

LIFE EUROLARGE CARNIVORES - LIFE16 GIE/DE/000661

Fennoscandian meeting on transboundary wolverine management

Östersund, Sweden

3-4 March 2020

Workshop results



TRANSBOUNDARY ISSUES REGARDING WOLVERINE MANAGEMENT

WORKSHOP RESULTS FROM OSTERSUND, SWEDEN

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Date: Tuesday-Wednesday March 3-4, 2020

Location: Ostersund, Sweden

Report prepared by Dr. Alistair Bath on behalf of the workshop participants.
Thank you to Sandra Jonsson for taking the photographs of our work sheets.

Bath, A. J. 2020. Transboundary Issues Regarding Wolverine Management:
Workshop Results from Ostersund, Sweden. 39pp.

TRANSBOUNDARY ISSUES REGARDING WOLVERINE MANAGEMENT

WORKSHOP RESULTS FROM OSTERSUND, SWEDEN

Introduction:

On Tuesday, March 3rd and Wednesday, March 4th, 2020, a diverse group of individuals from governments, research institutes and NGOs from across Finland, Sweden and Norway (18 individuals – see sheet 1 and photo 1) met in Ostersund, Sweden to discuss possibilities of transboundary cooperation regarding wolverine and wolverine management issues across the three countries.

The workshop was facilitated by Dr. Alistair Bath (see photo 2) from Newfoundland and Labrador, Canada using an applied human dimension facilitated workshop approach (AHDFWA), a visual technique that encourages productive and efficient discussion amongst all workshop participants (see photo 3 and photo 4). The results of the workshop are presented as images in this document. The images appear exactly as the discussion occurred in the room. One strength of the AHDFWA is that there is no interpretation of the meeting results as minutes but simply the presentation of the items as discussed by participants in the form of these photographs of the discussion sheets. This report guides those willing to understand the nature of our workshop through these work sheets.

Format of the workshop day:

A round of introductions involved each participant sharing their favorite thing given or received recently or over the holidays. A variety of interesting responses resulted from the question (see sheet 1). This exercise allowed for the facilitator to learn everyone's name and the exercise acted as an "ice breaker" for the workshop. Such an opening exercise helped people relax and create a productive working environment.

The facilitator then asked participants to express their response using a blue dot (see sheet 2) to the statement: "I know why I am here at this workshop". No formal agenda was sent to participants prior to the workshop by Dr. Alistair Bath, a characteristic of the AHDFWA especially in its early stages, so to encourage participants to focus on the issues that really need to be discussed. In addition, such an opening exercise offered an opportunity to hear what each participant believed was the reason they were at the workshop, thus testing also the communication messages prior to the workshop sent to participants. Most individuals placed their dots on the green cards suggesting they were somewhat sure about the nature of the workshop. These individuals shared that the workshop would be about working together across boundaries. A few individuals stated they had not reviewed the documents, two qualitative reports from an earlier listening exercise with many of the participants, so were not sure what might happen over the two days. Most workshop participants were unfamiliar with the AHDFWA. Having a trained facilitator for the two days allowed for difficult issues to be discussed in a safe and productive manner. In addition, a facilitator helped the group think through many issues and truly put the "work" in "workshop". Participants produced 30 pages of work from 2:00pm - 6:30pm on the Tuesday and 8:00am – 12:00 noon on the Wednesday.

NAME	WHERE FROM?	FAVORITE THING GIVEN OR RECEIVED RECENTLY (OVER HOLIDAYS, ETC.)
1. Sandra	Sweden	wheelbarrow to my son
2. Elisa	NORWAY	KAYAK!
3. Marte	NORWAY	Breakfast in bed
4. Anders	NORWAY	Beer
5. Tuomo	Finland	Olut
6. Per	Sweden	card on Father's Day
7. Sami	Finland	Long night sleep!
8. Jenny	Norway	Accept
9. Jens	Sweden	Accept
10. Harri	Finland	Sauna
11. Ellinor	Sweden	Chocolate
12. Else	Norway	Cup of tea in bed <u>every</u> morning
13. Erica	Sweden	Wool sweater
14. Petteri	Finland	skating on lake ice
15. Gerhardus	Finland (the Netherlands)	downhill skiing this winter
16. RUONA	SWEDEN	CANDLE LIGHT
17. HENRIK	SWEDEN	SKI/SNOWMOBILE WEEKEND
18. Mats	Sweden	Ice hockey
19. Alistair	Middle Cove, Canada	Fudge!
20.		
21.		
22.		
23.		

①



Photo 1: Participants at the Ostersund, Sweden workshop



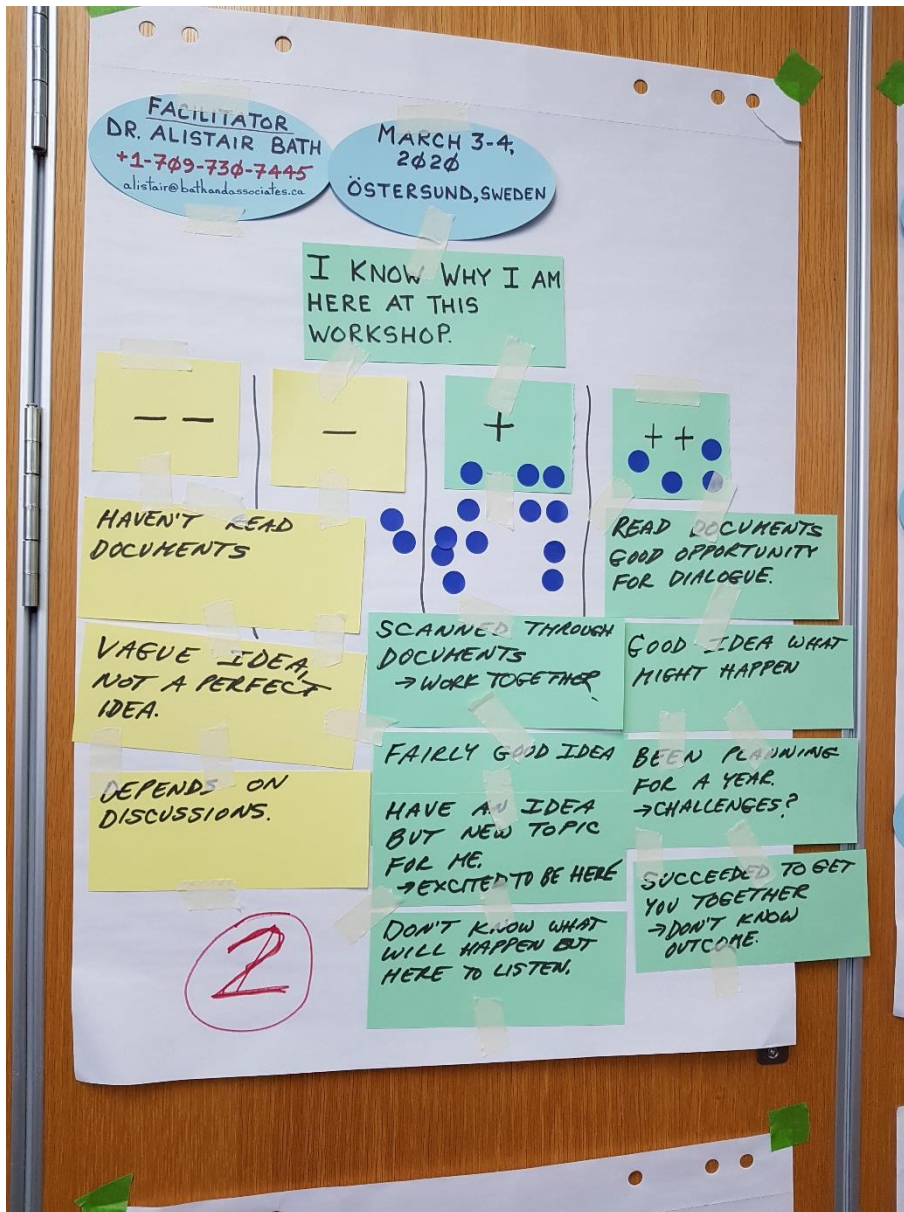
Photo 2: Dr. Alistair Bath, Facilitator, alistair@bathandassociates.ca, +1-709-730-7445



