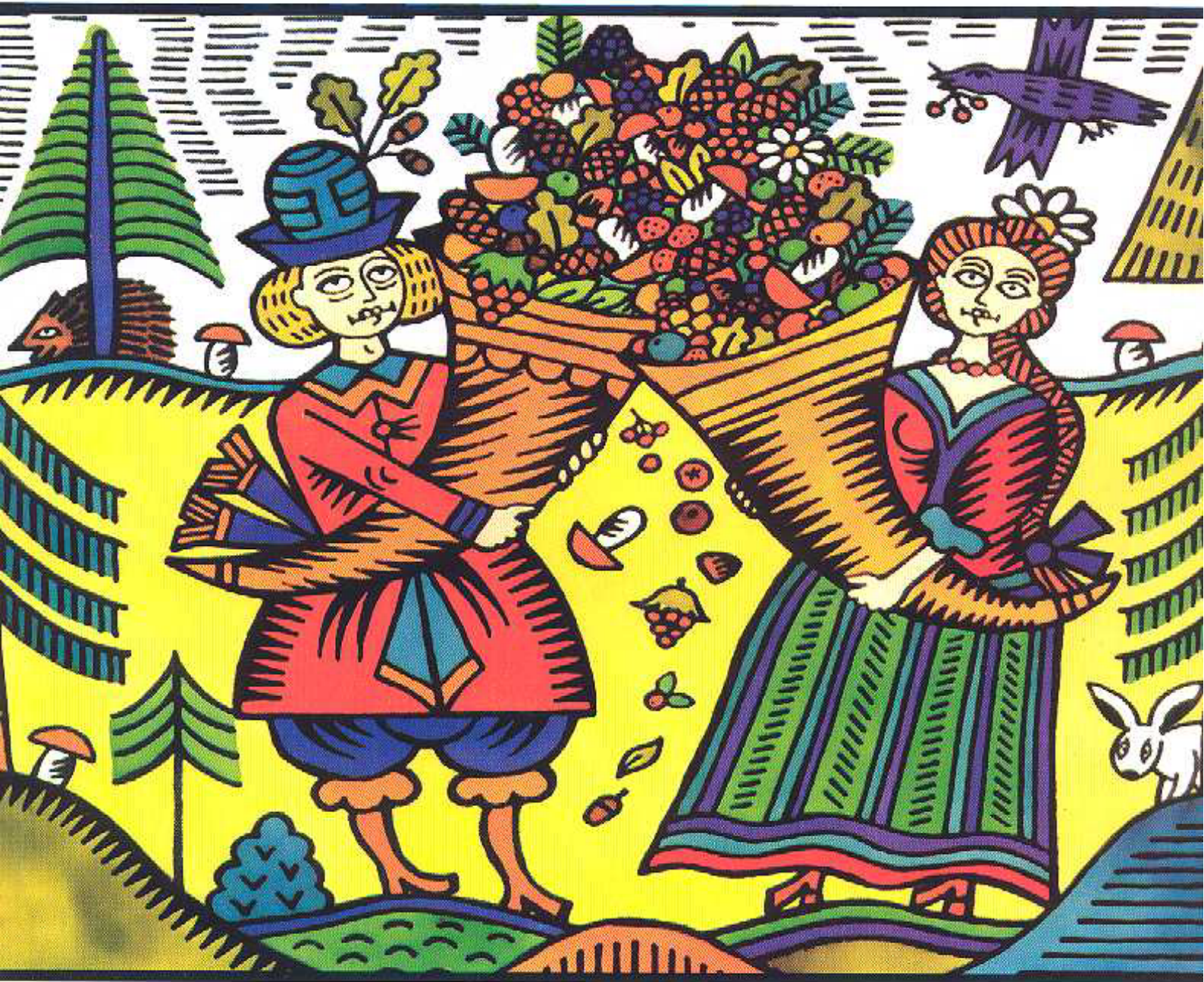


Building Partnerships for Forest Conservation and Management in Russia



Acknowledgements

The project team would like to acknowledge:

- IUCN: for supporting the project as part of the work by its Forest Conservation Programme, Temperate and Boreal Forest Programme, World Commission on Protected Areas, Environment Law Commission, Commission on Ecosystem Management, and especially – William Jackson, Don Guilmore, Andrew Deutz, Simon Rietbergen, Elizabeth Hopkins, Danielle Cantin, Anne-Marie Pelletier, Elizabeth Pelletier, Therese Beaudet, Xenia Cherny and Andrey Semenov.

- Canadian International Development Agency: for providing financial support, and especially project's supervisors both in Canada and Moscow – Diana Merlini, Emmanuelle Tremblay, Adrian Walraven, Wayne Primeau, Guillaume Siemienski, Alberto Pallasios-Hardy and Steven Basadur.

- Canadian partners: Ministry of Natural Resources of Quebec, the Ministry of the Environment of Quebec, the Bureau d'Audiences publiques en environnement du Quebec, the Canadian Forest Service, the Ministry of Natural Resources of Ontario, Parks Canada and the British Columbia Ministry of Forests, and especially – Andre Rousseau, NRC, Ottawa, Candace Kenyon and Theresa Killoran – BC Ministry of Forests, Tim Brigham – Center for Non-Timber Resources, Royal Roads University, BC, Dave Buck – Northern Forest Diversification Center, Manitoba, Charles Lusthaus, Alex Moiseev, Natalia Tishchenko and Ivan Menard – Universalia, Catherine and Gregoire Viau and their colleagues – Productions Studio Via Le Monde, and also

- International partners: Peter Newton and Svetlana Prosina – UNDP, Emma Wilson – Cambridge University, UK, Viacheslav Tyrlyshkin – WWF, Yves Kazemi – FAO/ECE/ILO Team of specialists, Switzerland, Lilia Smelkova – Slow Food, Italy, Christoph and Annegret Nikolai – ProSibiria E.V., Germany, Tatiana Lozanskaja, Steven Harapiak, Natalia Bukhonina – IFC, Geraldine Zosso, Switzerland.

- Russian partners at federal level: Admiral Valery Dorogin – Russian State Duma, Yuri Kukuev, Amirkhan Amirkhanov, Vsevolod Stepanitsky and Natalia Shebina – Ministry of Natural Resources, Olga Kostyleva, Svetlana Pakliachenko and Anatoly Chuzhmir – Ros-snadart, Valery Roshchupkin and Natalia Pau-kova – Federal Forestry Agency, Oleg Kharin – Moscow State Forest University, Anatoly Petrov and Elena Fabizhevskaya – All-Russian Institute for Raising Qualifications of Forest Managers (VIPKLH), Ludmila Kurlovich and Andrey Filip-chuk – All-Russian Research Institute for Silviculture and Forestry Mechanisation (VNIILM),
- Regional level: Mikhail Mashkovtzev, Kamchatka Governor, Oleg Tarasko – Kamchatka

Administration, Olga Davidova, Dmitry Berezhkov and Nina Zaporotskaja – Lach Center, RAIPON-Kamchatka, Robert Moiseev and Elena Dulchenko, Kamchatka Branch, Pacific Institute of Geography, Olga Cherniagina and Gennady Lazarev – Kamchatka League of Independent Experts, Evdokija Pronina and Galina Avev – Koryak Institute for Raising Teachers' Qualification, Irina Bogdan – NGO Ecodal, Khabarovsk, Natalia Danilina, NGO "Zapovedniks", Moscow, Alexander Karpov and Dmitry Afinogenov – NGO ECOM, Saint-Petersburg, Galina Kuzmina, Krasnoyarsk Regional Public Foundation, Yulia Murashova – Nevsky Institute for Language and Culture, Saint-Petersburg, Yanzhima Vasilieva, NGO "Siberian Association of Non-Timber Forest Products Utilization", Republic of Buriatia, Marina Nezhlukto – "Stagirit" publishing house, Moscow,

- Local partners: Mikhail Loginov, Bystrinski District Administration, Igor Kokorin, Bystrinski Nature Park, Natalia Sycheva, Bystrinski District Duma, Alexei Smetanin, Bystrinski Forest Management Unit, Ludmila Ignatenko, Vladimir Chechushkov – Aleskam Native people community, Elena Posvolskaja, Tarija Native people community, Lilia Banakanova, Dulipki Native people community, Taisia Solodikova, Esso Native people community, Evgenija Andrianova, Uliana Danilova and Denis Kirichevski – Bystrinski Information Center, Boris Goveini, Novaja Zhizn Newspaper, Sophija Kochetkova – Native artist, Vera Gurkina, herbal tea and syrup producer, Nina Banakanova, Kamchatka Herbal Tea, Nelly and Boris Chernykh – herbal tea producers, Ludmila and Nikolay Shishkin – traditional birch bark weavers, Marija Denisova, Sakhalin, and Alexei Zhukov, Tymovsk Forest Management Unit, Sakhalin.

There were over 1000 people involved in this project. We greatly appreciate the input of all these people, and ask their forgiveness if they were not mentioned in this publication.

Executive Summary

The "Building Partnerships for Forest Conservation and Management in Russia" project commenced in mid-October 2000; it was extended in January 2003 and it accomplished all 80 field activities by September 2005.

During time of project design and implementation there were many changes in Russian forestry. The Russian Federal Forest Service abolishment (2000), several reorganizations within Ministry of Natural Resources to which Federal Forestry Agency is subordinated (2000-2005), adoption of two concepts on Forestry and on Forest Industry Development (2002-2005), significant interest of political establishment in Russia to the forest sector, and drafting a new Forest Code of the Russian Federation (from 2003 till now) and several Federal Laws introduced changes in the current Forest Code of the Russian Federation. All these and many other changes took place due to administrative reform in Russia that touching all spheres of everyday people's life.

As a result of the reform, forestry almost lost its



independence in Russian economy – legislative functions were delegated to the Ministry of Natural Resources, control functions – to Rosprirodnadzor (Russian control agency over natural resources), state forest inventory and planning enterprises were considered as surplus functions of the state agency and proposed to be privatised or transferred into stock ventures; and the same approach used to the forestry research institutions. More dangerous situation seems could be created by proposal to delegate fire control functions as well as almost all other forest authority to the subjects of the Russian Federation. State forest management units (leskhozes) are going to be abolished as well. In a few years forestry system in Russia will be completely ruined and Russian forests will be endangered because further destruction of state forest system will cause uncontrolled fire and illegal logging, and, hence, unprecedented damage to global environment. It is not clear where nature protected areas system will find the place in new governmental structure as well as environmental impact assessment service.



Meanwhile, public opinion became more visible issue at regional level, and this gives some optimism for the future. In many parts of the Russian Federation there are more and more NGOs utilise the concept and share ideas and instruments of public involvement in decision making, including forest sector. Model forests are among these champions. At federal level, the Russian MNR has created a Public Forest Council, and this is one of major achievements of the project. Several versions of the Forest Code were developed and many of them have included paragraphs on public participation in forest management decision making drafted by the project experts and partner organizations. Furthermore, a public participation tool kit as well as Public Participation Manager Training Programme and a manual were elaborated, and now the trainings are provided at the All-Russian Institute for Raising Qualification of Forest Managers and considered to be included into the curriculum at Moscow State Forest University.

Changes of law on federal system of regulatory bodies mean changes in more than 150 federal laws including the Forest Code of the Russian Federation and the Federal Law on Nature Protected Areas. Following these changes local administration has lost tools to register delinquency in PAs, and administrations of subjects of the Russian Federation lost opportunity to manage nature parks at regional level. But the project creates a positive attitude by enhancing of protected areas management effectiveness in Russia. Participatory approach IUCN utilised during testing of the WWF Rapid Assessment and the World Commission on Protected Areas methodologies and further use to assess protected areas in Russia. Six workshops to evaluate the management effectiveness of protected areas using WWF Rapid Assessment Methodology were elaborated, and main experts agreed that the text of the methodology should be better edited in Russian and the special data bank on biodiversity in PAs needed. Totally 155 Russian PAs: 68 nature reserves, 22 national parks, 41 federal wildlife refuges and 24 regional PAs including 21 "Gifts to the Earth" were evaluated on fully participatory manner. More than 200 experts took part in the evaluation process and in the discussion of the methodology. WCPA Methodology was used to evaluate sev-

eral PAs including the World Heritage Sites. The additional activities after project's extension have allowed creating a valuable data base on Russian biota that is now available in English at the BIO-DAT Internet portal.

Grassroots level component of the project brought even more enthusiasm for people at local level. Non-timber forest products (NTFPs) became a driven force for local people in Kamchatka oblast and Sakhalin to recover home economy of many fami-



lies. The traditional NTFP gathering and crafts become profitable and have been developed into real businesses. Sharing processing facilities, assistance for obligatory certification of NTFP food products, training of trainers and further extension of knowledge and skills, valuable toxicity study of wild harvested plants and other NTFP items, and more became a benchmark of the project in Kamchatka. Bystrinski Information Centre (BIC) became a real centre for local citizens of Bystrinski District on Kamchatka. It is not only to provide information for local people, but also a place to exchange an experience and lessons learnt and a factual discussion club. The BIC still issues an electronic newsletter initiated by the project. Besides, two International NTFP Fairs and Fora held in Moscow (2004 and 2005), International summer camp for youth, master-classes given by Kamchatka local birch-bark weaver in Canada, good relationship established with Canadian institutions and business people, great interest expressed at the World Forest Congress and the 3d IUCN World Conservation Congress built a high credibility for project's results in this area.

It is still far too early to say about broad implementation of the strategy and approaches, developed by the project in other regions of Russia and countries of the World – the project is just finalized, the final publication has not being sent out to partners and other stakeholders yet, however, the project's results have already empowered IUCN-Russia to start in 2005 a new long-term NTFP small business development initiative in Kemerovo Oblast, Siberia (supported by the DOEN Foundation, the Netherlands) and to turn the NTFP Fair and Forum, the initiative, initially supported by the IUCN-CIDA Project, into the

annual event, supported by various donors (the Royal Embassy of the Netherlands, DOEN Foundation) and participating businesses. There are good indications that one more initiative, developed by the NTFP component – the Traditional Know-ledge Youth Camp – will be followed on Kamchatka and in Kemerovo Region in 2006. These initiatives are very practical, providing clear economical and cultural benefits for stakeholders, using traditional and modern conservation knowledge towards increase of local communities' well being. All mentioned long term initiatives are stemming out from the IUCN-CIDA Project activities, and are based at the Project's methodology and lessons learned.

NTFP component proved, that NTFPs could be seriously viewed as a considerable part of alternative livelihood strategies, along with eco and ethno-tourism, sustainable hunt and herding, for local communities even at the most distant locations of Russia. Depending on the resource, quality and quantity of the product produced, effectiveness of the marketing strategy, transportation and production cost this business brings US \$200-1000 per person per month and more, depending on qualification and role in the business. For example, the typical earning of a harvester for Kamchatka Herbal Tea is about US \$200 per month, when the profits of the core group of the cooperative is thousands of US\$ per year. However, NTFPs have some serious limitations. By the very nature almost all these resources are seasonal and many of them vary a lot in terms of productivity and accessibility (both physical and economical). To address these issues, the business has to be highly diversified, using several NTFPs to ensure stable productions over the year. This could easily be advised but hard to be achieved, considering limited finance, skills, marketing channels, poor communication opportunities that are typical for many distant regions. Sadly, there is a common lack of understanding with small business development facilities of these NTFPs' limitations and peculiarities, resulting at lack of flexibility of rates and time frames for loans for NTFP development, which make challenges for NTFP producers much greater.

These examples demonstrate the sustainability of positive trends the project created. The achievements and project's lessons learnt dissemination at different events have attracted true interest from many organisations, other projects, and donors, regional and federal authorities and can be reflected in financial terms.

Contribution Arrangements assigned the total Project's Budget at CAD \$2,552,000 (actual expenditures CAD \$2,551,306) and in-kind from IUCN and partners \$250,000 (actual CDN \$299,971, including IUCN – CAD \$245,037 and partners – CAD \$54,934). Furthermore, IUCN has received additional funding from other sources for project implementation:

- Canada, 2001-2004 – CAD \$67,000 (in total, and specifically, PTP and Northern Forest Diversification Centre for travel; under IFC contract for small business review that was actively used by the IFC-CIDA project; sociological review under UNDP contract to assess influence caused on the biodiversity of 4 PAs on Kamchatka by NTFP harvesting that was further used by the UNDP-CIDA project). Canada Fund, 2004 – CAD \$10,000 (Bystrinski Information Center for the NTFP processing equipment, including an industrial drier and machinery for crafts producing. This helped for the Project to establish in Esso the Shared Processing Facility to provide mostly Native community members to use this equipment for their small NTFP businesses).

- The Netherlands, 2004/2005 – EUR 50,000 (DOEN funded the NTFP small business development project in Kemerovo oblast (Southern Siberia) based on the lessons learnt and achievements of NTFP component).

- The European Commission, the Life-Third Countries Programme, 2004/2006 – EUR 620,000 (to utilise project's achievements and experience in PA component to develop a project "Bringing Regional Protected Areas of the Leningrad Region (Russian Federation) into European Context" in the Leningrad Oblast (2004-2006)).

- The United Kingdom, the Foreign and Commonwealth Office, 2004/2005 – GBP 110,000 (two projects on forest law enforcement and governance (FLEG) in a recognition of IUCN's role of convenor and based on the developments of the project in the field of forest legislation and governance as well as public involvement in forest management).

- McArthur Foundation, USA, 2003 – Dmitry Afinogenov, project's partner and participant of the project PI Canada study tour has received a personal grant to implement knowledge on PI process, including received in Canada, and published a brochure "Legislative Aspects of Public Participation in Forest Management in Leningrad Oblast" (Saint-Petersburg, 2004).

- Russia, different sources and years – (According to MEA-recommendation the Baykal WHS got about US \$78,000 from the federal budget to develop visitor service and ecological monitoring. "Russky Sever" NP got about CDN \$5,000 as an investment from local business people to make follow up assessment of the ecological tourism development programme). Overall funding to further developments of project's findings, its achievements and lessons learnt dissemination is about CAD \$ 1,500,000 received from other sources including IUCN in-kind contribution.

In 2005, further development took place in relation between IUCN and Nature Resources Canada in a form of a support of IUCN's work to bring civil soci-

ety to the ENA FLEG process: "Selecting Civil Society Representative for the ENA FLEG Preparatory and Ministerial Conference" (CAD \$65,000).

There is an on-going negotiation on additional project on ENA FLEG Ministerial Conference follow up. IUCN was also involved in linking Canadian Forest Service and Russian Federal Forestry Agency resulted in the MoU signed in April 2005.

The project was implemented following the work plan and communication strategy. All project goals and objectives are achieved. To facilitate communications and planning, to review and approve annual work plans as well to review budgets, make decisions on the use of the iterative activity fund, review and recommend to CIDA any significant changes in the project budget, and assess and make recommendations on the strategic direction of the project, Joint Management Committee (JMC) has been created for the project. The JMC met four times over the course of the project. A mid-term project evaluation was undertaken by CIDA in April-September 2004. The report has shown that IUCN made a progress in building of civil society, nature conservation and sustainable livelihoods development via NTFP small business opportunities creation.

The project was presented at the major forest events internationally, such as the 7th SBSTTA Session of the Convention on Biological Diversity in Montreal, the 5th World Park Congress in Durban, the 12th World Forest Congress in Quebec City, the 3d IUCN World Conservation Congress in Bangkok, the XXII-nd IUFRO Congress, 5th Pan-European Ministerial Conference "Environment in Europe" in Kiev, First Regional Session of the Global Biodiversity Forum for Eastern Europe in Kishinev, the Europe and Northern Asia Forest Law Enforcement and Governance (ENA FLEG) Ministerial Conference in Saint-Petersburg, IUCN/WCPA Europe members' meeting, International Barents Region meeting in Moscow and many others. Nationally project was presented and shared lessons learnt at All-Russia Congress of Foresters, All-Russia Congress of Young Foresters, All-Russia Ecological Congress, several times presented at the Russian State Duma Public Hearings and other events. At many of the meetings named, the project was asked to make keynote presentations at plenary, sub-plenary or technical sessions.

The Communication Strategy was developed for the Project at the beginning of its elaboration. Since the beginning of the project implementation, we published 142 articles in newspapers, magazines and proceedings of seminars, conferences and other meetings both nationally and internationally as well as 21 books, textbooks and manuals; gave 47 interviews to national, regional and local radio and TV; issued 12 news releases;

found notes about the project in 105 electronic media clips; promoted the project at 104 international, national and regional meetings (conferences, seminars, workshops) where we made presentations about project's implementation and disseminated material about the project; worked with Canadian film company Via Le Monde that produced a film and a poster about the project; cooperated and contributed to regional and local TV companies to make 5 films about NTFP training and sustainable use; designed, produced and distributed — a project folder, more than 40 leaflets, gift cards, a Diploma for Herbal Tea Contest and a marketing research questionnaire distributed on the Herbal Teas Contest and a Diploma for participants of the International Youth Camp on Kamchatka, many special reports and other promotional materials.

From the beginning of project implementation 1091 people were directly involved in the project, and by components: at macro level (PI) — 125 people, at mezzo level (PA) — 312 and at micro level (NTFP) — 654. Among them there were 508 women that are 46.6% of total, and more than

200 women are actively participated in project development. Number of Indigenous peoples involved in the project — 461 (42.3% of total individuals involved).

Overall number of beneficiary organizations was 385, including, by components, PI — 42, PA — 164 and NTFP — 179 from both Russia and internationally. Among them, there were 220 governmental (national, regional and local/municipal) entities and 164 organizations represented civil society, including 4 international non-governmental institutions (NGI) and 14 international non-governmental organizations (NGOs) as well as 27 community based NGOs, 24 regional and 12 national NGOs.

The project was well settled into IUCN programme work on forests — Forest Conservation Programme, World Commission on Protected Areas, Commission on Education and Communication, Commission on Ecosystem Management, Environment Law Commission, and overall IUCN mission.

Introduction

Dedicated to our families –
wives and husbands,
mothers and fathers,
and especially – our children,
who did not see us for weeks
when we were on field missions
or working 12-14 hours in the office
and whose love and support
we feel every minute.

When Don Guilmor, Head of IUCN Forest Conservation Programme held a meeting of the Forest Conservation Advisory Group (FCAG) at Aberdares Country Club (Kenya, 1996) and said that IUCN was creating the Temperate and Boreal Forest Programme (TBFP), no one could have foreseen that the project "Building Partnerships for Forest Conservation and Management in Russia" would or could be implemented in Russia. However, in 1997, IUCN TBFP was born, and under the leadership of Dr. William Jackson who replaced Don Guilmor as Director of Forest Conservation Programme, and Dr. Andrew Deutz, TBFP Coordinator, the Programme came to Russia.

The development of this project would not have been possible without the support of IUCN and specifically of IUCN FCP, IUCN TBFP, IUCN Offices in Europe, Russia, Canada and the USA. The project was further implemented by dozens of individuals and institutions in Russia and Canada, which include senior officials, authorities, natural resource managers, researchers, business people, academia, Native people communities and NGOs.

The idea of the project came out of an IUCN led



workshop on public involvement in Russian forest management. In 1998, the IUCN Temperate and Boreal Forests Programme (TBFP) organized a series of workshops in Russia to facilitate the sharing of viewpoints on the situation concerning Russia's forest sector¹. The workshops' participants represented many sectors: forestry researchers and practitioners, natural

resource managers, protected areas (PA) managers, government representatives, the industry, small business and NGOs. The result was a list of problems, which the stakeholders viewed as the major challenges for the forest sector development in Russia. The list of major concerns, prioritized by the workshops' participants, included the following:

- lack of public involvement in forest resources management in Russia;
- ineffective management of PAs and forest fires;
- threats to tundra forests;
- ineffective management of radioactively contaminated forests;
- inadequate development of alternative income generation opportunities for local forest-based communities.

In order to address the challenges outlined in the workshop, 6 project proposals were developed between April and August of 1999 through the joint efforts of IUCN TBFP, IUCN Office for Russia and CIS, and local partners. The proposals were reviewed by CIDA and three topics were further developed within a more comprehensive project: "Building Partnerships for Forest Conservation and Management in Russia".

A proposal for the promotion of non-timber forest products (NTFPs) was initially developed by the Kamchatka League of Independent Experts and Dr. Emma Wilson of Cambridge University. It was further elaborated with the participation of local Indigenous community groups, as well as other stakeholders such as Esso and Anavgai villages.

The Protected Areas Component was initially proposed by Dr. Natalia Danilina, and further developed with the support of Alexei Blagovidov.

The PI Component proposal was developed by the IUCN Office for Russia and CIS, and was based on the initial project².

Finally, the project proposal was accepted by CIDA, which provided IUCN with an opportunity to work on the detailed project proposal. In May of 2000 the budget and management details of the new project were further developed at the IUCN FCAG meeting in Costa-Rica, and were ratified by CIDA on October 17, 2000 during the 2nd IUCN World Conservation Congress in Amman, Jordan.

The overall goal of the project "Building Partnerships for Forest Conservation and Management in Russia" was to improve democratic governance by enhancing transparency and accountability through multi-stakeholder, participatory public involvement in forest management. This was accomplished through a three-tiered approach. The top tier, or macro-level component worked at the federal level to create Russian-adapted tools for public involvement in forest management, and build a constituency of expert

¹ Deutz, A., Cantin, D., Laletin, A., Teplyakov, V., Moshkalo, V. (eds.) (1999). The Future of Forest Conservation in Russia. Programme Development Workshop Reports. IUCN Temperate and Boreal Forest Programme, Montreal, Canada and Moscow, Russia. 72 pp. (Published in Russian, 2000, 72 pp.)

² Forest and Society: Manual for foresters (2000). Moscow, IUCN-CIS and ARICFR, 208 pp.

practitioners for their implementation and use. The second tier, or mezzo level, worked at a regional level to test and enhance the management effectiveness of Russia's protected areas network while also serving as a testing ground for the tools being developed at the macro level. The third tier, or micro level, worked at the local level with selected communities in the Russian Far East to build capacity for sustainable non-timber forest products harvesting and marketing while also serving as a local testing ground for the public involvement tools developed in the macro level component.

Regional and local needs were considered at the mezzo and micro levels of the project. At the mezzo level, the focus was on existing protected areas - identifying those, which are most vulnerable to human activity with the objective of improving the legislative and administrative environments for their effective management. Identification and management systems included collaborative arrangements between civil society actors and governmental bodies.

At the micro level, income opportunities from the sustainable use of non-timber forest products (NTFPs) were developed for the local population in the Russian Far East, specifically for women and Indigenous communities. This level also examined the current legal and administrative framework for NTFP harvesting in order for it to support community-based sustainable resource management regimes in the context of a market economy.

At the local level, the project built capacity for local community management of non-timber forest products (NTFPs), harvesting, monitoring and marketing. The project was built around three objectives: 1) assessing the ecological sustainability of NTFP harvesting in three pilot regions and determining sustainable harvest levels, 2) assessing the

economic sustainability of NTFP production, and 3) assessing social and political sustainability of community-based resource management regimes.

The development of local economies based on sustainable NTFPs has the dual advantage of conserving forests and watersheds, and therefore downstream fisheries, as well as promoting an economic development model that directly benefit local communities and indigenous peoples. The economic benefits of large-scale unsustainable resource exploitation do not remain in the region.

Project activities took place in three specific districts in the Russian Far East: the Bystrinski National District (Kamchatka Oblast), the Tigil'sky District (Koriak Autonomous District) and the Tymovsk District (Sakhalin Oblast). As with the macro and mezzo levels, field activities in each of these districts were always carried out using the participatory processes.

The following overall outputs were considered at the beginning of the project and extended in January 2003 when the Contribution Agreement was amended and the project received additional funding from CIDA:

- Creation of a Tool Kit for public involvement in forest management decision making, consisting of best practices guidelines, general principles and mechanisms for public involvement. Tool Kit to be revised as a result of tests at the mezzo and micro level;
- Proposals for legislative and administrative practice reform at the national, regional and local levels;
- Increased public involvement in forest management decision-making tested, adopted, and promoted by government and civil society organizations;
- More politically, socially, environmentally and economically sustainable decisions and outcomes in forest management;
- Educational Programme for forestry schools, colleges, universities, mid-career training centres, etc. on PI to bring knowledge of participatory approach to different levels of forestry education and mid-career training;
- Improved conservation and effective management of Russia's forests;
- A viable and participatory process whereby government and civil society can work together to assess and improve the management effectiveness of protected areas;
- Methodology for assessing protected area management effectiveness developed in a participatory manner;
- An established participatory process between government and civil society, which evaluates, and raises awareness about threats to protected areas;
- The creation of local-level income-generating NTFP businesses based on community participation, which are socially, economically and ecologically sustainable;
- Improved capacity of community groups to target products of interest with high marketing poten-



tial, and identify obstacles and opportunities within the enabling environment affecting the use, management, and development of businesses based on NTFPs;

- Sustainable harvesting of the NTFP resources with potential for wider adoption of sustainable harvesting methods;
- Communities with the tools and confidence to monitor and manage their NTFP resources;

- Joint "NTFP Certificates Bank" for local communities;
- Sound guidelines for sustainable use of NTFPs in PAs;
- NTFP Native Cultural Exchange (summer camp for youth in Kamchatka);
- International NTFP-based businesses promotion.

The project was included in IUCN's list of 100 Best projects.

PI component

Introductory remarks

The Public Involvement (PI) component of the project was based on previous IUCN experience in many parts of the world. In Russia, it was based on the project "Creating a Framework for Public Participation in Russian Forest Management". The intent of follow up activities within new projects supported by the Canadian International Development Agency (CIDA) is to improve democratic governance by enhancing transparency and accountability through multi-stakeholder, participatory public involvement in forest management. In the previous project we mostly relied on the general public and experienced foresters. In the project referred to in this document, our goal was to build the necessary capacity in order for selected governmental agencies and civil society organizations to utilize public involvement processes in forest sector decision-making.

Therefore, the main goal of the PI component was to provide due conditions and opportunities to apply the process of public involvement in the decision making process in the field of forest management and conservation.

To reach this goal we had to identify the key experts, develop a professional network of colleagues and partners, attract all interested parties to work together, and last but not least, find approaches and develop a set of instruments and mechanisms for the implementation of practices of involvement of various social groups – mainly civil societies – into the process of decision making in the field of forest management and conservation.

It was imperative that the developed set of instruments and mechanisms be tested at both the mezzo and regional level (i.e. such as with protected areas (PA)), and at the micro or local level (i.e. such as the non-timber forest products (NTFP)). The results of these tests were adopted at the federal level where they were further elaborated, approved and consequently used by governmental and civil society groups.

This was mainly done via:

1. Empowerment of constituencies of individuals in government and civil society to promote and implement public involvement practices;
2. Increased knowledge and awareness of Russians on Canadian and international models of public participation in forest management;
3. Increased ability of the Russian Ministry of Natural Resources and related agencies to use the developed tools to implement a self-sustaining public involvement process in forest conservation and management;
4. Elaboration of validated proposals for legislative and administrative practices reform in support of public involvement in forest management;
5. Educational institutions use and promotion of Public Participation Manager Training Programme

(PPMTP) as well as supplementary manual developed by the project and its partners.

Our achievements are presented in the following chapters. The main events, publications and communications wherein Public Involvement was promoted are found in the chapter dealing with communication.

Building trust and setting up a strong team to promote and implement public involvement practices

"Constituencies of individuals in government and civil society are empowered to promote and implement public involvement practices"

The target of the project was to identify, persuade, educate and build a partnership with key Russian "change agents" (meaning the people who had the means to change a situation, to improve the current status of public involvement, to promote the ideas of the project in question, etc.) from at least 3 governmental and 6 civil society organisations to participate in public involvement development, and further elaborate public involvement practices.

This was a huge challenge to take on because Russia had been undergoing permanent and deep reform over the last few decades. Our quarterly reports have publications that reflect on our unique difficulties and discuss major events that could potentially influence project implementation, such as "Problems and Difficulties Encountered...", and "The Overall Situation in Russia", which at times has an entire section dedicated to it alone.

Considering these real challenges, our greatest and most difficult task at the beginning was to settle the criteria for change agents. Among our criteria the following were prioritised: a high level of professionalism; willingness to promote PI concepts; extensive professional networking; prolonged experience in the field of forestry, management, governance, decision-making; the ability to team work; an understanding of the political and legal information and the social environment of our work area, etc. All of the experts listed or mentioned below met these criteria and were widely recognised and very active in their field.

Our hope was to identify the key agents within the first 3-4 months of the project's implementation. However, the closing of federal forestry and environment agencies, the elections of governors and local authorities, the changes in the economical and social situation and in the everyday lives of the local people made the pinpointing of these key agents something of a challenge. The result was more change agents than originally planned.

By mid-summer 2001 we had identified 10 agents from governmental institutions and 13 from civil society organisations for all three project components (PI, PA and NTFP).

