

*Improve governance
and quality of the forest management
in protected Mediterranean areas*



FINAL CAPITALISATION BOOK



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Foreword

This is the *Final capitalisation book* of the QUALIGOUV project. It summarizes the project end-term perspective concerning pilot activities and capitalization. It relies on the three *progress books* that were published all along the project. You can ask for these *progress books* from the secretariat of the International Association for Mediterranean Forests (AIFM)¹, or from any project partner (contacts are available in the section “Partners”, pages 8-22, and on the websites www.qualigouv.eu, and then www.aifm.org/en/our-activities/cooperation-projects/qualigouv).

While the project is now closed, and despite the difficulties, we can consider that the original objectives have been globally achieved. Significant outcomes have been produced, and exchanges initiated throughout these 36 months allowing both individual partners and the whole partnership to progress. The methods and techniques aimed at improving the quality of forest management, the valuation and the good governance of woodlands that was experienced by partners and analyzed by the peer group, now constitute a pool of tools for Mediterranean managers of forests and other protected natural areas.

We hope that QUALIGOUV will be subject, in one way or another, to a continuation enabling synergies, strengthened or initiated during those three years, to be maintained and continue to contribute to the development of a Mediterranean network of forest stakeholders and the emergence of a shared voice for better consideration, at international level, of the specificities and values of Mediterranean woodlands.

Please believe, dear friends and partners, that we will continue to keep you informed and will try to make alive this new network of collaborations.

Juan de Dios CABEZAS
Region of Murcia
Leader of the project

Mohamed Larbi CHAKROUN
President of the International
Association for Mediterranean Forests

Conception and drafting : David GASC, Jean BONNIER, Jean de MONTGOLFIER, Rémi VEYRAND, International Association for Mediterranean Forests (AIFM) - www.aifm.org.

Photos : David GASC and Rémi VEYRAND, AIFM.

Notes :

1 - On the website of the AIFM, www.aifm.org, you will find a lot of information and news about Mediterranean forest and cooperation projects.

Introduction

It has often been recognised, and it continues to be, that many forest-related projects (preservation of biodiversity, defence against wildfires, exploitation, reforestation, etc.) encounter difficulties, in their design and implementation, due to the fact that some (and sometimes the majority) of the stakeholders do not support the initiative.

In an effort to respond to this problem, the QUALIGOUV project is the front-runner in many respects. In fact, while most European cooperation projects, in the framework of the Interreg and Med programmes, have focused on technical, scientific or financial objectives, QUALIGOUV is one of the first to have had observing local public forest management actions as their main objective from the angle of their relations with society.

What is governance? It is actually one of the main difficulties and points of divergence that have been encountered throughout this project, which brought together stakeholders with extremely diverse concerns and working contexts. Giving a precise and universal definition of such a complex concept was the first difficulty encountered. But besides the strength of exchanges and lively debates, a “common denominator” has gradually led to the emergence of various ideas that everyone has been able to express. This common definition is reflected in a few strong ideas which have been more or less explicitly touched on throughout the project. We can consider the following items among them:

- “A territory can be considered as an ecosystem involving multiple dimensions (social, environmental, urban, economic, political, etc.) and a plurality of actors linked by complex interactions”.
- “Governance deals with transition from consultation to decision-making”.
- “Good territorial governance constitutes a way of associating all the stakeholders with a given project from the outset, be they public or private”.
- “It depends on the existence of a genuine desire and agreement between the political stakeholders, but also between them and the socio-economic stakeholders”.

– “It consists of stimulating a culture of cooperation and needs a coherent organisational design, adequate tools, strong institutional capacities and a favourable regulatory framework”.

– “It involves a participatory evaluation phase of the measures implemented, leading to a calling into question of the goals and technical solutions. To achieve this, it requires a suitable evaluation system with well-defined indicators”.

– “Good territorial governance relies mainly on the principles of coordination and cooperation”.

In short, “good governance” is about bringing the stakeholders of a territory together as soon as possible in order to define, in a consensual way, the objectives and procedures for the design and implementation of a given project.

Added to this concept of good governance, is the cross-cutting concept of quality of forest management. This is about technical optimisation of management tools and method, promotion and/or protection of the Mediterranean forest ecosystems. The QUALIGOUV project has endeavoured to provide specific support for the initiatives by positioning itself precisely at the intersection of these two fundamental concepts.

Finally, it was deemed particularly relevant to restrict the experimental field to Mediterranean protected natural areas. This not only presents the advantage of having minimum homogeneity in the contexts and types of problems, but also of focusing on very rich environments in terms of heritage, mostly fragile, and subject to tensions, or even conflicts, due to the very fact of the protection measures in force, particularly justifying an additional contribution on the subject of governance.

Thus the QUALIGOUV project has facilitated the implementation of multiple concrete local diversified actions: from the ONF’s marteloscope (see *Thematic enlightening n°6*) to the Master plan of the Region of Murcia (see *Thematic enlightening n°4*), through the sociological survey of the PNR of Alpujarres (see *Thematic*

enlightening n°1), the plans for preventing wildfires in the regional parks of the *Generalitat Valenciana* (see *Thematic enlightening n°3*), the constitution of forest owners' associations in the Luberon (see *Thematic enlightening n°2*) or even in the creation of tools for decision-making support by the Province of Taranto and the WWF (see *Thematic enlightening n°5*). These experimental achievements might not have materialised without the boosting effect of the project, which has facilitated them, and the multiple technical exchanges, which have taken place between local and international stakeholders, which have increased their scope. Some local actions have resulted in spectacular successes and have experienced a rapid implementation and have been well received by the public, while others have remained in the experimental stage or have encountered adverse conditions, a lack of some factors being taken into account, or even a reserved, if not hostile population. The main purpose of this *Final capitalisation book* is to identify the qualitative success criteria or difficulties of these "pilot projects". Be that as it may, all of these activities on the ground and cooperation have enabled, at their level, to advance thinking, locally and in the partnership, about ways to improve local governance.

Nevertheless, the real added value of the project lies in this profusion of ideas, methods, and tools, which have been exchanged, dissected, assessed, and reconstructed in a transferable way from one partner to another, and even more widely in some cases. Successive

encounters, during the project's seminars, but also connecting partners, sharing documents on the website, or even discussions within the Peer group, which is another great QUALIGOUV innovation, have been the tools for this pooling of initiatives for sustainable and concerted forest management in Mediterranean protected areas. On the other hand, the three *progress books* and the *newsletters* have helped, throughout the project, to record progress, not only of the respective activities of the partners, but also of this shared vision of good forest governance, which has gradually taken shape over the three years within the partnership.

From now on, we would be able to communicate the progress as widely as possible, via the AIFM network and via the "cluster" of projects set up at the initiative of the MED Programme². This report is intended to be a channel for this wider dissemination, and ensures more profound consideration, now available to the biggest possible number of stakeholders in the Mediterranean forests.

Notes :

2 - The objective is that this project's achievements may not only be valued, but also and above all should be used as a basis for new advances. One of the clusters in place, entitled "*Integrated and sustainable management of natural areas and resources*", particularly concerned issues relating to the forest, and will be able to refer to the results of the QUALIGOUV project's results.



Photos 1 and 2: Integration of forestry issues in a vision of the territories as a whole, and consultation with local stakeholders have been the main pillars of the QUALIGOUV project.

I - Structure and pertinence of the QUALIGOUV project

1 - General description of the project

Objectives of the project

Facing the specificities and the multiple challenges related to the Mediterranean protected areas, the aim was to improve local policies as well as the dialogue required for a sustainable management of protected Mediterranean forests and woodland by focusing on the conception and implementation of good governance and management quality tools. The multi-purpose nature of these protected areas requires the designing and fine tuning of new strategies for shared activities aimed at involving a great variety of participants. Such activities range from simple popularisation of information to the involvement, at an institutional, technical and / or financial level, of the different stakeholders and concerned publics.

At the same time, QUALIGOUV was aimed at facilitating the collaboration between people living in urban centres and those from nearby rural areas.

To reach its objectives, QUALIGOUV intended to undertake concrete and innovative experimentations in the pilot sites. In particular, such initiatives included:

- a survey of what is being done, at a local or regional level, about governance and quality policies for forest management;
- the identification and consideration of the assorted outlooks, viewpoints and expectations;
- the setting up procedures to resolve disputes and conflicts, and to establish synergy between the various people and involved partners;
- the design and test of functional and reproducible tools for multi-purpose management and control;
- the guarantee that the obtained results are monitored and assessed and that such results and information are communicated to everyone involved, from stakeholders to the concerned publics.

Pilot experimental activities have been set up in order to test and identify good practices related to governance improvement, quality of stand planning, fighting against wildfire, public reception, biodiversity conservation, forest products promotion (such as energy-wood), etc, according to the local priority and context.

QUALIGOUV suggests an ambitious strategy for spreading, as widely as possible, the benefits accruing from the project. The activities will be carried out within a framework of collaborative transnational reflection thanks to a peer group, composed by representatives from partner's organizations along with external experts. This group has been created to capitalize the results obtained from the project's experimental activities. Once ascertained the strengths and the weaknesses of the various activities, the Peer group will contribute to the design and application of innovative mutually-shared tools for governance, assessment and management quality. The results of the project, validated knowledge and competence will be widely disseminated using various media throughout the partner regions and the MED Programme area (see "Expected results" section, below).

Duration and organisation over time

The project was conducted over the period 2009-2012, that's 36 months, as for most MED programme projects. It officially finished on 14 May 2012.

The progress of the project was above all paced by its partner seminars. An opening seminar was organised by the Region of Murcia. Each partner then subsequently organised its own seminar (the Luberon and Alpilles got together to organise the second seminar in order to facilitate pooling between these two neighbouring territories) with, at least, the participation of one representative and one member of the Peer group. These meetings have been at the heart of the project's dynamic of sharing experiences and co-learning.

Action framework

The MED Programme is a transnational programme of European territorial cooperation. It is financed by the European Union as an instrument of its regional policy within the objective “European territorial cooperation” of the period 2007-2013.

With a budget of more than 250 millions euros (whose 193 millions of ERDF), it covered the coastline regions of 9 European countries in the the Mediterranean space.

Four priority axis were identified:

- Axis 1: Strengthening innovation capacities.
- Axis 2: Environment protection and promotion of a sustainable territorial development.
- Axis 3: Improving mobility and territorial accessibility.
- Axis 4: Promoting a polycentric and integrated development of the Med area (QUALIGOUV responded to this axis).

QUALIGOUV total budget, as approved by the MED Programme, is 1,818,000 euros for an operating period of 36 months (2009 - 2012). The 75% is financed by the ERDF (European Regional Development Funds). The residual 25% is generally funded by the partner organization’s own resources (self-financed) or by other proceedings like local authorities or other structures (Regional Centre of Forest Ownership of Provence-Alpes-Côte d’Azur Region, General Council of Bouches-du-Rhône, French Ministry of Ecology, Italian ministry of Finance and Economy...).

Composition, relevance and credibility of the partnership

The QUALIGOUV partnership took on the following characteristics:

- **A complementary component for a cross-cutting approach:** On the one hand, the ONF and the Regional natural parks (Alpilles and Luberon), which have tried to initiate technical innovations among professionals (timber, tourism industry...). On the other hand, territorial communities (Region of Murcia, *Generalitat Valenciana*, Province of Taranto...) which have worked to promote strategic changes locally and transnationally. Finally, the WWF and the AIFM have had a joint role by offering their communication tools and their important network of contacts and projects in the Mediterranean. The AIFM has been

able to benefit, along the way, from its active participation in the Collaborative Partnership on Mediterranean forests and additional initiatives developed on related topics (Mediterranean forestry week, preparation of the State of Mediterranean forests, etc.).

- **The skills and mobilising of partners** on the themes of sustainable forest management, participatory democracy, strategic planning in the field of forestry and the preservation of biodiversity and risk management.

- **Balanced territorial distribution:** The pilot sites were located in 7 regions of 4 countries in the MED area (cf. Carte 1): Murcia and Valencia (Spain), Provence-Alpes -Côte d’Azur (France), Alentejo (Portugal), Taranto, Sardinia and Tuscany (Italy).

- **The pilot sites are located in parks,** Natura 2000 sites, MAB (Man and Biosphere) Reserves and other areas where biodiversity preservation is a major issue, and, for some, in peri-urban areas.

2 - Project methodology

The strategy for coordinating and management of the project can be summarised as by the organisational scheme (Fig. 1). It is characterised by an optimal coordination method and by some relevant innovations.

A well-structured coordination: complementary roles of the leader, the AIFM and the Steering committee

- **Lead partner:** The General Directorate of the Autonomous Region of Murcia was the Lead partner of the project. As such, it insured a coordination role for the implementation of QUALIGOUV.

- **Steering Committee:** The Steering committee included one representative of each partner. It was chaired by the Lead partner’s representative. The Steering committee met at each seminar for at least half a day. Its main function was to ensure the smooth running of the project from a financial, technical and methodological point of view, in accordance with the approved commitments by the MED Programme.

- The **International Association for**

Mediterranean Forests (AIFM) was responsible for technical coordination, the secretariat of the Peer group and communication about the project. In this capacity, in conjunction with the Lead partner, under the supervision of the Steering committee and with the help of its Board of Directors and its network, it has been the guarantor of the entire methodology which, by its unifying aspect, must ensure that each site, each operator, is able to cooperate, share and contribute to the project's overall production.

QUALIGOUV innovations in regard to promoting and capitalising on results

- **Public-private partnership:** Private stakeholders (design offices, forestry co-operatives, etc.), local communities (General Council of the Department of the Bouches-du-Rhône, Province of Taranto, Municipality of Alhama de Murcia, etc) and research institutes (INRA, etc.) have been partners to the discussion during their participation in the various exchanges and reflection groups (field visits, *Peer group*, etc.).

- **The Peer group of experts**, or “Peer group”³, was dedicated to the capitalisation and analysis of the experiences (successes or failures) of the project. From By highlighting the strengths and weaknesses of local initiatives, it has contributed to developing tools and good governance practices and a quality assessment of the relevant forest management, and to define the conditions for their transferability to other contexts in protected natural Mediterranean areas. The Peer group also went on to make reasoned recommendations to the partners, under the supervision of the Steering committee.

- An **external evaluation** was carried out mid-term through the project (see part I.4.). This mission was entrusted to an external service provider through a qualitative study of the application and documents relating to the project, participation in two seminars, and various direct contacts (telephone or other) with the partners. This evaluation, optional from the point of view of the MED Programme, was deliberately decided on by the partnership in the interests of transparency and to benefit from an objective and constructive critique to rectify any faults mid-term through.

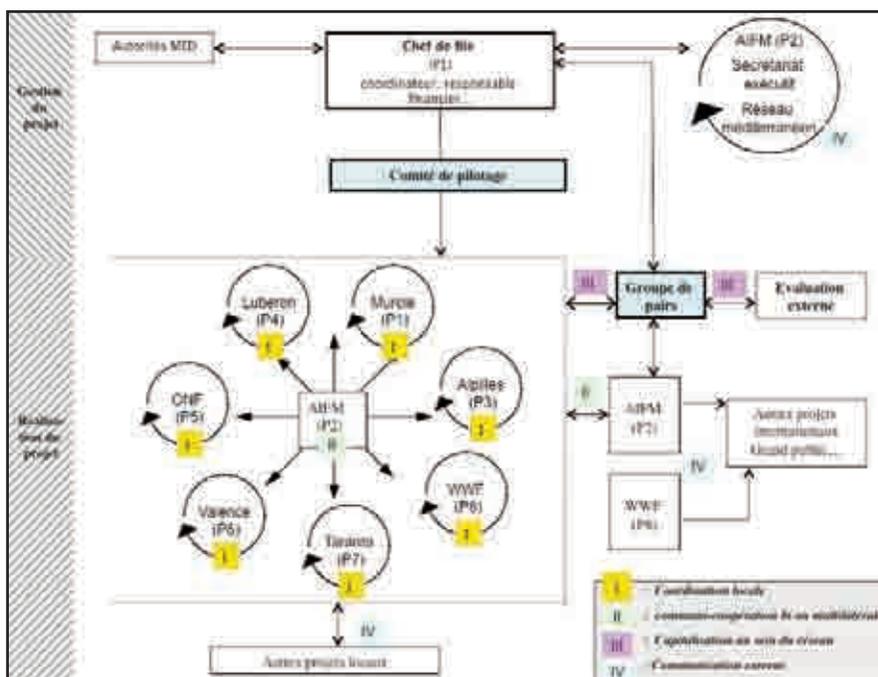


Fig 1: In accordance with the methodology adopted, each territorial partner implemented, under the watchful eye of all the others, the actions on the pilot sites ("Pilot action" component), which he coordinates and runs with local associated stakeholders (I). The AIFM was responsible for promoting exchanges between the sites and the partners (II), under the supervision of the Steering committee. The pooling elements developed by the Peer group (III) and discussed during the seminars are then distributed by the AIFM (and also the WWF via its own network) to the partnership and beyond (IV). Quality control is assured by the Peer group (III) thanks to its expertise in the field and its direct link with the partners and through a more comprehensive external evaluation (phase 2.3).

Notes :

3 - During the RECOFORME project, the AIFM only carried out the capitalisation work. It had been estimated that it did not have sufficient legitimacy to do it. The QUALIGOUV partners have

therefore decided to establish a peer group aimed at performing an initial analysis and assessment work of the pilot activities. Each partner is represented by a resource person (expert or field professional), independent but well aware of the partner's activities in the framework of the project.

II - Partners, contexts and pilot sites: diversity and complementarity



Map 1: Localization of partners' Regions and pilot territories of the QUALIGOUV project

Region of Murcia (Lead partner of the project)



Website:

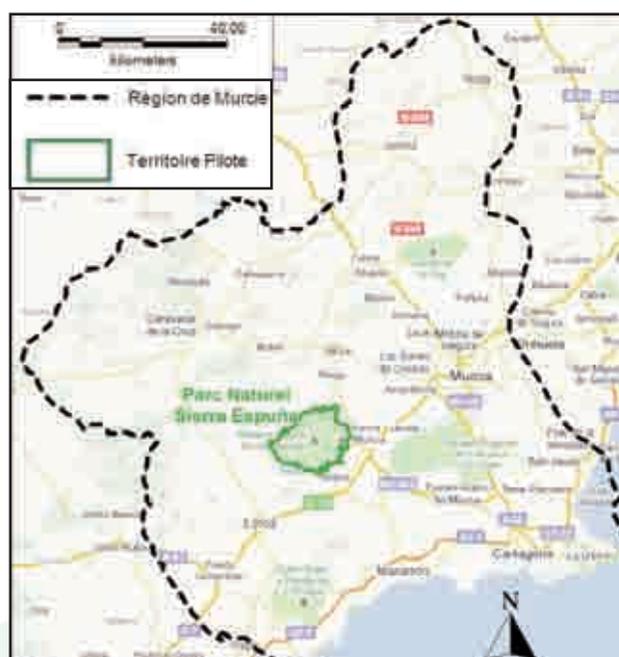
www.murcianatural.com

Contact:

Eng. Juan de Dios CABEZAS CEREZO
juand.cabezas@carm.es

A technical support is given by the Region of Murcia to the Regional Natural Park of Sierra Espuña, pilot site of the project (see Maps 2 and 3).

The regional woodlands are considered as some of the most singular in Europe with a high number of Ibero-African endemic species coexisting with properly Iberian species (more than 2000 vegetal species).



Map 2: Localization of the pilot territory in the Region of Murcia

Regional Natural Park of Sierra Espuña

Identity file of the protected area (see Map 3)

- ▶ **Date of creation:** 1992 (protected since 1916)
- ▶ **Population:** 68,180 inhabitants
- ▶ **Superficie:** 178 km²
- ▶ **Number of municipalities:** 3
- ▶ **Main cities:** Alhama de Murcia, Mula, Totana
- ▶ **Nearest agglomeration:** 30 km from Murcia
- ▶ **Main economic sectors:** Agriculture, breeding, salting, tourism...
- ▶ **Other:** A lot of protected areas (Natura 2000, "Protected landscape" of Barrancos de Gebas)

In this context, forest activities are very concentrated on *comarcas* (inter-municipality authorities) inside the Park. Their economical importance is weak but essential as an income source for the mountainous area populations, and as a tool for the natural resource management and conservation.

The main vegetal populations are Sabin wood (*Juniperus phoenicea*), the Thermo-Mediterranean ones, such as palm trees, as well as Meso and Supra-Mediterranean ones to which are linked populations of *Sedum sediforme*, rare short oaks formations on calcareous soil and shadowed dolomites.

There are also specific populations of brooms, like *Genista valentina*, endemic rock plants populations like *Centaurea saxicola*, *Lafuentea rotundifolia*, *Teucrium rivasi* and *Erodium saxatile*, some very singular rockrose on clay soils (*C. laurifolius*, *C. populifolius*, etc.), and willows near to the Espuña river (*Salix pedicellata* and *Erica eri-*

gena). Other important species are *Fumana fontanesii* (unique stand in Europe) and *Rhamnus lycioides subsp. atlantica* (unique stand in the Region, and probably in the Iberian Peninsula).

