

27.7.2024, T5.20 Innovation in valuation and governing of forest ecosystem services to strengthen forest resilience and create pathways to societal impacts

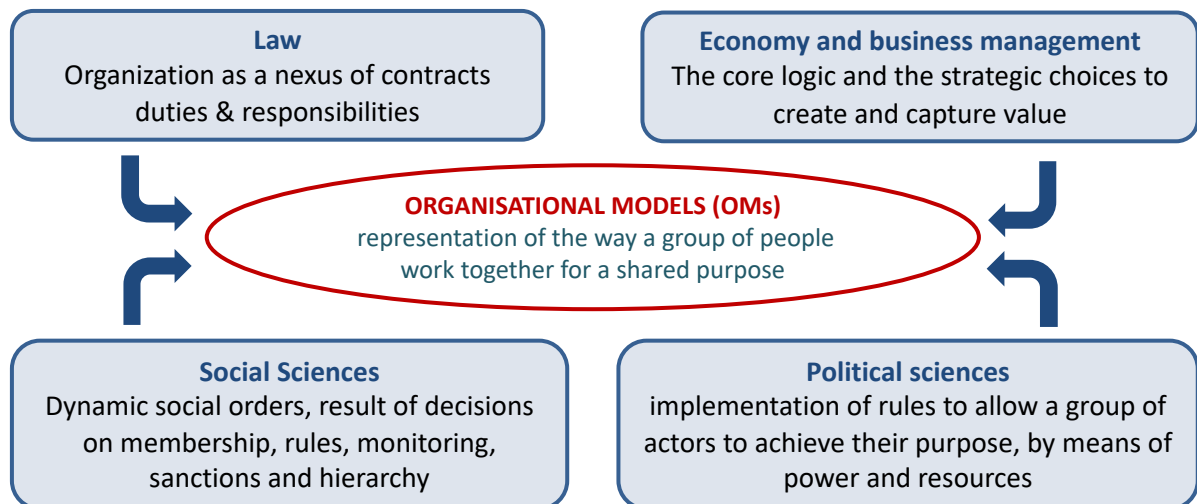
Conceptualizing Organizational Models for Sustainable Forest Management: Embracing Innovation and Complexity

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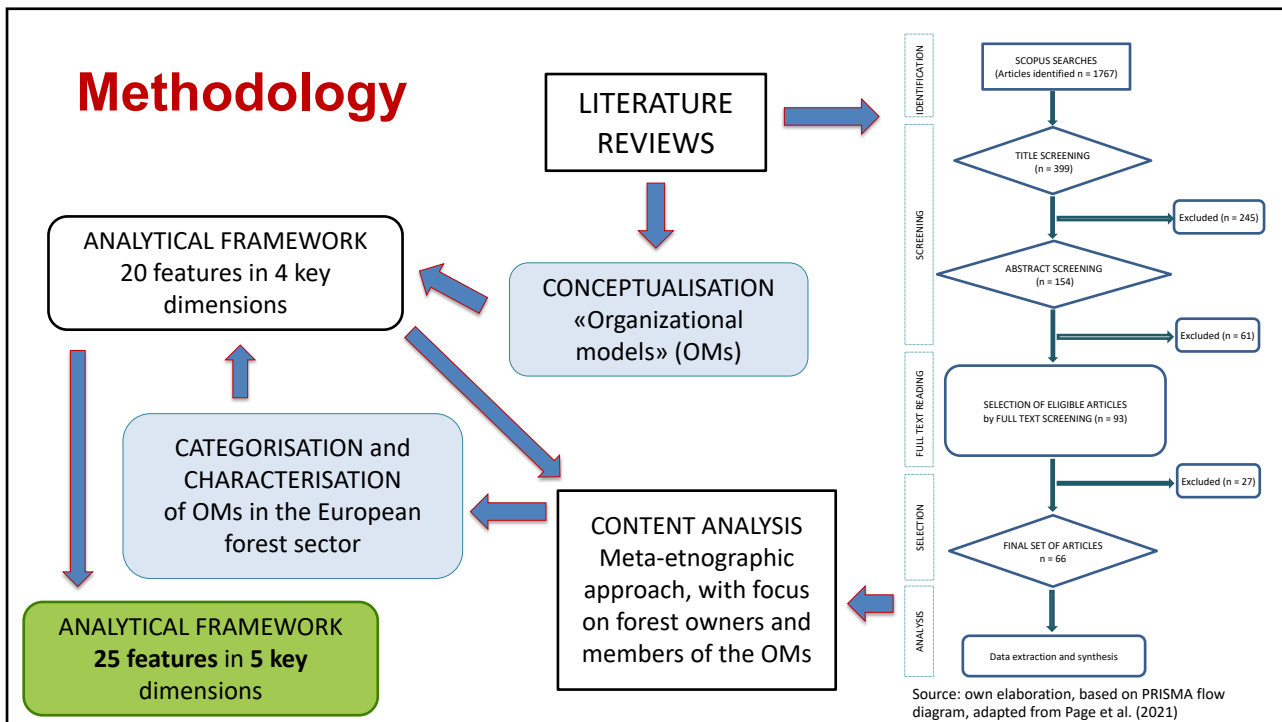
Objective: to define a conceptual model to classify forest management organizations



