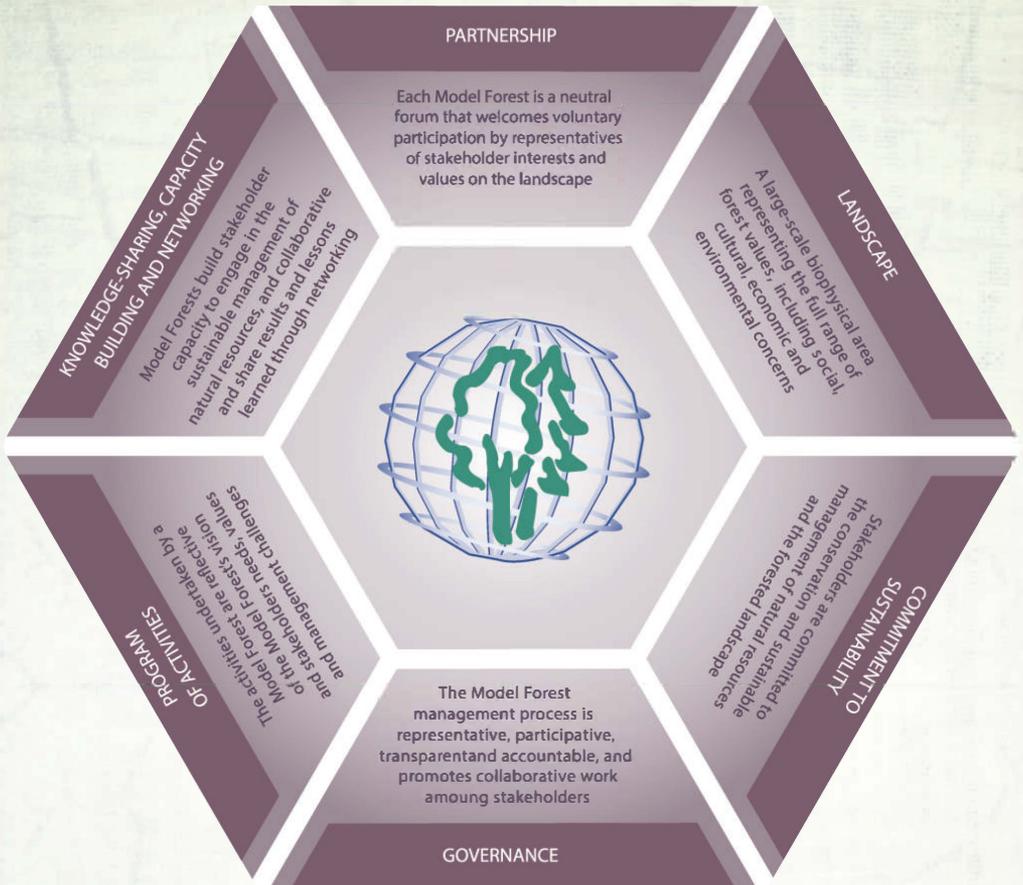


Tool V.

Key Questions for Assessing Your Model Forest Principles



ASSESSING YOUR PARTNERSHIP

- Can most of the population access the Model Forest through a stakeholder who represents their principal activity, value or area of interest?
- Does your Model Forest have a diverse partnership of stakeholders who identify goals, set priorities and development targets, and establish policy guidelines for the overall program?
- Are any values or resource uses under-represented or not represented in your partnership?
- Are there stakeholders or other groups not currently involved that could help achieve your goals?

Partnership

Each model forest is a neutral forum that welcomes voluntary participation of representatives of stakeholder interests and values on the landscape

Model forest stakeholders represent diverse values and interests from various sectors of society who work towards a common vision for the sustainable management of the area

The model forest aims at having representatives from the public, private and volunteer sectors, community organizations, academia and research institutions involved in its activities

Involvement in all aspects of governance in the model forest is voluntary and inclusive

No discrimination against groups or individuals exists within the model forest partnership

ASSESSING YOUR LANDSCAPE

- Does your landscape area contain significant forest and other natural resources, including unique environmental features?
- Is your area reflective of social, cultural and other community considerations?
- Are a range of issues and values represented on the landscape?
- Is there a diversity of landscape types (ecosystems, land uses, etc.) within your area?
- Is your area reflective of your broader geographic region?
- Is there a clearly articulated rationale for the area selected?

Landscape

A large-scale biophysical area representing a broad range of forest values, including social, cultural, economic and environmental concerns

The natural resources in the model forest are recognized by the stakeholders in social, cultural, economic and ecological terms

The model forest has a geographically defined area encompassing diverse ecosystems, resource management administrations and tenure arrangements

Forest and other natural resources provide communities with a range of goods, services and values

The model forest is a working landscape reflective of the diverse interests and values of the stakeholders and the uses of the area's natural resources

ASSESSING YOUR COMMITMENT TO SUSTAINABILITY

- Does your partnership have an agreed-upon strategy for determining progress toward sustainability?
Is there a commitment to developing and implementing this strategy?
- Does your partnership have a long-term commitment to the concept of sustainable development?
Will it support research and technology transfer on the subject?
- Does your Model Forest have the support of national, regional and local authorities (public or private) with jurisdiction over the land and resources?
- Does your Model Forest's program relate to an overall national or regional forest plan?

