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Agreement No. 103494-001

Support for Communications and donor Outreach:
Regional Model forest Network to Latin America

Signed on October 2005

Between IDRC and
CATIE, Centro Agronómico Tropical de Investigación y Enseñanza

Technical Final Report

December 2006

Table of Content

Technical Final Report ____ *1*

Synthesis ____ *4*

Creating our identity ____ **4**

Today's Network ____ **5**

Background ____ **6**

Research Problem ____ *7*

Research Findings ____ *7*

On Designing Identity ____ **7**

On Communications ____ **7**

On Approaching Donors ____ **7**

Fulfillment of Objectives ____ *8*

Communication Products: ____ **8**

Donor Approach: ____ **11**

Strengthening Relations with Donors ____ **12**

Proposals Prepared and their Status ____ 12

Summary of Donors Visited in Washington DC ____ 13

Follow-up From Global Forum ____ **14**

Project design and implementation ____ *14*

Action plan and time frame of activities included in the project ____ 14

Project outputs and dissemination ____ *15*

Publications ____ **16**

Website ____ **16**

Training ____ **16**

Capacity-building ____ **16**

Institutional reinforcement and sustainability of the organization ____ 16

Administrative skills of the people involved ____ 17

Particular contribution to capacity-building of women ____ 17

or marginalized social groups ____ 17

Project management ____ *17*

Annex 1 ____ *19*

Cover of First Brochure. Not printed, Feb. 06 ____ *19*

Annex 2 ____ *20*

Brochure Issued for the Visit of Donors to CATIE, July 06 ____ *20*

Annex 3 ____ *21*

Brochure Issued for LAC-Nets Visit to Canada, Sept. 06 ____ *21*

Annex 4 ____ *23*
Brochure Issued for Visit to Washington DC, Sep. 06 ____ *23*
Annex 5 ____ *24*
Post Card Printed- Front, Nov. 06 ____ *24*
Annex 6 ____ *25*
Stand Printed, Nov. 06 ____ *25*
Annex 7 ____ *26*
Brochure printed, Nov. 06 – Spanish Side ____ *26*
Annex 8 ____ *27*
Brochure printed, Nov. 06 – English Side ____ *27*
Annex 9 ____ *28*
Stand Printed, Nov. 2006 ____ *28*

Synthesis

The Regional Model Forest Network for Latin America (LAC-Net), is a network of 16 landscapes aspiring to base their intervention on participatory governance bodies. In addition to these, about 5 more landscapes in the region have expressed their interest in joining the network.

Model Forests are designated by country members to demonstrate appropriate, sustainable and equitable forest management in different biomes and ecoregions across the region. A small management team serves as facilitator the network.

In early 2005 a change in host institution for the management team took place. With this change there was also a dramatic decrease of funding flow to model forests. The management unit of the network (from now on "LAC-Net") evolved from a donor that supported MFs launching, to a facilitator that encourages MFs direct contact with donors.

LAC-Net's first task was to re-build trust with MF's, as the change of host institution was perceived as confusing. The Global Forum in 2005 provided the opportunity to get to know each other, and to start building the Network's own identity.

Based on the aspirations of MFs, LAC-Net's management team facilitated a strategy that lead to the design of the mission and vision, strategic lines of work and a framework of principles and criteria. All the above in a participatory manner.

This strategy was a necessary first step to approaching external potential partners, including donors. Naturally, IMFNS received with caution the results of this strategy, as it aspires to maintain a consistent message worldwide. Dialogue with the IMFNS, and responding to the desire of LAC-Nets MFs and Board of Directors, has been a balancing act leveraged by the communication with external partners and facilitated by funding from this grant.

This balance have proven that, if there is a region were the MFs concept is grounded and owned, is in Latin-America and the Caribbean. The funds from this grant were pivotal in providing tangible instruments that enable that dialogue across the network and with international partners such as the IMFNS and beyond.

Creating our identity

The Global Forum, in which LAC-Net hosted MFs from all over the world, took place in November of 2005 (photo top right). With funding from the IMFNS, LAC-Net hosted its first regional workshop with three participants per LAC-Net`s MF (photos top left and right). During this workshop we agreed on the vision and mission

for the network. We also uncovered important gaps amongst the degree of consolidation of the MFs, which lead to a need to define a clear framework for evaluating their performance. This was also a consistent message from the Global Forum.

From these suggestions, LAC-Net has been facilitating a participatory design of principles, criteria and indicators (p.c.i.) of LAC-MFs. MFs were active stakeholders during the drafting of the p.c.i, with a virtual discussion on our web page, and with a workshop with all LAC-Net MFs in November of 2006 (photo right).

All the above is an unavoidable step to identify the network's identity and how it adds value to the current historical reality of the region, previous to approaching donors in a concerted manner. These open discussions (virtual and actual) took place while the network continued evolving with the incorporation of Bolivia, Honduras, Guatemala and Spain.

While management approached different donors for program activities, a solid communication program helped leverage the common identity of the network. This funds, and the opportunity of a concerted message, have been essential in facilitating the vital discussion on how, as a network, we add value in the dialogue on sustainable development for the region.

Today's Network

Today member countries include Argentina, Chile, Dominican Republic, Bolivia, Honduras, Guatemala, Spain and Brazil with a total of 16 model forest. While Ecuador, Cuba, Colombia and Peru have expressed interest in joining LAC-Net.

The aspiration of LAC-Net Model Forests is to become a social process of participatory governance towards sustainable development. The on-going participatory process of defining what guiding principles LAC-Net Model Forests identify as their own, have determined seven interlinked dimensions:

(i) *Landscape Scale* - LAC-Net MFs geographic area of incidence allows an integrated approach in multiple special scales, taking into account the main interactions and synergies between stakeholders and components.

(ii) *Partnerships and collaborative activities* – LAC-Net MFs management processes allows partnerships and collaborations amongst stakeholders.

(iii) *Participatory Governance* – LAC-Net MFs are a voluntary forum, representing all values and interests relevant of the effective, efficient and equitable management;

(iv) *Adaptive Management* – LAC-Net MFs management uses, promotes, and learns from knowledge management (traditional and scientific).

(v) *Ecosystem Management* – LAC-Net MFs focuses on natural resources and their interaction, towards livelihood improvements and the integrity of their ecological functions.

(vi) *Networking* – LAC-Net MFs benefit, collaborate and share results and lessons learnt amongst themselves.

(vii) *Equity* – (principle suggested by the November Board of Directors, under development).

As a capacity development network, its life span will be based upon the dynamism and fluent communication amongst its members. That is why LAC-Net management focused its first actions towards defining mission and vision of the network.

LAC-Net's agreed vision is to position Model Forests in Latin America as a world class network of initiatives that exemplify participatory governance of a landscape by stakeholders. These initiatives are characterized by the interaction of diverse ecosystems with societies in sustainable and innovative manners. Its mission is to respond to model forest clients through dynamic communication flow, timely and useful knowledge management and exchange to accelerate innovation, targeted financial support, resource leveraging and efficient use of assets.

LAC-Net management aims at doing this through six lines of work: (i) communication; (ii) knowledge management; (iii) support capacity building of new model forests; (iv) resource expansion; and (v) seed funds chaneling.

