

Forest Collaboratives:

INCENTIVIZING SUCCESS IN A DYNAMIC SYSTEM

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What is Collaboration?

Know what kind of collaboration you and your partners are engaged in

“Big C” Collaboration:

- Diverse stakeholders convened to exert collective influence decision-making via science-based, consensus decision-making

“Little c” Collaboration:

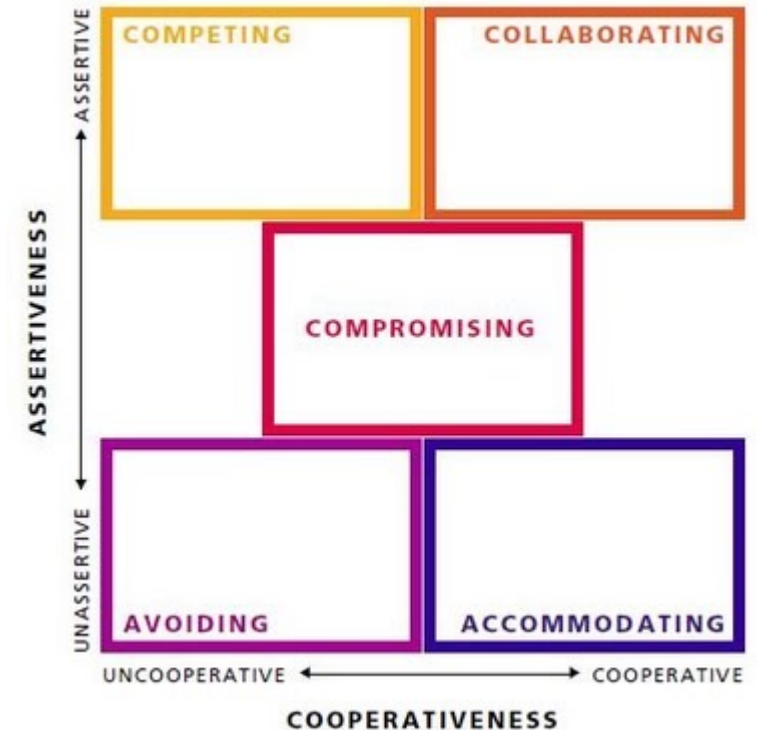
- Working with a diverse suite of partners to accomplish a common goal



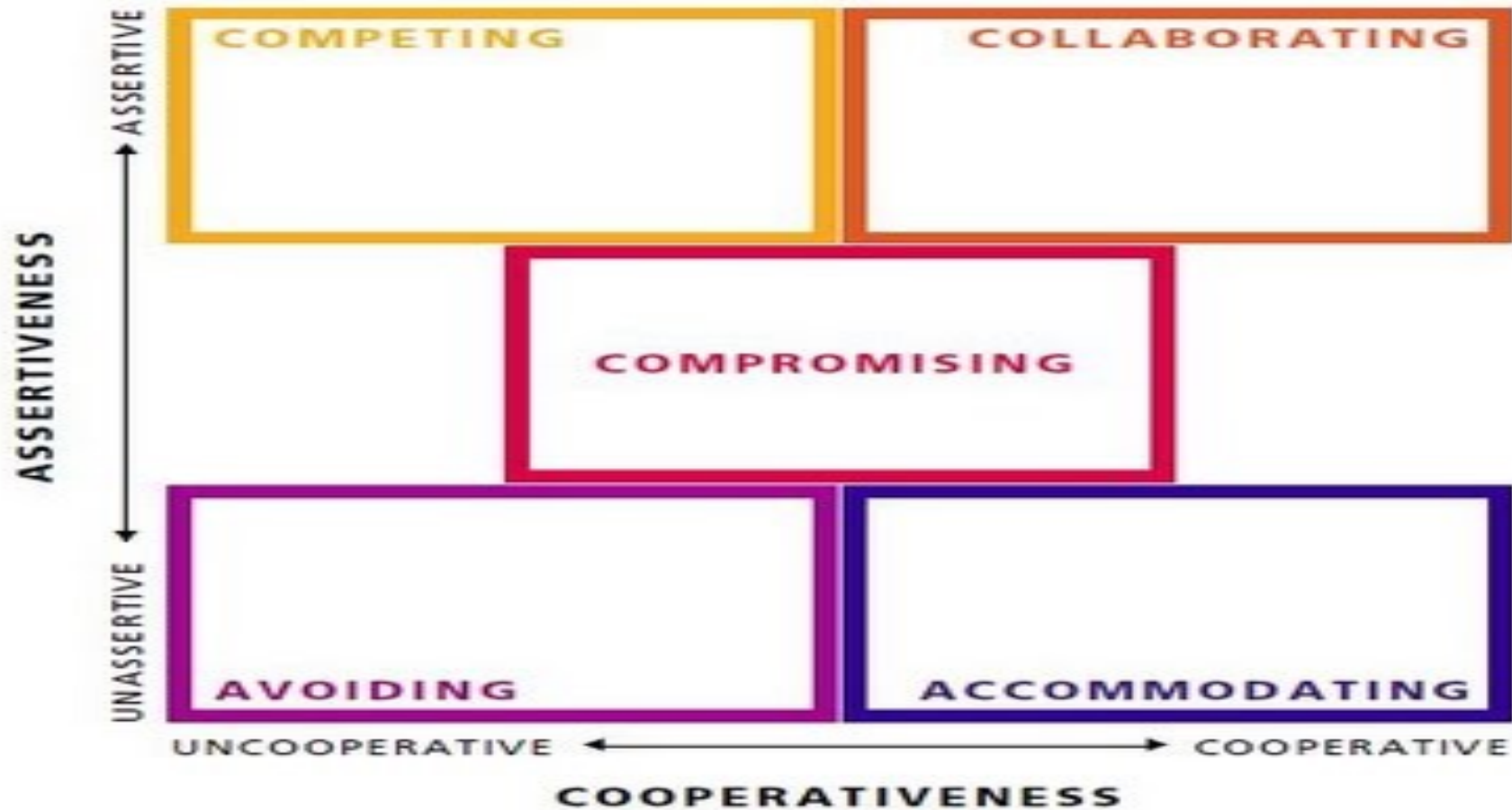
Why Collaborate?

