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United Nations



TECHNICAL REPORT

Maximize the production
of goods and services
of Mediterranean forest
ecosystems in the context
of global changes

May 2016

**Improving Mediterranean woodland
areas governance through participative
approaches implementation**

Regional synthesis



This report is the result of work conducted by Plan Bleu and the Secretariat of Comité Silva Mediterranea (FAO) as part of the “Optimizing the production of goods and services by Mediterranean forest ecosystems in a context of global changes” project, funded by the French Global Environment Facility (FFEM) for the period 2011 to 2016.



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List of acronyms

ACRONYM	FULL NAME
ASL	Free Syndicate Association for Forest Management
ASP	Silvopasture Association
CARC	Communal Rural Management Cells
CC	Climate Change
CFT	Local Forestry Code of Practice
CPMF	Collaborative Partnership on Mediterranean Forests
CLF	Local Forest Commissions (Tunisia)
CTFC	Forest Sciences Center of Catalonia
DGF	General Directorate of Forestry
DP	Development Plan
FAO	Food and Agriculture Organization of the United Nations
FGEF	French Global Environment Fund
G&S	Ecosystem Goods & Services
GDA	Agricultural Development Group
GIE	Economic Interest Group
HCEFLCD	High Commission for Water and Forests and Combating Desertification (Morocco)
MF	Model Forest
MI	Ministry of the Interior
MoA	Ministry of Agriculture (Lebanon)
MoE	Ministry of Environment (Lebanon)
MP	Management Plan
MT	Ministry of Tourism
NFF	National Forest Fund (Morocco)
NP	National Park
NR	Natural Resources
NWFP	Non-Wood Forest Products
PDC	Communal Development Plans (Tunisia)
PDI	Integrated Development Plan (Morocco)
PDIT	Territorial Integrated Development Plan (Morocco)
PPDRI	Integrated Local Rural Development Project (Algeria)
SFMF	Strategic Framework on Mediterranean Forests
UNDP	United Nations Development Programme
WFP	Wood Forest Products

Executive summary

Under Component 3 (Development of local, participatory modes of governance for Mediterranean woodland ecosystems) of the FGEF project (Optimising the production of goods and services by Mediterranean forests in a context of global changes) proposed by the FAO Silva Mediterranea Committee and Plan Bleu, and financed by the French Global Environment Facility (FGEF), the five partner countries involved (Algeria, Morocco, Lebanon, Tunisia and Turkey) designed and tested participatory approaches and innovative governance structures for the sustainable management and socio-economic development of their woodlands on carefully selected pilot sites, i.e. Chréa National Park (Algeria), Bentaël Nature Reserve (Lebanon), Maâmora Forest (Morocco), Barbara catchment area (Tunisia) and Düzlerçamı Forest (Turkey).

In order to promote and capitalise on the results and lessons learned, this report analyses and presents a summary of the similarities and differences of the various approaches with regard to their methodologies, activities implemented and results. It also highlights the potential for replicating these approaches on other sites within these countries, or in other countries around the Mediterranean.

The teams of experts developed prospective system-wide territorial approaches structured around a shared vision of rural territorial development with and for their residents, taking into account the specifics of their countries and pilot sites. They cover the environmental, social and economic aspects in a cross-cutting way, with a view to sustainability and social justice. In order to promote the involvement of local players, and in particular, in order to discuss and improve development plans, the experts tested innovative multi-player and multi-sector governance structures, which were more representative of the varying interests. They used both qualitative and quantitative sociological and socio-economic techniques (e.g. questionnaires, participatory workshops, discussion groups, multi-criteria analysis, etc.) within an overall territorial approach, including a phase for shared diagnostics and analysis of the issues, a phase to define the main strategic priorities, and finally a phase with proposals for specific actions, and in some cases, the implementation of some of these actions.

The countries generated highly relevant results and outputs, in particular regarding the stakeholder maps and analyses of their life strategies, territorial diagnostics, analysis matrices of the strengths, weaknesses, opportunities and threats, innovative governance models, maps showing the geographical distribution of exploitable ecosystem goods and services, development scenarios and recommended actions, etc. The work also helped improve knowledge of the pilot sites, encourage new drives for participatory governance, strengthen the shared vision of the present and future of these territories, improve the organisation of players and co-management partnerships, and finally, involve, convince, train and raise the awareness of the multiple stakeholders affected by the integrated management of these territories and resources, particularly decision-makers and residents.

The methodologies designed, tools used and results obtained provide a baseline reference for excellent governance and sustainable development practices for the entire Mediterranean region. By promoting the joint development of innovative management approaches adapted to current and future challenges and by encouraging the capitalisation of knowledge, methodologies and results across borders, the FGEF project supports the efforts of the Collaborative Partnership on Mediterranean Forests and the implementation of the Strategic Framework on Mediterranean Forests. However, the future of these initiatives and coming actions depends significantly on incorporating the participatory approach into public policies and operational processes for territorial development. At the same time, political, legal and institutional frameworks must also be adapted and capacity building is required for all the stakeholders involved so that they can be actively and effectively involved in consultation processes and decision-making and so that the development of woodland areas can be significantly and sustainably improved.

Report objectives and structure

This regional report was written as part of the FGEF project, entitled, "Optimising the production of goods and services by Mediterranean woodland ecosystems in a context of global changes". This project was financed by the French Global Environment Facility (FGEF) to the sum of €2.65 million and was proposed by the FAO Silva Mediterranea Committee and Plan Bleu for implementation between 2012 and 2016. The project involves Algeria, Morocco, Lebanon, Tunisia and Turkey. It is structured around five interconnected components (C): C1 - Integrate the impact of climate change into forestry management policy and, to achieve this, produce data and develop tools regarding both the vulnerability of forests and their ability to adapt; C2 - Assess the socio-economic value of goods and services provided by Mediterranean forest ecosystems, to raise awareness among decision-makers regarding the essential role of these ecosystems and the need to manage them sustainably, and to inform political decision-making and management choices in this direction; C3 - Develop local, participatory modes of governance for Mediterranean forest ecosystems; C4 - Optimise and assign monetary value to the role of Mediterranean forests in climate-change mitigation (carbon sinks), via the production of methodological tools to assign monetary values to ecosystem protection and rehabilitation efforts; C5 - Promote coordination and sharing of experience between stakeholders in the sub-region via coordination and communication activities within the Collaborative Partnership on Mediterranean Forests (CPMF), with the aim of encouraging dialogue on common guidelines for climate-change adaptation and mitigation in the Mediterranean forestry sector.

The report capitalises on work carried out under Component 3 (Appendix 1). It is based on the national reports, the oral presentations by the national experts during the workshop organised from 27 to 29 October 2015 in Nice by Plan Bleu in partnership with the FAO, and the summary sheets written by the experts after the workshop (Appendices 2, 3, 4, 5 and 6).

Objectives of the regional report

1. Present a summary of the similarities and differences of the participatory approaches implemented on each of the pilot sites under Component 3 of the FGEF project, i.e. Chréa National Park in Algeria, Bental Nature Reserve in Lebanon, Maâmora Forest in Morocco, Barbara catchment area in Tunisia and Düzlerçamı Forest in Turkey; characteristics of the pilot sites, the approaches launched and activities conducted, results obtained and main lessons learned (strengths and limits of the approaches).
2. Make recommendations to promote the continuity of consultation measures on the pilot sites and/or to replicate them on other sites, at national and Mediterranean level, in order to promote the incorporation of participatory approaches into public policies and woodland development and management processes, for the integrated and concerted multi-functional management of these areas

This report is for everyone interested in the FGEF project and issues concerning the participatory management of territories and natural resources, such as managers, public or private owners, companies or individual or collective users, in all sectors of activity, in particular, forestry, agriculture, water management, protection of fauna and flora, tourism and leisure, etc. In particular, forest managers and decision-makers from the Mediterranean region will find key information that could guide policies and decisions for the integrated and concerted multi-functional management of woodlands, and possibilities for discussion and action (e.g. desired improvements to the political, institutional and legal frameworks, discussion of the production of concerted development plans and the organisation of the socio-economic development of populations and sectors).

Note on the notion of capitalisation and its importance for implementing future projects

- Capitalisation involves collecting, analysing, detailing, systemising and transferring the knowledge acquired during a project (experiences, best practice) so that others can appropriate, use and adapt it, without reproducing the same errors, in an identical or different context.
- Capitalisation can be used to improve existing systems or to develop new and innovative solutions on the basis of the experiences acquired. It improves the effectiveness of local and regional development policies in a given field of cooperation.

This report is organised in 9 Sections and has 7 Appendices:

- Section 1 presents the objectives and structure of this regional report.

- Section 2 explains the methodology used to write it.
- Section 3 provides an overview of the contexts of the partner countries and the issues around the participatory governance and management of Mediterranean woodland areas in the current context of global changes.
- Section 4 summarises the main characteristics of the pilot sites, analyses the relevance of their selection criteria with a view to replicating the approach in these countries or across the Mediterranean, and compares management objectives and participation objectives.
- Section 5 presents a comparative analysis of the approaches carried out on the Chr ea (Algeria), Benta el (Lebanon), Ma mora (Morocco), Barbara (Tunisia) and D uzler amı (Turkey) sites, by focusing on the methodological approaches and activities actually implemented on each site.
- Section 6 presents a comparative analysis of the results obtained by the teams of experts on the different sites and the main lessons learned from these experiences, in particular by coordinating these lessons with the forest policies and development tools in place or under development in the relevant countries.
- Section 7 summarises the main synergies between components within the pilot sites.
- Section 8 presents the main lessons learned from the five pilot sites and the key themes discussed during local, regional and national workshops and meetings. It makes methodological recommendations and suggests possibilities for further discussion, firstly, with regard to the aspects required to implement management approaches that are genuinely participatory, i.e. approaches that involve local players, take their interests and viewpoints into account and let them influence the management decisions that affect them every day, and secondly, for the aspects associated with replicating the approaches tested across the Mediterranean.
- Finally, Section 9 briefly concludes the report by launching discussion of potential for future cooperative projects.