Funds from this grant co-financed activities under (i) and (iv), which have been key in strengthening the networks identity, information flow, and image for interested partners. A tangible product is the network's logo, which was created with participation from model forests (left). While maintaining the basic design and colours from the IMFNS, the request from MFs was to visualize the region, and make it clear that sustainable human development and equity was the corner stone of any MFs attached to LAC-Net.

Background

Until a year ago LAC-Net was based in the Southern Cone. Currently, and for the next 5 to 8 years, LAC-Net is based at the Centro Agronómico Tropical de Investigación y Ensenanza (CATIE), a well-known and respected IDRC research partner in the Americas and internationally.

CATIE hosts LAC-Net as a valued example of ecosystem approach to sustainable development. LAC-Net has become for CATIE, therefore, a partner for identifying, facilitating and documenting strategies that intersect knowledge management and decision makers at the Model Forest level. LAC-Net has an enabling setting to catapult knowledge management, promote knowledge exchange between Southern Cone, Andean and Caribbean countries, and support capacity building in the proposed Model Forests.

LAC-Net´s management staff is composed by a full time general manager, appointed after an internationally held contest and reporting to the Board of Directors. CUSO has pledged professionals that support the general manager, and so has CATIE. LAC-Net`s Board consists of a Chair – currently being held by CATIE-, country representatives[1],

[1] Country representatives are from countries that host model forests and incluye Argentina, Brazil, Chile, Costa Rica, Dominican Republic, Honduras, Bolivia and Guatemala.

and strategic partners from the Food and Agriculture Organization (FAO), Canadian University Services Overseas (CUSO), the IMFNS Director, and CATIE.

Research Problem

This grant was based more on an opportunity than a problem. The grant is also facilitating and on-going initiative that contributes to sustainable development. Additional funding is being sought to document, with hard data, how model forests in LAC contribute to sustainable development.

Research Findings

Although not a research grant, there are a series of lessons learnt that are worth sharing in this report.

On Designing Identity

1. Identity should be built from the "bottom-up" (or from "reality-to-concept") so it is owned by the local initiatives and they feel represented.
2. The diverse approaches under which the first "model forests" where created, required a deep, open and honest discussion on what defines a consolidated model forests. This is a key step to be able to present a consistent message to potential partners and donors across the network and beyond.
3. The term "model forests" consistently presents confusion for potential donors. It is perceived more narrowly than what the concept encompasses.
4. The translation to Spanish "Bosques Modelo" is even more confusing. MFs from Brazil and Spain plainly refused to use the term "bosque" as it represents a small planted area in their countries.

On Communications

1. Communication designed from reality-to-concept can meet resistance when it is part of a global initiative. For example, it was suggested to use in the tag line the words *Equity* and *Peace*. This was rejected by the IMFNS as global tag line is landscapes-partnership-sustainability (see Annex 1).
2. Once an instrument, such as a web-page or as a monthly bulletin, is perceived as their own, model forests voluntarily and timely send information to be shared amongst themselves and future partners.

On Approaching Donors

1. Local clients, such as Model Forests clients of LAC-Net management, should have very clear understanding and expectations of the role of LAC-Net management. There was an evolution from a donor role (with ample CIDA/IDRC/IMFNS funding) to a facilitator (with very modest funding) that was necessary to clarify.
2. In front of external donors it is useful that the regional initiative (LAC-Net) and the mothering organization (IMFNS) present a consistent message.
3. A clear agreement on how to work together with international is also important. LAC-Net focused on regional donors and on Spain, banking on Spain's interest in supporting Ibero-American initiatives.

4. It is not a matter of sending a request. No matter how consistent a request is with a donor's policy. It takes time and effort to build trust with a donor as a legitimate initiative with an innovative message.

Fulfillment of Objectives

The overall objective of the research support Project is *to enable LAC-Net to capitalize on emerging opportunities to raise external funds*. The objective has been partially successful, as resources from partners have been capitalized, and new partners are showing interest in getting to know us better.

As there was a transition between hosting institutions during early 2005, it was evident time was necessary to build trust with model forest clients and to become their legitimate and recognized representative. Also, the time invested in having model forests designing their own identity is worthwhile, as they themselves recognize and use communication instruments that were facilitated with this grant.

The specific objectives of the Projects are as follows:

a) to promote LAC-Net via various communications products
b) to enable shared ownership of a donor strategy and agree on a joint work program for donor outreach with key model forest managers;
c) to strengthen relations with selected donors based in Washington and Europe;
d) to further extend donor relationships by providing an atmosphere conducive to exploring like-mindedness at the up-coming IMFN Global Forum and provide opportunity for follow-up with interested donors after the event.

- The first specific objective was achieved, as indicators such as increase in bulletin subscription was dramatic.
- The second one was modified to facilitate capacity building for model forests to carry out their own donor outreach, consistent with the evolution of LAC-Net management from a donor to a facilitator.
- The third one was achieved: a visit to Key donors in Washington took place with funds from this grant; while the visit to European (Spaniard) donors was financed by CATIE.
- The fourth and final objective was partially fulfilled, as they were very few donors at the Global Forum. The regional ones that were represented and showed interest in strengthening their partnerships (AVINA, FAO and CUSO) were followed up with participation on their strategic planning workshop (CUSO) and a personal visit to headquarters in Chile.

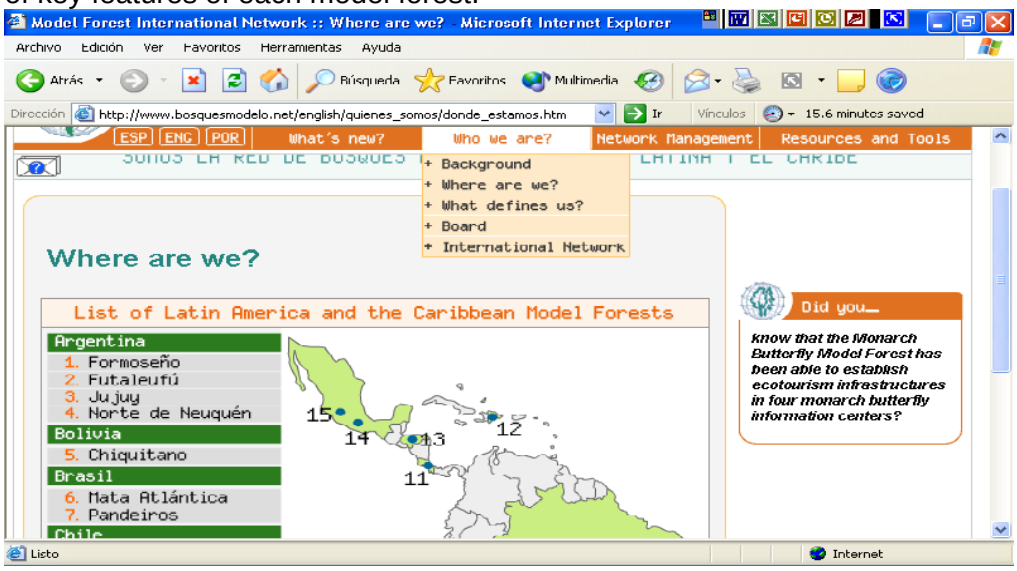
A summary per specific objective follows.