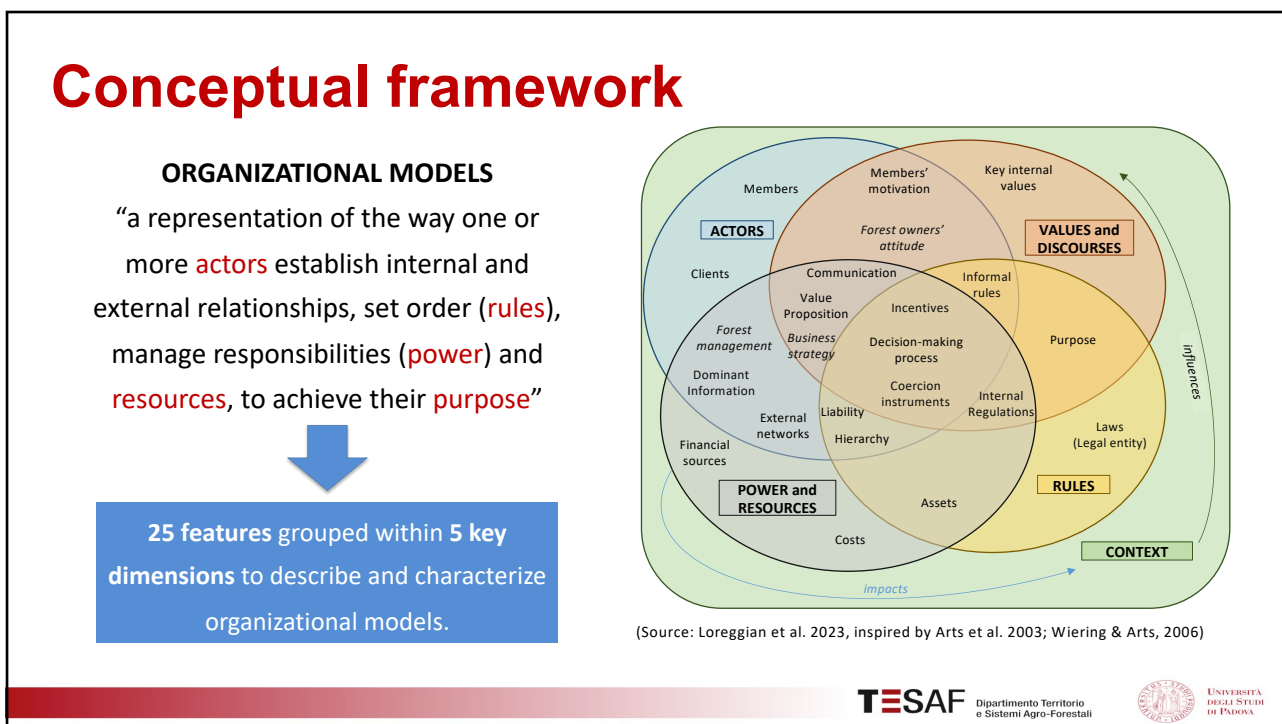
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Characterization of European OMs