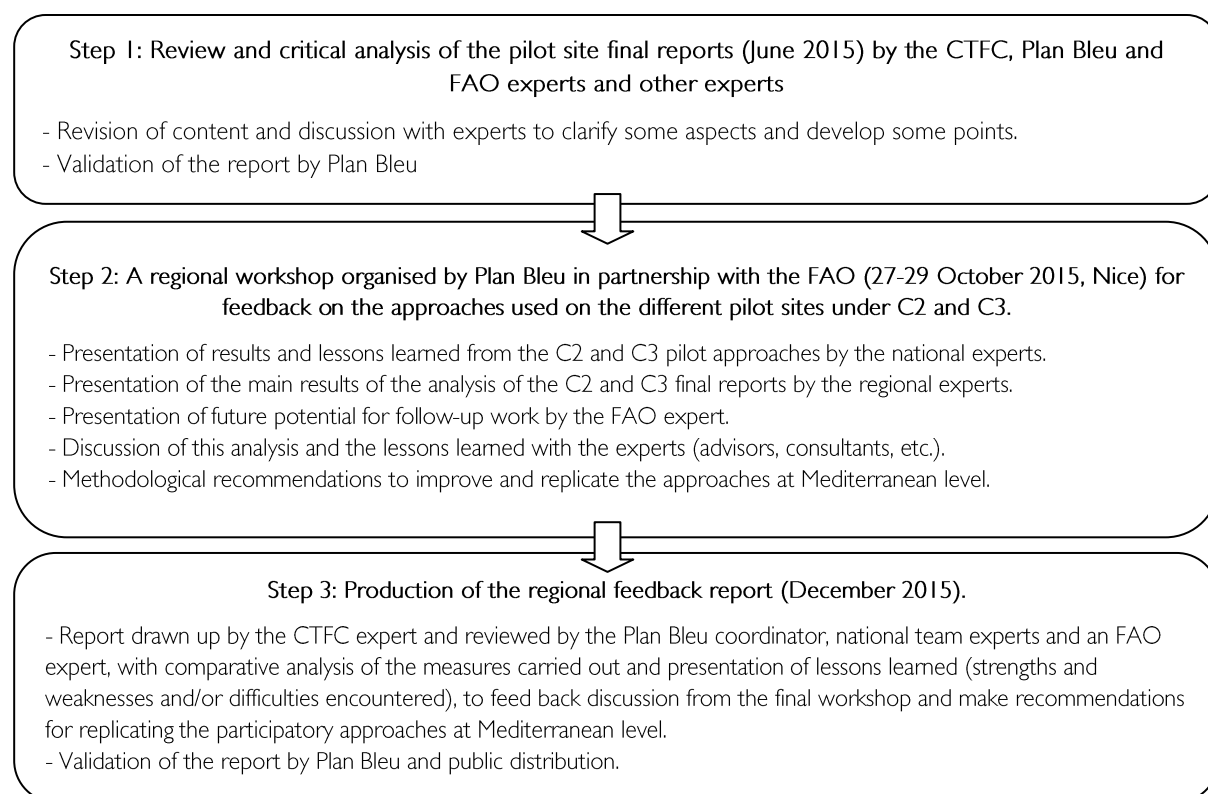
The appendices include: Appendix 1. Presentation of Component 3 of the FGEF project; Appendix 2. Summary report on the pilot participatory approach carried out at Chr ea National Park, Algeria; Appendix 3. Summary report on the pilot participatory approach carried out at the Benta el site, Lebanon; Appendix 4. Summary report on the pilot participatory approach carried out at Ma mora Forest, Morocco; Appendix 5. Summary report on the pilot participatory approach carried out at Barbara catchment area, Tunisia; Appendix 6. Summary report on the pilot participatory approach carried out at the D uzler amı site, Turkey; Appendix 7. Analysis of the difficulties encountered and the potential causes of any obstacles to the participatory approach on the Jabal Moussa pilot site (Lebanon).

Methodology used to draw up the report

The report was drawn up as part of the general process shown in Figure 1. Its content is based on the following outputs and activities:

1. Report produced with PLAN BLEU by the CTFC and COFOR International (published online in 2014): "Participatory governance for the multifunctional management of Mediterranean woodland areas – Lessons learned from international participatory area management initiatives." (Plan Bleu, 2014).
2. Methodologies drawn up and adapted to the contexts of the pilot sites by the thematic experts and consultants, with the support of national focal points and the regional consultant (CTFC) (2013).
3. Final reports describing the implementation of the approaches on each pilot site, drawn up by the thematic experts and consultants, and reviewed and analysed by the CTFC regional expert, FAO forestry expert and Plan Bleu coordinator (June-July 2015).
4. The various technical workshops and meetings carried out while implementing Component 3, between 2013 and 2015: workshops in Antalya (25-27 June 2013), Nice (27-29 October 2015) and regular technical meetings with the FAO and Plan Bleu between May and October 2015.

Figure 1: Methodological approach used to perform Phase 3 of FGEF Project Component 3 (step 3 comprises the writing of this feedback report)



Introduction – a participatory approach for the sustainable management of Mediterranean woodland areas

GENERAL BACKGROUND TO THE PARTICIPATORY APPROACHES CARRIED OUT ON THE PILOT SITES IN THE FIVE PARTNER COUNTRIES

Promoting and implementing a participatory approach to territorial management is not new in the partner countries and there are already many concerted development and/or management experiments and tools (e.g. the Integrated Local Rural Development Project (PPDRI) in Algeria, the Silvopasture Association (ASP), access restrictions and Integrated Development Plan (PDI) in Morocco, the Local Forestry Commission in Tunisia, model forests in Turkey and Morocco, the Biosphere reserves (UNESCO initiatives) in Lebanon, Turkey and Morocco, national parks in all partner countries, etc.). That said, the level of involvement often does not allow for a participatory approach to drawing up territorial development plans and carrying out concerted and sustainable actions for natural resource management. Until now, co-management initiatives (involving users in joint management systems with the State or local authorities) have been quite limited, but they are clearly something desirable. The political will of Mediterranean governments currently supports the development of this type of approach for the integrated and concerted multi-functional management of areas with a view to sustainably managing natural resources, providing users with the goods and services they need to live decently and generating income through the long-term exploitation of these goods and services.

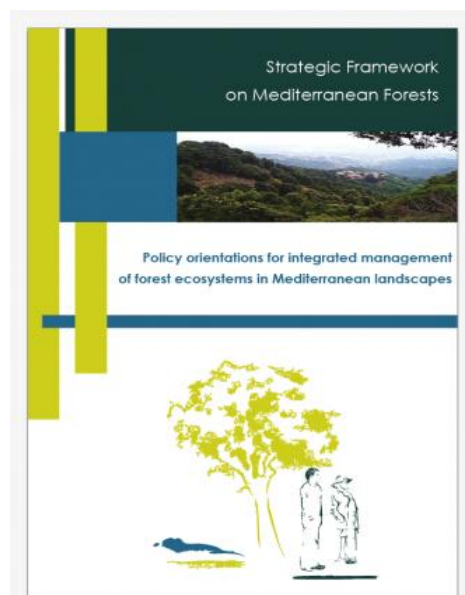
The participatory approaches carried out on the five pilot sites under C3 of the FGEF project are part of the efforts made by Mediterranean countries to improve the management of woodland areas and face the challenges of the 21st century, including climate change. These efforts are partially driven by the Collaborative Partnership on Mediterranean Forests (CPMF) and have resulted, in particular, in important agreements, such as the Tlemcen Declaration (21 March 2013), which enshrines the importance of implementing, "in consultation with all relevant stakeholders, innovative and sustainable management practices of landscapes to be disseminated and shared between countries of the Mediterranean region", and draw up a Strategic Framework on Mediterranean Forests (SFMF).

Collaborative Partnership on Mediterranean Forests (CPMF)	
<p>The CPMF encourages cooperation and synergies between countries, sectors and stakeholders (concept of the "Quadruple Helix innovation model" promoted by the European Union, i.e. cooperation between the government, academic sector, industry and civil society), and the pooling of resources and data, experience sharing and the incorporation of forest policies in territorial planning. It seeks to build the capacity of forestry administrations, increase relationships with other relevant economic sectors, improve communication capacities, knowledge and information on the importance of the sustainable management of forests, goods and services, and the impacts of climate change and socio-economic changes. Finally, it supports negotiation and advocacy skills and capacity building for Mediterranean countries on the international stage, and opens up financial opportunities.</p>	

Strategic Framework on Mediterranean Forests (SFMF)

The SFMF proposes 9 strategic lines in the form of expected results and specific recommendations for the integrated management of Mediterranean forest ecosystems and territories:

- Improve sustainable production of goods and services by Mediterranean forests.
- Enhance the role of Mediterranean forests in rural development.
- Promote forest governance and land tenure reform at landscape level.
- Promote wildfire prevention in the context of global changes.
- Manage Forest Genetic Resources and biodiversity to enhance adaptation.
- Restore degraded Mediterranean forest landscapes.
- Develop knowledge; training and communication on Mediterranean forests.
- Reinforce international cooperation.
- Adapt existing financing schemes and develop innovative funding mechanisms.



The following questions, which we are now able to answer, guided efforts to capitalise on pilot experiments by partners:

- What was the experiment about?
- What stakeholders were involved and what relationships did they have?
- What was done, how (methodology) and to what end (objectives)?
- What results were obtained and what factors (socio-economic, cultural, geographic, institutional and political) explain these results?
- What processes and expected or unexpected results were there?
- What were the initial assumptions and what contradictions were there?
- What lessons can be learned from these experiments, who should we share them with and what must we do for best practice to be adopted on the pilot site, in the country and across the Mediterranean?
- What aspects could be improved if the experiment were repeated?
- Can the approaches be replicated on other sites in the country or across the Mediterranean as they are or do they need to be adapted (and how)?
- Is there an ideal approach for the Mediterranean region? What would be the “recipe for success”?

CONTEXTS OF WOODLAND AREAS IN THE PARTNER COUNTRIES

The five partner countries (Algeria, Lebanon, Morocco, Tunisia, Turkey) have lots of points in common, such as socio-economic and cultural contexts, key issues, challenges and development opportunities, due to their geographical proximity and the origin and development of their civilisations. The following similarities can be highlighted with regard to the issues and challenges (Figure 2) which were raised in the various national reports and which are also documented in the report on the State of Mediterranean Forests (FAO, 2013).

Issues common to the partner countries:

- Mediterranean forests are multi-functional areas with varying degrees of productivity, performing key ecological, economic, social and landscape functions. They provide multiple goods (or products) and services, which are often little known or recognised, but which are of vital importance for our societies. In particular, goods include wood and non-wood forest products (NWFP) such as cork, acorns, honey, animal fodder, aromatic and medicinal plants, etc.

Some of the most important services include the conservation of biodiversity, recreation, carbon sequestration, water cycle regulation and soil conservation, which must be recognised by all and protected. Unfortunately, some of these goods and services, for example biodiversity or some non-wood forest products, do not have a recognised market value despite having real economic value. They therefore tend to be ignored in management policies and approaches, which contributes to their rapid deterioration. Making investment operations and management efforts profitable requires synergies with other sectoral policies implemented in the territory and needs to take into account all aspects of site heritage, whether commercial or non-commercial in nature.

- Inhabitants of the relevant sites are heavily dependent on goods and services for their subsistence. This makes for multiple users (beneficiaries - de jure / de facto users) who often make excessive and sometimes illegal extractions (which are not precisely quantified), generating frequent conflicts of use. This situation is very different to that of forests in the North/North-Western Mediterranean, which are generally quite sparsely populated and little used, where conflicts of use and illegal extraction are now fairly limited and well monitored.
- With regard to the land, ownership and therefore forest management is primarily public (owned by the State and local administrations) in Algeria, Morocco, Tunisia and Turkey, but it is relatively mixed in Lebanon (where owners include the State, Clergy, local authorities and private property). In any case, local people remain little involved in the management of woodland areas. This context is different to that of Northern and North-Western Mediterranean countries where the forests and management are primarily private (e.g. 75% in France, 80% in Catalonia) and where management can be carried out by private owners, either individually or collectively (e.g. by associations or unions, around a management plan, CFTs, mountain schemes, etc.).
- All the countries involved demonstrate a strong desire to change the concept of forest planning in order to better take into account economic, sociological and ecological objectives in management/exploitation operations, thereby seeking to build the foundations of integrated and concerted multi-functional development. Legal and institutional frameworks probably still need to be somewhat adapted to current challenges, but they are currently being changed and this seems to be a priority for the various governments.
- Southern and Eastern Mediterranean countries have stronger population dynamics than Northern and Western countries (although they are currently receiving significant migratory flows due to the economic crisis and wars), characterised by strong growth, young populations, exoduses, etc. These dynamics are a source of pressure on these territories, but are also an opportunity for development (e.g. plentiful young labour).
- The partner countries have recently undergone major socio-cultural changes and are particularly characterised by a strong trend towards democratic development, decentralisation (transfer of some jurisdiction and corresponding resources from the State to local authorities) and deconcentration (delegation of resources and decision-making powers from the central administration to external State departments), with an increasing aspiration for civil society to take a greater part in public debate, the drawing up and implementation of policies, and, in general, decisions that affect the well-being of local people. In the Northern and North-Western Mediterranean, processes are more mature and concerted management tools have been institutionalised, but work is needed for effective implementation and in order to consolidate them around effective partnerships.