Photo 3: Dr. Alistair Bath in the art and skill of facilitation during the Swedish workshop held in Ostersund, Sweden March 3 – 4, 2020.



Photo 4: Active participation by all individuals as part of the applied human dimensions facilitated workshop approach.



The facilitator then outlined the goal of the workshop (see sheet 3):

- To build effective working relationships across Finland, Sweden and Norway through listening, learning and exploring areas of cooperation.

The specific objectives for the workshop were:

- To understand and address the key issues facing working together effectively
- To understand and address the key issues facing wolverine and wolverine management across Finland, Sweden and Norway.

The agenda for the workshop was then outlined (see sheet 3). Basically, participants discussed the current situation, what they wanted the future to look like and the key obstacles to achieving the desired future. Obstacles were spun as objectives and next steps identified. The diverse group agreed that they should work together toward transboundary cooperation on wolverine issues. To achieve this agenda discussion rules were shared (see sheet 4).

GOALS OF THE WORKSHOP

3

TO BUILD EFFECTIVE WORKING RELATIONSHIPS ACROSS FINLAND, SWEDEN AND NORWAY

LISTENING, LEARNING AND EXPLORING AREAS OF COOPERATION.

OBJECTIVES

TO UNDERSTAND AND ADDRESS THE KEY ISSUES FACING WORKING TOGETHER EFFECTIVELY.

TO UNDERSTAND AND ADDRESS THE KEY ISSUES FACING WOLVERINE AND WOLVERINE MANAGEMENT ACROSS FINLAND, SWEDEN & NORWAY

HOW WILL WE EXPLORE THESE ISSUES?

ROUND OF INTRODUCTIONS

TO EAT!!
LUNCH x 2, DINNER
FIKA +

A QUICK UPDATE OF THE NATURE OF THE WWF PROJECT

UNDERSTANDING THE CURRENT SITUATION.

CHALLENGES AND OPPORTUNITIES FOR TRANSBOUNDARY COOPERATION.

DISCUSS POTENTIAL COOPERATION
→ HOW DO WE INVOLVE ALL INTEREST GROUPS

UNDERSTAND WHAT WE WANT.

DISCUSS POTENTIAL OBSTACLES TO ACHIEVING OUR VISION.

SPIN OUR OBSTACLES AS OBJECTIVES

UNDERSTAND OUR OBJECTIVES AND HOW TO ADDRESS THEM?

NEXT STEPS?

DISCUSSION RULES

FOR FLOWING
AND EFFICIENT
DEBATE.

30 SECONDS
SPEAKING TIME.

EXPRESS ONE
IDEA AT A TIME.

WRITE DOWN ALL
IDEAS.

7 WORDS ARE
USUALLY ENOUGH.

BUT NOT
JUST KEY WORDS.

FLASH FOR OBJECTIONS,
COMMENTS AND
CLARIFICATION.

ADD COMMENT
ON AN OVAL
CARD.

4

SAYING "YES" WHILE
THINKING "NO" JUST LEADS
TO GREATER PROBLEMS
LATER.

WILLINGNESS TO WORK
IN SMALLER GROUPS AND
ALWAYS WORK TOWARD
SOLUTIONS.

Understanding the current situation:

Participants were then asked to consider the current situation in terms of understanding and addressing the key issues facing working together (see sheet 5). Each workshop individual was asked to place a blue dot expressing whether cooperation was poor, getting worse, improving or just fine. All participants placed their dot in improving or just on the fence between getting worse/improving. Participants were divided into smaller groups to discuss what is not going well in terms of working together, and what is going well in terms of working together.

On yellow cards (see sheets 5, 6 and 7), workshop participants identified issues that were not going well in terms of working together. These included:

- Lack of resources especially in Finland,
- Lack of knowledge and cooperation especially with Finland,
- Lack of consideration of cumulative effects of hunting and culling across borders,
- Lack of monitoring or lack of systematic monitoring,
- Different policies – lack of unified legislation across country boundaries,
- Lack of effective compensation systems within reindeer husbandry areas,
- A culture of avoiding conflicts rather than discussing issues toward resolution,
- Information flow about viable populations and coordinated management.

On green cards (see sheets 8 and 9), workshop participants identified issues that were going well in terms of working together. These included:

- Positive attitudes toward cooperation demonstrated through shared research projects and scientific cooperation between countries,
- Increasing participation from Finland,
- Nordic kinship, cultural and societal similarities that can help facilitate dialogue,
- The political level made an agreement,
- Raccoon dog control project working fine across borders.

Update from WWF about the Nature of this Initiative:

A brief update (see sheet 9) was provided by WWF about the nature of this large carnivore project. WWF highlighted that 16 WWF offices and other organisations across Europe are co-operating in a LIFE project 2017-2022 focused on understanding and sharing best practices on large carnivores and working with people. WWF selected the wolverine as a starting point for discussing possibilities for transboundary co-operation in Finland, Sweden and Norway. Acting in this new role of listening, learning and facilitating dialogue, WWF hopes to enter respective working relationships with all the key interest groups to improve the current situation. Workshop participants appreciated this new initiative offered by WWF and spoke of opportunities now to effectively work together being on the “same side”, rather than always against each other. Earning and building trust will remain paramount for the success of this initiative.

IN THE BATTLE TOWARD UNDERSTANDING AND ADDRESSING THE KEY ISSUES FACING WORKING TOGETHER, IS COOPERATION:

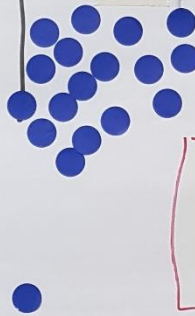
POOR

GETTING WORSE

IMPROVING

"BEST KIND"
→ FINE

WHAT IS NOT GOING WELL IN TERMS OF WORKING TOGETHER?
→ WHAT ARE YOU MOST EMBARRASSED ABOUT?



FINLAND PULLED OUT OF THE LIFE PROJECT RE: WOLVERINES, LAST MINUTE

LACK OF EARMARKED MONEY (BUDGETED) IN FINLAND

Sharing knowledge & resources could be more efficient (especially Finland lacking resources)

5

→ LACK OF KNOWLEDGE/ COOPERATION WITH FINLAND

NOT AS MUCH / GOOD COLLABORATIONS WITH FINLAND

NOT WORKING SO TIGHT WITH FINLAND. SWEDEN AND NORWAY WORK CLOSER.