Presentation of the wooded areas

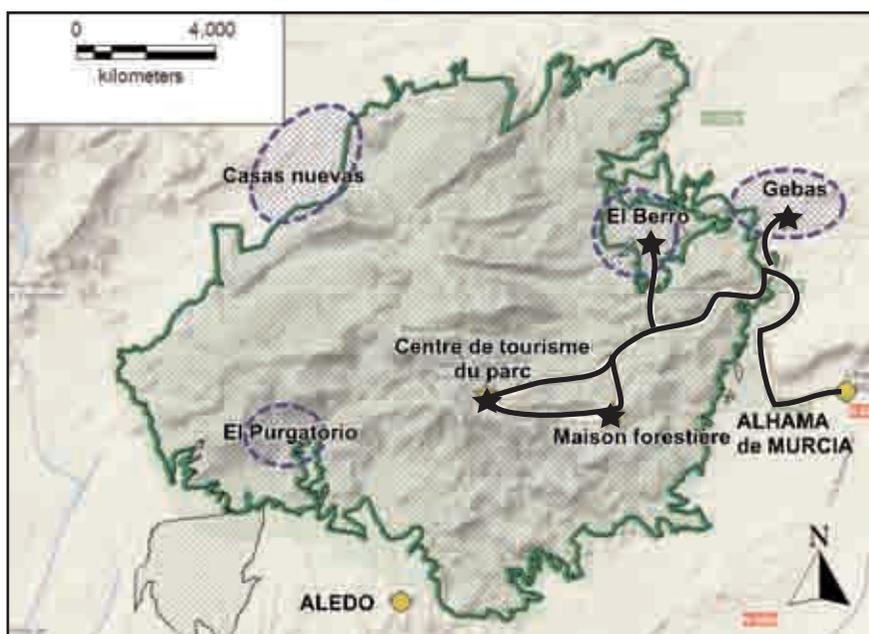
- ▶ **Regional forest cover:** 4,900 km² (45%)
- ▶ **Forest cover in the Park:** 142 km² (80%)
- ▶ **Main forest essence(s):** *Pinus halepensis*
- ▶ **Main forest valuations:** Biodiversity, landscapes
- ▶ **Forest land ownership:** 30% private; 70% public

Forest governance and protected area management

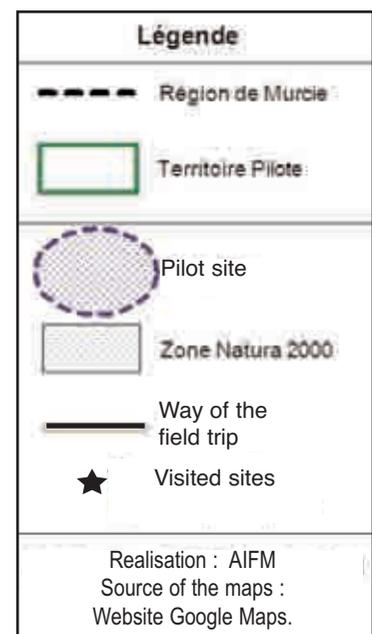
- ▶ **Scientist committee:** Yes
- ▶ **Thematic commissions related to the forest management in the area:** Yes (farming property)
- ▶ **Frame documents in application:** Natural Resources Management Plan (PORN, 1995), Director implementation and Management Plan (PRUG, 2002), Forest Development Plan (PSF).
- ▶ **Geographic Information System (GIS):** Yes

Pilot project

The main pilot activity of the Region of Murcia was the implementation of Master Plans and other local consultation tools (see *progress book* No. 1, pages 23 to 26) in 4 small villages surrounding the Natural Park of Sierra de Espuña (see Map 3). It implied, in particular, the realization of detailed territorial diagnosis and the organization of numerous meetings of dialogue with the local stakeholders (see pages 27 to 29).



Map 3: General view of the Natural Park of Sierra Espuña





Map 4: Localization of the pilot territories in the Region Provence-Alpes-Côte d'Azur

Regional Natural Park (PNR) of Alpilles



Website:

<http://www.parc-alpilles.fr/>

Contact:

Mr. Jean-Michel PIRASTRU
jm.pirastru@parc-alpilles.fr

Identity file of the protected area

- ▶ **Date of creation:** 2007
- ▶ **Population:** 42,000 inhabitants
- ▶ **Superficy:** 550 km²
- ▶ **Number of municipalities:** 16
- ▶ **Main cities:** Cavailon, Salon de Provence, St-Martin-de-Crau, St-Rémy-de-Provence, St-Etienne-du-Grès, Les Baux-de-Provence
- ▶ **Nearest agglomérations:** 10 km from Salon-de-Provence and Arles, 20 km from Avignon, 70 km from Marseille, Aix-en-Provence and Nimes
- ▶ **Main economic sectors:** Tourism, services, agriculture (olives, cereals, arboriculture...)
- ▶ **Other:** A lot of protected areas (Natura 2000, French directive for landscape protection, archeologic sites...)

Partner's presentation

Calcareous block of 30 km length and 10 km large, the Alpilles Massif is the last mountain before the Rhône's delta. Isolated between both valleys of the Rhône and the Durance, and both plain territories of the Comtat Venaissin and Crau, the Alpilles looks like an island (see Map 4).

Between the urban areas of Marseille, Nîmes and Avignon, the Regional Natural Park of Alpilles (PNRA) gathers 16 municipalities about a shared project: the Park Charter. The population, partly seasonal, is constantly growing (+33% since 1975).

In spite of this, more than 4000 years of human presence have shaped the countryside and created a natural habitats mosaic hosting a rich biodiversity, and in particular a hundred of rare and protected species like Bonelli's eagle, Eurasian eagle-owl, Spring snowflake, different sorts of orchids, etc.

Inside this territory, forest has an important place. More than 19,000 ha of Mediterranean forest around populated areas motivate the main competence and priority of the Park: fighting against wildfire and restoration of burnt areas. Traditionally considered, by local population and decision-makers, as a free space where anyone can have a walk, hunt or just meet friends, the forest is today submitted to new expectations from society (in particular recreation and tourism).

The action of prevention and maintenance carried out by the Park and other operators (ONE, CRPF,...) are not always well understood or accepted by local population.

In front of these challenges, the strategy of the Park

relies on two complementary orientations:

- To protect the massif against wildfire.
- To promote a global forest management in order to take into account the social demand of reception, relaxation and conviviality, promoting a sustainable valuation of the natural resources.

The missions of the Park are defined by the Charter, for the period 2007-2019.

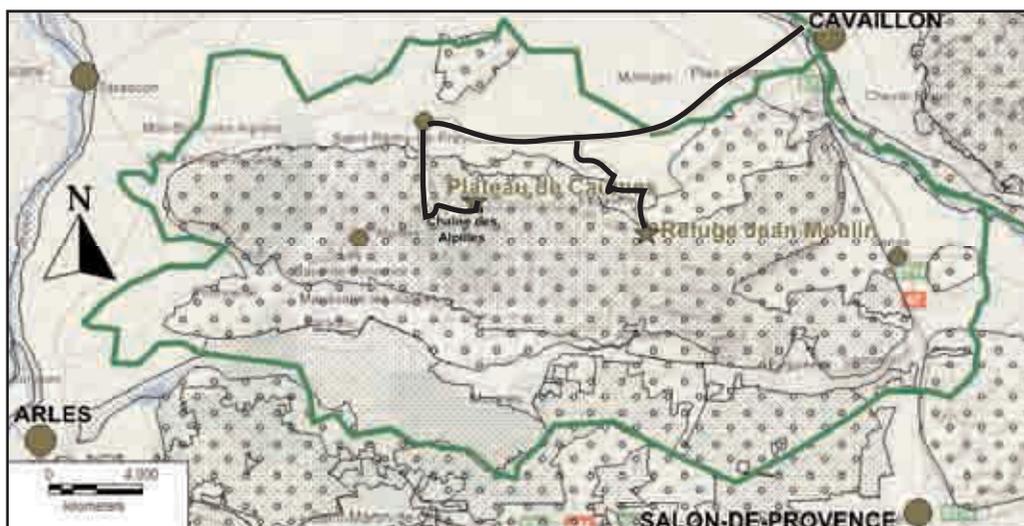
For the PNRA, to participate in the QUALIGOUV project is an opportunity to inventory, assess and reinforce its practices in terms of governance and communication for a sustainable woodlands management. The resulting actions concern its whole territory.

Presentation of the wooded areas

- ▶ **Regional forest cover:** 15 000 km²
- ▶ **Forest cover in the Park:** 190 km² (35%)
- ▶ **Main forest essence(s):** *Pinus halepensis*, *Pinus sylvestris*
- ▶ **Main forest valuations:** Decking (paper industry), tourism, fuelwood
- ▶ **Forest land ownership:** 50% private; 50% public

Forest governance and protected area management

- ▶ **Scientist committee:** No
- ▶ **Thematic commissions related to the forest management in the area:** "Town and country planning", "Urbanism and landscape", "Natural heritage and human activities"; their actions are validated by a Syndical Committee
- ▶ **Frame documents in application:** Charter of the Natural Regional Park (2007-2019)
- ▶ **Geographic Information System (GIS):** Yes



Map 5: General view of the Regional Natural Park of Alpilles

Pilot project

The Alpilles project consisted in improving the acceptability (in terms of environment, landscape and social expectations) of the forestry works for wildfire prevention. The project concretely consisted in:

- realising a forest governance diagnosis *in itinere*;
- realising a sociological study aimed at better knowing the stakeholders' expectations and perceptions toward Alpilles woodlands;

- establishing interactive electronic boxes allowing to collect public opinion about forestry works;

- elaborating a governance and communication strategy for forest management in the Park.

Each one of these deliverables have been realized in close collaboration with all the project partners. For more details, see pages 29 to 31 and the *Progress book* No. 1 (pages 26 à 29).

Regional Natural Park (PNR) of Luberon



Website:

<http://www.parcduluberon.fr/>

Contact:

Mrs Aline SALVAUDON
aline.salvaudon@parcduluberon.fr

Partner's presentation

The Regional Natural Park of Luberon (PNRL) is a protected area in the heart of Luberon mountains, that are low elevated and extending from East to West between the Alpes-de-Haute-Provence and Vaucluse provinces. It is limited at South by the Durance river, including three mountainous massifs: Grand Luberon, Luberon Oriental, and Petit Luberon. He is encircled by the Natural Regional Park of Alpilles on the Southwest, and by the Natural Regional Park of Verdon on the East (see Map 4).

The Park provides shelter for exceptionally diverse fauna and flora, as well as architecture (in particular dry stone constructions) and landscapes of great heritage value. That is why the Park was granted, in 1997, as a Man & Biosphere reserve (UNESCO recognition).

The PNRL's missions are defined by its Charter for the period 2009-2021.

Sites of Ogres and East Luberon

Two pilot sites (Roussillon's Ogres and the Eastern Luberon, besides Villeneuve, see Map 6) have been chosen thanks to their various stakes in terms of protection against wildfires, woodlands promotion and biodiversity preservation (see details in the second seminar report).

Pilot project

Pilot activities in the Luberon consisted in 8 main steps:

- Step 1: Identification of the pilot sites.
- Step 1': Mobilisation of the local relays.
- Step 2: Diagnosis of the natural and human environment: opportunities, constraints and stakes.

Identity file of the protected area

- ▶ **Date of creation:** 1997
- ▶ **Population:** 170,000 inhabitants
- ▶ **Superficy:** 1,850 km²
- ▶ **Number of municipalities:** 72
- ▶ **Main cities:** Cavaillon, Pertuis, Apt, Manosque, Forcalquier
- ▶ **Nearest agglomeration:** 10 km from Avignon and Aix en Provence, 30 km from Marseille, 30 km from Orange
- ▶ **Main economic sectors:** Tourism, services, agriculture (arboriculture, cereals, vegetables, wine, lavender...) and breeding
- ▶ **Other:** A lot of protected areas (Natura 2000, Man and Biosphere Reserve...)

- Step 3: Diagnosis of the land property and the profile of the owners.

- Step 4: Dialogue (local stakeholders and organizations) and objectification of the collective stakes and the socio-cultural constraints / implementation of tools for dialogue.

- Step 5: Definition of the local rules of governance with legal status for grouping, formalization of the orientations of management, certification.

- Step 6: Implementation of the management and contractualisation of the supplies.

- Step 7: Evaluation and systems of technical, environmental and socio-cultural follow-up.

- Step 8: Distribution of the results and capitalisation at a local scale (forest Charter of the Park of Luberon, QUALIGOUV project).

The organization of some open events, such as the festival "4 seasons of the forest", were also part of the activities of the Park within the framework of the QUALIGOUV project. Besides, the regional Natural reserve of Luberon has got its own martélescope and a certain experience on the subject. It could so bring a precious expertise on the subject to the ONF, which experimented the implementation of an equivalent equipment on the Mont Ventoux (cf. Pages 14-15).

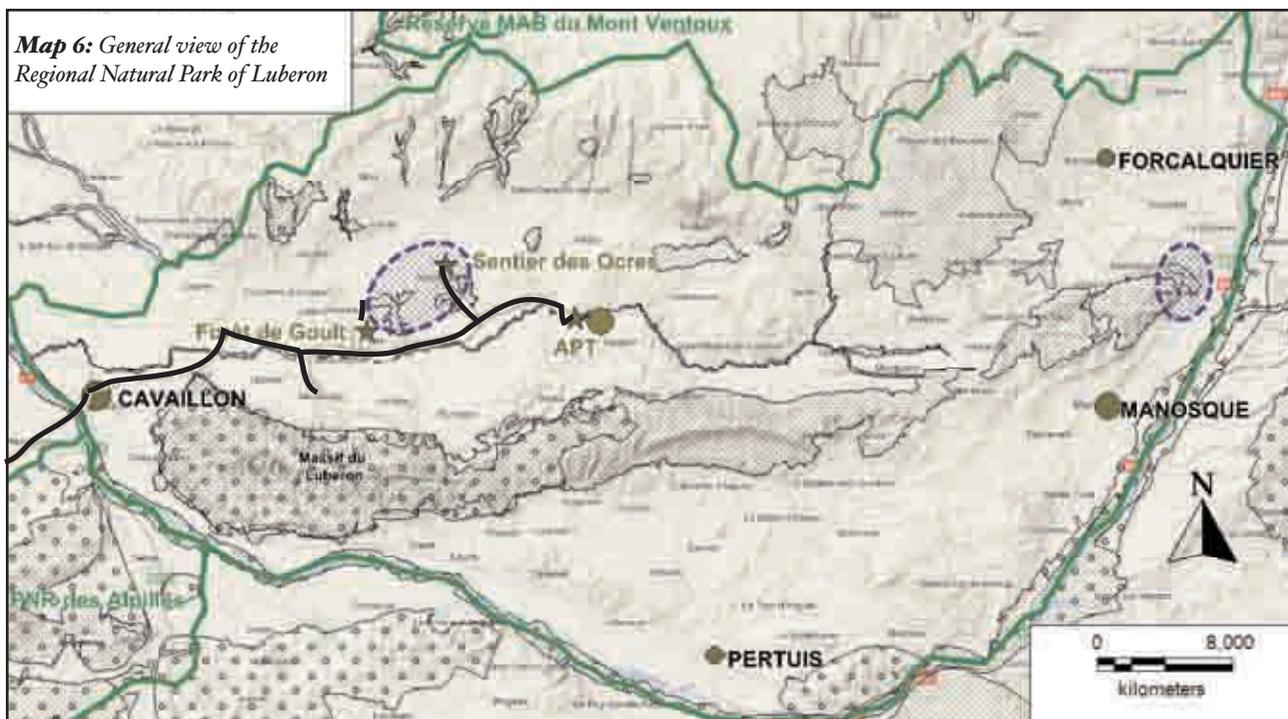
Presentation of the wooded areas

- ▶ **Regional forest cover:** 15,000 km²
- ▶ **Forest cover in the Park:** 950 km² (51%)
- ▶ **Main forest essence(s):** *Pinus halepensis*, *Pinus sylvestris*, *Quercus pubescens*, *Cedrus atlantica*
- ▶ **Main forest valuations:** Decking (paper industry), tourism, fuelwood, timber
- ▶ **Forest land ownership:** 72% private; 28% public

Forest governance and protected area management

- ▶ **Scientist committee:** Yes
- ▶ **Thematic commissions related to the forest management in the area:** "Forest and natural areas", which actions are validated by a Syndical Committee
- ▶ **Frame documents in application:** Charter of the Natural Regional Park (2009-2021) and Forest Territory Charters of "PNR du Luberon" and "Montagne de Lure"
- ▶ **Geographic Information System (GIS):** Yes (www.atlas-parcduluberon.com)

For more details, see pages 31 to 33 and the *Progress book* No. 1 (pages 30 à 33).



Légende		
	Territoires sites	
	Visited sites	
	Way of the field trip	
	Pilot sites	
Réalisation: AIFM Source of the maps: Website Google Maps.		
		Main cities

French National Forestry Office



Website:

<http://www.onf.fr/mediterranee/>

Contact:

Mr. Philippe BOURDENET
philippe.bourdenet@onf.fr

Partner's presentation

Created in 1966, the French National Forestry Office (ONF) is a public organism with industrial and commercial competences. Its main missions are the management of public forests submitted to the forestry regime (according to the national Forestry Code), as well as the implementation of general interest missions delegated by the French State. The ONF also develops other services like management implementation, expertises, forestry works, for any kind of customers on these fields: natural areas sustainable management, environment protection, wood exploitation and territorial development.

The ONF is organized in 9 territorial directions, 5 regional directions, 50 agencies, 9 works agencies and

Identity file of the protected area

- ▶ **Date of creation:** 1990
- ▶ **Population:** 5 habitants in the central area, 38,000 inhabitants including the coopération zone
- ▶ **Superficy:** 21 km² (central area), 268 km² (including the buffer area), 894 km² (including the cooperation area)
- ▶ **Number of municipalities:** 34
- ▶ **Main cities:** Carpentras, Pertuis, Apt, Manosque, Forcalquier
- ▶ **Nearest agglomeration:** 10 km from Carpentras, 30 from Avignon
- ▶ **Main economic sectors:** Tourism, services, agriculture (arboriculture, lavender, wine, truffles...), breeding
- ▶ **Other:** Classified area; decree of biotope protection (*Arrêté de Bbiotopie*); natural areas with ecologic, floristic and faunistic interest (*Zones Naturelles d'Intérêt Ecologiques, Faunistiques et Floristiques*); Biosphère Reserve (MAB); Natura 2000 Sites; integral biological Reserves; Regional Naturel Park creation in project

more than 500 operating units. The territorial direction that participates in QUALIGOUV project is *ONF Méditerranée*. It covers the whole territory of both Regions of Provence-Alpes-Côte d'Azur and Languedoc-Roussillon.

Facing threats like wildfires and erosion, the *ONF Méditerranée* carries out preventive measures integrating it in the planning documents, by setting up and maintaining specific protection equipments for fighting against forest wildfires (*Défense des forêts contre l'incendie*) and for mountain land restoration (*Restauration des terrains de montagne, RTM*).

The Mont Ventoux Biosphere Reserve (see Map 7)

The Mont Ventoux (the "*Géant de Provence*") is located in the North of the Region Provence-Alpes-Côte d'Azur, encroaching the Region Rhône-Alpes in the South of the province of Drôme (see Map 4). Its bioclimatic characteristics and historical memory induce diverse stakes in terms of country planning and natural resources management on a large scale.

This preoccupation should evidently find a concrete prolongation, in terms of forestry planning, and orient the different actions that the managers have to carry out in the area with numerous and diverse stakeholders.

During centuries, the forests of the Mont Ventoux have been overexploited for coal, timber production and grazing. At the end of the 18th century, the mountain was completely deforested. Roots did not structure the soil anymore and the mountain could not retain its weight. Landslides swept away roads and villages.

Important works of mountain land restorations (RTM), launched by the Waters and Forests Administration, were implemented by the ONF. They have been carried out during more than half a century.

The remarkable diversity of areas managed by the ONF is explained by the specificity of this mountain that, in spite of its low elevation (1,909 m), presents an altitudinal graduation, with 5 main vegetation levels, from typically Mediterranean vegetal formation with Holm oak, until upper grassland with alpine influences. So we can inventory more than 1,200 plants species, among which we find a lot of protected, rare or endemic species.

The main stakes on this massif are the following ones:

- Soil protection.

- Wood production.
- Habitats and species protection.
- Tourism, leisure and public reception.

The site management is conducted by the Mixt Syndicate for Mont Ventoux Management and Equipment (*Syndicat mixte d'aménagement et d'équipement du Mont Ventoux, SMAEMV*).

Since 1996, a steering committee gathers decision makers, administrations, managers, users, local associations, etc. It assists the coordination structure of the SMAEMV in its orientations. This Steering committee has drafted the Reserve management plan, defining the actions to be implemented for the protection and promotion of natural heritage, sites and landscapes, for the sustainable economic development, or also for education.

