

# Tool III.

---

## Partnership & Governance

---

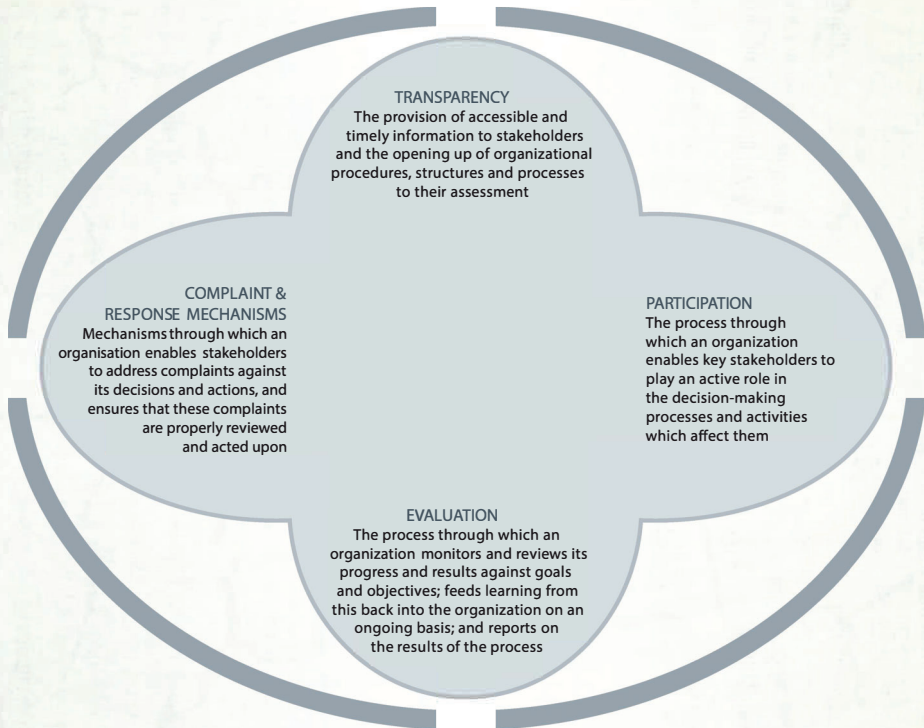


Co-financed by the European Union

# Partnership and governance

This toolbox is an overview of what is involved in developing a governance structure for your Model Forest, including identifying stakeholders, creating committees and working groups, outlining roles and responsibilities, and developing bylaws and ground rules

FIGURE 1: GAP FRAMEWORK OF ACCOUNTABILITY



## GOVERNANCE VERSUS MANAGEMENT



Participation must include the ability to be involved at all levels of decision-making, including making Model Forest policies and identifying and carrying out activities.

# Key concepts and guiding principles

## 1. Accountability

By developing a governance structure, a Model Forest creates a procedural environment in which stakeholders interact and decisions are made. The Model Forest becomes publicly active as a legitimate and credible entity. It establishes itself as a cohesive organization through a combination of clearly stated and documented goals and objectives, governance structures, decision-making processes and policies, management, follow-up processes, membership criteria and so forth.

## 2. Governance versus management

As with any organization, a Model Forest's governance structure contains two closely linked functions:

- 1) Governance — The essential direction, resources and structure needed to ensure that the Model Forest meets its strategic directions
- 2) Management — The program activities and support needed to accomplish the strategic directions

Governance functions are usually reserved for the board of directors, partnership committee or other governing body. These functions include identification of strategic directions, resource development, financial accountability and leadership development. Management functions are generally delegated to staff and include areas such as administration and program planning and implementation.

## 3. Consensus

Managing by consensus does not necessarily mean getting unanimous agreement. It means that all stakeholders arrive at a mutually acceptable decision. Some may abstain from a vote, for example, while others may agree to support a decision without being enthusiastic, but in both cases the decision would be accepted.

Managing by consensus assumes two things: information is available to all participants, and the issue is fully debated before a decision is made.



## 4. Participation

Participation is “the process through which an organization enables key stakeholders to play an active role in the decision-making processes and activities that affect them”. A key point here is that participation must allow for change. There is no point in allowing stakeholders to be involved if they have no opportunity to influence a decision.

## 5. Partners and stakeholders

Model Forest stakeholders are individuals, groups or institutions that are interested in, are affected by or can affect (positively or negatively) a Model Forest's decisions about resource management and

programming priorities. In many Model Forests, the stakeholders who voluntarily work together to identify a common vision, who address issues of mutual interest and who are formally recognized in the Model Forest’s governance structure are referred to as “partners”.

## 6. Transparency

The decision-making process and other accountability mechanisms, whether consensus-based or not, should be transparent that is, clearly understood by others. Transparency refers to “an organization’s openness about its activities, providing information on what it is doing, where and how this takes place, and how it is performing”. People and organizations should understand how the Model Forest operates and how they can become involved.

## 7. Five principles of good governance

According to the Institute on Governance (IOG), a non-profit organization that explores, shares and promotes the concept of good governance, “good governance is about both achieving desired results and achieving them in the right way”. IOG identifies five principles of good governance (see Figure 2), which are based on the United Nations Development Program document Governance for Sustainable Human Development.