NO ESTIMATION OR CONSIDERATION OF THE TOTAL EFFECT OF LEGAL HUNTING & CULLING ACROSS THE BORDERS

NOT EMBARRASSED ABOUT ANYTHING RE: WOLVERINES

Different politics/management goals across borders.

MONITORING IN FINLAND - NOT SYSTEMATIC

A FACT!

Need to recognize the ^{and} different roles the differing levels of administrations

WE LACK KNOWLEDGE ON ~~HOW~~ DETAILS OF FINNISH WOLVERINE MONITORING

Sweden → similar tasks + cooperation with depts
→ County Boards
→ finding right level of cooperation.

Things improving but challenges

DIFFERENT POLICIES AND LEGISLATION SWEDEN AND FINLAND VS. NORWAY (EU)

FINLAND: COMPENSATION ^{NORWAY} SYSTEM ~~COULD~~ BE BETTER (FOR REINDEER)

6
Depends on who you ask. Reindeer herders vs WWF vs others.

DIFFERING POLICIES & LEGISLATION, NORWAY NOT EU MEMBER, FINLAND + SWEDEN ARE.

previous, lack of collaboration

Sometimes avoiding conflicts, instead of talking/having dialog
Developed schemes for conflict reduction/preventative measures (in each country)
↳ Not optimized

DIFFERENT OPINIONS ON SIZE OF VIABLE POPULATION(S).

Article 17 reporting Not clear in guidelines - "viable" meaning.

Consider genetic aspect then ~~its~~ would be higher

EU member state required to report on status conservation status → every 6 yrs.

Information Flow - Need transboundary management plan.

POORLY COORDINATED MANAGEMENT OF WOLVERINE

7

WHAT IS GOING WELL
IN TERMS OF WORKING
TOGETHER?
→ WHAT ARE YOU MOST PROUD
OF?

in progress...
people available for
people (local project
staff to help in multiple
questions (Boreal Wolf/Life)

FINLAND ALMOST ENTERED
A LIFE PROJECT REGR.
WOLVERINES TOGETHER
WITH SWEDEN

Positive attitude toward
Cooperation

DEVELOPMENT OF
GENETIC MONITORING
ACROSS NO, FIN + SWE.

Fully supported
3rd proposal &
didn't get it.
Money to be
translocated to
areas where LCs
were being killed.

VERY GOOD COOPERATION
IN NORTHERN NORWAY,
SWEDEN & FINLAND WHEN
IT COMES TO FIELDWORK

JOINT MONITORING OF
LARGE CARNIVORES
SWEDEN / NORWAY

COOPERATION ON SCIENCE
ACROSS ALL 3 COUNTRIES

COOPERATION ON
MONITORING AND
REPORTING NORWAY + SWEDEN

Shared data

Common
research
projects

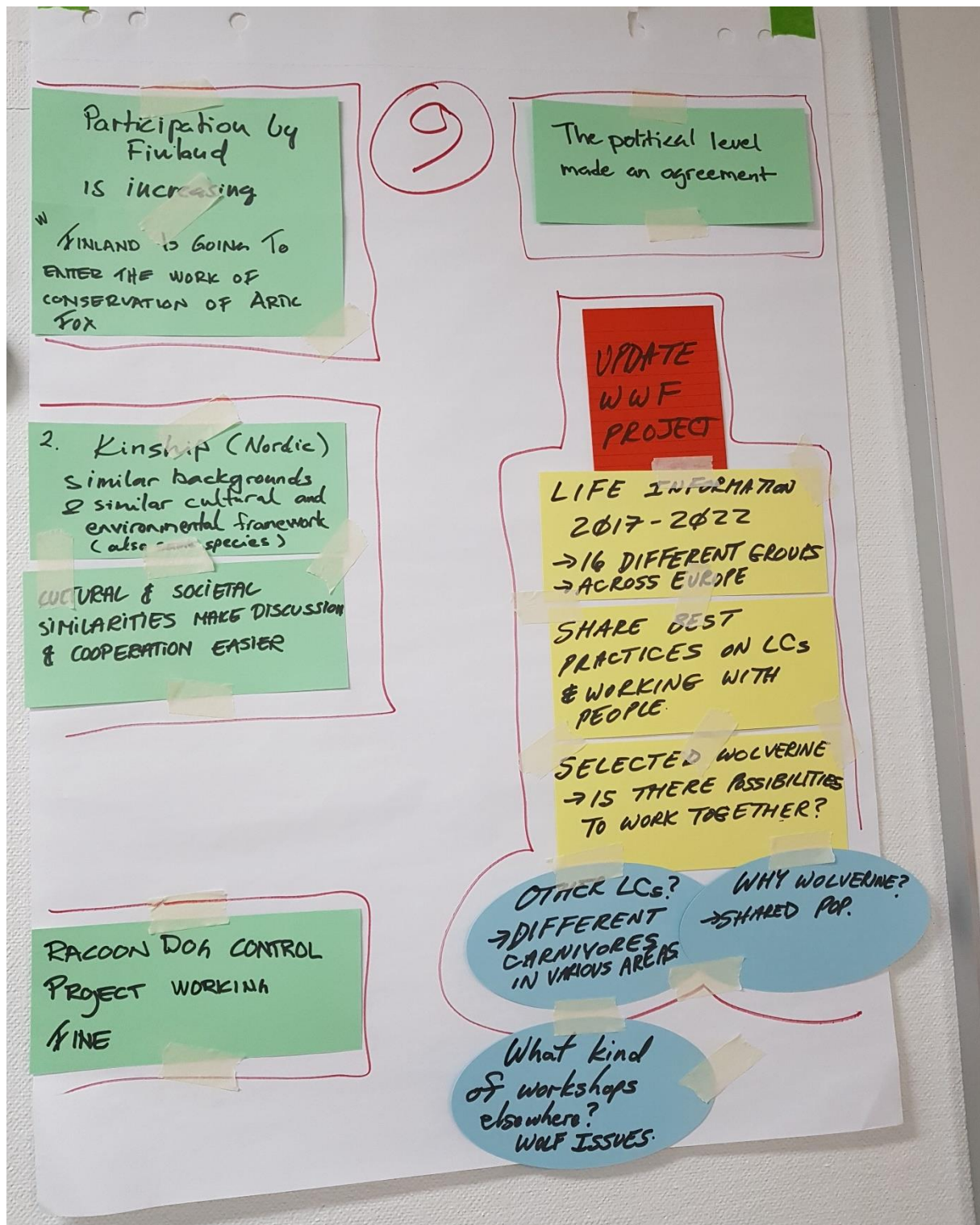
Monitoring
together, across
countries

SCIENTIFIC COOPERATION
IS IMPROVING BETWEEN
THE COUNTRIES

Shared knowledge
(research & management)

ROVBASE data on
a common platform for
NO and SE, maybe FI

8



Why now transboundary cooperation?

In an effort for the group to be able to justify working together, the facilitator challenged the participants to identify clear reasons why now transboundary cooperation was needed (see sheet 10). The workshop participants highlighted “why not now”. With wolf cooperation occurring, now was a good time. In addition, participants spoke of a common population.

WHY NOW TRANSBOUNDARY COOPERATION?

Why NOT now?

COOPERATION OF WOLVES
PARTLY FINLIZED,
WOLVERINES PLANNED NEXT

WHY NOT?