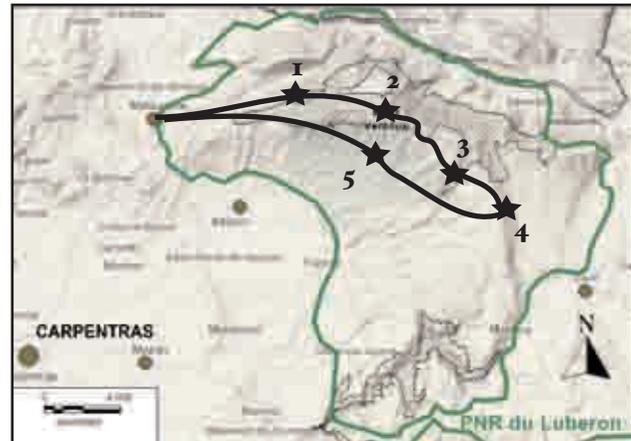
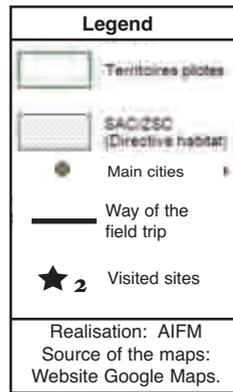
Otherwise, a research frame programme, written by elected people from the SMAEMV and by the steering committee's members, defines the priorities in terms of research topics. This programme is now applicable to the scientific committee of the Biosphere Reserve.

Pilot project

The pilot project of the ONF was articulated by several actions aimed at improving governance and forest management quality.

A first action consisted in inventorying the available fuel wood and timber resources. Then, a pilot forest exploitation sequence has been carried out and concluded by a qualitative selection process leading to a distinct valorization of the logs as fuel or timber.

A pedagogic governance tool, the "Martelloscope", was experimented, in order to inform and educate different publics to the integrated forestry. In a wooded compartment (more or less than 1 ha), all the trees are numbered and inserted into a data base according specie, age, and ecological value categories. The participants tick the trees they think that have to be cut. The results are entered in an computer program, which allows to make a simulation of the long-term consequences of the cut. This system has been used for 10 years as a pedagogic tool for students, professionals, tourists, etc. You can have a look on the numerical matelloscope developed in Haute-Savoie province on the web page: <http://www.megeve.com/martelloscope/>.



Map 7: General view of the Biosphere Reserve of the Mont Ventoux

Another activity concerned the setting up of pockets of senescence, in order to allow a natural evolution in some parts of the forest.

Finally, a timber worksite using animal strength (workhorses) was experimented as an alternative to the mechanic haulage. Workhorses are supposed to be more efficient on these steepy lands with high biodiversity protection stakes.

Economic and environmental balances of each one of these activities will be realised, in order to assess their pertinence and viability.

For more details, see pages 33 to 36, and the *Progress book* No. 3 (pages 23 to 31).

Presentation of the wooded areas

- ▶ **Regional forest cover:** 15,000 km²
- ▶ **Forest cover in the Park:** 150 km² including the central zone and the buffer zone (56%)
- ▶ **Main forest essence(s):** *Pinus halepensis*, *Quercus ilex*, *Cedrus atlantica*, *Fagus sylvatica*, *Pinus uncinata*
- ▶ **Main forest valuations:** Decking (paper industry), fuelwood, tourism, timber
- ▶ **Forest land ownership:** 25% private; 75% public

Forest governance and protected area management

- ▶ **Scientist committee:** Yes
- ▶ **Thematic commissions:** Yes, among them, the steering committee
- ▶ **Frame documents in application:** Massif Plan will be elaborated soon within the framework of the future Natural Regional Park Charter elaboration
- ▶ **Geographic Information System (GIS):** Yes

Generalitat Valenciana



Website:

<http://www.cma.gva.es/intro.htm>

Contact:

Eng. Jorge SUAREZ
suarez_jor@gva.es

Partner's presentation

The *Generalitat Valenciana*, gathering all the institutions of the autonomous Region of Valencia, participated in the QUALIGOUV project through its General Direction of Natural Environment Management, responsible of the forest management policy, hunting, fishing, biodiversity and environmental impact, protected natural areas management and wildfire prevention.

The service "Wildfire Prevention and Forest Health" had the direct responsibility of the project. Its usual role is the wildfires prevention, fix and mobile surveillance, enhancing the volunteerism, development of a preventive silviculture, creation of prevention infrastructures, realization of statistical reports and researches about wildfires causes and forest health.

All these functions are exercised in all the Region of Valencia woodlands (more than 1 million ha) independently of the private or public propriety regime. However, wooded areas included in the natural parks network of the Region of Valencia constitute the priority for wildfire prevention actions.

This double problematic, of natural parks management and wildfire prevention, guided the Valencia Region actions in the QUALIGOUV project framework. The wildfire prevention service already has an important experience in that field as it developed, for years, wildfire prevention planning action in the protected natural areas, contributing to improve their governance.

Otherwise, this service had also an experience in similar cooperation projects with different European partners, among which the RECOFORME project "Structuring Networks and Cooperative Action Concerned with Mediterranean Forests" (Interreg IIIB Medocc).

Localization and presentation of the pilot sites

The Region of Valencia is located on the Oriental coast of the Iberian Peninsula. This Region is characterized by its diversity, strong Mediterranean influence and large natural and wooded areas (more than 53% of the regional territory). The woodlands are mainly private at the regional scale (67%).

The *Generalitat Valenciana* has suggested some natural parks from the regional network as pilot territories (see Map 8), with a particular accent on the following parks: Chera - Sot de Chera and Puebla de San Miguel that are the more recent, Turia and Sierra Calderona that are the nearest from the metropolitan area of Valencia, which count more than 1.5 million inhabitants.

Natural Parks management is the exclusive competence of the *Generalitat Valenciana* through the corre-

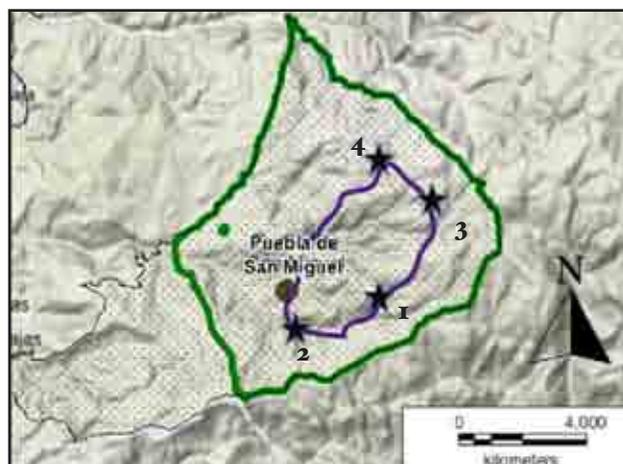


Map 8: Localization of the pilot territories in the Region of Valencia

Natural Park of Puebla de San Miguel

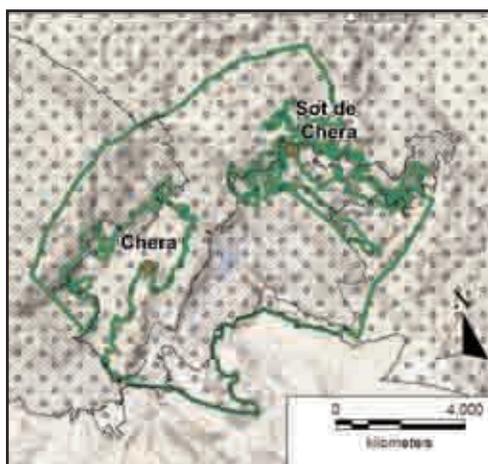
The Park of Puebla de San Miguel has been the goal of the field trip in October 20th, 2010, during the seminar of Valencia. Remarkable points of this trip (stars on the map) were: 1 = Micro-Reserve Las Blancas; 2 = Mirador El Bueno; 3 = Micro-Reserve Pino Vicente; 4 = Observatory El Gavilan.

- ▶ **Date of creation:** 2007
- ▶ **Population:** 66 inhabitants
- ▶ **Superficy:** 64 km²
- ▶ **Numbre of municipalities:** 1
- ▶ **Main cities:** Puebla de San Miguel
- ▶ **Nearest agglomeration:** 160 km from Valence, 100 km from Requena, 50 km from Teruel
- ▶ **Main economic sectors:** Agriculture, forestry, tourism
- ▶ **Forest cover in the Park:** 59 km² (92%)
- ▶ **Main forest essence(s):** *Juniperus thurifera*, *Taxus baccata*, *Pinus nigra*, *Pinus silvestris*
- ▶ **Forest land ownership:** 13% private; 87% public



Map 9: General view of the Natural Park of Puebla de San Miguel

Legend of the maps 9, 10 and 11	
Territorios protegidos	SAC
Realisation: AIFM	ZSC
Source of the maps: Website Google Maps.	SPA
	ZPS
	Main cities
	Way of the field trip
	Visited sites



Map 10: General view of the Natural Park of Chera-Sot

Natural Park of Chera - Sot de Chera

The relief of the Park of Chera-Sot de Chera (see Map 10) is very uneven and mountainous, located on a seismic fracture. It is the first geologic Park in the region. In spite of the forest fires, which affected the region, it constitutes an important representative forest of the Mediterranean area.

- ▶ **Date of creation:** 2007
- ▶ **Population:** 1,000 inhabitants
- ▶ **Superficy:** 65 km²
- ▶ **Numbre of municipalities:** 2
- ▶ **Main cities:** Chera, Sot de Chera
- ▶ **Nearest agglomeration:** 80 km from Valence, 20 km from Requena
- ▶ **Main economic sectors:** Agriculture, tourism
- ▶ **Forest cover in the Park:** 59 km² (90%)
- ▶ **Main forest essence(s):** *Pinus pinaster*, *Pinus halepensis*, *Quercus rotundifolia*, *Quercus faginea*, *Taxus baccata*
- ▶ **Forest land ownership:** 8% private; 92% public

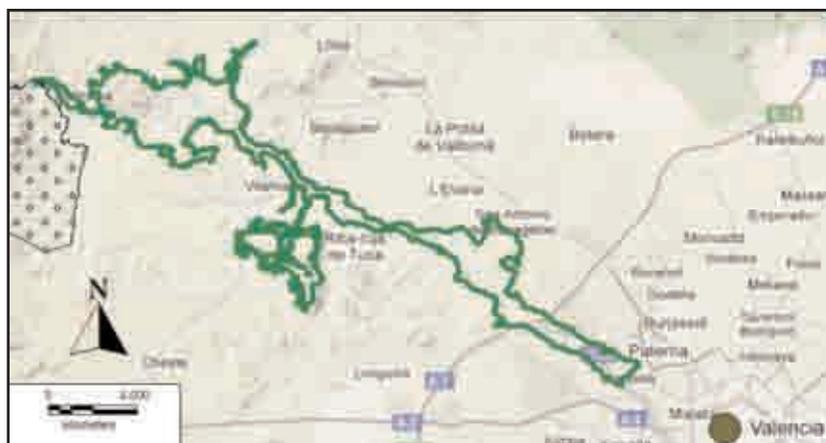
Natural Park of Serra Calderona

The Park of Serra Calderona (see Map 11) is located few kilometres from Valencia city, and possesses one of the better preserved Mediterranean forests, covering more than 45,000 ha.

- ▶ **Date of creation:** 2002
- ▶ **Population:** 97,000 habitants
- ▶ **Superficy:** 180 km²
- ▶ **Numbre of municipalities:** 18
- ▶ **Main cities:** Serra
- ▶ **Nearest agglomeration:** 50 km from Valence, 20 km from Segunte
- ▶ **Main economic sectors:** Agriculture, tourism
- ▶ **Forest cover in the Park:** 158 km² (88%)
- ▶ **Main forest essence(s):** *Pinus pinaster*, *Pinus halepensis*, *Quercus ilex*, *Quercus suber*
- ▶ **Forest land ownership:** 64% private; 36% public



Map 11: General view of the Natural Park of Serra Calderona



Map 12: General view of the Natural Park of Turia

Natural Park of Turia

The Park of Turia (see Map 12) is a meeting between two different reliefs: the Iberian Peninsula and the Turia river plain. This union creates a highly varied landscape, with a remarkable variety of habitats and an environment with a high ecological value.

- ▶ **Date of creation:** 2007
- ▶ **Population:** 200,000 inhabitants
- ▶ **Superficy:** 46 km²
- ▶ **Number of municipalities:** 9
- ▶ **Main cities:** Manises, Paterna, Riba-roja, l'Eliana, Vilamarxant et Pedralba
- ▶ **Nearest agglomeration:** 5 km from Valence, 10 km from Liria
- ▶ **Main economic sectors:** Services, tourism
- ▶ **Forest cover in the Park:** 27 km² (59%)
- ▶ **Main forest essence(s):** *Pinus halepensis*
- ▶ **Forest land ownership:** 50% private; 50% public

sponding direction. Each Park has a conservation Director pointed by the regional Ministry of Environment who takes the decisions related to the management. A boarding committee (collegial entity with only a consultative power) meets periodically and takes acknowledgment of implemented or foreseen activities in the Park. It is composed by representatives of local municipalities, Valencian provinces, universities, syndicates, environmentalist associations, hunting societies, etc.

Pilot project

In all these areas, wildfire risk is permanent, whatever its origin (accident, crime, natural...). That is why it requires the elaboration of prevention measures.

Forest governance and protected areas management in the Region of Valencia

- ▶ **Scientist committee:** Yes
- ▶ **Thematic commissions:** Yes
- ▶ **Frame documents:** Natural Resources Management Plan (*Plan de Ordenación de los Recursos Naturales, PORN*), Director Plan for Uses and Management, Fire Prévention Plan in the Naturels Parks
- ▶ **Geographic Information System (GIS):** Yes

In the continuation of RECOFORME project, the *Generalitat Valenciana* tried to improve the forest management planning in order to face the stakes and interests, sometimes contradictory, on these sensitive territories.

Firstly, a wildfire prevention plan for protected areas was elaborated in the Chera-Sot de Chera and Puebla de San Miguel Natural Parks through a participative approach. Then, these plans were translated into local context (local wildfire prevention plan, methodological guide for elaboration of local plans).

In addition, first concrete activities will be developed in the periurban parks of Turia and Sierra Calderona, which both already get a plan. This allowed to assess the efficiency of the collaboration developed during the plan elaboration process.

The final balance of these activities is presented in pages 36 to 37. For more details, see *Progress book* No. 2, pages 30 to 38.

Province of Taranto



Website:

<http://www.provincia.taranto.it/>

Contact:

Dott. Antonio MONACO
antonio.monaco@provincia.ta.it

Partner's presentation

The Province of Taranto belongs to the Region of Puglia located in the extreme South-East of Italy (see Map 13). The Region of Puglia covers 19,458 km² for a population of 4 millions inhabitants. Protected areas (National and Regional Parks, Biosphere Reserves, Natura 2000 sites,...) represent 13% of the regional area.

The unit "Protected Areas" of the Province of Taranto, temporarily responsible of the "Terra delle Gravine" Natural Park management following the regional law 18/2005, is commissioned of skills like:

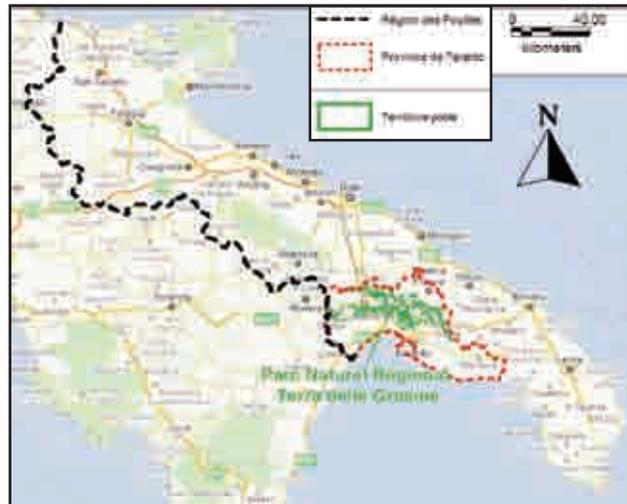
- Setting up and implementing the Management Plan of the Park.
- Promoting the Management Plan of the Park.
- Establishing rules for its good functioning.
- Designing and implementing management plans for the Areas of Special Conservation Interest (ASCI) from Habitat Directive of the European Union.

The Conception and the execution of the required interventions in the protected areas in accordance with the Regional Operative Programme (*Programma operativo regionale, POR*).

Regional Natural Park of "Terra delle Gravine"

The Regional Natural Park is located on the South side of the South-Eastern Murges, in front of the Ionian Sea. The territory has been deeply shaped by torrential rivers, creating some sort of canyons called "gravines".

The Park perimeter, extremely indented and heterogeneous (parts of the territory are separated from the rest), makes it more difficult to develop the management and the governance of the area where the divergent interests are significant (see Map 14). The central area is characterized by stricter management



Map 13: Localization of the pilot territory in the Region of Puglia

rules, in opposition with the buffer protection area.

The pilot site of the project is mainly located on the municipality of Laterza and extends over 75 km² including the *Gravine di Laterza*.

The particularly interesting natural habitats are the thermo-xerophilous grassland, scrubland, mesophilic wooded scrubland and thermo-xerophilous forests with undergrowth dominated by *Pistacia lentiscus*.

The Province is the provisional manager of this Park, created in 2005. However, this official establishment was decided with a very weak public and local stakeholders consultation. Some municipalities and landowners (farmers...) decided to get out of the perimeter. This explains the discontinuous perimeter that makes management planning more difficult.

Moreover, general management and specific forest management planning of the area still need to be defined tackling priority issues like tourism frequentation control and sustainable natural resources management.

Identity file of the protected area

- ▶ **Date of creation:** 2005
- ▶ **Superficy:** 280 km² (80% in central zone); pilot site: 75 km² (50 km² in central zone)
- ▶ **Number of municipalities:** 13
- ▶ **Main cities:** Laterza, Ginosa, Castellaneta, Mottola, Palagianello, Martina Franca, Crispiano, Palagiano, Massafra, Statte, Montemesola, Grottaglie, S. Marzano, Villa Castelli
- ▶ **Nearest agglomeration:** 60 km from Tarente, 20 km from Matera, 40 km from Massafra
- ▶ **Main economic sectors:** Agriculture and breeding
- ▶ **Other:** Natura 2000 "Area delle Gravine", "Murgia di Sud-Est", "Gravine", OASI WWF "Monte S. Elia", OASI Lipu "Gravina di Laterza"

Présentation des espaces forestiers

▶ **Couverture forestière régionale** : 1,800 km²
 ▶ **Couverture forestière du site** : 47 km² (62% correspondant approximativement à la zone centrale)

▶ **Principales essences forestières du site pilote** :
Quercus trojana, *Q. ilex*, *Q. pubescens*, *Pinus halepensis*

▶ **Principales valorisations forestières** :
 Tourisme et bois de feu (chauffage, charbon pour pizzerias, viandes fumées)

▶ **Statut de la propriété forestière** :
 50% privé ; 50% public

Gouvernance forestière et de gestion de l'aire protégée

▶ **Comité scientifique ou technique** : Non

▶ **Commissions thématiques** : Non

▶ **Documents cadres** : Non, il n'existe pas encore d'outils de mise en œuvre comme un plan de gestion ou un plan de développement socio-économique

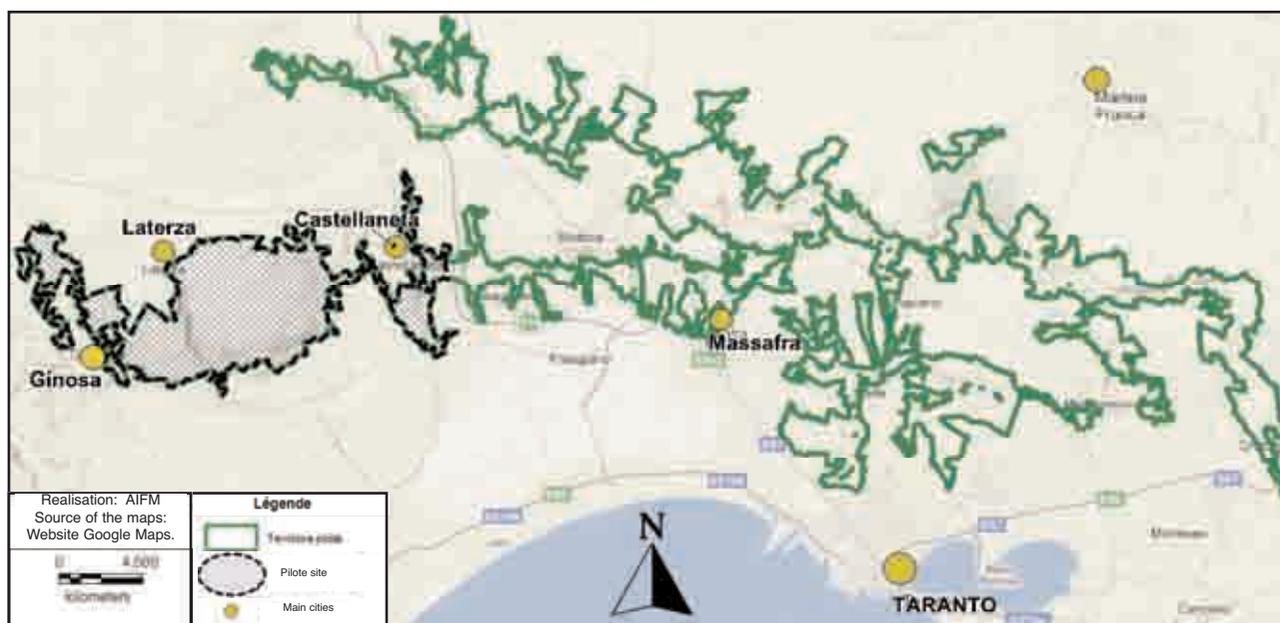
▶ **SIG** : Oui

Pilot project

On the pilot site of Laterza (75 km², which are partly located in the central zone and partly in the buffer protection area), a detailed territorial diagnosis and surveys, followed by an initiative of dialogue aimed at defining collectively a plan of mid-term management of the site (and, more widely, of the whole Park), were realized.

