriers constrain us, but we should not force fit program delivery for the convenience of geography. The exciting thing is that 3 or 4 years ago we did not have the size or depth of experience required for this discussion. We, as a Network, are now anticipating our opportunities and growth. I look at this as a starting point.

Regarding visibility and communications, we have an opportunity to map the problems and move forward as a group. The issue came up repeatedly through the week and is one we must address in our next strategic plan.

Clearly, we have not done enough strategic partnering and this—given our areas of activity and linkages to key policy objectives—is something that we must explore. Equally clear is that fact that there have not been sufficient resources available to do much that we need to do. This too must be addressed in a partnering strategy.

We do this work as a service to the main constituency—the local stakeholders. Eighty percent of what happens across the IMFN is at the local level, but the remaining 20 per cent is the value that we add through regional and international support. We need to understand our comparative advantages so that we can deliver value to the IMFN in ways that directly benefit this main constituency. But, because we are a process not a project, our timelines do not fall under the traditional measures of time-bound projects: we are always under the impatient eye of governments and donors to produce results. While we have accomplished a lot both individually and as a group, but we need to clearly understand what our opportunities are and how we should organize ourselves best to realize them. I believe that we have been successful this week in harvesting high value ideas that we can now apply to the thinking and planning that has to take place.

If we are to meet 2 years from now in Canada then we have a target to work toward in pulling all of these good ideas together to build a stronger network. I believe we have a unique and valuable program, and I believe equally that we have a tremendous opportunity ahead of us. I look forward to seeing you as a group a couple of years from now.

PowerPoint Presentations

Annex E

Networks & Networking: Current Practice and Future Directions in the IMFN
Mr. Peter Besseau, Executive Director, International Model Forest Network Secretariat

The Environmental Services Payment Program: A Success Story of Sustainable Development Implementation in Costa Rica
Mr. Carlos Manuel Rodriguez Echandi, Minister of Environment and Energy, Costa Rica

Beacons of Sustainability: Bright Futures for Model Forests the World Over
Dr. Peter Duinker, Professor, School for Resource and Environmental Studies, Dalhousie University

Promising Experiences in Multi-Stakeholder Cooperation in Central America in the Generation and Utilization of Knowledge
Dr. Glenn Galloway, Dean of CATIE Graduate School

Defining Networking: Local and National Perspectives and Experiences
Dr. Rungnapar Pattanivibool, National Model Forest Focal Point—Thailand

Summary of Session 1
Ms. Virginia Outón, Jujuy Model Forest, Argentina

Regional Networking in the IMFN: Experience, Analysis and Opportunities
Mr. Brian Barkley, General Manager, Eastern Ontario Model Forest, Canada

Summary of Session 2
Dr. Chimère Diaw, CIFOR, Cameroon

Networking at International Levels
Dr. José Joaquín Campos, President, LAC-Net

IMFN Global Forum: Networks and Networking—Summary
Mr. Brian Bonnell, Senior Program Officer, IMFNS

IMFN Global Forum: Analysis and Observations
Dr. José Joaquín Campos, President, LAC-Net

IMFN Global Forum: Discussion and Analysis
Mr. Fred Pollett, Senior Consultant, IMFNS

Networks & Networking:

Current Practice and Future Directions in the IMFN

Peter Besseau
Executive Director, IMFN Secretariat

November 7, 2005
IMFN Global Forum, Turrialba, Costa Rica

There are many types of networks…





Key questions

- Why are we a network?
- How are we a network?
- What is its potential?

Why are we a network?

- To foster international cooperation and exchange of ideas on the concept of, and practical experience in, SFM
- To facilitate international cooperation in field-level applications of SFM
- To use these concepts, experiences, and applications to support ongoing international discussions on the principles, criteria, and policies related to SFM

How are we a network?

- Model Forests:
  - Define a vision of SFM on a large, well-defined landscape and, through a broad and inclusive partnership, collaboratively work to realize that vision
- International Model Forest Network:
  - Accelerate innovation, learning, and opportunity by working together, and by making each site's expertise available to others in the Network

IMFN 1995 – 2005!

- Ten-years of testing, learning and validation of this approach around the world
- World's largest experiment in SFM
- A dynamic global community of practice


Relevance: Translating policy into practice

- Governance
- Conflict mitigation
- Economic opportunity
- Capacity building
- Forest-based science
- Conservation and protection
- Leveraging resources
- Policy impacts
- Delivering tangible benefits at the landscape level
- National Forest Programs
- MDGs
- CBD
- UNFF
- UNFCCC

What is the IMFN's potential?

- Very advantageous start to our second decade



What is the IMFN's potential?

- Nearly doubled number of sites in last 5 years:
  - How do we manage that growth?
    - Opportunities?
    - Challenges?
    - Implications for governance at regional and international levels?
    - Strategic partnering?
    - Thematic issues?

Why a Global Forum? Purpose 1:

- To bring together site, country, regional and international partners to review, assess and discuss issues related to networking at all levels.

Why a Global Forum? Purpose 2:

- To consider future directions and opportunities for networking at all levels, including strategic and niche opportunities within and among model forests, regions, and globally.

Why a Global Forum? Purpose 3:

- To identify the specific roles, advantages, limits, mechanisms, and opportunities for effective networking at all levels.

Session I

- Local & National-level Networking:
  - How do we understand networking at these levels?
  - What have been its impacts?
  - What works best?
  - How can we improve / strengthen it?

Session II

- Regional-level Networking:
  - What networking activities are we undertaking regionally?
  - What advantages are there for networking at this level?
  - What types of activities could we be doing that we are not?
  - How can we strengthen / support regional networking more effectively?

Session III

- International Networking:
  - What is "networking" at an international level in the IMFN?
  - What are the advantages of networking at this level?

- How can we organize ourselves at this level to take advantage of the Network's strengths and respond to its needs?

Where do we go from here?

- Know our options – plan our future
- Draw together the common threads and themes from our discussions
- Refine this raw material for strategic planning and action at all levels
- Provide guidance from local and national levels to regional and international levels

Regional & joint meetings

- Regional meetings
  - Business discussions
  - Specific implications of GF discussions on your region
- Joint meetings
  - First such meeting
  - Statements from each region/Board
  - Facilitated discussion on main GF issues, themes, and strategic opportunities

The week ahead

- First meeting in 6 years
- One decade of work
- One week to review, discuss, consider, be inspired
  - Clear idea of strengths and challenges
  - Clear idea of opportunities

International Model Forest Network
LANDSCAPES • PARTNERSHIPS • SUSTAINABILITY

Our network – Our opportunity

International Model Forest Network
LANDSCAPES • PARTNERSHIPS • SUSTAINABILITY

Government of Costa Rica
Ministry of Environment and Energy
National Forestry Financing Fund

The Environmental Services Payment Program: A success story of sustainable development implementation in Costa Rica

By: Carlos Manuel Rodríguez
Minister of Environment and Energy

Fondo Nacional de Financiamiento Forestal de Costa Rica FONAFIFO

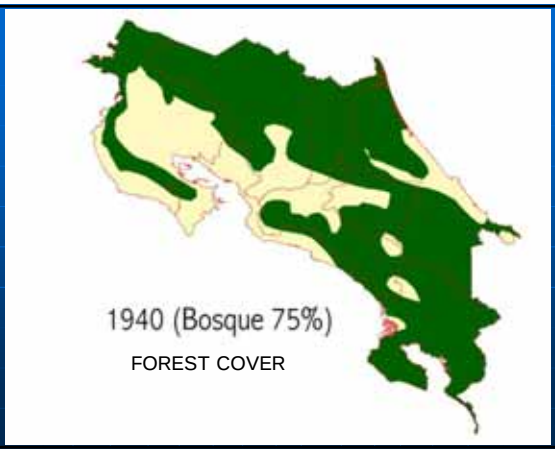
Features

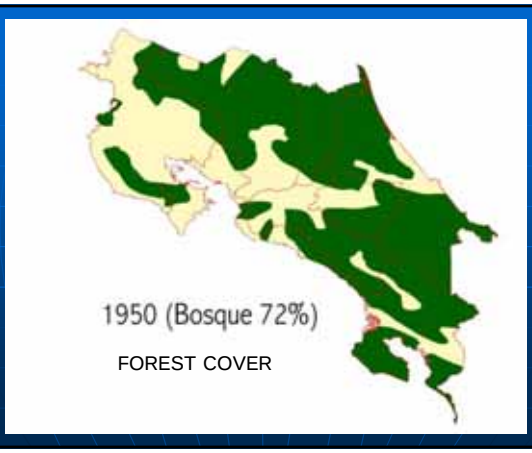
- *Area: 51,100 Km2*
- *Population: 4,4 millions*
- *High human development index (ranked 45 by UNDP)*
- *Medium Income country (GP = $4.180 per capita in 2004)*

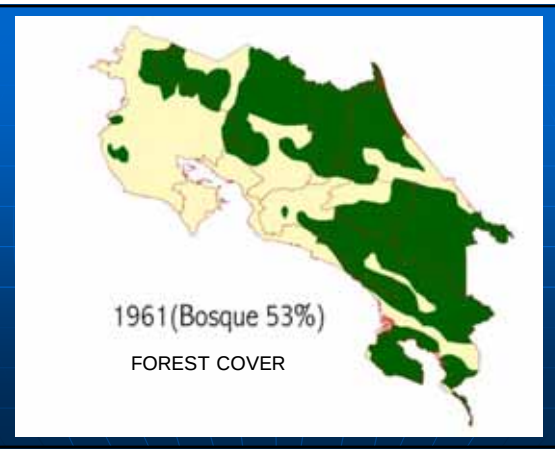
- 70 % of national lands are of forest capacity
- 26 % of the territory is protected by different management categories (National Parks, wildlife refuges, Forest Reserves)
- 9 % of private lands are under protection by ESP
- Tourism is currently the main income source
- Forest plantations and industrial related activities are privately managed.
- No forest concessions are allowed

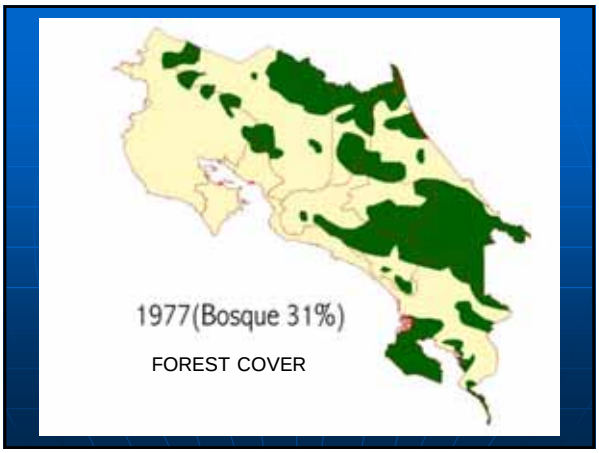
A forestry-oriented country

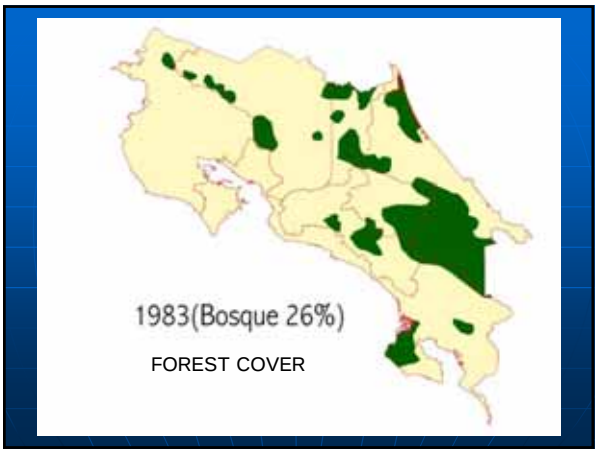
- According to the land-use capacity 2/3 of the national territory should be forest covered.
- By the end of the 70´s some research studies showed national forestry reality (Silvander-1977 y Pérez y Protti-1978)
- The annual rate of deforestation was of 55.000 Ha/year
- Less than 1/3 of the national territory was the remaining forest (31,1 %)
- Historically, Costa Rica has been generating financial mechanisms for the forestry sector
- In 1979 the first forestry incentive was established
- In 1979 the First National Forest Development Plan was developed

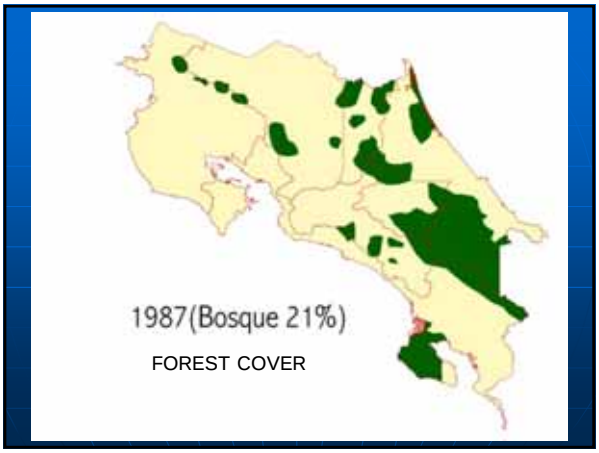












Evolution of forest cover 1940 - 1987

1995-1998 New legal and institutional framework for sustainable development policy

- 1995 General Environmental Law enacted
- 1996 New Forestry Law
- 1998 Biodiversity Law

- Sustainable development becomes a national goal by Law (Art. 50 National Constitution and Environmental law)
- Creation of the National System of Protected Areas to enhance integrated management of natural resources.
- Abolition of the change of use of forested lands
- FONAFIFO legally consolidated
- The Forest National Office was created as a dialogue mechanism among the private and public forest stakeholders
- Transformation of incentives into Environmental Services Payment as the main financial mechanism to promote forest protection and sustainable use
- Creation of a funding source for ESP (tax on fuels)

Environmental Services Payment Program: Legal framework

The Forestry Law states

" Forests, forest plantations and other ecosystems provide essential services to the people and economic activities, at the local, national and global levels".

Protection of water resources for different uses

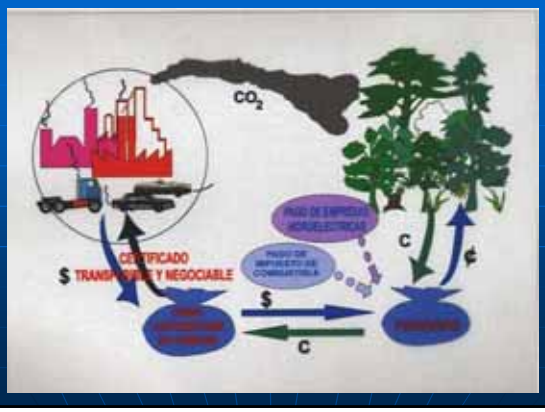
Mitigation of greenhouse effect gases and carbon fixation

Protection of biodiversity

Landscape/scenic beauty

Payment for environmental services is the mechanism implemented to pay the owners of land by the above mentioned services provided to the society

RATIONALE OF THE ESPP



Ecomarket Project goals/targets

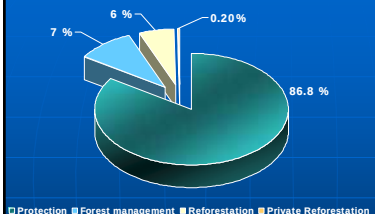
- Payments for contracted projects (+200.000 Has)
- Increase volume of existing contracts in 100.000 Has
- Increase by 30% participation of women in ESP
- Increase by 100% participation of indigenous peoples
- Strengthen FONAFIFO and SINAC institutional capacities

Ecomarkets project

- Need to increase forest conservation and forest cover recovering by enhancing the development of private markets for environmental services provided by forests such as biodiversity protection, greenhouse emissions reduction and water resources protection.