IF THERE IS AN OPPORTUNITY
FOR TRANSBOUNDARY MANAGEMENT
THE COUNTRIES SHOULD TAKE IT.
THERE'S NO REASON TO WAIT

IMPORTANT TO MANAGE
POPULATIONS ON POPULATION
LEVEL, ESPECIALLY CONSIDERING
THE INCREASING THREATS FROM
CLIMATE CHANGE

WOLVERINES HAVE NO
COUNTRY BOUNDARIES
TRANSBOUNDARY MANAGEMENT

Common populations

- connectivity is important.

Transboundary populations

- larger now than before.

NEED TO MANAGE population
AS A WHOLE

BIOLOGICAL ADVANTAGES
IN ONE JOINT MANAGEMENT
OF ALREADY CONNECTED
(SUB) POPULATIONS
OF NATIONAL

WHAT ARE THE ADVANTAGES OF WORKING TOGETHER ON WOLVERINE ISSUES?

Similar problems in each
country - share info/dialogue
to find common solutions
(Share experience)

Learn from each other!
share knowledge / data

ACKNOWLEDGE THE
COMMON CHALLENGES ON
REINDEER HERDING

ISSUES HAS CULMINATED
AND THERE IS A NEED
FOR A DIFFERENT
APPROACH

MORE KNOWLEDGE ABOUT
THE POPULATION TO
BUILD MANAGEMENT ON.

WOLVERINES ALREADY
EXIST IN THE REINDEER
HERDING AREA

BETTER UNDERSTANDING
FOR THE NEED FOR
TRANSBOUNDARY MANAGEMENT
THAN EARLIER

10

Understanding the advantages/disadvantages of working together on wolverine issues:

To fully appreciate the implications of working together on wolverine issues, in smaller groups workshop participants highlighted the advantages of working together (see sheets 10, 11 and 12) as well as the disadvantages of working together. This was done before the group agreed unanimously that all three countries should work together toward understanding and addressing wolverine issues and wolverine management.

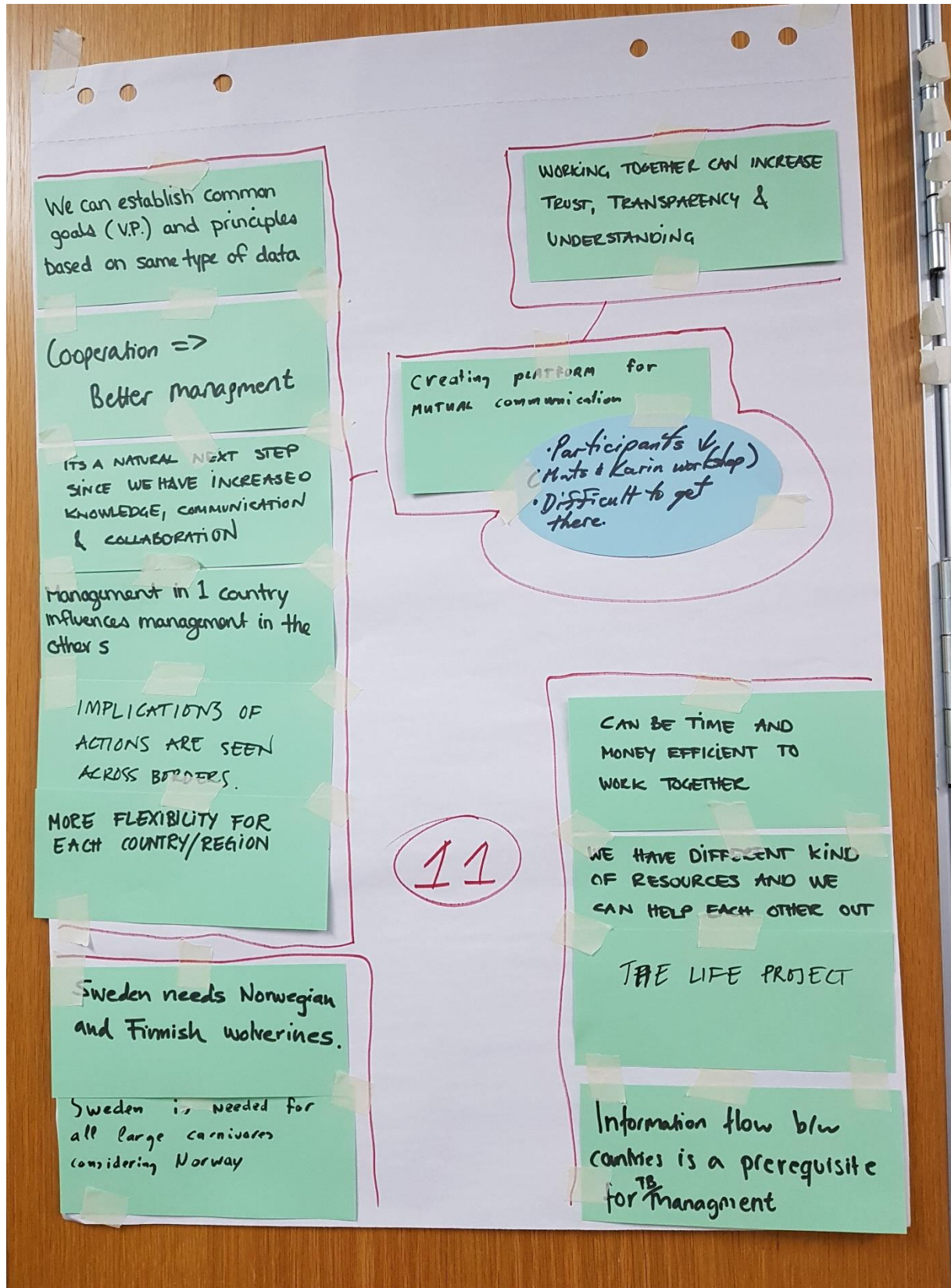
Advantages of working together highlighted by the group included:

- Abilities to learn from each other,
- Share common problems and thus working together could find common solutions,
- Understand common challenges with reindeer husbandry,
- Wolverines exist across all three countries and more shared knowledge about the population will offer more management options,
- We can establish common goals and principles based on common data,
- Management in one country affects other countries, hence a common management strategy built on trust, transparency and cooperation would produce better management and more flexibility within countries,
- Can be time and money efficient working together sharing resources as required,
- Sweden needs Norwegian and Finnish wolverines,
- Finland in a better situation to cooperate,
- EU is encouraging transboundary cooperation and transboundary management of common populations,
- Climate change increases pressure on wolverines requiring a bigger need for cooperation across borders,
- Could agree on same understanding of “favorable” conservation status between countries,
- The importance of gene flow, genetic diversity and facilitating dispersal if cooperating fully across borders,
- Strengthen the involvement and voice of the Saami people by working together.

Workshop participants also took the time to understand the disadvantages of possibly working together on wolverine issues and to understand their fears if agreeing to working together (see sheets 13 and 14). The disadvantages highlighted by the group included:

- Costs – more collaboration requires more coordination and more resources,
- Time – working together may mean it takes more time to work on things,
- Decision-making processes might be challenging requiring changes in political goals which may make it difficult for countries to agree on policies,
- Risk of leaving the Saami people out of the process if not active efforts are taken to ensure their involvement,
- Fear of data sharing and funding sharing,
- Loss of control but common across all countries,
- Compromise for common goals might be difficult to “sell” domestically,
- Bound to agreements and lose ability to blame others,
- Russia unknown – need to work with us but would they be willing?