Make sure Collaboration is the best approach

- In order to garner power and influence on a particular outcome, your interests are better served working collectively
- Collaboration is not always the right tool:
 - Competition
 - Negotiate/Compromise
 - Accommodate
 - Avoidance



Use the Right Approach for the Occasion



Other Public Engagement Options

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

- Inform
- Consult
- Involve
- Collaborate
- Empower

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC		We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Genesis of Forest Collaboratives

Crisis perceived by all stakeholders

- Environmental groups: Loss of wildlife habitat as a result of stand-replacing fires
- Industry: Loss of wood products
- Community: Loss of jobs, recreational opportunities, and public safety



Collaborative Sweet Spot

There are more incentives to work together than to go it alone

- Nature of the Issue
 - Meaningful, workable Common Ground is possible
 - A realistic expectation that the group can influence the outcome
- Who is Involved
 - Diverse engaged membership: Most points of view are at the table
 - Decision-makers are at the table
 - Leadership supports meaningful collaboration

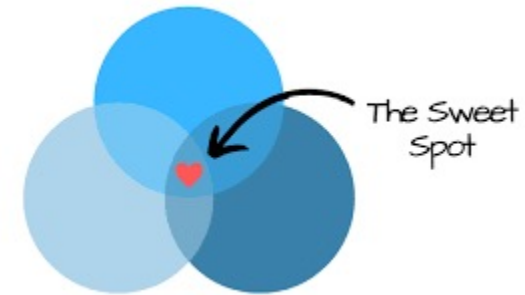


Collaborative Sweet Spot

There are more incentives to work together than to go it alone

Organizational Structure & Capacity

- Robust governance & decision-making structures
- Ground-rules and group norms that:
 - Build safety, trust, and a solution-oriented culture
- Solid facilitation
- Funding & organizational capacity (accounting, grant writing & all that)
- As equal a voice at the table as possible