Source of funding	$ US
BIRF 4557-CR	32,630,000
GEF 23681-CR	8,000,000
PJN 50508	302,250
Government	8,500,000
TOTAL	**49,432,250**

463.000 Has covered by ESP during 1997 – 2004



"As scientific understanding of ecological services improves, new financial opportunities emerge"

The Economist 04-05

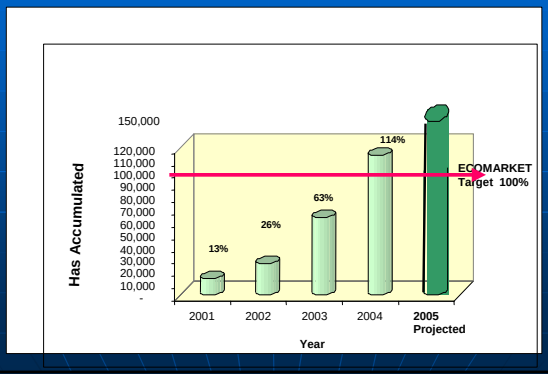
A growing partnership in action

85% Regular Budgets

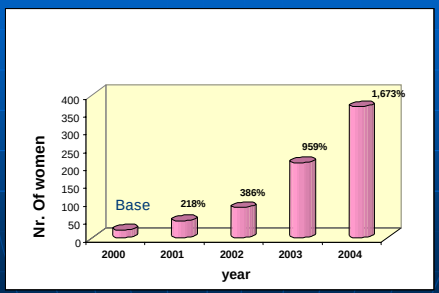
8% Other sources

7% Local private sector

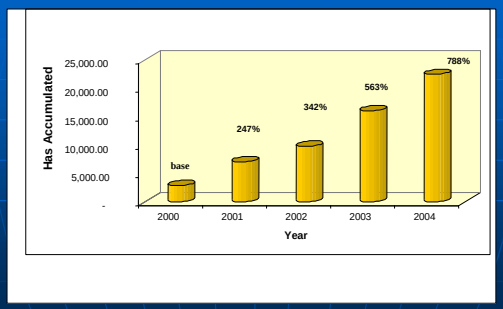
New Has protected by ESP



Participation of women



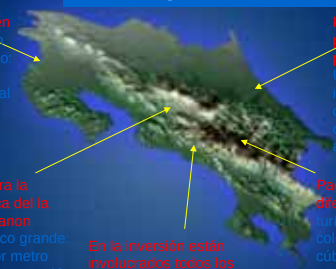
Participation of indigenous peoples



REFERENCIAS

THE ECOLOGY COST OF WATER ADJUSTED IN THE WATER RIGTHS DECREE: AUGUST 24th 2005

EVERY USER WILL PAY THE ECOLOGY COST OF WATER



Implementación en siete años Uso en Consumo Humano: 1,46 colones por metro cúbico anual

Plan de incentivos para los sectores productivos
Uso comercial e industrial: 3,25 colones por metro cúbico anual de agua subterránea

Negociación para la viabilidad política del la propuesta del canon
Uso hidroeléctrico grande: 0,12 colones por metro cúbico anual en concesión

En la inversión están involucrados todos los actores públicos y privados
El uso acuícola: 0,12 colones por metro cúbicos

Pago por el agua diferenciado por uso turístico 2,46 colones por metro cúbico anual

PRESIDENT´S EXECUTIVE ORDER 035-MINAE (Minister of Environment)

All Public Institutions who use public water rights for a public service, will financially recognize the ecological cost of water.

Actual Value of Water Rights

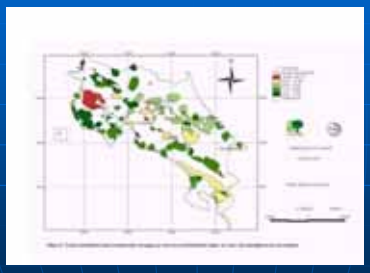
Decree 26635-MINAE - Enero 1998

	Canon (colones por metro cúbico anual)			
Sector	Superficial		Subterráneo	
Doméstico	0.5177	($0.0010)	0.7187	($0.7187)
Poblacional	0.0088	($1.79592e-05)	0.0109	($0.0109)
Hidroeléctrico (fuerza hidráulica)	0.0001	($2.04082e-07)	NA	
Industrial	0.0252	($5.14286e-05)	0.1928	($0.1928)
Riego	0.0169	($3.44898e-05)	0.1304	($0.1304)
Otros usos	0.0075	($1.53061e-05)	0.3224	($0.3224)
Promedio	0.0007	($1.42857e-06)	0.1128	($0.1128)

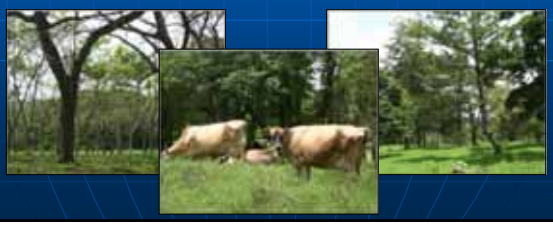
Proposed values of water rigths

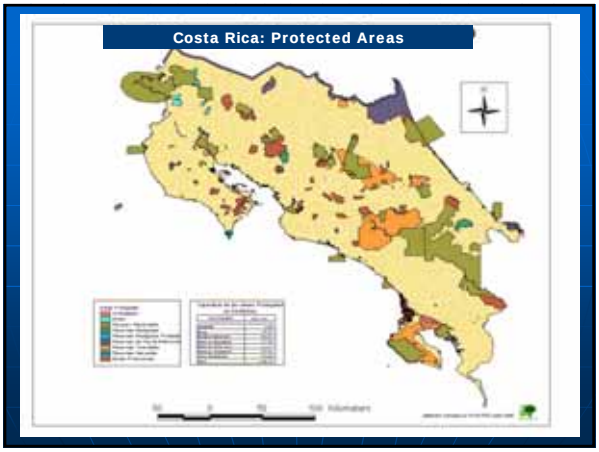
(1) Uso	(2) Canon (colones por metro cúbico anual)			
	Agua Superficial		Agua Subterránea	
Consumo Humano	1.46	($0.002979)	1.63	($0.00332)
Industrial	2.64	($0.005387)	3.25	($0.00663)
Comercial	2.64	($0.005387)	3.25	($0.00663)
Agroindustrial	1.90	($0.003877)	2.47	($0.00504)
Turismo	2.64	($0.005387)	3.25	($0.00663)
Agropecuaria	1.29	($0.002632)	1.40	($0.00285)
Acuicultura	0.12	($0.000244)	0.16	($0.00032)
Fuerza Hidráulica	0.12	($0.000244)	-	

Need to invest in areas of importance for water conservation



Need to invest inrestauration an good uses of land for water conservation





RESULTS 2002

	P.N. Chirripó	P.N. Cahuita	P.N. Volcán Poás
TOTAL	$609.000	$4.900.000	$23.400.000
Nacional	46%	64%	59%
Regional	28%	3%	24%
Local	26%	33%	17%

APORTES ECONÓMICOS DE LOS PARQUES NACIONALES Y RESERVAS BIOLÓGICAS 2002

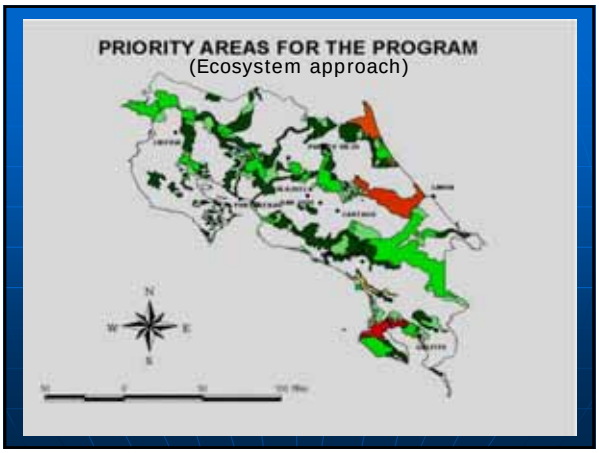
Total: $834,6 millones

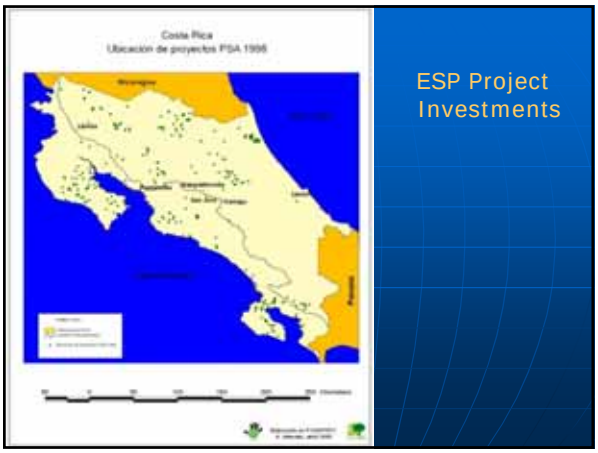
- **Turismo Nacional (87,48%):** Hospedaje, transporte, alimentación, culturales
- **Generación de electricidad (10,45%):** Aproximación mediante SIG a las plantas cercanas a los P.N. y R.B.
- **Fondos para Conservación de ASP (1,10%)**
- **Otros (0,97%):** Fondos para la investigación, visitación, empleo, PSA, compra de tierras.

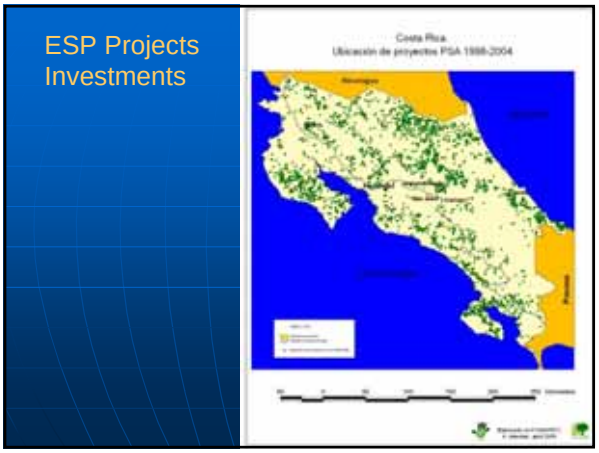
APORTE DE LOS P.N. Y R.B. AL PRODUCTO INTERNO BRUTO 2002

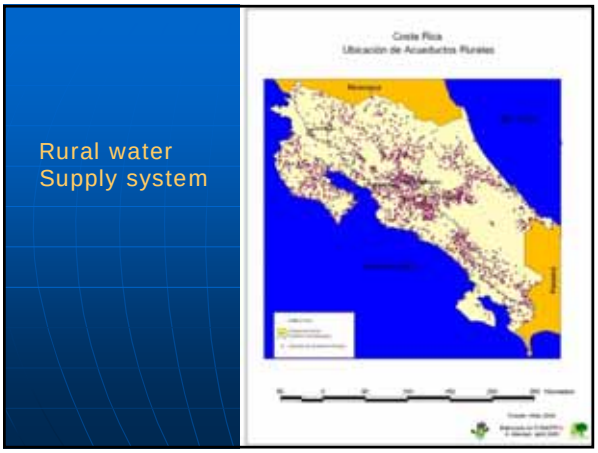
	%
Aporte de los P.N. y R.B.	5,5

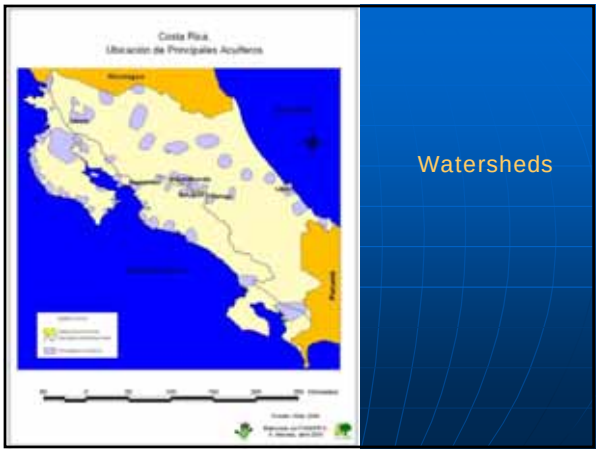
Agricultura, silvicultura y pesca	7,7

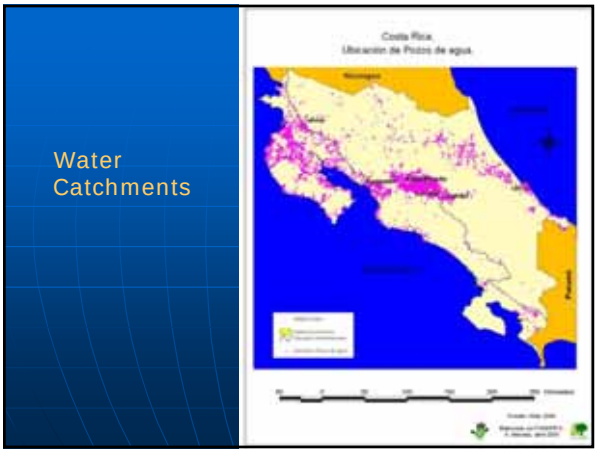

PRIORITY AREAS FOR THE PROGRAM
(Ecosystem approach)