Besides, communication documents for a wide public (on-line Geographical Information System, video clips...) were set up by the spin-off For.rest.med.

See pages 37 to 38, and the *Progress book* No. 2, p. 23 to 30.



Map 14: General view of the Natural Park of Terra delle Gravine

WWF Mediterranean Program Office

**Web site:**

http://wwf.panda.org/what_we_do/where_we_work/mediterranean ;

Contact:

Dott.ssa Marzia VENTIMIGLIA
mventimiglia@wwfmedpo.org

Partner's presentation

Created in 1961, the World Wildlife Found (WWF) is the first non-governmental organization for general nature and environment protection in the world. It employs 4,000 technicians working on 12,000 protection programmes spread in 90 countries.

The organization shows a real desire to involve all the concerned stakeholders: local communities, companies, governments, international and non-governmental organizations...

The mission of the WWF is to interrupt, and then reverse, the global planetary degradation process. For this, WWF's programmes are structured following priority action themes: climate change, chemical pollution, sustainable ways of life, overseas, threaten species, forests, soft water, oceans and coastlines, agriculture and environmental education.

The objective of WWF Med PO (Mediterranean Programme Branch of WWF), which is the QUALIGOUV project partner, is to preserve natural richness of the Mediterranean, and to promote sustainable and respectful practices for the environment and for everyone's benefit.

Presentation and localization of the pilot territories

The pilot sites were located in Portugal (two sites included in Natural parks and/or Natura 2000 sites rich in oak woodland, in particular Holm oak and Cork oak) and in Italy (two sites included in reserves "Oasi", property of WWF Italy).

Forest governance and protected areas management in Portugal

In Portugal, the key stakeholders for natural protected areas management are the forestry associations and administrative structures such as National Forestry Authority (*Autodidade Forestal Nacional*, AFN) and the Institute for Nature Conservation and Biodiversity (*Instituto da Conservação da Natureza e da Biodiversidade*, ICBN). Almost 90% of the wooded areas are private, giving to the forest owners associations (when they do exist) an important technical advice and expertise role for the forest management. The AFN is responsible of implementing the legislation related to forest and public areas management. The ICBN is the National Portuguese Authority dedicated to natural protected areas. On the Tejo and Sado watershed, these two structures try to elaborate management plans in collaboration with other local stakeholders (farmers, forests managers, municipalities...).

Since 2008, after involving all the concerned stakeholders, the *Vale do Guadiana* Natural Park elaborated a Management Plan in a participative way. It complements the strategic Director Plan and allows to specify sectorial management modalities.



Map 15: Localization of the pilot territories in the Region of Alentejo



Map 16: General view of Vale do Guadiana



Map 17: General view of the Reserve Oasi Monte Arcosu (Sardinia)

Common data of the Region of Alentejo pilot sites (see Map 15)

- ▶ **Regional forest cover:** 31,551 km² (53%)
- ▶ **Main forest valuations:** Cork, hunting, breeding, timber

Tejo and Sado Basin

- ▶ **Population:** 1 285 000 inhabitant
- ▶ **Superficy:** 11,700 km²
- ▶ **Number of municipalities:** 34
- ▶ **Main cities:** Santarém and Setubal
- ▶ **Forest cover in the Park:** > 60%
- ▶ **Main forest essence(s):** *Quercus suber*, *Pinus pinaster*, *Pinus pinea*, *Eucalyptus globulus*
- ▶ **Forest land ownership:** 85% private; 15% public

Natural Park Vale do Guadiana (see Map 16)

- ▶ **Date of creation:** 1995
- ▶ **Population:** 4,000 inhabitants
- ▶ **Superficy:** 776 km²
- ▶ **Number of municipalities:** 4
- ▶ **Main cities:** Mertola, Serpa, Mina de S. Domingos
- ▶ **Nearest agglomeration:** 60 km from Beja
- ▶ **Forest cover in the Park:** > 60%
- ▶ **Main forest essence(s):** *Quercus rotundifolia*
- ▶ **Forest land ownership:** 90% private; 10% public

Region of Tuscany

- ▶ **Regional forest cover:** 10,860 km² (47%)
- ▶ **Main forest valuations:** Hunting, breeding, decking

Reserve WWF of Bosco Rocconi

- ▶ **Date of creation:** 1995
- ▶ **Population:** 0 inhabitant
- ▶ **Superficy:** 1.4 km²
- ▶ **Number of municipalities:** 2
- ▶ **Main cities:** Roccalbegna and Semproniano
- ▶ **Nearest agglomeration:** 50 km from Grosseto
- ▶ **Forest cover in the Park:** > 40%
- ▶ **Main forest essence(s):** *Quercus ilex*, *Phillyrea latifolia*, *Erica arborea*
- ▶ **Forest land ownership:** 100% private (property of the WWF)

Region of Sardinia

- ▶ **Regional forest cover:** 12,132 km² (50,3%)
- ▶ **Main forest valuations:** Cork, hunting, breeding, timber

Reserve WWF of Monte Arcosu

- ▶ **Date of creation:** 1985
- ▶ **Population:** 0 inhabitant
- ▶ **Superficy:** 36 km²
- ▶ **Number of municipalities:** 3
- ▶ **Main cities:** Uta, Assemini, Siliqua
- ▶ **Nearest agglomeration:** 20 km from Cagliari
- ▶ **Forest cover in the Park:** > 80%
- ▶ **Main forest essence(s):** *Quercus ilex*, *Q. suber*, *Arbutus unedo*, *Rhamnus alaternus*, *Phillyrea latifolia*, *Erica arborea*
- ▶ **Forest land ownership:** 100% private (property of the WWF)

Pilot project

In Portugal, WWF is very active thanks to its staff that mainly works on wooded ecosystems. WWF launched the FSC certification in Portugal and contributed to the national interpretation of the “High Conservation Value Forests” (HCVF) concept.

WWF is particularly interested in the quality of forests management implemented in the protected natural areas, in order to improve their financial support by certification, ecosystems services promotion, management, restoration and public reception. To reach this aims, it implemented the following actions:

- Development of the HCVF and of a regional Geographic Information System (GIS) aimed at localizing the HCVF attributes in the Portuguese pilot sites.
- Edition of reports about HCVF concept application in the Portuguese pilot sites.
- Implementation of the participative conservation action plan in the Italian pilot sites.
- Elaboration of a web toolbox gathering the main available conservation tools for forest management in the protected areas and practical guidelines.

For more details, see pages 38 to 39, and the *Progress book* No. 3 pages 32 to 38.

III - Presentation and analysis of the project results

1. Evaluation of the project (method and development)

As requested by some partners, during the fifth seminar (Ventoux-Marseille), it was decided that some time should be devoted to reflecting on the conclusions of the mid-term evaluation of the project (see Project methodology I. 2.).

In general terms, the evaluation report noted an “initial weakness, which led to the mid-term dysfunctions” (delay in the activities, weakness of the capitalisation, etc.). However, it estimated that the purpose originally researched was “rarely achieved to full satisfaction by the European projects of territorial cooperation” and that, “at mid-term, although the actions were beginning to be undertaken well, there was still time to ensure the project’s added value by finding a compromise between its huge ambitions and the realities in the field”.

Some aspects could be improved on and some delays were noted, but the final assessment of the project is far from being negative. Through its innovative aspects and the many consequent exchanges, QUALIGOUV already seems a success and has provided significant advances in the area of governance in the field of managing Mediterranean forest areas.

Reasons for satisfaction

A major reason for satisfaction is the very high degree of commitment that all partners have demonstrated to the project. Very serious economic and financial difficulties have affected the respective countries of the different partners, and in turn have struck administrations, local communities, NGOs, and a large number of other stakeholders involved in local projects. However, all partners have held good. Despite its own difficulties, the Region of Murcia, coordinator of the project, carried out the administration and funds management work, which was much more considerable and complex than had been anticipated at the outset. The AIFM itself had very serious cash flow problems and

was able to complete the project thanks to the exceptional dedication of its permanent employees and to the solid and tireless commitment of its volunteers.

The seminars and field visits of the pilot projects were, in general, very productive and rewarding. During these meetings, which have enabled the participation of local communities in addition to the partnership, and which were held in a warm and friendly atmosphere, the partners were able to verbally communicate and share ideas in a much more active and effective way than through written documents (these have, however, been the subject of insufficient exchanges, see frames pages 24 and 25). The format of these visits contributed to this effectiveness: field visits were followed by open and collective debriefing with all of the participants, later revisited by the Peer group in terms of capitalisation. This reinforces the method, which is based on the importance of direct and oral interpersonal contact on the ground, and in particular on this subject of governance.

None of the partners behaved like a bounty hunter or a lottery winner. At the outset, everyone had their own objectives and their own field projects, for which they were looking for funding. But throughout the conducting of QUALIGOUV, a constant and significant effort has been made to consolidate approaches, draw lessons from other partners’ projects, and benefit from everyone’s contributions. Thus, each partner generally ended up with very satisfactory results compared with their own objectives that they had originally chosen, even if the achieving of shared goals, particularly in terms of transferability and methods which can be applied generally, remained, without any doubts, below of what had been initially hoped for and announced.

The monitoring, evaluation and capitalisation processes worked in a fairly satisfactory way, due to the Peer group’s meetings, at the end of each seminar, and to the reflection about the mid-term evaluation report. It contributed to a very strong increase in the partners’ ability to build a common approach, which led to, outside of the project itself, the involvement of several partners in the very rich workshop “Forests, societies and territories” held during the second Mediterranean forestry week organised in Avignon in April 2011 by the AIFM and the Plan Bleu, under patronage of the FAO.

Analysis of the problems

In addition to the original economic and financial difficulties, which will not be analysed here, the main difficulties were mainly of a cultural nature.

One of the major handicaps was the lack of ease, for some partners, at putting themselves in a strict mindset of projects, with specific tasks to perform, and specific deadlines. In the initial phase, most of the partners had only described their respective projects in fairly general terms, making reference to themes and objectives, rather than tasks and concrete actions. During the field visits, things were finally specified, and partner visitors were able to fully understand what the pilot project/s of the partner organising the visit were really about; hence the unavoidable delays in concrete exchanges.

After the seminars, the three QUALIGOUV *progress books* largely helped to compensate for this lack of initial information. It was regrettable, however, that the written exchanges were not as rich as the oral exchanges. In fact, the lack of written evidences of these exchanges makes the promotion of the project and the transferability of tools outside the circle of partners more difficult. The intervention of the AIFM, as a mediator-facilitator to boost and capitalise on these exchanges and to ensure widespread dissemination *via* its broad network of Mediterranean forest stakeholders, deserved a more prominence position and better responsiveness.

Another difficulty has been the lack of bibliographical references and, more generally, research on knowledge already available elsewhere⁴. Faced with a problem, it is not enough to ask good and pertinent questions, it is also necessary to take the time to see whether they have not already been more or less well covered



Photo 3 : Presentation of the pilot site of Monte Arcosu by the WWF during the seminar 6.

Table 1: Salient elements/recommendation excerpts from the mid-term evaluation report

- 1 - More exchanges on the work context and the activities of each pilot project are desirable.
- 2 - Need to develop synergies between partners, in particular with regard to capitalisation.
- 3 - Lack of human resources: Hiring staff and/or ensuring better availability of these staff. Failing that, having the ability to outsource actions.
- 4 - Several delays and a lack of drive, both in management and capitalisation: Describe the work plan in detail with a more precise timetable.
- 5 - Responsiveness needs to be improved and deliverables must be produced on time.
- 6 - Implement animation tools based on Information and communication technologies (participatory website, virtual meetings, etc.).
- 7 - Promoting the commitment of the stakeholders by more sustained exchanges (surveys, forms, etc.) and by using translation (insisting on the essential commitment of partners in a transnational approach).
- 8 - Strengthening the role of the Peer group as a structure aimed at facilitating exchanges, promoting the commitment of peers and boosting their interaction with partners and other stakeholders.
- 9 - Create an evaluation grid to analyse and exploit the capitalisation potential of the various experiences. On the basis of this analysis, reorient partners' activities as much as possible to improve their potential for capitalisation and promote cross-learning from shared activities.

red elsewhere⁵. In the absences thereof, we are faced with two kinds of risks:

- repeating what already existed;
- engaging ourselves in impasses that had already been identified as such.

Of course, it is never completely lost time, because, in so doing, the partner progresses in its awareness and ownership of its problem. But it may be that, if it had been better documented, it could have gone much further and faster, leading to results whose transferability would have been much more interesting. Thus, it can be assumed that the project has helped to promote new attitudes among the executives of the partner institutions, promoting improved governance over their territory.

As regards the capitalisation, it was difficult to achieve the ambitions initially set out (i.e. very general, gauged and easily transferable results). The “deliverables” handed over by the partners are marked by local disparities, especially political and cultural, which characterises the Mediterranean region including the countries of the northern shore. The Peer group has also been operating as an evaluation body for a long

Table 2: Adaptation measures undertaken

1 - An overview of the project has gradually emerged. The partners have shared more information on their context and activities. Part 1 of the *progress books*, published late, is one result of it.

2 - Thematic sub-groups have been formed within the Peer group. They have enabled collective synthesis (*Thematic enlightening*, pages 40 to 45) for the capitalisation and the transferability of the tools and methods trialled within the framework of the project.

3 - The AIFM, and also the PNR of Alpillles or even the ONF, have adapted the availability of their staff or hired people to carry out the project's actions. However, the economic crisis has severely affected the countries of several partners, whose budget problems have been compounded.

4 - During the fifth seminar, a fairly strict schedule was established and implemented, particularly concerning the capitalisation activities. Some partners have also managed to catch up on a significant delay accumulated in the implementation of their pilot activities (ONF, PNR of Alpillles, Province of Taranto, etc.).

5 - The partners were all present at the last two seminars. The pace of implementation of the activities and certifying expenditures has accelerated. Communication between the partners and deliverables sharing with the AIFM, have been improved. As the project was progressing, there were clearer substantial results.

6 - The website has been updated and gradually translated. For example it has been used by the PNR of Luberon as a vector of exchanges with forest owners. On the other hand, some features, such as the forum, have barely been used, or are even not operational at all due to a lack of interest or administration means.

7 - The constitution of thematic sub-groups, sometimes transnational, within the Peer group, has enabled the project to move forward in this direction. But the lack of consistency and partners' adherence with the transnational approach remains one of the major difficulties in this kind of project. The stakeholders are very busy and exchanges, outside of seminars, remain limited⁶.

8 - At the end of the project, sometimes under the impetus of the AIFM, the peers were very committed to developing a collective dynamic within the project. Moreover, some of them are themselves professionals in the field, providing technical and practical legitimacy (beyond the scientific expertise it also requires) to the Peer group's evaluation and capitalisation activities.

9 - The constitution of thematic sub-groups within the Peer group has allowed to identify intersections, consolidate experience, collectively analyse it and make it functional. On the other hand, it was no longer possible, given the project's state of progression⁷, to reorient the partners' activities according to the result of this collective analysis. The findings of the sub-groups are however attached to this book in the form of annexed leaflets, and will be used as recommendations for future similar initiatives.

time, rather than a capitalisation one, and it may have missed some of the conceptual work (defining the concepts of governance, quality of management, etc.), which would have been desirable to launch the capitalisation dynamic on solid common ground. On the other hand, the establishment of thematic sub-groups and the drafting of *Focus boxes* gave a second wind to this simple capitalisation mission.

Finally there were difficulties related to the diversity of languages. Even if French, Spanish and Italian are similar, multilingual comprehension is not always easy. People who are used to it can read or orally understand the other two languages without too many problems, but they cannot write or speak it properly. English therefore becomes the largest communication medium. But in projects such as QUALIGOUV, the territorial stakeholders, who are numerous, and occupy an essential place, are often uncomfortable in any foreign language, and translation becomes essential. However, a good translation is a very expensive investment, and its quality has been rather varied across the seminars.

On the other hand, in this project we find, as well as in others (RECOFORME, for example), that one of the distinctive features of the MED approach (or Interreg) is to transfer some practices of the scientific community to management environments, i.e. simplified daily exchanges. But if researchers have diaries that

permit them to travel and to attend some congresses, the same does not hold true for the operational officers subject to their local and statutory obligations in their territories. Thus, the active participation in a project such as QUALIGOUV should be accompanied, by the partner organisation, by formal diary opportunities for appointed representatives, in order to allow a better attendance of key stakeholders to the activities of the project.



Photo 4 : Between Spanish, French, Portuguese and Italian people, English has been an inevitable intermediary in the exchanges, not always favoring their effectiveness.

Recommendations for promoters of similar cooperation projects

A few recommendations for future similar cooperation projects can be made, based on the above analysis of the reasons for satisfaction and difficulties:

- It is essential to work carefully in the initial design of the project, by establishing an action group among the potential partners' representatives whose role is the prior examination of the consistency between the actions planned by the different partners and the project's objectives.

- Concerning the lack of exchanges between the partners, it is suggested that the importance of exchanges, from the beginning, of accurate and homogeneous information on the different work contexts and activities planned by the partners, and organising field trips within the first semesters rather than toward the end of the project, should be further stressed.

- The project partners should take a "project management" approach from the beginning. In other words, reflect fairly accurately on the content of the tasks to be performed, their chronology, the deadlines and the necessary means and expected results. These reflections should be summarised in a clear and informative document for the attention of the other partners. That is what the AIFM tried to propose when preparing the application form for the QUALIGOUV project. Differences between the initial estimates and the final results are not only inevitable, but also quite acceptable in an innovative approach. Therefore, it cannot be that these initial specifications have a mandatory nature (and even less contractual) that could prove sterilising, but they must exist to mark out the path travelled and enable each partner to clearly understand what the other is doing. Meeting deadlines is also an essential aspect. And if deadlines change, it should be justified by compelling reasons. In the QUALIGOUV project, the AIFM and the Peer group took too long time to effectively diagnose this lack of a "project" approach, and remedy it by evaluation procedures which were too sophisticated, instead of putting in place a simple procedure to track tasks and deadlines, which may be more the Steering committee's responsibility. In short, the governance of a project such as QUALIGOUV requires a certain degree of strictness and time and energy to be devoted to it.

- Such a project should begin with profound awareness-raising work among the partners for such a cooperative and sharing approach. Otherwise, the partners are not sufficiently interested in working on the transferability of the subject for their pilot experiments and to draw inspiration from those of the others. The project then remains a financial contribution to achieve activities outside of the context of their usual budget,

certainly innovative, but limited in terms of reproducibility and co-learning. This is more a warning, rather than a comment, because there is no miracle cure for avoiding this issue entirely.

- Bringing field projects closer to the research world. It is not, of course, about transforming projects that need to remain at the level of development and actions on the ground into research projects. It is more about overcoming two of the difficulties outlined above: on the one hand, the lack of provisions for stakeholders on the ground to create a detailed bibliographic work ; and on the other hand, the difficulty of translating the results into a form that can be easily capitalised on and transferred. However, documenting the most recent state-of-the-art and publishing articles are two things that researchers often know how to do quite well. One solution might be to research systematically enough to place, within pilot projects, Masters professional training or end of studies courses for engineers, with a sufficiently long duration (six months in general) and leading to the writing of a dissertation. There would be several advantages to this:

- ▶ Encourage teachers-researchers supervising these students to take a close look at problems in the field (and *vice versa* several teachers-researchers are very keen to make contacts on the ground).

- ▶ Provide deductive, well-constructed bibliographies.

- ▶ Facilitate the taking of results in "grey literature" into account, which can be consulted and sometimes in scientific publications.

We could also think about theses that, just like the MED projects, usually take three years to complete. The main difficulty would be conducting the project preparation file and that of the thesis in parallel, so that they are accepted at virtually the same time. Therefore, it is more prudent to stick to, at least initially, Masters level dissertations.