Challenges common to the partner countries:

- The partner countries are characterised by widespread rural poverty and a large number of people living in forests or their outskirts, who come there to procure WFPs or NWFPs or to relax. This causes significant continuous and seasonal anthropogenic pressures (e.g. pressure of visitors and tourists) and the accelerated degradation of woodland ecosystems, in particular due to overgrazing, excessive visitor numbers, overexploitation, infractions and wildfires, which are also a serious threat for residents of forests and the forest urban interface. In the North and North-Western Mediterranean, the number of residents in forests is much lower, agricultural activities and grazing significantly declined last century and forest vegetation has tended to recolonise abandoned areas. These recolonised areas are not really managed, due in part to the high cost of intervention, which increases the risk of wildfire, particularly in the forest urban interface.
- Woodlands, particularly in the partner countries, but also across the Mediterranean region as a whole, are physical environments subject to significant pressures, with increasingly arid areas due to climate change (global warming), and their ecosystems are exposed to many pests and diseases, in addition to recurrent wildfires.

- The land ownership issue and difficulties associated with defining property and usage rights (land claims) and registering users is an important theme and reforms have taken place or are ongoing in order to facilitate the involvement of users in territorial co-management.
- The forest sectors and players involved in the exploitation of WFPs and NWFPs are not particularly well organised and individual lobbies are strong, which means that work is required for studying and structuring value chains.
- The vision for territorial development, particularly forest development, is primarily sector-specific and there is little synergy/coordination between different players and sectors for the integrated and sustainable management of territories and natural resources.

The countries are also facing:

- a lack of human and financial resources to improve their infrastructure, meet the urgent needs of populations and deal with management challenges.
- weaknesses in educating, training, raising awareness and involving populations and elected officials in territorial management and the conservation of natural resources (consultation processes).
- shortcomings in the field of research and innovation, in particular in the forest sector, for example with regard to developing the green economy (bioeconomy) for the exploitation of wood and non-wood products, monitoring the impacts of climate change and adapting silvicultural, agricultural and other practices (transport, energy, housing, etc.).

Figure 2: Illustration of some significant challenges facing the partner countries (aridity, overgrazing, overexploitation of non-wood forest products, wildfires, excessive visitor numbers, etc.)



The experiments once again demonstrate that Mediterranean forests are a true source of wealth and well-being thanks to the varied goods and services they provide (Figure 3). Only concerted management can ensure the sustainable development and provision of goods and services in the long term, with and for the communities.

Figure 3: Illustration of the opportunities offered by Mediterranean forests, particularly in the partner countries (wood, non-wood forest products, silvicultural systems, biodiversity, high-quality and high-quantity water, erosion control, recreational, educational and research areas, etc.)



NOTE ON THE PARTICIPATORY DIMENSION OF GOVERNANCE AND CONSULTATION – EXISTING FRAMEWORKS IN THE PARTNER COUNTRIES

The notion of “good governance of woodland areas” is at the heart of this project and is a global consideration and priority. Governance is about power, relationships and accountability: Who has key information? Who makes decisions? Who has influential power? How are decisions made? Who benefits from them? Who makes a profit? Who is responsible?

Governance is significantly determined by the standards and specific values of each society and it is therefore difficult to define a single “good governance” model. However, the United Nations Development Programme (UNDP, 1997) highlights the fact that governance must be participatory, accountable, transparent, responsive, equitable and inclusive, effective, consensus-driven and subject to the rule of law.

Public involvement in the forest planning and management process is an opportunity which involves collective, dynamic and adaptive learning. This requires time and the preferences, perspectives, strategies and roles of social players may change during the process. Consultation is used to:

- collectively identify the issues, threats and opportunities of the territory and assess and take into account the players’ various interests and perspectives,
- discuss the multiple dimensions and objectives of forest management,
- meet the changing needs of populations and best reconcile the various interests of users,
- build a shared vision of the territory and for a better future, anticipate and adapt to change (resilience and sustainability),
- strengthen processes for awareness raising and appropriation of new participatory and joint management processes.
- help players to appropriate the management decisions and actions implemented (which ensures their cooperation and is key to the success of actions),
- negotiate and define the equitable distribution of the functions, rights, and responsibilities of co-management and any benefits.

The notions of legality and legitimacy and the role of governments in coordinating them are key aspects for good governance, as explains Atamana Bernard Dabiré (2003): “The ability of governments to define policies and regulations that are both legitimate and legal in a participative manner, as well as to implement them and arbitrate conflicts, is one of the essential conditions of natural resources sustainable management.”

The governance of territories (primarily woodland areas for this project) is complex and involves working with multiple (public and private) players and various sectors (agriculture, forest, water, energy, fauna/flora, etc.) on a number of levels (municipality, province, country, etc.) (Table 1).

The sectoral divisions in some administrations (e.g. environment, agriculture) sometimes make an integrated planning approach difficult for providing optimal ecosystem services at the relevant level (e.g. a community or catchment area management unit). Efforts to promote cooperation and joint planning between sectors therefore need to continue to ensure the integrated, balanced and sustainable planning of territories in all their complexity.

Table 1: The multiple players affected by the management of forest territories on the pilot sites - consultation: a complex, multi-player, cross-sector and joint approach across many scales

Algeria	Lebanon	Morocco	Tunisia	Turkey
<p>Public administrations:</p> <ul style="list-style-type: none"> Ministry of Agriculture, Rural Development and Fisheries General Directorate of Forestry Department for the Protection of Fauna and Flora Wilaya Forests Conservation (Bilda and Medea) Wilaya Department of Agricultural Services Ministry of Water Resources and the Environment Wilaya Department of Water Resources and the Environment Ministry of Territorial Development, Tourism and Handicraft Wilaya Department of Tourism and Handicraft <p>Other public/private players:</p> <ul style="list-style-type: none"> MAB National Committee National Centre for the Development of Biological Resources National Agency for Nature Conservation. NGOs: non-profit movement Research centres, universities (USTHB, ENS, Univ. of Blida, etc.) Associations (Amis de Chréa and Torba NGO, Tourist Office, ARDNAB, etc.) Village committees Members of CARCs 	<p>Public administrations:</p> <ul style="list-style-type: none"> Ministry of Agriculture Ministry of Environment <p>Other public/private players:</p> <ul style="list-style-type: none"> NGOs, associations (for awareness raising, environmental education, economic development) Municipalities Religious representatives Research centres, universities 	<p>Public administrations:</p> <ul style="list-style-type: none"> Ministry of Agriculture and Maritime Fishing Ministry of Energy, Mines, Water and the Environment HCEFLCD Ministry of the Interior Ministry of Tourism Ministry of Housing, Urbanism and City Policy River Basin Agencies Royal Moroccan Hunting Federation Provincial Council Rural municipalities <p>Other public/private players:</p> <ul style="list-style-type: none"> Research centres, universities NGOs, associations Forest companies and cooperatives, cork industries, hunting associations, Forest Economic Interest Groups (GIE), access restriction associations, consultants, etc. 	<p>Public administrations:</p> <ul style="list-style-type: none"> Ministry of Agriculture (General Directorate of Forestry) Ministry of Environment Office of North-West Woodland and Pasture Development (ODESYFANO) <p>Other public/private players:</p> <ul style="list-style-type: none"> National Agency of Environment Protection NGOs, associations (for awareness raising, environmental education, economic development) Research centres, universities 	<p>Public administrations:</p> <ul style="list-style-type: none"> Ministry of Agriculture Ministry of Environment <p>Other public/private players:</p> <ul style="list-style-type: none"> NGOs, associations (for awareness raising, environmental education, economic development) Research centres, universities

Recognised and legitimate consultation frameworks and tools already exist in the partner countries and have helped increase the involvement of users of these areas in discussions and decisions concerning the management of these territories (Table 2).

The approaches carried out on the pilot sites strengthened these tools by adapting them, in particular by increasing their representativeness (e.g. representation of more varied stakeholders and interests, the involvement of women, young people and other vulnerable groups) or their fields of action and competency (e.g. inclusion of issues associated with basic infrastructure, agricultural activities and forest management).

The experts based work on existing tools in order to introduce governance structures that will be more quickly operational and which can then be more easily institutionalised, since they have already been developed in accordance with the regulatory, institutional and legal frameworks in place.

For example, for the Algerian approach, the proposed governance structure incorporates an extended CARC (Communal Rural Management Cell). The CARC is a body that already exists under the rural renewal policy and PPDRIs (Integrated Local Rural Development Project).

In Lebanon, the governance model for nature reserves has been used and supplemented in order to incorporate a genuine participatory and cooperative dimension which involves public and private State and non-State players.

In Morocco, the governance proposed is based in particular on positive experiences of access restriction partnerships with Silvopasture Association Groups (GASPs) and Economic Interest Groups (GIEs), and on Integrated Development Plans (PDIs). It seeks to boost the involvement and agreement of all the relevant players by incorporating eco-socio-economic models in the approach to ensure that the vital needs of local residents are covered and thus facilitate the adoption and implementation of technical forest planning operations.

Table 2: Existing consultation tools and mechanisms in the FGEF project partner countries, which partially guided the pilot initiatives

Algeria	Lebanon	Morocco	Tunisia	Turkey
<p>Agricultural and rural renewal policy</p> <ul style="list-style-type: none"> • Integrated Local Rural Development Project (PPDRI) • Communal Rural Management Cells (CARC) • National Parks • Biosphere reserves • Model Forests (e.g. Tlemcen Park pilot Model Forest, etc. 	<p>National Afforestation / Reforestation Programme</p> <ul style="list-style-type: none"> • Biosphere reserves • Nature reserves • National Parks • National Forest Programme • Sustainable development policy, etc. 	<p>Ten-year Forest Plan (2015-2024)</p> <ul style="list-style-type: none"> • Silvopasture associations (ASP) • Forest cooperatives (contracts for access restrictions) Important lobby • Economic Interest Groups (GIE) • Integrated Development Plans (PDI) • Communal Development Plans (PDC) • Biosphere reserves • Model Forests (Ifrane) • National Parks, etc. 	<p>National strategy for sustainable development and the management of forests and rangelands (2015-2024)</p> <ul style="list-style-type: none"> • Local Forest Commissions (CLF) • Agricultural Development Groups (GDA) • Mountain committees (Comités de massifs) • Biosphere reserves • National Parks, etc. 	<p>National Forest Programme (2994 - 2023)</p> <ul style="list-style-type: none"> • DGF Strategic Plans • Forestry Research Master Plan • Model Forests (Yalova) • Biosphere reserves • National Parks, etc.
<p>Please note: examples of consultation tools for forest planning in France: Local Forestry Codes of Practice - CFTs (139 CFTs in 2014, 54% of which were still in the operational phase); 6,800 municipalities affected / The development of a CFT was considered in Morocco in cooperation with COFOR International but the initiative was abandoned and an internal model was used; Mountain schemes and committees; Free Syndicate Association for Forest Management (e.g. ASL Suberaie Varoise).</p>				

The pilot sites: characteristics, issues and management objectives

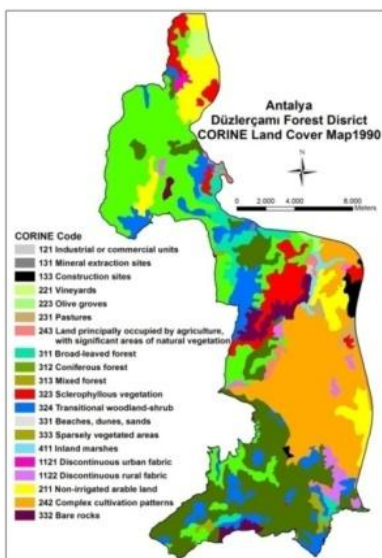
OVERVIEW OF THE PILOT SITES

Five pilot sites (one per partner country, Figure 4 and Figure 5) were selected, most of them as early as 2012, for implementation of the participatory approaches: Chr ea National Park in Algeria (26,587 ha), Ma mora Forest in Morocco (131,760 ha), a territory in the Barbara catchment area in Tunisia (7,330 ha), D zler amı Forest (29,168 ha) in Turkey and the Benta el site in Lebanon (110 ha). This last site replaced the Jabal Moussa Biosphere Reserve in 2015, where the participatory approach planned in the component failed to be developed as planned for a variety of reasons, in particular the complexity of the type of ownership and governance in place (Appendix 7). Component 2 (assess the socio-economic value of goods and services) was also implemented on the Chr ea, Ma mora, Jabal Moussa and D zler amı sites, but not on the site in the Barbara catchment area, where a similar study had already been carried out. Carrying these studies out in parallel led to very useful synergies for development and the collective exploitation of ecosystem goods and services.