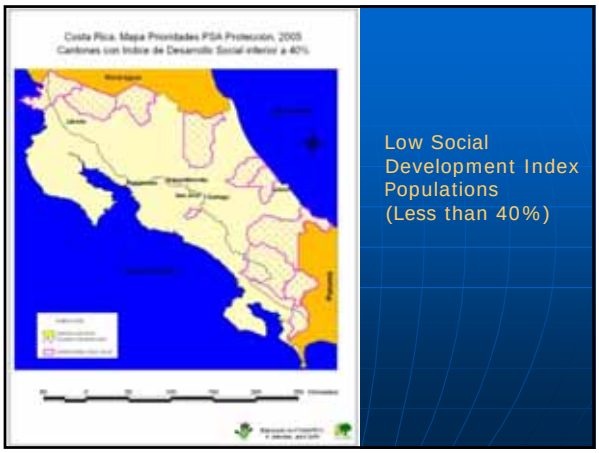

ESP Project Investments


ESP Projects Investments


Rural water Supply system

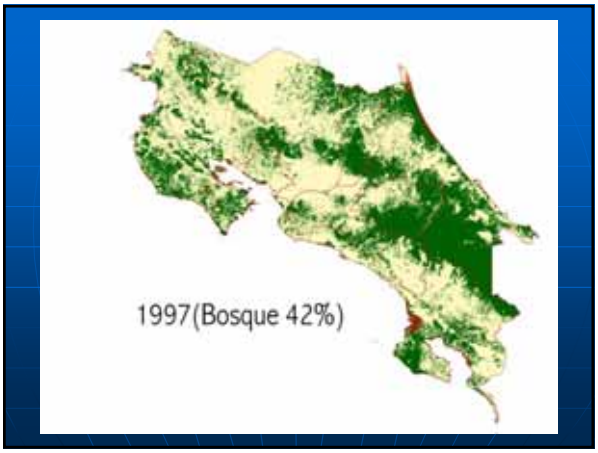

Watersheds

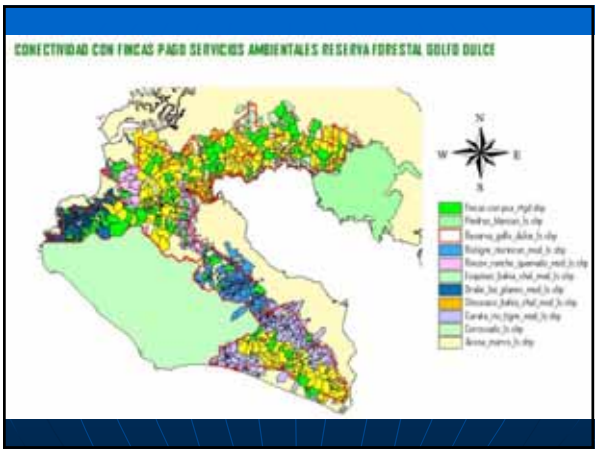

Water Catchments



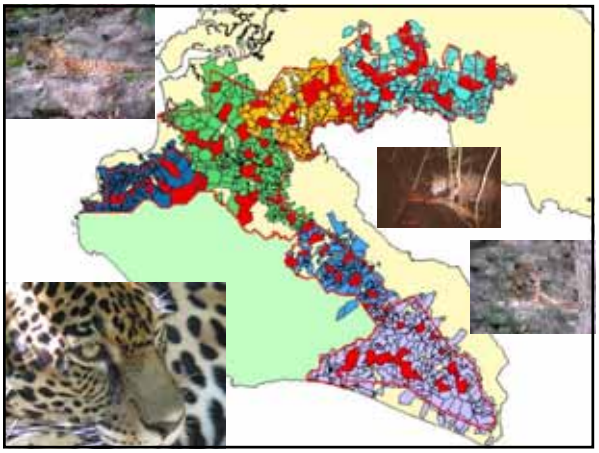
Low Social Development Index Populations (Less than 40%)

Lands with potential for The development of CDM Projects (Kyoto Lands)






PSA Reserva Indígena



Need for Scaling Up and Mainstreaming Environmental Services Payment Program in Costa Rica

The second generation of Environmental Services Payment

The ESPP have resulted in significant local, national and global benefits including:

(i) income generation to the rural poor

(ii) improvement of watersheds

(iii) contribution to carbon sequestration

(iv) conservation of biodiversity

(v) Other indirect benefits such as improved public health and infrastructure, increased demand for technical assistance for ESSP implementation

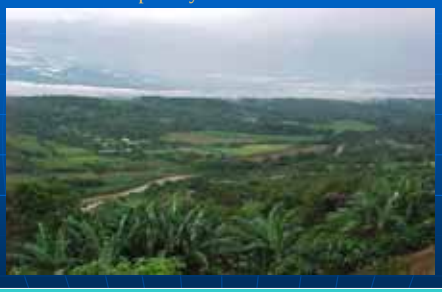
Key objectives - of the proposed project

- Fulfillment of the Millennium Development Goals (High level Political commitment)
- Increase the range of sources of funding for ESP activities aimed at local and global services (PARTNERSHIPS)
- Extend the scope of ESP activities to include degraded and fragile lands, water protection related forests and improve the efficiency of current activities
- Increase the contribution of ESP activities to poverty reduction
- Contribute to the international policy dialogue by promoting new financial mechanisms for sustainable development

- The project will support Costa Rican efforts to develop and implement a system of water charges, which is expected to become one of the major financing sources for the ESP.

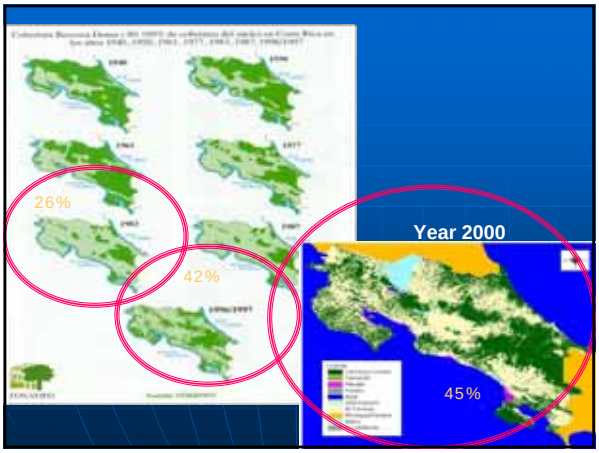
- Use of carbon credits generated through the sequestration of carbon due to project-induced change in land use (an approach that has particular promise in financing reforestation in degraded areas)

The project will target ESP activities to areas of high density or incidence of poverty, and will study new ways to reduce poverty in rural areas



"If governments invest seriously in green data acquisition and Coordination, they will no longer be flying blind" The Economist

Criteria for Project Investments



Beacons of Sustainability: Bright Futures for Model Forests the World Over

Peter Duinker

Professor
School for Resource and Environmental Studies
Faculty of Management
Dalhousie University
Halifax, Nova Scotia, Canada

IMFN Global Forum
Costa Rica, Nov 2005

Aims

- **Try to give extra meaning to why we are here together**
- **Encourage strongest of networking in support of forest sustainability**

Overview

- **Forest sustainability**
- **MFs in forest sustainability**
- **Importance of networking**
- **MFs and local agendas**
- **MFs and national/ international agendas**
- **MFs as beacons of sustainability**
- **Conclusions**

Forest sustainability

- **most prized ecosystems, for widest array of values**
- **easy to degrade or even lose**

MFs in forest sustainability

- **threats to forest sustainability - abundant, immediate and widespread**
- **no forest sustainability except locally, on the ground**
- **MFs mobilize grassroots attention on local forest-sustainablity issues**
- **MFs can mobilize leaders' attention on issues, too**
- **MFs foster good attitudes for sustainability**
  - **think globally, act locally**
  - **think long term, act now**
- **MFs best learning forums on forest sustainability – turn adversaries into collaborators**
- **MFs and policy:**
  - **show how to implement good policies locally**
  - **show how inadequate policies should be reframed and reformed to support local forest sustainability**

Importance of networking

- **idea-generating and sharing (issues, solution approaches, resources); mutual learning**
- **harmonizing of agendas and strategies - complementarity, efficiency**
- **creating critical mass**
- **helping each other avoid common mistakes**
- **energizing (working alone is lonely!)**
- **outlook-modifying, perspective-transforming**
- **Cdn example networks on forest sust.:**
  - **SFM Network of Centres of Excellence**
  - **Can Climate Impacts & Adaptation Research Network**
  - **Canadian Model Forest Network**

MFs and local agendas

- appropriate goals and agendas
- appropriate governance structures
- diverse opportunities for engagement
- carefully embrace divergent opinion
- local leadership and civic capacity-building

MFs and national/ international agendas

- Be guided by and take inspiration from national/international initiatives, policies, agreements; e.g.:
  - National Forest Plans/Programs
  - UN Forest Principles
  - UNFF
  - Convention on Biological Diversity
- Forest policy - worthless unless implemented locally
- MFs can lead - promotion, early adoption, demonstration
- Continuous focus on relationship-building

MFs as beacons of sustainability!

- focus on <u>new ideas</u> to foster sustainability
- keep a <u>strong balance of head/heart/gut</u> in promoting sustainability knowledge, compassion, instinct
- <u>engage partners</u> widely but strategically
- promote <u>risk-taking</u> in experiments, foster/support <u>local leadership</u>, but provide <u>safety-nets</u> for the risk-takers
- Diversity of financial support

Conclusions

- To become a reality commensurate with its promise, SFM requires optimistic, diligent, creative, energetic, compassionate, eager-to-learn engagement by local forest stakeholders worldwide.
- IMFN benefits participants in proportion to their contributions.
- There is no other network to foster exchanges among forest stakeholders worldwide than the IMFN.

Conclusions

- If the IMFN is merely facilitated by the Secretariat and drawn upon by stakeholders, it will wither on the vine.
- If the IMFN is nurtured by those who can benefit most by participation, it will flourish beyond the wildest expectations of all involved!

Model Forest Global Forum

Promising experiences in multi-stakeholder cooperation in Central America in the generation and utilization of knowledge

Glenn Galloway
Dean of the Graduate School
Director, Education Program
CATIE

November 2005
Turrialba Costa Rica

CATIE

Principal reason for the establishment of multi-stakeholder platforms

- To achieve a larger and and more durable impact in the sustainable management of tropical forests,

...implying a host of benefits

In this talk, Operational Networks of Horizontal Cooperation

Topics covered

- Formation of operational networks
- Network structure
- Network evolution over time
- Problems encountered
- Final comments

Formation of operational networks in Central America

- First experiences in CA: Madeleña Project
- Incorporation of multiple use trees in small and medium farms in six countries
- After 8 years of silvicultural and socioeconomic research, shift in emphasis to information disemmination

Cont.: 4

- Decision was made to involve other organizations: public institutions, NGO and reforestation projects
- Result: Regional Madeleña Network with 30 entities cooperating in training, extension and research

The success of this initiative led to the decision to try a similar approach in the management of humid tropical and subtropical forests

CATIE's experience in the management of tropical forests

- (20+ years) CATIE has taken part in wide host of experiences in research and capacity building with diverse partners
- In 1996, CATIE decided to implement a technology transfer project with Swiss financing to promote the management and conservation of tropical forests in Honduras and Nicaragua

TRANSFORMA Project

TRANSFORMA Project

- **Strategy: Contribute to the formation and consolidation of operational networks**
- **Workshops to analyze the potential advantages of participating in these multi-stakeholder platforms**

More than 40 entities accepted the proposal forming three operational networks: REMBLAH, REMAB-RAAN y REMARIO

Geographic regions that participated operational networks

Regions with a host of complex problems

Organizations participating

- **National forest services**
- **Regional and municipal governments**
- **Community and indigenous groups, cooperatives**
- **Universities,technical schools**
- **NGO**
- **Projects**
- **Private companies**

Situation when TRANSFORMA ended

- **140+ members each designating one representative and substitute**
- **Why operational? Members share objectives, targets and responsibilities. Activities are implemented and evaluated in a cooperative fashion.**

This attribute contributes to network effectiveness and viablility

Members of REMBLAH -- 2003

Network for the Management of Broadleaf Tropical Forests in Honduras

Permanent institutions

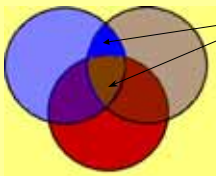
- -AFE-COHDEFOR
- -COHDEFOR -- La Mosquitia
- -Agroservicios
- -ANETRAMA
- -ASEHDAF
- -Asociación Nacional de Productores Forestales
- -BAYAN
- -CIFH
- -CIMATEL
- -COATLAHL
- -CODA/PUCIML
- -COLPROFORH
- -CUPROFOR
- -CURLA - UNAH
- -EHC
- -ESNACIFOR
- -Jardín Botánico Lancetilla
- -SEMARENA
- -ANETRAMA
- -VTC y asociados

PROJECTS

- -COSPE -- UE
- -FUPNAPIB
- -PROECEN -- OIMT
- -PROINEL -- OIMT
- -CATIE/TRANSFORMA
- -Centro de Madera Verde
- -Cuenca Río Danta

Importance of alliances within the networks

Shared “spaces” for cooperation



Shared “spaces” (manage. HTF)
- -Forest services
- -Communities
- -Universities
- -Tech. schools
- -Private firms

Each circle represents a different organization

Network structure --REMBLAH

Commissions (originally thematic groups)

-Technical aspects of forest management
-Industry and commerce
-Community development
-More recently: Commission devoted to *Policy* concerns

Cross cutting activities

-Training, dissemination of information, research

Members take part in commission(s) that most relate to their capacities

13

- The structuring by "Commissions" contributed to an understanding of the multidimensionality of the management of tropical forests and facilitated planning

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Shared strategic planning

- To better orient network efforts and improve the possibilities of long-term success. Results:
  - -Shared long-term visions
  - -Prioritized strategic objectives by Commission
  - -Prioritized indicators to monitor advances towards the strategic objectives

Strategic plans have served as platforms for operational planning

15

-Examples of progress-
Education and training

- Training activities in diverses topics related to the management of tropical forests
  - – Gradual standarization of methodologies
  - – Costs and technical concepts were shared: ***co-financing and co-execution***

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OMA field facilities

- •Established through cooperation among network members
- •Used for training, technical assistance, research, ecotourism

Training of technicians in a wide host of topics

18

Training of producers

Formation of local trainers

19

Industry and commerce

- Co-financing of market studies
- Shared support to producers and private companies
  - Certification
  - Shared efforts to access better markets
- Cooperative efforts to improve markets for non-traditional species, trade shows, studies on wood properties
- Formation of commercial alliances

20

Community Development

- Workshops in community organization, administrative aspects and accounting

Increasing membership by producer groups (including indigenous groups) led, in some cases to the problem of "unfulfilled expectations"

21

Workshops on community group organ-ization

22

Networks and the policy dimension

- Increasing network credibility led to opportunities in the policy realm
  - Regional forum
  - Involvement in development of new legislation
  - REMBLAH: Technical arm to the National Forestry Agenda in Honduras

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RED DE MANEJO DEL BOSQUE LATIFOLIADO DE HONDURAS

REMBLAH

RED DE MANEJO DEL BOSQUE LATIFOLIADO DE HONDURAS

http://www.remblah.org/

24

Policy Commission

"Promote coherent policies and strategies to achieve the integral development of communities that live in or nearby broadleaf forests, as a means to ensure their conservation"

25

Network efforts to contribute to the reduction of illegal logging

26

Initiatives to achieve network sustainability

- **Consensus: important to limit dependency on projects. REMBLAH now generates its own projects.**
- **Share costs to the degree possible among network members**
- **Gain legal status: achieved by REMBLAH**

Each network requires a coordinator with at least some remuneration

27

Examples of problems which have limited network success

- **Forest services: public sector often in crisis or process of restructuring**
  - **-Little field presence (inadequate monitoring of management plans)**
  - **-Illegal logging**

Responsible communities must invest in management plans, apply for permits, pay taxes

Cont. ⟶

28

- **Member representation sometimes lack authority to make decisions and/or commit resources**
- **Networks isolated from major spheres of political influence**
  - **– Not always represented in policy debates**
- **Conflicts among members**
  - **– Membership flexible/diverse**

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Future directions

- **Increasing role of municipalities**
  - **– Most lack technical capacity and resources (human and financial)**
- **Greater number of producer and community groups in networks and private companies**
- **More cooperative efforts to improve markets for forest products and business management skills**

Cont. ⟶

30

- Increasing attention to social and cultural dimensions of sustainable forest management
  - Community organization
  - Administrative and accounting skills
  - Improved agricultural practices

- Encourage "strategic alliances" within networks

An overview

Situation prior to network formation	Situation with networks
• Isolated efforts in tropical forest management	• Existence of regional networks: cooperation
• Lack of long-term vision and shared objectives	• Diverse entities: shared strategic planning
• Disparate efforts at training and TA	• Cooperative training, diverse themes
• Little to no local research	• Shared research agenda, cooperative efforts, thesis