The governmental change agents were:

- Mr. Yuri Kukuev, First Deputy Minister of Natural Resources and Head of the State Forest Service;
- Dr. Amirkhan Amirkhanov, Head, Department of Environment Protection and Ecological Safety, Ministry of Natural Resources of the Russian Federation;
- Dr. Vsevolod Stepanitsky, Deputy Head, Department of Environment Protection and Ecological Safety, Ministry of Natural Resources of the Russian Federation;
- Mrs. Lyudmila Shalova, Deputy Head, Agricultural Division, State Committee for Standardization and Metrology of the Russian Federation;
- Mr. Nikolay Ivanov, Head, Department of the Nature Resources, North-West Federal District
- Mr. Denis Kirichevsky, Head, Information Center, Bystrinsky Regional Library, Kamchatka Oblast;
- Mr. Igor Kokorin, Director, Bystrinsky Nature Park, Kamchatka Oblast;
- Dr. Victor Popov, Deputy Head, Department on the Lake Baikal and Baikal Area Issues, Irkutskaya Oblast;
- Dr. Evdokija Pronina (indigenous), Director, the Koriak Institute for Raising Teachers' Qualification, expert on the Koriak Native language, Palana, the Koriak Autonomous District;
- Mr. Alexander Rassolov, Director, Sayano-Shishensky Nature Reserve, Krasnoyarsk Krai.

The civil society organizations' change agents were:

- Dr. Dmitry Afinogenov, Expert, Information and Analytical Centre, Saint-Petersburg;
- Mrs. Irina Bogdan, President, Regional NGO "Ecodal", Khabarovsk;
- Dr. Natalia Danilina, Director of NGO "Zapovedniks", Moscow, Vice-Chair of IUCN World Commission on Protected Areas for Eurasia;
- Mr. Valery Dorogin, Deputy, State Duma of the Federal Assembly of the Russian Federation, Vice-Admiral;
- Dr. Alexander Karpov, Saint-Petersburg Society of Naturalists;
- Prof. Oleg Kharin, Dean, Forest Faculty, Moscow State Forest University;
- Prof. Eugene Kuzmichev, Deputy Director, International Independent University of Ecology and Policy, Moscow;
- Mrs. Olga Razbash, Director, NGO "Ecology and Law", Moscow;
- Mrs. Taisia Solodikova (Indigenous), local coordinator of the IUCN-CIDA project, Esso, Bystrinsky District, Kamchatka Oblast;
- Mr. Vyacheslav Tyrlushkin, project coordinator,



WWF – Russia Programme Office;

- Mrs. Yanzhima Vasilieva (Indigenous), President, NGO "Siberian Association of Non-Timber Utilization", Ulan-Ude, Republic of Buriatia;
- Academician Alexey Yablokov, Russian Academy of Sciences, IUCN Vice President, Regional Councilor;
- Dr. Alexey Zavarzin – biologist, Baltic Fund for Nature, Saint-Petersburg;

International partners and contributors also participated in the project. A framework was produced to guide the PA and NTFP components in their consultation processes.

Ms. Emma Wilson, a British expert, became a key agent due to her work in Sakhalin over the years. In March 2003 she prepared a report analyzing public involvement (PI) in forest management in the context of the non-timber forest product (NTFP) component of the IUCN-CIDA project between 2000 and 2002. The report considered aspects of PI that had been highlighted and/or influenced by the NTFP component. It also analyzed the nature of local participation in project decision-making and implementation, relating this to general PI issues. The report drew attention to a range of social and personal factors that influenced PI, including information and communications, public-official relations, inter-personal relations, characters and personalities, prejudice, alcoholism and corruption. Local participation in project implementation was also constrained to some extent by project management issues and donor requirements. The experience of engaging with these issues provided 'lessons learned' that could inform investigations on PI, and benefit future conservation and development projects that involve local communities.

These particular experts were chosen for their ability to be actively and professionally involved and promote the participatory approach in forest management decision making, to exchange information, and to express their opinions and articulate their interests. Moreover, we felt that they had the potential to influence decisions or the outcomes of specific forestry issues.

We had great success in garnering high-level political support for this project. Mr. Kukuev, the First

Deputy Minister of the Russian Ministry of Natural Resources attended the Project launch at the Canadian Embassy in Moscow and spoke on behalf of the Ministry of Natural Resources (MNR). He graciously accepted an invitation to attend the study tour to Canada, but unfortunately had to cancel due to schedule conflicts.

Dr. Stepanitski, head of the Protected Areas unit in the reconstituted Ministry of Natural Resources (equivalent to the CEO of Parks Canada) attended our workshop for the adaptation of the protected areas management effectiveness methodology. The project team also had numerous meetings with sympathetic members of the State Duma in Moscow, including Admiral Dorogin, who attended the first public involvement workshop in St. Petersburg and accepted an invitation to join the study tour. The active involvement of these senior executive and legislative branch officials demonstrates the high level of official support given to the project and augers well for the ability of the project to affect political reform of natural resource management in Russia.

Despite a series of structural changes in forestry and in the PA system, staff reductions and changing arrangements, we managed to keep the network intact. Every member was aware of the PI component developments, received timely information about upcoming events, and was always invited to roundtables and discussions. The project's change agents became our real partners and in some instances, our friends. The network created showed the project's ability to promote the participatory approach.

Helping people to participate: the experience of Canada

"Russians have an increased knowledge and awareness of Canadian and international models of public participation in forest management"

During the implementation phase of the project, an analysis of international experience on participatory approaches was done. The overall purpose of this analysis was to raise awareness among the Russian people. By the end of the project Russians had an increased knowledge and awareness of international and in particular Canadian models of public participation in forest management.

The project team and partners were confident that a study tour to Canada would be the most effective means to transfer new ideas, concepts and practices, to increase knowledge and awareness of Canadian models of public participation in forest and other natural resources, as well as protected areas management. The study tour combined both theory and practice, and allowed for learning outside of the formal educational format; it resulted in a clear and realistic understanding of the PI mechanisms put into practice in Canada.

The motivation behind the study tour in Canada for learning PI procedure in forest conservation and

environmental issues was simple and practical. Russia has had a limited tradition of public involvement in decision-making processes. It stands to reason that a practical understanding of "how to" manage the participation process was needed. We looked to Canada to provide the experience based on existing processes and those that were successful in the past.

Another intention of the study tour was to explore steps and frameworks, and to report them to our group of experts in Russia who would then recommend changes in the appropriate Russian context, based on the Canadian system. The results of the study tour would potentially contribute to the creation of a tool-kit for public participation, which would be developed and tested throughout Russia. Concurrent to this process was the evaluation of Russia's management effectiveness of protected areas and development of non-timber forest product businesses.

6 main criteria were used for participant selection:

1. Participants were in a position to influence policy making regarding PI;
2. They had been significant players in previous PI campaigns;
3. They were key players in meeting the objectives of the project;
4. Their participation would benefit the progressive forestry movement in Russia;
5. They would be involved in the development of tools and procedures;
6. There would be a balanced representation of gender (50% women), ethnic background, and type of organisation (NGO, government).

The study tour group was formed with consideration of the gender issue. The participants were: Mr. Dmitry Afinogenov, Mrs. Irina B. Bogdan, Mr. Valery Dorogin, Mr. Alexander Karpov, Mrs. Yanzhima Vasiljeva, and also:

- Mrs. Danielle Cantin, IUCN Office for Canada, Project Director, and Assistant Coordinator of IUCN's Temperate and Boreal Forest Program, Montreal, Canada
- Mrs. Xenya Cherny, IUCN Office for CIS, communication officer, Moscow
- Mrs. Elena Kopylova, IUCN Office for CIS, Forest Program Officer, Moscow
- Mr. Vladimir Kouramchine, Russian Forest Museum, Director, Moscow
- Mrs. Elizabeth Pelletier, IUCN Office for Canada, project assistant, Montreal, Canada
- Mrs. Elena Samoletova, All-Russian Institute for Raising Qualifications of Forest Managers, translator/ interpreter, Pushkino, Moscow Region
- Mr. Victor Teplyakov, IUCN Office for CIS, Forest Programme Coordinator, Moscow

As an umbrella organisation, IUCN strives to involve its members in its projects. In holding with this spir-

it of cooperation, our project director contacted members of the Ministries of Natural Resources and/or Environment of Quebec, Ontario and British Columbia, and of the Canadian Forest Service. Over 10 Canadian provincial and federal agencies responded to our call. They showed great eagerness to meet the delegation and to share with them their experience and expertise as well as to discuss challenges and opportunities for public involvement in forest conservation and management in Russia. Furthermore, the provinces of Quebec, Ontario and British Columbia contributed financially to cover local costs for the study tour participants in their home provinces.

A study tour for Russian participants took place in Canada from May 20 to June 4, 2001 with the collaboration of the Ministry of Natural Resources of Quebec, the Ministry of the Environment of Quebec, the Bureau d'Audiences Publiques en Environnement du Quebec, the Canadian Forest Service, the Ministry of Natural Resources of Ontario, Parks Canada and the British Columbia Ministry of Forests.

The major intentions of the trip were to:

- Raise the study tour team's awareness of the Canadian PI experience in forest management and conservation;
- Learn about PI mechanisms that are presently being implemented in Canada;
- Understand the conditions that make a public consultation a success;
- Learn lessons from past experience about conditions that support and secure PI processes and PI legislation in natural resource management;
- Understand legal and institutional frameworks, financial incentives, and communication techniques for PI in Canada as well as learn about the motivation of the public to use PI processes;
- Learn about the system of compensation to First Nations if any industrial activity occurs within the area of their settlements and territories;
- See concrete examples and results of conflict resolution;
- Create contacts with Canadian governmental officials for future cooperation;
- Compare Russia's experience in PI processes with that of Canada and learn from each other (mutual process);
- Make a comparative analysis of cross country/cultural differences in PI processes and forest conservation and management, and assess what tools and procedures could be applied in Russia;
- Accumulate information on forest conservation and management in Canada (for future use with Russian audiences);
- Disseminate the knowledge gained during the

study tour and bring it into the university setting;

- Build partnerships with the Canadian public sector, authorities and NGOs to facilitate PI in Russia through the sharing of expertise and experience;
- Build team spirit.

Each goal listed above was accomplished. In total, we listened to some 30 presentations in 14 days. The group met with officials of the Ministry of Forests from 3 provinces and the Canadian Forest Service, the Canadian Model Forest Network and with the Ministry of the Environment and the Bureau d'Audience Publique en Environnement in Quebec and Parks Canada in BC. More than 20 specific issues were addressed during and after the study tour, more than 30 lessons were drawn from the study tour and over 100 hard copy publications, CDs, maps and web databases on Public Involvement processes in Canada were brought back to Russia with the study group.

In addition, study tour participants took advantage of numerous opportunities to further discuss public involvement processes during informal gatherings such as banquet dinners with speakers and high officials from the ministries, local politicians and the industry. Field trips also allowed for privileged time with speakers or field trip leaders representing government and the industry. The participants were very impressed with the warm welcome offered to them by representatives of the provincial and federal governments. Provincial and federal Ministry representatives showed enthusiasm and willingness to share their experience with the study tour participants. They were also interested in learning more about the situation in Russia. Theoretical presentations were perfectly combined with practical experiences (field trips to the East Ontario Model Forest, Sunshine Coast, Pacific Rim National Park and Long-Beach Model Forest). The study group also gained a better understanding of the general socio-economic situation in Canada. This led to a greater understanding of the context and conditions that secure PI processes.



Our Canadian colleagues helped us understand that forests in Canada are considered to be a crucial element of the nation's values and aspirations as an

integral part of the natural environment and life support system. It was very useful to learn about the shared responsibilities of the federal and provincial governments. The achievements of provincial governments in forest management help support and influence federal jurisdictions such as international aspects and trade. Thus, while each level has its own responsibilities, their common interests are better met and balanced through federal-provincial (territorial) collaboration. Both levels agree to work together; they welcome openness and try to avoid overlaps and duplications. Both levels of the governance realize the need to maintain sound and pro-



ductive forests that contribute to Canada's economic, environmental and social wellbeing.

In Canada it seems to be perfectly understood that public and private forests provide a strong and steady base for economic activity in all regions of the country. Thus, the two levels of governance realize the need to cooperate in planning and delivery of regional development programs in the forest sector.



As for Aboriginal forestry and considerations of Native peoples, it was clear that although the federal government is responsible for reserves (while the provinces are responsible for the provincial land forestry), it is in the interest of both levels of governance to cooperate in promoting the participation of Aboriginal people in forestry. For the government to adapt its regulations so as to reconcile forest management activities with the activities carried out by Native people for subsistence, ritual and social purposes, shows a very progressive and conciliatory

attitude.

Many new skills were acquired during the study tour. These varied from project planning and time management, presentation skills, and improving English speaking skills, to being able to recognize different plant and tree species, identifying different types of logging practices, planning and monitoring PI programs. Practical knowledge was gained at the Quebec Public Hearings Bureau (BAPE) while watching public hearings on video and discussing the details in a group.

Based on the knowledge gained in Canada, it was possible to compare the Canadian context with the Russian one (we do have a lot in common...). We were truly impressed with the ability to manage public opinion not only at the local and grass-root levels, but also for the state forest management planning.

As for the PI practices, the following knowledge was acquired:

- Management transparency;
- The peculiarities of the PI legislative system (Environmental Code);
- Different forms of public involvement (consultations, boards, associations) and the institutions that support and sustain the PI process (BAPE and others);
- Concrete ways of securing the PI processes (obligatory consultations, consensus procedures);
- Ways of presenting the PI information and displaying the results.

It is worth mentioning that there was a discrepancy between what was originally hoped and what was actually accomplished. For example, discussions on issues that were not initially planned, such as the management of forest reserves and sustainable forest development, were much appreciated. Two major features of the sustainable forest management were highlighted: a) treating the forests as ecosystems to be preserved, maintaining their diversity and preserving their natural processes, and b) acknowledging the many social, environmental and economic benefits that the forests provide for communities, individuals and businesses, and striving to maintain or increase them.

Even after such deep and extensive discussions, some questions still remained unanswered due to the profound differences between Canadian and Russian contexts. One of the major differences is that in Canada the government bears the largest share of the PI expenses, where as in Russia it is not the case. Another difference is that forest management and public participation as an integral part of the management at the local level are very much dependent on the concerns of local people and the challenges they face.

Lessons learned (and failures) were also reported and acknowledged. Results from these experiences were used to refine the process and overall vision of future developments. Draft and final recommendations for legislative reform and the final guidelines for public involvement were presented on our web-site to share with Canadian partners and to communicate to all interested parties.

While the Saint-Petersburg workshop gave us an insight of the European PI experiences, the Canada Study tour provided the participants with a deeper learning - "bridging" theory with daily practice. The following are examples of the real impact experienced by the study tour participants:

- At the Duma hearings on the importation of nuclear waste in Russia, which took place shortly after the study tour, Vice-Admiral Dorogin, Member of the Russian State Duma mentioned that Canadian decision-makers consult the public for at least 5 years prior to taking such important decisions as the one they were presently discussing;
- Irina Bogdan was very impressed with the comprehensive legislation in Ontario. She consequently invited her assistants and Ph.D students to cooperate with her in summarizing the information she gathered during the study tour;
- Dmitry Afinogenov drew schemes based on the Canadian experiences (BAPE and PFA) and incorporated them into his curriculum. He later received a personal grant from the John and Catherine T. McArthur Foundation to work on PI in Leningrad Oblast;
- Mr. Kouramchine, a member of the group drafting new federal forest laws on "Forest Management Planning" and "Forest Lands Leasing", brought the Canadian experience to the attention of the group and incorporated, within each draft law, an article on public involvement in decision-making;
- Alexander Karpov and his organisation participated in the exhibition in Saint-Petersburg where materials from the PI study tour were displayed. He was also invited to give a seminar at Saint-Petersburg City Duma, where he used examples of public participation from the PI study tour in Canada;
- Yanzhima Vasilieva presented the knowledge she received to the local administration and people in the Republic of Buriatia.

These examples show the positive concrete impact the study tour had on its participants.

The activities and results of the study tour were promoted and references to project activities were made in publications, on television and radio, and communicated to relevant parties and all interested. For example, the Via Le Monde Productions Co filmed the group during the Quebec portion of the study tour. They incorporated this in a documentary film on project development. A series of publications and presentations were made in Russia, lessons learned from the study tour were presented to the IUCN-CIS office staff, and study

tour materials were submitted to the St. Petersburg Public Ecological Library.

Model Forests and Public Participation

It became clear that the concept of sustainable forest management includes biological, ecological and economic benchmarks. Ultimately, it is about people. It is about the values of a society, the quality of life of the members of that society both individually and collectively, and the effectiveness with which the members of that society have organised themselves to ensure that they are managing the relationship between them and their resources in a way that is in the best interests of present and future generations.

The study tour participants were particularly impressed with the Model Forest concept and most of the presentations on this topic resulted in extended discussions. The participants learned that Canada's model forests program was initiated in 1991 to accelerate the adoption of new approaches to sustainable forest management based on shared decision-making. The program is funded by the government of Canada and managed through the Canadian Forest Service. Model forests were selected to represent the ecological diversity of Canada's major forest regions. Each model forest is managed by a partnership of organizations and individuals who have an interest in the forest and who must decide on the particular objectives for which it is managed. Consultation is inherent within model forests, and each is distinctive in its approach, reflecting the needs and wishes of the population in the region. Thus, a variety of techniques and procedures for participation and shared decision-making have been developed, tested and refined.

During the two-week study tour, the group learned about the legal frameworks for PI processes in Canada, both at the federal and provincial levels. The group was made aware of planning, monitoring and evaluation of PI programs and projects, PI practices implemented by the Canadian Forest Service, Model Forest Network, Protected areas establishment (Parks Canada and Ministère de l'Environnement du Québec), the role of NGOs and the private sector. The most positive experience was



the various expertise, knowledge and skills that speakers and participants were eager to share. The challenging aspects were timing and cross-cultural differences (i.e. ways of working: group/individual approach).

All in all, the study tour was outstandingly encouraging to foster PI back in Russia.

To summarize, the positive features of the study tour were the visits to the agencies and organizations that use PI in their day-to-day work. The study tour participants received detailed explanations on HOW the PI works. However, they did not get many indications as to WHY it works, or when it works and when it does not (lessons-learned).

It was generally acknowledged that study tours are a very effective method of knowledge dissemination. Many valuable and direct contacts were established which, we hoped, would lead to mutually beneficial cooperation. One of the main insights received during this study tour was the "state / governmental approach" towards forests, which are considered a solid base for national prosperity.

The study tour was extremely useful in understanding how the PI concept works in Canada and also for the deepening of the understanding that it can not be implemented as is in Russia, the biggest challenge being the costs associated with its implementation.

Finally, although PI processes are expensive, the price of not involving the public is even more costly (politically and financially). The challenge for Russia was to find a system that would be less costly while integrating the different concerns of the civil society. Canada also benefited from the Russian PI process development as all of the Canadian speakers offered to help review draft tools and frameworks for public involvement drafted by the Russian participants.

A study tour to Canada was a very good opportunity to exchange ideas and practical experiences. It was the good starting point for developing partnerships. All parties received a mutual chance to gain knowledge of the situations in which cooperation is the most effective, while getting insights into the hallmarks of a successful partnership.

Public participation "tool kit" developed and a chance to participate is offered

"A validated comprehensive tool kit to public involvement in forest management, including guiding principles is developed"

The notion of "Public Participation" has been used for almost half a century. Over time the idea of participation has grown from informing stakeholders about decisions that would directly affect them, to fully involving stakeholders into the decision-making process. Participation is a process through which the stakeholders influence and share respon-

sibilities for the outcome of a project.

It is only recently that the concept of participation began to be recognized as a positive benefit for a project. According to the Canadian Institute of Resources Law (University of Calgary), major reasons for this are:

- Participation increases the overall effectiveness of a project;
- Participation improves the success of project implementation;
- Participation reduces the risks and costs associated with severe conflict.

However, there are also certain risks associated with participation:

- Sometimes, participation requires close collaboration among the stakeholder groups. In order to be fruitful, this collaboration requires due funds, human resources and time for it to be successfully practiced;
- There is sometimes the risk that the process is taken over by one stakeholder group or small groups with a specific interest that seek to promote their own particular agenda to the detriment of the other participants.

It is essential to properly identify who should be involved in a participatory process. This is not always an easy task, as people involved in a participatory process can represent a variety of different interests. Interests, by definition, are any needs, wants, fears, concerns, and hopes that must be recognized in building long-lasting partnership.

In addition, the individuals involved in any given participatory process will most likely display a range of abilities that will potentially directly influence the outcome. It is therefore practical and useful to study



the concepts of "positions" and "interests" before going into any detail about the people who should be involved.

The reason for creating a tool kit for public participation was "to equip the Ministry of Natural Resources of the Russian Federation and related agencies with a comprehensive instrument and to encourage them to use the developed tools to implement a self-sustaining public involvement

process in forest conservation and management”.

The project team’s first order of the day was to analyze the international and national PI experiences and then hold a few meetings and workshops to discuss the PI issues from a practical, “instrumental” point of view. Preparatory work included the analysis of potential participants for the meetings.



Before the meetings took place, we discussed and agreed on the tasks for the first meeting:

Question 1.

- For whatever type of consultation process someone is going to undertake, how do you identify the necessary constituencies of “the public”?
- How do you ensure that you get them to participate?
- What tools are available or can be developed that will identify key constituents and will attract them to participate in the process?

Question 2.

- Once we have a process underway, how should it be structured and facilitated to ensure that there is equitable participation?
- How can we ensure that some social groups are not marginalized in the process?
- What tools can we develop for this?

The workshop on setting priorities for public participation in forestry in Russia was held in Saint-Petersburg in 24-28 April 2001. Forty-three participants from different areas in Russia and from abroad were involved. The first day was devoted to PR and “get together” events. IUCN representatives and moderators discussed the agenda and the methods of organising the discussions. In order to communicate the workshop objectives, press-conferences and interviews by the local media were held.

During the second and third days, the participants dealt with the following issues:

- Learning about Russian context for public involvement (based on the existing reports);
- Learning about the foreign experiences (based on the presentations of invited experts);
- Discussing of the scenarios designed for forestry development in Russia (based on pre-determined

suggestions);

- Suggesting appropriate strategies and tools for public involvement for each of the scenarios;
- Choosing the tools that would be relevant and appropriate (robust) for all of the developed scenarios;
- Suggesting ways to further develop the tools through IUCN-CIDA project activities.

As a result of the PI workshop held in Saint Petersburg, participants got a list of 21 tools. Five of them were prioritized for inclusion in a tool kit. The set of tools was further developed and each tool was described in more detail. In addition, a work plan was developed.

Tool 1. The development and implementation of PI educational programs



Since 1999 IUCN has developed a number of projects aimed at public involvement in forest management in Russia. The project team worked on a means to “bridge” the preliminary process (public involvement) and the executive stage (public participation). This is why considerable attention was given to the task of implementing educational train-



ing programmes for the specialists in public involvement.

The group of experts concentrated on creating a database of available programs in PI, and their promotion and development. The proposed activities included information collection (programs, syllabus, etc), selection of best programs and best teaching practices, leaflets, and web-site publications. The main goal was to promote PI as a discipline among universities and colleges. We were optimistic that the database would include a number of courses taught in St. Petersburg and Moscow. We then considered creating a pilot program for adult education, which would be integrating within the context of existing courses such as the Russian State Forest Service via its Education and Training Centre for Forest Specialists. Alexander Karpov and Julia Murashova developed this particular tool. Other contacts included the Civic Education Project (Budapest, Hungary) and the Nevsky Institute of Language and Culture (Saint-Petersburg, Russia).

During the realization phase of the public involvement process, we were aware that there may not exist developed regulations or qualified specialists who would know the regulations in detail, let alone specific forestry issues. There was also the possibility that none of the interacting sides (administration, business, population) would see any benefit from public participation. We see here the necessity for specialists to undergo PI training, to become facilitators of public participation, through the following means:

1. Training the professionals;
2. Creating support mechanisms for society;
3. Creating mechanisms of incentive for the general population.

Tool 2. Practices of networking in the forest sector (networks of NGOs and experts)

Professional networking is an interactive tool between experts, stakeholders, and organisations that share common informational goals and unite their efforts to have access to information.

The goal was to investigate and develop the existing networking practices. The expected results were "the mode of informational exchange on the basis of mutual motivation". Main activities included a brief study to learn about motivations, education and training on the use of network resources, and providing new links and connections. Natalia Linevich coordinated this group. She reviewed cases of networking and prepared a draft paper on different types of networks and motivation.

The methodology for creating a network of experts for public involvement in forest management had the following goals: a) to overcome informational barriers and b) to coordinate efforts towards creating partnerships in sustainable forest management to ultimately improve forest management. The methodology was aimed at:

- Exchange of information and experience;

- Creation of atmosphere of trust and confidentiality between partners by improving top-down informational channel during the planning, implementation and monitoring phases;
- Coordination of activities and measures of regional development;
- Creation of a base for joint planning and realization of projects and programmes on promoting sustainable forest management regionally;
- Development of normative legal base of public involvement in the decision-making process to make forest management more effective;
- Development of public monitoring in forestry (by creating new sources of getting information from the population), and providing state and managerial environmental organizations with actual and up-to-date information.

Tool 3. Forest legislation with regards to public involvement

The initial idea of combining immediate impact mechanisms (participation in legislation development) and more distant impacts (changed legislation) underwent slight changes. Dmitry Afinogenov coordinated this group. Since May 2001 he had been working on a survey of the Russian forest legislation. The aim of this component was to collect all the necessary data to show target acts for change or revision, such as a list of forest legislation and related acts concerning civil rights and the framework presenting relations between stakeholders as described in the Forest Code. The latter was important in order to see the gaps of current legislation.

Public involvement is at present one of the key elements of environmentally responsible decision-making (be it legislation, planning, development of programmes, strategies, or concepts) and is also one of the components of the development of the legal mechanisms of nature conservation. Principle 10 of the Declaration adopted in 1992 in Rio at the World Conference on the Environment and Development proclaimed that in order to successfully promote sustainable development the public should be involved.

Public involvement in the field of forestry assists in the decision-making process and takes into consideration the interests of all the stakeholders, their rights, points of view, the newest inventions and technologies. The public plays a role of assistant and a source of new or alternative information, which should be taken into account and upon which decisions should often be based.

Tool 4. Target informing - targeted communications

This tool was a base for the development of a number of other tools. The goal was to introduce the existing knowledge into the forestry field. The methods of social analysis that were previously used in urban planning were to be adapted and further developed. Another crucial task was to "clearly

understand the public”, thus identifying main interest groups and ways of communicating with them. The project should result in a draft strategy of public involvement and a method of how to develop targeted communication programs in other regions. The results were to be used by NTFP and PA components. Alexander Karpov coordinated this group.

A target group is a segment of society in which the individuals have common characteristics. To meet the project’s goal, which was to build partnership between state and non-governmental organizations, it was necessary to gradually work on certain behavioural characteristics of the groups involved. Such changes are realistic once the target groups’ motivations are examined and concrete ways to meeting these motivations are addressed. Target informing is one of the tools used in order to work with a target group (target audience).

Tool 5. Russian PI experiences

This tool was based on the analysis of existing positive experiences and was coordinated by Yanzhima Vasiljeva. These experiences emerged from the following:

1. During the founding of “Alkhanay” National Park (1996-1998) in Aginsk Burjat Autonomous District, a serious conflict emerged between a mining company claiming a right to develop the gold quarry “Dybiksa” and local population which had, for a long time enjoyed this area as a natural recreational and cultural complex;

2. An interesting experience came out of the realization of the project “Back to the Sources” aimed at the conservation of the sacred grove “Shungete” (Ivolginsky region, Republic of Burjatia). This unique grove had been a place of worship for local communities for many years;

3. The inhabitants of the villages Gurulevo, Nesterovo, and Baturino (Pribaykalsky region, Republic of Buriatia) were deeply concerned about the massive logging of Siberian pine near Lake Kolok and along the shore of Lake Baikal (Talanka Bay). Illegal logging of dwarf Siberian pine in the coastal protective zone of Lake Baikal forced the population to appeal to the Republican non-governmental environmental foundation “Baikal” and to the NGO “For the Sustainable Development” to get support and solve the conflict;

4. Lake “Schuchie” (Buriatia) is a unique site due to its hydrological conditions. This lake is one of Russia’s first natural monuments, and was given the status of a protected area in 1976. At present it is being intensively used for recreational purposes (swimming and fishing) among which we find four children’s rest camps, a preventive clinic, a training base for Buriat State University, a tourist camp called “Schuchie Lake”, and other Republic owned and run resorts located along the shore line;

5. The ongoing “Green Shield Orongoy” project (Buriatia) aims to form and disseminate the idea of the value of living nature and of its conservation. The project tried to join the efforts of all the sectors of society to conserve the eco-system of Orongoy river basin through:

- Support of local population and participation in the decision-making process in the field of nature use and control over enforcement of environmental law;
- Providing interaction between different stakeholders (business, authority, priesthood, local people, etc.).



Further work on tools

Knowledge gained from analyses of international practices, hands-on experiences from other project activities, especially meetings within NTFP and PA components were discussed at the workshop in St. Petersburg where development of a comprehensive “tool kit” to public involvement in forest management was initiated. The study tour in Canada brought more relevant practical information to further analysis. Drafting teams began designing elements of the “tool kit”.

The participants of the Moscow workshop held in March of 2002 approved the “tool kit” and its implementation was developed.

Following the belief that it is relevant to develop new approaches for public involvement, the workshop offered the following recommendations:



1. The IUCN Representative Office for Russia and CIS should appeal to the Ministry of Natural resources and State Duma with the following proposals:

- Organization of public involvement while considering forestry issues;
- Conducting legislative and administrative reforms in the field of public involvement (proposals are being developed);
- Adopting a system of sending PR-specialists to work on forest and other environmental issues;
- Rendering assistance in testing the instruments of public involvement that were considered at the workshop.

2. The All-Russian Institute for Raising Qualification of Forest Managers (VIPKLH), the Nevsky Institute of Language and Culture, and other NGOs operating in the field of forest education should be contacted in order to consider an opportunity of initial evaluation of the programme developed in the field of public involvement.

3. IUCN together with the media, the experts' network, and other organizations should examine the possibility of wide distribution of the workshop results.

4. All the participants were asked to send a list of organizations interested in testing the methodologies and instruments.

5. Executive bodies of the subjects of the Russian Federation would be contacted with a proposal on joint (together with the public) development of "Regulations on Interaction between Bodies of Executive Power, Local Authorities, Especially Authorised Agencies and NGOs".

More specifically, recommendations on each tool were made as follows:

LEGISLATION

For the successful implementation of the instrument "Legal Foundations for Public Involvement in Forestry" the following subjects of the Russian Federation were recommended:

- To develop regulations on interaction between authorities and the public while conducting nature (forest) management;
- To approve procedures to discuss environmentally responsible decisions with the public and also to register the results of public involvement;
- To allocate financial resources in the budget to provide public involvement in forest management;
- To envisage a system of promoting authorised NGO members to represent the public.

PROFESSIONAL NETWORKING

- Workshop participants should be responsible for the workshop results' dissemination in the regions

and should send a list of addresses of potential participants who agreed to test the instrument;

- Ministry of Natural Resources agreed to let its staff and PR-specialists be actively involved in the emerging networks of experts and to provide them with relevant information.

TARGET INFORMING

- To conduct a survey (by questionnaires);
- Survey should imply further approbation of the instrument in order to get creative views,;
- A group of people should be designated to disseminate our ideas. In other words, find a target group, which would not only receive information but would actively share it with other groups thus accelerating the process;
- To acquire the support from Ministry of Natural Resources, Duma, local administrations and other competent people;
- Survey should first be conducted in the national parks as their specific aim is recreation and nature resource conservation. Thus, administration of national parks should be more sensitive and open to dialogue;
- To develop a glossary of terms and notions linked with the process of informing.

EDUCATION

- To introduce the course "Basics of PI Organisation in Forest Management" as an option within the framework of existing programmes in the All-Russian Institute for Raising Qualification of Forest Managers and if possible in the Moscow State Forestry University;
- To elaborate guidelines in order to test the tool kit, questionnaires, and the interview plan. Our colleagues from Moscow (Elena Fabizhev-skaja, St. Petersburg (Julia Murashova), Krasnoyarsk (Galina Kusmina), Republic of Burjatia (Yanzhima Vasiljeva), the Russian Far East (Irina Bogdan, Khabarovsk), Evdokia Pronina, Kamchatka and Maria Denisova, Sakhalin) were asked to be the focal points for the surveys (questionnaire and interview). They were thoroughly instructed and supplied with texts, questionnaires, introduction letters for the field test, and interview guidelines. A database was developed for each of the tested regions (300 respondents per region) and mailing lists finalized.
- To maximize the rate of return, we designed our "mail out" survey of close-ended questions. Those who were responsible for sending out questionnaires were advised to practice the so-called "community visits". Talking to people, making an introduction and explaining the very essence of what we were aiming for considerably increased the quality of the outcome.

Testing and implementation

Successful public participation is based upon an informed public response, and as such the tool kit

was widely tested. Since it was a process oriented "product", we involved our colleagues and the general public in the round of com-menting. Having incorporated most of the remarks, we transformed the information collected into a readable and understandable format, thereby improving public awareness and the understanding of every "tool".

The main aim of the "tool kit" was to assist in developing problem solving processes, and tapping into local knowledge and skills. However, the primary purpose was not to provide solutions to "all known problems" but to assist a forest manager or a decision maker in analysing the problems and "equip" him/her with an effective "tool". A "one-size-fits-all" approach to public participation does not exist. However, there are certain issues that arise in daily practice. The "tool kit" offered "a helping hand" in addressing these issues.