- In conclusion, the difficulty of generalising from projects composed of various pilot actions distributed over territories clearly not necessarily representative of the MED area has been offset in part by the development of synergies with other projects (including Model Forests) and initiatives (Collaborative partnership on Mediterranean Forests, Working group 3 of Silva Mediterranea, etc.). Thus, on the occasion of the "Forest, societies and territories" sessions (see <http://www.aifm.org/nos-activites/parteneriat-mediterraneen/semaines-forestieres-mediterraneennes>), and in the presence of representatives from 13 Mediterranean countries, the project partners have largely contributed to collectively defining the recommendations, elevated to the status of regional benchmark (for the entire Mediterranean basin) by the FAO.

2. Technical results of the QUALIGOUV project

Overall presentation of the results achieved and the cross-cutting elements

Beyond the difficulties and ambiguities, the project has helped to highlight some cross-cutting considerations, or at least shared by several partners, in forest management:

- The system of ownership is often decisive in the feasibility of good governance initiatives. The obstacle is not so much the character of private forests, but rather the atomicity of the property. Thus, a multitude of small landowners, who are mostly farmers, are not necessarily aware of environmental and forestry issues, such as that which the Province of Taranto has been facing with, makes it extremely difficult to enter into negotiations and implement decisions. On the other hand, major territorial units such as States' and municipal forests that the ONF manages in France, as well as the large forest properties of Mont Ventoux, facilitate approaches and consultation

- Despite a low exploitation of timber, the pressure on the protected forest areas in the Mediterranean is strong, whether from the point of view of the land, recreational and tourist uses (especially because of the proximity of large urban areas) or from the point of view of the more or less natural threats, which affect the environment (wildfires, erosion, etc). The needs in terms of management are therefore at least equivalent, or even greater, than those of temperate and northern forests. The challenge is therefore clearly to better exploit this multifunctional nature and the heritage value of Mediterranean forests.

- The “fortress” approach of the conservation is not only poorly effective, but it is also confronted by local populations ready to enforce their rights and to protect themselves against what they fear causes the neutralisation of their working tool, as we could see in the Park of *Gravines*. Several works on this topic have supported this belief.

- In contrast, it is not always easy for local stakeholders to perceive the profit that they could benefit from setting up a protected area. The latter brings certain fame to the territory regarding tourism, and a guarantee for the quality of local products. Some farmers from the Park of *Gravines* have indeed understood it well and have thus created a dynamic consortium of farms aimed at surfing on the promotional wave of the *Gravines* land allowed by the “Park” label.

- Generally, managing a protected area, and in particular in a Mediterranean environment, characterised by its fragility, is a complex mission that requires much more resources, especially human, that you would suspect. This complexity is further strengthened by the multi-layered bureaucracy or by the multiplicity of the regulatory mechanisms that make the actual participation of field stakeholders in decision-making bodies difficult. Good governance tools must therefore contribute to addressing this complexity and avoid accentuating it.

Self-evaluation assessment by the partners

This chapter is, to a certain extent, the page where partners can express themselves freely. Each of them has, as far as possible, critically prepared a presentation and an overall assessment of their own pilot activities and the results obtained.

✦ Region of Murcia

Concrete achievements

The approach of implementing the “Master Plan” tool in 4 villages in the periphery of the Regional park of Sierra Espuña has been the main pilot activity in the Region of Murcia in the framework of QUALIGOUV.

A sociological study on the perception of the context by the local population was carried out by means of collective interviews and individual surveys. Twenty-five semi-open interviews, customised according to the five profile categories (local population, entrepreneurs, new residents, scientists and institutions) have helped to outline a few proposals. Each group comprised five people as well as external experts.



Photo 5 : The Park of Sierra Espuña has been the object of an ambitious process of dialogue for the implementation of a Master Plan in four surrounding villages.

718 surveys were then conducted in Gebas, Fuente Librilla, Alhama de Murcia and Librilla (the 4 main centres of population inside and around the perimeter of study) focused on various topics such as promoting the Gebas natural heritage, knowledge of the environment, the perception of the protected landscape, and even the situation and the prospects for economic development. They demonstrated how these different local stakeholders are attached to this territory for which they want more development through knowledge and tourism.

This study also supplied a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis divided into themes. Again, the civilian population took part in this preliminary phase to define the action plan. A social participation workshop brought together a total of forty-five people divided into six working groups according to their technical, scientific or political profile (farmers, owners, residents, entrepreneurs, hunting experts, decision-makers and staff of the municipalities, environmental technicians, local development officers, Consular chamber representatives and Park staff).

This participatory methodology is directly inspired by the EASW (European Awareness Scenario Workshop) method. All profiles present in the area have been consulted in order to ensure the representativeness and quality of the governance. These six working groups concerned themselves with the following themes: social stimulation, natural and rural heritage, cultural heritage, productive system, infrastructure and institutional management.

Among the actions included in this “Master Plan”, here are those which most directly relate to managing forest areas:

- Creation of a meeting room (collaboration between municipalities, the Region and the environmental associations associated with the Master Plan).
- Organisation of biennial technical days on the Protected Landscape of Gebas.
- Creation of four educational trails equipped with specific signs and explanatory paths.
- A study applied to the erosion situation in the area.
- Application for a line of funding to maintain primary agro-forestry systems and recover indigenous vegetation.
- Development of a pilot project for energy generation and/or compost from forest and agricultural biomass.
- Creation of a technical unit to promote, evaluate and follow-up the “Master Plan”.

All these activities have not yet been completed, but the project has undeniably contributed to it by defining the planning in a coordinated way.

Objects of satisfaction

Participative consultation has been successfully organized in the framework of the Master Plan establishment. A real dynamic has been created and people’s responses have been very positive. One of the reasons is that they had never been consulted about land management planning in their territories before.

Difficulties and dysfunctions

Implementation has turned out to be the most difficult process because it was such a broad request that the identified needs and suggestions involved different administrations and managers, which has created difficulties in giving responses as promptly as the local population was expecting.

Otherwise, problems of budget, caused by general economic difficulties in Spain and Spanish government, have complicated the implementation of some scheduled activities in the framework of the project.

Potential improvements

Firstly, although village scale provides very detailed and precise information about measures proposed, actions and areas where they are being implemented often overlap. A single socioeconomic plan, including all the villages involved, is considered to be a better option for the whole protected area of the Regional Park.



Photo 6 : General view of the Protected landscape of “Barancos de Gebas”.

Secondly, administrations and institutions that will be responsible for the implementation of measures should participate from the beginning of the process in order to be able to integrate corresponding actions into their own activities. This will enable the adjustment of measures to realistic budgets and avoid false expectations from the local population.

Finally, dynamic, local implementation and monitoring are essential. That is the reason why local offices, the Master Plan dynamizer role and monitoring committees with managers, technicians, politicians and local stakeholders participation, are very important, as well as coordination of these committees. These four committees, focused in villages, will have to integrate coordination with other participatory processes such as Model forest (larger scales), Park council (with management objectives) or European chart of sustainable tourism (focused in a concrete activity).

Transferable elements

From our point of view, to **include people and stakeholders from the beginning** is a “gold rule” and can be easily transferable to any other similar initiative. Let’s hope that the good results of this approach convince other managers and politicians. However, it is a long-term process, because it implies a question of mentality change.

Specific contribution of QUALIGOUV project

The process in Sierra Espuña has been improved since QUALIGOUV started, thanks to the interaction with the rest of the partners. The project has allowed us to learn from different points of view and tools that have been developed to face very similar problems around the Mediterranean Basin.

✦ Regional Natural Park of the Alpilles

Concrete achievements and points of satisfaction

Despite the low number of people interviewed, the sociological study (see *Thematic enlightening* No. 1) has been fairly well conducted, particularly regarding the method used. Interesting conclusions have been drawn.

The interactive terminals have demonstrated a genuine interest from the general public. They have also consolidated, on the whole, the data collected in the framework of the sociological study (awareness of risk, environments and the need to intervene in the forest, etc.).

Coupled to the summary on the state of governance, or governance diagnosis prepared by Louis-Michel Duhén (member of the Peer group from the QUALIGOUV programme), these interactive terminals offer a clear overall vision of the territory and its challenges in the field of forest management and governance. This overall vision has been an important prerequisite in developing the governance and communication strategy (see below).

The governance and communication strategy has allowed common themes to be gathered, shared and discussed, while comparing sometimes divergent points of view. It is satisfying to be able to acknowledge the requirements and visions of the various stakeholders and partners acting on the territory and to try, together, to find the keys to improve the management and the governance on the massif.



Photo 7: The forests of Provence (South-East of France) are characterized by their vulnerability to fire risk. However, this risk is still largely unknown among the general public.

Difficulties and problems

- Several changes within the team during the project, causing discontinuities in the management of the activities and the link with the partnership.
- Difficulties in catching the attention of the various stakeholders in issues that may seem distant or technocratic.
- Prior lack of a clear definition of the concept of governance, which resulted in the fact that people did not always clearly understand the project’s aim.
- Some competitive procedures have had to be redone, which has led to some delays.
- Large number of stakeholders and contractors in the field of forest management and defending forests against wildfire. So many people with, sometimes, very different, or even contradictory, interests.
- Difficult involvement of the services of the State (ultimate decision-makers) in “bottom-up” approaches

(example: participatory definition of techniques involved for fire prevention).

- Difficulty involving local authorities from the territory in a participatory approach and a debate.

Possible improvements

- The concept and the objectives of the project's actions among the relevant stakeholders should be better defined from the start.

- A “wealth” to be managed with caution: the local partnership and its complexity (local authorities, multiple local stakeholders, populations, etc.). The diagnosis of governance should be established even before beginning of these activities in order to avoid deadlocks due to possible blunders committed by integrating stakeholders in the consultation.

- Prior work should increase the diagnosis accuracy of forest management in its entirety. This requires establishing conventions or partnerships for exchanging data.

- The interactive terminals have demonstrated a certain lack of public knowledge concerning the impacts of fire, but also the Park's intervention procedures and missions. The link between cutting and prevention is not clearly established, and mechanising the forestry works has been badly received. Efforts in the field of communication, organisation and education therefore remain to be done⁸.

In addition, it would be a very rewarding experience to use these terminals after the completion of the project, the aim being to regularly collect the opinion of local people and, thus, check if the new strategies for communication and governance in place are bearing fruit (by resulting in an improvement in the perception of forest management by the general public) and, if this is not the case, to reorient/improve the actions. So we would be approaching a continuous process of governance improvement.



Photo 8 : Field trip during the second seminar of the project in the Alpilles et the Luberon.

Transferable elements

The main tools and transferable methods developed and experienced by the PNR of Alpilles within the framework of the QUALIGOUV project are the following:

- **Governance diagnosis:** this work seems to be a crucial (and yet rarely undertaken) step in the establishment of the diagnosis for the territory, prior to any decision-making likely to influence the governance of a territory. It is all the more important for initiatives conducted on the territories to not have a prior recognised governance structure (creation of a Natural park for example). The design office responsible for the diagnosis prior to developing the governance and communication strategy (see below) has supported this and completed the initial state of situation. It remains to be seen if there are any oversights, discuss and complement the results and share and prioritise them (role of local authorities, etc.).

- **The sociological study:** rather than expanding the sample of respondents to the maximum, the development of each interview has been preferred by means of tools such as a “mental map” or even a “walking dialogue” (see *Thematic enlightening* No. 1). So with modest resources in terms of labour and budget dedicated to the survey task, it is possible to be aware of unsuspected elements in the perception of the territory and the expectations of local stakeholders. This holds true for most of the rural territories and in particular on subjective themes such as forests.

- **Interactive terminals:** this concerns an innovative and interactive method to collect the expectations and the perception of local populations on forests. An interesting complement to the sociological study, which favoured on a limited number of in-depth interviews with targeted stakeholders. The location of the terminals, positioned in strategic locations, as well as a good supporting communication, are the conditions for the success of such an initiative.

- **Development of a governance and communication strategy:** a new local forest strategy will emerge, bringing together all the stakeholders and partners as well as financiers, in a new development scheme or within the framework of the elaboration of an Inter-municipal brushing and forestry plan (*Plan intercommunal de débroussaillage et d'aménagement forestier*, PIDAF), to improve the information, understanding and acceptance of measures by locals. A strategy based on improving the governance and communication around the same territory. The debate is particularly focused on methods of valorisation of the forest of the Alpilles. Some believe that priority should be given to wood production, despite the fragility and the low productivity of local forests. Others are more in favour of a multi-functional integrated management.

Specific contribution of QUALIGOUV project

The QUALIGOUV project has provided elements of response in order to identify the main issues to be transformed into actions. This targeting allows the mobilisation of stakeholders from the territory to be promoted, and to quickly focus on the points and the concerns of stakeholders, while facilitating the prioritisation of actions.

In addition, the Territory forest charter, as a territorial approach, must be scoped and relayed by all the stakeholders and partners of the territory. To do this, QUALIGOUV has allowed a better knowledge of the trends, visions and expectations of each one. Information and mobilisation work is therefore often necessary. QUALIGOUV will come up with a strategy, *scenarios*, and actions, and will facilitate the establishment of the Forest Territory Charter, as well as the monitoring of the validity of the orientations chosen. The work of the Forest Territory Charter could also be enriched by the analysis of the stakeholders-key locals with the detail of their skills/missions as this has been developed in the framework of the project (see above).

QUALIGOUV has also helped to improve the collaboration between stakeholders in urban centres (towns and large villages) and rural areas and to involve this diversity of stakeholders in the reflection, definition, planning and implementation of a genuine sustainable management of Mediterranean forest protected areas in the Alpilles.

QUALIGOUV has laid the foundations for a sustainable and participatory project around the forest, which has strengthened the participatory approach undertaken during the creation of the Park.

✦ Regional Natural Park (PNR) of Luberon

Concrete achievements

– The QUALIGOUV project was the first opportunity for the PNR of Luberon to relaunch the running of its Forest Territory Charter. The participation of the different partners in this consultation tool and the definition of the policy in favour of local forest areas has been strong and continuous throughout the European programme. The success of this organised activity has encouraged the Steering committee to seek the necessary funding for the continuation of the organised activity for the period 2012-2013 and to start considering the renewal of the Forest Territory Charter for the next five years.

– The organisation of the Forest Territory Charter also consisted of awareness-raising actions among local stakeholders on forest management. Days have been organised for the general public as well as for foresters and naturalists from the territory on the martélescope of Menerbes, an awareness-raising tool and exchanges on multifunctional Mediterranean forest management. These days were a great success. The same holds true for “The four seasons of the forest” day, co-organised with the Forest Territory Charter “Montagne de Lure”, during the international initiative “2011, International year of forests”. Open to a wide audience, schools and families⁹, this day was an opportunity to discover the actions of the two charters and has helped to show forestry “in action” for people whose local culture is not very oriented towards the forest. This event helped to strengthen links with the Forest Territory Charter “Montagne de Lure” and led the two Charters to consider pooling their organisational resources for 2012-2013.

– On the two pilot sites, the organisation conducted by the Regional centre of forest property led to the creation of two Forest management free syndicate (*Association syndicale libre de gestion forestière*, ASL): the ASL of the massif des Ogres (in the municipalities of Roussillon, Gault and Gargas) and the ASL of Villeneuve-Niozelles. These structures include the private forest owner volunteers and are indispensable tools because they concern the concerted management plan and can manage shared projects. The land allotment and the diversity of profiles of the owners have made this work long and tedious. The organisation resulted in the creation of a core of motivated owners who participate in forest training (some of which are on the martélescope) and work to “recruit” for the association. The work of enlarging the ASLs by new owners joining is one of the “post-QUALIGOUV” challenges. In general, supporting these groupings for the first few years of their “existence” is a question which arises today among the various stakeholders concerned by the Forest Territory Charter of Luberon.



Photo 9 : Pilote site of Ochres in the PNR of Luberon.

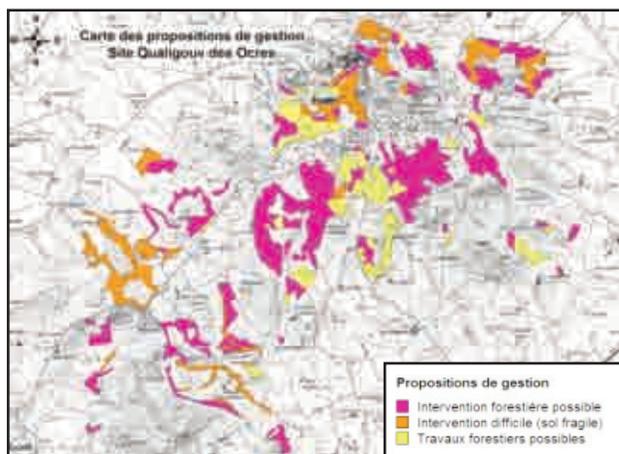
- As regards forest management, the PNR of Luberon has used a consultation method implemented to cover the Luberon-Lure Man and Biosphere reserve, and has developed it on the territories with a multiplicity of issues and a relatively binding regulatory context. The management plans are developed in a partnership context, which brings together owners (via the ASL), local authorities, the PNR of Luberon (acting as the moderator of the Forest Territory Charter and the Natura 2000 sites), representatives of the groups of stakeholders involved in the activities performed in the forest (managers and forest councils, technicians, professionals from the forestry-timber industry and leisure activities) and institutions responsible for legally approving the management such as the Regional direction of environment (DREAL), particularly for the landscape aspect. This cross-cutting work on the challenges for the territories and the desires of the private owners has been very interesting. Links between institutional partners are strong and each has worked to ensure that the others understand it. The final form of the forest management plan, “understandable” by all, can be reused elsewhere in the Mediterranean.

Overall, the QUALIGOUV project has given the PNR of Luberon the opportunity to make progress on some innovative forest subjects and has created a demand, which now needs to be addressed (setting project, seeking funds...).

Points of satisfaction

Locally, we were able to push forward the implementation of the planned activities, within the time constraints and despite a tight budgetary context.

The technical tandem PNR of Luberon - Regional centre of forest property (from which the peer of the PNR of Luberon came) has also worked quite well and the QUALIGOUV programme has helped to maintain



Map 18 : Mapping of management proposals on the QUALIGOUV pilot site of Ocbres.

a continuous action of the major forest governance tool of the Park: the Forest Territory Charter.

As regards the partnership, the seminars have been genuine opportunities for exchanges and shared experiences. A “QUALIGOUV-AIFM” network has been created. The organisation of the project method (provided by the AIFM) has greatly contributed to the success of these exchanges, especially with the idea of “peers” having close contact with the project’s stakeholders.

QUALIGOUV has also permitted innovations that varied, both in terms of tools and methods.

Difficulties and problems

- The Seminars, “highlights” of the partnership exchanges, have not been sufficiently prepared and designed with a view to transferability. They have been more an opportunity to submit a local operation without wondering too much about the fact that its state of progression did not perhaps allow a greater understanding of the expected results. This last remark is particularly true for the first technical seminar (Alpilles - Luberon) which took place too early in light of the objectives.

- The Peer group had the mission of helping to construct the project. The nature of its exchanges and its links with the stakeholders involved in the QUALIGOUV projects does not seem to have made a significant contribution to the execution of the actions. This point has been partially corrected in the mid-term evaluation and final synthesis of the results that the Peer group has largely contributed to achieving. In the same spirit, the Peer’s local contribution has not been sufficiently clarified and included in the objectives and in a clear agenda outlining the setting up of the pilot actions.

- The institutional communication concerning the project was inadequate. The low involvement of partners on this issue transferred the whole responsibility for the communication mission to the AIFM (both external, but also local and between partners). As a result, the website did not, ever really work, although it was a useful tool for the activities of the PNR of Luberon as an interface to exchange with the forest owners, and the form of newsletters should be discussed again.

Possible improvements

- The synthesis of the results of the different actions must be more readable and accessible in order to facilitate the capitalisation and transfer capabilities. It would be especially interesting to reflect deeper on

the shared points in the area of governance in order to go ahead towards a common method for the Mediterranean forest governance, which could be a major result of the project.

- About a post-QUALIGOUV (“QUALIGOUV 2”): The work of each partner should be more focused on the objectives and common results to optimise the content of the exchanges and the sharing of experiences. It would be particularly interesting to capitalise on the great added value of the project (and more widely of the MED Programme) that constitute inter-personal relations, by imagining an action being co-constructed by two or three partners, with exchanges between teams. Everything that goes in the direction of a better integration of Mediterranean forest aspects seems to be part of the extension and the improvement of QUALIGOUV. On the same topic, the capacity for scaled down direct exchanges between two or three partners sharing the same issues should be encouraged.

- Finally the QUALIGOUV project has resulted in progress in the development of a common approach to governance and there is a need to communicate these results, which implies:

- ▶ A clear contribution from the Peer group in the development of the tools to summarise the results (presentation of “the QUALIGOUV governance method”).

- ▶ A “communication working group” responsible for defining a communication plan and to identify the means available.

Transferable elements

- The **Concerted management plan** of the PNR of Luberon developed thanks to QUALIGOUV within the framework of the implementation of the Forest Territory Charter.

- The **participatory method of operational management** of the PNR of Luberon, particularly for making contact and questioning forest owners on their expectations (see *Thematic enlightening* No. 2).

- The **Forest owners association** model: ASL (Forest management free syndicate).