Cont.32 →

An overview

Situation prior to network formation	Current situation
• Little access to TA (communities, companies)	• Opportunity to request assistance from networks (or become member)
• Weak links between univ. and field activities	• Growing participation of univ: training and outreach (in OMA)
• No entity to represent regional interests in policy debates	• Growing participation of networks in policy dialogue and debate

Final comments

- Some results have been promising
- Major impetus for continued participation will be tangible, shared success and gradual progress towards strategic objectives
- Structuring networks have enhanced understanding of the multiple dimensions of tropical forest conservation and management
- Networks do not have to be permanent to be successful: bringing organizations together, even on a temporary basis, is worthwhile

Final comments

- Conservation and sustainable management of lowland humid tropical forests will require a large concerted effort of numerous, diverse stakeholders
- Flow and exchange of information and cooperation among these stakeholders is essential for meaningful and sustained progress

Operational networks can play and have played an important role in facilitating this cooperation

CATIE

Session 1 – Defining networking

Local and national perspectives and experiences

Rungnapar Pattanavibool
Ngao Model Forest
Thailand

Networking at local and national levels – model forest partnerships

- Networking is generally thought of as a process or activity occurring at regional or international levels
- Each model forest partnership is a "network" and the sharing of information and collaboration among partners is a form of networking
- Model forest-level networking (the partnership):
  - Builds capacity among stakeholders
  - Allows for more resources to be applied to an issue than would be possible working individually
  - Promotes transparency between stakeholders allowing a collective vision of sustainability to be developed

Networking at local and national levels – model forest partnerships

- Elements critical to local-level networking
  - Each stakeholder must have a **sense of utility** regarding their involvement – their contribution matters
  - Activities must reflect local interests and address local needs – a **sense of ownership** in the work being done
  - A **sense of involvement** in decision-making
  - **Effective communication** between stakeholders and with a broader audience
  - **Time** to build lasting and meaningful relationships

Networking at work in the Ngao Model Forest

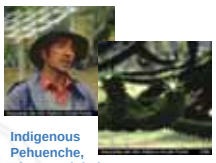
- Strategic plan for Ngao Model Forest completed
- Developing the strategic plan helped in building relationships between stakeholders (strengthened networking)
- Local-level networking also helped in developing a better strategic plan:
  - More issues identified
  - More organizations committed to its implementation
- Lot of local support but little local leadership in its development and implementation
- Networking with national groups provided leadership and a neutral facilitator

Networking at work throughout the International Model Forest Network

Foothills Model Forest (Canada)

Grizzly Bear Research Program
The Model Forest provides the mechanism to bring diverse organizations, funding and scale (100,000+ km²) together to address complex issues

Araucarias del Alto Malleco Model Forest (Chile)



Indigenous Pehuenche, Pinon and timber
Balancing socio-cultural values and economics can lead to conflicting issues – model forests provide the opportunity for conflict resolution

Networking at work throughout the International Model Forest Network

Western Newfoundland Model Forest (Canada)

Working Together to Help an Endangered Species
The partnership process, combined with research, led to the creation of a reserve to protect critical habitat

Vilhelmina Model Forest (Sweden)

Traditional Reindeer Husbandry and Intensive Forest Management
The Sami are working with model forest partners to ensure a food supply for reindeer through forest management activities

Lin'an Model Forest (China)

Increasing Bamboo Production, Reducing Pesticide Use
Linking farmers, processing industry and research institutes

Session objectives

- Arrive at a broad definition of how the term “networking” is understood and used in your model forest
- Provide illustrations and describe impacts of networking at the model forest level
- Point to challenges, strengths and opportunities of networking from the local to national level

Session Questions – Discussion Starter

- **Networking…**

Necessary or nice to have? Why?

Session Questions

- What key management objectives are priorities for your model forest? Which of these are important issues at higher (to national) policy levels (is there a link to National Forest Programmes)?
- How effective has model forest-level networking been in your model forest? What impacts have there been within the context of key conservation, economic, social or other issues?
- What are the impediments to networking within your model forest partnership? What seems to work best? What could be done to make local / national level networking more effective?

Summary of Session 1

Local- and National-level Networking

Virginia Outón
Jujuy Model Forest, Argentina

Questions

- Networking…Necessary or nice to have? Why?
- What key management objectives are priorities for your model forest? Which of these are important issues at higher (to national) policy levels (is there a link to National Forest Programmes)?
- How effective has model forest-level networking been in your model forest? What impacts have there been within the context of key conservation, economic, social or other issues?
- What are the impediments to networking within your model forest partnership? What seems to work best? What could be done to make local / national level networking more effective?

Networking…Necessary or nice to have?

- Local-level (model forest) networking…
  - … is essential for a model forest to be successful
  - … generates empowerment and commitment
  - … is a way for participants to support each other
  - … provides a long-term platform which can be used to address future challenges
  - … increases efficiencies and reduces duplication of efforts
  - … requires, and helps create, a participatory governance structure
- Communications is key; the network is an instrument to help build stronger relationships which will build a stronger model forest

Key Management Objectives

- Key Management Objectives / Priorities
  - Capacity building
  - Poverty reduction / rural economic development
  - Water and health
  - Illegal logging
  - Conservation
  - Education
  - Indigenous issues
  - Participation
  - Wildlife management
  - Conflict resolution

Policy Links

- Model forests…
  - … could influence policy through demonstration of their successes
  - … are a platform to identify issues which could influence the policy debate
  - … can highlight local issues are raise their profile at higher levels
  - … can identify (test) credible alternatives for policy implementation
  - … help government and other policy makers have better communication with local stakeholders
- A group of model forests, through cumulative impact, has the ability to influence policy
- State level policy links are sometimes more important than national
- Even when there are explicit links with national policy, there may not be any financial support from the national level

Networking Effectiveness and Impacts

- Time factor – people stay involved because they can “see” the potential of a model forest
- Created a conduit to raise the profile of local issues
- Model forests are at different levels of development; little understanding of local-level networking among new members
- There is “protection” in the network – feeling of not being alone
- There have been more impacts at the local and state / province levels than national
- Model forests are a good environment to harmonize policies or views on policies
- There is a need to demonstrate impacts back to those involved

Impediments to Local-level Networking

- Personal power and influence (either as an individual or organization)
- Differing ideologies, Mistrust, Time
- Resistance to sharing power; sharing credit is seen as the same as sharing power; some people and organizations do not want to share – MFs not getting credit for work
- Some stakeholders are more powerful – differing technical capacity and resources
- Lack of a coordinating body at the local-level
- "Model Forest" name
- Idea nice / MF concept nice but need good projects and resources to occur as a result of the MF philosophy

Improving Effectiveness

- Increased technical support for local-level networking
- Each model forest requires a good management team for good networking
- Balance respect, equity and empowerment
- Need good 2-way communication
- Make stronger strategic alliance with government and others
- Avoid a dependency on the government; diversify relationships
- Communicate success stories (results / impacts)
- Include local government in model forest governance structures
- Provide clear direction on support that could be provided by network
- Improve confidence of local leaders through training
- Use participatory approaches to strategic plan development

Regional Networking in the IMFN: Experience, Analysis, Opportunities

Brian Barkley, General Manager
Eastern Ontario Model Forest
IMFN Global Forum 2005

The International Model Forest Network

IMFN: 3 regional networks

- Each was created according to unique circumstances, resources, goals and opportunities
- Each has taken a different approach to regional networking
- Each continues to evolve

Regional Model Forest Network for Latin America and the Caribbean

- Formally launched in 2001 following extensive national-level consultation
- Formal Board of Directors consisting of national ministry/ department representatives
- A regional office, staff, workplan and budget
- Goal of two regional network activities per year plus targeted support to each site
- Core support: IMFNS, CIDA, CATIE, limited external donors

RMFN - Asia

- Informal, voluntary association of five countries (China, India, Indonesia, Philippines, and Thailand)
- Begun as a three-year regional project through FAO in 1999
- Led by national ministry/department representatives
- No formal regional structure but two regional meetings per year of national reps combined with MF training and capacity building
- Core funding: National, IMFNS, External donors

Canadian Model Forest Network

- Established in 1991
- Formal Secretariat at the Canadian Forest Service (CFS)
- 11 sites each registered as an autonomous, not-for profit organization
- Regional programming for the past 10 years; some sub-regional (bilateral, tripartite, etc.) networking
- Core support: CFS, MF partner organizations, external funds for special project activities

Proposed Circumboreal MF Network

- Focus on model forests in the boreal region
- Would represent the first “regional network” defined and structured according to forest type and specific shared transnational forest issues

Session II: Questions

Main session objective is to:

a) understand, document, and critique regional networking as we have experienced it
b) understand the strengths or comparative advantages of networking at this level
c) propose specific regional networking activities that could be introduced or strengthened **and** ways to ensure their successful delivery

Session II: Questions

1. What regional activities has your model forest been involved in?
   - •What impact did these activities have (or are they expected to have)?
   - •Are there regional networking activities that you would like to see that have not yet been developed?

Session II: Questions

2. Generally speaking, but also specifically within your region, what are the advantages of regional networking? What comparative advantages are there at this level?

Session II: Questions

3. What is, or should be, the relationship between model forests, national MF programs and the regional network?

4. How can regional networks and regional networking be strengthened? What are our various roles in it?

Format

•Participants have been assigned to working groups (please check list)

•At mid-session, working groups will need to complete discussion on Questions 1&2. At mid-session, participants will meet with their own region (LAC, Asia, Canada) to take up Questions 3&4

•Participants who are not linked to regional groups will be assigned to a regional discussion group

Sesssion 2: Summary

Regional-level Networking

Regional Activities

- Assist in new model forests at their start-up
- Training and capacity building
  - technical visits
  - Courses
  - workshops
- Development of trans-national projects
- Promote development of local projects
- Enhancement of sub-regional / thematic links / networking
- Learning about experiences from other model forests
- However, little cooperation between many model forests at present

Advantages of a Regional Network…1

- Many regional similarities and efficiencies. Similar problems can be addressed.
- Assist new model forests (can't forget existing ones)
- Access to donor funds greater at regional level
- Regional network can maintain energy
- There is a cost to a regional network (time & resources) but a regional secretariat can seek funding
- Political support is greater as a regional network
- Do not feel alone

Advantages of a Regional Network…2

- Provides a platform for dialogue to influence public policy
- Share experiences / learn from each other
- Coordination of information
- Help model forests facilitate national linkages
- Use model forests to apply / test international conventions
- Can help maintain and promote common monitoring systems (e.g., C&I)
- Help assist in securing multiple sources of funds

Session III: Networking at International Levels

José J. Campos
Chair, Regional Model Forest Network for Latin America and the Caribbean (LAC-Net)
IMFNS Board of Directors

November 8, 2005
IMFN Global Forum, Turrialba, Costa Rica

International Model Forest Network

- To foster international cooperation and exchange of ideas on the concept of, and practical experience in, SFM
- To facilitate international cooperation in field-level applications of SFM
- To use these concepts, experiences, and applications to support ongoing international discussions on the principles, criteria, and policies related to SFM

Session III: Objectives

Discuss:

- Opportunities and comparative advantages to networking that uniquely global in nature and can be delivered at an international level
- Issues regarding its governance
- Policy linkages and identify strategic issues at the international level

Session III: Key Questions?

- International networking:
  1. What is "networking" at an international level in the IMFN?
  2. What are the advantages of networking at this level?
  3. How can we organize ourselves at this level to take advantage of the Network's strengths and respond to its needs?

1. What is "networking" at an international level in the IMFN?

- What motivates participation in the International Model Forest Network?
  - Sense of contribution, belonging and ownership to innovative concept/initiative
  - Internationally positioned = access & leverage to political, technical and financial support
  - Opportunities for enhancing collaborative innovation, learning and knowledge exchange

1. What is "networking" at an international level in the IMFN?

- **What can be done at this level in a more effective way than at other levels?**
  - Link to global priorities (e.g. conventions)
  - Economies of scale for capacity building, knowledge management, systematization of experiences
  - Positioning model forest concept; advocate on behalf of members
  - Support special projects of a regional or global nature

2. What are the advantages of networking at this level?

- **Current niche of the IMFN**
  - Landscape-scale management of forest/natural resources
  - Effective participatory environmental governance
  - Ecosystem approaches to management of forest/natural resources
  - Contribution to reducing rural poverty

2. What are the advantages of networking at this level?

- **Strengths of the IMFN**
  - 10 years innovating, learning and communicating this approach around the world ("innovation cluster" or knowledge based SFM)
  - Action at the field level
  - Dynamic global community of practice (public & private partnerships)

3. How can we organize ourselves at this level to take advantage of the Network's strengths and respond to its needs?

- Who owns the IMFN? How do we envisage the network in the future?
  - The IUFRO example (long term; ownership; willingness to collaborate)
  - A concept massively applied worldwide
  - The watershed management or the biosphere reserves model?

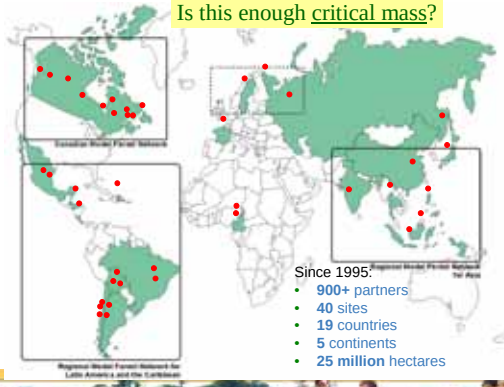
3. How can we organize ourselves at this level to take advantage of the Network's strengths and respond to its needs?

- Empowerment in international network
  - Representation in IMFNS BoD
  - Enhance communication in both directions
  - Constant review, assessment and discussion on issues related to networking at all levels

New and Developing Model Forsts

- **Argentina** — developing its fourth model forest
- **Bolivia** — officially requested to join the IMFN in July 2005
- **Brazil** — state of Minas Gerais unveiled two model forests in June 2005
- **Cameroon** —two sites have been proposed
- **Chile** — developing its third model forest
- **Costa Rica** — initiated model forest development in 2003
- **Dominican Republic** — joined the network in 2003
- **France** — currently exploring model forest development
- **Honduras** – a site has been proposed for development
- **India** — the Kodagu Model Forest will be officially launched in October 2005
- **Indonesia** — two model forests were officially launched in 2004
- **Japan** — model forest development initiated in Kyoto Prefecture in 2005
- **Mexico** — recently begun reestablishment of its Model Forest Program
- **Russia** — a second and third site are about to join the IMFN
- **Sweden** — in September 2004, became the first country in Europe with a model forest

Is this enough critical mass?



Since 1995:
- **900+** partners
- **40** sites
- **19** countries
- **5** continents
- **25 million** hectares

International Model Forest Network

IMFN Global Forum: Networks and Networking

Summary

Brian Bonnell

November 10, 2005
IMFN Global Forum

Landscapes – Partnerships – Sustainability

Networking as a Core Principle

- An inclusive and dynamic **partnership** in which those with an interest in their area's natural resources agree on a process for defining sustainable forest management in locally relevant terms, prioritize goals, and then work collaboratively to achieve them;
- A commitment to **sustainable forest management** and to taking collaborative action to support it;
- A **landscape** large enough in size to represent an area's diverse forest uses and values;
- A **governance structure** that is representative, participative, transparent and accountable;
- A **program of activities** reflective of partner needs and values; and
- A commitment to **knowledge-sharing and networking**, from local to international levels

IMFN Global Forum

- Brought together over 100 participants representing more than 35 model forests from 17 countries
- Provided an opportunity for members to strengthen the IMFN and its networking by:
  - Bringing together site, country, regional and international partners to review, assess and discuss issues related to networking at all levels;
  - Considering future directions and opportunities for networking at all levels, including strategic and niche opportunities within and among model forests, regions and globally; and
  - Identifying the specific roles, advantages, limits, mechanisms and opportunities for effective networking at all levels

Basic Premise / Questions

- Three questions were highlighted by PB
  - Why are we a network?
  - How are we a network?
  - What is its potential?