The "tool kit" was slightly edited due to recommendations during the test period, and sent to the Ministry of Natural Resources and addressed to Mr. Valery Roshchupkin, Deputy Minister on 6 August 2003. After subsequent changes in the structure of the Ministry under the administrative reform in Russia, the "tool kit" was sent to Minister Yuri Trutnev on 7 July 2004.

Legislative and administrative proposals defined striving for excellence

"Validated proposals for legislative and administrative practices reform in support of public involvement in forest management are elaborated for consideration"

Analysis of lessons learned

An extensive process was conducted to convey to the authorities that by legally supporting the Public Involvement process we could maintain a self-sustaining approach thus moving towards more politically, socially, environmentally and economically sustainable decisions.

Our legal expert analyzed the practical implementation of the Federal Law "On the Environmental Impact Assessment" with a certain focus on forest use practices within the territories of traditional land use. The analysis resulted in a list of forest logging companies working on those sites in Khabarovsk Krai. A court appeal sample was developed and sent out to all NGOs and forest management units requesting to stop the activities if the legislation on the environmental impact assessment was not respected. Court documentation samples were developed to assist in making court applications with a claim to suspend illegal logging operations leading to future damages and harmful effects. The first time such a statement of claim was brought to Court, the case was won. As a result of the above mentioned activities and based on the current legislation, chapter 4 of the draft proposal ("Regulations") was elaborated. It is titled "Result Control and Monitoring of the Environmental Impact Assessment".

A Draft Proposal for legislative and administrative reform was prepared under the leadership of Irina

Bogdan, a member of the Russian delegation of the PI study tour from Khabarovsk. She involved many experts in the development of the proposals for legislative and administrative reform. The proposal was called "Regulations on the Procedure of Interaction Between State Executive Bodies, Specially Authorised Bodies, Self-governance Bodies (local authorities), Clients and the Public, while Carrying out Environmental Impact Assessment of Forest Use, Forest Guard and Protection as well as Forest Regeneration in Khabarovsk Krai".

Meetings and discussions with professors A. Sheingauz and D. Efremov, and A. Kulikov (Chairman, The Wildlife Foundation) were held to draft the structure of the proposal. On December 13, 2001 the Proposal was introduced at the board meeting of the regional public organization "Association of Native Minorities of the Khabarovsk Krai". The Board welcomed the proposal and made a decision to further discuss it at the next meeting. Furthermore, Mrs. Rjahovskaja, Head of the Environmental Impact Assessment Department, Ministry of Natural Resources of the Far East and her deputy Mrs. V. Baltrushko expressed their interest and offered their cooperation in developing the document.

Draft law

REGULATIONS

Regulations consist of the following chapters:

1. GENERAL STANDINGS

(Goals of Regulations are set, addressees determined and general information introduced. Items of the Federal Law "On the Environmental Impact Assessment" and Forest Code of Khabarovsk Krai are highlighted).



2. INITIAL STAGE OF THE STATE ENVIRONMENTAL IMPACT ASSESSMENT (EIA) PROCEDURE

a) Informing participants of the process (executive bodies of Khabarovsk Krai, authorised bodies and self-governance bodies).

b) Public participation (action steps of executive bodies, authorised bodies, self-governance bodies, clients, and the public).

c) Considering public opinion (action steps of executive bodies, authorised bodies, governance bodies, clients, and the public).

3. A STAGE OF CONDUCTING STATE EIA

4. A STAGE OF CONTROL OVER THE EIA RESULTS

5. PUBLIC HEARINGS ON THE OBJECT OF EIA PROCEDURE

(Stages, steps and actions determined)

1. Introduction

Options to consider in the designated site: grounds and motivation (administrative unit, region, and geographical location).

2. Characteristics of a site

Information about natural and social environment, characteristics of natural values of the territory, its history and spiritual significance, availability of protected sites; information on the socio-economic and demographic features of the territory, and its land use.

3. Potential impacts of the planned activities on the environment

Characteristics of planned activities (need for resources, transportation access, engineering services and communications during construction and exploitation of the site), qualitative characteristics (pollutants, composition and volume of polluting substances) and expected types of wastes (volume and toxicity).

4. Preliminary assessment of changes in the environment as a result of planned activities

Explanations of possible changes in the environment due to the planned activities; explanations of possible impact on the local population; undertaking of protective measures aimed at conservation, recovery, and improvement of the natural environment.

5. Social aspect

Listing of the socio-economic characteristics of the local population, characteristics of labour conditions and employment patterns, sanitary and hygienic state of the territory, health characteristics of the population, future forecast for medical and biological state of the territory due to the foreseen environmental changes. Planning of public opinion on activities; potential conflicts revealed; commitment of investors to improve the site's environmental and social conditions; designation of obligations of investors to ensure conflict resolution.

6. Alternative sites

Submission of comparative analysis of damage resulting from construction and exploitation of the site; preliminary assessment of environmental risks; inclusion of motivation of the site selection.

7. Recommendations for the following stage of project documentation development.

Organization of additional observations over the state of natural environmental components in the case of initial data shortage; list of proposal on how to carry out additional investigations to define potential impacts.

The institutional framework, organisation and capacities of the Russian forest sector needed to be strengthened. With the aim of constructive cooperation and widely distributed results that commit involved parties to implementation, the draft proposal for the reform of legislative and administrative practices in support of public involvement was finalized. The project team was optimistic that the draft proposal had much to offer as a means of direct and effective communication.

Discussions of the Forest Code of the Russian Federation

Amendments and modifications to the Draft of the Forest Code of the Russian Federation was another big issue the project worked on. The 11-page document consisted of comments, amendments, reasoning and suggestions for chapters and sub-chapters. We submitted this document to the Ministry of Natural Resources, the Ministry of Economic Development and the Russian State Duma.

In order to deliver our concerns to the lawmakers, we participated in two presentations discussing environmental and environmental and forest legislation in the Russian State Duma in February 2002 and February 2003.

Forest Public Council

The Forest Public Council was established under the Ministry of Natural Resources of the Russian Federation on November 18, 2003. Its members include the following NGOs – WWF, IUCN, International Socio-Ecological Union, Biodiversity Conservation Centre and Greenpeace. While promoting public involvement and taking an active part in the ministerial meetings and discussions, we noted that the establishment of the Council was one of the most important project impacts. Promoting public involvement and taking an active part in the ministerial meetings and discussions, we have got grounds enough to note that the establishment of the Council is the most vivid project impact so far. One of the Council's main objectives is to further develop the recommendations for socially and environmentally based forest policy. After having worked with social issues for years, and having developed a set of documents in support of public involvement, we were in a good position to clearly articulate our visions.

The Resolution of the Russian Congress of Foresters (2004) includes an item on the use of NGOs experiences to address the ecological issues.

As a result of the Canada study tour, Dmitry Afinogenov received a grant from John and Kathryn T. McArthur Foundation, which led to the publication the brochure "Legislative Aspects of Public Participation in Forest Management in Leningrad Oblast".

Public Participation Manager Training Programme to build powerful, long-lasting, and rewarding relationships

"Developed an in-depth, comprehensive training programme for middle managers from state government agencies and regional forest management bodies"

During the second round table meeting (Moscow, March 11-13, 2002) an option to create a training programme for public participation manager was discussed and the terms of reference for such a position were drafted. The idea was attractive, and CIDA decided to extend the project for two



more years allowing for the opportunity for the PI component to develop a Public Participation Manager Training Programme (PPMTP) as well as a supplementary manual. This helped us to achieve our goal to equip educational institutions and to enable them to use and promote this programme.

Why the Program is needed?

The programme's aim was to create self-awareness of the impact of forest mismanagement and of one's own values and beliefs, and to provide models of excellence and extensive facilitation to apply the knowledge received. A comprehensive training programme would serve middle managers from state government agencies and regional forest management bodies. It was also thought that the programme could provide an opportunity to foresters, some retired, to improve their capabilities and prolong their impact and support in the forest sector.



Structure of the Program

On May 23 to 27 2004, representatives of the Ministry of Natural Resources of the Russian Federation and of the Federal Forest Service, forestry experts from the Saint-Petersburg, Khabarovsk, Krasnoyarsk, Divnogorsk, the Republic of Komi and other regions, forestry university teachers, NGOs, as well as academia and PR specialists got together in Pushkino for a seminar. Some 35 participants actively discussed the programme contents in different educational schemes. The following were proposed: a longer version (144 academic hours) including a certificate with additional professional qualifications and a shorter version (30 academic hours) designed to expand awareness in the context of continuing education courses. Another option (about 500 academic hours) would offer the opportunity to achieve a new professional qualification and allow new activities (supported by a diploma).

Major directions of the programme were finalized and included the following chapters:

- Structure of forestry governance in the Russian Federation;
- Basics of forestry;
- Legal regulations of public participation in forest management;
- Sociological basics of public participation manager's activities;
- Public communications;

- Public participation;
- Personal and professional growth.

Reflections and comments from the seminar sessions were discussed. The training programme was then implemented in the leading institution on forestry continuous education, the All-Russian Institute for Raising Qualifications of Forest Managers (VIPKLH).



Some of the programme's strong points are that it is presented in a concrete way, it contributes to positive changes in forest conservation and management, and it provides models of excellence and extensive facilitation in order to apply the knowledge received. Building on these strong points, the programme was finalized and sent for review by professional foresters and educators.

The programme was introduced to a group of forestry specialists attending the VIPKLH course on raising qualifications. The students were clearly interested and actively commented on the chapters. During the discussion, practical examples were given that perfectly illustrated the theoretical material provided in the programme. It was decided to include these examples in the manual.

Raising awareness of the Program

By getting references and reviews from various organizations we were certain to disseminate the program within key institutions. It was essential that we have support from strong and professional partners and we accomplished this by acting jointly with other agencies and entities. In order to provide the Programme with an official status, a few educational centres were involved in the process of commenting such as the Methodical Centre of Secondary Professional Education whom we approached to review the programme.

An interview was given to the "Rossiyskaya Lesnaya Gazeta" ("Russian Forestry Paper") to further promote the programme and to allow for a wider audience to have a chance to learn about it. The interview, entitled "Between Power and Public" gave the

background information about the idea of public participation manager training, and clarified the aim of the programme and its major accents.

Anecdotes from Participants:

"Managers of public participation have to link the interests of society, business and the government. Public participation manager is not a profession. The manager is an expert who gives people tools to better function in a civil society. The challenge is that foresters and the public, although they may be speaking about the same issues, see the issues from their personal point of view and express this view in their own language. The manager's job is to explain to the official what people want using appropriate technical terminology, and vice versa, to appropriately inform the society about the official position in the language that is accessible to the general public..."

Victor Teplyakov

"Everything that occurs (or not) in the forest sector has a direct impact on the public and subsequently causes a response. However, the issue of inviting people to dialogue and seriously considering their viewpoints has never been considered a priority in Russia. Such a process of interaction was seen as unconstructive and unproductive, and even as a potential source of conflict. However, the successes of this technique seen in Canada, the USA, Western Europe and even less developed countries eliminates all doubt of the effectiveness of this mechanism. A competent public participation manager will exhibit active hearing, diplomacy and persuasiveness. The future, as we know, is born from the present. The fact that the programme is widely discussed among experts of different levels and ranks including authorities, gives us great hope that participation in dialogue will become part of all future decision making processes".

Elena Kopylova

"When we were working on the book "Forest and Society" (Moscow, 2000), we tested it in VIPKLH groups of foresters, ecologists, economists and others. The answers concerning public participation in forestry issues surprised us because people did not have the adequate information. They were also not very informed on the legality of public participation. However, 90% of them were in agreement of the necessity to train the experts who would organize public participation..."

Those who are interested in acquiring the knowledge of this speciality are first and foremost the forestry workers, the ecologists and municipal and civil servants. Any expert of any branch could benefit from this additional education, for example lawyers who may be asked to take on a case relat-

ed to a forestry issue , but who lack the appropriate related knowledge”.

Elena Fabizhevskaya

This team of authors wanted to maximize public input at each and every stage. As such, we presented the programme to a group of teachers and to forest certification specialists who were attending courses at VIPKLH. Both groups expressed their interest in the programme.

Foresters A.V. Antonova (Tver Oblast) and E.V. Udartseva (Republic of Komi) expressed their point of view on the PPM Programme: *“Our conclusion is not only our personal opinion, but also an opinion of the group of 20 persons. Such a program is necessary. Unfortunately, we as citizens do not know our rights to access to information and to a clean and healthy environment. Therefore this program gives a full representation not only on legal issues, but it also teaches to work with people”.*

The first ever manual for the forest sector



After having received positive comments from reviewers concerning the programme, a team of the authors began developing the manual in November 2004. Since then, courses based on the programme have been successfully conducted. Many groups from all over Russia including directors of forest management units, chief foresters, and forest protection experts and staff members of regional forestry agencies attend VIPKLH to raise their qualifications in various disciplines. They can now follow the test course on the Public Participation. It has, thus far, proven to be quite popular.

Concrete examples and case studies were explored and the potential benefits of the role of public involvement and environmental communication were highlighted. In several groups where the majority of participants were directors of forest management units, chief foresters and chief forestry experts the following disciplines were developed within PPM programme:

- Structural changes in forest management. (Prof.

A.Petrov, 4-8 hours);

- Public involvement and public relations in forestry (Dr. L.Latysheva, 4-6 hours);
- Business psychology within a section “Personal and Professional Growth” (E.Pavlouhina, 4 hours). The manual was mostly drafted by professors and staff of VIPKLH with the participation of a few people from other organisations.

As mentioned earlier, both the programme and the manual were discussed with several groups attending training courses at VIPKLH. Thus, 13 teachers from different schools of secondary professional training in forestry, as well as 15 experts in forest certification who represented the territorial bodies of the Federal Forestry Agency and the centers of forest protection, actively commented on the programme and the manual.

Testing



In order to gain more concrete feedback about the manual, a questionnaire was distributed to a group of 30 people representing various organizations in the North-West Russian region. This was preceded by a PPM training program presentation. The analysis of the questionnaire results is presented below.

Employees of territorial forestry agencies, directors and chief-foresters from North-West Russia (30 people) carried out testing of the manual “Public Participation in Forest Management (legal, ecological and social aspects)”. The questionnaire included 26 questions on the importance of the manual, the logical structure of the manual, difficulties of perception of individual chapters, and the presentation style of the material. Special attention was given to various aspects of public participation. Questions on the necessity to support the manual with additional literature citations and practical examples were offered to experts.

The results of the survey show that there was no distinct specificity in answers from the various categories of experts. Answers from directors of forest management units, chief-foresters, and experts of territorial forestry agencies did not differ greatly.

The unanimous opinion of all experts was that the theme of the manual is actual and interesting to study.

Almost 90% of respondents (26 out of 30) agreed that it is necessary to train experts in the field of public participation. Many respondents noted that they would like to receive all available literature in addition to the manual, which leads one to believe that forestry specialists are not aware of mainstream issues on public participation, although one would assume they would have this knowledge considering their professional position.

While working on the programme and the manual, the group of authors expressed a concern that it might be difficult for experts of a specific orientation to work in an area unrelated to their profession. For example, it might be difficult for a lawyer to understand issues pertaining to forestry, and likewise for a forester with legal issues. This assumption was confirmed in the survey.

In the questionnaire, specific attention was given to conflict resolution in the context of public participation. There was either a rather negative experience of public "intervention" or a total absence of it. Experts individually expressed the opinion that they felt a need for more examples of various situations of interaction with public groups and more examples of actual cases of conflict resolution done jointly with public groups. All of the participating respondents expressed a desire to receive a copy of the manual for further study.

Lessons learned

- There was a clear lack of knowledge and basic understanding of coordination, collaboration, and practical cooperation with the public. Maximizing public input was one of the desired skills to develop.

Lesson learned: The organisers of the seminar came to the conclusion that the experts involved in the debates have to be selected more carefully. The main selection criteria should be the level of awareness of PI issues.

- The majority of the audience that took part in the discussions on the Programme agreed that there is a general weakness in communication and presentation skills. In addition, forestry specialists lacked the basics of social science and psychology as well as practical cooperation techniques while interacting with the public.

Lesson learned: This observation proved once more that the Programme had a very practical application. It also demonstrated that such disciplines as "pub-

lic relations" and "business ethics" were also useful in the field of forestry.

- State agencies and institutions do work with the public. However, there were several reasons (lack of PI traditions, imperfect legislation, lack of trust, etc) why these activities, undertaken by the official bodies were still very formal and ineffective.

Lesson learned: Certain population groups, being concerned about certain issues, acted directly and decisively. They were very well informed about the issue upon which they acted, and had a clear attitude and a platform.

- Government has a key role in starting and supporting initiatives. It is its responsibility to provide the frameworks for proper public participation. However, success ultimately depends on the energy and commitment of local communities and regional decision makers.

Lesson learned: The number of people who expressed their interest to attend a course in Public Participation showed us that this enthusiasm is found across the North-West region of Russia.

- Successful public participation depended on more than just granting a right to participate. One had to set a process and to train people to implement it.

Lesson learned: 87% of the surveyed experts believed that public involvement education was a "must" as we clearly lacked professional managers in this field.

- Local authorities were urged to explore new ways of managing and maintaining local environments and to work more creatively to engage communities in the decision-making process.

Lesson learned: There was much to celebrate in the new strategy of the Federal Forestry Agency and Pushkino administration. We were particularly pleased that the "authorities" recognised the need to encourage, enable and engage communities in the decision making process. We now needed to turn this strategy into reality. The first step was made – a training program was developed. We had to engage and inspire other stakeholders and institutions such as potential donors in the business and regional development agencies, as well as those who guide the decision-makers of tomorrow – our teachers and training providers.

Finally, in December 2004 the manual received a review from the Russian Ministry of Natural Resources. Mrs. Natalia V. Shebina, Deputy Director of the Legal Department of the Ministry stated that

"the manual is a practical guidebook for public participation specialists from different spheres of activity". Mr. Yuri N. Gagarin from the Federal Forestry Agency underlined that "the Programme and manual are an essential part of supplementary education" and that "the manual is of interest both from a theoretical and practical point of view".

Public involvement education was implemented at VIPKLH and as of September 2005 has been added to the official curriculum. A booklet was designed to advertise the program and added to the institution's web site.

PA component

How we assessed protected areas

(PA managers, NGO academia and other stakeholders are committed to and endorse WWF Rapid assessment methodology and WCPA framework assessment methodology for the assessment of the management effectiveness of PAs in a fully participatory manner)

In order for the help to be effective it must follow the principle "do no harm"

In order to effectively assist strict nature reserves, national parks and other protected areas (PAs) we had to understand their activities intimately and the way they are functioning. With this in mind, we assessed the management effectiveness of PAs and made it the basic aim of the PAs component.

We understood management effectiveness as the effectiveness of protected areas staff, specifically whether they were capable of managing all of the associated tasks such as nature conservation, scientific support, protection of natural complexes and ecological education.

On the one hand it was important for us to understand the attitudes of the people living in or near the PAs. On the other hand we had to find out the urgent problems of protected areas and propose appropriate actions.

In this context we decided to assess management effectiveness in two stages: we would first collect and analyze the opinions of PA experts and work closely with them, and then we would identify the most threatened territories. We would then examine identified PAs in detail and find solutions for their problems.

How we adapted and used WWF methodology

For the first stage, we used the express assessment methodology proposed by WWF. Jamie Ervin, the author of this methodology, courteously agreed to hold a training workshop for project personnel. WWF

Russia became a project partner. It was decided that the data and results of the assessment would be included into the world database on management effectiveness assessment of PAs in different countries.

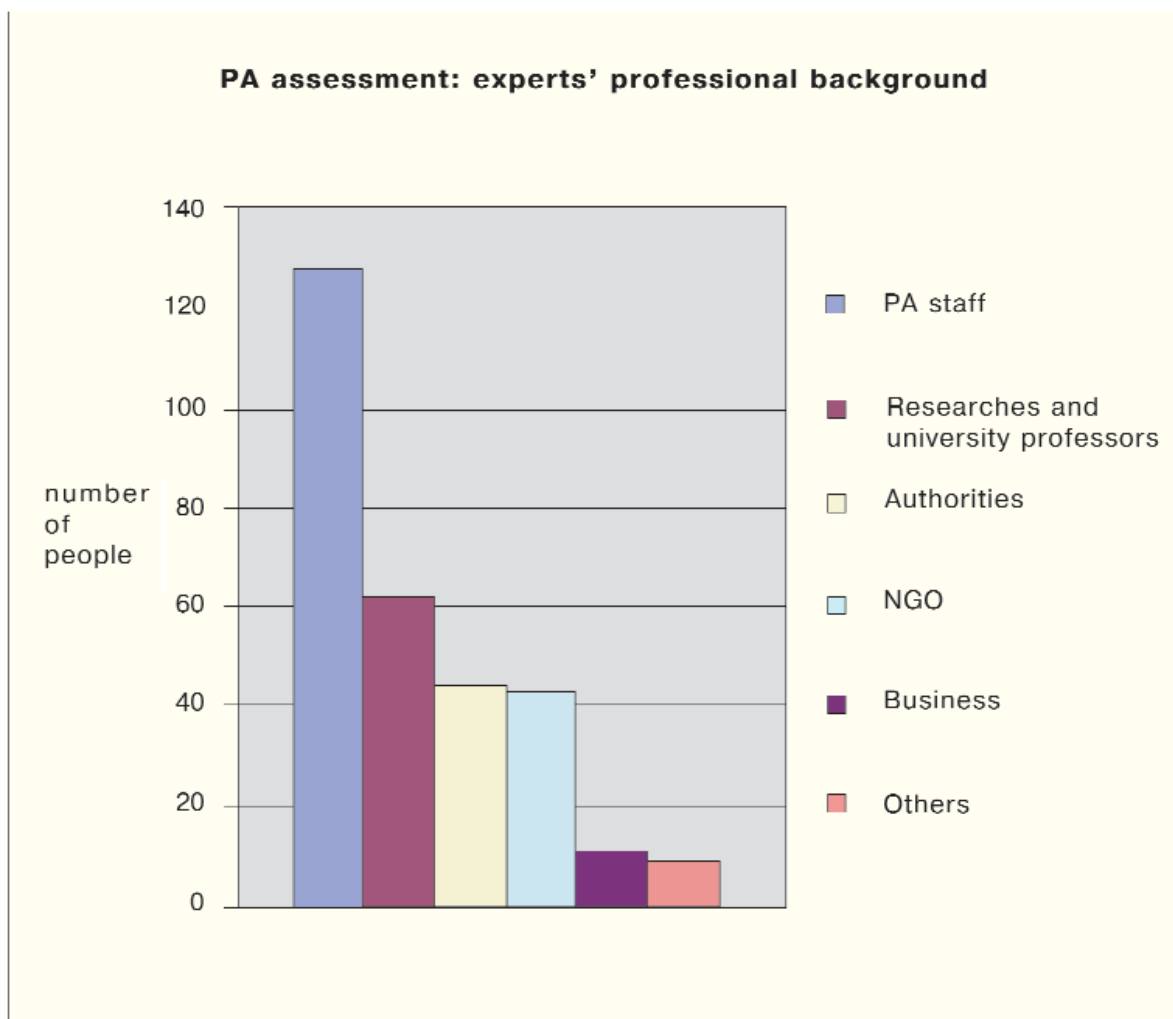
WWF Rapid assessment

The methodology outlined the characteristics of each PA with the help of questionnaires that addressed all aspects of PAs activity. As all PAs were assessed using the same criteria it was possible to compare results and identify leaders and outsiders among any set of territories.



In order to assess strict nature reserves, national parks and sanctuaries of the federal value we invited experts to take part in regional meetings. Eight meetings were held throughout Russia. As a result, 89 of the 100 strict nature reserves, all 35 national parks, 49 of the 63 sanctuaries, and 24 protected areas of regional value (created in the framework of WWF initiative "Gifts to the Earth") were assessed. 297 experts – managers of PAs, local officials, university professors, public figures, representatives of the Indigenous population were involved in the work.

Participation method



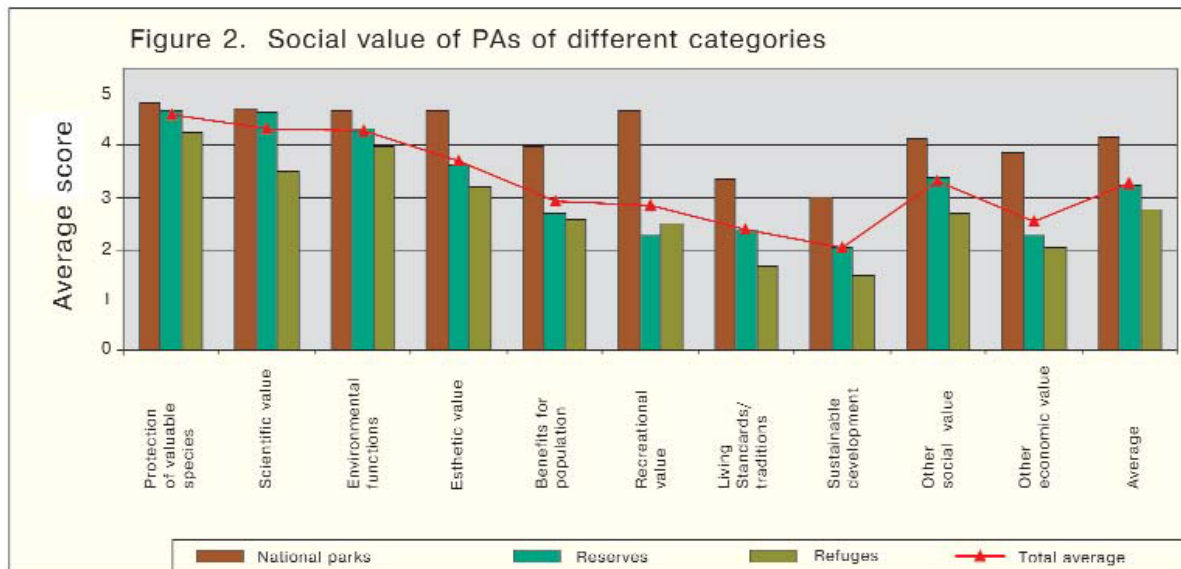
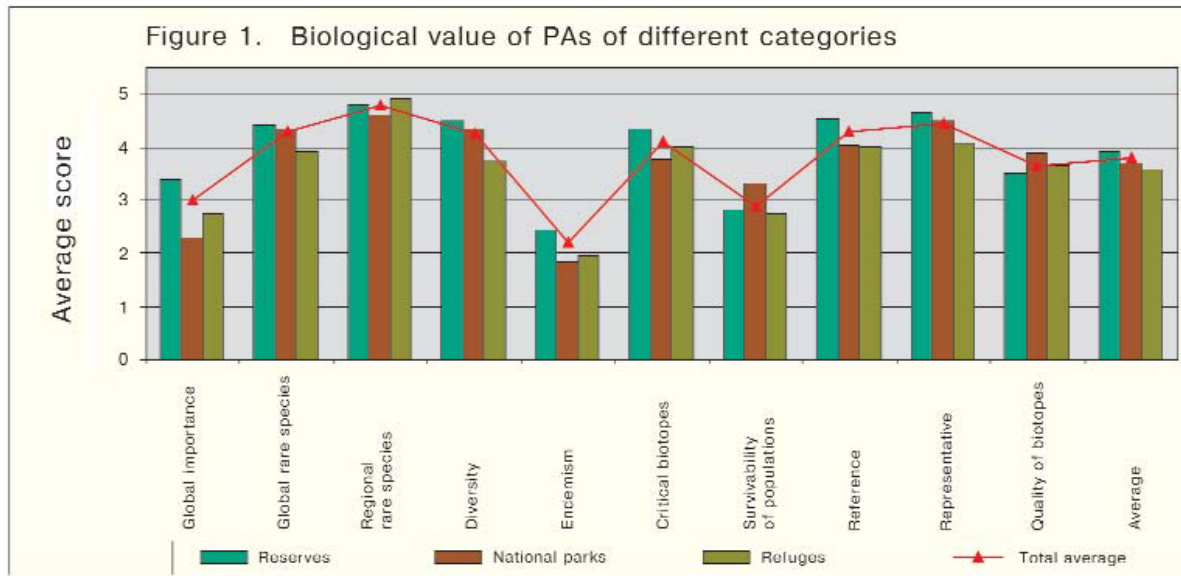
The most difficult task was to gather a truly representative group of experts. This problem was partially solved as PA staff dominated among the experts present. However, most experts have a limited frame of reference, which limits their ability to

provide comprehensive assessments. In order to diversify the experts group, modifications to the selection methodology were required. We developed a new methodology in this regard and intended to test it in subsequent work.

Graphs, diagrams and more

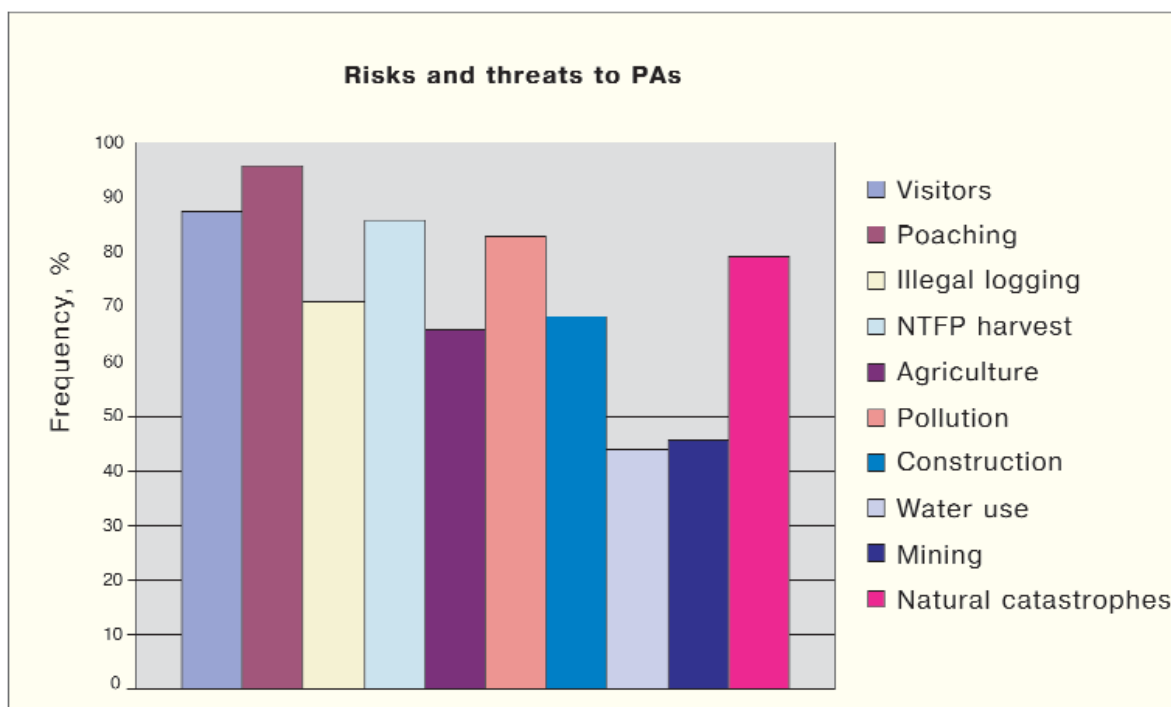
Following discussions on the present state of each protected area, we answered the prepared questionnaires and created various diagrams. The assessment of every parameter was expressed in numbers and these numbers were compared in various combinations. We assessed the importance of every territory from the viewpoint of biodiversity con-

servation (depending on the number of unique and typical species on the territory). We also compared the social importance of the studied territories based on the protected areas' interest to stakeholders. By looking at the territories' social and biological importance we were able to measure and identify the most valuable PAs.



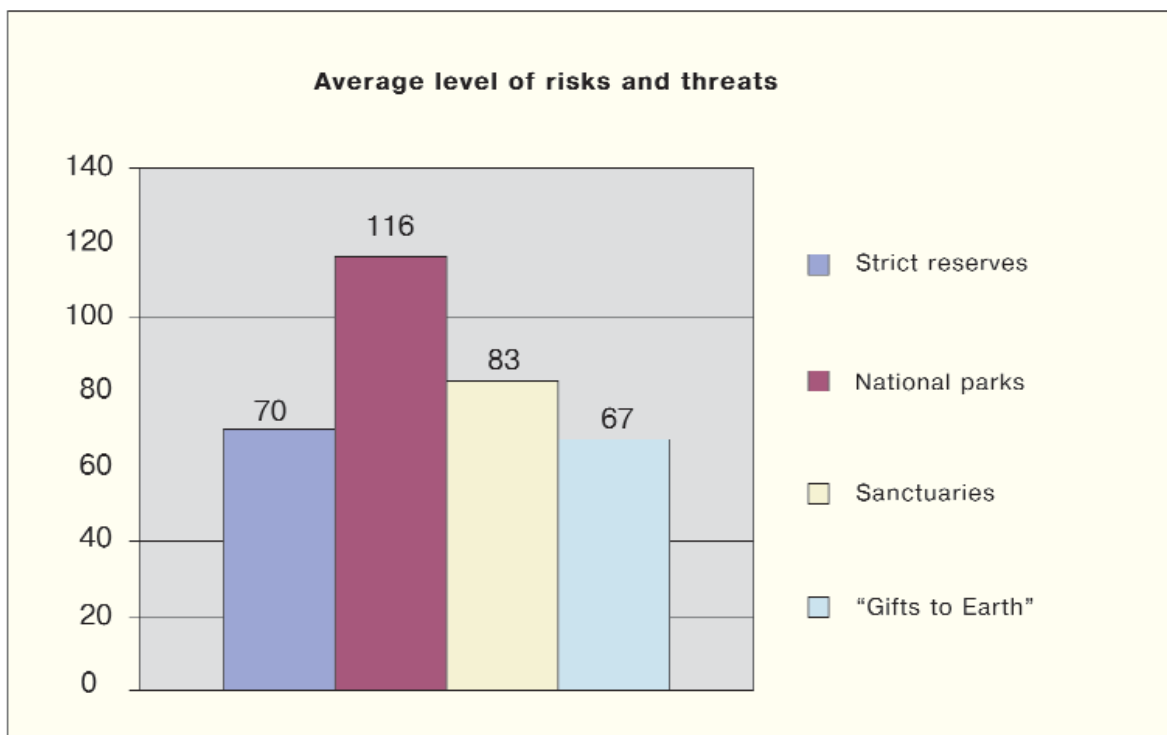
We assessed the level of stability of the natural complexes to numerous negative impacts (fires, pollution, poaching, high amount of visitors etc.). We also assessed the importance these impacts have had in the past, are having in the present and may have

in the future, and how quickly natural complexes can be restored. We also looked at the adequacy of the PA's staff in minimizing the possible negative impacts by means of conservation, monitoring and ecological education.