Communication Products:

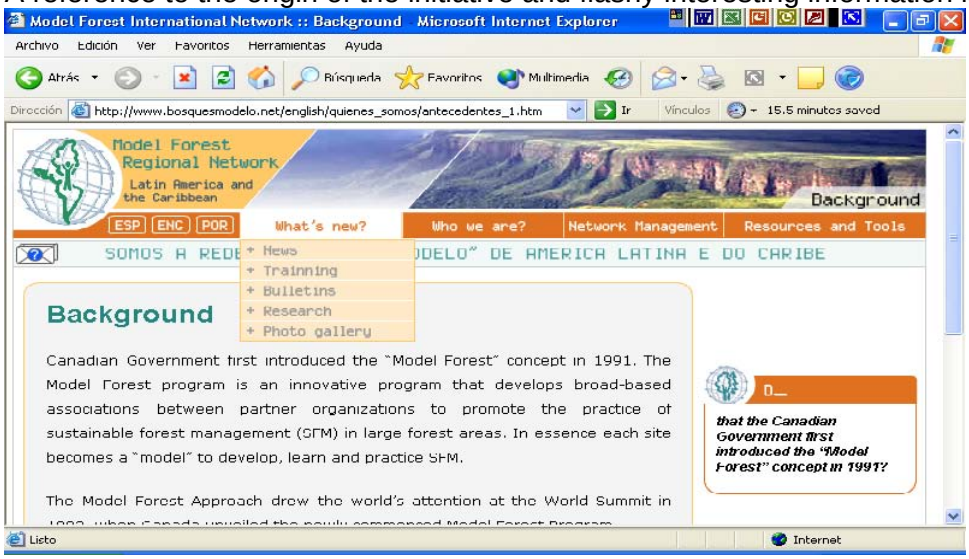
The grant allowed us to carry out two type of communication products: (i) electronic and (ii) printed.

Currently the web page has a static and a dynamic part. Basic information is being kept in three languages, and the visitor can choose, in the opening page, the language she wishes to use.

The web-page provides a description of the model forests and the governing bodies. It also presents a map with each model forests, and links from each site to a description of key features of each model forest.



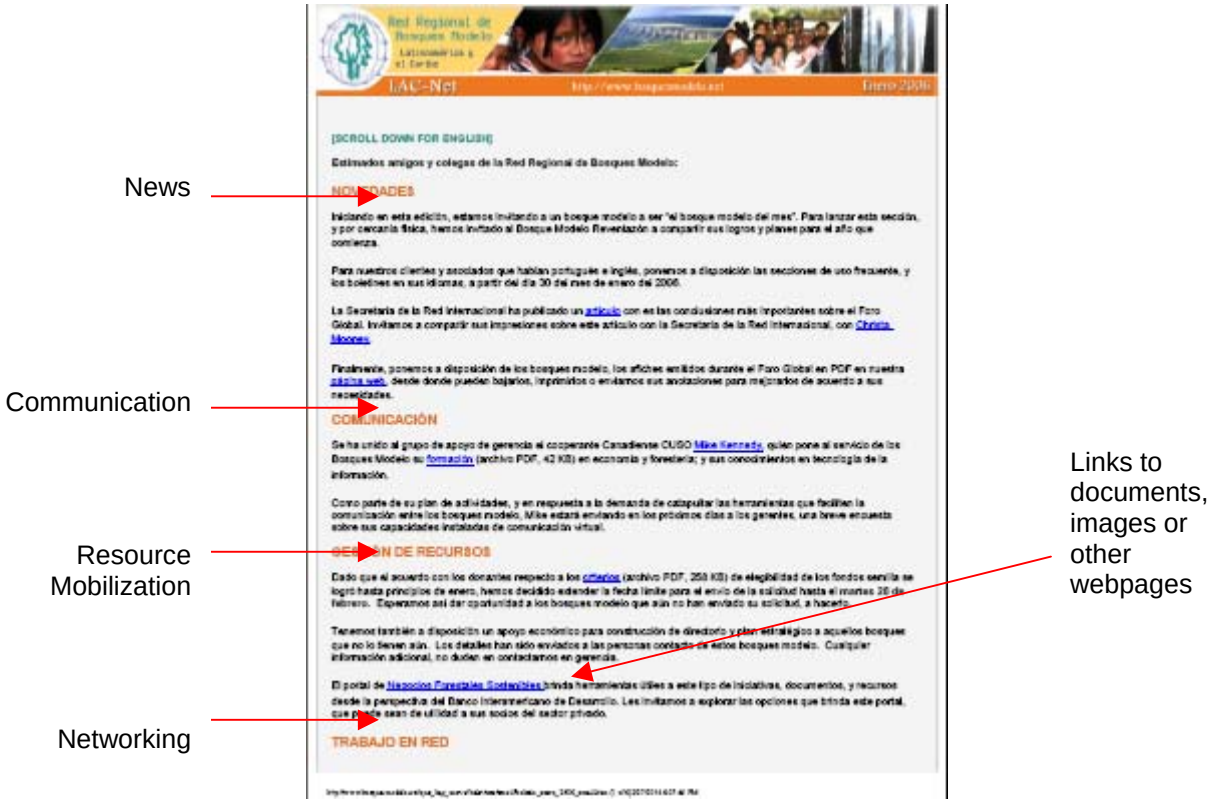
A reference to the origin of the initiative and flashy interesting information is included.



The web page shows a button for encouraging support that has been used mainly by students and volunteers.

Another button invites visitors to subscribe to the monthly bulletin.

With co-financing from CATIE, CUSO and CIDA/IDRC/IMFNS and active participation from all model forests, LAC-Net has issued 18 monthly bulletins, each featuring a "model forest of the month", a section on funding opportunities, a section on capacity building, a section on communications and a section on Networking. Each of these bulletins has been translated to English and Portuguese, features links to relevant sources of information, and photos to illustrate events or news. All the Sections of the Bulletin were developed based on feedback from model forests themselves, as there are the most important target audience of the bulletin. We constantly keep in touch and evaluate the usefulness of the bulletin.



Please visit www.bosquesmodelo.net where all the bulletins issued can be found.

As tangible results, partners and MF clients are increasingly sending us information to be shared through the bulleting. Suscription to the bulletin has more than doubled since it was launched. We have also documented that the highest number of users come from US.

Printed documentation is detailed in Project Design and Implementation. What is worth mentioning, is that a communication strategy has been proposed and will be presented in the Directory in the first meeting of 2007.

Donor Approach:

With co-financing, with AVINA, CUSO, CATIE, the Argentina National MF Program and the Chiquitano Model Forest, of a donor approach workshop with all model forest managers in Buenos Aires. Funds for this grant paid for the time of one of the facilitator, who we are retaining as advisor for LAC-Net management's sustainability strategy.

During the workshop in Buenos Aires, Argentina, November 22 to 24, 2006, Parker Gray (CUSO Volunteer) and Adriana Sanchez (Consultant) delivered several sessions related to resource mobilization in response to a long standing desire on the part of Model Forests to increase their capacity to broaden their resource base.