What motivates us?

- We are all facing challenges related to the sustainable management of our local areas. The network:
  - Offers an opportunity to learn from others and gain access to information and tools
  - Enhances our credibility and visibility
  - Increases international support for local issues
  - Improves access to additional sources of funding
  - Provides a chance to share our experiences and help others address their issues
- Networking is an "incremental" activity – creating more experiences, generating greater attention, attracting more people which increases ability to network further

The Model Forest Niche

- Model forests are not a traditional network – they look at long-term relationship building rather than one issue only
- Size of landscape, diversity of interests involved, inter-linked global network creates a platform can be used to
  - address future challenges
  - testing best practices in sustainable resource management
  - bridge the gap between forest science and practice (or policy and practice)
- Bring together various perspectives, skills and resources (knowledge, human, technical, financial) required to address increasingly complex sustainability questions and issues

General

- Discussed networking at three levels
  - Local / national
  - Regional
  - International
- Lot of overlap between them and the issues highlighted

International-level Discussion

- What form does networking take at an international level (expectations and reality)? What can be done at this level more effectively than at other (regional, national, local) levels?
- What niche do (or can) model forests and the IMFN occupy in the context of SFM? What strategic partnering or thematic activities should we be pursuing as a network or otherwise?
- Governance: what are, or should be, the inter-relationships within the Network from site to Secretariat levels? How can we organize ourselves to be pro-active and strategic on key niche and other opportunities?

What needs to be done at the international level

- Create a channel of communication to enhance sharing of experiences
- Greater promotion and marketing of what has been built including knowledge, experiences and lessons learned
  - Participation in other international fora (not just our own meetings)
- Enhancing policy links including a demonstration of those links
  - Take a broad view of policy – international to organizational
- Use model forests as a platform for international research on forest and landscape management, common / thematic issues, policy implementation
- Establish a fund for new model forest establishment – to be repaid once established

Governance

- Need a strong secretariat – need an effective core central agency
- Role at international level
  - Support model forests with networking functionality and tools
  - Put model forest program in context of other international networks and initiatives
  - Serve as a coordinating body for regional networks
- Establish working / discussion groups on various themes
- Progressively enlarge the group of strategic international stakeholders active (and influential) in the governance of the IMFN in order to enlarge/diversify sources of funding and support
- Model forest representation, rotating “presidencies”
- Governance should be based on equal rights and responsibilities
- Secretariat does not need to be based in Canada but do not see an immediate need to move

Regional-level Discussion

- What regional activities has your model forest been involved in? What impact did these activities have (or are they expected to have)? Are there regional networking activities that you would like to see that have not yet been developed?
- Generally speaking, but also specifically within your region, what are the advantages of regional networking? What comparative advantages are there at this level?
- What is, or should be, the relationship between model forests, national MF programs and the regional network?
- How can regional networks and regional networking be strengthened? What are our various roles in it?

The Regional Advantage

- Regional networks seen as vital to the health of the overall network
  - Can secure in securing regional resources
  - Identify and facilitate development of new sites
  - Assist in program delivery reducing burden on an international secretariat
  - Promote outreach on sub-global issues
- There are many regional similarities which allow for identification of model forests with common issues providing basis for collaboration and information exchanges

Regional Activities and Impacts

- A key regional activity has been capacity building through regional workshops
  - Participants learn together and share their experiences
  - Can exchange lessons learned later on when they apply their new knowledge within their respective model forests
- Help model forests facilitate national linkages
- Facilitate exchange of information
  Enhance political, institutional and financial support to and for model forests
- Assisting new model forests in start-up by providing technical advice, visits and mentoring
- Undertake range of regional based initiatives on topics of regional significance (facilitate using model forests as platforms regionally)

Governance – how to strengthen

- Role at regional level could be defined as providing political, institutional and financial support to model forests
- Requires coordinating mechanisms, good communication methods
- Create structures to facilitate information exchanges and discussions on topics of interest across region
- While it is important to have national-level representation (helps secure national support for local model forests), also need model forest input / representation into regional discussions and governance

Local-level networking

- Clearly the area we have the most experience
- A strong time factor involved in networking – results of networking generally not seen in the short term
- People stay because they see the long-term potential of model forests (muse ensure this potential is realized)
- Local-level networking has enhanced confidence of local stakeholders through feeling of belonging
- Communications seen as a key factor in enhancing local-level networking
  - Results, impacts, success, lessons learned need to be communications
  - Need a good M&E system that is consistent across network
- Good management teams within a model forest (effective local leadership to facilitate dialogue); includes securing support of organizations but just individuals

Networking…Necessary or nice to have?

- Clear that you feel that networking (at all levels) is essential for a model forest to be successful
- Networking …
  - … generates empowerment and commitment
  - … is a way for participants to support each other
  - … provides a long-term platform which can be used to address future challenges
  - … increases efficiencies and reduces duplication of efforts
  - … requires, and helps create, a participatory governance structure

A Few VERY General Comments!

- Communications is seen as a key to effective networking
  - Promotion of results and impacts to others
  - Talking with each other
- The three C's to networking
  - Cooperation
  - Collaboration
  - Coordination
- Can add a fourth "C" – Communication
- Strategic plans for model forest networking at regional and international levels
- Need flexibility in approach to allow for easy transitions between various levels

Back to the Opening Session

- Galloway and Hartshorn provided some advice on networks and networking:
  - Limit dependency on projects; diversity support base
  - Ensure members have authority to act on behalf of their organization – make decisions and commitments
  - Need parity and equality among members
  - Have a participatory governance structure
  - Conduct periodic introspectives / reviews
  - Leadership is key but need the right leadership

Beacons of Sustainability

- Duinker described model forests as “Beacons of Sustainability”
  - Are inventive and innovative, focusing on new ideas to foster sustainability;
  - Help maintain a strong balance of head (knowledge), heart (compassion about issues and values) and gut (instinct) in promoting sustainability;
  - Engage a wide range of partners in a strategic way; and
  - Promote risk-taking in experiments, and foster and support local leadership, but also provide safety nets for the risk-takers
- Networking is personal but there is both a
  - **Right** to benefit from networking, and a
  - **Responsibility** to contribute
- Members must take an active role in networking and in defining the network

Questions to ponder

- What specific issues should we examine as a network of model forests (platforms)?
- What can we do which no one else is doing?
- How must we organize ourselves (regionally and internationally) to be able to effectively capitalize on our strengths as model forests?
- The importance of policy links was raised on many occasions. How can we enhance this component within model forests?
- What will you do when you return to your model forest?
- How can we continue the dialogue on what we have started here this week?
- What can each of us do, what is our individual responsibility?

Analysis and Observations

José J. Campos
Chair, Regional Model Forest Network for Latin America and the Caribbean (LAC-Net)
IMFNS Board of Directors
November 8, 2005
IMFN Global Forum, Turrialba, Costa Rica

1. The Event

- Excellent representation and participation
- Well structured program
- Remarkable organization

2. Topics for further Discussion

- Positioning / Making the concept visible
- Governance at each level
- Interactions and communication among levels
- Toward the future
- Securing model forests / technical and financial support

2. Topics for further Discussion

2. 1 Positioning and visibility of concept

- Possible stakeholders
- Examples of positioning

2.2 Governance at all levels

- Improve communication among model forests and networks at all levels
- Representation at the Board of Directors

2.3 Interactions and communication among all levels

- Electronic fora?
- Position papers
- E.g. Portal LAC-Net

2.4 Toward the Future

- Merging with other initiatives
- Global ownership
- Real institutional support

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3. What's next?

- Document and disseminate main aspects
- Follow up at all levels
- Evaluate advances in 1-2 years

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IMFN Global Forum

Discussion and Analysis

Fred Pollett
International Model Forest Network Secretariat

Turrialba, Costa Rica
November 7-11, 2005

Model forest representatives at this Global Forum are capable, talented and articulate

- A large number of model forests are in the initial stages of development
- The challenge to the Network is to provide your experience to help these model forests during this formative process

Visibility

- The IMFN, outside of its family of friends and supporters, is largely unknown
- The challenge to all of us is to ensure that this situation is fundamentally changed over the next 2 – 3 years

Credibility

- Allied with increased visibility is credibility; the model forest platform must be credible partners and places to undertake world-class research and technology development
- The "bottom-up" process must be demonstrated to work

Knowledge management

Model forests throughout the world generate a considerable number of publications and other means of data collection, and the

challenge

is to manage this knowledge in a way that ensures it is demonstrated to those who need it, and in a timely manner

Impacts

- The IMFN and individual model forests must be able to demonstrate (show evidence) that it is making a difference — and impact in moving toward best management of forest landscapes

Quality assurance/monitoring

- There is a challenge for the IMFN to ensure it has in place a means to demonstrate that the individual model forests operate at the high standard expected of all model forests

Internationalization of the IMFN

- Over the next 2-3 year period the challenge of the IMFN and the Secretariat is to become well-recognized, internationally managed and operated

Must quickly develop over the coming months a strategic plan that takes into account:

- critical alliances
- planned and strategic expansion
- financial and human resources (core to support)
- visibility and credibility
- impacts to date/planned
- quality assurance/monitoring
- internationalization process

And overall, must be seen to be highly relevant, well-governed and poised for success

Model Forest Posters

Annex F

Africa

Campo Ma'an Model Forest, Cameroon

Canadian Model Forest Network

Bas-Saint-Laurent Model Forest, Canada • Canadian Model Forest Network • Eastern Ontario Model Forest, Canada • Foothills Model Forest, Canada • Fundy Model Forest, Canada • Lake Abitibi Model Forest, Canada • Manitoba Model Forest, Canada • McGregor Model Forest, Canada • Nova Forest Alliance, Canada • Prince Albert Model Forest, Canada • Waswanipi Cree Model Forest, Canada • Western Newfoundland Model Forest, Canada

Europe and Russia

Gassinski Model Forest, Russia • Komi Model Forest, Russia • Kovdozersky Model Forest, Russia • Vilhelmina Model Forest, Sweden

Regional Model Forest Network, Asia

Kodagu Model Forest, India • Lin'an Model Forest, China • Margowitan Model Forest, Indonesia • Ngao Model Forest, Thailand • Ulot Watershed Model Forest, Philippines

Regional Model Forest Network for Latin America and the Caribbean

Araucarias del Alto Malleco Model Forest, Chile • Argentina's National Model Forest Program • Chiloé Model Forest, Chile • Formoseño Model Forest, Argentina • Futaleufú Model Forest, Argentina • Jujuy Model Forest, Argentina • Mata Atlántica Model Forest, Brazil • Pandeiros Model Forest, Brazil • Panguipulli Model Forest, Chile • Reventazón Model Forest, Costa Rica • Sabana Yegua Model Forest, Dominican Republic • Seco Chiquitano Model Forest, Bolivia

CAMPO MA'AN MODEL FOREST

Established in 2005, this humid forest located in southern Cameroon covers an area of 770 000 ha

THEME

Sustainable economic development

Photo credit: P. Bennett / IDRC

ACTIVITIES

- Establishment of community forest by local actors
- Ecotourism process that enhance other development initiatives, such as conservation of the Campo Ma'an national park. Required collective advertising and training in service oriented operating methods

KEY OUTCOMES

- Local communities trained in the establishment of the community forest; handbooks translated into local languages
- About 30 community forests to be attributed (pending government authorization)
- Development of community forest management plans
- Forest royalties to council (40%) and the local population (10%)
- Sustainable farming, fishing, hunting, gathering of non timber forest products, etc.
- Ecotourism/tourism is increasingly becoming an important industry; several ecotourism sites identified and coastal management plan in process

Photo credit: P Bennett / IDRC

THEME

Governance

ACTIVITIES

- Training and sensitization of stakeholders in good forest management practices
- Involvement of local people in forest management networking process
- Involvement of other marginalized groups (women and Bagyeli-pygmy) in SFM activities

KEY OUTCOMES

- Transparency of process
- Total participation of stakeholders
- Collaboration and harmony among stakeholders

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BAS-SAINT-LAURENT MODEL FOREST

Established in eastern Québec, Canada in 1992, the Model Forest covers an area of 112 000 ha

THEME

Sustainable economic development

ACTIVITY

Use of a forest tenant farming system developed in Bas-Saint-Laurent Model Forest that could lead to a new option to manage public forests. The solution was developed to support rural communities that are dependant on, and located in close proximity to, the forest

- The tenant farming formula consists of allocating forest parcels to individuals who agree to manage the forest in a sustainable manner and pay the landowner rent in the form of stumpage dues on timber sales

KEY OUTCOMES

- 23 forest tenant farmers operating since 1993
- Annual income of approximately CDN 40 000
- Forest tenant farmer degree of satisfaction : 90%

THEME

Conservation, habitat protection and stewardship

ACTIVITY

Publication of the *Guide to Wildlife Habitats*; using watersheds as the reference unit, the guide is intended to sensitize landowners to the importance of having a single woodlot management plan that integrates habitat protection and management strategies

KEY OUTCOMES

- Facilitation of wildlife management at a landscape scale in private forests
- Encouragement of woodlot owners to become involved in forestry decisions on their private land
- Promotion of a feeling of belonging and sense of place
- Analysis of 20 watersheds to date
- Adoption of the approach by numerous regional organizations

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CANADIAN MODEL FOREST NETWORK

Established: 1992

THEME

Beyond the Boundaries

OBJECTIVES

- To increase the development and adoption of innovative sustainable forest management (SFM) systems and tools within and beyond model forest boundaries
- To disseminate the results and knowledge gained through Canada's Model Forest Program at local, regional, and national levels
- To strengthen model forest network activities in support of Canada's SFM priorities
- To increase local-level participation in SFM

FUNCTIONS

- To maintain broad partnerships that bring diverse perspectives and a full range of forest values together
- To develop comprehensive and credible SFM knowledge
- To undertake projects that move SFM research into practice. These projects include the research and development of better forest management tools, education and communication

KEY OUTCOMES

- CMFN has successfully developed a partnership model where knowledge, skills and resources from all partners combine to achieve best practices for SFM
- CMFN has developed many new, on-the-ground approaches and solutions for SFM. These innovations are being increasingly adopted by those with land management responsibilities
- Canada's Model Forest Program offers opportunities for indigenous communities to participate in SFM decision-making

OUR NATIONAL NETWORK INCLUDES

- Bas-Saint-Laurent Model Forest
- Eastern Ontario Model Forest
- Foothills Model Forest
- Fundy Model Forest
- Lake Abitibi Model Forest
- Manitoba Model Forest
- McGregor Model Forest
- Nova Forest Alliance
- Prince Albert Model Forest
- Waswanipi Cree Model Forest
- Western Newfoundland Model Forest

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EASTERN ONTARIO MODEL FOREST

Established in 1992 in eastern Ontario, Canada, EOMF covers an area of 1.5 million ha