These parameters gave us an opportunity to accurately assess the risk of the potential loss of unique natural features. Having compared the value of protected areas with the risk of their loss we selected

those, which required immediate support. It was not surprising that most of the selected PAs were either already on the list of World Heritage Sites or candidates for nomination.



The chosen areas were:
 Natural complexes: Lake Baikal,
 Reserves: Baikalo-Lensky, Baikalsky, Barguzinsky;

National parks: Zabaikalsky and Pribaikalsky,
 Bystrinsky and Nalychovsky Nature Parks, Russky
 Sever (Russian North) in the Vologda region.

We then did an in-depth analysis of the situation of these protected areas, composed the list of immediate actions to be taken, and initiated their implementation. We used the approaches and methodology developed and published by the World Commission on Protected Areas.

Solutions and impressions

The Express Assessment Methodology approach, which turns experts' opinions into numbers, is a valuable universal approach as any territory in any part of the world can be compared. However, we felt that a verbal description of the diagrams would be best understood.

The situation in Russia's reserves, national parks and federal sanctuaries is not critical when compared to the world's most threatened protected areas. All of Russia's federal protected areas have permanent staff, communication facilities and transportation, and have relatively well equipped offices. The budget provides a minimal sum for personnel support.

Due to the uniform observation system in the reserves, which was carried out according to the Nature's Chronicle system, we were able to collect information on long-term changes of natural complexes. All reserves and national parks are engaged in ecological education of the population.

However, in most cases, we found that the state budget was insufficient to allow for adequate reaction to arising threats and resisting adverse factors.

For a number of years, no capital investments had been given to reserves, national parks and sanctuaries. Most vehicles, buildings, furniture and field equipment were worn out, and communication facilities and research devices were outdated. Financing was not necessarily tied to priorities.

This lack of funds was partially compensated through the earnings from non-budget sources of reserves and national parks. But even these funds had been cut in half.

PAs management effectiveness depended solely on a managers' good will and traditions inherited from the USSR reserves system, which was among the world's best nature conservation formats. Unfortunately this management system was eliminated in the recent ministry reforms and no other system had been proposed to replace it. Naturally such a dissonance was not deliberate. However, with each change in the ministry structure, the continuity of the purposes and tasks of PAs management was not brought forward. This could not be solved by either skilled experts (PAs managers) who held onto their positions during the shuffles, or by newcomers.

The problem could only be solved by creating a PAs Directors' Association. This idea was not new and was already being implemented in certain regions. The creation and development of such an association represented one of the variants of civil society



institutes taking shape in our country.

We are learning to use WCPA framework

We analyzed in detail the territories where the situation was critical, developed the list of immediate actions and initiated their implementation. We focussed on territories with high biological and social values, which were at high risk of losing these unique features.

In this work, we used the approach and methodology developed and published by WCPA.

What is WCPA assessment framework?

Main questions we have had to answer:

- How clear were the PAs personnel terms of reference?
- Are the activities of the PA personnel adequate in achieving the aims of protected areas?
- Which factors (independent from the personnel activity) prevent the achievement of these aims?
- Which actions must be taken to ensure that PAs personnel activity meets the goal of providing sustainable conservation of natural complexes?

To answer these questions we studied documents on PAs, we looked at the responsibilities of the employees and their relations, and we took note of their work and social surroundings.

How can we help protected areas by assessment

At the beginning of our discussions on the present state of our reserves and national parks, all of the issues were blamed on lack of money. "If we had more resources there wouldn't be problems". This opinion was shared by the managers and the employees of protected areas. We then asked the question as to why there was such a lack of money.



Investors probably didn't consider PAs to be a viable and wise investment. Therefore, the main task of managers of PAs was to show prospective investors that there are economic as well as social and ecological benefits for investing in natural complexes. It was also important to show that any given financial support would be spent reasonably and for specific purposes.

How protected areas use assessment solutions

(Constructive solutions to improve the management effectiveness of the most vulnerable PAs and elaboration on how to mitigate the threats to these PAs)

Better planning

D.Kats, director of the national park "Russky Sever" (Russian North):

Most of the problems of this park were a result of poor relations with the local population. Disagreements on the use of the land within park territory appeared because of illegal hunting and construction work. Local and regional organisations were unable to come to a mutual understanding. Our analysis showed that this dispute could have been mitigated by signing rent contracts with local organizations. Park managers have the responsibility for all aspects of nature protection. The tenants



are entrusted with their own planning and economic activities within the natural complex. In the end, solutions to the conflict were found with the inter-

vention of the governor of the region.

In cooperation with regional and local businessmen, a permanent fair for non-timber forest products was developed for the visitors to the park, the monastery and the museum of the town of Kirillov. This generated income from the sale of crafts and the organization of excursions.

A.Shapovalov, director of the Belogorie Reserve,
V.Tyrlyshkin, Ministry of Natural Resources:



One of our objectives was to include a particular piece of land, situated near the regional centre of Roven'ki, to the already existing reserve. This land has particularly well preserved cretaceous communities of plants, marmot habitats, and very favourable conditions for the reintegration of Przheval'sky's horses.

The initial response of the local heads of agriculture was a categorical "no." We then offered to cooperate with them, and together we began developing an open-air museum project for this site.

By methodically following the methodology of the management effectiveness analysis, we developed a number of scenarios of the land use. The most promising scenario was a demonstration site of sustainable nature management, i.e. combinations of beekeeping with moderate pasturing of cattle. However, the possible productivity of the site used as pasture appeared to be relatively low. Replacing cattle pasturing with Przheval'sky horse breeding showed more potential to attract visitors to the site and therefore generate more income. The site would then receive a high protection status, which would bring with it the necessary reserve staff. Now the proposal, which had earlier been categorically refused, was more attractive to the local population and considered to be quite acceptable.

Better operating

Alexander Ananin, deputy director of scientific research work in the Barguzinsky reserve:

The Barguzinsky reserve is situated in an unpopulated area. The nearest settlement is 50 km away. On the one hand this provides for fewer threats to

the protection of the reserve; on the other hand this causes a number of challenges. First of all, the reserve's budget only provided support for the office. Secondly, the reserve's isolation made it difficult to travel to and from, modern information technologies such as radio and telephone communications were unreliable, and the expense of satellite communication made it an unattainable commodity.



There was also the problem of the summer influx of staff members' families and friends to the reserve. The facility did not have the adequate resources to support a large group of visitors. Staff income was insufficient, so they were forced to poach. In addition, the risk of fires is very high during this summer period.

The following solutions were found during the management effectiveness assessment. The settlement would become a seasonal field station; scientific employees would lodge in the town of Ulan-Ude; and employees of the protection service would be housed in the town of Severobaikalsk.

This request, made by the reserve's administration to the ministry of natural resources, was supported by IUCN, the Government of Buryatiya, the deputies of the State Duma, and by the districts where this reserve was situated. As a result, the necessary funds were received, and reorganization was carried out.

As a consequence, the number of scientific publications increased in the first year, research and monitoring works were extended, and employees of the reserve started lecturing on protected areas at the pedagogical university. Reserve Information Centers were created in the towns of Ulan-Ude and Severobaikalsk. Infringements of the protection code dropped significantly and conflicts between the reserve's administration and its employees concerning poaching issues became obsolete.

The increase in collaboration between the PA's personnel, the Government of Buryatiya and businessmen resulted in a significant increase in the reserve's non-budget income.

Better relations



Vasily Sutula, director of the Baikalsky Reserve: The management effectiveness assessment is that tool which allowed for improvement of relations between the government of Buryatiya and the deputy body. The detailed analysis of all aspects of work showed that received funds were spent effectively, but they were insufficient to do the work that really needed to be done. The assessment confirmed the necessity to look more closely at the role and impact of a visitor. On the one hand, there was a need to protect the territory from non-authorized visitors. It was also imperative to develop ecological understanding on the border of the reserve and to create a visitor-centre in the settlement of Tanhoi. The report was sent to the Ministry of Natural Resources, the Government of Buryatiya and deputies. Representatives of these organizations were invited to visit the reserve so that they could see for themselves the successful results.

As a result, the development program of the ecological education in the Baikalsky Reserve was included into the Government of Buryatiya's finance plan. With the help of the Ministry of Natural Resources, the Deputies managed to obtain financing for the creation of the visitor-center. As an added result of the analysis, the reserve received grants (some hundreds of dollars) for the development of ecological education.

Lessons learned for ministers, managers, donors and stakeholders

(Lessons-learned in this project are shared with the Russian and international community (International policy forum))

The management of protected areas is always a difficult task as it has several purposes: the conservation of natural complexes, scientific research, and sustainable nature management. Financial gain is not one of its priorities, and the outcome of the PAs "raison d'être", which is nature conservancy, can only be seen in the future.

This is the reason why choosing PAs staff and curators within local authorities remains a very difficult problem. In many cases management traditions and experience are transferred during personal meetings and informal dialogues. Criteria for the assessment of managerial activity should be based, first and foremost, on the individual's attitude towards business, and only then on formal parameters. Those leaders who are experienced, have good communication with the educational institutions, and have a diverse outlook, can best judge the staff's attitude towards the work that needs to be done. Unfortunately, recent administrative reforms within the Ministry left us without a management system. During the last years, directors of PAs had been the objects of criticism from higher authorities. Their opinions and recommendations on prospective planning were ignored, significantly changed and sometimes even punished.

Procedures of coordination of the legal and planning documentation (for example, estimates of the operational expenditures) became confusing and very complicated. Meetings with directors and their assistants concerning the analysis of operational experience were cancelled. Work on coordination and control of PAs management on the level of Subjects of the Federation was completely dropped from the federal structures' range of vision.



Naturally, such a dissonance was not deliberate. As stated before, with every reorganisation of the ministry we experienced a total breakdown of the continuity of the purposes and tasks of PAs management. All we could do was to hope that the next head of department would be wiser and more concerned about nature reserves and national parks. Even if this new leader was a nature conservancy enthusiast, he would still need time to formulate new strategies. Ministerial reorganisation often coincided with staff rotation. Once again, new enthusiasts tended to create new advisory councils for the development of new strategies ...

It was felt that the most plausible solution to this problem was to support a continuity otherwise periodically destroyed during the numerous administrative reforms, at the level of public initiative.

For this initiative to be implemented an association

of PAs managers have to be established. This idea was not new; such associations already existed in certain regions. However, it was imperative that some 'trade union' be established. Its basic tasks would be the following:

- Organization of a regular exchange by PAs management of experience and assessment effectiveness;
- Public examination and advisory support of PAs plans and development programs;
- Organization of interaction of federal and regional PAs;
- PAs personnel exchange;
- Protection of PAs' top-managers and staff rights in disputed situations.



The creation of a public organization would definitely be in everyone's best interest, as it could become a constant independent consulting body.

The creation and development of such an association represents one of the variants of civil society institutions presently taking root in our country. We looked to the state and public programs for support of such an association within the framework of this initiative.

As for reserves, national parks and other protected areas, they needed a direct support. It was essential to support those people who were the knowledge and experience base of the protected areas' management traditions.

Something new about protected areas

(Database on current biodiversity status of nature reserves is available for Russian and international experts)

Biodiversity conservation status of federal nature reserves and national parks

To evaluate the loss of biodiversity we have to know its past state or the state in which it should be. Such knowledge requires special research. The majority of information about the species found in natural complexes is collected in reserves where regular inventories of flora and fauna species are carried out. The results of these inventories are published in

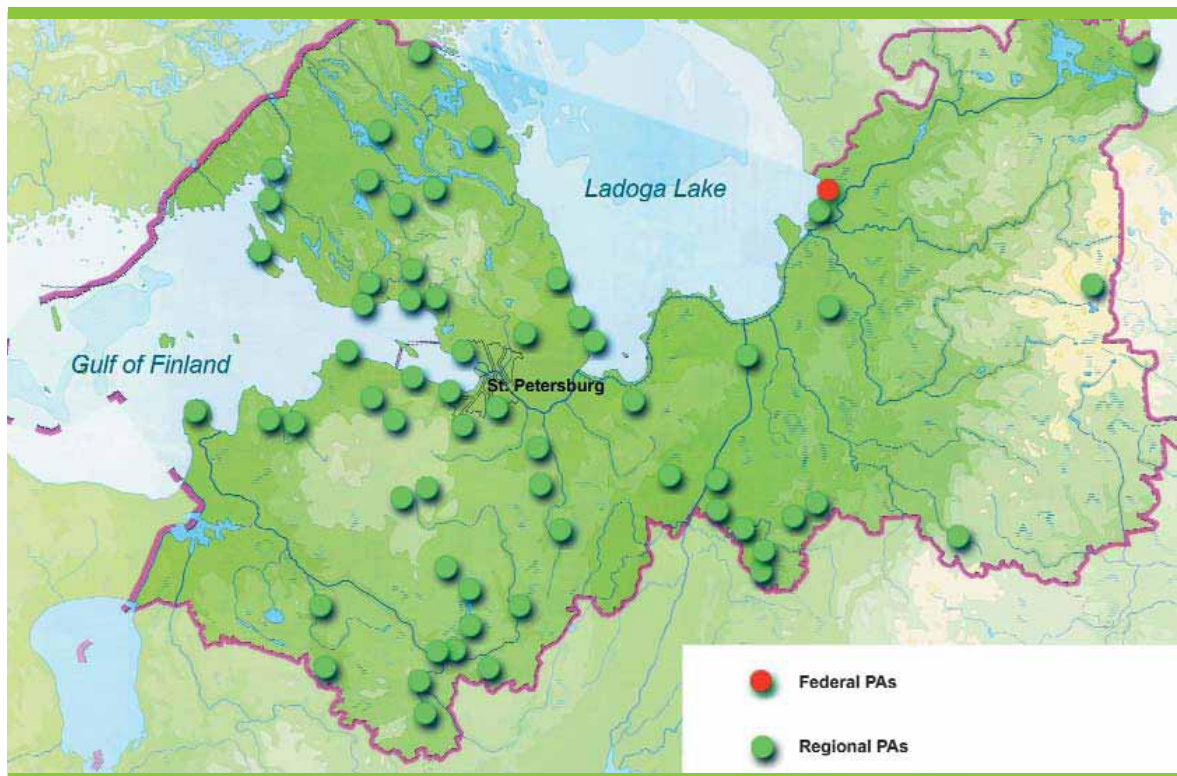
numerous scientific works. In order to practically use this material, we had to make a summary of all the publications.

We sought the help of the reserve staff and the authors of the various articles in question. More than 160 experts from different fields were invited to take part in this work. As a result, the data on vertebrate animals, higher plants, mosses and lichens were generalized. The data was collected from 88 reserves (of 100 existing). In total the list included 333 species of fish and cyclostomes, 26 species of amphibians, 57 species of reptiles, 700 species of birds, 254 species of mammal, 7920 species of higher plants, 1232 species of bryophytes, and 2048 species of lichens.

This list made it possible to estimate which species were being protected in the reserves and to note the number of species found in the international, Russian and regional Red Lists. We concluded that less than half of the species were under protection. Almost half of the species, including endangered ones, were on unprotected territories.

Biodiversity conservation status of regional PAs

Approximately one third of the species found on regional natural landscapes of federally protected areas were registered. Two thirds required protection. These territories hold many rare and threatened species such as tiger, leopard, red deer, lynx, otter, muskrat, cranes, predatory birds and owls, and some species of woodpeckers that rely on much larger areas than reserves national parks and federal sanctuaries for their survival. In this view it is difficult to overestimate the importance of regional and local sanctuaries, natural parks and other types of protected areas.



Regional systems of PAs needed

The Russian Federation's Federal Law on Protected Areas (1995) specifies 7 categories of protected areas (Article 2 p.1):

- Strict nature reserves (including biospheres);
- National parks;
- Nature parks;
- Sanctuaries;
- Natural monuments;
- Dendrology parks and botanical gardens;
- Sanative areas and resorts.

The executive bodies have the authority to establish other types of protected areas (Article 2, p.2). Different types of protected areas have different functions, allowing for flexibility in management functions in ensuring protection of these natural complexes. The table below shows the priority functions for every PA type. The numbers 1-4 show the level of priority.

By combining protected areas of various categories, it is possible to form an ecological network, which will preserve biodiversity and sustain natural ecosystem stability.

As a rule the creation of an ecological network includes several stages (see a flow diagram). At

PA's management tasks	Strict nature reserves	National parks	Natural parks	Sanctuaries	Natural monuments	Dendrology parks and botanical gardens	Sanative areas and resorts
Scientific research	1	2	3	3	4	2	4
Conservation of wild nature sites	2	3	3	1,2,3	3	4	4
Conservation of species and genetic diversity	1	2	3	1,2,3	1,2,3	1	4
Maintenance of ecological balance	1	1	1	1,2,3	4	4	3
Protection of special natural/cultural sights	3	1	3	3	1	4	4
Tourism and recreation	3	1	1	3	3	3	1
Education	1	1	3	3	3	2	4
Long-term sustainable use of natural resources	4	3	4	2,3	4	4	3
Protection of cultural traditions and customs	4	3	4	3	4	4	4

first we have the identification of the most valuable and threatened wild nature sites for which natural resource management plans are developed. Under this system, favourable conditions for sustaining the natural and cultural heritages of these areas are identified, and are then supported by a management plan, which balances protection of these assets with economic development.



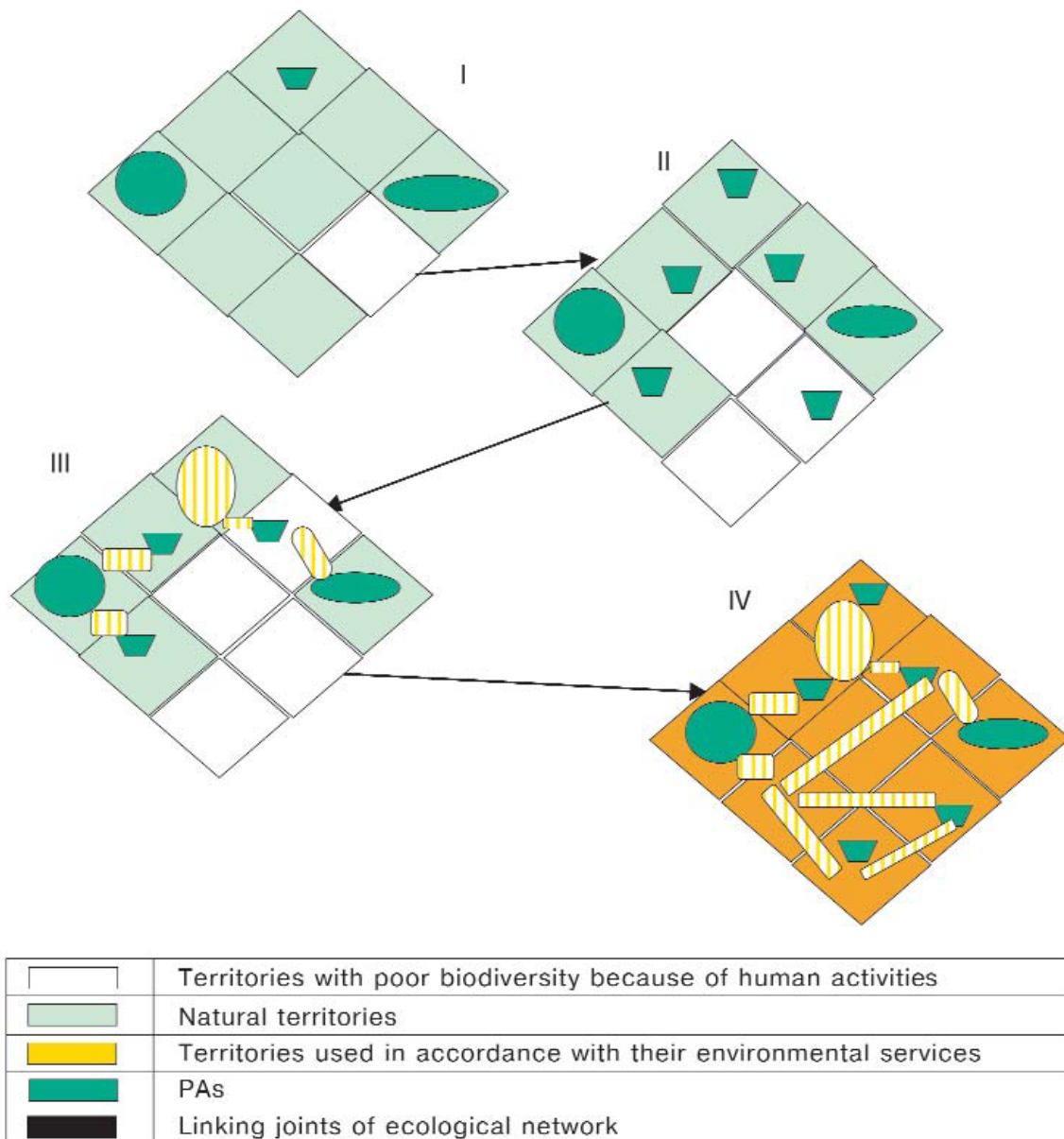


Figure 1

Stages of ecological network formation:

- I - Creation of individual protected areas;
- II - Formation of a representative system of PAs;
- III - Linking PAs by environmental corridors and development of ecological networks;

IV - Development of a system of differentiated natural resources management.

The problem of territorial nature protection could potentially be solved only through the creation of a system of differentiated natural resources management.

Natural protected areas for life

(Improved management of PAs and WHS results in improved local livelihoods)

How PAs can improve local livelihoods

Local livelihoods can be improved when environmental, social and economic problems are solved. This fully complies with the basic trends of Russian regional policy development, and with the Seville Strategy on Biosphere Reserves development.

The basic solution to local involvement and interest is the development of small businesses founded on the intelligent use of well preserved natural ecosystems which are attractive to tourists, offer ecological education and the study of natural processes, as well as the manufacturing of local natural products.

The larger reserves and national parks in the region are supposed to implement the management of local and regional PAs based on the above-mentioned principles. If they do not, local and regional administrations and local NGOs must be involved in PAs management.

The region's very nature is a natural renewable resource. Its sustainable use is based on principles of non-depleting exploitation.

The healthy state of the ecosystem offered benefits to the local communities through the possibility of development of services to visitors and the manufacturing of natural products, in which many local families were involved. There was an undeniably strong correlation between the state of a natural heritage site and the increased quality of life of the surrounding communities.

The steps to creating such a relationship corresponded to the general principles of small business development:

- Marketing of possible services and products, and evaluation of the optimum parity of various kinds of use of the natural resources in the district;
- Advisory and methodological support to the population for the development of ecologically oriented services and the manufacturing of natural products;
- Support of small business based on the use of well maintained natural complexes;
- Market promotion of ecological services and products;
- Monitoring of the state of natural complexes, quality of life of the population and any potential problems in business development.

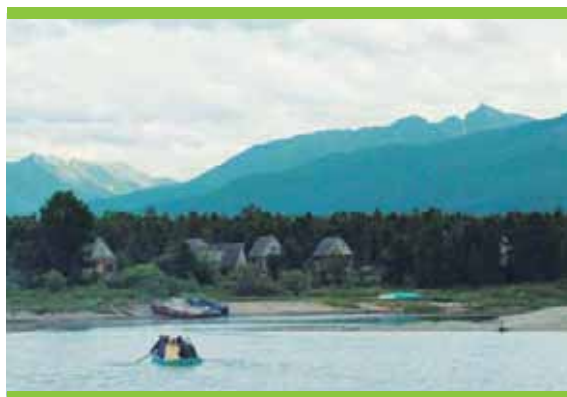
Natural heritage conservation can, without a doubt, improve a local population's quality of life.

PAs systems optimised for ecologically sustainable use

In some regions, the very survival of local communities depends directly on a strong ecological

network that supports the local natural complexes and ensures their health and continuity.

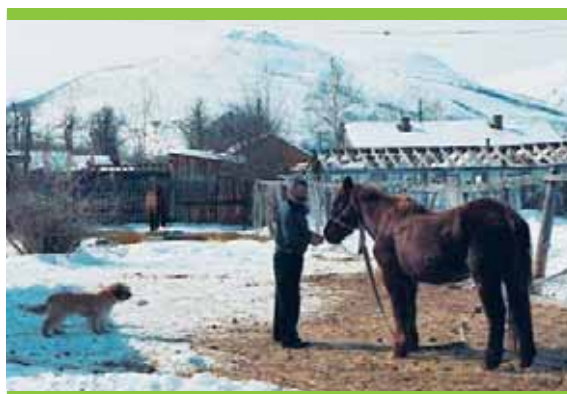
Baikal



Lake Baikal, a World Heritage Site, includes 3 reserves, 2 national parks and 12 regional level protected areas. The site's infrastructure (accommodation and services to tourists) is extensively developed. There are large hotels and boarding houses. Bed and breakfast style accommodation offered by local residents is popular among small groups of tourists. The Transbaikalsky and Pribaikalsky national parks are also being developed in this capacity. These reserves are located in unpopulated areas and shelters and guesthouses were built on these sites. In addition, a PA system was created representing the ecological wealth of the region, which extends along and near the coastline. During the creation phase and the implementation of subsequent services, groups of volunteers from various regions of Russia and other countries offered concrete support to the local population. Such cooperation was very productive as it promoted contacts between individuals and groups and ensured an inflow of visitors for many years.

Kamchatka

The development of protected areas in this region is closely connected to the livelihoods of the indigenous people, and the development of territories of traditional wildlife management. Hunting, salmon fishing and reindeer breeding are the basic kinds of activities in these territories. Through the project's



initiation, local residents began showing a growing interest in participating in tourism related services and in the manufacturing of non-timber products, such as the production of herbal teas, syrups and concentrates from wild berries and other plant products, products from birch bark, antlers and furs. The information centre, developed in the Bystrinski Nature Park by our project, played an important role in the support of these projects. Thanks to the Bystrinski Information Center over 80 Indigenous families found partners and started to actively participate in the manufacturing of non-timber products and tourism related services.

Leningrad Oblast



Many of the Leningrad Region's protected areas have international status due to their location near the Gulf of Finland. It was felt important that these areas be managed according to international standards and that they appropriately complement the Baltic ecological network. To achieve these goals, PAs development planning had to involve local communities and businesspeople, which utilized the natural resources of these territories. Management plans were developed for every protected area of the international value in this region. All stakeholders were invited to take part in this development and most decisions were arrived at by consensus.

This type of approach is widely used in many countries and in large companies, such as the Baltic Region partners from whom the PA staff regularly received advisory and material aid.

"Ripples in the water" - projects initiated by the CIDA project

The project results received a large number of inquiries from PA staff and regional administrators concerning the advisory and methodological support. This led to the development and the first stages of implementation of several projects on the development of PA systems in regions where the CIDA framework had not originally planned such activity.

The UNDP project on biodiversity conservation on Kamchatka offered to initiate a development program on ecological tourism and national crafts. The program covered natural sites included in the list

of the World Heritage Sites: Volcanoes of Kamchatka, Bystrinsky and Nalychevsky Nature Parks, Kronotsky Reserve, and Uzhno-Kamchatsky Sanctuary. More than 200 local residents were involved into the implementation of this program. The administration of the town of Mezhdurechensk (Kemerovskaya Oblast) assessed the district's PAs prospects for development and they subsequently received support to establish the development program.

The program was born of a project supported by the Government of the Netherlands. The administration organized a directorate of protected areas, and investors' capitals were used for the development of tourist infrastructure and to organize state-of-the-art monitoring of natural areas.



In the Leningrad Region, the protected areas' support program, developed by local administration and non-governmental environmental organizations, received support from the European Commission's "LIFE - The Third Countries" program. Its goal is to include regional PAs into pan-Baltic and pan-European ecological networks.

The Government of Ust-Ordynsky Buryatsky Autonomous District asked us to assist them in the assessment of the environmental potential of their regional natural ecosystems and of the management effectiveness of their PAs. As a result, the program for PAs improvement was created and included into the complex plan of regional development. The



administration also created a Department for Ecological Tourism and Protected Areas. The federal sanctuary Krasny Yar also received financial support.



The detailed assessment of the Russky Sever (Russian North) National Park resulted in a plan of interaction between the PA's staff, the regional administration, and the partner organizations that are involved in tourist activity and utilize the lands of the territory. The realization of this plan doubled the income while significantly reducing illegal logging and trade.

NTFP component

NTFP component: traditions, markets and sustainability



The NTFP Component (non-timber forest products) of the IUCN-CIDA Project "Building Partnerships for Forest Conservation and Management in Russia" was initiated by a number of local stakeholders in Kamchatka with the help of British expert Dr. Emma Wilson.

The stakeholders involved included the Kamchatka League of Independent Experts, the Kamchatka Branch of the Pacific Institute of Geography, and the Native peoples' communities 'Esso' and 'Dulipki'.

NTFPs are any forest resource of the plant or fungi species which exclude timber, pulpwood, or firewood. Examples of NTFPs include berries, mushrooms, and herbal medicines. Although actual 'products' vary from place to place, NTFPs are used worldwide by all cultures.

The interest in using NTFPs as a tool in economic development has grown enormously in recent years. In our project, NTFPs were viewed as one part of a local sustainable livelihood strategy (including tourism, cultural activities, hunting, herding). The IUCN-CIDA Project provided training in business and legal issues, consultation on small business and community-based enterprise development, and support for sustainability and monitoring programmes. We hoped that the successful development of these opportunities would decrease potentially damaging resource exploitation activities.

Since the early 1990s, communities in many regions of the country, but specifically in the Russian Far East, have suffered from economic decline exacerbated by the withdrawal of federal support to outlying regions and the decline in traditional resources activities such as reindeer herding. As a solution to the economic woes facing the Region, members of the local and regional administrations of Kamchatka examined the possibility of exploiting mineral resources in this ecologically sensitive area. Of course, it is unrealistic to compare the economic returns of gold mining in the Bystrinski District of Kamchatka to the potential value of developing NTFPs on the same territory. On the other hand, the question of who benefits from mining development must be asked. In reality the industrial development of natural resources provides few or no economic benefits to local communities while further damag-



ing their ability to pursue traditional and other livelihood activities including NTFP business development, eco-tourism, reindeer herding, and wild salmon harvesting. Local salmon stocks – essential to the subsistence and culture of Native Peoples – are at particular risk from technologies used in the extraction of gold where cyanide is used. As was the case in 1996 when IUCN led the campaign against gold mining in Bystrinski Nature Park, the issue of industrial development is once again acute in this part of Kamchatka. As a nature conservation organization, it was essential for IUCN to provide effective tools to local Native communities to enable them to increase incomes through the sustainable use of resources.

Kamchatka is a young land. Volcanoes are still active, hot springs are plentiful, and earthquakes are common events. Along with gold, other mineral resources are abundant on the Peninsula: platinum, copper, and a wide variety of other rare and heavy metals are present under and sometimes on the surface. This abundance of minerals not only creates challenges for environmental conservation but it also pre-sents a potential threat to the health of local people.