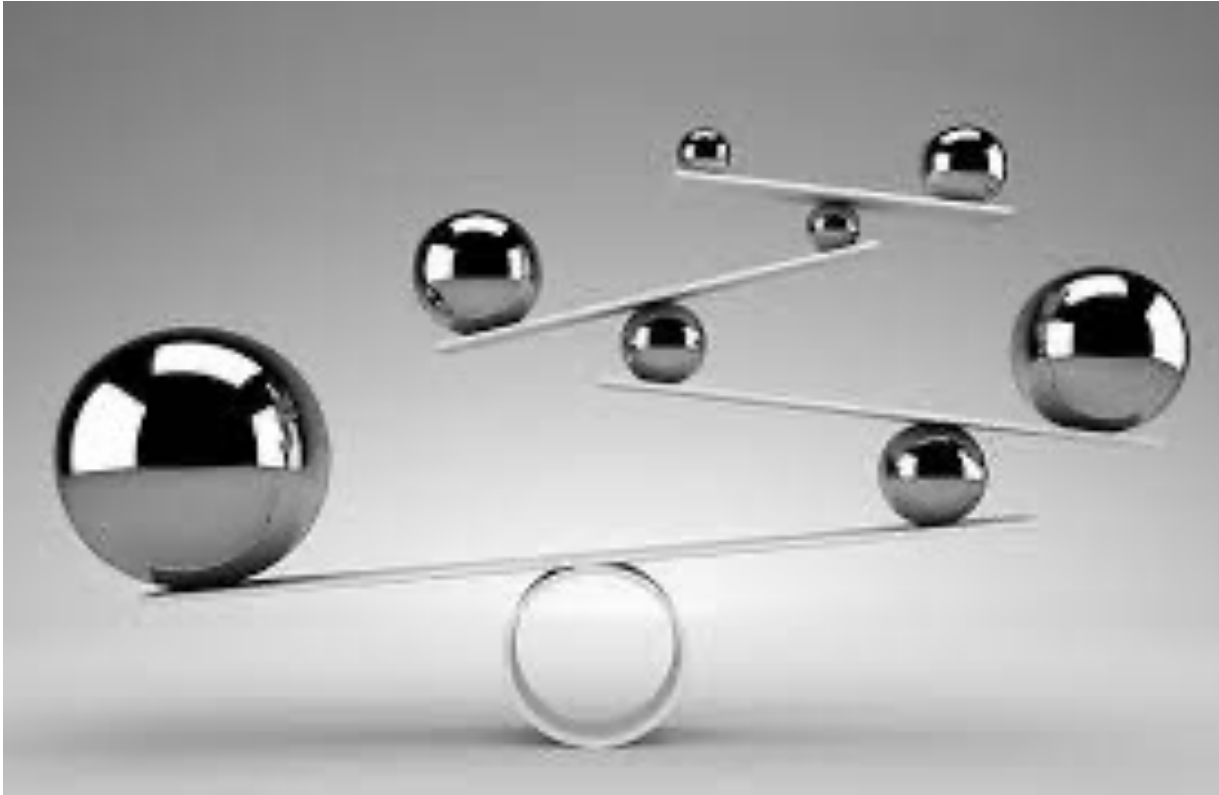
The Myth



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The Reality

One change in incentives tips the balance



Examples of Shifting Incentives

- 10-year Stewardship Contract released for bid on the Malheur National Forest
- Agency partner overwhelmed with litigation on the forest and less open to taking a risk
- Leadership focuses on timber targets over restoration, reducing trust among some stakeholders
- Any engagement by stakeholder group is seen as a “loss” due to current status quo
 - Existing policy based on social agreement (not science) advances one stakeholder interest group
 - Eg: Restricting ground-based logging to 35% slopes



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Recent Shifts in Forest Collaborative Work

Awareness of a “Shared Crisis” has Faded

- New players
- Time has passed and sense of crisis has subsided



Decreased agency capacity to collaborate

- Less ability to conduct field trips and engage on project work
- Reduced connection to “real work” demotivates participation



Recent Shifts in Forest Collaborative Work

Decision-makers less willing to take risks and use collaboratively developed agreements

- Eg: Black Mountain project on the Ochoco

Not all stakeholders have stayed at the table

Effectiveness of working outside the collaborative via non-collaborative tactics

Interest-based mis/disinformation campaigns

- Creates confusion and tension in the group
- Reduces public support



Approaching Collaboration Effectively

Is this a collaborative topic?

- Is there common ground?
- Can we have influence on outcomes on-the-ground?

Do we have the right people at the table?

Are decision-makers committed to true collaboration?

What incentives bring people to the table? Which drive them away?

Do we have the capacity to engage in this work over the long-term?



Consider Using Multiple Approaches

Support Collaborative work inside and outside of collaborative groups

- Examine the entire system of forest management and identify opportunities for greatest influence on outcomes
- Review and refresh collaborative work to align with areas of highest influence
- Work outside of collaborative groups as well as inside of collaborative groups to ensure best outcomes on-the-ground



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