Commitment to Sustainability

Stakeholders are committed to the conservation and sustainable management of natural resources and the forested landscape

Sustainable management practices promote the generation and equitable distribution of economic and social benefits derived from natural resources

- Model forests foster economic growth and diversification aimed at sustainable community development
- Model forests promote innovative mechanisms for pursuing the sustainable management of natural resources within a framework of just and equitable distribution of costs and benefits

Model forests support actions for maintaining ecological integrity on a landscape

- Model forests explore and promote practices that contribute to maintaining and/or restoring the ecological integrity of the landscape

ASSESSING YOUR GOVERNANCE

- Does your governance structure encourage, in practice, meaningful participation by the stakeholders?
- Is your Model Forest managed by a partnership of stakeholders representing a diversity of interests (e.g., industry, community groups, government agencies, non-governmental environmental and forestry groups, academic and educational institutions, national parks, Aboriginal groups, private landowners)?
- Is your Model Forest managed by consensus and is the decision-making structure transparent?
- Has your Model Forest established technical or advisory committees to develop your program and report to the stakeholder committee?
- Does your governance structure exclude or inhibit involvement by any groups?
- Are any values, resource uses or issues not represented or under-represented in your stakeholder group?
- Are there stakeholders or other groups not currently involved that could help achieve your identified goals?
- Do your stakeholders represent a diversity of interests? Stakeholders may include industry, community groups, government agencies, non-governmental environmental and forestry groups, academic and educational institutions, national parks, indigenous groups, private landowners and others.
- Does your governance structure demonstrate, in practice, methods of encouraging meaningful participation by stakeholders?

4 Governance

The model forest management process is representative, participative, transparent and accountable, and promotes collaborative work among stakeholders

Stakeholders work together using consensus-based processes to attain the model forest's vision and objectives

A vision for the sustainable management of the landscape and its natural resources is developed jointly by the stakeholders

The model forest is a forum for exploring options to effectively address natural resource management conflicts

The actions of the model forest are governed by principles of trust, transparency and collaborative decision-making, while respecting various interests and values

Clear policies, procedures and practices are in place for stakeholders to express their views and influence decision-making

The model forest has a structure that is transparent and accountable, sets priorities and manages activities effectively

Committees, staffing or other executive mechanisms for developing and implementing activities are in place

- Has your Model Forest established technical or advisory committees to develop your program and report to the stakeholder committee?
- What opportunities exist for stakeholder involvement in Model Forest decision-making, particularly for new groups?
- Does your governance structure include an effective means of involving new stakeholders over time?
- Does your governance structure exclude or inhibit involvement by any groups?
- Does your Model Forest have a committee of stakeholders that identifies goals for sustainable management, sets priorities and development targets, and establishes policy guidelines for the overall program?
- Can most of the population access the Model Forest through a stakeholder who represents their principal activity, value or area of interest?
- How can your Model Forest be organized to most effectively involve people, carry out its activities and achieve its strategic directions?

ASSESSING YOUR PROGRAM OF ACTIVITIES

- What is the vision of your Model Forest?
- What is the mission of you Model Forest?
- Does your Model Forest reflect the majority of local and national forest values as defined in a national forest program or similar documentation?
- Is your Model Forest concerned about the needs of local and indigenous people, as well as about the conservation and wise use of the forests and natural resources?
- In its programming, does your Model Forest consider the range of forest values identified as being important? Does it consider social, economic, ecological and historical dimensions of sustainable management of the forest-based landscape and natural resources?
- Does your Model Forest demonstrate the most environmentally appropriate management practices and techniques, and does it support, to the degree possible, scientific research and the application of new technologies?
- Does your Model Forest carry out education and training within the area to make local communities more aware of the program?

5
Program of Activities

The activities undertaken by a model forest are reflective of the model forest's vision and stakeholder needs, values and management challenges

Model forest management processes include effective planning and monitoring systems

A strategic plan, with a program of activities reflective of stakeholder needs, values and issues; considers national forest programme objectives and other plans developed by broader jurisdictions

Practical mechanisms for implementing and monitoring the strategic plan are in place

Model forests facilitate innovation in the sustainable management of natural resources

Model forests facilitate and promote research and the implementation of new and innovative ideas, processes, approaches and techniques in the sustainable management of natural resources

Model forest planning processes make use of the best available traditional and scientific knowledge

The model forest process generates information and synthesizes knowledge that informs local and national policy-making and global sustainability initiatives

ASSESSING YOUR KNOWLEDGE SHARING, CAPACITY BUILDING AND NETWORKING

- Do you make your commitment to knowledge sharing known through network activities, demonstration projects, linkages to other Model Forests and participation in global processes (e.g., the development and application of local-level indicators of sustainable forest management)?
- Will your Model Forest be an active partner in the IMFN and share experiences, successes and failures with other Model Forests?

Here are some questions to answer during the strategic analysis:

- What challenges do your stakeholders face concerning the sustainable management of the landscape? What are the common elements?
- What do your stakeholders require to be effectively involved in sustainably managing the forested landscape? What are the common elements?
- What sustainable development challenges currently exist on the Model Forest land base? What concerns do stakeholders have regarding the sustainable management of the land base?
- What are your country's and district's priorities in relation to the national forest program and natural resource management?
- What international agreements, treaties and conventions are of interest to or apply to your Model Forest?
- What constraints or impediments do you face to developing and operating an effective Model Forest?
- What do your stakeholders need or expect from their involvement in the Model Forest?
- What does the Model Forest want that it does not have (what are you trying to achieve)? What does the Model Forest want that is already present (what are you trying to preserve)? What does the Model Forest not have and not want (what are you trying to avoid)? What does the Model Forest have now that it does not want (what are you trying to eliminate)?
- Who is already working on areas that interest your Model Forest? What are they doing? Are they already involved in the Model Forest, or can they become involved?
- What is the potential niche or area of expertise for your Model Forest?