Heavy and rare metals which naturally occur in the soil and water of specific sites on Kamchatka pose

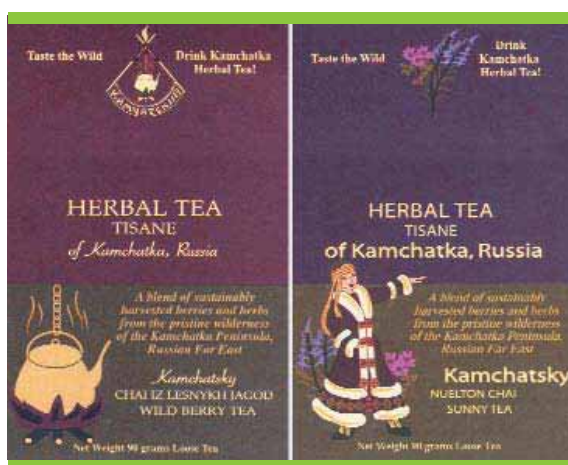


a potential risk to the local populations, such as Native People who consume large amounts of wild harvested fish, meat, and plants. Certain NTFPs growing in some areas of Kamchatka may not be safe for consumption in large quantities and over a long period of time. One of the objectives of the project was to help local people avoid potentially contaminated sites when harvesting NTFPs for their own consumption or for commercial purposes. The research – led by Elena Dulchenko, an expert with the Kamchatka Branch of the Pacific Institute of Geography for the Russian Academy of Sciences – formed the basis for recommendations on specific plant species and parts of plants that are safe to harvest in certain locations near the villages. Apart from the project's contribution to the long-term physical health of the local population, we were also concerned with the health of the natural resources. With an educational as well as a development mandate, we worked closely with com-

munities to ensure that none of the wild species utilized in product development were vulnerable to over-harvesting or were threatened in any way. As the World's largest conservation union, IUCN is especially sensitive to the issue of sustainability and we worked on establishing a community-based monitoring program in Bystrinski Nature Park to ensure our activities posed no threat to the natural environment. The goal of the research was to establish a long-term monitoring program to examine the impacts of various harvesting methods on brusnika (*Vaccinium vitis-idaea*), birch bark, and *Rhodiola rosea*, known locally as golden root, – an important NTFP in Bystrinski District. Our aim was to assist local communities, the forest management unit and the Nature Park Administration to choose sustainable methods and levels of harvesting, and in the long run help to find a proper balance between the two major objectives of Bystrinski Nature Park – biodiversity preservation and support for the traditional culture and way of life of Native residents.

We identified a number of products with good potential for development while taking into account the specific ecological, social, and economic conditions of Kamchatka and working closely with our partner communities. One of these products was herbal tea. In addition to the teas, residents of the communities produced very unique and attractive packaging for the teas made from sustainably harvested birch bark. The intention of the project was to produce the majority of the packaging locally to ensure the maximum amount of economic benefit remained in local communities. The herbal tea from Kamchatka and Sakhalin now has a good market in Moscow and Canada.

Another highly competitive NTFP was dwarf Siberian pine syrup, produced according to Native traditions by the Tarija Itelmen Native community. Participation at the NTFP Fair and Forum, organized by the Project in Moscow, provided the communities with additional opportunities to approach distant markets.



The project focussed on groups who had not before participated in small business or natural resource management – Indigenous people and women. Over time, local community groups – mainly Indigenous women (organized along the lines of a co-op, or 'community enterprise' as they're known on Kamchatka) took over production and marketing activities, as was the project's intention.



One of the basic principles of the project was a participatory approach to project development and implementation. This allowed for more pragmatic decisions based on local experience, and also gave the community a stake in the project. The Project Team (which included local coordinators) worked hard to ensure that the interests and vision of local people were included in the project design and implementation.

Getting local communities to buy into the project was not necessarily easy. There were times when locals found planting potatoes and harvesting berries in the forest preferable to sitting through a workshop on legal issues. However, after the project moved from its 'preparatory' stage to where local communities began receiving orders for their NTFPs, people's interest increased significantly. The enthusiasm of local communities was demonstrated by the recent success of the birch bark weaving workshop led by Nikolay Shishkin, a master in traditional weaving techniques using sustainably harvested bark. The workshop was of tremendous interest not only to local residents but to participants who came from all over the Kamchatka peninsula. A number of participants, upon returning to their home villages, began teaching weaving to the members of their community. It is of great value that the participatory approach allowed for cultural issues to be given more attention in the project. Although community economic development was the primary goal, the revival and sharing of Indigenous knowledge about NTFPs – especially for younger people – was identified by participants as a key concern, and was a focus of educational materials developed through the project. The publication of a book on the traditional use of dwarf Siberian pine as well as project support for a workshop on the traditional art of sustainable birch

bark harvesting and weaving which was videotaped for further distribution by our local partners, are perfect examples of the educational dimension of the project.

Over the years, the project demonstrated a number of significant achievements. It also faced sizeable challenges. Interestingly, one of the major difficulties to overcome was the scepticism of local residents and authorities to the idea of community economic development in general, and to economically sustainable NTFP-based business development in particular. People tended to believe that harvesting in large volumes and selling as raw materials was the only worthwhile approach to marketing NTFPs. A lack of information and business skills pre-



vented many people from setting up their own business. Complex tangles of poorly developed legislation on small business development as well as sizeable direct and indirect tax barriers also had a suffocating effect on entrepreneurial activity. In this environment, training, communication, and long-term mentoring and support to emerging businesses was a vital role for our project.

Study tour: linking people of two countries

One of the most fascinating and useful experiences for the IUCN-CIDA Project partners was the NTFP Study Tour to Canada. The NTFP Study Tour took place in 2002, and was organized by the IUCN Office for Russia and CIS (Moscow), and IUCN Canada (Montreal) in collaboration with the Northern Forest Diversification Center, Manitoba, Canada. Tim Brigham, an NTFP Business Development Consultant, was one of the organizers and a tour leader. The NTFP Study Tour was supported by CIDA and the Northern Forestry Diversification Center (NFDC). The main interest of the NFDC was to exchange Indigenous communities support models using NTFPs. Similarities and differences between Russian and North American experiences were important to study in order to develop the most effective ways of community development using NTFPs.

Tour Members

Six Study Tour Participants represented NTFP-based businesses, NTFP experts and partner organ-

izations (UNDP) from Kamchatka and Sakhalin:

- Ms. Rita Bouldakova, the leader of the Indigenous Youth Organization, traditional dance group and Indigenous people's crafts enterprise, Nogliki, Sakhalin, Russia;
- Ms. Olga Davidova, legal expert, Lach Center, Indigenous people's NGO, Petropavlovsk-Kamchatski, Kamchatka, Russia;
- Ms. Vera Gurkina, the leader of "Kamchatka Herbal Tea", a community-based co-op of Indigenous women, Anavgai, Kamchatka, Russia;



- Mr. Nikolay Shishkin, traditional birch bark weaver, Milkovo, Kamchatka, Russia;
- Mr. Nikolay Shmatkov, IUCN-Russia, Coordinator of the NTFP Component of the IUCN-CIDA Project in the Russian Far East, Moscow, Russia;
- Mr. Yuri Ushakov, UNDP Coordinator for Bystrinski District, Esso, Kamchatka, Russia.

Reason for the tour

The main objective of the Tour was to establish partnerships between NTFP businesses, governmental and non-governmental organizations, Indigenous peoples' communities, groups and organizations in Russia and in Canada to facilitate sustainable NTFP-based business development controlled by Indigenous people in the Russian Far East. It was also important to introduce the NTFP Study Tour participants to the knowledge and experience of NTFP business development in Canada, as well as introduce Canadian participants to the activities of NTFP development in the Russian Far East. Participants visited Manitoba and British Columbia, and met representatives from more than 20 organizations, including 5 First Nations Communities.

The Tour

Study Tour Participants visited two fair-trade organizations and an Indigenous peoples' crafts store, all of whom showed great interest in establishing supply contacts of NTFPs and crafts from the Russian Far East. The U'mista crafts store bought more than \$600 worth of Russian NTFP samples. In

addition, we established good contacts with various shops interested in buying NTFPs from Kamchatka. During our meeting with one of the largest NTFP producers on Vancouver Island, we were given a tour around his warehouses. This offered us an important insight into small NTFP business development on Vancouver Island.

I was pleasantly surprised that our Kamchatka herbal teas were so popular in Canada. I was also interested in the Fair Trade system and it was great to establish contact with these people. For me this Study Tour was the highest point of the Project, and in my opinion, a real success. It was a great chance to learn the Canadian experience concerning NTFPs small businesses, Native community development and many other issues. I think that we will be able to use these valuable lessons in Russia.

Olga Davidova

Legal expert

Lach Center, Petropavlovsk-Kamchatski
Kamchatka, the Russian Far East

One of the highlights of the Study Tour was the birch bark weaving presentations given by Nikolay Shishkin, Native weaver from Kamchatka. This rare art was a very promising source of packaging for NTFP businesses. For example, Vera's teas were packaged in birch bark baskets produced by community members on Kamchatka who were trained by Nikolay. "We wish Nikolay could produce packaging for some Canadian NTFP businesses," said Sandra Ross, NFDC Marketing Manager. Nikolay gave two birch bark presentations in Indigenous peoples' communities in Manitoba and another presentation to a group of basket weavers in Duncan, BC. Nikolay was invited to give two paid presentations on birch bark weaving in Canada the following year.



NTFP Study Tour participants had several meetings in Manitoba and BC with PA managers, including the Minister of Natural Resources for Manitoba, Oscar Lathlin. "Meeting park managers is really a highlight of the Study Tour for me," said Yuri Ushakov, UNDP. The current efforts of UNDP to establish Bystrinski

Nature Park in Kamchatka as an active working structure corresponded with the Canadian experience of natural parks development.

In spite of a very busy schedule, participants found some time to indulge in cultural activities. Participating in the Sweat Lodge Ceremony, visiting the Royal British Columbia Museum and the U'mista Cultural Society were crucial in understanding the cultural and historical heritage of Canada, including First Nations' traditions and historical development. The NTFP study tour received broad mass-media coverage: participants gave several interviews, including one for CBC.

Lessons learned from the tour

New connections were developed between Russian and Canadian business people and Aboriginal groups. NTFP Study Tour participants learned about models of NTFP development including using NTFPs as a tool for sustainable community development. Participants also learned about the fair-trade ideology, and made important business contacts with stores that sell fair-trade products. In summary, participants received new tools for sustainable NTFP development in the Russian Far East, and provided important insights for their Canadian hosts into models of this development in Russia. We hope that the relationships that emerged during this tour will continue to grow into long-term partnerships.

Back to Canada!

Nikolay Shishkin, Kamchatka traditional birch bark weaver and his wife Ludmila were invited to return to Canada by Canadian organizations (Northern Forest Diversification Centre and Salt Spring Island Guild of Basket Weavers) in order to give several workshops on birch bark weaving. These organisations funded the major portion of Shishkins' travel and stay in Canada, and also contributed to honorariums for trainers. Nikolay and Ludmila's mission to Canada demonstrated the real sharing and exchange of knowledge - they actively used the expertise and contacts they developed through the project, as well as the marketing knowledge obtained during project trainings. In turn, they provided Canadian communities with training on birch bark sustainable harvesting and weaving. The Shishkins also kindly agreed to offer several free trainings in the communities of Eso and Anavgai in Kamchatka.

Workshops in Canada: sharing traditional knowledge

During their second trip to Canada, the Shishkins offered two birch bark weaving workshops. One was sponsored by the Northern Forest Diversification Centre (NFDC) and was designed to train residents of Northern Manitoba in a skill that could be used to generate additional income in a region of high unemployment. The other workshop on Salt Spring Island, BC was organized by the Salt Spring Island Basketry Guild and was aimed at a

dept basketry hob-byists wishing to learn new skills. The NFDC workshop was given over four days and attracted approximately 20 harvesters from Central and Northern Manitoba. Apart from the birch bark weaving, the training also demonstrated crafts such as antler carving, caribou sculpting, and other crafts that utilized local resources harvested during the session. Excursions in the local forests were organized to harvest the necessary birch bark materials. Along with demonstrating their techniques in the art of birch bark weaving, the Shishkins also shared their experience in sustainable birch bark harvesting. During the workshop in Manitoba, the Shishkins had the opportunity to observe and participate in workshops on antler jewellery and caribou fur 'tufting'. The Shishkins have brought these techniques back to Kamchatka and have expressed an interest in helping other Aboriginal People develop these techniques. The Salt Spring Island workshop provided the Shishkins with some financial return, and allowed them to see the appeal of their crafts to purchasers and basketry aficionados from Canada and the US.



NTFP study tour and new market opportunities for communities in the Russian Far East

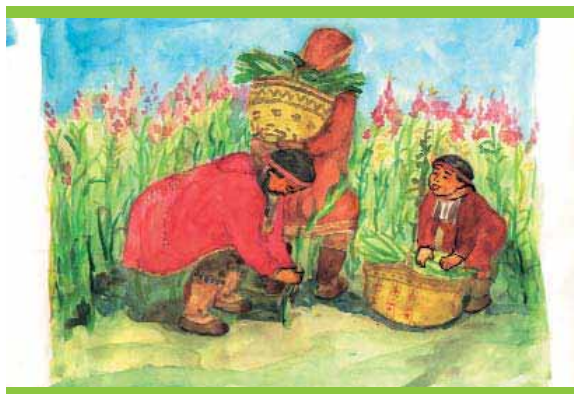
It has been noted that a strong demand was developed for the unique, high-quality birch bark crafts. The Northern Forest Diversification Centre in Manitoba began ordering some of the products. As a result of the project's success, the prices of many of the birch bark products increased tenfold. An extensive range of new products was developed, and has proved to be quite attractive to potential buyers. For the Shishkins, the production of birch bark crafts evolved from a passionate hobby with unreliable and usually small scale sales, to a significant source of income. The prices for most of their items sold on the local market increased by up to 5 times. Due to their increase in production and income, they were able to hire people in Milkovo to help in the production and sales of their crafts.

The project worked hard to obtain the Shishkins' trust, and it took time to convince them that this enterprise was their business, not ours. The project's support to this family paid-off with the development of a locally controlled, non-timber forest products business that will continue to be ecologi-

cally, socially, and economically sustainable long after the project support has ended. This Native family business provided an encouraging example for amateur NTFP-based businesses, PA managers and local authorities.

I am amazed not only by Nikolay's talent as a craftsman, but his talent and passion as a trainer. I think that the memory of his visit to Pelican Rapids, Cormorant and other First Nations communities will stay with us for a long time ... the year after the NTFP Study Tour, we invited Nikolay to give a full-time training in Manitoba for the First Nation communities and these trainings were very successful.

Dave Buck
Manager, Non-Timber Forest Products
Northern Forest Diversification Centre
The Pas, Manitoba
Canada



NTFPs: creating income opportunities for distant communities

Learning about marketing

Russia and the Russian Far East have a long history of use of NTFPs. Up until the end of the XIX century turpentine and charcoal were among Russia's major exports. All rural households in forested areas relied on berries, nuts and mushrooms for food, birch and linden bark for the production of footwear, and medicinal herbs to make medicines. In the Russian Far East none of the Native people practised any type of agriculture; all vegetative food and much of their fibre (dozens of plant species) was harvested in forests. Even today, most of the families in rural areas and some in urban areas harvest fern, wild onions, berries and mushrooms. According to IUCN research for the UNDP/GEF/CIDA project, approximately 95% of rural households in Kamchatka use NTFPs for their own consumption (however, now the range of species harvested is down to 10 plants). During the days of the Soviet Union, the harvesting and marketing of NTFPs was organized by specialized federal and regional processing and marketing state-owned structures, local forest management units, and drug stores. Although they were not

always effective, they did provide economic opportunities for local communities through the harvesting of the NTFPs. After the collapse of the Soviet regime and the start of private business activities, the NTFP sector was not considered to be as profitable as retail sales, fishing, and mining and was therefore neglected by big private businesses and state-owned enterprises. The old system of NTFP harvesting and marketing collapsed and nothing was created to replace it. Existing small community-based NTFP businesses were faced with a serious challenge. They lacked entrepreneurial skills and initiatives, they had no history of small business development, and they had no access to market information. The IUCN-CIDA Project addressed these issues in targeted Native communities in the Russian Far East.

In our opinion, the interest of authorities and communities in NTFP business development is sustainable. For example, Kamchatka Herbal Tea members now regularly hold lectures and workshops for local school pupils and organise local NTFP festivals and competitions where NTFPs are sold; schools in Anavgai and some hotels in Esso are producing and selling birch bark crafts; in the Koriak Autonomous District "trained" birch bark weaving trainers now produce their own training materials; the Kamchatka Oblast Administration is supporting the development of a NTFP business support program in the Oblast. All of these initiatives were developed with little or no on-going support from the Project. Local partners continue to demonstrate an extremely high level of self-motivation and ownership of the Project results.



NTFPs: a variety of challenges



Initially, the very idea that people would pay money for some of the NTFPs was foreign to the villagers in the communities where we worked. The local market for NTFPs was virtually non-existent. If the locals wanted berries or herbs for tea, they simply harvested them themselves. There was a necessity to reach out to the distant markets, such as Moscow or overseas, or to tap into a tourist market. However, it was first necessary to convince the local communities that they were able to produce marketable products, and that they could obtain skills to organize their businesses and reach the markets.

Local NTFP festivals: the starting point

The Eveni, Koryak and other Indigenous peoples in the area have a long history of herbal tea production, with many recipes handed down through the generations. In August of 2001, the Project helped to organize a contest on herbal teas. This was done in conjunction with our partner communities and coincided with a local festival. Dozens of participants presented a large variety of both herbal teas and original packaging. Guests (local community members, tourists and visitors) tasted tea blends and filled in questionnaires. The contest was a huge success with over 400 people voting for their favourite teas and over 1500 people present at the 'awards celebration'.



People were amazed that it was possible to make so many herbal teas from different forest plants. One of the participants said: *"People tasted my teas and liked them. They wanted to buy some! That was my first experience with selling wild herbs! Who would have thought that tourists would pay money for herbs?!"*



The contest provided valuable feedback for the tea producers, and generated a number of recipes for samples for buyers outside of Russia. Community residents also produced samples of very unique and attractive packaging for their teas made from sustainably harvested birch bark and small diameter wood. The production of local packaging ensured the maximum economic benefit to the local communities.

Women of our community started to get together in one room and chat about the work ... This project helped to get people away from TV soap operas and talk shows and developed a group of co-thinkers and collaborators. People got closer to each other... Our traditional dance group "Nurgenek" participates in harvesting and marketing herbal teas produced by "Kamchatka Herbal Tea."

Lilia Banakanova
"Dulipki" Native people community leader
Head of "Nurgenek" traditional dance band
Anavgai, Kamchatka
the Russian Far East

Marketing workshops: Canadian expertise

One of the highlights of the project was a series of trainings and consultations on marketing, legal issues, and small business and community-based enterprise development for distant communities in Kamchatka and Sakhalin. While legal issues and business organization workshops were led mostly by local Russian experts, the marketing and harvesting sustainability sections were held by Tim Brigham, the NTFP small business development expert (BC, Canada), now working for the Center for Non-Timber Resources of the Royal Roads University. Tim's workshops were very popular and practical in helping the amateur NTFP business people to organize sustainable harvesting, production and sales. The 'Train-the-Trainer' program of the project helped to teach community leaders to become NTFP small business development agents in their own communities. Representatives of Native communities, cultural and educational organisations from all over Kamchatka participated. The trainers obtained knowledge on organisation of trainings in general, and specifically in NTFP-based business development. After the 5 day training, participants delivered presentations of their own future trainings.



"At first our 'students' were quite suspicious, looking for some 'hidden agenda' of the workshops and the Project in general. However, they eventually obtained strong ownership of the project and their business activities. I think the real breakthrough was the first successful shipment of small amounts of herbal teas from Kamchatka to Canada."

Tim Brigham
Coordinator, Education and Capacity Building
Centre for Non-Timber Resources Royal Roads
University
Victoria, British Columbia
Canada

The fact that the marketing workshops were initially developed for Canadian First Nations communities helped in establishing a good relationship and positive feedback from 'students' in Russia.

Berry picking and new marketing opportunities



Berry picking is a traditional activity on Kamchatka. During Soviet times, local communities relied on a system of centralized harvesting and marketing of berries, fern, birch sap, and medicinal plants. Although the system ceased to function with the collapse of the USSR, the berry resources, especially of edible honey-suckle (*Lonicera caerulea*) and mountain cranberry (*Vaccinium vitis-idaea*) remained abundant and under-utilized, without a sound marketing strategy in place for the benefit of local people. Igor Kokorin, Director of Bystrinski Nature Park, a World Heritage Site since 1996, believed that the proper development of berry resources, herbal teas, and other NTFPs could provide a real alternative to salmon and wildlife poaching for the residents of the two villages located in the middle of this protected area. Through a 'Train-the-Trainer' program provided by the project, Igor developed a training course for local residents on sustainable berry harvesting and marketing to restaurants in the city of Petropavlovsk-Kamchatski.

Newly organised community-based NTFP businesses: success and challenges

As a direct result of the IUCN-CIDA project in the Russian Far East, more than two dozen small NTFP community-based businesses appeared. These businesses are mostly controlled by Native people, with a varying number of people involved in the areas of harvesting, processing and marketing (from 1 to 50). We believe that the project's indirect impact on the NTFP sector development to benefit sustainable rural livelihood development in the Russian Far East and in Russia in general, will be much broader based on results of activities of the newly developed locally controlled NTFP businesses.

Kamchatka Herbal Tea: from hobby to business

The Herbal Tea Festival clearly demonstrated that there was a lot of potential and clear opportunities to market NTFPs. Inspired by the success of their products, Native women of two villages organ-

ized the Kamchatka Herbal Tea Club, an opportunity for community members to drink herbal tea, exchange recipes and local news. The Club members soon took their knowledge into local schools and Native festivals with pre-sentation of teas, and lectures on traditional harvesting and use of wild plants. Gradually, the Club started to think about marketing their teas outside Kamchatka and exploiting the local tourist market in a more consistent way. The Club was re-organized into the Kamchatka Herbal Tea cooperative.

The Kamchatka Herbal Tea cooperative presently sells its products on Kamchatka (mostly for tourists), in Canada, and in Moscow. Most of the products are herbal teas made of wild harvested herbs and berries. Most of the teas are packaged in hand-made, sustainably harvested birch bark baskets. The cooperative, managed by Native women presently markets thousands of boxes per year. All the harvesting and production is done locally by family and community members. Kamchatka Herbal Tea owns an industrial drier and has its own facility.



Taste the Wild!

Nuelton Chai Sunny Tea

This tea was traditionally sipped after long hard trips following the reindeer herds. Our special blend includes wild harvested blueberries, rosehips and rose petals for a delicious, aromatic tea with fruit and floral tones.

Available in 90 g. 3" x 3" kraft box or 30 g. sustainably harvested birch bark triangle box (see far left).

Chai iz Lesnykh Jagod Wild Berry Tea

Fruity and flavorful, this tea is a wonderful taste experience. Our exclusive blend includes blueberries, wild rose petals and other berries, herbs and flowers wild harvested from the rich forests of Kamchatka.

Available in 90 g. 3" x 3" kraft box or 90 g. sustainably harvested birch bark cup (see far right).

For information contact:
thrigham@islandnet.com
Duncan, B.C. V9L 6K1
1.250.748.3882

HERBAL TEA TISANE of Kamchatka, Russia

The Kamchatka Herbal Tea Company is owned and operated by aboriginal women in the villages of Esso and Anavai in Kamchatka, Russia. Kamchatka forests are rich with blueberries, raspberries, honeysuckle, wild roses, and many other flavorful berries and herbs that are sustainably harvested to make our full-bodied, fruity herbal tea blends. Sharing a pot of hot herbal tea with family and friends has long been a part of Kamchatka tradition - a tradition the women of Esso and Anavai are preserving while maintaining a community-based livelihood.

All profits from the sale of Kamchatka Herbal Tea are returned to the harvesters and their communities.

The Kamchatka Herbal Tea Company gratefully acknowledges IUCN - The World Conservation Union - and the Canadian International Development Agency for supporting this initiative.



IUCN
The World Conservation Union

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IUCN-CIDA Project "Building Partnerships for Forest Conservation and Management in Russia"



Agence canadienne de
développement international



Canadian International
Development Agency



We are grateful for the IUCN-CIDA Project for providing us with an opportunity to return to our roots – now we know that our ancestors wisely dried all the products – meat, fish, herbs – so they would be easier to transport on reindeer through the long journeys. Now we know that they tried to take from Nature only what was needed for their sustainability, not destroying the biodiversity... The project helped us obtain the necessary certificates for our herbal teas, so now we can sell them. We believe that in four years, when the certificates expire, we will be earning enough money to renew products ... The major role of the project for us is that it helped build bridges to businesspeople who are now buying our teas ... Now we know, that people all over the World are studying their traditions and using them in their lives ... All summer and autumn people in Anavgai are busy harvesting herbs and berries for teas, and birch bark for packaging. During winter, children are already asking me about harvesting – it is fun for them, they want to participate ...

Nina Banakanova
Director, Kamchatka Herbal Tea
Anavgai, Kamchatka
the Russian Far East

It seems that people are living new lives now, everybody is busy doing something.

Octiabrina Indanova
Elder, Anavgai, Kamchatka
the Russian Far East

Dwarf Siberian pine syrup: traditions helped to set up a business

Another big project success was the development of a community-based business producing dwarf Siberian pine syrup for teas and toppings using a traditional recipe. Elena Posvolskaja from Tarija Itelmen Community, Kamchatka, was inspired after she read a book published by the project on the traditional use of dwarf Siberian pine in Native peoples' cultures in the Russian Far East.

This unique traditional product has had a successful entry into the Moscow market. Elena is planning on



expanding production in the near future. This business became an added activity for her community, who relied heavily on fishing, thus enabling them to diversify their activities and become involved in the production of the syrup.

NTFP International Fair and Forum in Moscow: new market opportunities and forest conservation



Through the IUCN-CIDA project, the International NTFP Fair and Forum in Moscow – an important initiative to support sustainable rural development strategies – was established. The participation of all key partners of the IUCN-CIDA Project on Kamchatka and Sakhalin, including the partners of IFC-Magadan Small Business Development Initiative, makes this a unique marketing opportunity for NTFPs made in the forest-based communities of the Russian Far East. The Kamchatka Herbal Tea Cooperative, the Shishkin family business, the Alescam and Tariya Native communities, the Bystrinski Information Center from Kamchatka, and Efrosinia Shkalygina and Nikolay Zhukov from Sakhalin, attended the Fair and Forum in 2004 and 2005. The major objectives of this event were to provide small businesses with opportunities to reach the new markets with their products, broaden their marketing contacts, discuss the problems of the industry such as bureaucratic and informational barriers. The Ministry of Natural Resources of Russia officially supported the event and approved the participation of the Federal Forestry Agency at

the Steering Committee of the Fair and Forum. The Federal Agency was involved in the Fair preparations and its regional structures actively participated in the Fair. We received very positive feedback from both participants and visitors, and decided to turn this initiative into an annual event. In 2005 we received support from the Royal Embassy of the Netherlands in Moscow, and the DOEN Foundation.

The reasons for the promotion of Non-Timber Forest Products³



Russian boreal forests are threatened by illegal logging, over harvesting of economically accessible timber stands, forest fires, and pests. Sustainable harvesting of NTFPs is one of the alternative ways of using forest ecosystems without destroying them. The sustainable use of NTFPs is especially important as an alternative means of livelihood for communities living in and near protected areas and other biodiversity hotspots. In addition to being an important source of additional income for forest-based communities, NTFPs also have a high cultural and spiritual value. Buying sustainably harvested NTFPs also helps to maintain traditional knowledge, or to rediscover it. The major goal of the Fair and Forum is to provide small businesses with opportunities to reach new markets with their products, especially overseas markets. NTFP harvesting has a long

tradition in Russian culture. Since the collapse of the Soviet Union, small businesses have developed, but they are still confronted with many problems. Their participation in the Fair and Forum helps them to overcome these challenges, broadens their marketing contacts, and allows them to discuss problems.

Fair and Forum "Gifts of the Forest - Culture of Use"

The First International Non-Timber Forest Products Fair and Forum was held in Moscow from October 30 to November 3, 2004. It was organized by IUCN-Russia in partnership with the Russian Federal Forestry Agency and several NGOs under the aegis of the IUCN-CIDA Project "Building Partnerships for Forest Conservation and Management in Russia." The name of the Fair – "Gifts of Forest – Culture of Use" – reflects the major idea of the event: to emphasize the sustainability of NTFPs use and their importance for the revival of many cultural and commercial traditions.



The First Fair and Forum attracted a lot of attention from professionals and the public. In five days, over 9000 people visited the exhibition. The International NTFP Fair and Forum became an important step towards achieving a sustainable economic development in the rural areas. Having received very positive feedback from participants and visitors, we decided to make the Fair an annual event. The Second International Non-Timber Forest Products Fair and Forum was held in Moscow on September 24-28, 2005. More than 80 companies and individuals exhibited their NTFPs at the event, which hosted over 25 000 people. One of the highlights of the 2005 Fair was Christopher Westdal's visit, the Ambassador of Canada to Russia.



³ Shmatkov N. (ed.) (2005) Second Non-Timber Forest Products International Fair and Forum in Moscow. Catalogue and Conference Proceedings. IUCN Office for Russia and CIS, Moscow, Russia, 100 pp.



Products sold at the Fair and Forum

The Fair's participants, mostly private businesses, varied from artists creating pictures on birch bark to private businesses that process and preserve wild mushrooms and plants. Also present were Native peoples' cooperatives and groups supported by the IUCN-CIDA project in Kamchatka and Sakhalin such as Aleskam, Alney Ichinski Community, and Kamchatka Herbal Tea. These groups produce Siberian pine nuts, herbal teas, wild berries jams, birch bark crafts and other products from the taiga forest. Last year, Fair awards were given to the Native Itelmen community "Taria" from Kamchatka, which produces syrup made from dwarf Siberian pine needles according to an ancient traditional recipe, to Shishkins' family birch bark weaving business, to the Kamchatka Herbal Tea cooperative and several other IUCN-CIDA partners. Reports on statistics and feedback from the participants and visitors can be obtained on the Fair's website www.dary-lesa.com.

The Forum part of "The Fair and Forum" is about NTFP sustainability, market opportunities, marketing and harvesting methods. Scientists, politicians, NGO leaders and businesspeople are invited to give conferences in order to share experiences, to find ways to overcome negative tendencies, and to organize economically, socially and ecologically sustainable uses for NTFPs. Fair and Forum participants can participate in this event by organizing a roundtable or holding a conference.

The NTFP Fair and Forum in Moscow put me in touch with the Moscow market. Several serious companies are interested in buying our dwarf Siberian pine syrup. I am really proud of the award I received at this Fair, and I have integrated it onto the product label. The project opened the doors to many new friends and partners, and not only abroad – in Italy and in Canada – but also on Kamchatka.

Before the project, our focus was solely on fish processing. Now the people in our community can make additional income on the pine. It is a real pity that the project is coming to an end ... but I hope we will stay friends with IUCN.

Elena Posvolskaja
Tarija Native Itelmen Community Leader
Viluchinsk, Kamchatka
Russian Far East

When sustainability is an issue: the health of people and resources

NTFPs and people's health: a natural pollutant's challenge



Kamchatka is a young land brimming with geo-logical activity and mineral abundance. This abundance brings with it a variety of challenges to the conservationist and to the health of the local communities. (See page 42)

The risk of potential contamination from naturally occurring heavy metal and mineral exposure does exist for the local population as these elements are found in and near gravel and dirt roads, hot springs and ash falls. It was therefore imperative that an objective of the Project be the avoidance of NTFPs harvested in these risk sites thereby ensuring safe NTFP products for the consumers and



reducing the contamination risk to the local communities.

All members of "Kamchatka Herbal Tea" cooperative carefully studied the results and recommendations provided by the scientists on the content of toxic substances in wild harvested plants. This is the first time that this type of research has been done in the place where local people live and harvest NTFPs. Now we know where we should harvest the plants used for production and for our own consumption in order to ensure high quality herbal teas that pose no danger to our health ...

Nina Banakanova
Director, Kamchatka Herbal Tea
Anavgai, Kamchatka
the Russian Far East

Bystrinski Nature Park and community development: is the dialogue possible?



The region of Kamchatka is faced with severe economic challenges. This makes the exploitation of the natural mineral resources in this ecologically sensitive area an attractive solution for members of the local and regional administrations. Experience shows us that industrial development does very little to improve the economies of local communities. Furthermore, mining would potentially make it impossible for the Native communities to pursue their traditional activities, as well as damage the potential of NTFP business incentives, eco-tourism, reindeer herding and wild salmon harvesting. Health risks posed to local communities would also be increased with mining of specific ores such as gold which uses cyanide in its processing.

Quantity vs. quality

The project focussed on encouraging communities to produce high quality products. The value added approach not only addresses the geographical challenges such as the enormous distances the products have to travel to get to Moscow and then the added distance for those products destined for shipment to outside markets, but also helps to preserve nature. Harvesting of smaller quantities of

herbal teas and then packaging them into hand-made sustainably harvested birch bark containers brings more return into the communities than marketing large volumes of herbs as a raw material would offer. So far, almost all the NTFP products produced through the project in Kamchatka and Sakhalin – herbal teas, crafts, pine syrup – are marketed in this manner.

Berry picking

The goal of the research was to establish a long-term monitoring program to examine the impacts



of various harvesting methods on *brusnika* (*Vaccinium vitis-idaea*), an important NTFP in Bystrinski District. Research sites were chosen with the assistance of the community based on the traditional sites used for picking *brusnika* berries. Our aim was to determine if and how harvesting berries with the use of rakes, and picking leaves for herbal teas had an impact on berry and leaf production in the following years. The Bystrinski Park Director and Ms. Taisia Solodikova, a Native community leader were field trained in establishing sample plots, in using different methods of harvesting, and in performing basic mapping of the sample plots. The actual research was conducted with the help of members of a local tourist and environmental club for youth-at-risk. By establishing long-term monitoring over a number of plots, we hoped to compare the influence of various harvesting methods on the NTFP resource base over time. We believed the results would assist local communities and the Nature Park Administration to choose long term sustainable methods and levels of harvesting, and find a proper balance between the two major objectives of Bystrinski Nature Park – biodiversity preservation and support for the traditional culture and way of life of Native residents.