The program included the importance of understanding the nature of your own organization, the nature of the activities for which additional resources are required, how to prioritize project activities, the nature of different types of resources that can contribute to a successful project and how to identify potential partners or donors for project support, starting with members of the Model Forest itself. The final theme of this section was how to approach potential partners and donors.

A second component of the program included a practical session on how to prepare a project proposal. The types of proposals were discussed, the structure and characteristics of a good proposal as well as examples of criteria used by some foundations for judging proposals. This was followed by a session on effective communication.

A third component was a short session on monitoring, evaluation and reporting. "Results based management" was introduced as a logic model that is widely accepted by international agencies and donors. The theme of this session was the importance for planning for monitoring and evaluation at the beginning of the project and to ensure that all relevant stakeholders are included.

There was a specific session on potential partners and donors, accompanied by a database providing information on them. It is anticipated that the database will be linked to the LAC-Net web site for ongoing use by the Model Forests.

The final theme was the importance of sharing information among Model Forests re. projects and project funding. This is important both to benefit from the experience of others as well as to minimize any potential confusion among donors if too many similar proposals are submitted to the same donor.

At different points during the workshop there were breakout group activities; a brainstorming session on projects related to the participants' Model Forests, a selection

by each group of a single project proposal, the development of a proposal and finally a presentation by each group of its proposal.

The participants of the workshop remained engaged throughout the sessions and participated actively in the breakout groups. Several members requested that this workshop be held in their Model Forest for the benefit of their directors, staff and partners.

Strengthening Relations with Donors

With the assistance of a CUSO volunteer a number of proposals have been prepared:

Table 1:
Proposals Prepared and their Status

Title of Proposal	Name of Donor	State
Regional Alliances with Forestry Biodiversity in LAC	CBD	Was not successful
Integrated Development of Rural Eco-enterprises	European Commission	Was not successful.
Proposal for seed funding for south-south exchanges.	IMFS/for identification	Was included in Basic expenses for LAC-Net.
Proposal for Ethno-cultural tourism in the Cabécares Indigenous Community in Alto Chirripó, Costa Rica.	CIDA	Approved in the first stage. Responded to questions from CIDA..
Extensión to be the regional platform for the European Project, e-Land Use Planning (E-LUP)	European Community	Was not successful
Traveling Expenses from Mesoamerican MF to participate in Argentina Workshop	AVINA	Successful. Six airplane tickets Mesomerica-Buenos Aires
Iberoamerican research network	CYTED	In draft. Window not opened yet
Development of a LAC-Net University Knowledge Network	IDRC	Was not successful
Support for donor expansion.	IDRC	Approved. Funds are being executed. $20,000
Model Forest e-Community	Hewlett Packard	Proposal sent. Donor was contacted. Waiting for reply.
Catalogue of Model Forest Eco-enterprises	To be identified	Was presented to IDRC through IMFS. Was not successful.
Multisectoral and Integrated Approach to Biodiversity Conservation within Productive Landscapes in the Latin American and Caribbean Region.	GEF-UNEP	Was not successful. GEF changed guidelines.
Towards Regional Sustainable Competitiveness: Value Chains in Bolivia, Chile and Costa Rica Model Forests.	FONTAGRO	Approved for the first stage. Was not successful in second stage.

Biodiversity Restoration and Capacity Building	CIDA (VSF)	Proposal in process.
Support to Small Eco-Enterprises in LAC-Net	HIVOS	Waiting for response
Using GIS technology to generate information on common pool forest resources (CPFR) in the Atlántida Model Forest, Honduras, CA.	IDRC	Proposal in process.
Systematization of Lessons Learned from LAC Model Forests	IDRC	Was not successful
Development of a Platform to Implement Biodiversity Conservation Projects	CDB	Waiting for response
Replicating the Biodiversity Store Concept	Gates Foundation	Not successful

Funds from this grant were also useful in financing a visit to Washington DC from September 24th to the 30th. These days were chosen as CATIE was honoring two pioneers on sustainable use of natural resources is ceremonies with many donor guests. All CATIE speakers at these ceremonies mentioned model forest as a valid approach to landscape management. What follows is a report from the trip.

Table 2:
Summary of Donors Visited in Washington DC

Contacto con	***Resultado***
Forest Trends Katoomba Latinoamérica	Muy interesados en construir programa con LAC-Net. Están identificando innovaciones y fortaleciendo su pagina ecosystem marketplace en Español.
Eco-Agriculture Partners	Muy interesados en construir programa con LAC-Net. Exploran PCI de sostenibilidad a escala de paisaje
The Nature Conservancy Ecoenterprises	Les quedan muy pocos fondos para eco-enterprises. Oficinas nacionales de TNC están haciendo su plan para los próximos 10 años.
Knowledge Management Unit for LAC – The World Bank	Muy interesados en construir programa con LAC-Net.
Global Conservation Fund	Recibieron de la fundación Moore $100 millones. Ya gastaron los primeros 25 en crear nuevas áreas protegidas, incluyendo compra de tierra. Evaluación en progreso definirá criterio para los próximos 75.
Interamerican Development Bank	IDB en reorganización. Competencia fuerte con BCIE y BA.
Banco Mundial	Banco Mundial bajo nueva reorganización. GEF no vale la pena intentarlo como concepto regional, pues el monto que se ha destinado a cada país es limitado y solo dejando de percibir una parte el país acepta ser parte de lo nacional.
UN Fundation	Muy Interesados en construir programas conjuntos con co-financiamiento.
Interamerican Foundation	Programas nacionales en países prioritarios con mayor enfoque. Ver web.

Follow-up From Global Forum

As mentioned before, this specific objective was modest due to the lack of donors during the Global Forum. Under this component, we shared information on the network to the donors we had invited, and visited regional donors in Chile in March of 2006.
Our participation on the planning workshop of CUSO, and our visit to AVINA and the regional office of FAO, have bear fruits in the strengthening of our relationship with CUSO and the first financing from AVINA.

Project design and implementation

The project consisted in various complementary activities (Table 1). For each objective, one to two activities have been realized.

Table 2:
Action plan and time frame of activities included in the project

Objective	Activity	Time frame
01. *To promote LAC-Net via various communication products* I. Website upgrade	Website upgrade and electronic based forums Elaboration of the monthly electronic bulletin, its translation to English and Portuguese, and send it.	- Website upgrade and maintenance: Jan-Aug06 - Electronic forums: Feb-Apr06 and Sept-Nov06 - Bulletin and translations: Jan-Nov06
01. *To promote LAC-Net via various communication products* II. Marketing products	Preparation of marketing products for the model forests, MF partners as well as potential markets: Design of an informative booklet about LAC-Net MFs 1000 Permanent bilingual brochures of LAC-Net and design of an updated map 1 Display wall of LAC-Net 1 Banner of LAC-Net 500 Postcards of LAC-Net	- Booklet: Apr-Mar06 - *Brochures:* Temporary base (Aug-Sept06) Permanent (Nov-Dec06) - *Display wall:* Design (Dec06) Printing (to complete in Jan07) - Banner: Design (Dec06) Printing (to complete in Jan07) - Postcard: Nov-Dec06
02. *To enable shared ownership of a donor strategy and agree on a joint work program for donor outreach with key model forest managers*	Donors outreach and strategy and action: - Realization of a 3-days workshop in Argentina with MFs managers of LAC on resource mobilization and communication with the aim to give tools to MFs to approach donors	- Training: Nov06
03. *To strengthen relations with selected donors based in Washington (IBD, GEF, USAID, WB, European Union)*	Meetings with selected donors grouped for a congress in Washington D.C. Design and distribution of a brochure of LAC-Net to donors during this event	- *Meetings:* Sept06 - Brochure: Sept06
04. *To further extend*	Meeting with various donors located	- Meetings in Chile: Mar06

donor relationship by providing an atmosphere conducive to exploring like-mindedness at the upcoming IMFN Global Forum and to provide opportunity for follow-up with interested donors after the event.	in regional offices in Chile and CUSO during a workshop with cooperants working in the MFs of LAC Sending of the IMFN Global forum memories	- Sending of memorie: Oct06

From the design of the project, some elements were lightly modified during the process:

- First, the activities related to the objective #1- part 1 (website upgrade) were modified from a "website design for all MFs with content in Spanish, English and Portuguese", to the maintenance of the website, introduction of monthly bulletin on the webpage and relevant documents, etc.