Figure 4: Location of the pilot sites selected for Component 3 of the FGEF Project. Chr ea National Park in Algeria, Benta el Natural Reserve in Lebanon, Ma mora Forest in Morocco, Barbara Catchment Area in Tunisia and D zler amı Forest in Turkey



Düzlerçamı Forest (DÜ), Turkey



Bentael Natural Reserve (BE), Lebanon



Sources: Chr a: National Park Administration; Ma mora: HCEFLCD – 2014 Development Report; Barbara Catchment Area: DGF – National Forest Inventory (IFN) 2005; D zler amı: Ba aran et al., 2009; Bentael: <http://www.bentaelreserve.org>

CHOICE OF PILOT SITES – RELEVANCE OF THE SELECTION CRITERIA

The pilot sites were selected by the partner countries, primarily according to ecological, socioeconomic, technical, legal, financial and political criteria, summarised in Table 3. The relevance of these choices depended on the requirements of the financial institution (FGEF) and the approaches' objectives and opportunities for further use, i.e. their continuity and replication at various levels.

Shared selection criteria included the site status, the primary objective of conserving natural resources and experience with development projects, etc., but there were also a large variety of contexts and situations, particularly with regard to the type of ownership (public/private – which has significant consequences in terms of usage rights and regulations), governance (little developed or already well established) and the existence of management and development plans, whether null and void, in force or recently revised, etc. This diversity of contexts greatly increases the opportunities for reusing and transferring experiences at a national level and across the Mediterranean.

Table 3: Main criteria used to select the five pilot sites

Selection criteria	Chr�ea National Park, Algeria	Ma�mora, Morocco	Barbara Catchment Area, Tunisia	D�zler�amı, Turkey	Bentael, Lebanon
Site status: protected, emblematic, priority, sensitive ecosystems and species representative of the country/Mediterranean region; support of the authorities/financial institutions, projects, investments, visibility; awareness of locals and elected officials; observatory and laboratory; desire to improve governance.	National Park + Biosphere reserve	Emblematic forest	Emblematic catchment area	Emblematic forest	Nature reserve
Management plans (MP) or development plans (DP) in force, under revision, or recently revised.	MP in force	DP recently revised (2015)	No DP or DPs null and void	MP in force	MP in force
Ownership, usage rights (public, private, collective) and management responsibility.	100% public	70% public 30% private	50% public 50% private	100% public	100% public
Issue of poverty and dependence of populations on natural resources (grazing, wood, acorns, etc.)	Yes High	Yes High	Yes High	Yes High	Yes High
Multi-functional area / multiple (possibly conflicting) uses with potential for participatory exploitation and use of goods and services (G&S)	G&S to exploit (arbutus berries, water, Barbary macaque monkey, etc.)	G&S to exploit (wood, acorns, truffles, honey, animal fodder, etc.)	G&S to exploit (wood, acorns, etc.)	G&S to exploit (wood, water, animal fodder, carbon, hunting, etc.)	G&S to exploit (wood, NWFP, leisure services, etc.)
Issue of ecosystem and natural resource degradation; anthropogenic and natural causes. Complex challenges requiring original solutions.	Yes (excessive visitor numbers, overexploitation)	Yes (excessive visitor numbers, overexploitation, overgrazing, regeneration)	Yes (excessive visitor numbers, overexploitation, overgrazing)	Yes (overexploitation, wildfires, CC)	Yes (overexploitation, mining activity, urbanisation)
Positive previous work and experiences of consultation with stakeholders and elected officials (knowledge of the area, participatory dynamics, trust, motivation, etc.)	Yes (e.g. PPDR and PPDR)	Yes (e.g. access restrictions with ASPs, HCEFLCD NFF funding)	Yes (e.g. JICA and World Bank projects)	Yes (e.g. community-based wildfire surveillance and fighting, training)	Yes (AFD – Support for nature reserves in Lebanon)
Institutional, legal and political frameworks that encourage consultation	Yes	Yes	Yes	Yes	Yes
Relative security and ease of access	Yes	Yes	Yes	Yes	Yes

MANAGEMENT OBJECTIVES WITHIN THE FIVE PILOT SITES

The main management/development objectives on the pilot sites are presented in Table 4 below.

Table 4: Main management/development objectives on the five pilot sites

Chr�ea National Park, Algeria	Ma�mora, Morocco	Barbara Catchment Area, Tunisia	D�zler�amı, Turkey	Bentael, Lebanon
<ul style="list-style-type: none"> • Slow down the loss of biodiversity resulting from anthropogenic and natural pressures. • Move away from mass tourism. • Exploit G&S to increase the revenue of local people. 	<ul style="list-style-type: none"> • Protect, conserve and develop forest resources by reducing anthropogenic pressures, while ensuring the provision of G&S to users. • Encourage socio-economic development by exploiting local products and sustainable activities that generate revenue (e.g. handicrafts, eco-tourism). 	<ul style="list-style-type: none"> • Reduce anthropogenic and natural pressures (overgrazing, extractions, CC, wildfires, etc.) in order to conserve natural resources (water, soil, forests). • Promote sustainable socio-economic development. 	<ul style="list-style-type: none"> • Adapt forest management to CC and reduce CC. • Prevent wildfires and mitigate damage. • Reduce anthropogenic pressure on ecosystems. • Improve G&S provision for residents. • Mitigate poverty and promote rural development. 	<ul style="list-style-type: none"> • Protect the natural environment and associated biodiversity. • Conserve natural resources (soil, ecosystem and water resources) and protect the reserve from the pollution and degradation resulting from human and natural factors (urban development, mining activities, etc.). • Properly manage and conserve the reserve by providing advantages through regulated eco-tourism, without this conflicting with conservation objectives. • Prohibit hunting and open fires in the reserve and within a 500 m limit, and prohibit camping, woodcutting or animal grazing.

Across all the pilot sites, there is a strong and shared desire to manage and promote the multi-functional nature of the areas by seeking to reconcile the conservation of natural resources with their economic exploitation by users so that they can generate income and meet their vital needs (food, materials, energy, etc.). This also contributes to the fight against the poverty affecting the areas in question, which is the main underlying cause of the degradation of forest areas.

Except for sites classified as nature reserves, where uses such as hunting, wood, fruit and plant extraction and grazing, etc. are sometimes strictly regulated (particularly in the heart of the reserve), managers are not seeking to exclude users from the forest, but instead to find solutions for regulating, adapting or refocusing their activities in order to reduce the pressures placed on the ecosystems, which have both anthropogenic causes (primarily overgrazing, excessive visitor numbers, overexploitation of non-wood forest products and forest fires) and natural causes (primarily drought, wildfires, climate change, diseases and pests).

Wildfire prevention (to reduce their frequency and intensity) is also a concern shared by the various sites, in light of the damages they can cause to ecosystems (loss of wood or cork, soil degradation, loss of biodiversity, carbon emissions, etc.) and the risks they represent for infrastructure and neighbouring populations.

OBJECTIVES OF THE PARTICIPATORY APPROACHES ON THE PILOT SITES

The objectives of the participatory approaches on the pilot sites (i.e. what are we seeking to achieve through participation and what is its added value?), as defined by the national experts, are presented in Table 5 below.

Table 5: Objectives of the participatory approaches on the pilot sites outlined by the experts

Chr�a National Park, Algeria	Ma�mora, Morocco	Barbara Catchment Area, Tunisia	D�zler�amı, Turkey	Bentael, Lebanon
<ul style="list-style-type: none"> Strengthen participation in drawing up and implementing the management plan. Perform collective SWOT analysis, collectively identify management issues and strategies, promote awareness raising and the search for alternatives. Exploit G&S economically in a participatory way. Strengthen cross-sector dialogue and collaboration 	<ul style="list-style-type: none"> Strengthen participation in drawing up and implementing the development plan. Collectively identify issues and strategies for rational management of NR. Draw up and prioritise socio-economic models by exploiting NWFPs. 	<ul style="list-style-type: none"> Develop shared understanding of the NR management approach and the socio-economic and ecological impacts. Identify the area's potential and opportunities for capitalising on it to reconcile the priority needs of users with the sustainable management of NR. Launch and consolidate partnerships and synergies between stakeholders. 	<ul style="list-style-type: none"> Determine the preferences and expectations of stakeholders and prioritise forest values. Facilitate knowledge and experience sharing on forest values and promote collective discussion of problems and solutions. Facilitate conflict resolution, increase the participation of stakeholders in management and improve their trust of government organisations and managers. Improve NR management decisions, plans and policies. 	<ul style="list-style-type: none"> Engagement and involvement of stakeholders in sustainable management Development of economic opportunities for the communities.

Generally speaking, the desire to boost the participation of stakeholders has many objectives, from simple data collection for the target territory, to conflict resolution and the actual involvement of users in decision-making

The participatory approach adopted on the pilot sites resulted in:

- Identifying the individual and collective preferences and expectations of stakeholders (in particular, direct users of woodland areas) and stakeholder dynamics (i.e. synergies and conflictual relationships, power struggles).
- Involving stakeholders in shared diagnostics and identifying the issues (Strengths, Weaknesses, Opportunities and Threats) of the areas, and raising awareness of the importance of participation/consultation in natural resource management and conservation.
- Reducing the disconnect between users, managers and decision-makers by involving stakeholders in drawing up and carrying out action plans and in the management and development actions themselves, and by developing mechanisms for this involvement, the delegation of joint responsibility and the fair distribution of any benefits.
- Involving stakeholders in drawing up actions makes it easier for the proposed management actions and measures to be adopted by the target users.
- Promoting multi-stakeholder and multi-sector cooperation at various levels in order to facilitate the drawing up of integrated development plans and take into account the various development objectives and multiple interests at stake. Encouraging the organisation and cooperation of local people to boost sustainable collective activities for the exploitation of goods and services that generate revenue (e.g. structuring cooperatives, associations, etc.).
- Uncovering existing latent conflicts between the stakeholders and perhaps trying to resolve them through discussion and mediation techniques.
- Increasing the confidence of users and local stakeholders in general with regard to institutions and on-the-ground projects.

Comparative analysis of the approaches (methodologies and activities implemented)

The various approaches were governed by very similar objectives which were generally defined in advance (e.g. reducing excessive visitor numbers, overgrazing and overexploitation, and generating revenue through the exploitation of G&S) and have a shared take on territorial development (i.e. from diagnostics to defining strategic priorities and action).

The various phases of the participatory approaches (Table 6) had the following objectives: a) design a governance structure and/or mechanisms that enable the involvement of stakeholders in the local development process, b) inform and raise awareness among local stakeholders, c) carry out territorial diagnostics (Strengths, Weaknesses, Opportunities and Threats), d) identify stakeholder preferences and expectations (functions and values of woodland areas), e) define strategic priorities and draw up scenarios for change, and f) propose specific courses of action, which need to be followed up with monitoring and assessment indicators.