Currently the policy is to squeeze the people out of the Northern territories of Russia, from Kamchatka in particular. What use is it to have a good job when the Region cannot provide a living, and your village, town or city does not have a future? ... I think that all of our major problems stem from this. Even

those who have lived in Kamchatka for decades start to think as "colonizers". Alcoholism, suicide, the heartless attitude towards the environment, poaching, and laziness are all simply effects... The Nature Park has the opportunity to combine the interests of the population (limited human activities are allowed) and nature conservation values.

I think the NTFP Component of the IUCN Project in Kamchatka is an example of the development of alternative livelihood strategies for Native people. Of course there are some problems and some mistakes, but the work is going on, and some results



are really impressive (for example, "Kamchatka Herbal Tea" is established and sells products to Canada). I think that the results of NTFP business development in Kamchatka are very good, considering that it all began with nothing.

Igor Kokorin
Director
Bystrinski Nature Park
Esso, Kamchatka
the Russian Far East

Golden root of Kamchatka

A three-year community-based sustainability research was undertaken in the Bystrinski Nature Park. This research is now finalized. Denis Kirichevski, an active participant of the Bystrinski Information Centre and the leader of the 'Sapsan' Club for the youth-at-risk, along with the assistance of Igor Kokorin, the Bystrinski Nature Park Director and members of 'Sapsan', researched the harvesting of golden root (*Rhodiola rosea*), a Red Listed species which root is used by local people as a stimulant and a tonic. The research data demonstrated clear opportunities to develop methods for sustainable harvesting of this root based on the partial extraction of the root mass. The method practised by local harvesters (the extraction of the whole plant) was not sustainable and was potentially leading to resource depletion. The recommendations for harvesting were developed and shared with the stakeholders.

Birch bark harvesting: traditions of sustainability

At the beginning of the birch bark weaving workshops organized by the project, concerns over the sustainability of bark harvesting were expressed by communities and some officials. Nikolay Shishkin,

ourselves after the IUCN-CIDA Project ends. We are pleased to have helped local communities to develop their small NTFP businesses through the development of this research and through workshops on legal issues of birch bark harvesting. The project



Native birch bark weaver and the leader of the workshop explained the manner in which the bark is harvested in a sustainable way, which allows a tree to continue growing and developing in a normal way. This method of extraction is a traditional way in which Native people of Kamchatka harvested the bark to transport and store fish and berries. The time of harvest, tools, and the method used to make the cut are imperative in order to ensure the sustainability of the harvest and the high quality of the harvested bark. According to traditional practices, the bark has to be harvested from living trees to ensure the best quality of the final product. Data based on long-term observations by the traditional harvesters show that this method is sustainable. However, scientists were unclear what harm, if any, could be caused to a tree by the bark harvesting. To address the public concern on the sustainability of the traditional method, a two-year research and monitoring program was set up by the Bystrinski Forest Management Unit.

also helped us to ensure that these businesses would not harm nature. The project developed and put into practice a mechanism of collaboration between local communities, business people, crafters and our forest management unit to make the birch harvesting less costly and less harmful to the nature of the Bystrinski Nature Park.

Alexei Smetanin
Acting Director
Bystrinski Forest Management Unit
Esso, Kamchatka
the Russian Far East

Dr. Ludmila Kurlovich, a Moscow-based NTFP expert offered a brief review of research done on bark harvesting in central Russia, which clearly demonstrated that there was some effect to young trees only whose bark was harvested. However young trees are not generally used for crafts because of the small diameter. The research began in August 2003 with the assistance of the Kamchatka Herbal Tea cooperative. The main result of the research showed that bark harvesting of live mature trees is sustainable if done properly. However, there were some indications that the harvested trees could be more susceptible to fungi. In any case, we recommended that community-based businesses harvest trees which are destined to be cut for firewood or other uses, or if possible, to use the bark of trees which have already been harvested.

Bystrinski Information Centre: bringing partners together

In order to ensure long-term sustainability of the project results in the region, local communities, IUCN and the Bystrinski Nature Park created the Bystrinski Information Centre for the Bystrinski Nature Park in 2002. One of the Centre's objectives is to foster the dialogue between the Park and local communities and to support the community-based NTFP small businesses in Bystrinski District of Kamchatka as a resource centre, which gathers and shares information. The Centre publishes the Lukoshkiny Vesty, an informal electronic and paper digest of the IUCN-CIDA Project partners on Kamchatka and elsewhere. For over a year the Centre was the headquarters of the Bystrinski Nature Park, providing the Director of the Park with office space, computers and other office equipment and Internet. The Centre is staffed by the Director and the office manager (both part time), and volunteers. At present the Centre plays an important role in developing partnerships among various sectors and stakeholders in Kamchatka, In 2004 the Canada Fund supported the Bystrinski Information Centre. Processing equipment, including an industrial drier and machinery for the production of crafts were donated. This helped the Project to establish the Shared Processing Facility in Esso

The results of the birch bark harvesting sustainability research are really important for the local forest management and we will prolong this research by

which provided community members with the necessary equipment for their small NTFP businesses.

Bystrinski Information Center provided a lot of new opportunities for the Native people of Bystrinski District. The Shared Processing Facility supported



by the Canada Fund became a practical opportunity for local people to produce dried herbs and berries as well as birch bark crafts ...

Uliana Danilova
Volunteer
Bystrinski Information Center
Esso, Kamchatka
the Russian Far East

Bystrinski Information Center is the most successful initiative of the IUCN-CIDA Project on Kamchatka – it did a lot for our communities and the Park.

Igor Kokorin
Director
Bystrinski Nature Park
Esso, Kamchatka
the Russian Far East



Preservation of traditional knowledge: the community choice

Native people and plants of the Kamchatka peninsula

With 29 active volcanoes, some reaching over 4,000 metres in height, and the largest surviving populations of wild salmon and brown bear, Kamchatka has a richly deserved reputation as a wild and relatively untouched land of 'fire and ice'. Apart from the difficulties presented by living in a remote area with a harsh environment, many of Kamchatka's residents faced new challenges brought on by the collapse of the Soviet regime. Since the early 1990s, communities in Kamchatka (and elsewhere in the country) have suffered an economic decline exacerbated by the withdrawal of federal support to outlying regions and the decline in use of traditional resources such as reindeer herding.

Back at the 1960s and 70s the government program of 'village enlargement', and the closing down of small villages was aimed at providing people with better social services, health care and education. However, it is now recognized that this program caused the deepest rural population crisis ever

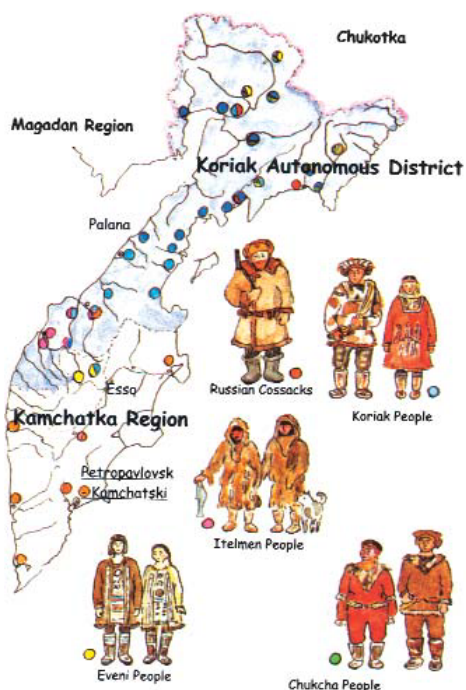
seen in Russia since the Collectivization in the 1930s and World War II. Traditional livelihoods were disrupted all over Russia, but what was experienced in Native villages in the Russian Far East was the virtual extinction of their traditional culture.



Keeping the traditional knowledge: Native people of Kamchatka

There are a number of small Native nations inhabiting Kamchatka peninsula, some of which are on the verge of cultural degradation and physical extinction. The Itelmen is a small nation who has lived in the Central part of Kamchatka since ancient times. Centuries ago they inhabited areas close to the main river of the peninsula – the Kamchatka. They now live in a few small villages, including Kovran, their unofficial 'capital.' The Itelmen now number about 1100 people with only 35 of them able to speak their Native language. The Itelmen are hunters, fishermen and harvesters of wild plants.

People of the Kamchatka Peninsula



Stepan Krasheninnikov, one of the first Russian explorers of Kamchatka noted: *"They know the names of all their herbs, they know that the medicinal properties of plants are different at different times and locations ..."*.

The Eveni people, originally from Siberia, now live mostly in the mountainous villages of Esso and Anavgai in the Bystrinski District, where approximately 700 Eveni live in a compact group. As with the Koriak and Chukcha, the Eveni were mainly reindeer herders, although some also lived in villages near rivers or the seashore where they fished and hunted. Their knowledge of the use of wild plants is extensive, but most of it is adapted from the Koriak and Itelmen people.

The Koriak people were once a flourishing nation, which lived throughout Kamchatka and in the nearby areas of Siberia. There were two major ethnic groups of Koriak people: Chavchuvani, nomadic reindeer herders, and the settled Nimilani. As with

Chukcha, Inuit, and Itelmen people, Koriaks have a rich heritage of folklore about the Great Raven Kuikineku who created the land, birds, animals, and people. Koriaks, and especially the settled Nimilani, have an extensive traditional knowledge of the edible roots, the wild herbs, and the medicinal plants of Kamchatka. The total population of the Koriaks is now less than 9000 people.

Chukcha people live mostly in the Arctic region of Chukotka to the North of the Koriak Autonomous District. The Chukcha were once a warrior nation, living in a state of constant conflict with other Kamchatka Natives over the control of reindeer herds. They also have a rich traditional culture of wild plant use. There are currently less than 1500 Chukcha people living on Kamchatka.

Participatory approach and traditional knowledge preservation

The participatory approach to project development and implementation was one of the basic principles of the project. This allowed for more pragmatic decisions based on local experience, but it also gave the communities a stake in the project. The project team (which included local coordinators) worked hard to ensure that the interests and visions of local people in the Russian Far East were included in the project's design and implementation. The team was especially proud that the participatory approach led to cultural issues being given more attention in the project. Although community economic development was the primary goal, the revival and sharing of Indigenous knowledge about NTFPs – especially for younger people – was identified by participants as a key concern, and became a focus for the development of educational materials developed through the project. Examples of the educational dimension of the project are the publication on traditional use of dwarf Siberian pine, which was officially recommended (the Russian/Native version) as a reading book on local history and culture for the schools of the Koriak Autonomous District, and the workshops on the traditional art of sustainable birch bark harvesting and weaving, one of which was videotaped for further distribution by our local partners. The Russian/Native edition of the dwarf Siberian pine book contains traditional stories, legends and recipes written in several Native languages



of Kamchatka. About 1000 copies were supplied to the schools and libraries of Kamchatka.

Forefather of the Koriaks – a step toward traditional knowledge revival

In 2002 the Koriak Institute for Raising Teachers' Qualifications, along with the help of Russian and Canadian consultants and a lot of people from the Native communities of Kamchatka, published a book called "Forefather of the Koriaks: dwarf Siberian pine in the material and spiritual culture of Native peoples of Kamchatka and Koriakia (the Russian Far East)".

The book contains poems, stories, tales, legends, and recipes related to dwarf Siberian pine (*Pinus pumila*) – a low-growth tree widely distributed throughout the mountains of the Russian Far East. In the book, readers find biological information about the tree, an overview of its spiritual and material importance for Native peoples of the Kamchatka peninsula, an overview of opportunities for sustainable small business development on the basis of various products which can be produced from this tree, and brief information about different Native nations living on Kamchatka. The book specifically focuses on Native peoples' traditionally respectful approach to natural resource use. The book was illustrated by Native artists living in the Koriak Autonomous District of Kamchatka.

Our Institute was created 13 years ago and is unique to the Koriak Autonomous District. The audience for our work is mainly teachers of Native languages of Aboriginal peoples of Kamchatka from 35 villages. The Institute provides both scientific and practical assistance for teachers of school sub-



jects connected to Aboriginal culture, art, handicrafts, and regional and local history. We also provide help to kindergarten and elementary school teachers, and to social activities staff.

We are happy that our experience and collected materials helped to write the book "Forefather of the Koriaks ...". We believe that this book and hopefully subsequent publications will help to preserve the "Thread of Knowledge" that was kept alive over the centuries by our ancestors in the face of many challenges and dangers. Among the authors, illustrators and contributors of this book are representatives of many nations: Itelmen, Koriak, Eveni, Yakut, Chukcha, Russian, and Canadian. We believe that our efforts will help to preserve traditional knowledge and culture, and most importantly, to share it with young and future generations of Aboriginal people. We are delighted that children will be able to read this book at schools all over Kamchatka. This reading will help them to under-



stand the role of wild harvested plants in our culture and to learn how to use these plants in a careful and sustainable way.

We are grateful to the Government of Canada and IUCN for their support of our work. We wish to

develop further partnerships with research and educational institutions in Canada and elsewhere, and also with our Brothers and Sisters in spirit and blood – the Native people of North America, who, like us, survived due to the abundance and generosity of wild plants.

Evdokia Pronina

Director

Koriak Institute for Rising Teachers Qualification,

Palana

Koriak Autonomous District,

the Russian Far East

Traditional Knowledge Camp on Kamchatka



IUCN, ProSiberia (Germany), Bystrinski Information Center and a large number of local and regional stakeholders organised a Traditional Knowledge

Camp in the traditional Native villages in Bystrinski Nature Park in July, 2005. About 45 young Kamchatka Native participants and international students, including a Canadian First Nations' community representative, were selected. The website of the Camp www.summertimecamp-kamchatka.org was developed.

The focus of the Camp was on the reintroduction of traditional knowledge back into Native communities. We envisioned the Camp as providing training and a forum for knowledge exchange on the sustainable use of biological resources including NTFPs and traditional practices and their possible implications for community-based small business development. A dozen international university students, young leaders from Canada, Germany, Italy, France, Switzerland, USA and other countries, and 35 young Kamchatka people (mainly from Esso and Anavgai) took part in this unique experience.

The participants were housed in traditional yurts and balagans in the Menedek Traditional Nomadic Camp situated in the middle of the forest approximately 2 kilometres from Anavgai. The floors were covered with small pine branches on which reindeer furs were placed. This rustic and traditional housing is in fact very comfortable and warm. In the middle of the yurt a fire remained lit throughout the night. The fire not only heated the yurt but its smoke helped keep the numerous and ravenous mosquitoes away.

Delicious foods were prepared on open fires by chefs and participants. The water source need-



ed for cooking, washing and bathing came from the nearby Anavgai River. The meals were shared in the communitarian yurt or outside on benches. The Camp's goal was not only to teach traditional ways and share in sustainable resource knowledge, but also to foster positive, strong bonds between the various participants. This was accomplished through the youths' daily participation in normal camp life, games and other activities. The rustic nature of the traditional campsite was ideal in creating the atmosphere of cooperation.

A variety of classes were held during the camp, such as bone carving, fur processing, woodcarving, fish skin processing, birch bark weaving, and beadwork. These classes, organized and pre-sented by true Native masters were very popular among participants mainly because of their hands-on participatory approach which allowed each member to make baskets, small souvenirs, and traditional collars. The masters were passionate about sharing their knowledge and in turn, the participants were active, dedicated and motivated to learn. The most popular of the master classes were birch bark weaving and fish skin processing.

Geraldine Zosso,
Switzerland,
Project Coordinator, IUCN Office for Russia
and CIS

Our objective was to help preserve the know-ledge and spiritual culture of the Kamchatka Aboriginal



peoples by offering local and inter-national youth the opportunity to explore the many different facets of traditional life through their camp experience. Living together under the roof of a traditional house, learning tradi- tional skills and knowledge including dance and ceremonies offered a unique opportunity for international university students to learn more about the traditions and nature of the Russian Far East, but most importantly, it helps preserve and reintroduce traditional knowledge to the local Native people. The Camp had many activities including learning, research, and entertaining. However, its main focus was the master classes of traditional knowledge and skills, held by experienced local trainers. These master classes taught the participants how Native people build their traditional houses, make traditional ornaments of beads and fur, process reindeer skins, make traditional clothing, and make traditional cups and barrels from birch bark and dry grass. Native women taught participants how to make herbal tonic and medicinal teas, and taught them traditional dances and songs. They also taught the youth the traditional kinds of sports. The Camp also offered nature tours on foot and horseback and held meetings with Native Elders and youth. The Camp participants had ample opportunity to learn about the history of the Native peoples of the Russian Far East, their traditional knowledge and practices, and the wild nature of Kamchatka.

Camp participants also had an opportunity to learn about the IUCN-CIDA Project on NTFP small business development. Many of the Camp's master classes and field trips were organized by project partners and community businesses and NGOs that sprang up out of the IUCN-CIDA Project, such as the Kamchatka Herbal Tea Cooperative, the Shishkin Birch Bark Weaving Enterprise, the Shared Processing Facility and the Bystrinski Information Center.

I want to build strong relationships between the Indigenous peoples of Kamchatka and Canada in order to promote knowledge exchange that will benefit the Kamchatka environment and the empowerment of its Indigenous peoples.





I had an opportunity to visit Kamchatka in September 2004, where I befriended several Koryak and Itelmen people. Since then I have been working with these new friends to plan a Kamchatka-Canada knowledge exchange initiative. By chance, I heard about the IUCN-CIDA Summer Camp, and knew immediately that its purpose aligned exactly with my goals, and I saw the potential it had for building Canada-Kamchatka relations.

I am originally from a First Nation community in Canada (Fort William First Nation). Since I began working as a professional in the field of environmental stewardship I have worked primarily with Indigenous peoples environmental projects; I know that I will continue with this focus. Therefore, my attendance in the IUCN-CIDA Summer Camp was an investment in both my working relationship with the people of Kamchatka (through knowledge shared, and friendships made) and in my ability to foster long-term relationships between Kamchatkan and Canadian Indigenous peoples for the future.

The Summer Camp was an amazing opportunity for me and the other international guests to learn more about the people and ecological issues of Kamchatka. We were met with great enthusiasm by the local people, and made many new friends and contacts. Furthermore, the local participants made many contacts with people in a variety of western countries, which I am sure will prove valuable for the future.

In closing, I would like to say that the atmosphere at the camp was of professional stature; the organ-



izers and support team did an amazing job. I hope to play a role in the organization of next year's Camp, and will continue to support the indigenous peoples of Kamchatka in their exciting future.

Damien Lee
Ontario, Canada

Science and traditional knowledge: creating links

One of the important objectives of the project was to provide local businesses, amateur business people and communities with the necessary scientific information on species, sustainability of harvesting, and methods of use and opportunities for product development. A number of leaflets and books were developed by the project team to support this interest. Two publications – "Gifts of Sakhalin Forests" and "Gifts of Kamchatka Forests" – provide local stakeholders with insights to traditional knowledge accumulated and analyzed by scientific and research organizations such as scientific knowledge on the botany and ecology of wild harvested plants, traditional and modern practices of their use in medicine and technology, and their use as a food source.

Gifts of Sakhalin Forests: plants, legends and people

Alexei Zhukov, an expert of the Sakhalin Forest Service, was invited to participate in the project's Regional NTFP Festival in Esso, Kamchatka. He held a number of meetings with community members in the Bystrinski District and with members of the Kamchatka Herbal Tea cooperative where he discussed the sustainable methods of NTFP harvesting and methods that ensure and monitor high product quality. These meetings gave the local communities the added skills and knowledge needed to ensure the highest quality for their products.

Alexei became a major contributor of the "Best Practices" guidelines for NTFP harvesters: "Gifts of Sakhalin Forests: people, plants, legends". The guidelines were developed along with the help of our other Sakhalin partners and Moscow-based NTFP

experts from the Federal Forestry Agency. These partnerships were facilitated by the IUCN-CIDA project. The publication proved to be very successful with the author, Alexei being invited as a leading expert and a guest speaker at the Chelsea Flower Show in the United Kingdom in 2005. Almost 1000 copies of the publication were distributed in Sakhalin and Kamchatka to interested communities, forestry and PA professionals, village and Oblast administrations, libraries, schools and business people.

The purpose of this publication is to provide Native communities, NGO leaders, business- people, and teachers with information on the biology, productivity and use of the main NTFP species of Sakhalin and the Russian Far East. The publication also provides information on the conservation and sustainable use of flora, and traditional knowledge on NTFP use and preservation.

We hope this book will offer many people the opportunity to discover the rich world of Sakhalin's wild harvested plants, and explore the ways of our ancestors in their traditional use of herbs. We would especially be pleased if the book inspired readers to create their own NTFP-based business – this is the main objective of the book.

Nikolay Shmatkov
IUCN-CIDA Project NTFP Component Coordinator
Forest Conservation Program Manager
IUCN Office for Russia and CIS

I believe that the knowledge I have accumulated from various literature sources and verified through my own practical work as "a herbalist" and "a medicinal man", all the pearls of ancient traditional knowledge of Native people of Sakhalin, and my own observations and lessons learned will be interesting for readers and will help them to discover an amazing World of Wild Plants of the Russian Far East, to be used with respect and care.

Alexei Zhukov
Forestry Expert
Tymovski Forest Management Unit, Ado-Tymovo
Sakhalin Island, the Russian Far East

We are grateful to Alexei Zhukov and the IUCN-CIDA Project for now we are able to produce quality herbal teas and participate in international fairs ... Now we are good friends with Alexei who continues to support us through the sharing of knowledge and experience ...

Efrosinia Shkalygina
Elder
Chir-Unvd, Sakhalin Island
the Russian Far East



Gifts of Kamchatka Forests

The purpose of the publication "Gifts of Kamchatka Forests" was to provide local stakeholders with a literature review and analyzes of the botany, ecology and use of Kamchatka wild harvested plants. The publication's illustrations, done by professional botanists, are intended to help local peoples effectively identify plant species. The literature review was developed by a group of experts of the Biology and Soil Institute (Vladivostok), Kamchatka Branch of the Pacific Institute for Geography and the League of Independent Experts (Petropavlovsk-



Kam- chatski). The book received a positive official review by the Ministry of Natural Resources of the Russian Federation. The publication also received very positive informal feedback from botanists and experts from the Russian Far East. The publication

was widely distributed in Moscow and in the Russian Far East among communities, protected areas managers, local and regional libraries, and scientific organizations.

Building partnerships ... in birch bark weaving!

The major objective of the NTFP Component of the Project was to help local communities in the Russian Far East to successfully develop small businesses based on sustainable harvesting and processing of wild plants. During the research phase of the project, we realized that consumers pay great attention to packaging. A birch bark container is an original and attractive alternative. This packaging gave the product a unique appearance and its production helped revive the traditional knowledge of NTFPs in the Russian Far East.

The production of birch bark utensils and crafts is common among traditional boreal cultures. It is one of the important characteristics of the Aboriginal cultures of the Russian North and the Russian Far East. However, on Kamchatka, the production of birch bark crafts was almost completely forgotten. Nonetheless, we managed to find a Native family, which had continued creating and selling birch bark crafts hundreds of kilometres from the Project villages.

The IUCN-CIDA project provided us with a great opportunity – to have an input in the traditional knowledge revival on Kamchatka. Before the project, no one was interested in learning the art of birch bark weaving. Now we have small training facilities in two villages, and many people have been trained in the production of marketable products. We now have the support of local authorities, which are assisting me in my work.



We had never before been invited to give trainings. We are really inspired by our community students' diligence and we believe that birch bark weaving will once again become important for the livelihood of the Native people of Kamchatka, just as it was before.

Nikolay and Ludmila Shishkin
Traditional Crafters, Milkovo
Kamchatka, the Russian Far East

Nikolay and Ludmila Shishkin

Nikolay Shishkin is a Native man in his 50s who was employed as a local fire fighter. Until re-cently, birch bark weaving was a hobby for him. His parents introduced him to the art during his childhood, but his interest in crafting only became serious when economical disruption in the country forced a lot of people to seek alternative sources of income. When we approached Nikolay, he agreed to help his Native family in Esso and Anavgai by teaching them how to produce quality birch bark containers. Nikolay Shishkin and his wife Ludmila, both birch bark master crafters did an excellent job in teaching the workshops in Esso and Anavgai.

Birch bark weaving: this is in our genes!



Among all of the activities aimed at traditional knowledge revival and small business development, the





birch bark weaving workshops were the most popular and successful. The interest in the workshops was high. Many new communities from all over Kamchatka participated. Andrei Adukanov, the trainer of the Anavgai Traditional Crafts Technical School attended a workshop and was among the most successful students. Following the workshop he provided training on sustainable birch bark harvesting and weaving to his own students in the crafts school so that they could start working on the production of birch bark containers for the communities that were producing the herbal teas. We believe that the approach taken – to train people who can train others – not only helps to spread the cultural benefits of the original training, but also concentrates the economic benefits in Bystrinski communities giving members access to extra income and offering them a place in the Project. It was important to organize the workshops in a way that not only provided people with training on how to produce creative things out of birch bark, but also gave them skills to make 'marketable' crafts which could offer them a means of generating extra income.

"I was really fascinated by Shishkins' trainings! I think it is something in our genes. I have never done birch bark weaving before, but my fingers seemed to have a memory of working with bark - bark weaving was easy to learn at this workshop. I can remember different birch bark household items in my mother's traditional homestead when I was a boy. However, in the 1960s Native people of Kamchatka including our family, were forced from our villages to larger settlements and most of our

spiritual connections to Nature as well as traditional practices, were cut off.

I am grateful for the opportunity to receive this training on our traditional skills; I hope to eventually train others in birch bark weaving. The project provides people with an opportunity to relearn the



skills of their parents and grand- parents, and if they choose, to apply these old skills to the modern challenge of fashioning a livelihood in 21st Century Russia."

Valentin Solodikov
Native people community leader, Esso
Kamchatka, the Russian Far East

Traditional knowledge revival: the long-term benefits

A good indication of high public interest in the project and specifically in the preservation and reintroduction of traditional knowledge back into the communities was the production of a film on the Birch Bark Traditional Weaving Workshop produced by the State TV and Radio Company "Kamchatka", as an in-kind contribution of the Company to the project. This program was repeatedly shown on Kamchatka and in other regions of the Russian Far East. In addition, the presentation of this film at the 76th Anniversary of the Bystrinski District held in Esso was attended by over 40 participants including representatives of the local and Regional administrations. The short version of the film is translated into English and was shown to the First Nations Communities in Canada by the Northern Forest Diversification Centre.



Make Kamchatka traditional birch bark cup and spoon all by yourself!

1. Cut a circle from a piece of bark and cut a sector out

2. Fold the birch bark and fasten with a clip

3. Cut a dry twig for a handle

4. Attach the handle to the folded bark with a linen thread

5. Enjoy your 'organic' spoon!

This birch bark spoon design is believed to have been introduced to Kamchatka by Russian Cossaks centuries ago.

Please consult forestry experts for sustainable harvesting methods and the proper season!

1. Cut a square or rectangular piece of birch bark as well as little straps for strengthening

2. Soak corners of the bark in very hot water for several seconds

3. Fold the bark to form a bowl and secure with clips

4. Fold the bark to form your bowl, sandwich each folder end between a pair of bark strips

5. Secure the strips with linen thread

Congratulations! You have just made a genuine Kamchatka Native peoples' birch bark cup. Use it next time you drink your favorite cup of teal!

Project management

Project managers

The project was implemented by the Canadian office of IUCN, IUCN-Canada, also known as The World Conservation Union. Project implementation was a partnership between the IUCN Office for Russia and the Commonwealth of Independent States, an IUCN Country office, and the Temperate and Boreal Forest Programme which is a global thematic programme that used to be housed in the IUCN-Canada office, but was transferred to Moscow in 2004. The role of the thematic programme is to support the country office in project and programme delivery, and ensure IUCN's financial and reporting responsibilities to CIDA. Accordingly, the project established smooth channels of communications between CIDA and the Temperate and Boreal Forest Programme, and between the Temperate and Boreal Forest Programme and the IUCN Office for Russia and the CIS.

During the first stages of the project, Ms. Danielle Cantin, Assistant Coordinator of the IUCN Temperate and Boreal Forest Programme based in the IUCN-Canada Office in Montreal, was the Project Director. The Project Manager was Dr. Victor Teplyakov, Coordinator of the Forest Conservation Programme in the IUCN Office for Russia and the Commonwealth of Independent State, located in Moscow. Each of the three components had a component coordinator based in

the IUCN Office for the CIS under the management of Dr. Teplyakov: Ms. Elena Kopylova for the PI component, Dr. Alexey Blagovidov for the PA component, and Mr. Nikolay Shmatkov for the NTFP component. Additional project supervision and support was provided by Dr. Andrew Deutz, Coordinator of IUCN's Temperate and Boreal Forest Programme located in IUCN-Canada, and Mr. Vladimir Moshkalo, Head of the IUCN Office for the CIS.

Later on, due to changes in project management as well as in IUCN, the following structure was established: the position of Project Director was eliminated and Dr. Victor Teplyakov became manager of the project. When Dr. Andrew Deutz changed his position within IUCN, he was replaced by Mr. Tom Hammond from the IUCN-Canada Office.

The project also formed a Joint Management Committee (JMC). The functions of the JMC were to facilitate communication and planning, to review and approve annual work plans and budgets, make decisions on the use of activity fund, review and recommend any significant changes in the project budget to CIDA, and assess and make recommendations on the strategic direction of the project. The JMC also worked with a group of external advisors who provided advice on project direction and delivery.

The JMC met four times over the course of the project. There were many other management activities described in the quarterly and annual narrative reports.

A mid-term project evaluation was undertaken by CIDA in September 2004. The report showed that the CIDA funded project was reaching its goals of building a civil society, of supporting nature conservation, and creating sustainable livelihoods via NTFP small business opportunity initiatives.

Missions

Danielle Cantin, Director of the project, came to Moscow at the end of 2000 to assist in the planning of the strategy for the implementation of our project activities. During this period, our team met



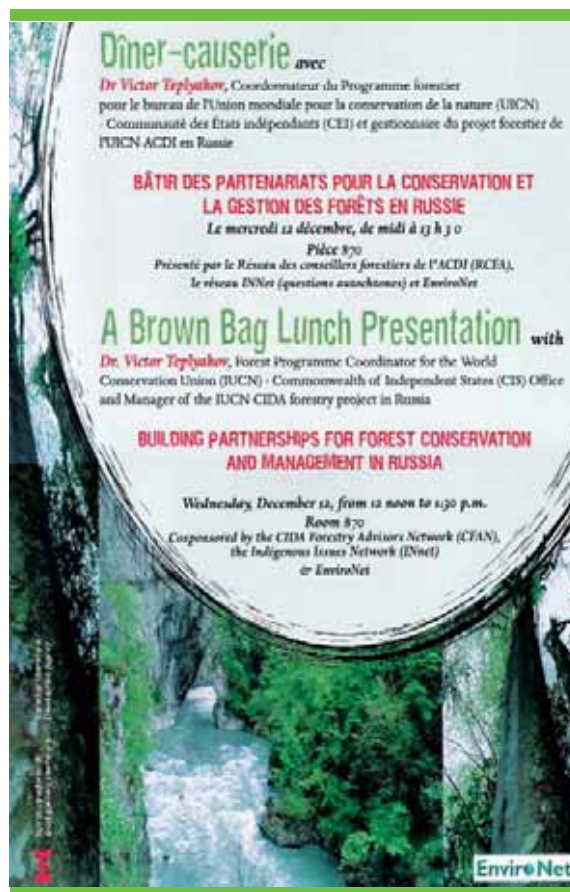
with various partners with whom we would collaborate throughout the duration of this project. IUCN also convened a roundtable discussion in Moscow with international and Russian civil society organizations and with official representatives from the Ministry of Natural Resources of the Russian Federation. The goal was to share information and coordinate future activities in the development of sustainable non-timber forest product businesses in the Russian Far East. By the end of the year we had produced a solid project implementation strategy for the next 15 months and a communications strategy for the life of the project. We had also developed key project partnerships in Russia by involving our Russian partners in the project planning cycle. As a result, the project had the necessary technical, managerial, financial and communications systems in place to ensure effective delivery in all three components.

In February and March of 2001, Danielle Cantin took part in organizing and participating in the launch of the project which involved workshops on project planning, monitoring and evaluation, seminars to adopt WWF methodology to the Russian context and train WWF and IUCN staff on its proper use, and meetings with various partners with whom we would be collaborating during the life of the project - namely WWF RPO, Eco-centre "Zapovedniki", Saint-Petersburg Society of Naturalists, a number of senior officials from Russian protected areas, members of the scientific community, and governmental agencies.

The project manager had an opportunity to visit with his colleagues in Canada in December, 2001. During this mission, Victor Teplyakov and Andrew Deutz presented an overview of the project at A Noon-Hour Conference - A Brown Bag Lunch Presentation (CIDA HQ, Ottawa, Canada, 12 December 2001). Via Le Monde presented its 7 minute video clip of the future film about the project, "A Forest for Today and Tomorrow" that was aired in 2002. Drs. Teplyakov and Deutz also met with Universalia and developed draft Terms of Reference for the mid term project evaluation. These TOR were shared with CIDA for review.