In the marketing products section (objective #2- part 2):

- The proposed posters have been changed for postcards which have the advantage to be more easily transportable, and to serve as promotion material, as well as "thank you cards" for model forests and the LAC-Net management team members.
- A booklet has been designed, but will be updated next year before being printed due to rapid changes in the composition of the Regional Network (integration of three new countries and one model forest in a year).
- The 1000 bilingual printed booklets have been modified for 1000 bilingual brochures.
- Success stories have been collected and some have been introduced in the bilingual brochure.
- No disks have been produced considering the lack of time and the higher prices to realize the other materials

For the objective #3:

- The 2 days meeting with managers from model forests have been modified to a 3 days meeting in Argentina (coinciding with the board of Directors meeting of LAC-Net). Funding from AVINA has been obtained to cover the travel costs of Central America model forests representatives. Other model forests representatives from South America paid themselves their travel costs. Therefore the cost covered under this grant was minimal but key in leveraging other partner's interest.

The strengthen of donor relations in Washington (objective #4) has been realized through a meetings directly with donors in Washington, while donors in Europe were not visited as IMFNS had expressed their interest in being the contact for Europe.

The 5th objective have been accomplished by realizing follow-up meetings directly with donors at their regional offices in Chile and by participating to a workshop with CUSO, an organization-partner of LAC-Net and linked to donors.

Project outputs and dissemination

Information sharing and dissemination

Publications

- For the Board of Directors meetings in 2006, two reports have been realized to present the advances related to communication

- 1000 bilingual brochures (Spanish and English) ready for distribution are presenting the definition of the model forest concept, the common principles, a map of the actual and aspiring landscapes part of the Network, some success stories and a description of the four funds managing LAC-Net.

- 500 postcards ready for distribution are presenting, on the top side, pictures of model forests "aspects" (people, landscapes, forest, products, women, etc.). On the other side, a map indicates the location of the MFs in LAC (see Annex).

- A display wall (stand) and a vertical banner have been designed for LAC-Net with the objective to offer visibility to the Network during national and international events (see Annex).

Website

- When LAC-Net initiated this project, its modest website had just been established a few weeks earlier. Therefore, improvements and maintenance have been made to the site during the period of the project (adaptation) by introducing relevant documents on the website, latest news, grants and other financing opportunities, etc

- Two electronic forum have been realized. One was about the participation of model forests in the board of Directors meetings and the other about a proposal of Principles, Criteria and Indicators for model forests. Model forests and other interested individuals where invited to share their comments and suggestions about the proposed themes.

- A trilingual electronic bulletin has been created and is provided monthly through email to all subscribers (model forests members, partners, donors, management team, International Model Forest Secretariat, interested individuals, etc.).

Training

A workshop has been organized in Buenos Aires, Argentina, November 22 to 24, 2006. Parker Gray and Adriana Sanchez delivered several sessions related to resource mobilization in response to a long standing desire on the part of model forests to increase their capacity to broaden their resource base. On page ten of this report, a description of the course and photos, are described.

Capacity-building

Institutional reinforcement and sustainability of the organization

During the Board of Directors of Esquel, on November of 2006, IMFNS announced that CIDA/IMFNS were withdrawing from financing core operations of LAC-Net in March 2008. This prompted the Directors to instruct management to conduct an evaluation that would lead to a sustainability strategy. CUSO had offered to cover the costs of this contract.

In general, the activities realized in this project allowed to build capacities of the individuals in relation with this objective. This improvement of the capacities reinforces the organization, especially in relation with donor relations. Parker Grey, an experienced CUSO volunteer that has recently re-joined the regional network, is also a new asset that will leverage institutional reinforcement and sustainability to the organization.

Training on resource mobilization offered an opportunity to reinforce the individual model forests, but also the Regional Network as a whole.

The relation with donors represents a challenge and an art. It is a permanent process for an initiative such as LAC-Net. It is always possible to learn from these experiences of strengthening relations, creating trust and slowly build bridges with donors. Through this project, opportunities and capacities have been created to strengthen the possibilities that LAC-Net becomes sustainable in the future.

Administrative skills of the people involved

The management of projects related to marketing products generated an improvement of administrative skills of the people involved. The necessity to go through a process of selection of enterprises, then products, prices, supervision of the design and printing, etc. allowed the creation of new skills. It has been the same with the website and monthly bulletin of LAC-Net.

On the same token, to have a permanent flow of information from the model forests to LAC-Nets management team, has increased the familiarity of model forest managers with computers and the internet. Participation on virtual forums, however has been modest, but we have seen an improvement from the first forum to the second.

To organize the workshop, administrative skills also have been necessary. The process itself helped to improve the administrative skills of the people involved.

Particular contribution to capacity-building of women or marginalized social groups

During the workshop on resource mobilization, which is probably the activity having generated the most important capacity building, female representatives of model forests where present. LAC-Net has a policy related to gender that was enacted, after a long discussion, in the previous directory board. This policy states that gender balanced should be considered in training opportunities provided by LAC-Net's management.

In the daily search that LAC-Net's management staff do to feed the *Training* and *Resource Mobilization* sections of the monthly trilingual bulletin, special attention is paid to opportunities for women and indigenous leaders and youth.

Finally, it is worth noticing that LAC-Net' general manager, the CUSO cooperant on Comunication, and IDRC's Senior Officer of this grant are all female.

Project management

The use of funds for travel required an explicit approval by the officer in charge. In the case of both trips, the approval was made in a timely manner.

Finally, an extension of the Grant was requested because the grant was approved very soon after the new management took mandate. The reason for the request for extension was two fold: first, the participatory process of designing the principles that apply to all LAC Model Forest was time consuming, and second, because of the rapid evolution of the network, changing the degree of consolidation of its members, and accepting a landscape in Spain, had sent the design of the identity to the drawing table.

To be able to handle these evolving opportunities efficiently and professionally, LAC-Net incorporated, in partnership with CUSO, a full time member focusing on communication. This professional us Marie-Eve Landry, who is fully trilingual and focused her thesis on comparing Bas Saint Laurent Model Forest and Reventazón Model Forest, so has an indepth understanding of the region. Additionally, Marie Eve had coordinated communications during the Global Forum, proving to be creative and a team . With her focused time, we were able to utilize these funds timely.