Specific contribution of QUALIGOUV project

- Meetings with European territories which have helped to identify the common bases of work and to establish an embryo of European network of territories of excellence in the governance of protected natural areas.

- The means for local experiments that would have been difficult to get off the ground given their innovative character.

✦ French National Forestry Office (ONF)

Concrete achievements

The ONF had chosen the Mont Ventoux massif (Department of Vaucluse) as its QUALIGOUV pilot site. It is representative of the diversity of issues related to Mediterranean forest management: diversity of stakeholders in the territory, multiple uses, ecological and landscape wealth, considerable altitude gradient.

The actions carried out within the framework of the project are organised in five topics:

1. Experimentation of alternative exploitation methods and diversification of opportunities through a demonstrative action of local use of timber with wood sorting (“Mazan project”, see *Thematic enlightening* No.7).

2. Implementation of a pilot work of energy-wood mobilisation for local use.

3. Equipment and use of a plot as an educational support for forest management (*martéloscope*, see *Thematic enlightening* No. 6).

4. Demarcation and trialling of a method of differentiated management of senescence plots (“old growth stand patches”)¹⁰.

5. Experimentation of traditional modes of wood exploitation preserving the natural environment (haulage using workhorses)¹¹.

Points of satisfaction

The fact that the ONF has direct responsibility for the management of natural areas has undoubtedly facilitated the implementation of new practices (wood sorting yards, installation of old growth stand patches, *martéloscope*, etc.). Providing local technicians has also contributed to transforming the new management concepts into concrete actions (example of the timber yards and the old growth stand patches).

Thanks to the innovative dialogue approaches between producers and users of the timber industry network, the “Mazan project” operation has become part of the local economy, by seizing the opportunity for a project near people who require wood from the Ventoux.

Part of the timber haulage has been performed using workhorses. The operation has confirmed the interest of this animal for preserving fragile environments (low compaction of the soil, preservation of regeneration, etc.).

The exchanges were conducted with professionals



Photo 10 : Operation of animal traction baulage in the forest of Bedoin, within the framework of the "projet Mazan".



Photos 11 et 12 : Establishment of "old growth stand patches" in public forests of Ventoux.

of the wood-energy industry network. Foresters have opened themselves up to considering mobilising new products, beyond the traditional uses of the wood industry (pulp).

For the *martéloscope*, equipping a plot for a full-scale exercise of fictitious removal of trees leads to a very appropriate continuous medium for raising awareness and an expanded participatory governance approach. It represents a scalable tool, particularly well-suited to the participation of multiple users in the forest management process.

Finally, the project of "old growth stand patches" has proved particularly topical because it joined the policy of establishing a green –(and blue) belt on French territory, as a result of the participatory approach of the Grenelle environment forum in France (2007).

Difficulties and problems

The "**owner-supervised logging**" (control of the operations by the ONF from tree harvesting to the final user) involves the wood producer paying the running costs upfront. The yard, led by QUALIGOUV, has therefore only been possible thanks to the cash flow capabilities of the ONF. This constraint may be a limiting factor to the development of this practice in the Mediterranean region, in particular for small private forest owners or their associations.

The Ventoux massif itself is covered by forests belonging to different owners who need to be convinced of the interest of the approach to move from an idea to reality. It is one of the difficulties encountered in the framework of establishing the old growth stand patches for example.

Haulage by workhorses cannot be envisaged on a large-scale due to the limited yields of this technique. The use of the workhorses has also somewhat disturbed the chronology of the forestry works, which had to be achieved with conventional means.

If wood is definitely a source of energy for the future, there are only a few operational facilities using this fuel resource in Provence at the moment. Woodchip demand is therefore still low locally and market prices do not pay enough. So unlike timber, it has not been possible to put together a chain of stakeholders from forestry exploitation until the final users.

The Mediterranean forests are restricted as they are, mostly, limited by areas dedicated to other uses (agriculture, urbanisation, etc.). Unlike some regions, where the juxtaposition of uses is easier, the Mediterranean forest operator has to reconcile, on the same territory, all the functions desired by society.

On the other hand, in an economically difficult context, where the institutions are overlapping (this is the case of Mont Ventoux), the opening up to shared management is not always straightforward. However, it remains inevitable and necessary.

Possible improvements

This advantage of direct implementation, which the ONF benefits from (see above) should not be an excuse for turning inwards on itself where the manager is pleased to have achieved the objectives that he himself set. This is the real challenge of governance: technical know-how is a pre-requisite and an indispensable asset to the action but not necessarily an aim. Associated with a better consideration of the human environment, the management takes a greater participatory dimension, specific to governance.

The manager of forest areas who wants to install a *martéloscope* must first reflect on an organisation, which allows the tool to be a perennial support for governance and open to any kind of public. Although the use and interpretation of results for the general public are relatively simple, the staff responsible for running the sessions needs to be trained. This requires enlisting the following skills:

- Group supervision and pedagogy.
- Forest technology (the result sheet should incor-

porate more detailed parameters: quantitative data, typology of the stands, role of the light, place of regeneration, etc.).

- Mastering a spreadsheet software for analysing the results.

This need for training must incorporate the inevitable retraining sessions linked to staff changes so as not to lose the capitalised know-how. Finally, if you want the *martéloscope* to be rooted in local governance, the participation of the various concerned stakeholders with forest management should be considered to bear the costs related to operating the tool.

As regards the old growth stand patches, the spatial organisation and integration of these into a matrix, more intensively operated, is essential in order to promote the functionality of the network and biological exchanges.

Transferable elements

The example of structuring a chain of local stakeholders by the ONF in the framework of QUALIGOUV, which led to the construction of a multi-purpose room made of local wood ("Mazan project"), reveals the possibility of effectively including the forest in the economic, social and environmental network of a territory.

At the end of the project, the ONF will focus on following the progress of the forestry works and completing the actions so that the following assessment items can be released from it on several levels:

- Technical (forestry stages, typology of stands suitable for a wood-energy cut, organisation of sites, etc.);
- Economic (sales price/operating price);
- Environmental (which place for this kind of operation with sustainable forest management? What possible pairings with other management objectives are there?).

Despite the limited culmination of the **local energy-wood** activity, the experience will be beneficial for emerging approaches in this area, and will be an additional reference on this issue in France and in the Mediterranean basin.

The *martéloscope* is a fun tool suitable to a wide audience, while being compatible with a much more technical use of the tool by forest professionals. The transnational dimension of the actions of the ONF will particularly be proven as a result of QUALIGOUV by means of the example of the *martéloscope*. Several partners in the project have immediately perceived the transposable nature of this participatory tool and the

possibility of breaking it down in their territories by integrating their own management issues.

In addition, taking into account of the training requirements and the interest shown by the QUALIGOUV project partners, the drafting of a user guide for the *martéloscope* is planned and will serve as a support for transposing the tool to other territories.

Finally, through the partnership of the project, and thanks to the action of the WWF France, the method for installing the old growth stand patches, associated with the principles of governance for its deployment, can be disseminated internationally. The positioned patches will also serve as examples for local authorities invited to promote the deployment of a network in communal forests and, why not among private owners?

Specific contribution of QUALIGOUV project

For the ONF, consultation with local stakeholders is statutory and is put into practice in several of its missions (forest management, establishment of biological reserves, etc.). But the QUALIGOUV project has prompted the ONF to take new initiatives in this direction, and contributed to the development of ways of operating French public Mediterranean forests.

The partnerships on the theme of forest naturalness between the ONF, the WWF and the Mixt syndicate for the management and the equipment of the Mont Ventoux are another example of the catalyst effect of the QUALIGOUV project.

On the other hand, by supporting the process establishing links and consultation with local stakeholders, QUALIGOUV has been an opportunity to demonstrate the feasibility of **the use of Mediterranean wood in the construction of a public building**: a multi-purpose room, in the municipality of Mazan made of Atlas Cedar, Black Pine and Mountain Pine from the Mont Ventoux.

On a heritage level, the *Conservatoire dynamique des gestes techniques* (Dynamic conservatory of technical processes) of the Popular university of the Ventoux (association) benefited from the QUALIGOUV project by producing an interactive DVD on *Haulage by workhorse*⁹. This indirect reflection about transmission of regional know-how is interesting to be note. Beyond the actual achievement, QUALIGOUV has facilitated experience sharing and highlighting of functional links, essential to this kind of project.

QUALIGOUV has contributed to strengthening management systems for the benefit of forest biodiversity: the principle of **old wood network** deployed in a forest matrix maintained in a logic of more active man-

agement. In addition to define this policy, the project has helped to install three **old growth stand patches** in the national forest of Ventouret and has had real leverage (reproducibility). An experience that has accelerated the taking into account of forest naturalness in the management and governance of a territory.

Finally, the project has been an opportunity to launch an initiative of **wood-energy mobilisation** on the Ventoux massif, the first one in this area.

✦ Generalitat Valenciana

Concrete achievements and objects of satisfaction

The actions of the *Generalitat Valenciana* were grouped into four main targets:

1. Improvement of knowledge of the situation about forest fire risk and governance and quality of forest management and its application on the territory.
2. Development of tools that facilitate quality management of land and forest fires involving all the stakeholders:
 - Forest fire prevention plan of natural park Chera-Sot de Chera approval.
 - Forest fire prevention plan of natural park Puebla de San Miguel approval.
 - Drafting of manual of “good practices” in forest fire prevention (remember and disseminate best practices and established standards related to forest land agents and more specifically to protected areas).
 - Developing a methodological guide for the establishment of local Fire prevention plans.
 - Defining a quality certification in planning forest fire prevention.
3. Improvement of the management of the areas through actions of infrastructure development planned in Fire prevention plans in protected areas (see *Thematic enlightening* No. 3).
4. Encouraging participation, communication and collaborative responsibility between stakeholders of the area in terms of fire prevention.
 - Aid to voluntary associations to participate in forest fire prevention.
 - Development activities and improvement of the participation of various actors involved in the management of protected areas (meetings with staff, review / continuous reorientation of goals, conflict resolution, etc)
 - Design a specific Internet page and operation as a way to spread the actions and the fire prevention tools.

After the closure of QUALIGOUV project, we can affirm that have been clearly achieved the target 1 and 2, and part of target 3 and 4.



Photo 13: Fire fighting equipments in the Natural Park of Puebla de San Miguel (Valencia Region).

Difficulties and dysfunctions

We have had some unexpected problems to implement part of the actions in target 3, corresponding to the execution of the first phase of actions established in Calderona and Turia natural parks in order to improve and maintain water tanks. These problems were caused by the difficulties to find a really good technical solution according with the available budget.

Also, in target 4, focused in encouraging participation, communication and collaboration-responsibility between actors in land management and fire prevention. Indeed, due to the global economic situation of crisis, we did not get financial support to develop local forest fires prevention plans.

Potential improvements

In order to improve the future similar actions or projects, we have learnt that it is recommendable to have a good knowledge of all the stakeholders related to the management of the protected areas, and to involve them from the beginning. It is necessary to show the benefits of a good management to the private owners.

It will be desirable to have agreements for common actions with all the stakeholders involved in the protected areas in order to facilitate the implementation of actions to reach a good quality of management.

Transferable elements

As we saw in other partners' pilot sites, and generally through the implementation of QUALIGOUV proj-

ect, we think it is important to:

- propose compensations for damages and ecosystems services;
- simplify the legislation to achieve easily forest fires prevention actions;
- implement some actions to improve governance (tools to promote self-management, to make easy the coordination between stakeholders, etc.).

Specific contribution of QUALIGOUV project

The project enabled the development and implementation of communication models (participation, definition of common goals...), techniques of cooperation between the actors (transposable tools, economic and technical means...) and forest management tools (guidelines, methodologies, technical rules...).

He also helped to develop quality standards for local plans to prevent forest fires, generating a methodological guide about their elaboration. These standards can be implemented directly by local institutions (which will effectively encourage their establishment) and could be applied far beyond the pilot sites of the Generalitat Valenciana.

In addition, the project has helped designing and testing various technical solutions to everyday and common problems such as:

- Preparation of access tracks for fire fighters, with different levels of width.
- Design of protective structures for the animals at the level of fire prevention devices, allowing to combine the latter with the preservation of wildlife.

✦ Province of Taranto

It was the first time that the Province of Taranto, as temporary management authority of a Regional natural park, was involved in an international cooperation project.

Concrete realisations and objects of satisfaction

With a very small internal staff we achieved important results, due to the collaboration with For.Rest.Med (spin-off of the University of Bari), in particular the realization of a management plan of woodlands in the new born (December 2005) Regional park “Terra delle Gravine”.

To achieve that proposal of natural resources sus-

tainable management plan, a territorial analysis of the pilot area of the Regional natural park “Terra delle Gravine” has been developed. With this aim, experts of For.Rest.Med carried out a complete environmental analysis aiming at identifying landscape units and forest stands. Several aspects have been developed, as follows:

- Geological and hydro-geological aspects.
- Edaphic characters.
- Fauna and plant health.
- Economic viability.
- Leisure areas.
- Urban and territorial planning.

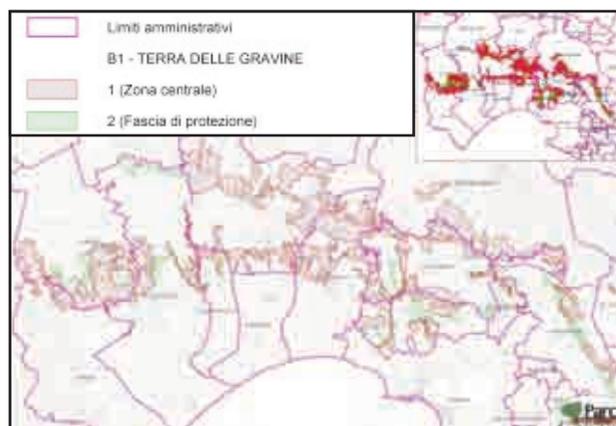
This description was followed by specific measures of interventions proposal such as:

- Administrative and planning measures containing new planning instruments and further possible measures.
- Partnership with forest owners of the Park.
- Cultivation interventions aimed at safeguarding fauna.
- Structural interventions aimed at preserve biodiversity (i.e. small basins, artificial nests...).

Moreover, a “Web GIS” (online Geographic information system)” has been developed by For.Rest.Med. It includes a geological map and a forest vegetation map, the descriptions of the most widespread forest species in the pilot site, the description of spontaneous forestry associations and reforestation areas, a “fotogallery” regarding the territory of the *gravines*, and some 360° “panorama pictures” realised in areas of high conservation value.

The Web GIS is currently available on For.Rest.Med website:

<http://www.forrestmed.com/Qualigouv/index.html>



Map 19 : Extract from the WebGIS of the Natural park Terra delle Gravine.

Its realization is a starting point. Indeed, the Park of *Gravine* has not yet an official website.

Difficulties and dysfunctions

The participatory process for the elaboration of the management plan has been very difficult. During the first meetings, there were only few participants. In that time, people was still not really interested in park matters and local stakeholders usually look at the parks only like a bonds resource.

Nevertheless in the QUALIGOUV meeting held in the Province of Taranto (27-29 of April 2010), we had a good result due to a larger stakeholders' participation. During this meeting, all the activities done in the project were exposed. Moreover there were some interventions done by mayors from some municipalities of the Park (Palagianello and Laterza) and by some naturalists.

Potential improvements

One of the main objectives for the future of the Park is a greater autonomy. This requires in particular the establishment of an independent Park authority with its own staff, less constrained by public administration's bureaucracy.

Transferable elements

It is really not easy for a young park like "Terra delle Gravine" to give some advices. We have all to learn.

However, the experience of Park "Terra delle Gravine" can be an instructive example for other new parks. Indeed, it is always useful to be aware of potential difficulties and look for solutions to anticipate them¹⁰.

Specific contribution of QUALIGOUV project

Just because the Park is not yet an independent authority and has not its own management instruments (the management plan of the Park and social-economic plan), it was very useful and interesting to know the realities in other protected areas by visiting pilot sites of QUALIGOUV partners that have much more experience. We get some inspiration and good practices from them for the future.

✦ WWF

Concrete realisations and objects of satisfaction

WWF task within QUALIGOUV project was to implement the regional interpretation of "High conservation value forests" (HCVF) to target areas in South Portugal, and Conservation action plan following "Open standards" method to target areas in Italy. Both tasks were accomplished as forecasted.

In case of HCVF, the WWF collected information to fulfil attributes related to two aspects:

- Biodiversity (protected areas, location of endemic species, location of threatened species, areas of seasonal importance for birds...).
- Ecosystem services (location of main aquifers and carbon storage of oak forests).

All this information was made available to the general public through a "Web GIS" tool (online Geographic information system).

The Conservation action plan for Monte Arcosu in Italy was also completed through the "Open standards" method, allowing identification of conservation actions to be implemented in that WWF *Oasi* (private natural reserves managed by the WWF). In this case, management plans for the area have been defined quite faster than expected. Besides, stakeholders' involvement has been facilitated by the project.

Difficulties and dysfunctions

Gathering HCVF data, usually owned by the public administration, was a slow process. The attributes



Photo 14 : The WWF's pilot site in Sardinia: Oasi of Monte Arcosu.

related to the conservation value of areas against soil erosion and wildfires were not completed, partly because there is no access yet to such kind of data.

The definition of the management plans is just the first step of the protected area management process. At the beginning of the project, one of the goals to be reached within the project was also the adoption of the defined plans by public administrations responsible for the management of the areas. This was not reached, due to political and administrative constraints. Nevertheless, both of these plans should be adopted within this year.

Potential improvements

More concrete actions aimed at sharing information and experiences among partners could lead to the implementation of developed tools in other partners' regions. This point is particularly important from the perspective of trying to improve and enhance the relationships among partners for future projects.

Therefore, it could be useful to establish a long-term network of forest managers, through which maintain contacts and opportunities of sharing and learning good practices.

Transferable elements

- The HCVF tool is a standard methodology that uses data (e.g. location of protected areas and species...) usually gathered for any country through their nature conservation organizations (NGOs, natural parks, local associations...) or forest administration (e.g. National Forest Inventory) and could thus be adapted by other partners. This could allow the emergence of a new standard way of analyzing information on areas of great conservation value for any partner's region.

- The methodology "Open standards" can be easily transferred among partners, sites and countries as a tool for defining, designing and monitoring programs and projects of natural areas management. All the information is easily available on Internet and WWF can broadcast the proper support for the use of the methodology.

Specific contribution of QUALIGOUV project

QUALIGOUV provided essential resources to develop a Web GIS tool that makes available to the public information on HCVF of target areas in Portugal. The QUALIGOUV partnership allowed exchanges between partners that may lead to the adoption of HCVF tools in partners' regions.

The project was an opportunity to disseminate the "Open standards" methodology, not only in conservation biology context, but also in forestry management processes.

QUALIGOUV project has also entailed the possibility to define the management plans for the area more quickly than expected. Also the "pressure" coming from the project has facilitated the stakeholders' involvement.

Notes :

4 - On the specific theme of governance, the bibliographic work had already been done comprehensively when the application was prepared, but needed more details and clarifications related to specific local partners.

5 - This is the case of *Porter-Bolland et al.* who provided evidence that forest ecosystems managed by local communities (agro-sylvo-pastoral systems) present are better managed than some areas that are "covered over" (exclusive protection).

6 - This constitutes governance experimentation, for the partnership and the project itself, which illustrates the requirements to meet each other to achieve a truly cooperative project.

7 - A request for an extension of the project has been formulated, but could not be completed.

8 - Proposal of the peer of the PNR of Alpiilles, Louis-Michel Duhon: annually holding a register of forestry works provided for the upcoming year, which would be supplied by the voluntary declarations of public or private contractors. It seems that the prior announcement and the provision of information about the interest of the operations conducted in the forest and their conformity with the regulations added to the possibility of consulting this information at any time would be of conditions likely to defuse conflicts.

9 - More than 600 participants attend this event.

10 - For more details on this action, refer to the document by Jeanne Du Lac: "*Îlots de sénescence en forêt publique*", available on the DVD of project deliverables, attached to the present *Final capitalisation book*, or on the websites of QUALIGOUV and AIFM.

11 - For more information about this technique, visit the website of the Popular university of the Ventoux: <http://www.upv-jdv.org/>, section "*Conservatoire dynamique des gestes techniques*" (Dynamic Conservatory of Technical knowledge).

12 - The Web GIS is now available on the website of For.Rest.Med: <http://www.forrestmed.com/qualigouv/index.html>.

IV - Transferable elements and conditions of the transferability

The *Thematic enlightenings* below have been written following the thoughts of the thematic sub-groups set up by the Peer group in order to synthesise the devices, tools or methods, tested in the field by the partners and pooled during the seminars or the inter-partner exchanges. Their purpose is to determine and analyse the implementation methods, the conditions for suc-

cess and, as far as possible, the circumstances in which these elements can be transferred. The full versions of these documents can be found in the sheets annexed to this *Final capitalisation book*. You can also download them from the official website of the project: www.qualigouv.eu, and then on the one of the AIFM: www.aifm.org/en/our-activities/cooperation-projects/qualigouv.