Vladimir Moshkalo, the Director of IUCN-CIS Office visited Canada in March 2002 where he made a presentation of the project at CIDA's Partners Network Meeting (Canada, Ottawa, 19-20 March 2002).

The project team agreed that such meetings were very useful to our project implementation because they gave us new ideas, created a forum to share our views and our lessons learned, and allowed us to meet people from other cultures working in other fields. Such meetings enriched both the people and the projects they were involved in. During the project implementation, regular meetings of IUCN staff involved in the project were held. The project team used any opportunity to meet with colleagues and partners as well as with CIDA officials both in Russia and Canada.



JMC as a good instrument for management

As soon as the project began showing positive results, CIDA gave us more freedom to offer new activities and to elaborate certain aspects of the project. Such was the case in the extension of the project into Kamchatka, and in the expanded development of the Bystrinski Information Centre. Our toxicity study proposal to CIDA became a pilot project to the future UNDP/GEF project. Many other similar issues were also officially approved by the Joint Management Committee (JMC) that was organised under the Contribution Arrangements between CIDA and IUCN.

The JMC met four times over the course of the project and each meeting was well documented. The first Joint Management Committee meeting (JMC-1) was held at the IUCN-Canada office in Montreal in December 2000. Discussion focussed on communication, development of the project budget, performance indicators, action steps, reporting systems on project activities, etc.

The JMC made a number of recommendations to amend the project. It suggested the modification of the wording of several of the project "outcomes" in the RBM framework for several of the project's components, and suggested a few budget adjustments for project monitoring and evaluation and for the inception mission.

The follow up activities produced a firm project implementation strategy and a communications strategy for the duration of the project, as well as solidifying key project partnerships in Russia by involving our Russian partners in the project planning cycle. As a result, we managed to pull together the necessary technical, managerial, financial and communications systems to ensure effective project delivery in all three components.

Interim (July, 2001) JMC recommendation was to contract Via Le Monde to produce a 30 minute video of the project.

The JMC-2 meeting was held in Petropavlovsk-Kamchatski, Kamchatka, Russia in September 2001, and included a two-day field trip to the communities of Esso and Anavgai, including a meeting with the Kamchatka Oblast Governor kindly organized by Admiral Valery Dorogin.



The goal of the JMC-2 meeting was to review the project's progress to date and make any necessary changes that would reflect evolving circumstances. Some of the recommendations included the creation of a forum for dialogue between IUCN and UNDP, the investigation of the possible toxicity of products, the establishment of the Bystrinski Information Centre, the search for additional funds for the NTFP study tour to Canada in 2002, *etc.*



The JMC-3 meeting was held in Montreal in December 2002. Project progress was reviewed and necessary adjustments were made. The following recommendations were agreed upon: that the role of the JMC should be that of a forum for exchange and stocktaking between IUCN and CIDA, that future JMC meetings should be held in the field in order to provide interaction opportunities between CIDA and Russian partners and stakeholders, and that the second amendment to the Contribution Agreement have to be drafted.



The Fourth JMC meeting took place in Moscow in March 2004. The discussions were as follows: IUCN would review management responsibilities and make necessary budget adjustments, CIDA would be asked to take a closer look at the individual IUCN project within the cluster evaluation effort, and recommendations were made concerning the project's completion linking it with the final JMC meeting and the Second International Fair and Forum on NTFP in Moscow (autumn of 2005).



Our main activities were implementing the Fourth JMC meeting recommendations, as well as creating additional fundraising opportunities for the parts of the project that had evolved into a number of other projects that were financed with the support of the United Kingdom, the Netherlands, the European Commission, and Canada.

JMC meeting participants received information kits, and the full reports on the meetings were transmitted to CIDA.

Project planning, monitoring and evaluation



In order to better plan the project and set the grounds for the mid-term and final evaluations, we prepared and organised a three-day workshop for all staff and partners of IUCN involved in this project. We worked with Charles Lusthaus from Universalia to design the workshop and used slides from IUCN's Monitoring and Evaluation (M&E) Initiative. A consultant from IUCN's M&E initiative facilitated the workshop. This exercise proved to be very useful as everyone involved in the project obtained a common understanding of the use of programme management tools, and the necessary indicators to help us determine whether or not we were accomplishing our goals.

In February 2001, we conducted a three day planning, monitoring and evaluation (PM&E) workshop during which time we received training in PM&E concepts and IUCN and CIDA PM&E frameworks, produced a project monitoring plan, and identified indicators and key data needs and collection methods.

This management, evaluation and assessment workshop was very helpful in understanding what "RBM thinking" means. Alex Moiseev, a specialist from Universalia, gave a master class on the result-based approach (Result Based Matrix – RBM), a method widely used by many organizations around the world. The report on this three day workshop was offered to all staff and partners of IUCN involved in this project, was prepared by Alex Moiseev, and the final monitoring framework was presented to the JMC for approval.

Project evaluation

At the JMC-2 meeting the decision was made to hold the project's mid-term evaluation at the end of May 2002 after the submission of the Annual Report to CIDA. During the December 2001 mission to Canada, Victor Teplyakov and Andrew Deutz met with Universalia and developed draft Terms of Reference for the mid-term evaluation. These TOR were shared with CIDA for review and discussed with the Evaluation Team via e-mail. The TOR was drafted with the use of evaluation questions and indicators developed for the project. The project's mid-term evaluation was undertaken by CIDA in April-September 2004 in conjunction with the evaluation of other CIDA projects in the Russian Far East.

The Evaluation Team – Mr. Ivan Menard, regional economic development consultant, and Mrs. Natalia Tishchenko, consultant from RUSDEM in Moscow, gave a rather favourable project review.

New opportunities

Extensions to the project were planned and additional activities were proposed long before the end of the first phase. These additional activities, approved by CIDA, were logical continuations of the project and included the following:

- A publication of a special issue of the Power of Integrity Magazine of the IUCN-Russia on participatory processes in forest management using the project's findings;
- The development of a Public Participation Manager (PPM) Programme for forestry colleges and universities, mid-career training centres, etc. on PI to bring knowledge of the participatory approach to different levels of forestry education and mid-career training, as well as the creation of a textbook;
- The promotion and facilitation of better management of regional and local PAs through the mobilization of information, building capacity of managers and providing them with useful tools for assessing and improving the situation and evaluation of management effectiveness of regional and local PAs, and the development of multifunctional PAs;
- The promotion of NTFP Native Cultural Exchange by supporting Aboriginal youth's participation in ecological summer camps;

- The development of NTFPs Sustainable Use Guidelines for PAs and "NTFP Certificates Bank";
- Support participation of small NTFP based businesses at national and international trade shows. Regular meetings of the IUCN staff involved in the project, and working discussions on planning, cross component activities of PA, PI, and NTFP, sharing lessons learnt and other discussions were held, and a set of joint activities agreed upon.

Risk management

During project implementation the team encountered some problems and difficulties, which were resolved with the help of our partners and Ms. Diana Merlini, CIDA supervisor of our project. All problems and remedial actions were reported to CIDA via Quarterly Narrative Re-ports, e-mails and, where possible, personal communications.

We derived lessons from each situation (see relevant section) and presented them in each Quarterly Narrative Report. In general, the project worked with various partners, and its activities are well known and recognised both nationally and internationally.

One of the major problems we faced was the issue of building partnerships on the basis of equal dialogue and mutual respect of partners. There were sometimes misunderstandings between major partners: regional and local authorities, park managers, Native communities' representatives, research groups, etc. Nevertheless, one of the major objectives of the project was to build partnerships in a democratic, participatory way. In order to successfully develop partnerships, IUCN-CIS often finds itself in the role of mediator.

At the early stage of the project's development, disagreements were inevitable because people recognised that the project had the potential to influence and affect situations and the lives of different groups in different parts of Russia, and specifically on Kamchatka. This created tensions and heated discussions between the various groups. Our local experts and the IUCN Office in Moscow closely monitored the situation thereby managing the conflicts by active mediation and increased transparency. We began studying the problems encountered, which helped us in the elaboration of other projects.

At the beginning of the project's implementation, many change agents were identified. However, it was decided that, as the project was ongoing, it would be preferable to keep the list open longer in order to let more people be involved in the project activities.

There was a risk of official refusal of public involvement in forest conservation and management. To mitigate this risk we secured the political support of Mr. Yuri Kukuev for the project. Mr. Kukuev is the First Deputy Minister of Natural Resources for

forests. Following a personal briefing, Mr. Kukuev sent a letter of support for the project to the Ambassador of Canada to the Russian Federation. He was also present at the project launch and gave a speech. He subsequently sent a letter to the IUCN Office for CIS expressing his support for the project. He also nominated Mr. Kuramshin to be his representative during the Canada Study Tour. Furthermore, Mr. Dorogin, the member of Russian State Duma from Kamchatka participated in the roundtable workshop in St.-Petersburg and in the Canada study tour.

As a result of changes in the Ministry of Natural Resources in 2002, many of our supporters within the ministry left their positions. These included Mr. Kukuev, leading PA experts, and key participants of the project Mrs. Anastasia Kuznetsova and Mr. Vsevolod Stepanitski. The effectiveness of the MNR as a conservation agency and as the department responsible for PA management became critically compromised. In view of this situation we changed our priorities. The first priority became the maintenance of direct communication/cooperation with PA staff and regional authorities while at the same time fostering a permanent working contact with all specialists who remained at MNR, and offer them opportunities to participate in the project. We managed to discuss our concerns about the situation of our national parks and nature reserves with



Mr. Maxim Yakovenko, Deputy Minister of Nature Resources and Mr. Vladimir Pishchelev, Head of PAs Department, who requested we prepare our recommendations on how to improve the situation, and submit them to the Ministry. We also established a good working relationship with Ms. Svetlana Golubeva, Deputy Head of the Department of Russian Ministry of Natural Resources, responsible for public communications. Furthermore, Victor Teplyakov became a member of the MNR's State Forest Service Board (Ministerial Order 131 of 20 March 2002), which helped to improve official project exposure. Another challenge, which we successfully overcame, was to maintain and strengthen a weakened network, support and promote mutually beneficial initiatives, and work with different levels of interest. This helped ensure the continued motivation of our team and the inclusion of the desired experts.

IUCN built a coalition to promote a tool kit on public involvement in regional forest and civil administrations. We agreed to test the tool kit in three World Bank Pilot Project regions and involved a number of NGOs in this activity. Insofar as our project was concerned, working in pilot regions (Khabarovsk and Krasnoyarsk Krai and Leningrad Oblast) was of interest because these regions were already quite advanced in promoting public involvement in forest management. However, the situation with the WB Loan remained uncertain for a long time because the Russian MNR sought to control this project.

The World Bank was identified as a key partner on its Far East project, particularly regarding the development of PI tools (i.e. Activity 2.2.4 "Field test draft tool kit during later stages of mezzo and micro level activities and possibly one or more of the World Bank pilot regions"). We conducted a first round-table in Krasnoyarsk Krai (one of the pilot regions) and presented the "tool kit" to local NGOs and to the Krai administration in March 2002. The WB Loan came through in mid-2003, long after we had elaborated, tested, finalised and disseminated the "PI tool kit". We learned that the most successful way of promoting the toolkit of the PI instruments was by building coalitions with regional forest and civil administrations.

Forest legislation has yet to be finalized, so the uncertainties that existed before October 2004 still remain. Moreover, a new draft of the Forest Code appeared in September 2004. Its ratification will require the development of a set of bylaws. In addition, certain changes will occur in the forest management system itself. The new Forest Code of the Russian Federation, for which we drafted many comments and suggestions, was still not adopted in the fall of 2005. We fear that the absence of the Code will compromise the quality of our work. We have therefore decided that the unsettled issues in forest legislation must not prevent the authors from expressing their views, which are in line with the existing norms. The educational system has to take the lead and be able to demonstrate how to act under changing conditions and unstable circumstances. We have therefore incorporated the most recent tendencies into the Public Participation Management Manual, making it more up-to-date and practical. This will hopefully better assist forestry specialists, interested parties and the public concerned.

Because of the added pressure of economic and institutional instability, there existed the risk that PI issues would not be a priority. Although they might be considered important, no efforts to date have been invested in Russia. People need a reason to participate in the process. The project team was successful in offering applicable products whenever the need was raised. For example, the team reached out to foreign experts who agreed to share their experience and knowledge. We also created training initiatives which were timely, adding new activities when the need arose, such as the Public Participation Manager Program. The project

results were presented in a format that was easy to grasp and useable by the mass media.

Within our analysis of management effectiveness within the political environment, we pinpointed the weakest links and most problematic areas: in adequacy of officials training to PA goals, political insurance of sustainable PAs system management, and a low level of political support for nature conservation initiatives. As we discovered, the only way to resolve these problems was through public involvement in decision-making.

Russia is still undergoing political and economic changes with numerous reforms. Decisions and actions are being introduced so rapidly that at times it is quite difficult to grasp their essence and realize their significance. A series of structural changes were introduced in forestry and in the PA systems. Staff reductions and social confusion were aggravated by ministerial, institutional and departmental reorganizations. We are trying to adjust to the tendencies and keep in close contact with our experts and change agents.

There was a risk that some managers of key protected areas might not be inclined to participate in PA assessments. To mitigate this risk IUCN developed a communications strategy to convince park managers of the importance of this evaluation for protected areas in Russia, and that specific benefits could flow to those protected areas that collaborated with the project. They would first have a tool to assess the situation and to find solutions to improve their management or decrease threats to their protected areas. We also explained that bilateral donors – the GEF and the World Bank – were willing to invest in the system of protected areas in Russia, but they needed a baseline methodology to determine which protected areas were most threatened due to internal risks and weaknesses in management. Participation in our project may help build the case for further support to participating protected areas.

There was still a risk that initiatives and requests from regions would not be supported at the federal level and by donors. To mitigate this, the project team organised and facilitated a permanent dialogue between stakeholders at the federal and local levels to find joint solutions for the development of a system of protected areas as a whole instead of having competitions between federal and local projects.

Changes to laws on federal systems of regulatory bodies mean changes to more than 150 federal laws including the Forest Code of the Russian Federation and the Federal Law on nature protected areas. Following these changes, local administrations lost the tools needed to register delinquency in PAs and the possibility to manage nature parks at the regional level.

To compensate this risk the following actions were proposed:

- Support and promote consolidation of PA managers in order to oppose possible governmental intentions to weaken local and regional level PAs;
- Identify direct mechanisms and arguments to persuade Government to maintain protected areas;
- Identify possible responsive actions to defend the most experienced and active PA managers in case they were persecuted by the MNR;
- Promote cooperation with regional departments of natural resources in support of PAs

In order to accomplish the above mentioned tasks, we considered the following actions based on the system of assessment and monitoring of protected areas management effectiveness (PAME):

- Identify mechanism to influence governmental policy for PAs through the evaluation of management effectiveness;
- Consolidation of PA staff, regional leaders and experts, who participated in the PAME assessment, to call for the effective conservation policy;
- Initiate NGOs and the MNR - stakeholders to organize a special agency on PAs-management.

After the NTFP start up mission to Kamchatka, we encountered a potential complication. In December 2000 two sets of elections were held: for Governor of Kamchatka oblast and the Koriak Autonomous Region and for the mayor of Bystrinski District. Our concern was that the newly elected leaders could have been more pro-development and less inclined to talk to conservation organisations and/or foreigners. We met with several local officials, some of which were opposed to the existence of the Bystrinski Nature Park and would have preferred to see the territory re-designated and opened up for gold mining. We did not see this as an immediate threat to the park, however the situation is being monitored closely by IUCN and the following steps have been undertaken:

- We involved a representative of the local administration in the design phase of the project, and demonstrated to the administration the benefits of the project to local people and the interest of the local people in the project;



- We created a strong communications network wherein we promoted the project and its goals via the mass media (newspaper, radio, television, see also Communication section on Basket News and other issues), through different meetings and gatherings, and via progress mission reports disseminated to decision-makers and other interested parties;
- IUCN team and partners cultivated relationships with a number of local officials who were in favour of maintaining the park and strengthening its management. These officials view IUCN and the CIDA project as a means to do this.

Working with local administrators at this level continued throughout the life of the project.

As in any community of humans, there were and still are tensions and distorted information between some Native leaders (including local project focal points) and the rest of the community. These misunderstandings have the potential of undermining the project goals and actions in these communities. From the very beginning the project relied on the support of community leaders, and also made special efforts to address issues in order to directly reach the members of the communities.

A large number of international organisations and foreign researchers visited the Bystrinski District. There was the fear that local people might lose interest in collaborating with these organisations and researchers. In order to avoid this, the project coordinated with other inter-national projects working in the region (UNDP/GEF, RAIPON, USAID and others) and provided information to local communities about what these other organisations were doing, how the projects could work together, and about the process of developing projects.

During this time, a reorganisation occurred in the federal system for environmental monitoring and forest management. The result was that proponents of industrial development now had the power to decide how to manage natural resources in protected areas and forests. IUCN presented the idea that this project encouraged the sustainable development of the region (not only its conservation) and that the population would greatly benefit from it.

The Bystrinski Park is a World Heritage Site. Under the World Heritage Convention, IUCN has an official advisory role to the World Heritage Committee to provide information and advice on natural world heritage sites. IUCN calls the committee's attention to natural World Heritage Sites it considers to be in danger. IUCN's Protected Areas Programme, working with our project team, opened a dossier on Bystrinski and will, if necessary, raise the issue within the World Heritage Committee. IUCN contacted UNDP, which prepared a GEF project in the region, in part to strengthen the management of Bystrinski. UNDP was convinced that the threat to the park was little more than the bluster of local offi-

cials, but is nevertheless continuing to monitor the situation closely. We maintained close contact with UNDP on this issue of mutual interest.

Another issue we had to deal with was that of big business interests in NTFP development. The situation in this region was rapidly changing. A new company established by businesspeople from Petropavlovsk-Kamchatski and Khabarovsk became active on the territory of Bystrinski District. The company had already obtained several long-term hunting leases on the territory of Bystrinski Park and was showing interest in obtaining long-term NTFP leases. Businesspeople were planning to buy raw NTFPs from the local people and organize an on-site production. Two more companies from Petropavlovsk-Kamchatski were also interested in buying raw NTFPs from local people in Esso.

The project team and its partners carefully explored opportunities of cooperation with these companies and established contacts with some of them. We explained that our project had a different interest from theirs, so there was no basis for competition. We promoted the idea that communities and nature could benefit more if the production was locally based. Project experts worked at developing legal protection for local communities in terms of their access to NTFPs and other natural resources. IUCN also consulted a lawyer in Petropavlovsk-Kamchatski concerning the tenure and commercial rights of the indigenous communities.

The issue of the presence of harmful minerals in Kamchatka NTFPs was raised. Studies had shown that due to the volcanic activity and relatively young age of the land, mushrooms and berries in some areas on Kamchatka could accumulate significant amounts of naturally harmful substances and minerals. IUCN made a review of similar research done on Kamchatka, investigated the safety of the project's focus products and incorporated some basic research on this topic in the project. They also recommended that the locals find alternative harvest locations in order to avoid unsafe products.

There was the concern that the development of the shared processing facility (SPF) could be hampered by a lack of support from the local partners. To avert this possible scenario, we worked at building a dialogue between SPF and local partners such as the Bystrinski Nature Park and communities. There was also a risk that small amateur businesses would collapse after the end of the project. To remedy this possibility, the project team provided long-term information support and training in order to keep businesses motivated and give them the ability to build commercial partnerships for themselves.

The Bystrinski Information Centre, developed by the project, had limited financial resources to prolong its activities. We encouraged the Centre to seek partnerships with various foundations and projects, including the UNDP/GEF Kamchatka project, and the development of project proposals for the UNDP-CIDA Small Business Development Fund. As a result, the Centre sought and received support from a German nature conservation foundation to continue its newsletter "Lukoshko", and a small grant for education in traditional beadwork making from the UNDP/GEF Small Business Development Fund.

Over the period of the project's implementation, the challenges became more and more complicated: the abolishment of the Russian Federal Forest Services and State Ecological Committee (2000), the new structure of the MNR (2001), a new Environmental Law (2001), the new State Duma (2004), draft and debates around the Forest Code (2003-2005), amendments to the current forest legislation, and permanent changes in staff. The project team and project partners overcame these difficulties through hard work and close contacts with Russian federal agency officials, and regional and local authorities.

Communication: servicing the project – benefiting the people

Project communication strategy

From the beginning we tried to persuade CIDA officials to include a communication component separate from other project components. Ottawa was steadfast in its decision: each activity should promote itself, and if there was nothing to promote, we should go back to the drawing board.

The role of communication in the project was not clear until we developed a project communication strategy. At the end of 2000 the activities produced a solid project implementation strategy for the next 15 months and a communications strategy for the life of the project, as well as solidifying key project partnerships in Russia by involving our Russian partners in the project planning cycle. As a result, the project acquired the necessary technical, managerial, financial and communications systems to ensure effective project delivery in all three components. The project's communication strategy included the following: duration and scope, target groups description, draft messages to them, description of components and key partners, media companies, project communication activities, *etc.* The Communication Strategy was discussed during the project's first Joint Management Committee (JMC) meeting in December 2000.

Objective: The communications component of the project was aimed at broadening the existing narrow approach of forest managers to forestry issues, averting confrontation between the environmental community and the forest industry, and changing the indifference of the local public by offering them a voice in forest conservation and management.

Approach: Our approach was transparency, publicity, and public access to information, which we achieved through regular communication through IUCN reporting (releases, press conferences, briefings), partnerships with the media (informational sponsors of the project), and the internet. IUCN announced CIDA's support of the project in a press release, in the *Power of Integrity* magazine, in radio programmes, and on the project website.

Expected results:

- Positive attitude of decision-makers towards the project, willingness to use project findings;
- Higher transparency and gender equity both regionally and nationally;
- Local residents realize the value of NTFPs and regard them as "regional treasures";
- Forest managers accept participatory approach towards forest conservation issues;
- The issue as a whole (sustainable development,

WHS, NTFP, indigenous peoples) is publicized and based on real issues.

This part of the project involved thinking about the management and wise use of nature and forests, and then giving examples of success stories from the project to different media channels. The mass media covered the project during its implementation. From October 2000 to December 2005, according to the project's Communication Strategy, the project team did the following:

- Directly involved about 1100 people from 385 organisations into the project implementation;
 - Launched the project (in Moscow and in Kamchatka, and held a final event at the end of the project in Moscow);
 - Designed a project web-site;
 - Published 142 articles in newspapers, magazines, professional journals, *etc.*;
 - Printed 21 manuals, books and textbooks;
 - Gave 47 interviews to local, regional and federal TV and radio stations;
 - Issued 12 news releases, most of them appearing on different web sites;
 - Permanently monitored Internet announcements on the project activities, and the list of that includes 105 items;
 - Designed, produced and distributed a project folder, 6 leaflets, gift cards, participants' Certificates for the Herbal Tea Contest and the Youth Traditional Knowledge Camp on Kamchatka, a marketing research questionnaire distributed during the Herbal Teas Contest, several special reports and other promotional materials;
 - Prepared a special media-kit and gave a press conference for the local mass media the day prior to the PI roundtable workshop in Saint Petersburg (held in April 2001);
 - Promoted the project at 104 international, national and regional meetings (conferences, seminars, workshops) where presentations were made and material about the project handed out;
 - Worked with the Canadian film company Via Le Monde, which produced a film and a poster about the project;
 - Cooperated and contributed to regional and local TV companies in the production of 5 films about NTFP training and sustainable use.
- The project launch at the Canadian Embassy in Moscow on February 14, 2001 was the project's first big public event. Speakers were Mr. Rodney Irwin, Canadian Ambassador to Russia, Mr. Yury Kukuev, Deputy Minister of the Ministry of Natural Resources of the Russian Federation, Ms. Danielle Cantin, Director of the project, and Mr. Vladimir

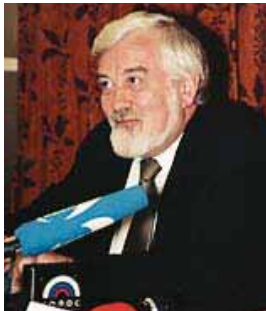


Moshkalo, Director of the IUCN Office for CIS. The event attracted the attention of the public and the mass media.

The meeting was attended by more than 50 people including the major project partners, representatives of NGOs and official structures including the Russian State Duma, and CIDA senior officials. 18 journalists came to the launch, and media coverage included several newspaper articles and web features, four radio broadcast interviews and one television broadcast.



As Mr. Rodney Irwin, the Canadian Ambassador to Russia said, *"The Arctic identity that Canada shares with Russia provides a special basis for cooperation focusing on the North. This new project will contribute to democracy development, the areas of environment and Indigenous people".* The Head of the Federal Forest Service, Mr. Yuri Kukev in his speech stressed that *"The Ministry of Natural Resources of Russia will support this project due to its immense potential for forest sector improvement in Russia."*



At the end of the official part of the ceremony Vladimir Moshkalo, Director of IUCN Office for CIS presented Ambassador Irwin with a drawing by a 12-year-old girl depicting the musk ox from IUCN's "Vanishing World" children's art competition in Russia. These unique animals live in the Arctic and they were reintroduced into Russia with Canada's help.

A number of interviews were given to the mass media. A Launch Media Report was submitted to CIDA. Each participant received a media kit in a project folder that was designed for this event. The event's press-release was cited by many media and web-sites.

Later on, the IUCN Newsletter for Central and Eastern Europe published a three page article on IUCN-CIS Forest Conservation Program mentioning the project. The same issue contained a photo taken at the project launch on February 14, 2001, with a caption "Head of Moscow CIS Office Vladimir Moshkalo (standing right) presents



a child's drawing to Mr. Rodney Irwin, Canadian Ambassador in Moscow".

IUCN's Bulletin "World Conservation" in its double issue 3/2000 - 1/2001 dedicated to the Second IUCN World Conservation Congress (October 2000, Amman, Jordan) published an article "Russian Forest Project" about the launch of the joint IUCN-CIDA project.

Special project launch events also took place during the project's start-up mission to Kamchatka in the spring of 2001. The project team was very surprised when people from different locations requested their own event - so the project was launched twice, in March 28 and 29, 2001. The large delegation from Buriatia participated at the events, representing the Siberia NTFP Association, a small business development support fund and NTFP business people. They actively shared the lessons learned with their new Kamchatka partners. The mass media covered the project during the first mission to Kamchatka. For example, on 27 March 2001 3 Kamchatka radio stations announced the launch event. In addition, many interviews were given to the regional TV Company "Vesti", to the local community TV company, and to the regional radio company "Luckomorie".

At the Final Event of the Project on 28 September 2005 all major project stakeholders, representatives from the Russian Ministry of Natural Resources, the Federal Forestry Agency, Canadian partner institutions, Native communities, and the small community-based businesses were invited to report on and exchange their experiences over the five years of the project. Speakers were Steven Basadur (CIDA-Moscow); Nikolay Shmatkov; Mr. Christopher Westdal, Ambassador of Canada to the Russian Federation; Igor Kokorin, Director, Bystrinski Park, Esso; Tim Brigham, CNTR Coordinator, Royal Roads University, BC, Canada; Nikolay Shishkin, NTFP Native craftsman, Milkovo, Kamchatka Oblast; Victor Teplyakov and partners from Kamchatka and Kemerovo Oblast. The Canadian Ambassador was given the 16 main publications of the project.

Newsletters and electronic media

One of our communication ideas was an electronic weekly for the project team describing their step-by-step project development. This weekly was accessible around the globe linking Moscow with Montreal (IUCN) / Ottawa (CIDA) and regions across Russia from St. Petersburg to Kamchatka. The name "Beaver News" was proposed by Andrey Semenov, our PR manager at the Moscow Office, who tried incorporating the famous Canadian animal and the Russian forests.

This communication tool was launched in January 2001 to cover internal events within and around the project. In the second issue of Beaver News (January 23, 2001) Andrew Deutz, at that time Senior Technical Advisor for the project, shared a very interesting "Beaverish connotations":



Beaver News

CIDA IUCN Project Newsletter
"Building Partnerships for Forest Conservation and Management in Russia"

"Interesting title by the way – there is the English expression "busy as a beaver" which means "very hard working", which has positive connotations..., and then there is the fact that beavers actually cut down trees, which has potentially negative connotations..., until you realize that this creates unique micro-habitats which are essential for certain ecological functions and biodiversity conservation, which has positive connotations..., except in Finland and western Karelia, where the introduced exotic species of Canadian beaver has become a major pest, which has negative connotations..., but, at the end of the day, they are cute and cuddly-looking (which is why WWF's logo is a panda, after all) so I guess I'm happy with it."

We were very satisfied with the communications about the project and the weekly became popular not only among IUCN, but also CIDA staff. Meanwhile, this enthusiasm-driven enterprise was replaced by another important and powerful instrument – the project's web-site. However, due to lack of time and the fact that Xena Cherny moved to the IUCN HQ in Switzerland, we stopped this initiative that was very useful at the beginning of the project implementation. Although this newsletter did not have a long life – only 28 issues between 17 January and 14 November 2001 – it offered the project team and the readers some fun filled moments.

Upon the request and initiative of the Bystrinski Native communities, an informal NTFP Component newsletter was started: the newsletter "Lukoshkiny Vesti" ("Basket News") was launched in December 2001. The first English version – the Third and the Fourth editions – appeared in February 2002. The typical issue of Lukoshkiny Vesti's contents included reports and announcements about IUCN-CIDA Project events such as trainings, workshops and festivals, announcements on leaflets and other publications available through the project, feedback from participants of the project's activities and events, articles by experts on legal aspects of small business development and marketing, articles by local people on various issues related to local and regional use of mineral and biological

Bystrinski Information Center
Lukoshkiny Vesti
Issue 4 February 2002

Informal Electronic Newsletter for IUCN-CIDA Project Partners
in the Russian Far East
"Building Partnerships for Forest Conservation and Management in Russia"
(English Version)

resources, local news on culture, sports, traditional activities, local holidays and festivals, and finally, poetry by local authors.

The initiative came from local people in Bystrinski Nature Park on Kamchatka where the project had established the Bystrinski Information Centre to create a permanent project presence in that region. The project financially supported over 40 issues of "Lukoshkiny Vesti" from 2001 to 2004 as was intended by the project implementation plan.

Following the request of Bystrinski Native communities we subscribed 100 community members who otherwise could not afford it, to the local newspaper for 2002. This helped to spread the information about project activities and lessons learned to those who needed it the most. On January 2005 "Lukoshkiny Vesti" changed its name and became "Lukoshko-Park". A number of printed issues were added to the District's newspaper "Novaya Zhizn". The new electronic newsletter is fully supported by local people and Bystrinski Nature Park, and the IUCN-CIDA project team is very proud of this initiative, which shows another good project outcome.

In the middle of 2001, the CIS website www.iucn.ru was updated and hyperlinks were made to the CIDA and IUCN-Canada websites. From 8 June to 8 July 2001 the project page recorded 281 visitors.

The project website also included a bilingual (English/Russian) section on the project. Major project events and achievements were regularly highlighted in the "News" section. There was also a list, with hyperlinks, of organisations that had developed (or were using) public involvement tools for the sustainable management of forests. At the beginning they were mainly Canadian sources.

The first project web-site (www.iucn-cida.ru and for files downloading – [ftp.iucn-cida.ru](ftp://ftp.iucn-cida.ru)) was created



in mid-2002 to cover the most significant events of the project, and it became very popular. A narrative Annual Report was placed on the project's web site in August 2002. Within the following 6 weeks, the project materials were downloaded more than 5800 times (by components: PI – 875, PA – 772, NTFP – 2710, management – 913 and communication – 544).

Later we placed narrative reports and annexes on the web site as well as news and relevant interesting links. Within 10 months (from August 2002 to May 2003) the site project materials were downloaded 17,790 times including (by activities) – PI – 2860, PA – 2652, NTFP – 8729, management – 2257 and communication – 1292. Although later on we changed the design and the address, (www.iucn-cida.info) people were still visiting the site, and we soon found that many ideas

and semi-products of our project began appearing as project proposals for other organizations. What an impact the project had made!

We established partnerships with the Regions.ru online news agency, Agency of Social Information and others, which covered the Bystrinski Nature Park situation, the Northwest workshop on protected areas, entitled "Russian Santa Hosts Protected Areas Experts", State Duma Public Hearings and other events.

One of the most popular news releases was "Kamchatka, 19 September 2001 (IUCN) KAMCHATKA'S MUSHROOMING OPPORTUNITIES via the IUCN website www.iucn.org to cover activities in Kamchatka. The Canadian market for non-timber forest products was valued at over \$180 million. The IUCN global web site is now receiving over 1.5 million hits per month. This news release was also selected by IUCN Senior Management to be included in the folders of the IUCN Council members at their most recent Council meeting (late October 2001) as one of IUCN's field project examples. This release also appeared in a number of other web sites.

It is worth mentioning that our press release "Forest Partnership – a Year Passed" (of 14 February 2002) was issued on the very day the project team made a presentation at the Russian State Duma Public Hearings.

A very good tool for project promotion was the "Building Partnerships for Forest Conservation" which appeared in September 2002 in the Section "Cooperation in the Development and Conservation of Russia's Forests" of CIDAs Forestry Advisers Network "Forestry Profiles."