Table 6: Main phases in the participatory approaches carried out on the pilot sites

Chr�ea National Park, Algeria	Ma�mora, Morocco	Barbara Catchment Area, Tunisia	D�zler�amı, Turkey	Bentael, Lebanon
<ul style="list-style-type: none"> • P1. Proposal of a local governance structure (Local Management Committee – GLC) (expert diagnostics, stakeholder mapping, thematic and participatory workshops); Improvement of management plans. • P2. Shared territorial diagnostics (expert diagnostics, Workshop 2 – shared diagnostics). • P3. Strategic priorities and action plan. • P4. Shared diagnostics on the theme of excessive visitor numbers (Workshop 3 - Governance). • P5. Proposals of actions to regulate excessive visitor numbers in the Park. • P6. Synergy between Components C3 and C2 (G&S and actions under PPDRIs). • P7. Participatory exploitation of G&S (Workshops 4 and 5). 	<ul style="list-style-type: none"> • P1. Creation of the preliminary governance structure. • P2. Shared diagnostics for the territory and its natural and human resources. • P3. Definition of strategic choices: development focuses, priorities and objectives. • P4. Development of the action plan. 	<ul style="list-style-type: none"> • P1. Preparatory phase (information, awareness-raising and organisation of stakeholders). • P2. Basic data collection and technical and community pre-diagnostics. • P3. Participatory planning phase (overall and theme-specific planning, assessment of the feasibility of actions). • P4. Preparation of the report and its approval by the DGF and Plan Bleu. 	<ul style="list-style-type: none"> • P1. Creation of the governance structure. • P2. Analysis of the current situation and development of an action strategy (SWOT). • P3. Specification of priority forest values (decision-making aspects, importance of stakeholders, decision-making criteria, forest values, priorities). • P4. Assessment of the impacts and results of the participatory approach and stakeholder satisfaction survey. 	<ul style="list-style-type: none"> • P1. Planning of the participatory approach. • P2. Implementation of the governance structure. • P3. Implementation of workshops and meetings: Management Committee meeting. <ul style="list-style-type: none"> - Training for young people on planning, preparing and carrying out activities on the pilot site. - Organisation of well-defined activities on the territory with the involvement of various stakeholders (including women).

The national experts and their teams used extremely varied methods and tools in socio-economic, cultural and political contexts that, while very different, have a fair amount in common. This resulted in the decision to apply a regional approach structured around a shared vision of woodland area development and taking into account the specifics of the

pilot sites. The differing contexts also explain why the experts had varying degrees of difficulty in implementing their approaches.

It is difficult to compare these approaches due to the different contexts and objectives, but Table 7 below lists the various methods and tools used, presents their characteristics on the basis of certain criteria, and demonstrates their main similarities and differences. The methods all have their strengths and weaknesses, and the aim is not to favour one approach over another, but to present the aspects characterising each approach and perhaps what differentiates it from the others, and what could help improve future approaches which draw on it.

The approaches can be assessed and compared to a certain extent on the basis of the following criteria:

- The territorial scale for application (e.g. Chr ea National Park, Bentael Nature Reserve, catchment area in Tunisia, etc.);
- The actual level of stakeholder involvement in the process and development plan (diversity of the players involved, their interests and sectors; the representativeness and legitimacy of the people taking part; the involvement of women and young people in the studies and the decisions made);
- The complexity of tools (e.g. pure statistical approach or combination of quantitative and qualitative approaches);
- The objectivity of results, which is particularly dependent on the actual level of participation and the quality of the statistical approach chosen for data analysis;
- The effectiveness of the approach with regard to the specific objectives targeted by the experts;
- The ease with which the approach could be replicated in other contexts and at other scales.

This diversity of approaches and results provide a great breadth of methodological experience. Their application can be considered either at national or regional level by making the relevant adaptations in accordance with the ecological, social, economic and cultural contexts.

Table 7: Methods and tools used in the different participatory approaches (some indicators have been quantified approximately using the + symbol from 0 (minimum) to ++++ (maximum))

Indicators	Chr�ea National Park, Algeria	Ma�mora, Morocco	Barbara Catchment Area, Tunisia	D�zler�amı, Turkey	Bentael, Lebanon
Method	MARP (Accelerated Method of Participatory Research), Diagnostics, SWOT analysis, participatory planning, etc.	Diagnostics, issues, stakeholder dynamics (MACTOR for Matrix of Alliances, Conflicts, Tactics and Objectives between project stakeholders and associated Recommendations), analysis of the key sustainable development variables, scenarios (Godet approach - MICMAC)	Shared diagnostics, participatory planning	R'WOT analysis (SWOT+Ranking) + AHP (MCDM) + Anova (Assessment)	Approach targeted through action (workshops).
Tools	Meetings/forums Site visits Expert diagnostics Surveys Interviews Thematic workshops	Meetings/forums Site visits Expert diagnostics Interviews Discussion groups Workshop Statistics	Meetings Site visits Expert diagnostics Interviews Workshops	Meetings/forum Site visits Expert diagnostics Interviews Workshops Statistics	Meetings Site visits Focus groups SWOT workshop (women) Training (young people)
Scale	Nature Park	Grazing parks	Part of the Catchment Area	Forest division	Nature reserve
Simplicity of the approach	++ Simple quantitative and qualitative methods	+++ Relatively complex quantitative and qualitative methods	++++ Qualitative approach	+ More complex due to the statistical complexity	+++ Qualitative approach

Indicators	Chr�ea National Park, Algeria	Ma�mora, Morocco	Barbara Catchment Area, Tunisia	D�zler�amı, Turkey	Bentael, Lebanon
Representation of the various stakeholders and interests	+++ Fairly broad range of stakeholders	++++ Very broad range of stakeholders	++ Fairly narrow range of stakeholders	+++ Fairly broad range of stakeholders	+ Narrow range of stakeholders – activities targeted at women/young people
Participation of women	++ Participation of women (administrative officers, members of associations, forest users, Park managers, etc.)	++ Women collecting wood were surveyed	++ Involvement of women in the participatory development plans	0 The cultural barrier made it difficult to create a connection between the female users and the managers	+++ Women and young people were targeted by the training and revenue-generation workshops
Cross-sector approach	++ Ministry of Agriculture, Rural Development and Fisheries; Ministry of Water Resources and the Environment; Ministry of Territorial Development, Tourism and Handicraft	++ Ministry of Agriculture and Maritime Fishing; Ministry of Energy, Mines, Water and the Environment; Ministry of the Interior; Ministry of Tourism; Ministry of Housing, Urbanism and City Policy	++ Ministry of Agriculture, Water Resources and Fisheries; Ministry of the Environment	++ Ministry of Agriculture; Ministry of Environment	++ Ministry of Agriculture; Ministry of Environment
Objectivity (strength of analysis and representation of stakeholders / interests)	++ Fairly broad range of stakeholders; qualitative and quantitative approach; relatively simple statistical analysis	+++ Very broad range of stakeholders; qualitative and quantitative approach; in-depth statistical analysis	++ Fairly narrow range of stakeholders; fairly in-depth qualitative analysis	+++ Fairly broad range of stakeholders; qualitative and quantitative approach; very in-depth statistical analysis	++ Narrow range of stakeholders and qualitative analysis only
Effectiveness (in meeting the objectives set)	+++ In-depth approach that met the objectives set	+++ Very in-depth approach that met the objectives set	+++ Less in-depth approach, but which still met the objectives set	+++ Focused approach that met the objectives set	+++ Highly targeted and quick approach that met the objectives set
Ease of replication	+++ Relatively easy as the method is well-known and frequently used and the statistics are simple	++ Moderately easy as the method requires staff to be well trained in sociology and socio-economics	++++ Relatively simple as the approach is primarily qualitative	+ Relatively difficult as the approach requires staff to be well trained in statistics	++++ Simple as the method is well-known and frequently used

There is a diversity of approaches, particularly with regard to the implementation phases, tools used to collect and analyse data, the sectors covered and the stakeholders consulted (involvement of state and non-state, public and private stakeholders, sometimes including women and young people).

In order to complete their studies, the experts used a large number of common tools (e.g. site visits, surveys/questionnaires, meetings, focus groups etc.). These tools were key for the efficient planning of their activities, the coordination and cooperation of the various stakeholders concerned and the completion of proper shared diagnostics of the areas. However, the rigour of the analyses varied depending on the situation. In-depth statistical analysis was carried out on the D zler amı site (Multiple-criteria analysis, Analytic Hierarchy Process) and socio-economic analysis was

performed for Maâmora (MACTOR, MICMAC analysis, etc.), whereas the approaches used for the Chr  a, Bentael and Barbara sites were more qualitative, without this reducing the lessons to be learned.

The participation of women varied a lot, with significant participation in the approach carried out on the Bentael site thanks to a workshop specifically for women, moderate involvement on the Maâmora, Chr  a and Barbara sites, where women were surveyed (NWFP collectors, members of associations, etc.) and/or contributed to development plans, and finally, relatively limited involvement in Turkey due to the cultural context and communication difficulties with the female public.

For all the case studies, the approaches can be considered relatively objective (a multitude of stakeholders were involved and their viewpoints and interests were reflected in the results) and effective (they were reasonably successful in meeting their objectives). They could be replicated both nationally and regionally. However, all the approaches need to be adapted to local contexts and require significant expertise in participatory approaches. Some of them also require more in-depth expertise due to the tools used and the analysis performed (e.g. D  zler  amı and Maâmora sites).

Comparative analysis of results

The projects implemented on the five pilot sites generated very different results, some tangible and others not. They will be very useful for future studies on the same sites and will also form a solid foundation for concerted and integrated management of woodland areas beyond the sites themselves, in the countries concerned and across the Mediterranean. There is a clear agreement for using these results and incorporating the participatory approach into public policies and then into the development processes for woodland areas. Table 8 summarises the main results obtained by each partner country.

Table 8: Main outputs and results obtained via the various participatory approaches

Indicators	Chr�ea National Park, Algeria	Ma�mora, Morocco	Barbara Catchment Area, Tunisia	D�zler�amı, Turkey	Bentael, Lebanon
Tangible outputs	<ul style="list-style-type: none"> Stakeholder map Expert and shared diagnostics SWOT matrix Analysis of stakeholder life strategies Governance structure model Map identifying exploitable G&S Development scenarios Management recommendations / Courses of action (excessive visitor numbers, exploitation of G&S under extended PPDRIs) 	<ul style="list-style-type: none"> Stakeholder map and power balance Expert and shared diagnostics SWOT matrix Governance structure model Eco-socio-economic development models Development scenarios Management recommendations / Courses of action as part of PDITs (forest stands, etc.) 	<ul style="list-style-type: none"> Stakeholder map Expert and shared diagnostics Governance structure model Identification of exploitable G&S Management recommendations / Courses of action (rangeland, cork, etc.) 	<ul style="list-style-type: none"> Stakeholder map Expert and shared diagnostics SWOT matrix Governance structure model Identification of the G&S to be exploited Management recommendations / Courses of action (e.g. wildfires) 	<ul style="list-style-type: none"> Stakeholder map Identification of exploitable G&S Courses of action to generate revenue
Intangible results	<ul style="list-style-type: none"> Better knowledge of the Park New governance dynamic Shared understanding of management Stakeholders involved, informed, trained and convinced Move towards better organisation of stakeholders and co-management partnerships (picking) 	<ul style="list-style-type: none"> Better knowledge of the forest New governance dynamic and extension of the consultation process Better organisation of stakeholders and co-management partnerships (cork) 	<ul style="list-style-type: none"> Better knowledge of the site New governance dynamic and extension of consultation Organisation / joint responsibility of stakeholders and partnerships (cork) Inclusion of forest issues in PDCs (sectors working together) 	<ul style="list-style-type: none"> Better knowledge of the site New governance dynamic Extension of the consultation process 	<ul style="list-style-type: none"> Better knowledge of the site New governance dynamic (shared responsibilities, involvement via action) Participation of vulnerable groups Conflicts brought to light

Clear influence of the participatory approaches on current or planned management or development plans:

Table 9 below presents an analysis of the influence of the participatory approaches carried out on existing or planned management and/or development plans on the pilot sites (see Appendices 2 to 6 for more details). For the sites with management and/or development framework documents, one of the approach's objectives was to influence their revision and update. Overall, this objective has not been directly met and at this stage, the revised plans do not seem to have truly incorporated the recommendations that emerged. However, it is expected that the FGEF experiment and the recommendations made will help guide the implementation of actions on the ground and the revision of future plans.