Each smaller group was asked then to lean in a direction of either moving toward transboundary cooperation or not. All groups expressed a “green card” supporting increased cooperation and figuring out what transboundary cooperation means (see sheet 15).



FINLAND HAS
"REGROUPED/REORGANIZED"
AND ARE NOW READY
TO COOPERATE

EU Convention

- Focus on transboundary
management.

EU IS ENCOURAGING
TRANSBOUNDARY
COOPERATION & MANAGEMENT
(↳ MAIN DRIVING FORCE, BUT
MAYBE NOT MAIN REASON)

CLIMATE CHANGE INCREASES
PRESSURE ON WOLVERINES
↳ BIGGER NEED FOR
COOPERATION ACROSS
BORDERS

SAME UNDERSTANDING OF
'FAVOURABLE' CONSERVATION
STATUS BETWEEN THE
COUNTRIES

Necessary gene flow
b/w countries
- Political decisions

THE IMPORTANCE OF
THE GENE FLOW/
GENETIC DIVERSITY

FACILITATE dispersal
to improve inbreeding
situation
(decrease inbreed. degree)

12

· STRENGTHEN THE
INVOLVEMENT AND VOICE
OF THE SAMI PEOPLE

WHAT ARE THE DISADVANTAGES OF WORKING TOGETHER ON WOLVERINE ISSUES?

EXPENSIVE

Short term more use of resources - not long term

MORE COLLABORATION MEANS MORE COORDINATION

THINGS MIGHT/WILL TAKE LONGER

A BAD COOPERATION WOULD YIELD NO/BAD RESULTS WITH A LOT OF TIME & RESOURCES SPENT

MORE COOPERATION REQUIRES MORE RESOURCES / FUNDS

RISK OF BYRÄKRATI AND SLOW PROCESSES 😊

WHAT FEARS DO YOU HAVE?

THE DECISION MAKING PROCESS MIGHT BE CHALLENGING

Political differences could be obstacles to cooperation

FEAR OF HAVING TO CHANGE POLITICAL GOALS

THE COUNTRIES MIGHT NOT BE ABLE TO AGREE ON POLICIES

13

• RISK OF LEAVING THE SAME PEOPLE OUTSIDE OF THE PROCESS

FEAR OF DATA
SHARING IN RESEARCH
+
FUNDING

OPENNESS AND TRANSPAR-
ENCY
MAY LEAD TO MORE
POACHING

A COOPERATION MIGHT
FORCE WORSE ACTIONS/
STATUS FOR SOME COUNTRIES

COMPROMISE FOR COMMON
GOALS MIGHT BE DIFFICULT
TO "SELL" DOMESTICALLY

~~RUSSIA~~ ?

Will they
work together
with us?

LOSS OF CONTROL

True For
all countries

Cooperation should not
lead to uneven responsibility

THERE IS A LIMIT FOR
HOW MUCH TRANSBOUNDARY
COOPERATION IS POSSIBLE
(ACCEPTANCE / RESPONSIBILITY)

BOUND TO AGREE-
MENTS

LOSE ABILITY TO
BLAME OTHERS

14

Agree
Transboundary
Cooperation

[Blank green sticky note]

COMMON GOAL & VISION
RECOGNIZE THE EASY
WAY FOR COOPERATION
& ALSO POINTS FOR COOPERATION...

WORKING TOWARDS
TRANSBOUNDARY
CO-OPERATION

- 1. INFORM THE DECISION-MAKERS ABOUT THE NEED FOR, AND BENEFITS OF, JOINT MANAGEMENT.
- 2. DEFINE THE SCOPE OF A JOINT MANAGEMENT PLAN (NEEDS, GOALS, DIVISION OF GOALS?)

We vote for increased
cooperation

15

FIGURE OUT WHAT
TRANSBOUNDARY
COOPERATION MEANS

Understanding current wolverine management and beginning to think about not only where we are, but where we want to be:

Workshop participants were asked to think about current wolverine management along a “S-curve” of time and success (see sheet 16). Participants placed red dots along the curve and then explained their reasoning for placing the dots where they did. There were two groupings of dots with most people placing dots quite low at the beginning of the ascending curve. Individuals believed that the countries were really at the very beginning of working together on wolverine management but this workshop and continued dialogue were great first steps and signs of improvement, hence dots placed on the upward part of the curve as a signal that “we” were heading to further success.

To this point in the workshop, the focus was on understanding the current situation and letting participants fully understand the consequences of working together so that they would be able to clearly articulate strong reasons for collaboration. The next component of the workshop was about understanding what we would be striving for. What does an ideal situation look like of working together on wolverine issues? To explore this desired future, in smaller groups participants drew images and thought of key values or principles that would exist on what this transboundary cooperation on wolverine issues and management would look like if all groups worked hard to achieve it. Some of what this vision looks like is summarized on sheets 17, 18 and 19. Each group also tried to capture their key values and characteristics of their images in single vision statements. Powerful characteristics of the desired future include:

- Overcoming limitation of cooperation,
- Minimizing conflicts and decreasing damages due to wolverine,
- Strong and healthy genetic population of wolverine,
- Saami lifestyle continues to thrive,
- Better connections with Russia,
- Overcoming ignorance and lack of understanding by EU of “our” conditions,
- Strong communication with same principles for collaboration,
- We have the same direction with all interest groups collaborating and cooperating,
- We work toward multiple species management, not just focus on a single species,
- We have created and are able to sustain a platform for discussions,
- Wolverine know no boundaries and we also work across areas,
- Common understanding exists amongst all groups,
- Wolverines are seen in a positive light by society,
- Understand that actions in one area affects the others,
- Trust is important between all countries and interest groups,
- We become the “star model” of adaptive collaborative management,
- Flexible management within countries within a common goal remains,
- More connectivity exists for the wolverine,
- Transparent, respectful and responsible communication between all groups,
- Management becomes predictable for all users due to effective flows of information.

The workshop participants discussed a desired environment where diverse groups come together as equals in a common circle to work toward common wolverine management. One



Success
TIME
CURRENT WOLVERINE MGMT.

16

WHAT DOES THE
IDEAL SITUATION
LOOK LIKE IN 20 YEARS
IN TERMS OF WORKING
TOGETHER ON WOLVERINE ISSUES?

OUR VISION
OF TRANSBOUNDARY
COOPERATION?

OVERCOMING
LIMITATIONS OF
COOPERATION
"OUT OF THE CAGES"

BREAKING DOWN
BOUNDARIES

MINIMIZING CONFLICT
& ↓ DAMAGES

STRONG & HEALTHY
GENETIC POPULATION

SAMI LIFESTYLE
CONTINUES TO EXIST

BETTER CONNECTIONS
WITH RUSSIA.

OVERCOMING IGNORANCE
& LACK OF UNDERSTANDING
BY EU OF "OUR" CONDITIONS.

STRONG COMMUNICATION
WITH SAME PRINCIPLES
→ COLLABORATION.

WE ARE ALL IN THE
SAME ROOM!

WE HAVE THE SAME
DIRECTION WITH ALL
INTEREST GROUPS
COLLABORATING & COOPERATING.