THEME

Sustainable economic development

ACTIVITIES

- The Eastern Ontario Model Forest Private Woodlot Certification project, begun in 2000, brings private woodlot owners together under group certification by the Forest Stewardship Council of Canada (SmartWood)
- Presently 46 woodlot owners and model forest partners are enrolled, representing more than 6 000 hectares of well-managed woodlands
- Current activities are directed toward expanding enrolment throughout eastern Ontario, as well as investigating the feasibility of applying a similar system to county-owned community forests

KEY OUTCOMES

- Workshops, management planning, tree marking, and access to markets for certified material
- Woodlot owners are gaining knowledge, experience, and connections needed to ensure their woodlots are sustainably managed

THEME

Science and best practices

ACTIVITIES

- The propagation and establishment of black ash (used extensively in traditional basket-making by Mohawks and other eastern indigenous peoples) is being undertaken by the Mohawk community at Akwesasne in partnership with the Eastern Ontario Model Forest
- Since the early 1990s experiments to determine the optimum growing conditions for the black ash have been undertaken
- Black ash seed is being collected and researchers are developing a process for stratifying seeds, and planting and fertilizing seedlings

KEY OUTCOMES

- Production of the *Handbook for Black Ash Preservation, Reforestation/Regeneration*
- Information will continue to be added to the handbook as more is learned, making it a “living document” – one used by Canadian indigenous and non-indigenous communities alike – to ensure sustainable levels of black ash persist for generations to come

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FOOTHILLS MODEL FOREST

Established in 1992 in Alberta, Canada, the Model Forest covers 2.75 million ha

THEMES

Science and best practices; Conservation, habitat protection and stewardship

ACTIVITIES

- Tracking movement and habitat use of grizzly bears using global positioning system (GPS) collars
- Development of management tools that illustrate how grizzly bears use and move on the landscape. These tools include resource selection function models, graph theory movement models, risk mortality models

KEY OUTCOME

Forest companies and oil and gas companies are starting to use management tools in their planning resulting in less impact on prime grizzly bear habitat by resource development

THEME

Governance

ACTIVITIY

Foothills Model Forest involves companies, governments, communities and associations that are actively involved in, and affected by, resource management decisions. These organizations are represented on the Board of Directors as well as on activity teams for individual program or project areas

KEY OUTCOME

Input by partners at various levels within the organization results in relevant and practical research and the increased likelihood of this research being applied on-the-ground

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FUNDY MODEL FOREST

Established in 1992 in southeastern New Brunswick, Canada, the Model Forest covers an area of 420 000 ha

THEMES

Governance; Knowledge generation, capacity building and networking

ACTIVITY

Developed the Watershed-Based Woodlot Management Planning project, providing a method for addressing both the need for landscape-level biodiversity conservation and local participation in decision-making across the fragmented ownership regime of the southern New Brunswick landscape

KEY OUTCOMES

- Nearly 40 private woodlot owners, owning 3 400 ha of land within the Pollett River Watershed have agreed to manage their land according to the landscape level biodiversity plan for the watershed
- Developing means to ensure financial sustainability to landowners who engage in landscape-level biodiversity conservation (such as the sale of firewood to educated consumers who are willing to pay more for sustainably harvested wood, conservation easements, forest certification, and taxation benefits)
- Education programs focusing on the importance of landscape-level planning

THEME

Science and best practices

ACTIVITY

Researchers at the University of New Brunswick generated new computerized depth-to-water maps and piloted them with local model forest stakeholders. Depth-to-water-table mapping is important for the formulation of best forest management practices as, historically, forest managers have not had the tools to systematically locate wet soils across forested and non-forested landscapes with reasonable resolution

KEY OUTCOMES

- Production of maps for the entire province
- Information sharing: the mapping tool is now being adopted in Nova Scotia and Alberta, Canada, and in the US state of Maine. It can also be applied in other jurisdictions where appropriate data exist
- Creation of new drainage maps throughout New Brunswick, leading to the development of new species suitability maps for planting trees
- Forest companies and provincial staff are using the maps as base for detailed field reconnaissance of wet areas and unmapped flow channels, and for operations planning
- Potential to use the maps are for province-wide soil erosion assessments, stream and shoreline stability mapping, and visualizing likely source-sink pathways of pollutants

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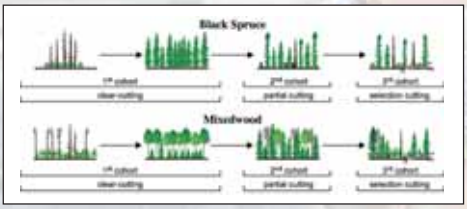
LAKE ABITIBI MODEL FOREST

Located in the Great Claybelt region of northeastern (south of James Bay), Canada, the 1.2 million ha Model Forest was established in 1992

THEME

Science and best practices



ACTIVITY

Multi-cohort Forest Management, involved:

- Achieving a better understanding of the ecology and the sustainable management of older aged forest stands
- Introducing partial harvesting as a silvicultural tool along side clear cutting in the emulation of natural disturbances in Boreal forests that have longer fire cycles (greater than 100 years)
- Developing a memorandum of understanding between scientist organizations in Québec and Ontario and the sharing of knowledge between these two provinces

KEY OUTCOME

Development of a landscape level forest management approach designed to maintain forest age structure and composition that more closely emulates natural patterns

THEME

Sustainable economic development

ACTIVITY

Development of a Regional Community Constellation Impact Model which involved:

- Measuring the spatial and industrial impacts of resource management systems in northeastern Ontario (area of influence of the Lake Abitibi Model Forest)
- Exploring mutual dependencies and benefits between communities
- Providing a framework for analyzing alternatives to gauge the effects of economic projects and programs that are not typically identified by qualitative analysis

KEY OUTCOMES

- Better understanding of the community's economic interdependence; tracking the means by which positive and negative social economic impacts are transmitted throughout the region
- Greater opportunity for those communities directly impacted by resource management decisions to provide input into resource management planning processes

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MANITOBA MODEL FOREST

Established in 1992 in central Canada, the Model Forest covers an area of 1 100 000 ha

THEME

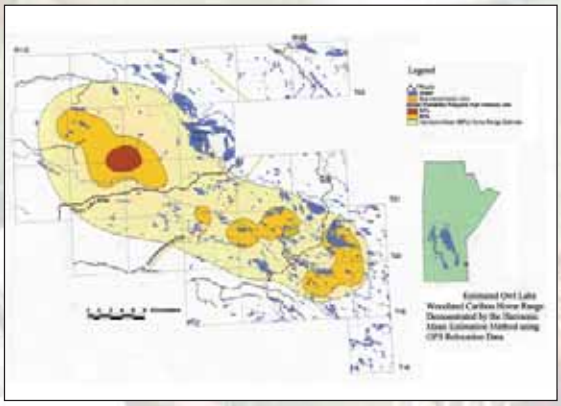
Conservation, habitat protection, and stewardship

ACTIVITY

Undertook a Woodland Caribou Research and Habitat Management study; GPS and GIS technology used to determine woodland caribou movements and habitat use; data analysis and mapping of core use areas

KEY OUTCOMES

- Consensus on forest management activities by a multi-stakeholder group including industry, provincial government, indigenous peoples, environmental organizations
- *Report: A Landscape Management Strategy for the Owl Lake Boreal Woodland Caribou Herd, Eastern Manitoba*
- *Video: Shadows of the forest : Managing Woodland Caribou*
- Educational curriculum supplement



THEME

Science and best practices

ACTIVITIES

- Natural Disturbance Regime project: research historical natural disturbance (i.e. fire) impacts and patterns
- Design and implementation of harvest systems to emulate natural disturbance impacts and patterns
- Monitoring of forest succession in harvested areas vs naturally disturbed areas

KEY OUTCOMES

- *Report : A guide to harvesting practices to regenerate a natural forest*
- *Report : Site, Cut-Block And Operating Area Indicators Of Sustainable Forest Management*
- On the ground operational trial

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McGREGOR MODEL FOREST

Formed in 1992, the McGregor Model Forest encompasses 7.7 million ha of land in the north central interior of British Columbia, Canada

THEME

Science and best practices

ACTIVITY

The current outbreak of mountain pine beetle (*Dendroctonus ponderosae*) in British Columbia (BC) is the largest in Canada's known history. Through a community project, the Model Forest is supporting the development of an urban forest management plan for Prince George, a northern forest-dependent city

KEY OUTCOMES

- The development of guiding principles for urban forestry in Prince George
- Reducing or preventing the destruction of millions of lodgepole pine (*Pinus contorta*), affecting industry, private landowners, indigenous peoples, wildlife habitat and tourism opportunities
- Linking forest stakeholders and building the capacity of local governments to deal with this critical issue

THEME

Knowledge generation, capacity building and networking

ACTIVITY

Researching the existing programs and incentives in place in BC that support indigenous youth as they seek education and training in resource management disciplines

KEY OUTCOMES

A report that outlines the success factors and key recommendations to support indigenous youth. The recommendations focus on improving the connections between secondary school and post-secondary programs in terms of:

- Facilitating academic preparedness in sciences
- Summer semester learning opportunities
- Step by step help in entering post-secondary programs
- Parental involvement

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NOVA FOREST ALLIANCE

Established in 1998 in Nova Scotia, eastern Canada, the Model Forest covers an area of 453 000 ha

THEME

Science and best practices

ACTIVITIES

- Development of *Forest Best Management Practices Manual*
- Training and implementation of the Manual at forest management level
- Incorporation of Forest Ecosystem Classification into forest practices

KEY OUTCOMES

- Adoption of *Best Management Practices Manual* and training by forest industry
- Measurable increase in best management practices by forest contractors and workers

THEME

Conservation, habitat protection and stewardship

ACTIVITIES

- Facilitation of expansion of *Protected Areas Network*
- Workshop by forest industry and environmental community
- Establishment of an initiative focused on the expansion of *Protected Areas Network* in Nova Scotia
- Exchange of geographic information system (GIS) data among stakeholders

KEY OUTCOMES

- A Memorandum of Understanding between the Nova Scotia forest industry and the environmental community
- Technology transfer between Provincial government, forest industry and environmental communities.
- Synergy among diverse forest sectors
- Recognition of model forests (Nova Forest Alliance) as an effective facilitator

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PRINCE ALBERT MODEL FOREST

Established in 1992 in central Saskatchewan, Canada, the Model Forest covers 367 000 ha

THEME

Science and best practices

ACTIVITIES

- Woodland Caribou Habitat Connectivity Research: Involved fitting 20 caribou with GPS collars, tracking caribou distribution and movement using a new landscape connectivity analysis system, and using DNA analysis to measure genetic diversity and estimate population size
- Hydroacoustics Lake Trout Research: Using equipment that emits sound pulses and then detects sound waves reflected from fish and other organisms in the water column, researchers are recording fish sizes, population numbers and positions in the water column in a non-invasive way

KEY OUTCOMES

- Identification of critical habitat and movement corridors for the woodland caribou
- Shared results with forest managers in order to make decisions that provide for sustainable woodland caribou populations
- In combination with netting or live trapping, lake trout populations at Crean Lake in Prince Albert National Park, Saskatchewan are being evaluated contributing to our knowledge of this important indicator of overall ecosystem health
- Technology and study results will be available

THEME

Knowledge generation, capacity building and networking

ACTIVITIES

- Fire Smart Program: Included developing a series of fuel breaks in central Saskatchewan forest communities and teaching individual homeowners how to protect their properties from forest fire
- Using fire behaviour models to test the effect of modifying the landscape to reduce the threat of wildfire to communities, commercial timber and other forest values through strategic harvesting, converting conifer and mixed wood stands to deciduous stands

KEY OUTCOMES

- Landscape modification models that can be applied by landscape managers to enhance their preparedness to manage wildfire
- Improved fire protection for communities and forest resources

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WASWANIPI CREE MODEL FOREST

3.3 million hectares of boreal forest in northern Québec, Canada, located southeast of James Bay

THEME

Science and best practices

ACTIVITY

A 3-year study on the impact of large-scale harvesting of black spruce forest on moose habitat. Researchers aim to develop new moose habitat management strategies to fit within the socio-ecological context of the indigenous Waswanipi Cree people

KEY OUTCOMES

- More than 60 000 accurate moose locations have been tracked annually
- Enhanced protection of moose habitat, benefiting not only Cree hunters and land managers, but also the socio-cultural life of the community
- The findings are expected to help define moose habitat needs and assess the impact of forest operations over the last 30 years

THEME

Governance

ACTIVITIES

- Protecting areas of high cultural and wildlife value; analysis of their location and associated values
- Proposal of guidelines, indicators and forest management techniques for these areas

KEY OUTCOMES

- Management techniques and indicators to guide both forest company employees and the Cree
- Mutual understanding to ensure better operations planning
- Increased participation of Cree in a management process that respects their traditional values

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WESTERN NEWFOUNDLAND MODEL FOREST

Established in 1992 on the western side of the island of Newfoundland, Newfoundland and Labrador, Canada, the Model Forest covers an area of 923 000 ha

THEME

Conservation, habitat protection and stewardship

ACTIVITY

Development of a pilot project to addresses municipal watershed management; the project involves the town of Steady Brook and the Western Newfoundland Model Forest Partnership and examines:

- the balance between providing safe drinking water for municipal residents and the increasing demand for resource development
- factors such as recreation, forest harvesting, agriculture, development of pits and quarries, roads, transmission lines and other development activities

KEY OUTCOMES

- Management plan for the Steady Brook Watershed
- Template for other municipalities to develop similar plans

THEME

Science and best practices

ACTIVITY

The Newfoundland and Labrador Riparian Working Group is developing a two-part prescription key for managing riparian areas in the forests of Newfoundland and Labrador:

- part one: research to monitor operational activities within trial (riparian) zones and compare to non-treated zones
- part two: risk assessment to develop guidelines for wildlife, water and air quality, micro habitat and climate, and riparian zone/blow down characteristics

KEY OUTCOME

Riparian management prescription for Newfoundland and Labrador

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GASSINSKI MODEL FOREST

Established in the Russian Far East in 1994, the Model Forest covers a 400 000 ha area

THEME

Sustainable economic development

ACTIVITIES

- Creation of value-added wood-processing enterprise, one owned and operated by indigenous peoples
- Tourism development related to international hunting, homestay arrangements and river cruises. Required collective advertising and training in service oriented operating methods

KEY OUTCOMES

- State interest in developing a wood-frame housing
- Increase in employment for indigenous Nanai and Udege peoples
- Tourism now considered an important and legitimate industry
- *Report: Waterfalls of the Lower Amur as Objects for Tourism*
- *Report: Perspectives for Development of Ecological Tourism in the Nanai District of Khabarovsk Krai*

THEME

Science and best practices

ACTIVITY

GIS software investment and training allowing for the creation of forest-fuel maps. The maps allow for different forest fire propagation scenarios to be examined based on forest type, density, and moisture content

KEY OUTCOMES

- Enhanced training for forest fire fighters
- *Report: Findings of Experiments on Spring Prescribed Burning in the GMF*
- *Report: Arrangement of the Computer Code for the Prediction of Forest Fire Spread*
- *Report: Influence of Large Forest Fires on Migration of Nitrogen and Phosphorus in Waters of Small Rivers of the Sikhote-Alin Mountains*

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KOMI MODEL FOREST "PRILUZIE"

Established in 1997 in Komi Republic, northwestern Russia, the Model Forest covers an 800 000 ha area

THEME

Sustainable economic development

ACTIVITIES

- Developed method for economic evaluation of the forest
- Evaluated economic accessibility of remote forests
- Forest Stewardship Certification (FSC) of large forested areas
- Developed regional FSC standard