Annex 1
Cover of First Brochure. Not printed, Feb. 06

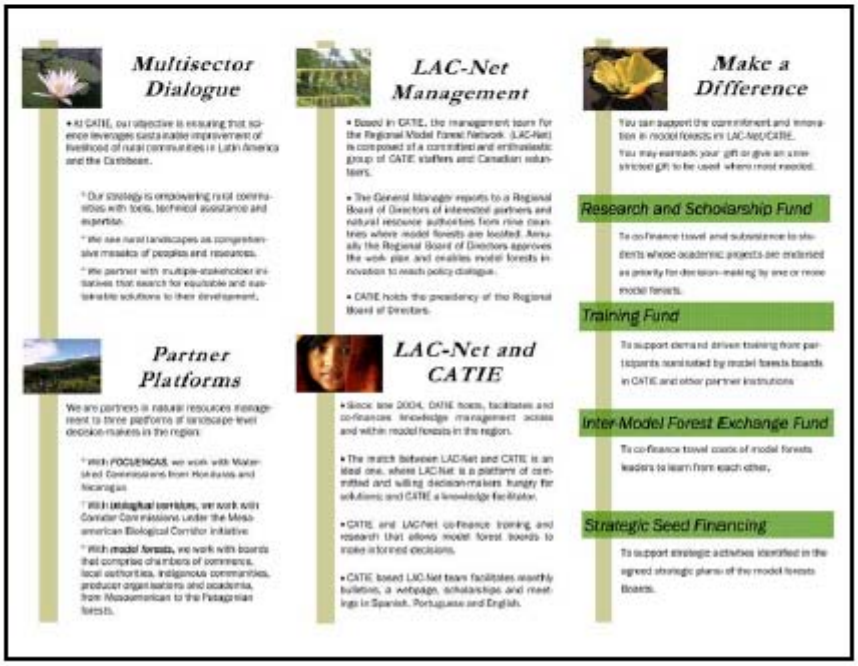
Red Regional de Bosques Modelo para América Latina y el Caribe (LAC-Net)

7 países, 13 Bosques Modelo

PAISAJES · ALIANZAS · EQUIDAD · PAZ

LAC-Net

Annex 2
Brochure Issued for the Visit of Donors to CATIE, July 06



Annex 3
Brochure Issued for LAC-Nets Visit to Canada, Sept. 06

LAC-Net Management

• The LAC-Net Board of Directors is composed of committed partners, natural resource authorities and MF representatives from the nine countries where model forests are located.

• The LAC-Net management team is based at CATIE, a leading research & training centre focused on sustainable solutions for rural Latin America.

• The team consists of CATIE staff and Canadian volunteers who provide organizational and technical support in communications, proposal development, fund raising and knowledge management.

• LAC-Net team also facilitates training opportunities, technical assistance, dissemination of information and access to expertise in the strategic areas.

LAC-Net and CATIE

• Since late 2004, CATIE hosts, facilitates and co-finances knowledge management across the model forests network.

• LAC-Net and CATIE are an ideal match, where LAC-Net is a platform of committed and willing stakeholders, implementing local adapted solutions; and CATIE, a knowledge facilitator.

• CATIE and LAC-Net co-finance training and research that allows model forests stakeholders to make informed decisions.

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IMFNS LAC-Net

CATIE
Tropical Agricultural Research and Higher Education Center

LAC-Net: Networking to provide sustainable solutions to improve rural livelihoods

Model Forests in LAC

• There are 15 model forests (MF) in Latin America and the Caribbean (LAC) with varying degrees of consolidation. They are grouped under a Regional Model Forest Network (LAC-Net), and are part of the International Model Forest Network (IMFN).

• The MF landscapes of LAC contain a wide diversity of ecoregions with varying resources, social, and economic circumstances.

• MFs in the region are about bringing contrasting interests and sectors to work towards a common vision so that all stakeholders benefit.

• Common stakeholders across the region are: indigenous communities, chambers of commerce, conservationists, oil & mining industries, local and national governments, agriculture interests, tourism and forestry.

LAC-Net

Strategic Areas

• Dialogue amongst diverse sectors allows and nurtures innovative policies and strategies for sustainable development.

• Most of our strategies are grouped into six thematic areas across the model forests of the region:

* Biodiversity conservation
* Eco-enterprises development
* Agroforestry
* Indigenous Communities
* Eco-tourism
* Payments for Environmental Services (PES)

• LAC-Net's model forests are working in those thematic areas to improve the quality of livelihoods in rural communities.

North-South Collaboration

• LAC-Net builds north-south linkages, either with individual or multiple model forests of the regional network.

• CIDA and other organizations offer multiple financing opportunities where LAC-Net and Canadian partners can collaborate, such as:

* Indigenous People Partnership Program
* Volunteer Sector Fund / Program
* CIDA Inc.
* Other programs

• Please contact us to identify synergies and build partnerships.

Make a Difference

• You can support the commitment and innovation taking place in LAC's model forests through the following programs:

Research and Scholarship

To co-finance travel and subsistence to students and researchers, whose academic projects are endorsed as a priority by one or more model forests.

Training

To support demand driven training from participants nominated by model forests.