Table 9: Status of the management and/or development plans on the pilot sites and influence of the FGEF project's participatory approaches on their revision or implementation

Pilot site	Influence of the participatory approach on current or planned management and development plans
Chr�ea, Algeria	<p>Chr�ea National Park is a classified Biosphere Reserve, and also has a governance model set by law and a renewable five-year management plan.</p> <p>The FGEF approach developed a viable, innovative and consensus-driven option for a participatory management structure which could be rolled out more widely at a local level. It used a participatory process to make recommendations for site management, in particular the management of excessive visitor numbers and the socio-economic exploitation of ecosystem goods and services. It also generated ideas for projects to implement under PPDRIs.</p>
Bentael, Lebanon	<p>Bentael Nature Reserve has a governance model set by law and a 5-year management plan.</p> <p>The FGEF approach did not directly influence the plan content as such, given the short duration of on-site operation. However, the new form of governance promoted is based on greater involvement of the relevant stakeholders (in particular local communities) in management decisions and on the distribution of responsibilities. This should help management of the area to adapt better to current and future environmental and socio-economic challenges, thereby ensuring the long-term conservation of resources and the resilience of the ecosystems and communities that depend on them.</p>
Ma�mora, Morocco	<p>Ma�mora Forest has a new development plan (DP), which was approved in 2015 following an inventory and a socio-economic study based on participatory diagnostics performed at douar level and the analysis of Silvopasture Management Associations (AGSPs) and Economic Interest Groups. However, the proposals were not included in the new DP, which is limited to technical measures and actions, and do not seem effective for dealing with the issues facing the various stakeholders in question.</p> <p>The FGEF approach identified to what extent management plan actions could be considered and implemented from a participatory perspective. It recommends the implementation of seven types of eco-socio-economic development models with the aim of providing effective conditions and resources for the success of the technical actions planned by the DP. The approach lays the foundations for revising the terms of reference for the socio-economic study of forest and catchment area DPs, which should help better tackle the social issues of areas and facilitate the implementation of the on-the-ground actions required. It is also a basic reference for developing and implementing integrated development plans and territorial projects.</p>
Barbara Catchment Area, Tunisia	<p>The pilot site located in the Barbara catchment area does not have an active development plan, but due to its significant socio-economic and ecological vulnerability, two participatory projects are currently in operation here: the Northwest Mountainous and Forested Areas Development Project and the integrated forest management project.</p> <p>The FGEF approach planned to update the forest DP and use it as a guideline and planning framework, by organising it into integrated and concerted natural resource management plans. However, the context has not yet allowed for this update, which is scheduled for 2016. Nevertheless, the approach has consolidated current initiatives, by strengthening the involvement and cooperation of stakeholders in the management of forests and peripheral forest areas, and by incorporating socio-economic development into management actions, taking into account the interests of the users of these resources via co-management, on the basis of clearly identified socio-territorial units and sectors and better organised local stakeholders with stronger capacities.</p>
D�zler�amı Forest, Turkey	<p>D�zler�amı Forest is State property with a ten-year management plan, whose design and implementation is only partially participatory.</p> <p>The FGEF approach helped design an innovative governance structure, which is more representative of the diversity of the site's stakeholders and their interests. Consultation with a large number of stakeholders and a multi-criteria analysis on the basis of data collected via questionnaires helped identify the preferences and expectations of stakeholders, include their viewpoints and opinions in the management recommendations produced, and even reduce tensions and resolve conflicts regarding the management of local natural resources. The approach has therefore laid the foundations of multi-stakeholder management which addresses current and future challenges in all their complexity, while taking into account the socio-economic development of users.</p>

One of the key results of the approaches was the implementation or proposal of governance structures adapted to the contexts of the pilot sites. The structures proposed and tested by the five countries are illustrated below (Figure 6).

Figure 6 : Diagrams of the governance structures proposed and tested by the five partner countries

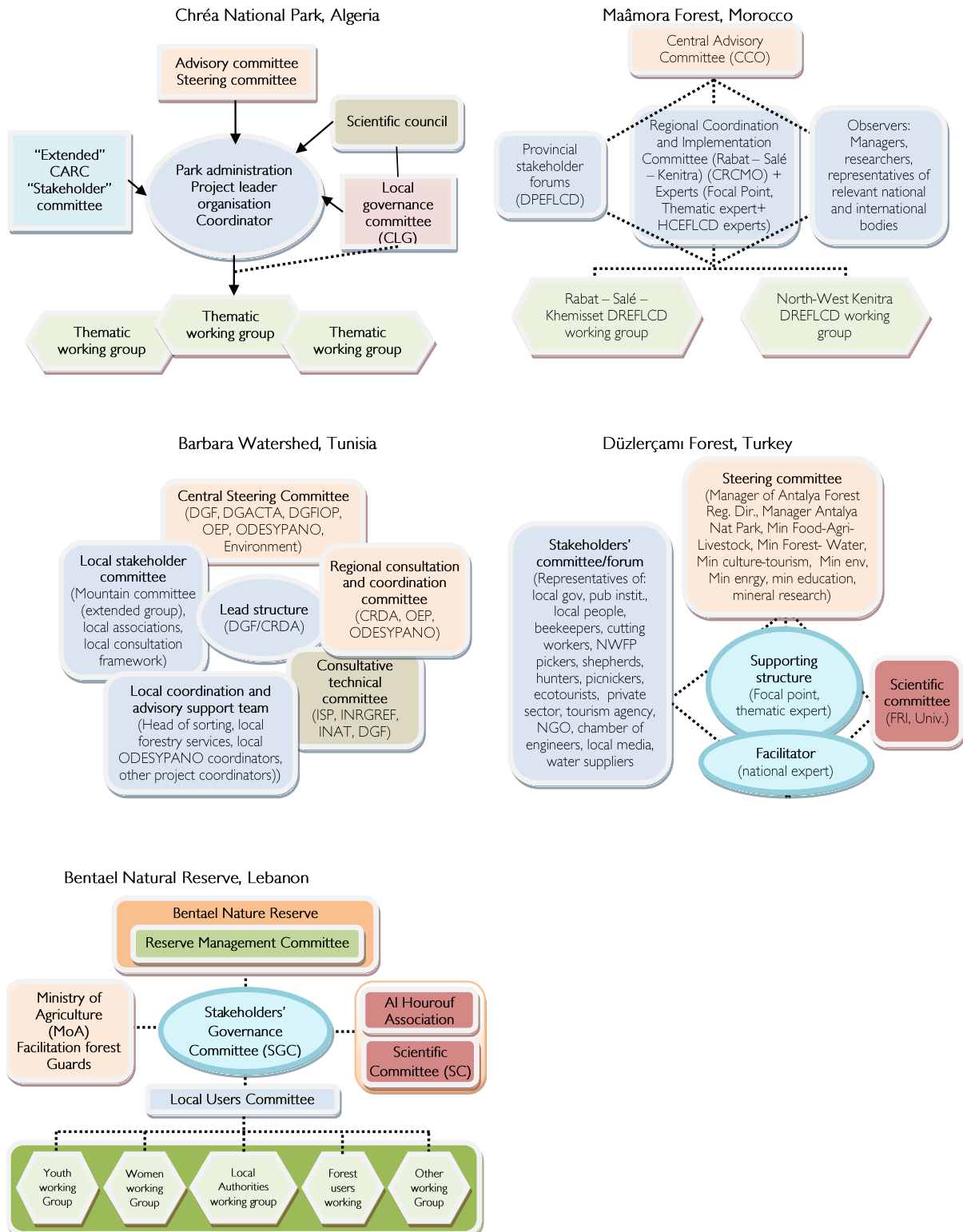


Table 10 summarises the composition of the governance structures and compares them on the basis of various criteria, including the status of the (planned or existing) governance structure (GS_t), its institutional foundation (legal status), representativeness, durability of the working groups created, the involvement of women and young people, the explicit

or non-explicit nature of decision-making mechanisms, the actual influence of users on management plans, its functionality and effectiveness, and the inclusion of scientific and technical skills.

All of the proposed governance structures involve the various stakeholders recognised as having an interest in site management (identified via stakeholder mapping carried out on each site). That said, the selection criteria for the different participants vary and are not always explicitly stated (How is it decided when the various stakeholders will take part? How is their decision-making power determined for the process in general, and more particularly, for site management?). Furthermore, although the experts made an effort to define the rules for participation in the approach and governance structure, with varying levels of rigour, they are not always as clear as they should be. In the end, these structures are proposals and have not, as yet, been set out in any particular status. Their institutional foundation and durability are therefore far from guaranteed, as is their real impact on the management / development plans (How will user participation in developing and implementing the following plans be organised? Has a consultation strategy been defined?). In order for development plans to be drawn up in a participatory manner, users and local and state officials must cooperate in accordance with a protocol that stakeholders need to own and support.

Table 10: Composition of the proposed governance structures (GSt) (some indicators are quantified approximately using the + symbol, from 0 (minimum) to ++++ (maximum); NA – non-applicable)

Indicators	Chr�ea National Park, Algeria	Ma�mora, Morocco	Barbara Catchment Area, Tunisia	D�zler�amı, Turkey	Bentael, Lebanon
Composition of the governance structure?	<ul style="list-style-type: none"> Advisory Board + Steering Committee Scientific Council Extended CARC: Stakeholder Committee Local Governance Committee (CLG) Leader: PNC + possibly a coordinator Thematic working groups 	<ul style="list-style-type: none"> Central Advisory Board Leader: Regional Coordination and Implementation Committee Provincial Stakeholder Forum Regional working groups Observers 	<ul style="list-style-type: none"> Steering Committee Leader (DGF/CRDA) Regional Consultation and Coordination Committee Local Stakeholder Committee Consultative Technical Committee 	<ul style="list-style-type: none"> Steering Committee Support structure + Facilitator Stakeholder Committee/Forum Scientific Committee 	<ul style="list-style-type: none"> Management Committee Stakeholder Committee MoA/Forest rangers Al Hourouf association Scientific Committee Working groups
Planned or existing governance structure (GSt)?	GSt tested and under formation	GSt tested St monitoring = planned	GSt tested	GSt tested	GSt tested
Institutional foundation?	Status to be defined (association or other)	Status to be defined	Not permanent	Not permanent	Status to be defined
Representativeness?	+++ (broad range of stakeholders, sectors and interests)	+++ (broad range of stakeholders, sectors and interests)	+++ (broad range of stakeholders, sectors and interests)	+++ (broad range of stakeholders, sectors and interests)	+++ (broad range of stakeholders, sectors and interests)
Durability of the working groups?	Possible thanks to institutionalisation	To be replaced by local performance and monitoring committees	NA	NA	Dependent on the facilitators and the capacity to generate objectives to work towards
Presence of women and young people?	+ Needs promoting	+ Needs promoting	+ Needs promoting	+ Needs promoting	++ Needs promoting
Explicit decision-making mechanisms?	+++ Participation and decision-making rules clearly established	+++ Participation and decision-making rules clearly established	+++ Participation and decision-making rules clearly established	+++ Participation and decision-making rules clearly established	+++ Participation and decision-making rules clearly established

Real influence of users on management plans?	+ Influence still limited, but will be strengthened in the future following this experiment (extended governance, consultation for management, socio-economic development actions)	+ Influence still limited, but will be strengthened in the future following this experiment (extended governance and socio-economic development models)	+ Influence still limited, but will be strengthened in the future following this experiment (extended governance, new terms of reference for revision of DPs, socio-economic development actions)	+ Influence still limited, but will be strengthened in the future following this experiment (extended governance, socio-economic development actions)	+ Influence still limited, but will be strengthened in the future following this experiment (extended governance, socio-economic development actions)
Functionality, effectiveness?	+++ GSt functional when the planned mechanisms are applied	+++ GSt functional when the planned mechanisms are applied	+++ GSt functional when the planned mechanisms are applied	+++ GSt functional when the planned mechanisms are applied	+++ GSt functional when the planned mechanisms are applied
Integrated scientific and technical skills?	+++ Scientific council	+++ Supervision / expert, observers	+++ Consultative technical committee	+++ Scientific committee	+++ Scientific committee

Various obstacles and blockages to participation were highlighted by the national teams in their reports and during one of the working groups at the final workshop held in Nice in October 2015. They are summarised in Table 11 below and accompanied by some recommendations for removing them.