MULTIPLE SPECIES MGMT.
→ DON'T FOCUS ON
SINGLE SPECIES.

CREATING & HAVING A
SUSTAINABLE PLATFORM
FOR DISCUSSIONS.

WORKING ACROSS AREA
→ NO BOUNDARIES.

17

NO BORDERS FOR
WOLVERINE

WOLVERINES ARE
SEEN IN A POSITIVE
LIGHT.

VIABLE * STRONG
POPULATION ACROSS
ALL AREAS.

↓ DAMAGES

RUSSIA INVOLVEMENT
→ ALL 4 NATIONS
WORKING TOGETHER

MORE CONNECTIVITY
FOR WOLVERINE

TRANSPARENT AND
RESPECTFUL COMMUNICATION
BETWEEN ALL GROUPS

MGMT PREDICTABLE
FOR ALL USERS
(SHEEP + REINDEER OWNERS)

COMMON UNDERSTANDING
AMONGST ALL GROUPS

UNDERSTAND ACTIONS IN
ONE AREA AFFECTS
OTHERS

TRUST IS IMPORTANT

STAR - COMMON VALUES +
LOCAL ADAPTATIONS.
↳ COMMUNITIES, SECTORS
→ "STAR" / MODEL FOR MGMT.

COMMON VIABLE POP.
OF WOLVERINE

FLEXIBLE MGMT.
WITHIN COUNTRIES
WITHIN COMMON GOAL.

RESPECT * RESPONSIBILITY
FOR ALL INTEREST
GROUPS

FLOW / ARROWS OF
INFORMATION

(18)

WORKING TOGETHER FOR AN INCLUSIVE AND SUSTAINABLE
FUTURE; THE WORLD'S BEST TRANSBOUNDARY LC MANAGEMENT

BIOLOGICAL & SUSTAINABLE
GENETIC POPULATION
COMMON TO ALL.

ALL GROUPS LISTEN,
RESPECT & BE INVOLVED.

BRING DIVERSE
GROUPS TOGETHER
BEING EQUAL-CONNECTED
IN A COMMON CIRCLE.

VISION
• CLEAR
• CONCISE
• UNIQUE
• MOTIVATING
• STRETCH
BUT NOT
OVERSTRETCH

19

vision statement articulated this collaboration (sheet 19): “Working together for an inclusive and sustainable future; the world’s best transboundary large carnivore management.”

Vision and Values – Images of the Desired Future to Work Towards:

Within smaller groups, workshop participants shared their images and their values. Group one discussed fairness, transparency, integrity and sustainability with their image of “out of the cages: creating rooms for living” (see sheet 20). Group 2 discussed in their image strong cooperation and collaboration that leads to common visions and goals. This would be

OUT OF THE CAGES : CREATING ROOMS FOR LIVING

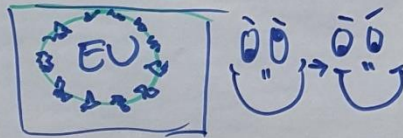
fairness

20

transparency

integrity

sustainability



achieved through joint meetings, strong cooperation with the scientific community and multiple species adaptive management (see sheet 21). These participants captured their image with the statement: "Common management and common goals together – People and wolverines management without boundaries". Group 3 wanted us to "be proud of the northern

SAME COMMON
VISION & GOAL(S)

COOPERATION,
COLLABORATION

(21)

MULTIPLE SPECIES
Adaptive
MANAGEMENT

JOINT MEETINGS
+
COOP. WITH SCIENTISTS

PEOPLE AND WOLVERINES TOGETHER 4 THE FUTURE!

COMMON MANAGEMENT AND COMMON GOALS,
TOGETHER - PEOPLE AND WOLVERINES

MANAGEMENT WITHOUT BOUNDARIES



scavenger” (see sheet 22). Group 3 envisioned a future where there was a continuous wolverine population that was genetically viable. Continuous communication and consideration of other countries issues enabled all 4 nations (Norway, Sweden, Finland and Russia) to share a common goal. Group 4 also highlighted the need for building trust, accountability, predictability and sharing of common knowledge and understanding (see sheet 23). Group 5 also spoke and illustrated common viable populations of wolverines, common management with flexible solutions, respect for different conditions between groups and areas, and interest groups would take responsibilities for improving wolverine management (see sheet 24). This group summarized their vision as: “Encourage participation towards goals that generate a positive common ground”. Group 6 created an image emphasizing connectiveness between all groups (see sheet 25). These workshop participants discussed that their vision included all interest groups who are actively involved, strong dialogue and mutual respect, working towards sharing of burdens and defining and maintaining a biologically sound wolverine population.

What are the biggest obstacles to achieving our common vision?

Within smaller groups, each group identified the five biggest obstacles to achieving our common vision (see sheets 26, 27 and 28). These obstacles included:

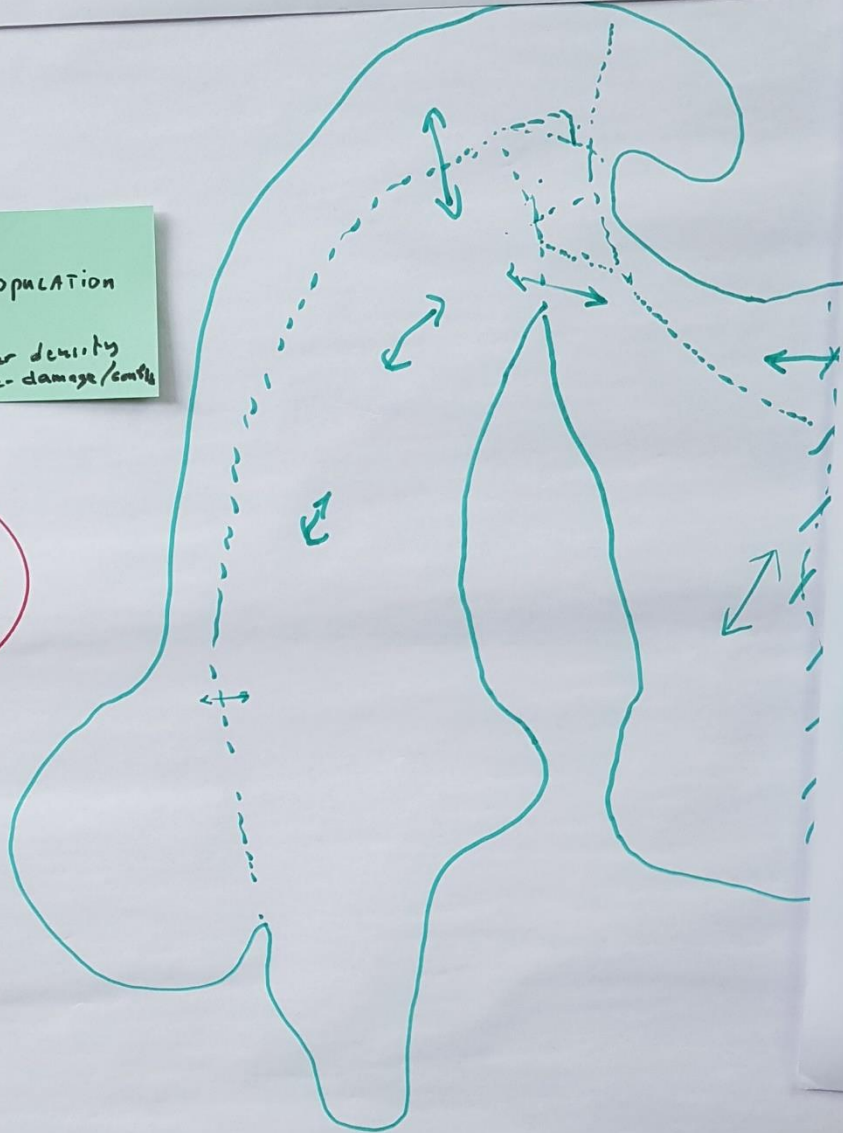
- Differences in compensation systems,
- Different views and willingness to compromise toward common goals,
- Lack of political will,
- Lack of resources,
- Habitat connectivity area is also conflict area,
- Gaining acceptance and increasing values of large carnivores to society,
- Mistrust, fear and ignorance,
- Differing legislation and legislative frameworks leading to different political realities,
- Other political issues competing with wolverine issues. Many issues are much bigger than wolverine.
- Gathering all interest groups into one room for effective dialogue and understanding,
- Common agreement on knowledge.