Two interesting electronic media news were "NTFPs on the Land of Ice and Fire", by Tim Brigham, which appeared on the Beneath the Trees website hosted by the North Island NTFP Demonstration Project which talked about project implementation on Kamchatka, and "Russia needs PI managers" which discussed the PI roundtable held in Moscow in March 2002. Information was kept posted at web resources after the project was finalised.

Filming

In order to allow people to visualize our activities, we placed many photographs on the web-site, and the idea to make a film for the project came up. We finally got a great opportunity to have the Canadian documentary company "Via Le Monde" (D.B.) Inc. film the onset of our project activities. During its 30 years in existence, this company, the name of which is translated from French as "Around the World", made more than 100 films all over the world about the national and cultural traditions of people, and about our planet's natural diversity.

The intention was to produce a 30 minute film. A Synopsis of the film was prepared (in French) and

submitted to CIDA. The film company's first visit was full of events and trials, both positive and negative, although most people involved had a lot of fun. In 2001, Gregoire Viau, Director, filmed the workshop in Sochi (PA component), the roundtable meeting in Saint-Petersburg (PI component) and the Moscow environment. More than 50 interviews were done in the three cities and almost 24 hours of footage were produced during the Spring Tour.

Via Le Monde also filmed the participants of the PI study tour in Canada while they were in Montreal and Quebec City in May 2001, capturing many interesting episodes when the project team and key agents from authorities and civil society came to Canada. A poster on Via Le Monde Spring Filming Tour Sochi – Saint-Petersburg – Moscow was produced as a fundraising tool to bring a team from this company to Kamchatka in the autumn of 2001.

At the end of August 2001 the Via le Monde team returned to Russia. In September 2001 the crew came to Kamchatka and filmed the project implementation on the field as well as during the JMC meeting. Although forests and NTFPs were the special features of the film, the people, their culture, their everyday life, their work and their play, including dancing also had an important role.

The first 7 minute video clip of the film was presented at a Brown Bag Lunch presentation at the CIDA HQ in Ottawa, Canada in December 2001. The film about the project "A Forest for Today and Tomorrow" was finalised in 2002.

This was not the only film made about the project. A local TV station used its own funds to make a movie on the birch bark harvesting and weaving



workshops. It was shown repeatedly on Kamchatka Regional TV and on other TV channels broadcasting all over the Russian Far East. In mid-2002, the project was promoted on five TV and radio announcements and programs at the local and regional levels. For example, the report about the Birch Bark Weaving Workshop was shown on all the State TV channels in the Russian Far East.

In March-July 2002 we delivered a number of copies

of the VLM and NTFP seminar films to the Ministry of Natural Resources, to the State Duma, to the Russian Forest Museum, to the Canadian Embassy in Moscow, and to a number of our partners and other organisations. Several more films were later produced about NTFP sustainable harvesting, traditional crafts, NTFP training and small businesses opportunities. These were shown in Kamchatka, Sakhalin, and Kemerovo Oblasts.

Meetings

Through the use of different medias, we encouraged people to think about nature, forests and their management and wise use. We gave examples and success stories from the project, and we distributed the project's materials.

Meeting people in person is a very effective channel of communication. Our expertise and project success were recognised by nature conservation, forest and research communities who expressed their recognition by inviting us to make presentations at international, national and regional meetings. We used the opportunity and promoted the project at different international, national and local events. The scope of events and places is very broad.

From the beginning of the project implementation the project team reported on the achievements and promoted IUCN-CIDA partnerships at different international events, such as the 5th World Park Congress, the 12th World Forest Congress, the 3rd IUCN World Conservation Congress, the 22nd IUFRO Congress, UNFF, SBSTTA, the ENA FLEG Ministerial Preparatory and Ministerial Conferences, two International NTFP Fair and Forums and many other meetings.

For example, Nikolay Shmatkov, NTFP component leader, was invited to give a presentation at the Economic Opportunities Panel of the Conference "Hidden Forest Values: An NTFP Conference and Tour in Alaska" (Anchorage, Alaska, USA, 8-10 November 2001), which was very well received. He also distributed the leaflet about current development of the NTFP Component.

Victor Teplyakov, project manager, made a presentation "Taking into Account Public Opinion at Different Levels of Management in Russian Forest Policy Forming" at the International Conference on Russian National Forest Policy (Moscow, Russia, 11-12 October 2001). The first day of the conference was attended by senior officials from the Russian Ministry of Natural Resources - Yuri Kukuyev, First Deputy Minister and Kirill Yankov, Deputy Minister, Alexander Beliaikov, Chairman of the State Duma Committee on Natural Resources and Use of Nature. In the pre-sentation some concrete examples from the project results were delivered and then discussed.

Elena Kopylova, PI component leader, attended the seminar "Forestry Meets the Public" International Seminar (Ruettihubelbad, Switzerland, 8-11

October 2001) where she presented the IUCN-CIDA project, discussed it with a number of people, established good contacts and disseminated materials about the project. She chaired one of the plenary sessions and served as a facilitator at one of the working groups.

Natalia Danilina, WCPA Vice-Chair on the North Eurasia, successfully presented the report on the project and results of WCPA methodology used for management effectiveness evaluation in Russia at the 7th SBSTTA Session of the Convention on Biological Diversity (Montreal, Canada, 12-23 November 2001).

9 articles and posters were prepared and submitted from the project to the Organising Committee of the 12th World Forest Congress (Quebec City, Canada, 21-28 September 2003). The presentation was delivered at one of the sub-plenary sessions on boreal forests.

Our most important project successes were presented during the 3rd IUCN World Conservation Congress (November 23-27, 2004, Bangkok, Thailand). We delivered hundreds of publications elaborated by the project, met with many people and talked to them about the project, shared lessons learned, experience and achievements. The project was invited to organize a roundtable discussion on NTFP and to give a press conference about project development. As a result of the project's developments on forest governance and legislation, the IUCN-CIDA project manager was invited to be a panellist and share some of his ideas at the Congress's workshop.

As a result of the project development on forest governance and legislation, Victor Teplyakov was invited to make a key note presentation at the sub-plenary session "Sustaining Forests: a Duty for Forestry and Society?" at the 22nd IUFRO Congress (Brisbane, Australia, August 2005), and another presentation as a panellist at the technical session, "Boreal Zone Forests in the Balance - Regional and Global Factors in Boreal Forest Management".



Due to the high respect for IUCN's work on the implication of civil society in the Russian forest sec-

tor, we were invited to facilitate the ENA FLEG Preparatory Conference (Moscow, June 2005) and the Ministerial Conference (St.-Petersburg, November 2005) where many publications of the project, including an announcement of the Second NTFP Fair and Forum in Moscow were distributed.

At the national level, presentations were made and project publications and leaflets were distributed during the 5th Congress of Russian Foresters, the 1st International Forest Youth Competition, the 1st All-Russia Congress of Young Foresters, a number of public hearings on forest and environmental legislation organised by Russian State Duma, and other national seminars, workshops and meetings. For example, the IUCN-CIDA project team of Nikolay Shmatkov, Elena Kopylova and Victor Teplyakov participated in the Russian State Duma Public Hearings (Moscow, Russia, 14 February 2002) organised by State Duma Committee on Nature Use dedicated to raising the effectiveness of the Russian forest sector. Approximately 200 people were in attendance. Victor Teplyakov made a presentation on public involvement and forest use effectiveness. This was the only presentation that touched on the situation of people in relation to forest use. He used examples from the IUCN-CIDA project on Kamchatka and proposed to include a paragraph in the Hearings' Recommendations *"To develop mechanisms of public participation in decision making and control over decision implementation in forest sector"*.

There were many regional and local meetings and events, like meetings with the Kamchatka Oblast Governor, Krasnoyarsk Krai Forest Code developments, the 3rd Kamchatka Indigenous people's Conference, Esso Indigenous People's Club; Esso Rotary Club and many others.

Two project staff, A. Karpov and X. Cherny gave two training sessions for students and NGOs on environmental public relations and communications using the project as an example. A professional Russian public relation's magazine "Sovetnik" covered the training, and invited moderators Mr. Karpov and Mrs. Cherny to elaborate and publish an article on the environmental PR issues in Russia.

Tim Brigham, Emma Wilson and Nikolay Shmatkov spent many days meeting people on Kamchatka and

Sakhalin, including local authorities, natural resource managers, crafters, artists, Native people leaders and community members, business people and amateur business people, and harvesters. Many of these people became our partners and good friends. Participation in local cultural events and festivals not only helped us develop understanding of local communities, but also provided us with ideas on how to combine these traditional and accepted cultural practices with new ideas on NTFP market use – one of the examples of this 'combination' was the NTFP Festival in Esso, which became a starting point for many local stakeholders buying into the project.



Interviews

Media coverage of the project included interviews given by project staff to radio and TV companies. The first interviews were given during the project launch. On April 4th 2001 Nikolay Shmatkov, on his first mission to Kamchatka, gave an interview in Esso to "NTV" the nation-wide TV Company, about the project and its NTFP component. Most of the interview was about the beginning of the project, Indigenous communities involved, and donor and implementing organisations.

Danielle Cantin, the project director, was interviewed by the local television on April 22, 2001 in the Sochi Arboretum following the first PA meeting. She explained what the PA component was about and why CIDA has an interest in this project.

Victor Teplyakov and Xenya Cherny gave an interview to Moscow "Radio Resonance" 1017 MHz: "Live the Country! Prime-time for Environmental Concerns!" live on prime time on August 3, 2001. The suggested topic was climate change, and the discussion featured flooding in Siberia, the ozone layer, international environmental organisations and their financing, NTFPs, forest wildfires, the Red Data Book of Endangered Species, radionuclide forest contamination, the "Vanishing World" art contest, the IUCN-CIDA project, etc. The NTFP component was of special interest. Several phone calls were answered.

During our work in Vologda, Russia, a regional TV station covered the WCPA meeting twice in the evening news on August 24, 2001. Natalia Danilina and Yury Zjubrilov, Director of the National Park



"Russkiy Sever", gave two interviews. WCPA methodology and a project were described as well as what the project could give to the region and to "Russkiy Sever" National park specifically.

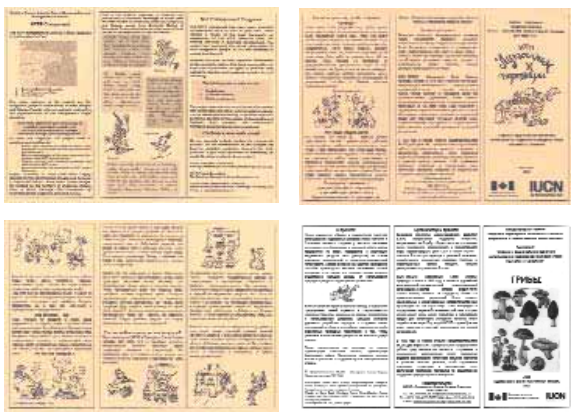
On September 12, 2001 in Palana, Koriak Autonomous District, Kamchatka, Nikolay Shmatkov, the NTFP component leader, and Tim Brigham, Canadian NTFP consultant gave an interview to the regional TV Company of the Palana about the international mission to the Koriak Autonomous District, the collaboration with local administrations and NGOs, the Indigenous communities involved, and project progress.

On February 19, 2002 Victor Teplyakov, Project Manager, gave an interview to "Foundation for Independent Radio Broadcasting" about public involvement, NTFPs on Kamchatka and his presentation and debates in the Russian State Duma Public Hearings of 14 February 2002.

Promotional materials and publications

Promotional materials were designed and disseminated mainly by the NTFP component at the local level. Among them were:

- Leaflets on herbal teas
- Dried mushrooms technology
- Bystrinski Park
- General information on NTFP component
- Leaflets for the Alaska NTFP Conference
- Leaflet for fundraising for "Encyclopaedia of Native Peoples and NTFP use"



An NTFP Component Note Card designed by Indigenous artists was widely distributed as Christmas and New Year greetings.

During the Herbal Teas Contest in Esso a marketing research questionnaire was distributed and winners received a specially designed certificate.

More than 20 project partners from Moscow, St. Petersburg, Khabarovsk, Kamchatka and Canada

participated in the development of the 10th special edition of IUCN-CIS "Power of Integrity" (2003). This edition was entirely dedicated to the project and was printed in both English and Russian and distributed at different events. The English version was available in PDF format for downloading from the project's web-site (<http://ftp.iucn-cida.ru>).

Both the First International NTFP Fair and Forum, which was held in Moscow during October 30 - November 3, 2004 at the All-Russia Exhibition Center, and the publication of the Catalogue and Conference Proceedings "Gifts of Forest: Culture of Use" were very successful. The bilingual publication provided business profiles of more than 50 companies and individuals that had participated in the Fair and Forum. The event was organized by IUCN under the aegis of the IUCN-CIDA Project "Building Partnerships for Forest Conservation and Management in Russia" in partnership with the Federal Agency for Forestry and a number of NGOs. The book contains proceedings of the International NTFP Forum, organized at the closing day of the Fair.

We used different opportunities to promote the project in national, regional and local news. For example, articles about the project appeared in the national professional "Lesnaya Gazeta" newspaper (about 150,000 copies) and "Lesnoye Khoziaystvo" journal (about 3,000 copies). Regional and local newspaper gave the project continued exposure, such as "Novaya Kamchat-skaja Pravda" (8,000 copies), "Argumenty i Fauty on Kamchatka" (12,000 copies), and "Vesti" (19,000). There were also a number of articles published in local (community) newspapers.

An interesting article called "Boats and Tea" was published in the World Heritage Review (23 November 2001). Based on this article, another one "Boats and Herbal Tea: Protecting Natural Heritage" by Rolf Hogan was published in National Park International Bulletin in February 2002. The articles by Nikolay Shmatkov appeared in the Non-Wood News bulletin, published by FAO.

The article "Building Partnerships for Forest Conservation and Management in Russia" was published in the national forestry journal Lesnoye Khoziaystvo (No.5, September-October 2000); it was entirely dedicated to the project. The paper described the situation in civil society with public involvement and the IUCN-CIDA project's components and as a whole.

An article by Oleg Borisov "Do not Go into the Woods Like a Thief", published in Lesnaya Gazeta was dedicated to the presentation of the project's ideas at the Russian State Duma Public Hearings 14 February 2002. This newspaper is disseminated in the Great Britain, Italy, China, the USA, Finland, Japan and South Korea.

A pilot book "Forefather of the Koriaks: dwarf Siberian pine in the material and spiritual culture of

Native peoples of Kamchatka and Koriakia” (the Russian Far East)” was published in English and Russian and supplemented by a questionnaire. We delivered 30 copies of the book to the Canadian Embassy in Moscow.

Peer-review scientific journals and the research community recognized the project's efforts. For example, "Non-timber Forest Products in Community Development: Lessons from the Russian Far East" was prepared by Nikolay Shmatkov and Tim Brigham and published in The Forestry Chronicle (January/February 2003, Vol. 79, No.1).

Stakeholders

Gender and other issues

From the beginning 1091 people were directly involved in the project. If we break this down by components, we have the following: macro level (PI) - 125 people, mezzo level (PA) - 312, micro level (NTFP) - 654 (see table).

Cumulative as of 30 September 2005	October 2000 - September 2005			
	BO	ООПТ	НРЛ	всего
Total by components	125	312	654	1091
Male	67	224	292	583
Female	58	88	362	508
Children under 18			90	90
Youth 18-30	7	51	129	187
Adults 31-60	109	224	356	689
Elderly 61 and up	6	37	79	122
Rural	8	115	490	613
Urban/Peri-urban	116	195	152	463
Disabled		1	8	9
Food insecure			62	62
Indigenous	2	44	415	461
Internally displaced people			39	39
Landless	54	201	184	439
Minority Ethnicity, religious group	4	253	416	673
Out of school		4		4
Poor			219	219
Refugee			1	1
Unemployed			42	

The integration of women in the project was based on several issues:

- They are active and concerned about improving the situation in forest management and use;
- Many of them, especially from Indigenous communities are encouraged by local people to be leaders of communities;
- They have strong motivation and will to change their welfare;
- They feel their personal involvement in the project and that they can contribute to it.

Since most women involved in the NTFP component had domestic and child-rearing responsibilities, the project team employed two strategies to specifically facilitate their participation: firstly, to meet women individually in their homes at convenient times for them so as not to disrupt their domestic responsibilities; and secondly, when group meetings were necessary the meeting was held either in a

home environment or in a community hall setting which was "child-friendly" so that women with small children were able to participate.

Women were very active in the project implementation on Kamchatka and Sakhalin. At the birch bark weaving workshop 16 out of the 19 participants were women, almost all of them Indigenous. At the 'trained trainers' workshop there were 21 women out of 26 participants. We believe that active participation of women in project activities is very important – women are traditionally actively involved in child rearing and in keeping the traditions of Native communities of Kamchatka alive. The Canadian women were very active at the NTFP Study Tour in Canada, especially in the First Nations communities.

One of the examples of women becoming more active due to the project is Vera Gurkina, the Eveni Nation representative from the Anavgai village. She was a leader of Kamchatka Herbal Tea Club and now has her own small NTFP business in Anavgai.

Her family members and several other Native people are involved. Mrs. Gurkina is a deputy for the local legislative body and she is going to promote the small business development, including those based on the sustainable use of NTFP resources through local legal initiatives. She actively participated in the Canadian NTFP Study Tour and developed partnerships with Canadian Fair Trade organizations.

The field test of the PI "tool kit" was conducted by seven women in seven regions (Elena Fabizhevskaya in Moscow, Julia Murashova in St.-Petersburg, Galina Kuzmina in Krasnoyarsk, Yanzhima Vasiljeva in Buriatia, Irina Bogdan in the Russian Far East, Evdokija Pronina on Kamchatka and Maria Denisova on Sakhalin).

Since the beginning of the project 508 women were involved in the project implementation. This translates into 46.6% female involvement. More than 200 women actively participated in project development.

The direct involvement of so many women in the elaboration of the project combined with the efforts of the project to facilitate women's participation (through practical means such as meeting in homes, community centers/child-friendly settings), contributes to ensuring continued participation and empowerment of women in the future.

The number of Indigenous peoples involved in the project is 461 (42.3% of total individuals involved).

Institutions and partners

The Project established a good relationship with a number of organisations, which were involved and benefited from the project. Among them is a whole spectrum of national and international NGOs and NGIs, governmental, regional and local institutions, academia, Native local communities and international associations.

The overall number of beneficiary organizations is 385, and by components: PI – 42, PA – 164 and NTFP – 179, from Russia and internationally. Among them, there are 220 governmental (national, regional and local/municipal) entities and 164 organizations representing civil society, including 4 international non-governmental institutions (NGI) and 14 international non-governmental organizations (NGOs) as well as 27 community based NGOs, 24 regional and 12 national NGOs (see table below).

At the beginning of the project, a key partner at the macro level was the former Russian Federal Forest Service (RFFS). Their objectives were to ensure the efficient use, control, protection and reproduction of forests and to increase the ecological knowledge on forests and their resource potential based on an ecosystem approach. The RFFS also managed 34 national parks. It participated in the formulation of initiatives to be undertaken following the recommendations of the four participatory workshops held in Russia in 1998, which formed the foundation of the project proposed by IUCN and got financial support from CIDA in 2000. Under the new governmental structure, representatives of the Forest Department and later, Federal Forestry Agency of the Ministry for

Cumulative as of 30 September 2005	October 2000 - September 2005			
	BO	ООПТ	НП/Л	всего
Beneficiary organizations:	42	164	179	385
<i>Governmental</i>	15	107	98	220
Supra national	1	3		4
National	9	73	1	83
Sub national	4	19	23	46
Municipal	1	12	74	87
<i>Civil society</i>	27	57	81	165
International NGI		3	1	4
National NGI	3	8	6	17
Sub national NGI	2	5		7
Regional NGI	6	6		12
International NGO	2	7	5	14
National NGO	2	8	2	12
Sub national NGO	8	11	5	24
Community based NGO	1	9	17	27
Non Canadian Profit making	3		45	48

Natural Resources were very supportive of the project management and participated in the project.

The key partners at the mezzo level were the Environmental Education Centre "Zapovedniks" and the World Wildlife Fund (WWF). A network of about 30 "Zapovedniks" NGOs was established in several protected areas all over Russia.

The key partners at the micro level were the Kamchatka Branch for the Pacific Institute of Geography, Russian Academy of Science; the Kamchatka League of Independent Experts (KLIE); and Native and local communities in the Russian Far East.

The relationship between project and partner organisations varied from participation in meetings to deep involvement in project implementation under contracts and agreements. Although many examples of these relationships and partnerships could be found in Quarterly and Annual Narrative Reports (sections Analysis of Work Done, Lessons-Learned, Problems and Difficulties, Illustrative Stories), the following examples could show the scope of these relations.

In Russia

State Duma of the Russian Federation. Vice-Admiral Valery Dorogin, a member of Russian State Duma from Kamchatka participated in the round-table workshop in St.-Petersburg and in the Canada Study tour (2001). He was very supportive and actively participated in conducting the JMC-2 meeting in Kamchatka.

Administrations. Russian Ministry of Natural Resources; State Committee for Standardization and Metrology of the Russian Federation; Far East Federal District Department of Nature Protection; Leningrad and Kamchatka Oblasts' and Krasnoyarsk and Khabarovsk Krai's administrations; Bystrinski District Administration (Kamchatka); Kamchatka Park Service; Koriak Department of Education.

- IUCN-CIS secured political project support of Mr. Kukuev, First Deputy Minister of Natural Resources for forests (2000-2001);
- Later on IUCN-CIS secured the political support for the project from Mr. Roshchupkin, the First Deputy Minister of Natural Resources and a Head of the State Forest Service. Furthermore, Victor Teplyakov, Manager of the Project became a member of Council for the State Forest Service (2002);
- In 2005, IUCN signed a MoU with the Ministry of Natural Resources of the Russian Federation;
- Regional and district authorities of Kamchatka and Bystrinski District were actively involved in the project activities, and Kamchatka Park Service were our active partners in Bystrinski District;
- Koriak Department of Education (Kamchatka) was very involved and officially recommended our pilot

NTFP-related traditional knowledge publication as a textbook for schools.

NGOs and local Indigenous people's communities. Saint-Petersburg Society of Naturalists; Khabarovsk Krai Regional Environmental Public Organization "Ecodal"; Siberian Association of Non-Timber Forest Products; Russian Association of Indigenous Peoples of the North (RAIPON); WWF (Russian Programme Office); WWF of Komi Republic; the America-Russia Centre (ARC) from Yuzhno-Sakhalinsk; Information and Analytical Center from Saint-Petersburg; NGO "Ecology and Law", "Zapovedniks", Socio-Ecological Union and "Ecojuris" from Moscow; Esso Youth Environmental and Tourist Club "Sapsan", Sakhalin Nature Heritage Centre; Native communities of Bystrinski District and many others.

- For example, representatives from Saint-Petersburg Society of Naturalists, Khabarovsk Krai Environmental Public Organization "Ecodal" and Siberian Association of Non-Timber Forest Products participated in the PI Canada Study Tour, worked on PI tools elaboration and drafted proposals for administrative and legislative reforms in Russian forest management;
- Close working relations were established with the RAIPON-Kamchatka Information Centre: an expert of the Centre was actively involved in the project;
- Sakhalin Nature Heritage Centre was a major partner.

NGI. All-Russian Institute for Raising Qualification of Forest Managers; Moscow State University; Moscow State Forestry University; Saint-Petersburg State University; All-Russia Research Information Centre on Forest Resources; Russian Academy of Sciences; Kamchatka Branch of the Pacific Institute of Geography for the Russian Academy of Sciences; the Koriak Institute for Raising Teachers' Qualification; municipal enterprise "Sinogorie" from Esso (Kamchatka); PA network including the Bystrinski Nature Park Administration and others.

- For example, the expert of Kamchatka Branch of the Pacific Institute of Geography for the Russian Academy of Sciences developed the toxicity study on NTFP products;
- The Koriak Institute for Raising Teachers' Qualification worked on most of our pilot publication on NTFP traditional knowledge "Forefather of the Koriaks...";
- Representatives of Moscow State University, Saint-Petersburg State University and All-Russian Institute for Raising Qualification of Forest Managers actively participated in drafting and discussing the PI toolkit;
- Good working contacts and information exchange were established with Byelorussian Ministry of Natural Resources and Environment Protection. They also worked within the project's PI and PA components.

Abroad

During the course of the project, fruitful relations were established with many organisations, among them:

Canada. The Ministry of Natural Resources of Quebec, the Ministry of the Environment of Quebec and its Public Hearing Board on the Environment (BAPE); the Canadian Forest Service in Ottawa; McGregor Model Forest and the East Ontario Model Forest; the Ministry of Natural Resources of Ontario; British Columbia Ministry of Forests; Parks Canada; Universalia; U'mista Cultural Society (First Nations) and many others.

- For example, Danny Sayers from Batchewana First Nations Community, Canada participated in the JMC-2 meeting in Kamchatka and brought ideas of how indigenous communities from the Russian Far East and his Nation could share experience and collaborate;
- Tim Brigham, our project expert in Canada, linked the project with the Northern Forest Diversification Centre, Manitoba; North Island NTFP Project and Royal Roads University, BC.;
- Fair Trade stores in Canada were contacted on marketing Kamchatka herbal teas, and they per-



formed test marketing of these products.

USA. Natural Resources International; Washington State University; Alaska Forest Service; Alaska NTFP Group.

- For example, a presentation was made at the Alaska NTFP Conference, and a continued link with the Alaska NTFP Group was established;
- Project has had common approaches with USAID project "FOREST", which also included components on policy reforms and NTFP.

Japan. Friends of Earth - Japan were contacted on test marketing of Kamchatka NTFPs and gave a positive reply.

Finland. Finnish Forest and Park Service; Finnish Forest Research Institute (METLA); Forest and Environment group (FEG Oy).

- For example, during the "Public Participation

Manager" training programme at the Federal Forestry Agency, Mr. Petri Heinonen, Finnish Forest Service, gave a lecture on the issue, and answered many questions about practical issues such as financing of public participation pro-cesses and technical details of organizing public hearings in Finland;

- Finnish Metsähallitus together with the Administration of Leningrad Oblast, Baltic Fund for Nature and IUCN Office began implementing our project's results on PA and NTFP in Leningrad Oblast with the financial support of the European Commission's Life-Third Countries Programme.

We also worked with people from Switzerland, Italy, Germany and Belgium.

- For example, Ms. Geraldine Zosso, Switzerland, worked on the project (NTFP component) for 6 months and was very helpful in preparing the youth summer camp in Kamchatka and the Second International NTFP Fair and Forum in Moscow. Television Suisse Romande made and broadcasted a film about Ms. Zosso's work.

Germany. ProSibiria E.V., particularly Annegret and Christof Nikolai, actively participated in the preparation and organization of the Traditional Knowledge Camp on Kamchatka

Italy. After participating in the Traditional Knowledge Camp on Kamchatka (2005) Mr. Alessandro Toffoli worked on linking Kamchatka organizations with Fair Trade stores in Italy.

CIS. A management strategy for local PA systems aimed at improving local livelihoods, was adopted by municipal authorities and stakeholders in Ukraine-Russia and Kazakhstan-Russia trans-boundary regions.

International organisations. UNDP; GEF; UNESCO; FAO/ECE/ILO Forest Division; the World Bank; Aleut International Association, Slow Food and other organisations and relevant pro-jects.

- For example, the President of the Aleut International Association developed reviews on legal aspects of small NTFP-based businesses;
- JMC-2 recommended that a forum for dialogue should be created and sustained between IUCN and UNDP. Both projects (IUCN-CIDA and UNDP/GEF) met periodically to go over outstanding issues. Following this recommendation we established good relations with UNDP and worked together on all project components. Regular meetings and sharing of information were very fruitful and beneficial to both organisations.

Synergy with other CIDA funded projects

The project actively collaborated with several other CIDA funded projects.

In 2003, we made a sociological review to assess

the influence of NTFP harvesting caused on the biodiversity of four PAs on Kamchatka. The questionnaires were developed with the help of Canadian experts. The field data was gathered by the local project partners - trained trainers from Native people communities, Bystrinski Information Center, Bystrinski Nature Park and others. The review was acknowledged as unique by professional sociologists: more than a quarter of the households of Kamchatka villages located near PAs were involved. The review contained 40 questions on 15 major NTFPs. We were able to provide UNDP with information on volumes, locations, methods and time of harvesting of 15 major NTFP species and make an analysis of implications to the biodiversity conservation of four PAs on Kamchatka.

We actively participated in UNDP/GEF Steering Committees, sharing our expertise and knowledge with the UNDP/GEF project team.

Kamchatka Herbal Tea and the Nikolay and Ludmila Shishkin family business received grant support from UNDP/GEF/CIDA small business development fund. We helped to organize the shipment of an industrial drier to Anavgai from Moscow.

UNDP experts participated in the NTFP Study Tour to Canada (2002) and Traditional Knowledge Camp on Kamchatka (2005).

We helped the Bystrinski Information Center to fundraise 10'000 CAD from the Canada Fund for the Shared Processing Facility development for the production of crafts and NTFPs.

In 2003, we made a review on economical and ecological sustainability of small traditional crafts business development in Magadan Oblast for the IFC-CIDA Project. The review was actively used by the IFC-CIDA project team.

We promoted participation of IFC-CIDA project client in a number of international events; Terra Madre 2004 and 2005; Traditional Knowledge Camp on Kamchatka 2005, International NTFP Fair and Forum 2004 and 2005.

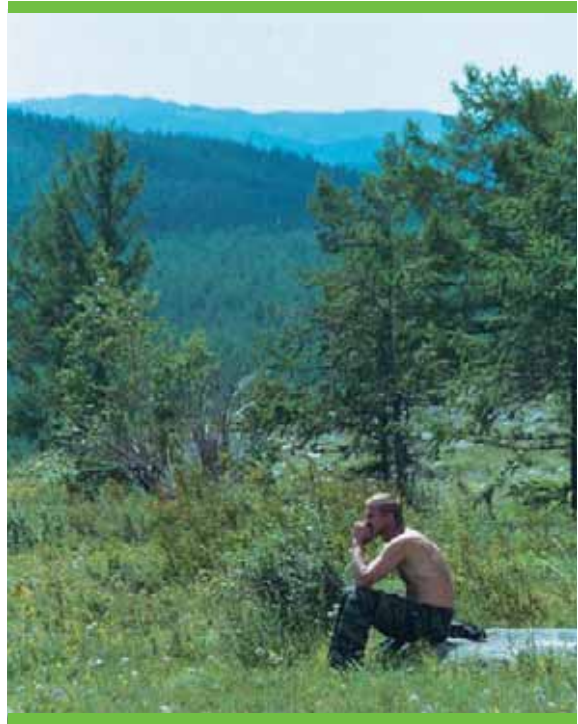
We participated in all annual CIDA projects conferences, shared the lessons learned by IUCN-CIDA project and learning on the experiences of other CIDA projects in various fields and regions.

Conclusions

It is not an easy task to leave a project after five years of working hard and creating relationships with so many people from Russia and Canada. The project team is proud of what they have accomplished: the project is still alive and active in the Far East of Russia in the small herbal tea businesses on Kamchatka, in the management plans of many protected areas all over Russia, in university manuals, in the schools and continuing education institutions in the region of Moscow, and in the First Nations communities in Manitoba and British Columbia.

So many more activities accomplished during the project implementation will not be found in this publication, things such as meetings, talks, jokes, discussions, friendships, and love stories. How do we explain the smell of the air somewhere in a village near the Bay of Victoria, or the smell of fire smoked salmon somewhere in Esso on Kamchatka?

We cannot measure the results of the project through the RBM matrix only. How do we measure the folk dancing of Indigenous peoples? We can, however, measure the success by the number of protected areas whose management capability significantly improved as a result of the project's influence, development and help.



A few project statistics

Number of activities: total – 80, including PI 19; PA 25 and NTFP 36

Number of annexes: total – 763, including PI 160; PA 157; NTFP 354, management 57, and communications 35

Number of people involved (in dynamics by years):

	2000	2001	2002	2003	2004	2005
Total	58	390	660	772	1060	1091
Women	8	57	297	346	492	508

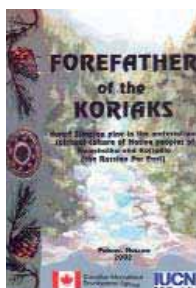
- 1091 people including PI 125; PA 312 and NTFP 654
- 385 organisations involved including PI 42; PA 164 and NTFP 179
- 194 seminars, workshops, trainings and master classes (PI 22, PA 34 and NTFP 138)
- 142 articles in newspapers, magazines, professional journals, proceedings of meetings, *etc.*
- 105 Internet announcements about project activities
- 104 international, national and regional meetings (conferences, seminars, workshops) where presentations were made and materials about the

project were distributed to promote the project

- 52 female key change agents
- 47 interviews to local, regional and federal TV and radio
- 38 people travelling to and from Canada
- 36 field missions
- 21 manuals, books and textbooks printed
- 12 news releases, most of them appearing on different web sites
- 8 gift cards
- 7 NTFP exhibitions and herbal tea contests
- 6 leaflets
- 5 films about NTFP training and sustainable use made by regional and local TV companies
- 4 JMC meetings
- 1 certificate for the Herbal Tea Contest
- 1 certificate for the Youth Traditional Knowledge Camp
- 1 film about the project made by a Canadian company Via Le Monde

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