Table 11: Main obstacles to participation highlighted by the national experts and recommendations

Description of obstacles to participation	Recommendations / areas for improvement to remove the obstacles
<ul style="list-style-type: none"> • Institutional and/or legal frameworks are not always well defined and not necessarily suited to developing participatory governance. • Consultation tools have limited scope (e.g. access restriction partnerships). 	<ul style="list-style-type: none"> • Capitalise on experiences and adapt the institutional and legal frameworks for greater consultation and to promote the development of co-management (bilateral or multilateral “win-win” partnerships). • The terms of reference for development plans must take the participatory approach into account and plan for mechanisms to execute suitable contracts. • The participatory development plans need to be institutionalised.
<ul style="list-style-type: none"> • Land ownership issue: property/usage rights = source of conflict, claims and obstacles. Who is authorised to exploit the resources and to what extent? Who benefits from proper management? 	<ul style="list-style-type: none"> • List forest users and exploitation methods. • Consider ownership issues to facilitate co-management. • Draw up specifications to define usage rights (concessions? others?).
<ul style="list-style-type: none"> • Decentralisation and deconcentration are not optimal and the management of forest areas is probably still too centralised. 	<ul style="list-style-type: none"> • Promote decentralisation (transfer some State competencies and the associated resources to local authorities) and deconcentration: delegate decision-making resources and powers from the central administration to external State departments (to be defined precisely: local authorities? others?).
<ul style="list-style-type: none"> • The primary needs of poor populations are often not covered and they do not, therefore, make participatory conservation a priority. 	<ul style="list-style-type: none"> • Make meeting the vital needs of the population a priority (transport infrastructure, healthcare, nutrition, education, etc.).
<ul style="list-style-type: none"> • Many stakeholders have developed a certain mistrust of public policies and projects following unkept promises, projects that have not been carried out and projects which have failed to achieve the planned impacts or generate the desired benefits. 	<ul style="list-style-type: none"> • Improve and strengthen the credibility of the forest administration by using honest and realistic language to avoid generating expectations that cannot be met. • Ensure that sufficient funding is released to finance concerted actions planned. • Ensure that actions benefit a large proportion of the population and not just a few individuals.
<ul style="list-style-type: none"> • Communication, cooperation and synergies are often insufficient between decentralised technical departments, 	<ul style="list-style-type: none"> • Promote interministerial and cross-sector cooperation for territorial planning, particularly for forests.

local management structures, elected officials and the authorities.	<ul style="list-style-type: none"> • Seek the involvement and agreement of the competent ministries and local elected officials.
<ul style="list-style-type: none"> • Lack of awareness of participatory approaches on the part of local populations, decision-makers and managers. • The decision to involve stakeholders in decision-making (e.g. women, young people, nomad peoples) is not yet a "cultural reflex". 	<ul style="list-style-type: none"> • Raise awareness among stakeholders of the usefulness and benefits of concerted management, but also of associated difficulties and real issues. • Raise awareness among stakeholders of the gender approach and the importance of including vulnerable groups in management decisions.
<ul style="list-style-type: none"> • Forest training on participatory/concerted development aspects is still little developed. 	<ul style="list-style-type: none"> • Provide capacity building / training for forest engineers, technicians and operators in integrated and concerted multi-functional development. Introduce real training, study, follow-up and assessment plans (especially when launching management plans).
<ul style="list-style-type: none"> • The organisation of local stakeholders and sectors is not optimal (e.g. associations, cooperatives), which makes it difficult to generate a collective drive for consultation and management. 	<ul style="list-style-type: none"> • Promote the sector approach: support the organisation of sector stakeholders and the distribution of benefits and added value throughout the value chain (with returns primarily for managing populations, who then play a conservation role for forests).
<ul style="list-style-type: none"> • The financial resources for forest management are insufficient (financial procedures are sometimes rigid and closed off; long deadlines). 	<ul style="list-style-type: none"> • Adapt procedures to facilitate national and international funding (financial institutions, banks, etc.) and link funding to indicators for objectives, methods and results in order to assess the effectiveness and efficiency of projects/actions.
<ul style="list-style-type: none"> • Limited involvement of scientists and local experts in the approaches. 	<ul style="list-style-type: none"> • The academic sector and local experts need to be involved, scientific and technical studies need to be promoted, and knowledge and results need to be better capitalised on. Work in partnership with research centres and universities.

Analysis of synergies between the components

The synergies observed between the experts for the various FGEF Project Components demonstrated that these components supply each other with data, experiences and methodologies, and that participatory governance is common to the various Components and plays a key role in sustainable territorial development. The building of rational participatory governance under Component 3 is clearly supported by the ecological, physical and socio-economic studies and data from the other Components, with regard to climate change and the economic assessment of the value of goods and services.

Scientific understanding of the impacts of global changes (climate and socio-economic change) on ecosystems and their habitats (C1) and understanding of the issues facing Mediterranean societies helps design and implement suitable collective mitigation and adaptation strategies and actions in order to create more resilient and sustainable societies (e.g. reducing the emissions of production sectors, promoting adaptive silvicultural techniques, reforestation or the fight against deforestation for carbon sequestration (REDD+) (C4)).

Mapping and analysing ecosystem G&S and assessing their socio-economic value (C2) can serve as a basis for collectively designing and implementing reasoned strategies for the conservation, sustainable use and exploitation of ecosystems and natural resources in the long term, particularly by developing sectors with potential. These studies can guide the implementation of innovative incentives, whether financial or other mechanisms, such as payment for ecosystem services (PES) or environmental tax, etc. The information they generate therefore significantly increases the economic efficiency of public investments in forest development and management.

There is no doubt that consultation is at the heart of strengthening experience sharing and cooperation between stakeholders and sectors at all levels, in particular as part of the Collaborative Partnership on Mediterranean Forests (CPMF), with the aim of working for the sustainable development of Mediterranean territories and the societies that depend on them.

Main lessons learned from the pilot studies and potential for roll-out across the Mediterranean

The following strengths can be highlighted with regard to the approaches carried out and potential for roll-out:

- The various studies significantly improved knowledge of the pilot sites by generating new data and tools. Objectives included collection and analysis of ecological and socio-economic data, analysis of stakeholder preferences and relationships and identification of the sites' Strengths, Weaknesses, Opportunities and Threats. Socio-economic, sociological and ecological studies therefore need to be continued in order to supplement knowledge already acquired and support decision-making on the basis of sound arguments that facilitate "made-to-measure" management systems in line with the characteristics of the territories and real needs.
- The approaches generated new dynamics of collective management and learning through action on the sites by informing stakeholders, promoting joint stakeholder responsibility for their area and encouraging voluntary conservation. Stakeholders began to take ownership of the approach, which is a key factor for its long-term future. It is therefore important to continue the activities, going beyond what has been done so far, or risk seeing the momentum created die down and losing stakeholder trust. Implementing the socio-economic development models and management measures that emerged from consultation is therefore critical.
- The participatory approaches form the foundation for revising the terms of reference for the socio-economic study of the forest and catchment area development plans, which do not currently deal with the real social issues facing territories. This factor is often one of the causes of failure for the technical operations set out in management plans. The results therefore need to serve as a reference for developing and implementing integrated and concerted development plans and territorial projects.
- The activities demonstrated the great potential for the exploitation of G&S and the fact that the sustainable use of goods and services could be improved by bringing some formal structure to exploitation activities (listing and organising stakeholders / structuring interesting sectors) and a more suitable legislative framework.
- At a Mediterranean region level, the success of the participatory management of territories and natural resources depends on capacity building for local communities in terms of planning and their positive engagement in decision-making.
- At a Mediterranean region level, the partners highlight the crucial importance of this type of project for sharing experience, data and best practice between the various countries' experts and institutions, on a technical and political level, and emphasise that regional projects are more capable of attracting financial institutions than national projects.

Difficulties encountered on the pilot sites and recommendations for tackling them:

- The studies encountered an initial lack of ecological and socio-economic data which made it more difficult to conduct diagnostics work, define actions (decision-making) and carry out the Component 2 socio-economic studies.
- The experts recommend continuing the studies and data collection on the pilot sites, using uniform methods where possible (in particular for Component 2: assess the socio-economic value of G&S) and highlight the importance of working on the various components on the same site in order to develop integrated management of territories. They underline the key role played by the research sector in these studies.
- Experts generally encountered difficulties getting enough stakeholders involved with a range that was sufficiently representative of the multiple interests at stake, and involving women, young people and other vulnerable groups (including nomadic people). The active involvement of local stakeholders in development seems to have come up against the fact that they often do not consider participation a priority, as many of their basic needs are not met. Generally speaking, stakeholder organisation could be improved, although cooperatives and groups do already exist. Cultural considerations appear to be a significant obstacle for the participation of women.
- We note that work is required to organise/structure local stakeholders in order to increase lobbying power and pool resources etc., for example, by encouraging the creation of small associations or cooperative groups with common interests, in particular in a family context (e.g. in Algeria) and by working across all relevant sectors.

- In order to improve the gender balance and opportunities for vulnerable groups to participate, the experts recommend including more women on technical teams in order to create links between the administration, managers and female users and managers. The methods used and activity calendars also need to take into account people's lifestyles and schedules.
- The "project" approach, i.e. performing studies and accessing short-term funding appears to be a factor that greatly limits opportunities for extending participatory processes. The fact that forest development needs to be considered in the long term (adaptive silviculture, regeneration, etc.) makes this limitation even more significant.
- The experts therefore underline the importance of promoting longer studies and approaches with greater investigative resources which support capacity building for individuals and local organisations via awareness-raising, popularisation, training, studies and monitoring activities for professional organisations, cooperatives, associations and rural communities.
- The countries highlight the importance of implementing innovative funding mechanisms for management/conservation actions (e.g. multilateral contracts for co-management, public-private partnerships, payment for environmental services) and receiving funding via new cooperation projects, particularly at a Mediterranean level.
- Unsurprisingly, the land ownership issue (property and usage rights) appears to be highly complex on all sites, in particular in publicly-owned territories. Users are often not listed and it is difficult to regulate uses.
- Courses of action are proposed for adapting legal frameworks and facilitating co-management approaches, for example, in Algeria a committee was created to discuss and propose a law promoting the granting of concession deeds to resident farmers.
- Listing users of rights is recommended. Their involvement in user groups could be monitored and rights could be granted in exchange for the payment of tax and the implementation of best practices.
- The experts recognise that drawing up truly participatory development plans is difficult and that this objective has not yet been achieved. In particular, they highlight the technical complexity of the plans and the absence of a well-defined protocol for incorporating the results of consultation.
- The countries are therefore currently considering revising the terms of reference for their development missions to cover the multi-functional nature of woodland areas, the multiple stakeholders and sectors involved and socio-economic development issues in a more holistic and integrated way. This would mean systematically including awareness-raising and consultation activities for all the relevant stakeholders and sectors, which is necessary for the sustainable management of territories.
- The countries emphasise the gaps in the training of forest managers and leaders with regard to current issues, in particular the need for consultation, understanding the impacts of climate change and the anthropogenic pressures on ecosystems. The management paradigm needs changing and players in the forest value and knowledge chain need to get ready.
- Forest managers therefore need to receive continuous training for implementing consultation processes and, in technical areas, for drawing up and implementing integrated and concerted multifunctional management/development plans. They also need training in communication/awareness-raising as these are key factors for getting populations and managers to accept and appropriate projects and actions, which is vital for their success.