Of these obstacles, participants were then asked to consider which were the two biggest obstacles and to place a blue dot on the two obstacles they believed were the biggest. Then participants were asked to look at all the obstacles again and place a red dot on the biggest obstacle that they felt they could do something about, understanding that they could place their red dot in the same place as one of their previous blue dots or on something totally different. Ideally in this exercise, you want to see a mixture of blue and red dots on the same obstacle suggesting it is very important but also that many feel they can do something about it. One would not want to see either the situation where there are a lot of red dots but no blue dots or a situation with a lot of blue dots but no red dots. The results of this exercise can be seen on sheets 26, 27 and 28. Interestingly, most participants believed the biggest obstacle was the fact that there were many other issues that were more pressing than wolverine issues in the current eye of the governments (15 blue dots and only 1 red dot). Several individuals

BE proud of the northern SCAVENGER!

CONTINUOUS population
→ viability
→ room for lower density
→ lower damage/conflict

22



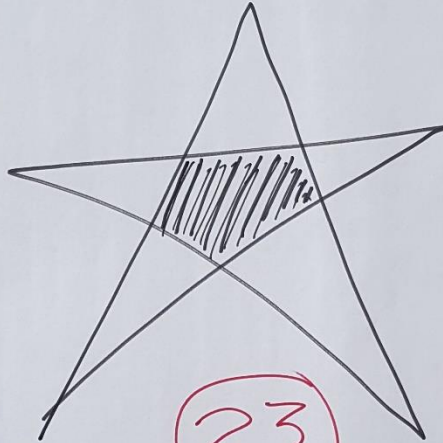
Continuous communication
and consideration of
other countries issues

ALL 4 NATIONS with SAME
goal → HAPPY WOLVERINES
viable population

Local adaptation for a viable, Fennoscandinavian population.