FIGURE 2: GOOD GOVERNANCE PRINCIPLES

GOOD GOVERNANCE PRINCIPLES	IOG TOOL FOR ASSESSING PARTNERSHIPS BASED ON GOOD GOVERNANCE PRINCIPLES
Legitimacy and Voice	<ul style="list-style-type: none"> <li>• Everyone who needs to be is at the table.</li> <li>• There are forums for bringing stakeholders together.</li> <li>• The forums are managed so that the various voices are listened to and the dialogue is genuine and respectful.</li> <li>• There is a consensus orientation among those at the table.</li> </ul>
Direction	<ul style="list-style-type: none"> <li>• All stakeholders share a joint and clearly articulated vision of their goal.</li> <li>• All stakeholders see how their organization can contribute to the vision.</li> <li>• Roles and responsibilities are clearly defined.</li> <li>• Stakeholders have adequately adjusted to any changes to the vision over time.</li> </ul>
Performance	<ul style="list-style-type: none"> <li>• There is a clear idea among participants of what constitutes success.</li> <li>• Performance is monitored and reported on.</li> <li>• The framework for performance measurement and reporting is developed jointly.</li> <li>• There are sufficient resources to build and maintain the partnership.</li> <li>• The different contexts in which the stakeholders work are understood and accepted.</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>• The accountabilities of all participants are clear.</li> <li>• There is an open, transparent and accountable relationship among the stakeholders.</li> <li>• The stakeholders accountability relationships to their respective organizations are recognized and respected.</li> <li>• The partnerships effectiveness is reported publicly.</li> </ul>
Fairness	<ul style="list-style-type: none"> <li>• All stakeholders believe they receive sufficient value from the partnership.</li> <li>• The stakeholders, and the broader public, benefit from the partnership.</li> <li>• The laws that govern each stakeholder are recognized and respected.</li> </ul>

<sup>4</sup> Institute on Governance. Undated. Governance Basics: What is good governance? [http://www.iog.ca/boardgovernance/html/gov\\_whagoo.html](http://www.iog.ca/boardgovernance/html/gov_whagoo.html)

# Identifying stakeholders

A Model Forest, viewed as a process, is as much about the people who sustain themselves from the landscape, their impact on its resources and their human development as it is about trees and forest products. Model Forest stakeholders work to define a shared, locally relevant vision for the sustainable management of their forest-based landscape, then collaborate to achieve that vision for the benefit of all stakeholders.

Your stakeholders need not live within the physical boundaries of your Model Forest. In fact, many Model Forests involve organizations from outside their area. Also, while some stakeholders remain constant through the life of a Model Forest, others change over time as your issues, programming and needs change.

Model Forests tend to identify new stakeholders and encourage them to participate as gaps in knowledge, issues or value representation emerge. Sometimes organizations become interested as they learn more about a Model Forest and its activities.

Here are some factors to consider when identifying stakeholders: Influence, Responsibility and Representation.

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.

## Developing a governance structure

Once you have identified an initial stakeholder group, the next step is to develop an organizational structure that allows for active participation and decision-making by the group. As noted before, it is important that your decision-making process be participatory and transparent, and reflect cultural, social, political and economic realities. In addition, your governance structure should support consensus building among stakeholders.

In few words, which is the stage of advancement in your Country about the establishment of a Model Forest?

Please list briefly the precedent steps.

**“One of the most important early steps in developing a Model Forest is to clearly define an appropriate governance, creating a new independent legal body”.**

Do you agree? Please explain why. Please specify if, in your opinion, it would be possible, in your Country, to create a Model Forest without creating a new legal body.

**“An appropriate governance structure is one based on the standards and norms of organizations in the Model Forest’s country”.**

Which are the most used solutions in your Country to put in place a new initiative as the Model Forest?

Will it be a legally registered organization? Please explain if you are considering options such as non-governmental organization, association, federation, cooperative, consortium, foundation etc.

Please explain the advantages and the inconvenient for every possible solution.

The main principles: “Governance of a Model Forest is representative, participative, transparent and accountable”.

So, in your opinion which is the best solution (between the proposed alternatives) in order to respect this set of principles

How do you expect that your Model Forest to be organized?

Does it work by consensus?

“A Model Forest has no authority over land management from tenure holders but still has an impact”.

How do you plan to involve the political/technical responsible officially and have an impact in the landscape management?

How will you organize your Model Forest?

How will decisions be made in your Model Forest?



“Governance structure should encourage all stakeholders to participate equally and effectively in elaborating a vision for the Model Forest discussing obstacles and opportunities for realizing that vision developing a program of activities that support progress toward the shared vision”.

Which is your vision about the intern management of your Model Forest? (specific characeristic to be President? A political influene of the Administration Board, the working groups, the external expertise, etc).

According to you, what problems or challenges arise when discussing the governance structure of your Model Forest and its business?

As you develop a governance structure for your Model Forest, keep in mind these principles:

- Your governance structure should be guided by principles of accountability, transparency and consensus.
- The final governance structure must be developed by your stakeholders and be consistent with your local context.
- Governance structures can vary considerably while still maintaining the basic Model Forest principles.