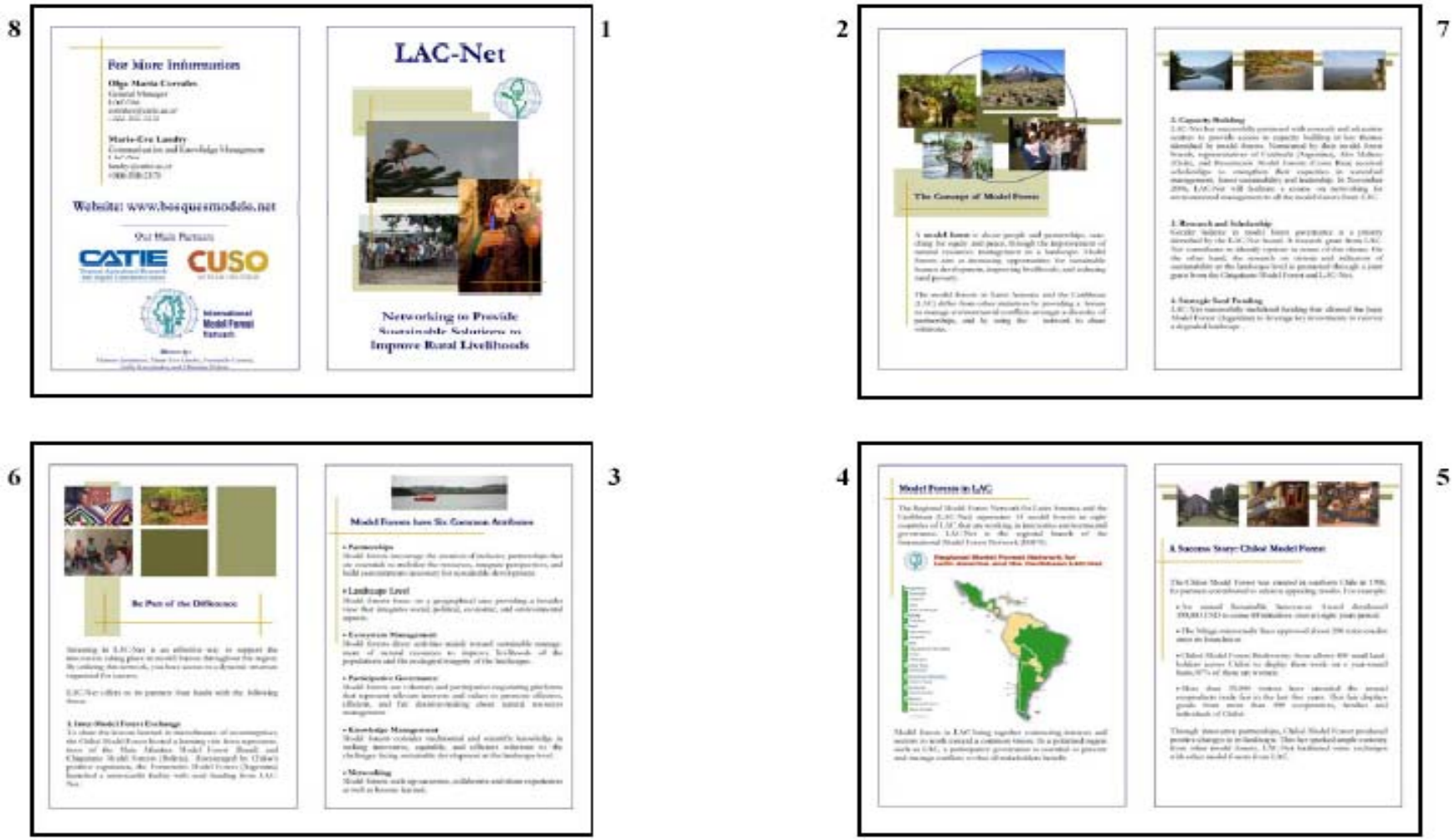
Inter-Model Forest Exchange

To co-finance travel costs of model forest leaders to learn from each other.

Strategic Seed Financing

To support strategic activities identified by the model forest Boards.

Annex 4
Brochure Issued for Visit to Washington DC, Sep. 06



Annex 5
Post Card Printed- Front, Nov. 06

Annex 6
Stand Printed, Nov. 06

Annex 7
Brochure printed, Nov. 06 – Spanish Side

Un **bosque modelo** se centra en las personas y en alianzas, buscando equidad y paz, a través del mejoramiento del manejo sostenible de los recursos naturales a escala de paisaje. Los bosques modelo aspiran a incrementar las oportunidades para el desarrollo humano sostenible, mejoramiento de las estrategias de vida y la reducción de la pobreza rural.

Los bosques modelo en América Latina y el Caribe (LAC) proveen un foro para prevenir y manejar los conflictos ambientales entre diversos actores y comparten soluciones en red.

Miembros comunes de los bosques modelo a través de la región:

- Comunidades indígenas
- Gobiernos locales y nacionales
- Cámaras de comercio
- ONGs conservacionistas
- Sector forestal y agrícola
- Turismo
- Industrias mineras y petroleras

Bosques modelo en LAC

La Red Regional de Bosques Modelo para América Latina y el Caribe (LAC-Net) está formada de 16 bosques modelo en nueve países de LAC y España que trabajan unidos en consolidar iniciativas innovadoras en gobernanza ambiental. LAC-Net es la afiliación regional de la Red Internacional de Bosques Modelo (RIBM).

Los bosques modelo en LAC agrupan intereses y sectores contrastantes bajo una visión común. En una región polarizada como LAC, una gobernanza ambiental participativa es esencial para prevenir y manejar conflictos en beneficios de presentes y futuras generaciones.

Los bosques modelo comparten seis principios

- **Alianzas**
  Los bosques modelo favorecen la creación de asociaciones incluyentes, esenciales para movilizar recursos, integrar perspectivas y construir los compromisos necesarios para hacer perdurar los avances del manejo sostenible.
- **Escala de paisaje**
  Los bosques modelo se enfocan en un área geográfica que provee una visión amplia, integrando aspectos sociales, políticos, económicos y ambientales.
- **Manejo ecosistémico**
  Los bosques modelo orientan actividades principalmente hacia el manejo sostenible de los recursos naturales, en procura del mejoramiento de las estrategias de vida de los pobladores y de la integridad ecológica de los paisajes.
- **Gobernanza participativa**
  Los bosques modelo usan plataformas de concertación voluntarias y participativas que representan los intereses y valores relevantes para una gestión efectiva, eficiente y con equidad de los recursos naturales.
- **Manejo adaptativo**
  Los bosques modelo valoran y utilizan el conocimiento tradicional y científico en la búsqueda de soluciones innovadoras, eficaces y de bajo costo para los desafíos que enfrenta el desarrollo sostenible a escala de paisaje.
- **Trabajo en red**
  Los bosques modelo colaboran y comparten experiencias así como lecciones aprendidas.
- **Equidad**

Historias exitosas

Bosque Modelo Alto Malleco (BMAM)

Para resolver los conflictos entre los actores en el BMAM, particularmente relacionados al reclamo de tierras ancestrales, Directorios Pehuenches y Colonos (pequeños propietarios con ancestros inmigrantes colonizales) están electos cada dos años al Directorio del BMAM. Estos dos grupos representan ocho de 25 miembros del Directorio y logran ahora alcanzar consensos sobre temas claves a pesar de diferencias históricas. En 2004, el BMAM recibió el Premio Nacional a la Innovación en Ciudadanía de la Universidad de Chile por su modelo de gestión participativa.

Bosque Modelo Chiloé (BMC)

El Almacén de la Biodiversidad del BMC permite a unos 400 pequeños empresarios de Chiloé de exhibir su trabajo sobre una base anual; 87% de los productores son mujeres.

Bosque Modelo Jujuy (BMJ)

El proyecto "Banco de semillas de árboles nativos del Noroeste de Argentina", ejecutado con el Centro de Rehabilitación "Dr. Vicente Arroyabe", ha creado un banco de germoplasma que brinda trabajo a pacientes con capacidades físicas diferentes. Se destacó el éxito terapéutico del trabajo con los pacientes además de proveer un servicio valioso para la reforestación de sectores del BMJ.

Bosque Modelo Reventazón (BMR) y Bosque Modelo Manitoba (BMM)

El grupo indígena "Cabecares" del BMR en Costa Rica se alió a la "Nación Brokenhead Ojibway" del BMM en Canada con el fin de diseñar proyectos de Turismo Etno-Cultural. El proyecto está apoyado por la Canadian International Development Agency (CIDA) a través del "Indigenous Peoples Partnership Program" del BMJ.

Sea parte de la diferencia

Invertir en LAC-Net es una forma efectiva de apoyar la innovación que se lleva a cabo por los bosques modelo en la región. Utilizando la red, usted tiene acceso a una estructura dinámica organizada para el éxito.