For the participatory process itself, these experiments brought to light some recommendations for improving the quality of consultation:

- Include the participatory approach and socio-economic development in forest development and territorial development as a whole, with a priority on cross-sector prospective ecosystem-wide approaches (e.g. forest, agriculture, tourism, energy, housing).
- Encourage the institutional foundation of the participatory approach with the support of government and elected officials at relevant levels (e.g. communities, municipalities, region, catchment area, country) by using recognised tools to enshrine clear agreement between stakeholders (e.g. contracts, charters, MoUs). To this end, it is good to capitalise on existing consultation mechanisms and structures and to encourage and support the adaptation of political and legal frameworks (e.g. partnerships).
- Ensure the legitimacy and neutrality of initiative leaders and comply with the existing institutional framework. The role of the lead structure and the personal engagement of coordinators are key factors for the success of approaches and actions. Sufficient long-term human and financial resources therefore need to be released.
- Promote the actual participation of all interested local stakeholders from the start of the project to its roll-out and the monitoring of on-the-ground actions, and particularly ensure the involvement of elected officials and the representativeness and legitimacy of representatives (individuals, groups, public/private, women, etc.): the creation

and representativeness of local management structures need to reflect local populations so that they can deal with individual issues and lobbies.

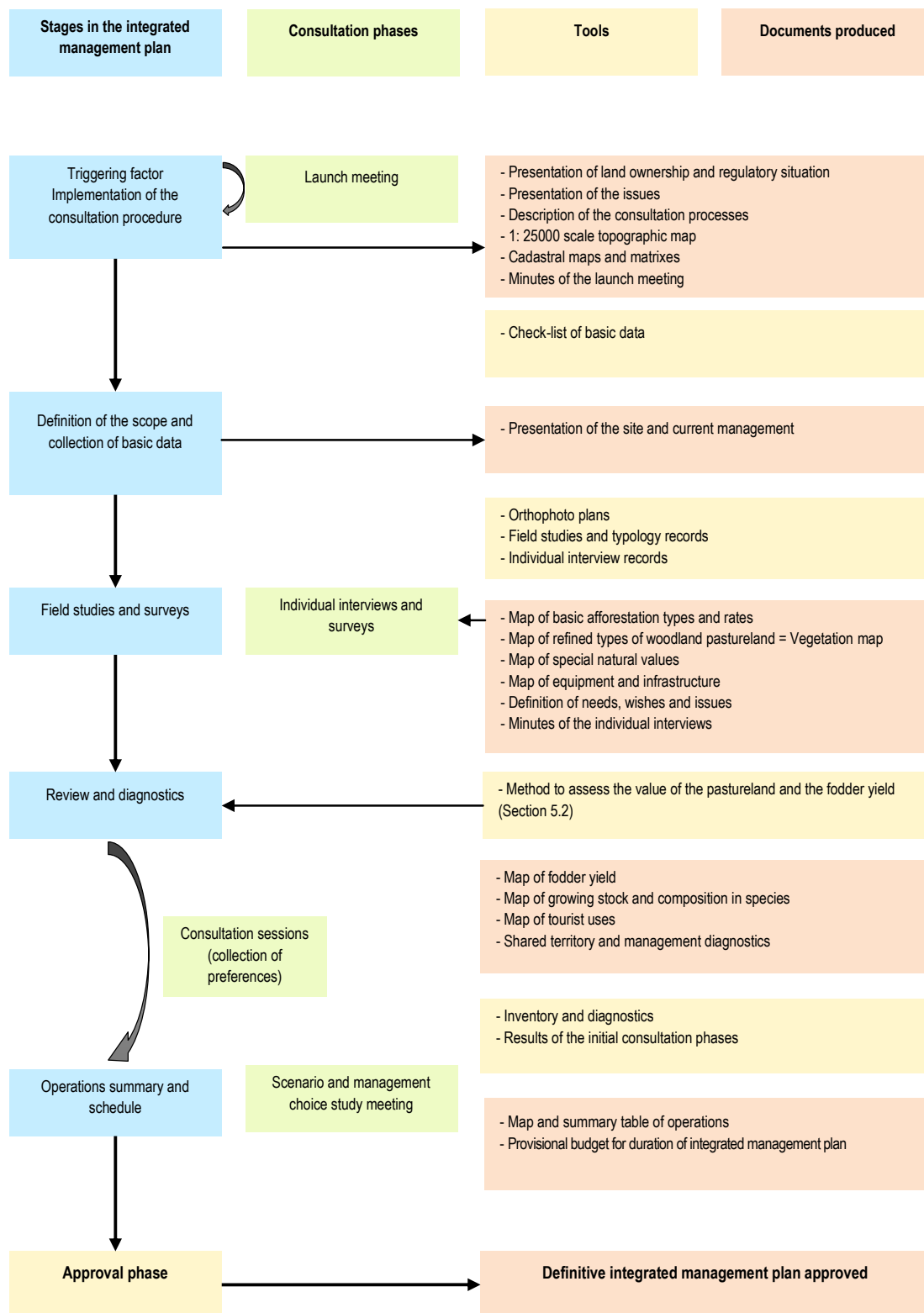
- Carefully plan the participatory process while retaining a certain level of flexibility, set realistic objectives depending on the issues and resources available (time, money, etc.), draw up clear rules for stakeholder participation and decision-making, specifying the rights and responsibilities of all people involved: Who is taking part? To what end? At what point in the process? How? How are the opinions used? What decision-making mechanisms are used?, etc.) and build a climate of openness and trust by avoiding generating false expectations and ensuring opportunities for feedback and sufficient information for participants (transparency, clarity).
- Design and implement a long-term consultation approach with iterative and collective learning through action and the development of a local culture of dialogue and consultation. Seek to make projects more technically and (ideally) financially autonomous and support their ownership by stakeholders (administrations, populations, private sector, NGOs, etc.) in order to ensure their long-term future.
- Properly consider the scale of operation and the (physical, social and spatial, etc.) consistency of the territory with work beyond the forest, considering the entire territory, its outskirts, and any more distant influential areas (e.g. in the country or in other countries). The work unit needs to be carefully selected according to the social, political, administrative, geographical and ecological context and on the basis of shared diagnostics. It does not have to correspond to administrative boundaries (e.g. work across a catchment area or socio-ecological unit).
- Implement on-the-ground actions that use co-management mechanisms on the basis of suitable legal tools (e.g. multilateral contracts) and encourage performance using local labour and resources, where possible, in order to help local populations appropriate the approach and encourage greater commitment from them.
- Ensure that staff, managers and populations are adequately trained a) in participatory techniques for identifying the issues and the joint development and appropriation of scenarios and management options, and b) in statistics, for the people responsible for analysing socio-economic data.
- Encourage research work into monitoring ecosystems (e.g. studies into the impact of management and socio-economic and climate change on ecosystems and the G&S they provide) and make them available to society and decision-makers as a decision-making tool and a way of sharing best practice.

The development of participatory/concerted management approaches clearly needs to be considered in light of the different social, political, cultural, technical and institutional contexts of each country and these approaches need to be able to deal with the specific issues facing the target territories. So although the participatory approaches use common aspects of good governance (e.g. consultation, transparency, respect, legitimacy, etc.), there is not really a model approach applicable to all situations in Mediterranean countries, but instead diverse approaches with their specific characteristics.

The gradual development of an institutional ("institutionalisation") and social foundation (understanding and ownership by stakeholders) for concerted management can only be achieved by significant effort, sufficient human and financial resources, strong cross-sector and cross-border cooperation, deep political agreement and lots of patience and passion.

In order to include consultation at all levels of woodland development, countries could envisage drawing on the project and any previous experiences to develop and implement an "integrated and concerted multi-functional development scheme for woodland areas", which is perfectly suited to their context, as illustrated by the example flowchart below for the integrated management of silvicultural areas in the Jura Arc in France and Switzerland (figure 7).

Figure 7. Example flowchart for drawing up an integrated and concerted development plan (Source: Barbezat and Boquet, 2008)



Conclusion

The five participatory approaches implemented have a number of similarities and could be applied in the partner countries and at a regional level, despite the different contexts. The methodologies, tools and results form a very useful and relevant framework for best practice in governance and sustainable development for the entire Mediterranean basin, although they would need to be adapted to national or local specifics in order to be replicated.

- These territorial prospective systems approaches were carried out according to a coherent method based on a shared vision of rural development of the areas with and for their residents. They were able to tackle the environmental, social and economic aspects in a cross-cutting way, with a long-term vision.
- They were driven by the shared challenges and objectives of conserving ecosystems and natural resources, promoting sustainable socio-economic development, reducing poverty and mitigating and adapting to climate change.
- The experts at least partially built their governance models on existing systems (e.g. CARC, Development Committee - CD), taking into account national contexts (political, institutional and legal frameworks, land ownership/usage rights, organisation of stakeholders and sectors, etc.), which should facilitate their “institutional foundation” and contribute to their continuation after this project.

The studies carried out under the FGEF project, in particular Component 3, therefore clearly strengthen the work performed under the CPMF towards international cooperation, data exchange and experience sharing between Mediterranean countries.

By promoting the development and territorial expansion of forms of participatory governance that are adapted to the challenges facing 21st century woodland areas and incorporated into public policies and operational development processes, these pilot studies have made an undeniable contribution to developing the Mediterranean strategy for the integrated and concerted management of forest ecosystems, with the aim of achieving sustainable development across the entire Mediterranean Region.

Mediterranean countries therefore need to keep up their efforts to capitalise on experiences and continue current momentum to bring about real changes to the management and sustainability of woodland areas in the region.

Cooperation projects and synergies with networks, initiatives and stakeholders working in the field of concerted development (e.g. the Mediterranean Model Forest Network, Mediterranean Forest Communicators Network, FNCOFOR, Communicators Network, etc.) need to be encouraged, which requires the release of funding.

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APPENDIX 2: ANALYSIS OF THE DIFFICULTIES ENCOUNTERED AND THE POSSIBLE CAUSES OF ANY OBSTACLES TO THE PARTICIPATORY APPROACH ON THE JABAL MOUSSA PILOT SITE (LEBANON)

This summary of the possible causes of any obstacles is based on interpretation of the information provided by the Association for the Protection of Jabal Moussa (APJM) and the national expert in charge of the on-site approach. The possible causes are presented as questions, highlighting the fact that they reflect personal opinions and have not necessarily been substantiated.

- An existing governance structure with full site management authority was no doubt a significant challenge. Did it make dialogue and governance restructuring more difficult?
- Does the mixed nature of land ownership (45% - Clergy, 20% - Municipalities, 35% - Private) and overlapping statuses and responsibilities (Clergy land: protected natural site - biosphere reserve under the jurisdiction of the MoE and MoA, managed since 2007 by the Association for the Protection of Jabal Moussa (APJM) (via 9-year contracts)) make management more complex than on other sites, particularly fully public sites?
- Are managers afraid of sharing their power / losing control of forest resources to local communities or other entities, and therefore of not being fully in control of their investments and any returns?
- Do managers want total control of information about the site and the viewpoint of communities, and only authorise meetings that they have scheduled and can attend?
- Are managers afraid of dealing with more complex management because it opens up participation and risks upsetting the existing dynamics that function well, in particular by uncovering latent conflicts?
- Did a lack of communication / transparency / consultation with managers while drawing up the methodology lead to misunderstandings?
- Were the site dynamics and existing situation insufficiently understood and taken into account?
- Was the governance structure proposed by the national expert, after advice and approval from the MoA, considered unsuitable and relatively rigid by managers, leading to its rejection?
- Did managers call into question the method used to select stakeholder representatives? (Elected officials? Others? According to what criteria?)
- Did managers question the neutrality of the lead / coordinating structure?
- Did the sub-optimal relationship between the approach leaders and site managers make consultation more difficult?