	State Forests' Management Organizations (SFMOs)	Private Forest Owners Organizations (PFOOs)	Community forests (CFs)	Community-based Forest Enterprises (CBFEs)	Forest-based Social Enterprises (SEs)	Forestry Enterprises (FEs)
Actors #1 (Members)	The State, Regional and Local administration	Forest owners	Local communities	Communities; Communities with entrepreneurs	Social entrepreneurs, communities, people sharing common values and vision	Forest workers
Actors #2 (Forest ownership)	Public	Private	Collective	Private, public or collective	Private, public or collective	Private, public or collective
Rules #1 (legal form)	Joint stock companies; State agencies	Cooperatives or Associations	decentralization/ devolution of forest rights to rural communities (special laws)	Various: Small-medium enterprises, different forms of companies	Charities, Not-for-profit/social enterprises, cooperatives	MMEs and SMEs, different types of company (depending on national laws); Cooperatives.
Rules #2 (int. governance structure)	Hierarchical	Democratical (cooperative principles)	endogenous organizations	Democratical (participatory)	structured with a Board, frequently "flat" internal hierarchies	Very simple in MMEs (hierarchical); More structured (democratical) in cooperatives
Discourses #1 (values)	Public interest, efficiency	Trust	resources and landscape conservation; tradition	Care; cooperation; engagement	Solidarity; trust; Care; Cooperation	n.f.
Discourses #1 (value proposition)	Timber and NTFP, forest commercial services (recreational, education) + non-market (environmental) services (raw material)	INTERNAL - Services for the members (to guide and advise); EXTERNAL - Timber (raw material)	Forest products	Forest products; forest services; mixed	Forest services; Forest products; mixed	Forestry operations (logging, transport) for third parties
Power/resources #1 (Forest management)	Internal. FM plans developed by external consultants in smaller SFMOs	Individual owners directly plan and manage OR Joint management (either internal or external professionals)	Internal, but not always clearly distinguished between members, employees and board members	Internal, employing foresters or contracting external professionals	The manager is responsible for considering the multiple interests to different stakeholders and balancing the objectives	None. Contracted by third parties only for forestry operations. Limited power to negotiate for favourable contract terms and work sites.
Power/resources #1 (Financial sources)	Revenues from sale of products and services	Financial support from public funds + Membership fees + Revenues from selling of services	Revenues from selling of forest products (and services) outside the community	Revenues from selling of products and services	Commercial revenues + grants (Financial security is a critical factor)	Tenders for contracts, paid by forest owners or by forest firms

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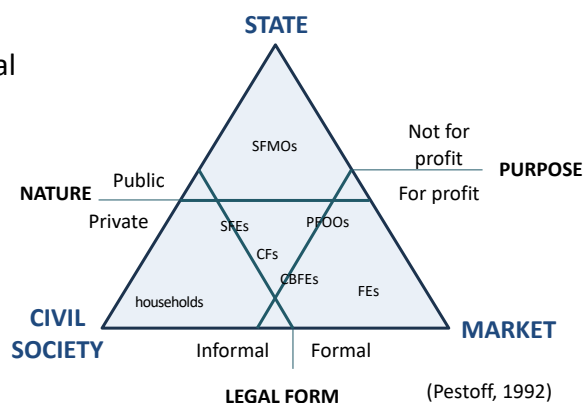
Discussion and conclusions

OMs can change over time, adapting to external changes... «organizational learning»

→ Several «**hybrid**» types

→ Three main axes emerged to **qualify organizations**

→ Fundamental key dimension: the **context**



Main **limitations** of the research:

- Conceptualization was not based on a full systematic review;
- Other organizational types/models exist, but didn't emerge from the literature review;
- categories influenced by the methodological choices.

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forests

More info:

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Organizational Models in European Forestry: An Attempt of Conceptualization and Categorization

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