1 - Communication and consultation of local stakeholders

By *Louis-Michel Duben (PNR of Alpilles)*

A good use of communication in a broad sense seems to be one of the necessary conditions for successful governance. To achieve this, an in-depth knowledge of the social context and current forest practices is required.

In the framework of QUALIGOUV, the PNR of Alpilles has undertaken, with the contribution of the Regional centre of forest property of Provence-Alpes-Côte d'Azur Region, to outline the roles of the different stakeholders from the territory with the indication of the mission, the responsibilities and the field of expertise of each one. The succession of interventions regularly conducted for wildfire prevention has been accurately described.

Then, the study of the perceptions and expectations of residents and users of the forest massif of Alpilles was entrusted to a specialist design office, through semi-structured interviews where the following topics were discussed: representation of nature and forest areas, practices, visits and conflicts of use, management and role of the PNR of Alpilles and the perceived/risks/experienced risks, especially in terms of wildfires.

Innovative methods have been tested, such as suggesting to the persons interviewed that they choose a place they have something to say about, and which best represents what characterises the forest area and the fire hazards in the territory: "walking interviews" (or "path finding"). A "mind map" exercise also consisted of making the person interviewed talk in front of a map that they have drawn. This enabled them to better understand the landmarks and their knowledge, perception of the area and the manner in which the places were named.

The interviews were conducted on a representative panel limited to fifteen people, but in a relatively thorough way, resulting in satisfactory results for a reasonable price. These can be summarised as follows:

- Governance over the territory is seen as rather good with two main stakeholders, the ONF (agents present) and the PNR of Alpilles (wildfire prevention role), but seems to be unfolding away from stakeholders and people who are not directly included in it.

- But the Park's actions, relating to the valorisation, landscaping and development of the massif are less visible, while this corresponds to a strong expectation. By contrast, the PNR is often cited as an indispensable management and governance tool with an overall vision ("facilitator"). However, a better osmosis with town councils is desired.

- A request for dialogue with an even broader range of audiences has been expressed as well as the establishment of consultations at different decision-making stages and extended during implementations and follow-up.

- Through the answers, the PNR is called upon to present a clearer positioning on the roles that it wants to develop.

Other partners have implemented actions to consult civil society, in order to gain better knowledge of the context and the expectations of local stakeholders. This is particularly the case in the Region of Valencia (public consultation during the implementation of the Wildfire prevention plans), the Region of Murcia (organisation of public meetings prior to preparing the Master Plan) or even in the Province of Taranto (drafting of a management plan, presentation and discussion).

More details on these actions and their results are available in the full version of *Thematic enlightening* No.1 and on the website www.aifm.org, section "Our activities/Cooperation projects/Qualigouv".

2 - Action towards private forest owners

By Gilles Martinez and Camille Loudun (PNR of Luberon)

The PNR of Luberon, with the support of the Regional centre of forest property of Provence-Alpes-Côte d'Azur, conducted a pilot action of organising governance as close to the field as possible with private owners of forest areas.

A need to structure the owners, to manage the territory

Management on the scale of small plots has no relevance when it comes to dealing with complex areas such as managing stands, environment, public frequentation, wildfire prevention, etc.

It is therefore common for an external will to be expressed through public interventions in the forest environment (municipalities, inter-municipal bodies, PNR, General council). In this case, a “top-down” approach is essential to establish a genuine consultation with the owners of the resource.

However, the pilot action of the PNR of Luberon in the framework of QUALIGOUV went beyond a simple consultation since its goal was to create joint management structures of neighbouring owners at both sites, i.e. a real local governance tool and the establishment of a “Road map” materialised through a simple Management Plan.

Various stages of the process

- Prior studies.
- Mapping on GIS work to prepare for the choice of work sectors by the Steering Committee of the Forest Territory Charter.

- Diagnosis of the human and natural context of the pilot sites.

- Survey of owners.

- Land study followed-up, by sending a mail to the owners co-signed with the town council of the municipalities concerned, accompanied by a short questionnaire on the activities, the difficulties encountered, the projects, the subjects of interest, etc.).

- To better communicate with the owners, a typology has been established (see Annex 1 of the full version of *Thematic enlightening* No. 2).

- Public meetings in each municipality with a presentation of the community's projects, the results of the questionnaires completed by owners and a definition of a shared project.

- Optimisation of this survey.

In addition to the information provided, the investigation has been able to show that the owners had the same areas of interest and similar expectations, which has legitimatised the work of joint owners/territorial communities and made the owners conceding to an interest in getting together and managing collectively.

This approach has opened the way to genuine shared governance of the territory!

For its part, the WWF Portugal has conducted actions aimed at informing and gathering owners. This consisted of the development of an online “toolbox” (mapping natural environments, for example), awareness-raising work towards the owners about the natural heritage resources in their territory, and the establishment of “payment for ecosystem services” agreements between the owners of Cork Oak stands and an industrialist.

More details in the full version of *Thematic enlightening* No. 2 and on the website www.aifm.org, section “Our activities/Cooperation projects/Qualigouv”.

3 - Active social participation in forest fires prevention

By Francisco Navarro and Raquel Moreno (VAERSA, Valencia)

Fire prevention is a key piece of forest governance in the Mediterranean areas. The division of competences in different levels and the number of stakeholders involved requires governance actions to improve and clarify the framework and common objectives.

Good governance must include actions to improve the society's involvement in active management, also understood as participation and/or co-responsibility in the execution of actions by themselves.

In the framework of QUALIGOUV, the *Generalitat Valenciana* has implemented and analysed several actions aiming at improving governance in relation to forest fire prevention, highlighting those that contribute to make easier or possible an active involvement of different stakeholders, giving them concrete tools and action framework. The main example is the elabo-

ration of Forest fire management plans in several protected areas of the Valencian Region.

The actions undertaken to improve the self-sufficiency³ of the stakeholders in relations to their defined responsibilities, can be classified in:

- Planning tools at different scales in order to define a common targets and framework. This includes measures to promote the drafting and improve the quality.
- Disclosure tools directed to stakeholders with special involvement in prevention, promoting co-responsibility.
- Measures to promote active participation of social groups.

In any case, the different objectives and realities that exist make the solutions and tools complex and multiple. It must always be adapted to specific situations. The extended version of the *Thematic enlightening* includes recommendations or suggestions for each measures or tools based on the experiences.

In general, the undertaken actions have had a good acceptance and implementation, although it will be necessary a wider period to evaluate the success according to the permanence of its effects.

More details are available in the full version of *Thematic enlightening* No. 3 and on www.aifm.org, section "Our activities/Cooperation projects/Qualigouv".

4 - Tools for a good governance

By Mario Velamazán (Region of Murcia), Manuel Aguila (municipality of Albama de Murcia) and Louis-Michel Duben (PNR of Alpilles)

The current situation of Mediterranean forest areas is the result of continuous interaction between ecosystems and the human race. That is why the QUALIGOUV partners have put various tools and processes in place to ensure better governance and quality of management in forest territorial approaches. From this, a few major themes have emerged, which can be summarised in three phases:

Diagnosis: Identify situations, involve agents and prevent conflicts

During the territorial planning work, it is common to diagnose the physical and economic characteristics. But the social information relating to the interests of the resident populations or of the owners is rarely taken into account. A good governance of the Mediterranean forest areas should create a new work dynamic, in which a preliminary phase includes, as a central element, the study of social sensitivities, concerns and particular or sectorial issues, which have repercussions for the environmental management of territories. This social diagnosis must include the following points:

- Identification of the stakeholders and social agents concerned (see *Thematic enlightening* No. 1).
- Inventory of socio-environmental conflicts.
- Surveys and interviews with the stakeholders (see

Thematic enlightening No. 1 and 2).

- Shared evaluations.
- Analysis of practices and pre-existing systems.
- Initial evaluation of the issues.
- More precise details on sensitive areas.

At the end of the diagnosis, an initial workshop of citizen participation should enable a debate on the economic interests and conservation issues in the area.

Objectives involving shared work

After a social diagnosis, which has been conducted correctly, the objective is to define a common project by integrating public and private institutions, associations and individuals. The work dynamic must be based on training specialist groups that define the axes of joint actions, with concrete measures about which each stakeholder, public or private ones, has something to contribute. This dynamic is self-powered and enriched when the results are the work of everyone. Whether it is on the scale of a massif or a "forest sector", this is particularly significant in most of QUALIGOUV local projects.

Structures and catalysts for consultation

One of the most delicate points is ensuring continuity over time. The pilot activities of the QUALIGOUV partners have helped to clarify the characteristics of the structure responsible for consultation likely to facilitate the work of communication with civil society to ensure regular monitoring of the actions. Thus, the

structure must not be state-owned or institutional, nor have dispersed and divergent objectives from those of the consultation. If structures exist prior to that, it is preferable to strengthen them instead of creating a new one. It must work on actions, concrete budgets and well-defined agendas, and be organised in such a way as to foster communication.

The existence of the “catalyst” (individual, or team), supported by reliable means, is fundamental. This person or agency, in charge of the technical leadership of the project, will have to ensure consistency and trans-

parency between the sectoral and cross-cutting groups. The structure must always remain open to the entry and exit of participants, in order to ensure flexibility and continuity. Having frequent contact that generates confidence and synergy is recommended, and to provide the mechanism for monitoring and self-assessment, in order to avoid repeating the management failures.

More details are available in the full version of *Thematic enlightening* No. 4 and on www.aifm.org, section “Our activities/Cooperation projects/Qualigouv”.

5 - WWF Standards for conservation projects management

By Corrado Teofili (WWF)

The standards of conservation practices implemented in the WWF protected areas network have been used in order to define the management plan of the Monte Arcosu natural reserve (*Oasi*).

These standards are aimed to help conservation projects to describe their long-term vision and key assumptions, develop effective activities, measure their success, and then to adapt, share, and learn over time (adaptive management) in order to make projects more coherent and efficient.

These standards are rooted in a long history of projects planning and management in WWF, and in other disciplines. They do not constitute a rigid set of standards that every project must blindly follow, but rather a set of improved practices that conservation practitioners can use, according to their local needs and problems.

These standards of Practice of Conservation can be briefly presented in a series of five steps (see *Progress book* No.3, page 36):

1. Define who will be involved on the project team in the early stages, the project’s geographic or thematic scope, the vision of what is hopefully to be achieved, and the context in which is intended to work including threats and opportunities and who the key stakeholders are.

2. Design the action plan (including goals, objectives, and activities), monitoring plan, and operational plan.

3. Implement the work plans, while ensuring sufficient funding, capacity, and partners.

4. Analyze the data, results and assumptions, as well as operational and financial performance. Adapt the work plans as necessary based on the previous findings.

5. Share lessons, formal communication products, feedback and evaluations, and a “collective learning” culture with key external and internal audiences.

These standards aim to be used iteratively. Project team is not expected to produce perfect outputs the first time it goes through each step in the project cycle.

These standards are fundamentally non-linear. Although the project cycle presents these standards in a chronological form (numbered sequences), most of the project teams will not go through this process in a step-by-step way.

These standards involve conducting a situation analysis of the key factors affecting targeted stakeholders, including direct threats, indirect threats, opportunities, and enabling conditions.

As part of local analysis of the situation, applying the standards have to be described the relationships between targets, direct threats, opportunities, and stakeholders.

For the application of the Standards to the elaboration of the Management Plan of the Monte Arcosu Reserve, has been defined a group of experts that worked on the first two steps of the Standards. The outcome of this work can be synthesized and presented in the Conceptual model of the Monte Arcosu Reserve Management Plan. This document is attached, as “Annex 1”, to the complete report of the sixth seminar, held in Sardinia, that you can find contacting the AIFM (www.aifm.org).

6 - The *martéloscope*, a practical and effective awareness-raising tool

By Philippe Bourdenet (ONF)

Need of information for the public

The necessary multi-functional management of public forest areas of the Mont Ventoux pilot site generated a desire, in the *Office National des Forêts* (National Forestry Office), to have a *martéloscope* to deal very specifically with the complexity of forest management in the Mediterranean. In fact, the French public has very little knowledge of the forest environment and its management.

In the context of this territory, a partnership with the local stakeholders: Mixt syndicate for Mont Ventoux management and equipment and the national “Forest group” of Man and Biosphere (MAB) Reserves of France has enabled the expectations of this innovative tool to be shared.

The questions that give rise to forestry and its visible manifestation, which constitute cuts and timber works, indeed deserve to explain the selection criteria, which guide the forester to designate the trees to be removed. Besides, the tool preparation method is transferable to other contexts.

Technical description of the *martéloscope*

A *martéloscope* is a teaching tool developed for the purpose of foresters improving the action of hammering. It consists of a plot of land in the middle of the forest with an area of between 3000 m² and one hectare, fenced off using paint (markings affixed to trees at a height of 2 m) or taut twine around the plot perimeter. Within this plot, all the trees with a diameter over 12.5 cm and 1.30 m high are inventoried, mapped, numbered and described. For each tree, various data are identified: species, diameter, health status, quality, ecological value, etc.

This experimental device is, in the spirit of the European QUALIGOUV project, an educational support to stimulate, in a very practical way, through the hammering operation, discussions that may arise over the forest management choices. It therefore constitutes a special place to support the concept of shared governance. However, the dendrometry or forest ecology aspects must be explained to be understood by a wider audience.

So, the objective is, through the QUALIGOUV project, to reach a more diverse audience, while maintaining its professional training role for forest managers.

Preparing the tool

In order to better identify the diversity of social expectations in respect of forest management and to better understand the themes to be focussed on during the use of the *martéloscope*, it was decided to conduct a series of interviews with a public representative from the territory and from local stakeholders, in the different French forest biosphere reserves and therefore, in particular, on the Mont Ventoux.

Land prospecting, based on the mapping of forest stands, aimed at preselecting suitable sites by looking for characteristics such as:

- a vertical staged structure of the stands;
- mixed forest species;
- a state of competition of the tree stems;
- accessibility, easy parking and an access walk less than ten minutes away;
- easy to move around in the plot.
- the presence of “bio” trees: trees with a large diameter or age and potentially valuable, in order to address the yield or economic viability of the artificially hammered cut.

Implementation

The *martéloscope* exercise, notably performed on the occasion of the fifth Seminar of the project, consists of participants to move around the plot freely by pointing out the trees that they feel the need to cut down and why. The data are then analysed using a special computer software, which lets the user view the medium-term impact of the choices made by the participants.

The analyses conducted for creating this *martéloscope* on the Mont Ventoux pilot site proved transferable to bio-geographical and/or socio-cultural contexts encountered in most countries of the partners of the QUALIGOUV project.

More details are available in the full version of *Thematic enlightening* No. 6 and on www.aifm.org, section “Our activities/Cooperation projects/Qualigouv”.

7 - Valorising Mediterranean timber and structuring a local chain of stakeholders

By Daniel Seven (ONF)

Wood is a natural material with multiple qualities. Technologically, wood properties vary greatly depending on the species: most Mediterranean wooded species can be a source of usable products for valuable uses (construction, carpentry...).

The use of the wood material in construction, which is very common in many European regions, is still not much used in the French Mediterranean region. However, it is important to be able to separate the different categories of wood from the forestry use phase in order to propose the sale of the most uniform plots and those suited to a wide range of uses (carpentry, construction, packaging, energy-wood, etc.).

The ONF experienced an exploitation system “owner-supervised logging” (complete management of the operations by the ONF, from the forest tree harvesting to the final user), that enabled it to:

- create plots of homogeneous wood selected according to their characteristics and their quality;
- promote the emergence of products that can be associated with a forest region, such as Ventoux Cedar, and thereby promote shorter consumption circuits;
- ensure better control of the operating conditions (technical, environmental, etc.).

This type of project can easily be copied in any other Mediterranean forest areas. However, this commitment requires, from the forest owner, a significant cash advance for operating costs, a capacity to technically supervise the contractor responsible for the timber exploitation work, and involves the risk of the timber deteriorating once cut and stored whilst awaiting a buyer.

In the case of the Qualigouv project, there was a

convergence of expectations between the ONF, who wanted to locally valorise the Mediterranean timber, the municipality owner of the timber, the contracting municipality for the construction of the building, the design office specialising in timber construction and the architect who supports the contracting authority throughout the project.

He particularly ensures the dialogue with the forest manager in order to optimise the local timber resource (research and adaptation of specifications of the products to be delivered), the transformation into product categories (Black Pine and Cedar for framework, Mountain Pine for cladding...), exchanges with the contracting authority and the sawmill associated with the technical mounting for the first transformation of the timber.

This experience confirms the qualitative potential of three widespread species in the Mediterranean region:

► **Positive points:** the timber of Atlas cedar and the Black Pine is estimated to be of a very satisfactory quality because it dries easily, has a visually interesting shiny appearance, the usual cracks, which do not affect the quality of the products, and a limited amount of notches. In addition, the fine, regular increments give the sawn wood an excellent quality and a nice aspect.

► **Negative points:** For the Cedar, the size of the logs is often insufficient. For the Mountain Pine, small sawn sections tend to deform when drying.

More details are available in the full version of *Thematic enlightening* No. 7 and on www.aifm.org, section “Our activities/Cooperation projects/Qualigouv”.

Notes :

13 - Self-sufficiency, understood as the availability of resources (knowledge and resources) to carry out the tasks assigned optimally, must not be associated with isolation or lack of interaction with other agents.



Photo 15: This collective reflection on crosscutting themes, common to several partners within the Peer group, is a good illustration of the general dynamic of the project. Although not everything was a success on a collective level, exchanges of experiences and tools between the partners gave to QUALIGOUV a real international dimension, in a cordial atmosphere, both intense and technically advanced.

V - Towards an ideal participative project for Mediterranean protected areas

The QUALIGOUV project is not limited to a series of pilot actions, which would have no other purpose than the occasional profits expected locally by their protagonists. The capitalisation and synthesis work conducted throughout the project by the Peer group has not only led to the identification of good practices and to defining the transferability conditions of the tools (see Part II and enclosed leaflets), but it has also allowed us to explore and analyse the very concepts of good governance and quality of the management of forested ecosystems in protected Mediterranean areas. These questions have, moreover, been discussed at several events in relation to the project, such as the “Forests, societies and territories” sessions held in the framework of the second Mediterranean forest week in Avignon (France) on 5 and 8 April 2011. This last section presents the five major questions, which remain pending, and then lists, in the form of recommendations, the twelve variables and criteria for success, which have been identified in the QUALIGOUV framework for these kinds of projects.

The objective of this reflection is to contribute to the development of a “recipe for success” for the design and implementation of the “ideal project” relating to the governance and quality of the management of forests in the Mediterranean protected areas.

1 - Reflections on forest governance in protected Mediterranean areas

Governance is far from being a clear concept and everyone has their own definition. Also, before presenting specific and affirmative recommendations, it seems important to us to present our current reflections, not always entirely successful to date, on the subject. Within this huge problem, affecting technical, political and socio-economic issues, we were able to identify five major axes:

1 - Integration of forest issues in the overall territorial issue

Beyond the question of the recognition of the multi functionality of Mediterranean forests, most of the pilot experiments have demonstrated the overlapping of the forestry issues within the broad issues of territorial development. It is particularly a question of creating jobs and wealth, promoting local economic activities, some of which may partly be supported by the forest resource, but also urban planning, environment, or even heritage maintenance issues.

Thus, in its primary mission to fight and prevent wildfires, the *Generalitat Valenciana* insists on the territorial dynamic, which should remain at the centre of the priorities. For this, the jobs of park environmental agents are in priority given to locals, who, on the one hand, are familiar with the territory and who, on the other hand, may as well avoid resorting to the exodus to the cities. Similarly, in the project of the Park of *Gravines*, managed by the Province of Taranto, we have seen that agricultural, tourism, or even hunting dimensions are inseparable from the naturalist and forestry issues and require an all-encompassing approach.

2 - Conservation and management faced with socio-economic realities

Whoever the stakeholders are, ranging from a small forest owner not very concerned about State services, to local authorities, the question of forest management and the objectives of this management (protection / production) are posed in economic terms. It is a matter of striking a balance between the costs it involves and the revenue (financial and non-financial) that it could generate. Although the costs are high, the benefits for a forest better managed can be multiple: quality timber, non-wood forest products, tourism, biodiversity, contribution to CO₂ fixation, best defence and resilience of the ecosystem in respect of wildfires or even erosion, etc. The question then arises as to the contribution of the beneficiaries (and therefore, possibly, of the society as a whole) to the management costs.

On this aspect, we could mention the work of the

WWF in Portugal that, encouraged the remuneration of Cork oak owners by the Coca Cola firm eager to preserve the quality of its water catchments (See *Thematic enlightening* No. 2).

The question has also been widely discussed during the seminar on the Mont Ventoux, where the ONF presented two components on these economic aspects: the completion of an exploitation work “*owner-supervised logging*” (complete management of the operations by the ONF from the forest tree harvesting to the final user) (“Mazan Project”, See *Thematic lightning* No. 7) aimed at proving the viability of the possible exploitation of local Mediterranean wood, and the establishment of old growth stand patches (see page 34), which raises the whole question of possible financial compensation, and the additional costs related to their management (i.e. the non-exploitation of the wood) and the lack of profits for the owners.