KEY OUTCOMES

- Stakeholders are equipped with a profitability assessment method
- State and industry have a clear picture of the economic value of different stands
- FSC certification is promoting wood products from Komi Republic on European markets
- FSC standard is adjusted to the regional situation and is becoming a useful tool for promotion of sustainable forestry

THEME

Science and best practices

ACTIVITIES

- Development of new logging approach using more profitable logging methods and selecting the most profitable stands depending on the market demand
- Introduction of sustainability issues into state forest planning

KEY OUTCOMES

- Demonstration of new logging system which is combining better economic and ecological results. The system is based on selective logging and imitation of natural dynamics
- Regional State Forest Planning is prepared to implement key aspects of sustainable management

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KOVDOZERSKY MODEL FOREST

Established in 2005, this Model Forest covers a 400 000 ha area in the Russian northwest

THEME

Knowledge generation, capacity building and networking

ACTIVITY

Analyzing the possibility of the use of bioenergy and fostering its use

KEY OUTCOMES

- Changing attitudes: representatives from the forest service, thermal station, and the local population are more familiar and accepting of the possible use of bioenergy
- Local youth learned about alternative natural energy sources
- Possible entrepreneurial opportunity for region

THEMES

Sustainable economic development; Conservation, habitat protection and stewardship

ACTIVITY

Promoting the multiple uses of forests

KEY OUTCOMES

- Possible recreation and tourism values of the forest mapped; forest sector representatives gained training in GPS and GIS mapping
- Training in multiple-use forestry
- Publication of a guide book
- Increased interest in establishing ecotourism businesses in the region

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VILHELMINA MODEL FOREST

Established in 2003, the Model Forest covers an 850 000 ha area in northwestern Sweden

THEME

Governance

ACTIVITIES

- Establish a management board consisting of key local stakeholders, a steering and an evaluation committee
- Develop strategic approaches to model forest development and network structures in northern Europe
- Secure routes for dissemination, information and feedback to and from local stakeholders, as well as regional and national actors

KEY OUTCOMES

- Secured local, national and transnational governance structures, political support for the Model Forest Program and up-to-date approaches to SFM, rural and regional development
- Comprehensive analyses of proposed North-European Model Forest Network through ongoing research and regional development projects
- Action plans for further model forest sites in northern Europe

THEME

Science and best practices

ACTIVITIES

- Develop criteria and indicators (economic, ecological, socio-cultural) for SFM and rural and regional development
- Explore the potential interface (integration and communication) between key actors in the forest-sector arena in identifying innovative routes to local sustainability
- Promote scientific solutions for GIS-based strategic land-use planning, conflict management, forest management in riparian ecosystems, combined management objectives (e.g. forestry and reindeer husbandry) on stand- and landscape level, and options for increased forest and wood-fiber production
- Develop methods and approaches for landscape-based analyses of forest history for explaining current patterns in natural structures and biodiversity

KEY OUTCOMES

- Model forest action plan based on identified criteria and indicators, including principles to make best use of experience and knowledge among key actors in the forest-sector
- Innovative methods and solutions for managing conflicting interests (e.g. reindeer husbandry, forestry, tourism, nature conservation), including guidelines to maintain natural forest conditions
- Best practices for riparian forest management and forest management in ecosystems with high natural and/or socio-cultural values, and for increased forest and wood fiber production

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KODAGU MODEL FOREST

Located in the state of Karnataka, India, the Model Forest covers a 410 800 ha area. Kodagu joined the IMFN in October 2005

THEME

Conservation, habitat protection and stewardship

ACTIVITIES

- Formation of greater Talacauvery Wildlife Sanctuary
- Eco-restoration of grassy banks of the Cauvery River in Talacauvery Wildlife Sanctuary
- Formation of Ecological Territorial Army Battalions (ETABS) for forest conservation

KEY OUTCOMES

- Conservation of rare species of flora, fauna and bigger catchment area for the River Cauvery, which nourishes a large part of southern India
- Reversal of some impacts of early destruction of vegetation at the source of the Cauvery River
- Voluntary efforts, compensation and ETABS, integrating all forests under a common protected area conservation program, are leading to a reduction in illegal logging and poaching activities

THEME

Knowledge generation, capacity building and networking

ACTIVITIES

- Publication of book on land tenure and forest rights of Kodagu
- Establishment of Kodagu Heritage Interpretation Centre (KHIC)
- Environmental education and awareness programs

KEY OUTCOMES

- Increased awareness of rights and responsibilities among local population regarding conservation of species, sacred groves and water resources
- Showcasing the natural and cultural heritage of Kodagu through the KHIC
- Publication of book on the birds of Kodagu – *Feathered Jewels of Kodagu*
- Children, youth and the general community, through their everyday activities, work to create a better environment for themselves and for future generations

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LIN'AN MODEL FOREST

Established in 1999, Lin'an Model Forest covers 312 000 ha in Zeijiang Province (west of Shanghai), China

THEME

Sustainable economic development

ACTIVITIES

- Through the Model Forest, an agreement was reached whereby local farmers provide a steady supply of hickory nuts and bamboo shoots to industry partners in exchange for a guaranteed market
- Provided training for disabled farmers in bamboo shoot, hickory and tea cultivation and processing techniques; offered free seedlings to disabled farmers as part of a larger forest management plan

KEY OUTCOMES

- Researchers at the partnering university have become involved in providing training in improved bamboo shoot and hickory nut production, further benefiting farmers and industry
- Generated alternative income opportunities for 600 disabled farmers
- Development of non-wood resources in Lin'an has helped protect forest resources
- Enhanced scenic value of the area has led to the development of ecotourism opportunities
- Lin'an's total bamboo processing, hickory, and ecotourism industries are now estimated to be worth more than USD 76 million

THEME

Knowledge generation, capacity building and networking

ACTIVITY

Since 2000, Lin'an Model Forest has hosted tours for more than 1 500 forestry and agricultural practitioners from 28 countries and another 6 000 from China. The tours are complemented by workshops where non-wood forest product cultivation (NWFP), particularly "green" cultivation related to reduced or non-pesticide use, is discussed

KEY OUTCOMES

- Enhanced capacity building for local farmers and visiting guests
- Increased interest in "green" cultivation locally as well as other areas of the country
- Production and distribution of a number of small technical manuals on various NWFPs. The most recent include, *Technical Rules of Ginkgo* (Gingko biloba) *Production* and *Technical Rules of Red Bayberry* (Myric rubra) *Production*

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MARGOWITAN MODEL FOREST

Located in East Java, Indonesia, with 468 924 ha the Model Forest was launched in 2004

THEME

Governance

ACTIVITIES

- Forest Village Community participation in forest management involved participatory forest village assessment to develop sustainable forest management at the local level
- Collaborative based forest programs with benefits sharing (Pengelolaan Hutan Bersama Masyarakat = PHBM) in the areas of wood and non–wood forest product management

KEY OUTCOMES

- Increased forest security (reduced illegal logging)
- Local forest community interest in forest management increased
- Local forest community in forest management empowered

THEME

Science and best practices

ACTIVITY

Introduction of porang (*Amorphophalus sp.*) plantation cash cropping as a sustainable and promising source of income generation for rural farmers

KEY OUTCOMES

- Sustainable income for rural farmers
- Successes of porang plantation studied and replicated by other forest communities
- Training for rural people in the areas of handling, processing and maintaining expected quality (slicing, drying, thickness, cleanliness, water moisture content , etc.). End products include Konyaku (Japanese food), an adhesive, and other food products

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NGAO MODEL FOREST

Established in 2000, the Model Forest covers 175 159 ha in central Thailand

THEME

Knowledge generation, capacity building and networking

ACTIVITIES

- Meetings, study tours and seminars for Ngao Model Forest partnership group focusing on improved managerial and administrative skills
- Seminars to share experiences and lesson learned with the public concerning model forest development and forest conservation
- Support for tree planting, forest maintenance, and soil and water conservation
- Hosted Regional Model Forest Monitoring and Evaluation Workshop
- Development of the Ngao Model Forest strategic plan

KEY OUTCOMES

- Increased knowledge and skills of Model Forest staff and partners in resource management
- Increased awareness and participation of local people in forest conservation activities
- Increased interest in tree planting, forest maintenance and soil and water conservation
- Decrease in illegal activities; improved forest condition and resource base

THEME

Science and best practices

ACTIVITIES

- Created a demonstration site for collaborative management of wild bamboo in cooperation with a local community
- Established a cultivation plot to demonstrate practical management of bamboo plantations
- Created a medicinal plant collection site, community forests and a food bank
- Promoted sustainable management of non-wood forest products
- Research and promotion of sustainable management of bamboo and mulberry paper trees, as well as edible insects and charcoal production

KEY OUTCOMES

- Improved local harvesting practices
- Increased interest in cultivating bamboo, rain and mulberry paper trees
- *Report: Establishment and management of bamboo farms*
- *Report: Bamboo stick and charcoal production*
- *Report: Utilization and cultivation of mulberry paper tree* (Broussonetia papyrifera)
- *Report: Supporting local income by rearing some edible insects and scorpions*

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ULOT WATERSHED MODEL FOREST

At 86 514 ha, the Model Forest was established on Samar Island in the Philippines in 2000

THEME

Sustainable economic development

ACTIVITIES

- Creation of value-added non-wood processing enterprise using coconut husks, and rattan poles and wicker; operated by Peoples Organization
- Expanding the economic base through the establishment of pili nut (*Canarium ovatum/Canarium luzonicom*) plantations and agroforestry farms

KEY OUTCOMES

- Established 15 hectares of pili nut plantation and agroforestry farms
- Increased incomes without reducing current forest cover
- Added value to the coconut husk, that is considered waste, and other non-wood products
- Reduced reliance on unsustainable timber extraction

THEME

Knowledge generation, capacity building and networking

ACTIVITIES

- Conducted various training programs to enhance the knowledge and skills of stakeholders
- Information exchanges through the publication of quarterly newsletter, and other information, education and communication (IEC) materials; conducted workshops, dialogues and consultations
- Established linkages with local and international organizations, business sector, academia, and other government agencies

KEY OUTCOMES

- Enhanced knowledge and capacity in undertaking income generating activities such as coconut coir and coconut peat processing, rattan furniture and handicraft – making and almaciga resin collection
- Increased awareness and understanding on the model forest approach and Ulot Watershed Model Forest activities
- Pamphlet on Model Forest and brochures on almaciga resin collection and split rattan production
- Policy influence: the Model Forest's concepts and lessons learned were used as inputs in the preparation of the Department of Environment and Natural Resources' (DENR) new forest sector policy and guidelines
- Increased linkages and funding support by more than 100% based on the 2004 baseline

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ARAUCARIAS DEL ALTO MALLECO MODEL FOREST

Established in 1999, the Model Forest covers an area of 364 958 ha in the Araucanía region of Chile

THEME

Governance

ACTIVITY

The creation of a Board of Directors whose members represent different sectors of society but share the same land-base (eight of the 22 members on the Model Forest's Board are indigenous). The Model Forest was the first and only organization to bring all stakeholders together

KEY OUTCOMES

- The Board has become a model of participation and democracy for the region
- Reduced conflict through collaboration and consensus
- In 2004, the Model Forest was presented with the University of Chile's National Prize for Citizenship Innovation (Civil Society category)

THEME

Knowledge generation, capacity building and networking

ACTIVITY

Participatory development of a strategic plan involving all stakeholders

KEY OUTCOMES

- Improved clarity and organizational focus
- More active participation by interested parties
- Development of organizational capacity
- Improved work planning
- Facilitation of monitoring and evaluation process

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ARGENTINA'S NATIONAL MODEL FOREST PROGRAM

Established 1996

THEME

Knowledge generation, capacity building and networking

OBJECTIVES

- Promoting sustainable development within a comprehensive framework for managing natural resources in forests
- Developing innovative methods, procedures, techniques and concepts for managing forest ecosystems
- Promoting strategic planning and participatory management

FUNCTIONS

- To promote the free exchange of knowledge and experiences in sustainable forest management (SFM) and related issues among model forests in Argentina and with those in other countries
- To develop SFM criteria and indicators to be implemented in Argentinean model forests, taking into account Argentina's international commitments
- To promote technical cooperation with other national networks, the RMFN-LAC and the IMFN
- To foster joint activities for sustainable forest management

KEY OUTCOMES

- Strengthening the National Model Forest Program in Argentina in the context of conservation and sustainability of forest ecosystems
- Institutional and technical strengthening of Argentinean Model Forests
- Technical assistance for the development and implementation of Model Forest proposals
- Facilitation of technical cooperation and assistance between established and developing regional programs, as well as their integration and participation in the Regional Model Forest Network for Latin America and the Caribbean (RMFN-LAC) and the International Model Forest Network (IMFN)
- Developing the National Model Forest Program in Argentina in the year 2000

MEMBERS

- Futaleufú Model Forest
- Jujuy Model Forest
- Formoseño Model Forest
- Norte de Neuquén Model Forest (proposal soon to be submitted)

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CHILOÉ MODEL FOREST

Established in 1998 and situated in the Archipelago of Chiloé in southern Chile, the Model Forest covers an area of 980 000 ha

THEME

Sustainable economic development

ACTIVITIES

- Co-financing of community projects for sustainable development in such areas as sustainable forest management, rural tourism, environmental education, non-timber forest products and cultural reclamation
- Enhancing design and sale of handicrafts products
- Generating income and promoting of small household enterprises
- Providing financial and training support to poor rural families

KEY OUTCOMES

- Design, implementation and monitoring of eight project contests (with 120 approved projects) on the sustainability of natural resources in rural communities
- Systematic learning opportunities for specific projects, a variety of projects, and projects related to partnerships with other institutions involved in the contests
- Implementation and management of the Biodiversity Store as a showcase of original products by some 400 artisans in Chiloé
- Implementation of the MINGA Fund in conjunction with other public institutions and civil society organizations for the granting of almost 200 micro-credits to poor rural families, giving preference to women

THEME

Conservation, habitat protection and stewardship

ACTIVITIES

- Strengthening of local capacities to become linked to the Chiloé National Park and establishing a win-win type of alliance
- Raising public awareness about the conservation and sustainable use of natural resources
- Sub-regional planning

KEY OUTCOMES

- Group of Cordillera de Piuchén indigenous communities committed to the conservation of their natural resources
- Creation and implementation of the Huillín Centre for Environmental Education, a public-private partnership that applies governance lessons derived from the Chiloé Model Forest
- Development of the Chiloé Biodiversity Fair over 4 consecutive years with the involvement by more than 110 exhibitors of products manufactured in a sustainable manner in the context of Chiloé biodiversity
- Participatory design for the Integrated Conservation and Development Plan for Cordillera de Piuchén

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FORMOSEÑO MODEL FOREST

Established in 2000, the Model Forest is located in northern Argentina and covers an area of 800 000 ha

THEME

Conservation, habitat protection and stewardship

ACTIVITIES

- Community Production Development Project (supported by JICA): a substantial research and recovery initiative aimed principally at the indigenous Toba peoples, but will hopefully be replicable in similar forest ecosystems in the region
- The project seeks to merge current activities — livestock grazing, timber extraction, honey production, fuelwood collection, and others — with the concept of sustainability