LAC-Net ha creado cuatro fondos a demanda de los bosques modelo que se manejan de forma independiente:

1. **Intercambio de conocimientos entre bosques modelo**
   Facilitar intercambios entre campeones, gerentes, miembros del directorio o socios claves de los bosques modelo de LAC-Net, y eventualmente entre bosques modelo de LAC-Net y bosques modelo de otras redes regionales, para aprender de los demás.
2. **Creación de capacidades**
   Brindar oportunidades de capacitación y actualización mediante cursos cortos de temas específicos a campeones, gerentes, miembros del directorio o socios claves de los bosques modelo de LAC-Net.
3. **Investigación y becas**
   Otorgar becas para investigaciones identificadas como prioritarias por el Directorio de LAC-Net con el fin de facilitar información para tomar decisiones a nivel local y regional.
4. **Fondos para inversión semilla en iniciativas sostenibles estratégicas**
   Conceder fondos que catapulten iniciativas identificadas como estratégicas por los directorios de los bosques modelo.

Regional Model Forest Network

LAC-Net

Red Regional de Bosques Modelo

LAC-Net

Annex 8
Brochure printed, Nov. 06 – English Side

A **model forest** is about people and partnerships, searching for equity and peace, through the improvement of natural resources management in a landscape. Model forests aim at increasing opportunities for sustainable human development, improving livelihoods, and reducing rural poverty.

The model forests in Latin America and the Caribbean (LAC) provide a forum to prevent and manage environmental conflicts amongst diverse stakeholders, and by sharing solutions into the network.

Common model forest members across the region:

- Indigenous communities
- Local and national governments
- Chambers of commerce
- Conservationist NGO's
- Forestry and Agricultural sector
- Tourism
- Oil & mining industries

Model forests in LAC

The Regional Model Forest Network for Latin America and the Caribbean (LAC-Net) represents 16 model forests in nine countries of LAC and Spain that are working together to consolidate innovative environmental governance. LAC-Net is the regional branch of the International Model Forest Network (IMFN).

Model forests in LAC bring together contrasting interests and sectors to work toward a common vision. In a polarized region such as LAC, participative environmental governance is essential to prevent and manage conflicts for the benefit of present and future generations.

Model forests have six principles

- **Partnerships**
  Model forests encourage the creation of inclusive partnerships that are essential to mobilizing the resources, integrating the perspectives, and building the commitments necessary for sustainable development.
- **Landscape Level**
  Model forests focus on a geographical area providing a broader view that integrates social, political, economic, and environmental aspects.
- **Ecosystem Management**
  Model forests direct activities mainly toward sustainable management of natural resources to improve livelihoods of the populations and the ecological integrity of the landscapes.
- **Participative Governance**
  Model forests use voluntary and participative negotiating platforms that represent relevant interests and values to promote effective, efficient, and fair decision-making about natural resources management.
- **Adaptative Management**
  Model forests value and use traditional and scientific knowledge in seeking innovative, equitable, and efficient solutions to the challenges facing sustainable development at the landscape level.
- **Networking**
  Model forests collaborate on projects, share experiences and lessons learned, and scale up successes to achieve broader benefits.
- **Equity**

Regional Model Forest Network LAC-Net

Success stories

Alto Malleco Model Forest (AMMF)

As a way to overcome conflicts between stakeholders in the AMMF, particularly related to ancestral land claims, Pehuenches and Colonists representatives (small landowners with ancestral colonial immigrants) from these indigenous groups are elected every two years on the AMMF Board of Directors. These two groups represent eight out of the 25 elected Board members and are now able to reach consensus on key issues, despite historical conflicts. In 2004, the AMMF received the National Price for Innovation in Citizenship from the University of Chile for its participative management model.

Chiloè Model Forest (CMF)

CMF Biodiversity Store allows 400 small landholders across Chiloé to display their work on a year-round basis; 87% of these landholders are women.

Jujuy Model Forest (JMF)

This project "Northwest of Argentina's native trees seed bank", carried out with the "Dr. Vicente Arroyabe" Rehabilitation Center, created a germplasm bank that generates work for patients with different physical capacities. Representatives of the hospital emphasize the therapeutic success of the work with the patients

Reventazón Model Forest (RMF) and Manitoba Model Forest (MMF)

The "Cabecara's" indigenous group from RMF in Costa Rica partnered with the "Brokenhead Ojibway Nation" from MMF in Canada to design Ethno-Cultural-Tourism projects. This project is being supported by the Canadian International Development Agency (CIDA) through the Indigenous Peoples Partnership Program.

Be part of the difference

Investing in LAC-Net is an effective way to support the innovation taking place in model forests throughout the region. Through this network, you have access to a dynamic structure organized for success.

LAC-Net created four funds independently managed, as demanded by model forests:

1. **Model Forests Knowledge Exchange**
   To facilitate exchanges between model forest leaders, managers, board of directors members or key partners of LAC-Net, and eventually between model forests of LAC-Net with model forests from other regions to learn from each other.
2. **Capacity Building**
   To offer training and learning opportunities through short courses on specific themes to model forest leaders, managers, board members or key partners of LAC-Net.
3. **Research and Scholarship**
   To provide grants for research identified as high priority by the LAC-Net board to facilitate information for decision making at the local and regional level.
4. **Seed Funding for Sustainable Strategic Initiatives**
   To provide funds to launch strategic initiatives, as identified by model forest boards.

Our main partners:
Nuestros socios principales:

CATIE

Since late 2004, CATIE hosts, facilitates and co-finances knowledge management across the model forests network.

Desde el 2004, CATIE hospeda, facilita y co-financia la gestión de conocimientos a través de la red de bosques modelo.

CUSO
VSO AND CUSO MERGE TO FORM CUSO INTERNATIONAL

CUSO provides cooperants (north-south and south-south) to support individual model forests or the network with specific expertise.

CUSO provee cooperantes (norte-sur y sur-sur) para un apoyo a bosques modelo específicos o a la red como experto en un rama determinada.

The International Model Forest Secretariat is the link to model forests from all around the world.

La Secretaría de la Red Internacional de Bosques Modelo es una relación a los bosques modelo del resto del mundo.

For More Information
Para más información

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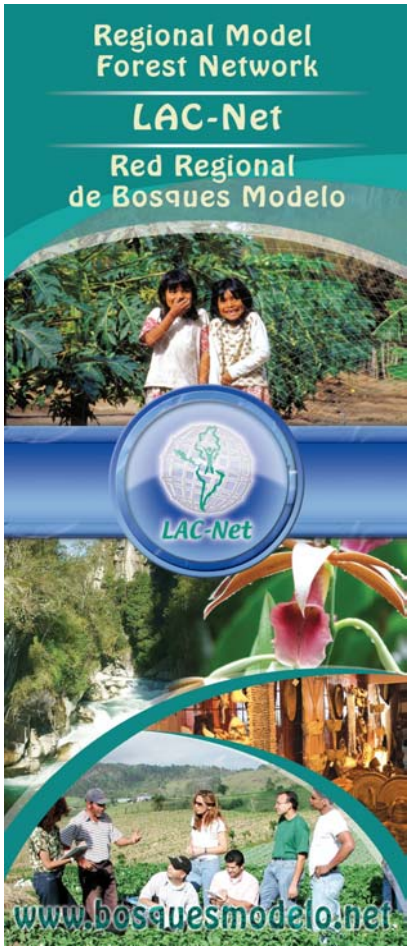
Annex 9
Stand Printed, Nov. 2006