This refers back to other MED projects, with which links have been established such as SYLVAMED, Model Forests, FORCLIMADAPT, PROFORBIOMED, etc.

3 - “Socio-professional perimeter” of participatory approaches

Should the forest become everyone’s concern? The development of consultation and participatory democracy now seems to be the subject of a broad consensus. However, the procedures of this participation are not self-evident and pose the question of the legitimacy of the stakeholders involved. The issue of ownership of the governance is central here, as well as that of the role of the various users and the competences of its managers associated with the consultation.

Moreover, beyond the “perimeter” of the involvement of the stakeholders, the degree of the participation also remains to be identified: is it participation in the diagnosis, in the defining of the issues, in the development of the project, in the decision over its implementation or in evaluation of its effectiveness? In this field, an error, even a minor one, can cause serious misunderstandings and frustrations.

Thus, the Region of Murcia, which was able to generate a genuine consultation dynamic, has had to face a certain disillusionment of populations. The euphoria of the first few consultation meetings for establishing the “Master Plans” has passed, which had suggested to the stakeholders consulted that their expectations would be fully accounted for, while the means available were not sufficient to meet all of the requests, the Region of Murcia has had to review its ambitions downwards and seek compromises.

4 - Effectiveness and appropriateness of the participatory methods and tools

The “Governance toolbox” highlighted during this project is relatively rich, in terms of diagnosis tools (sociological investigation and diagnosis of governance of the PNR of Alpilles, online GIS of the Province of Taranto and the WWF Portugal, etc.), coordination (public meetings organised by the Region of Murcia or the Province of Taranto, forest owners associations of the PNR of Luberon, Forest Territory Charter, etc.), consultation-awareness raising (*martélescope* put in place by the ONF, interactive terminals used by the PNR of Alpilles, etc.) and conducting collective and participatory approaches (the ONF’s “Mazan project”, the “Open standards” method used by the WWF in Sardinia, etc.) and in the area of a regulatory framework (wildfire prevention plans of the *Generalitat Valenciana*, Master Plan of the Region of Murcia, etc.).

Both offer a certain degree of flexibility to adapt to the specific nature of territorial contexts, which does not exclude rigorous implementation. Among the most sensitive points are the issues of scale and socio-spatial consistency of the territories of application and the articulation between diagnosis (shared), defining of issues, and development of collective action plans.

5 - Networks to develop exchanges and compare different points of view

It is not necessarily obvious to ensure the dissemination and reproducibility of the tools and methods tested and developed in the framework of the pilot activities. To seal the success of such a project, the latter must not remain confined to the territories where they have been successful: with the necessary adaptations, they are likely to work elsewhere. Therefore the role of networks for sharing experiences seems essential, both to pass on knowledge and skills, and to unite the initiatives.

It was the main objective of the capitalisation and communication of the project approach. That is why a maximum of local stakeholders or representatives of organisations working on similar themes were invited to participate in the project’s successive seminars. Feedback from these have been published and widely disseminated, as well as the salient elements capitalised through the *progress books*. The work of the AIFM to lead this dynamic and establish links with other initiatives in relation to these themes (Mediterranean forest week, IUFRO, Mediterranean Model Forests Network, FAO, Collaborative Partnership on Mediterranean Forests, etc.) has also borne fruit, contributing to the international and multi-sectoral scope of the project.

2 - Conditions for the success of participatory forest management projects

Through the various activities carried out by the project partners on their respective fields, we have identified twelve criteria that affect the effectiveness of the establishment of good governance and quality of forest management in Mediterranean protected areas. For each of these criteria, we have tried to formulate the question that any project leader should ask himself/herself, and to provide concrete examples from the QUALIGOUV pilot activities.

1 - The state of governance

Is there, in the territory covered by the project, a governance structure with a recognised collective approach, and how long has it been running / how old is it

The prior presence on the territory of an active and recognised organisation for long enough by the local stakeholders is almost a *sine qua non* condition for the success of establishing any type of Management Plan or Territorial Charter. The project being led by a mixt syndicate, a ministerial department, an association/NGO or even a local community, the fact that people know, who they are dealing with when they are consulted is decisive in the sincerity of their answers and in the enthusiasm that they demonstrate in the consultation.

The prior existence of a local dynamic on a specific topic (wildfire prevention, local planning project and forest management, etc.) enables, on the other hand, a climate of familiarity between the stakeholders. This significantly facilitates the introduction of new subjects of consultation and an overall dynamic of governance.

The examples of the Regional Park of Sierra Espuña (Region of Murcia) and the PNR of Luberon, which are supported by old structures, close to the population, are enlightening. Although they have modest means, the scope of their message is quickly assimilated and the reaction from stakeholders seems generally positive, in contrast to other projects where emerging governance structures sometimes do not manage to be heard, despite the significant means deployed.

2 - The leadership

Has the appropriate type of approach been selected? Is the leadership, the role of leaders and the political backing for intentions as projects effective and well-coordinated?

A good governance project requires the following:

- An unambiguous political will.
- Mobilisation of stakeholders.
- A dynamic, defined and tested leadership structure.
- A sufficient number of stakeholders who have grasped the background of the project...
- ...while others play more of a role of guarantor of the methodology.
- Finally, the project must be structured and controlled by a representative body recognised by the stakeholders, which meets regularly and is able to make fundamental decisions and, when called for, urgently.

There has sometimes been different projects on the same site, still of high-quality, which seem to be based on one or a few people. We then find a lack of overall dynamism which is indicative of a real territorial project. On Mont Ventoux, for example, although the ONF's frameworks are well invested, there is no organisation that is able to guide the choices in a concerted and strategic way. Would the creation of a Regional natural park, currently being investigated, constitute a step forward in this direction? In most cases where a Park, or an equivalent institution, already exists (French PNR, Regional park of Sierra Espuña, etc.), we found an enthusiastic response from the stakeholders to the call for consultation.

3 - The integrated approach

Is there a comprehensive approach to local issues and the proper integration of the forest approach in the territorial context in the long-term?

An approach that is too sectoral (fractionation of actions by sectors of activity: agriculture, forestry, tourism, etc.) is detrimental to the correct perception of the projects by civil society. When a category of stakeholders feels "forgotten" in the design of a project, it will use everything in its power to obstruct progress.

The forest approach can sometimes be a good driving force to initiate local dynamics, but it is rarely enough by itself. Conversely, it is important to raise awareness among all stakeholders on the role played by the forest in a territory, not only environmentally, but also socio-economically in local territorial dynamics¹⁴.

Thus, the PNR of Luberon is a territory with a clearly identified identity, but it was slow to actually address its forestry strategy although the forest is an important component of the territory. Conversely, Mont Ventoux is an area almost entirely dedicated to the forest, but there is no comprehensive territorial management structure (the Mixt syndicate for Mont Ventoux management and equipment only addresses a

limited number of issues in this territory in respect of its competences and resources. Despite the abundance of specific structures¹⁵, it lacks a “conductor” for it as a whole. This would however promote the establishment of better governance favouring cohabitation, cooperation between the stakeholders or ordinary users of the territory (for example, between hunters, foresters and tourists) and territorial cohesion.

4 - The chronology

At what stage did the integration of local stakeholders in the decision-making process takes place, especially regarding local decision-makers and the administration?

“It is never too early to associate the stakeholders”. This conclusion seems to be one of the golden rules of governance, although it is not yet shared by all (in some cases, authorities prefer only consulting the public once the planning documents have been defined). It seems that, generally, the earlier people’s opinion is being collected in the decision-making process, the more the stakeholders really feel taken into account and actively contribute to the consultation and the implementation of the measures agreed upon. In fact, nothing is better than paths of action and decisions that have been “discovered” collectively by partners and technicians.

5 - The degree of participation

Does the governance strategy have a truly participative (and non-advisory) nature, or how could the articulation between the consultation and decision-making process be clarified and improved?

One of the pitfalls of the governance tools is to go and see the people with a speech “all ready” or a communication strategy intended to facilitate the acceptance of measures already agreed upon (to make them “swallow the pill”). It is therefore important that the stakeholders are really involved in making decisions. Indeed, the latter are often the most capable, on the one hand, of asking the right questions and, on the other hand, of finding socially, but also technically suitable solutions, in response to local problems. Besides, it is essential that they then become the ambassadors of local governance.

We could mention the example of the consultation carried out when preparing the charters of the French PNRs, or that of the Master plan in the Region of Murcia, where the entire action plan was developed in direct link with the stakeholders in the field: nature of the actions to be developed, priorities (depending on the public budget available), stakeholders to be involved for the implementation, etc.

This “hyper-consultation” is an ideal that, however, is sometimes difficult to achieve because there is no recognised local governance structure drumming up support and enthusiasm among stakeholders in the field (see V.2.1.) or lack of means, because these efforts to rally and to take account of the expectations of many stakeholders represent a significant human and financial investment (see V. 2. 9.).

On the other hand, a balance must be respected by specifying the part that each one plays in the consultation. A simple occasional user cannot intervene on the same basis, nor have the same weight in the decision, as a technical expert, an ecologist, or a local authority.

6 - Diagnosis and context understanding

What do we know about the territorial context, the forest resource, the services provided by the forest ecosystems, the risks and opportunities, etc.?

An investment in research and investigation is obviously essential for successfully conducting a forest project. This includes inventories, diagnosis and feasibility studies, etc. This work allows the potential and the challenges of the territory to be better identified. The fact that it concerns protected areas should add a special dimension to the study of these territories, which have strong specific characteristics and opportunities in terms of image and natural and cultural heritage. In this diagnosis work, the use of social sciences is crucial, in the same way as natural sciences with a multidisciplinary and complementary approach.

In this area, the central difficulty is that the various stakeholders are not always able to understand the technical and scientific tools used by those performing the diagnosis. This therefore involves the latter being willing to make specific educational efforts, in particular by notifying the relevant stakeholders from the beginning of their work and by keeping them informed on the results of their studies, so that some of those will not feel excluded from this diagnosis process.

Governance diagnosis (see *Thematic enlightening* No.4) and the sociological study (see *Thematic enlightening* No. 1) conducted by the PNR of Alpilles, prior to defining a governance and communication strategy on forest management, are exemplary and deserve to be recommended for future similar initiatives. The diagnosis has enabled us to identify and accurately characterise different key stakeholders in the territory concerned, their responsibilities and their missions. This allows both better understanding of the logics of stakeholders, in order to avoid oversights or mistakes, and promoting the involvement and participation of the targeted stakeholders in the participatory process.

7 - The area

Is the definition of the “territoriality” of the project consistent with the social, political-administrative, geographic and ecological context?

It is not always obvious to properly identify and mark out a homogeneous and consistent area in terms of need and context to be the subject of such and such project. Geographical limits, be they arbitrary or motivated by a relevant argument, are frequently an abstraction of some parameters, or do not sufficiently take into account certain nuances (and even some divisions) within a territory. This is why it is important only to define the perimeter of the action once the diagnosis (including a sufficient component in terms of socio-economic, cultural and political-administrative study to complement the geo-physical and ecological dimension, see V.2.5.) has been well-established, and analysed.

We can particularly mention the case of the Province of Taranto project, where the perimeter of *Gravines* Park was demarcated in a relatively arbitrary way, with a lack of integration of the socio-economic issues and the local geographical context. In addition to the absence of a prior locally recognised governance structure (see V.2.1.), this caused, among other things, a move towards denial and rejection of the idea itself of the Park by some farmers and other local owners.

8 - The scientific approach

Is the place given to scientific knowledge, including the social sciences, adequate?

The establishment of good forest governance cannot ignore good knowledge of the natural environment and its interactions with the surrounding human societies. In fact, it is essential that each decision should be the subject of taking the medium and long-term impacts into account and allow any potentially negative consequences of certain policies to be addressed in advance.

In the case of the *Generalitat Valenciana*, for example, we have clearly seen that policy does not intervene alone. The decisions are supported by genuine scientific considerations. In the case of the activities of the WWF on the Monte Arcosu, there was also excellent knowledge of natural processes and local environmental issues regarding the protection of species. We can however lament a lack of taking into account of the anthropogenic dimension of the territory in certain actions.

9 - The investment

Have enough time and resources been devoted to the collective learning processes, in particular in the field of leadership and communication?

There is often a tendency to believe that a lack of material investment means an absence of costs. However, governance requires significant time and human resources, based on a real political will to drum up enthusiasm among stakeholders and lead the process. The approach must be controlled by a territorial leadership structure which is strong, dynamic and has adequate resources. It is important to systematically take the time to meticulously compile, in written synthetic and understandable documents as far as possible, all the decisions that have been made in the framework of the negotiation and consultation phases, prior to the project's actual implementation. Then, it is doubly interesting, for the territory, that the project's supporting structure has the required human resources to lead the project's dynamics, not only because it increases the chances of achieving the objectives, but also because it generates local jobs. We may, however, often regret the temporary nature of these hired staff, and the lack of continuity, which sometimes exists in this type of approach.

In the framework of QUALIGOUV, this leadership work has been carried out, for example, by the environmental agents of the *Generalitat Valenciana*, the territorial leaders of the Regional park of Sierra Espuña, project managers from the AIFM, the PNR of Alpillles and Luberon, local ONF agents, etc.

10 - Promoting externalities

Have the benefits provided by the forest ecosystems and the associated management costs been evaluated? Have the beneficiaries been identified? Have sustainable financing and/or compensation mechanisms been imagined?

Gradually, the importance of protecting and sustainably exploiting forests seems to be emerging in the collective conscience. However, many still need to be informed on this objective, which is sometimes perceived by some owners as a potential loss of freedom and loss of income in terms of exploiting timber or other forest products. It is indeed essential to communicate sufficiently on the commercial and non-commercial benefits that good forest management represents in the protected areas from the point of view of society. This would justify the financial costs of good quality management.

This type of argument around an “environmental economy” can justify the mobilisation of public budgets

for territorial leadership, for example, and facilitate the collection of additional private financing (foundations, sponsorship, etc.) to work on these issues.

In addition, the establishment of direct financial compensation is likely to promote support and commitment from private stakeholders (owners, professionals from timber industry, etc.) in a quality management approach. This idea is similar to the concept of “payment for ecosystem services”, very present in the current concerns of managers as well as international organisations.

In the case of QUALIGOUV, this idea has especially been developed by the WWF Portugal. The ONF has also considered establishing compensation/financial incentives systems for owners of plots to be classified as old growth stand patches on the Mont Ventoux¹⁶.

11 - The implementation and monitoring

Has the time been taken to develop, test and evaluate reliable and consistent instruments (legal, economic) to implement and monitor the action programmes collectively adopted?

Consultation is an important step, but it then remains to implement the decisions and assess, *a posteriori*, the effectiveness of the measures and their overall benefit. In fact, reality rarely matches that imagined during the design of the project, even if effort has been made to incorporate the expectations of most people. Frustrations or misunderstandings (even conflicts) inevitably arise, sometimes because of a lack of communication or a distortion during the decision-making process, of the expectations expressed. The initial objective is rarely 100% achieved.

To do this, indicators of success, as well as a monitoring system, must be put in place in a participatory way for the sake of maximum objectivity, to evaluate and possibly readjust the measures taken. This step must be an integral part of a good governance process.

The Region of Murcia, in the framework of establishing the Master Plan for the Regional park of Sierra Espuña, carried out this concerted self-evaluation work, to then review its goals and adapt the structure of the strategic document.

In the case of the French PNRs, the thematic commissions of the Mixt syndicate, including the fundamental key stakeholders, periodically assess the actions developed *a fortiori* with a view to revising the Park's Charter every twelve years. It is also the role of the steering committees in the territorial leadership bodies

and local development projects. Perhaps it would be useful to open these bodies up to the general public more.

12 - The dissemination

Does the project include the development and leadership of networks to effectively share experiences among Mediterranean territories?

It is quite rare that organisations that support the project do didactically export the results of their work in the area of governance, as if it should go without saying. This is usually due to the fact that the communication of these organisations is managed by specialist in this area and it is more about advertising than pedagogic communication and transferring methods and tools.

Each project should therefore be equipped with a specific communication credit enabling the stakeholders to participate in networks, either permanent, or factual (seminars, conferences, etc.), where exchanges can be sustained.

To illustrate this point through QUALIGOUV, the initiatives of the AIFM in terms of leading networks or projects and organising events in partnership with other institutions such as the FAO in the framework of the Collaborative Partnership on Mediterranean Forests (“Forests, societies and territories” sessions, projects funded by the World French Fund for the Environment, the GIZ, the working group 3 of the Silva Mediterranea Committee of the FAO, etc.), have been designed to boost the existing synergies between stakeholders working internationally on these themes. Thus, strong ties and an on-going collaboration have been developed with the partnership of the Model Forest project in Provence-Alpes-Côte d’Azur Region and the Mediterranean Model Forests Network. In addition, the QUALIGOUV project has considerably contributed to the reflection for the development of a future Integrated strategy on forests in the Mediterranean basin.

Thus, sharing experiences is essential to promote the sustainable management of Mediterranean forests on a regional scale. Capitalising on good (and bad) practices for the sake of co-learning and ensuring the dissemination of the results of experiments in order to avoid duplicating mistakes and to save time designing governance tools, can contribute greatly to create regional synergies for improving the governance and the quality of forest management in the Mediterranean. Despite everything, the project manager must take the initiative to go out and look for existing information or approved tools in other contexts and which can potentially be adapted to its own territory.

Conclusion and prospects

At the end of this collective and collaborative exercise, one might think, and regret, that few major decision-makers will take the time to read this *Final capitalisation book*. Yet, the latter offers discussions and tools to enable supporters of forest projects in protected Mediterranean areas to obtain, for their respective institutions, the means to better design, manage and carry out their activities.

The governance themes and the evaluation of the forest management actions may, at first glance, seem quite abstract, or even unnecessary: “All that for that”, will be heard.

But, faced with an unfortunately widespread practice, which consists of rushing the decision process (“as we don’t really know what to do, let’s do it quick”), this project has enabled us to react through the most careful analyses possible, prior to any reckless actions.

The project has, however, not addressed one of the major handicaps of public action on the matter, which lies in the annuality of budgets and in constantly reduced deadlines for executing multi-year projects. This often leads to adverse rushes consisting of saying “it would be better act rather than talk”.

The different criteria for success that have been reported in this document (see V.2.) appear to be clearly complementary and interdependent. The many possible combinations of these criteria may give rise to more or less positive or even random results. This diversity of cases in point is widely illustrated by the pilot sites and actions of the QUALIGOUV partnership. However, we hope that these recommendations will enable a few directions or precautions to be seized upon to avoid certain gross errors, or to significantly improve the chances of success for a future project, although it cannot guarantee a complete success.

The establishment of an indispensable participatory dynamic, able to influence strategic directions and the parameters for implementing actions, requires above all a lot of time and energy. However, QUALIGOUV demonstrated, or rather confirmed, that the resources

used in the preparation of a project with as many integrated stakeholders as possible, far from being time and money lost, are the most determining investment for the successful outcome of a project. This also applies to all of the governance tools, whose benefits gained are, however, difficult to quantify. Within our project, other examples have shown that insufficient attention given to governance caused a loss, not only of time, but also, and perhaps above all, of credibility of the project managers and contracting authorities.

But, beyond the successful execution of the projects, the lack of taking the “governance” dimension into consideration may easily lead to damage to the forest environment itself and for the community as a whole (social and political crises, misunderstandings, conflicts, etc.).

In the final analysis, and to synthesise the various attempts at definition set forth at the beginning of this *Final capitalisation book* we will bear in mind the following:

“Governance qualifies the way to associate the most of individuals, groups and institutions possible involved in a project, be it at the initiative, design, decision-making, implementation and/or evaluation level”.

It has been deduced that, in the case of a forestry project, good governance implies that the latter should be included, as close as possible, in an overall territorial dynamic, including all the dimensions, social, economic, environmental and political that can be more or less directly affected.

We hope that this report leads the reader to refer to the three *progress books* for the project, and make them want to move closer to the partnership and, more broadly, this network of collaboration on Mediterranean forests which has existed and been growing for more than 15 years now (contact: www.aifm.org), with the main goal of contributing to the recognition of Mediterranean specific features in forest management, and developing cooperative initiatives, such as QUALIGOUV.

Notes :

14 - This aspect also refers to the issue of payments for ecosystem services (cf. V.1.2).

15 - For example, the biotope legislation regarding the Meadow Viper is the subject of a spe-

cific steering committee, in addition to the Natura 2000 site run by the Mixt syndicate for management and equipment of the Mont Ventoux .

16 - This is similar to the concept of “Trading in Nature Values” developed in Finland.

Quali Gouv

This publication was realised with support from:



Partnership of the project:



Marseille, May 2012

INTERNATIONAL ASSOCIATION FOR MEDITERRANEAN FORESTS

14, rue Louis Astouin 13002 Marseille - France - Tel. : +33 (0)4 91 90 76 70 - Fax : +33 (0)4 91 90 71 62 - Email : info@aifm.org - Website : www.aifm.org