KEY OUTCOMES

- Recovery of degraded soils through construction of a 250-hectare area of native woodland where livestock have been fenced out
- Establishment of a tree nursery capable of producing more than 80 000 seedlings a year
- Eventual growth of native grasses, reforestation, and the elimination of less useful shrubs with the possibility of introducing more economically productive species to enhance the diversity of the woodland
- Increased local pride and interest in forest health and historical relationships with the forest ecosystem

THEME

Knowledge sharing, capacity building and networking

ACTIVITY

The community manages the funds for the Community Production Development Project as well as its activities planning. Members of the community work in groups based on their abilities or interest to learn a new activity. A permanent exchange of information has promoted horizontal feedback and learning, and increased local incomes

KEY OUTCOMES

- The establishment of a community tree nursery managed by young women of the community
- The creation of 40 home gardens
- A group of local artisans who organized for the fair trade of their crafts
- Potable water for humans and animals
- Apiculture

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FUTALEUFÚ MODEL FOREST

Established in the province of Chubut in the Patagonian region of Argentina in 1996, the Model Forest covers an area of 760 000 ha

THEME

Knowledge generation, capacity building and networking

ACTIVITY

Regional meeting of model forests from the Argentinean Patagonia and the Chilean Patagonia

KEY OUTCOMES

- Signing of a Memorandum of Agreement for continuing working together and for strengthening relations between model forests; the next regional meeting will be held in 2005
- Identifying common problems and promoting the implementation of joint projects

THEME

Sciences and best practices

ACTIVITIES

- Fire Management Program
- Ecotourism Development Program

KEY OUTCOMES

- Neighbouring producers organized into associations for preventing and contending with forest fires
- Transferring of simple techniques for rural producers (cow or goat milk cheesemaking, mushroom harvesting, making of sweets and preserves, pruning of fruit trees)
- Training for specialized technical staff (firefighters, factory workers, etc.)
- Raising awareness and providing environmental education in schools, other agencies and communities
- Integrated management of Esquel Communal Forests
- Coordinating of inter-institutional work at different government levels: National Plan for Fire Control, Directorate of Forests and Parks for Chubut Province, Municipality of Esquel, CIEFAP, INTA, Civil Defence – with the purpose of building social networks, using resources in a more efficient and effective manner, and applying a participatory approach to making decisions
- Developing interpretative trails in the Esquel Communal Forests

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JUJUY MODEL FOREST

Established in 1999, the Model Forest is located in the northwest of Argentina and covers an area of 150 000 ha

THEME

Sustainable economic development

ACTIVITIES

- Creation and operation of a seed bank for native tree species in the north-west of Argentina, providing stable employment for individuals with different physical abilities
- Establishing and operating a native-tree nursery that provides training and employment for agricultural science students

KEY OUTCOMES

- Conservation of germoplasm with known quality and origin
- Training provided to staff selected on the basis of their different psycho-physical abilities for operating the seed bank
- A three-year business plan with financial assistance during the first two years and becoming self-sustainable from the third year
- Establishment of nursery installations with capacity for 100 000 trees and room for expansion, as part of an agreement with an agricultural sciences technical school
- Planned annual production of 100 000 seedlings, 20% of which are already placed on the market. Employment and training for young graduates from an agricultural sciences technical school; availability of trees in quantities and quality adequate for restoring native forests

THEME

Knowledge generation, capacity building and networking

ACTIVITIES

- Forest education in a rural school
- Forestation and natural resources management in woodlands (farms)
- Screening of household organic residues and production of worm compost material

KEY OUTCOMES

- Providing a complement to formal education; collection of samples of fruits and seeds and development of a Best Forest Practices Manual (*Manual de Buenas Prácticas Forestales*)
- 30 families screening residual organic matters. Primary health care workers from the local hospital helping with the training
- Production of red worm humus for gardening, seedbeds and household nurseries, thus discouraging removal of tree litter from the forest cover

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MATA ATLANTICA MODEL FOREST

Spanning priority areas of the 'bioma' Mata Atlantica in Brazil, the developing Model Forest covers an area of 2 250 320 ha

THEME

Governance

ACTIVITIES

- Forming the Model Forest Board of Directors and putting it into operation
- Training the São Bartolomeu, Ouro Preto, and Serro communities and those living in the border areas of the Mata Atlantica conservation units, so that they can work in partnerships, generating local capacity in the management and use of natural resources
- Carrying out studies on economic, human and environmental potential; identifying local leaders, using a participatory approach and organizing data and secondary information

KEY OUTCOMES

- Rural communities trained to work in partnerships, with the creation of an Association and/or a Cooperative in the São Bartolomeu and Serro communities during the first year of the project
- The model forest working concept and approach were made known among the communities

THEME

Sustainable economic development

ACTIVITIES

- Creating demonstration units for the management and production of charcoal in the Uamii State Forest
- Training communities in management, forestry, processing and selling of ironweed (*Plathymenia benth*) by-products and in value-added forest products and services
- Supporting alternative sustainable production activities through micro-credits (rural tourism and ecotourism, handicrafts, beekeeping and the raising of domesticated wildlife)
- Determining ways of measuring and assessing the value of natural resource-related services and how to pay providers of these services
- Supporting producers in projects related to the management of their properties and in the procedures for marking the boundaries of their properties and making them comply with agricultural regulations, and in the recomposition, enrichment and management of the Legal Reserve and Permanent Preservation areas

KEY OUTCOMES

- Forest management for sustainable production helping to reduce illegal logging by identifying and supporting compatible products and services, for effective production by the communities
- Communities aware of the importance and value of the forest environmental services and non-wood products

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PANDEIROS MODEL FOREST

Currently under development in Brazil, the Model Forest covers an area of 210 000 ha

THEME

Sustainable economic development

ACTIVITIES

- Providing communities with kits for beekeeping, including the installation of five units for processing and selling honey
- Training of family members as managers and producers, involving 170 people
- Technical visits and monitoring activities performed in the target communities
- Training communities in the extraction of forest resources, profitability and business management
- Setting up community nurseries able to produce eucalyptus and native species; establishing supply stations for processing pequi fruit (*Caryocar brasiliense*), faveira (*Dimorphandra molis*) and other fruits from the cerrado (grassland)
- Promoting planting for the production of firewood, lumber and charcoal, and also the recovery and enrichment of degraded areas

KEY OUTCOMES

- Honey-production activities promoted in five communities in the Pandeiros River micro-basin
- Sustainable extraction of pequi fruit, faveira, and other fruits from the cerrado, generating working opportunities and income for five communities in the Pandeiros River micro-basin
- Increased availability of firewood and lumber for use on the properties and for charcoal production to be sold directly or for packaging

THEME

Governance

ACTIVITIES

- Installing a GIS program; monitoring the evolution of natural resources and mapping the main environmental concerns of the project area
- Forming the Model Forest Board of Directors and putting it into operation
- Training five communities in the micro-basin so they can work in partnerships, generating local capacity in the management and use of natural resources
- Carrying out studies on the economic, human and environmental potential; identifying local leaders, using a participatory approach and organizing data and secondary information

KEY OUTCOMES

- Rural communities trained to work in partnerships, with the creation and/or reorganization of an association and/or a cooperative, during the first year of the project
- The model forest working concept and approach were made known among the communities

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PANGUIPULLI MODEL FOREST

This developing model forest covers 329 200 ha and is located in the X region of Chile

THEME

Governance

OBJECTIVES

- To include Mapuches, agricultural workers and business owners in a smooth process of sustainable development through consensus in environmental, political, social, cultural, and economic issues
- To provide political authorities, organizations, actors and local communities with proper and adequate tools for optimizing decision-making concerning government action plans for expanding production capacity, directing private investment and meeting the needs in technology, education and training

THEME

Sustainable economic development

OBJECTIVES

- To formulate a sustainable development model that would promote diversification of production activities in order to provide incentives for the rural population to remain in the area
- To identify and apply comprehensive systems for managing natural resources
- To foster the linking of production activities to local industry development
- To promote and increase the participation of women in the integrated development of their families and communities

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REVENTAZÓN MODEL FOREST

Established in the province of Cartago, Costa Rica in 2003, the Model Forest covers 150 000 ha

THEME

Conservation, habitat protection and stewardship

ACTIVITIES

- Identifying, analyzing and strengthening existing institutional and community initiatives
- Integrating current initiative actions aimed at integrating the management of natural resources in the working area
- Training and integrating local human resources
- Developing technical information that is relevant for decision-making on the integrated management of natural resources

KEY OUTCOMES

- Strengthening of environmental, institutional and community management
- Development of technical matters for consolidating biological connectivity and improving biodiversity through the Turrialba–Jiménez Biological Corridor
- Promoting and increasing the effectiveness of actions for developing management plans (ecosystemic and participatory) in protected areas: Tapantí–Macizo de la Muerte, Volcán Turrialba, and La Carpintera
- Fostering land management initiatives for the sustainability of ecosystems and human activities

THEME

Governance

ACTIVITIES

- Strengthening operational coordination mechanisms between municipalities, private companies and local organizations in matters concerning natural resources
- Fostering coordination of land management and municipal planning among regional actors for the management of natural resources
- Contributing scientific and technical data relevant for decision-making by the government and other local actors
- Integrating the research needs with demands identified with the participation of local actors

KEY OUTCOMES

- Identification of technical support and training needs for the Cartago municipalities, in order to improve their regional environmental management
- Strengthening of the inter-municipal technical unit of the Cartago Federation of municipalities

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SABANA YEGUA MODEL FOREST

Established in 2003 in Sabana Yegua, Dominican Republic, the Sabana Yegua Model Forest covers an area of 166 000 ha

THEME

Conservation, habitat protection and stewardship

ACTIVITIES

- Management of natural forests
- Reforestation and agroforestry
- Soil management for erosion control
- Forest fire control

KEY OUTCOMES

- Sustainable management of 40 000 ha of natural forest and establishment of forest plantations in 20 000 ha of public and private land
- Installation of 30 community nurseries for the production of fruit trees and forage
- In addition of soil conservation in farmland, 561 hollows and landslide areas have been identified for engineering work, to control streams, water absorption and loss, and/or for stabilization
- Mechanisms for the efficient prevention, detection and control of forest fires

THEME

Knowledge generation, capacity building and networking

ACTIVITIES

- Community development through small projects aimed at generating income, small units for raising livestock, and institutional strengthening
- Education and training for community groups in economic production and conservation

KEY OUTCOMES

- Development of local network for managing projects through local partnerships. Institutional strengthening through training, monitoring and evaluation of projects
- Training, exchange of information and experience among farmers in such matters as nursery management, agroforestry, forest plantations, animal-rearing and prevention and control of forest fires

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SECO CHIQUITANO MODEL FOREST

Established in 2005 in eastern Bolivia, the Model Forest covers 20.4 million ha

THEME

Governance

ACTIVITIES

- Supporting model forest governance through the design of Municipal Land Management Plans (LMP) in 14 municipalities
- Providing Geographic Information Systems as a technical input for decision-making by local leaders in 14 municipalities within the Seco Chiquitano Forest
- Creating/expanding municipal and departmental protected areas

KEY OUTCOMES

- Three LMPs completed in the municipalities of San Rafael de Velasco, San José de Chiquitos, and Roboré
- Two LMPs currently in process in San Miguel and San Ignacio de Velasco
- Eight GISs installed and technical staff trained in their municipalities
- Two new municipal protected areas created: the Reserva Municipal Valle de Tucavaca and the Reserva de Conectividad de San Miguel
- One protected area expanded: the Parque Nacional Santa Cruz La Vieja

THEME

Sustainable economic development

ACTIVITIES

- Eco-regional planning of the Seco Chiquitano Forest and the implementation of a Conservation and Sustainable Development Plan for the central area
- Voluntary forest certification of large forest concessions with long-term duration
- Management of private woodlots in the Seco Chiquitano Forest and surrounding areas

KEY OUTCOMES

- Development and publication of the *Conservation and Sustainable Development Plan* in four versions (full, abridged versions in Spanish and English, and a simplified version for communities)
- A full portfolio of priority conservation areas available
- 11 forest concessions certified to Voluntary Forest Certification standards, covering a total area of 1 238 426 ha
- 39 properties with land management plans approved by the Agrarian Supervisory Agency covering 270 000 ha

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IMFN Global Forum Carbon Footprint

Annex G

Many of the IMFNS' activities, particularly business travel and office electricity use, generate emissions. While it is preferable to reduce CO_2 emissions at the source, the use of fossil fuel-based energy (either through office energy or business travel) and the production of carbon-containing wastes is effectively unavoidable under present circumstances. In an effort to reduce its CO_2 emissions, the IMFNS is exploring two parallel, yet linked, scenarios for carbon production mitigation:

1. Reduction of CO_2 emissions at the source, such as increasing energy efficiency or reducing waste and energy use
2. Investing in carbon offset programs, such as reforestation, use of biofuels and others

The IMFNS is examining its carbon emissions for three key reasons:

1. **Taking Responsibility:** One of the IMFNS' goals is to contribute to the long-term sustainability of forest landscapes—climate change can have a dramatic effect on ecosystems which will, in turn, impact the communities living in or near forests. Developing and implementing a carbon management strategy would demonstrate responsibility for the IMFNS' contribution to climate change
2. **Setting an Example:** The fundamental principles of the model forest approach centre on innovation and on being a demonstration of practice for others to follow—developing and implementing a carbon management strategy is consistent with this philosophy
3. **Providing Support:** Investment in reforestation activities in model forests lends support to the sustainable forest management objectives of several network partners

An important component of this project is the tracking of carbon emissions produced by IMFNS activities, particularly business travel. The IMFNS bases its tracking on the World Resources Institute and the Greenhouse Gas (GHG) Protocol's calculation tools which can be found at: http://www.ghgprotocol.org.

Calculations of carbon emissions (the carbon footprint) produced by as a result of the IMFN Global Forum were based on participant air travel. Other forms of transportation—such as cars, buses and trains—as well as electricity consumption, were not considered. Of the 110 registered participants, 82 undertook air travel to attend the Global Forum. With total air travel of 1.24 million kilometres—including returning to country of origin—139.25 metric tonnes of carbon equivalent were produced. The attached table provides a summary of the 2005 IMFN Global Forum carbon footprint.

CO_2 Emissions Summary

IMFN Global Forum
November 7-11, 2005
Turrialba, Costa Rica

			Air Travel						
		Number of Participants	Short Flight (<452 km)	Medium Flight (452-1600 km)	Long Flight (>1600 km)	Total Distance (kilometres)	Average Distance Travelled (kilometres)	CO_2 emissions (metric tons)	Emissions per participant (metric tons)
IMFNS Staff		3	2 182	0	22 557	24 739	8 246	2.88	0.96
IMFNS Board of Directors		5	2 908	2 668	47 091	52 667	10 533	6.05	1.21
Consultants, Speakers and Guests		6	1 818	1 292	49 207	52 317	8 720	5.91	0.99
Participants	Africa	5	2 060	10 620	135 415	148 095	29 619	16.60	3.32
	Asia	6	0	4 551	226 319	230 870	38 478	25.44	4.24
	Canada	10	1 782	10 095	91 288	103 165	10 317	11.63	1.16
	Europe and Russia	12	0	20 340	263 681	284 021	23 668	31.60	2.63
	Latin America and the Caribbean	35	0	52 993	294 948	347 941	9 941	39.14	1.12
TOTAL		**82**	**10 750**	**102 559**	**1 130 506**	**1 243 815**	**15 168**	**139.25**	**1.70**

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Partnerships





Sustainability




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