PREDICTABILITY

ACCOUNTAB



COMMON - KNOWLEDGE
UNDERSTANDING

TRUST

23

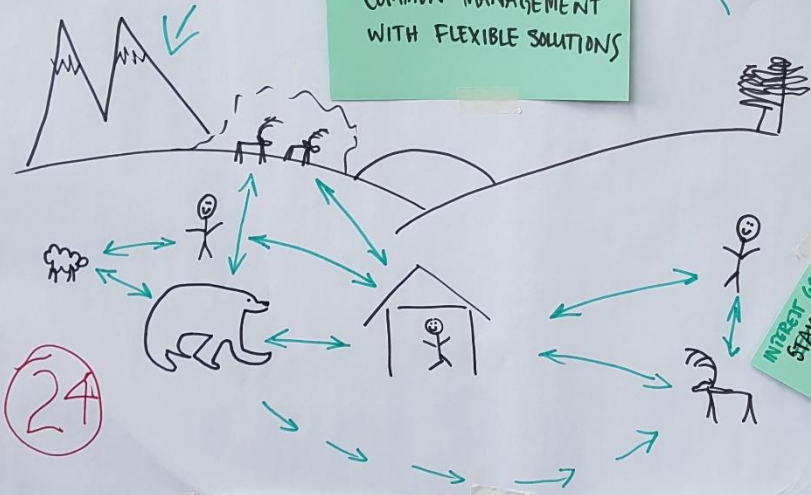
COMMON VIABLE POPULATION OF WOLVERINES

RESPECT FOR DIFFERENT CONDITIONS BETWEEN GROUPS/AREAS

COMMON MANAGEMENT WITH FLEXIBLE SOLUTIONS

INTEREST GROUPS TAKE THEIR RESPONSIBILITIES TO IMPROVE MANAGEMENT

24



- ENCOURAGE PARTICIPATION TOWARDS GOALS THAT GENERATE
- A POSITIVE COMMON GROUND

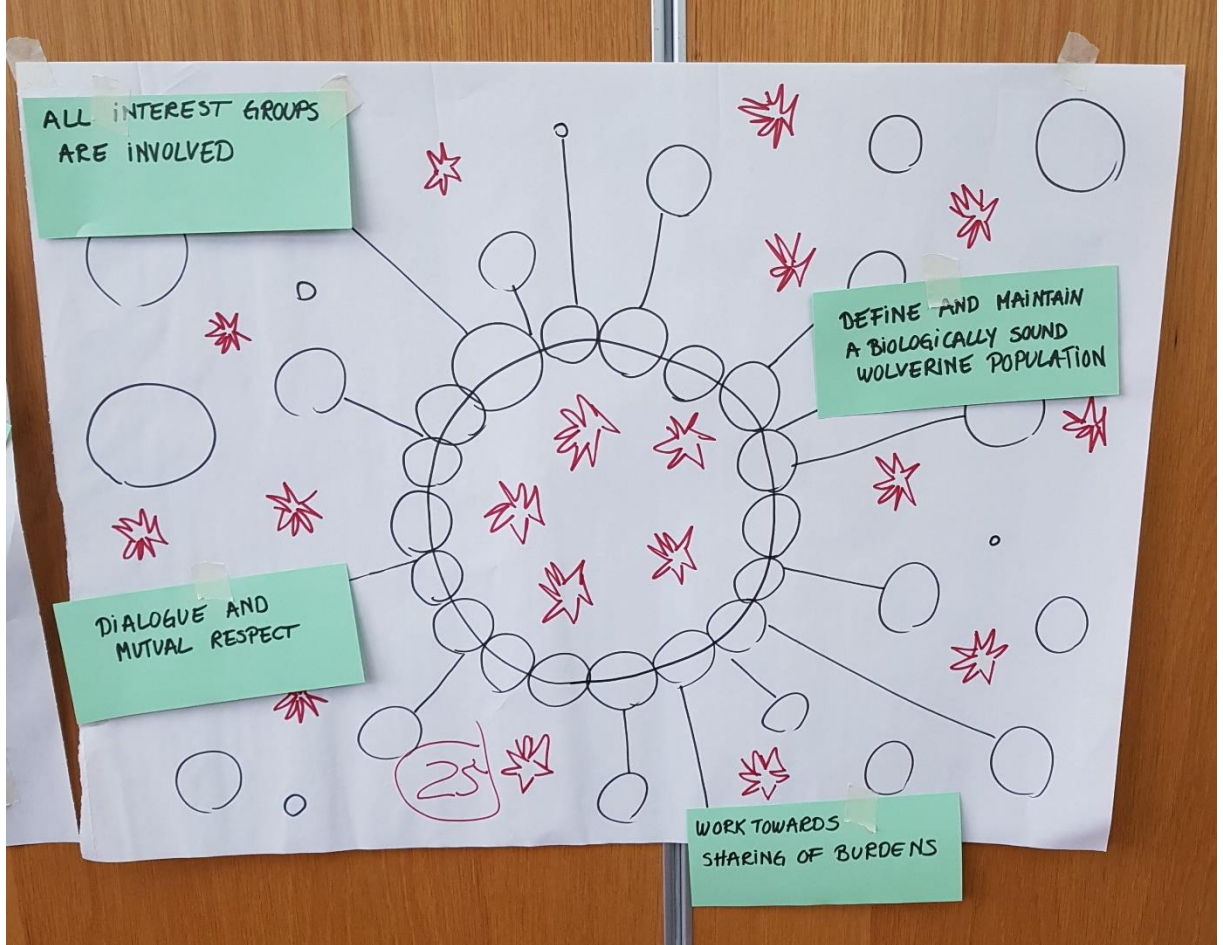
DIAL MUT

ALL INTEREST GROUPS
ARE INVOLVED

DEFINE AND MAINTAIN
A BIOLOGICALLY SOUND
WOLVERINE POPULATION

DIALOGUE AND
MUTUAL RESPECT

WORK TOWARDS
SHARING OF BURDENS



WHAT ARE THE 5 BIGGEST OBSTACLES TO ACHIEVING OUR VISION?

COMPENSATION

1R
3B

COMPENSATION SYSTEM WHICH GIVE INCENTIVE TO REDUCE LOSS

DIFFERENCES IN COMPENSATION SYSTEMS

time, willpower, mandate, priority...

LEADERSHIP

- RESPONSIBILITY / ROLES
- Who starts this process?

LACK OF RESOURCES IN THE EARLY STAGES

LACK OF RESOURCES & COORDINATION, RESPONSIBILITY

€ \$ RESPONSIBILITY

1B
3B

DIFF. VIEWS.

3B
1R

WILLINGNESS TO COMPROMISE

Problematic to find a common goal

26

1R
3B

LACK OF POLITICAL WILL

POLITICAL WILL

Connectivity area is also conflict area

1B
3R

HABITAT CONNECTIVITY

VALUES OF LCS

THE SYMBOLIC VALUE OF LARGE CARNIVORES

LACK OF ACCEPTANCE

Cities, Brussels
Dec-Making.

EB
3/3

TRUST



MISTRUST

DISTRUST
&
FEAR



IGNORANCE & DISTRUST
→ Stop us from implementing
new strategies/solutions

WHA
BIGG

WHA
BIG
THA
SOM

EB
3/3

DIFFERENT POLITICAL SYSTEMS

COULD HAVE
SIMILAR POLICY/
FLEXIBILITY
EXISTS-WOLVERINE

HABITAT
DIRECTIVE, BERN
→ SOVEREIGN
NATIONS

DIFFERENT POLITICAL
REALITIES AND
LEGISLATION

UP TO MEMBER
STATES TO
FIGURE THIS

different goals
(nuclear, population size,
limits...)

DIFFERENT COUNTRIES HAVE
DIFFERENT POLICIES / LEGAL
FRAMEWORKS / MAY NOT BE
POSSIBLE TO AGREE

goals might look the same
"on paper"
but are different in
reality

POLITICS

→ Decisions have already been
made - hard to change.
→ Different interests WITHIN countries



LEGISLATION

GA
GR

PA

also believed (8 blue dots and zero red dots) that the different legislations and political realities was a key obstacle. On a positive note, 3 individuals believed they could address the issue of mistrust and fear which was considered an important obstacle by 5 individuals. The strength of the group appeared to be in addressing the lack of common knowledge and gathering all interest groups into the same room, each obstacle receiving 6 red dots. In a further workshop or with more time, participants could be asked to further explore in depth the obstacles using a “5 times why” exercise to get to the root cause of the obstacle. Obstacles could then be spun into objectives to provide direction for further collaboration and cooperation with efforts to better understand the objectives and identify SMART (i.e., Specific, Measurable, Attainable, Realistic and Timed) activities to address each objective.

Next steps and key messages:

Workshop participants agreed that transboundary collaboration and cooperation on wolverine issues should occur and definitely steps to make it work should continue. One individual suggested that a wolf paper was complete and a wolverine paper would be a logical first step. There was also interest in having another workshop involving many of the key interest groups especially the Saami (see sheet 29).

All participants expressed a very positive attitude toward the workshop and the applied human dimensions facilitated workshop approach. Individuals spoke of an efficient 2 days and a willingness amongst diverse groups to work across boundaries for wolverine (see sheet 30). Many individuals saw this workshop and the objective role of WWF as hugely positive steps toward finding solutions and effectively working together. Many identified that the art of the facilitation was excellent! Participants left inspired to keep working on wolverine issues and working together always toward solutions and better transboundary cooperation. In a short period of time, the group worked hard producing 30 pages of work in the workshop!

NEXT STEPS

GOV'TS NEED TO BE PART OF SOMETHING → POSSIBILITIES?

SWEDEN "STUCK" FOR 2 YRS. BUT AGREEMENT POSSIBLE TO WORK ON.

FRAMEWORK PAPER ON WOLVERINE → SAMI COULD USE EXISTING PROCESS

WOLF PAPER DONE, COULD FOLLOW UP WITH WOLVERINE. *FIRST STEP.

WOLF PROCESS IS READY TO GO.

CAN WE FIND AN AGENCY TO ORGANIZE ANOTHER WORKSHOP.

Reaction
Handled
Imp
Red
AGREED

29

TOOK IMPORTANT STEPS FORWARD,
EFFICIENT 2 DAYS, COMMON
PICTURE/GROUND, WILLINGNESS
TO MOVE FORWARD BUT WHO/^{with?}

KEY MESSAGES

30

EFFICIENT 2
DAY WORKSHOP
→ WILL TAKE THIS
ON BOARD.

A WILL TO DO MORE,
POSSIBILITIES FOR FURTHER
DEVELOPMENT AND COOPERATION.
POSSIBLY ANOTHER WORKSHOP AT
STEP 2.

WILLINGNESS
AMONGST DIVERSE
GROUPS ACROSS 3
COUNTRIES TO WORK
TOWARD TRANSBOUNDARY ^{work}

Common point willingness
positive attitude for
transboundary ^{work}
(in this group)

Way forward

lot of interest for
more Nordic co-operation
but need to involve also
reindeer & Sami

GREAT TRANSBOUNDARY WORKSHOP!
- PITY THAT SAMI PERSONS
DIDN'T COME

NEED TO
UNDERSTAND OVER-
ARCHING NEEDS
→ INTL VS LOCAL
COOPERATION.

INTERESTING/FUN/EFFICIENT
PROCESS DURING THE 2 DAYS
→ CONFIRMING WE HAVE (ALMOST)
THE SAME CHALLENGES DESPITE →
WHICH COUNTRIES WE CAME FROM
willingness to work together
with them.
Obstacles & solutions.

AGREED!

BE CONSCIOUS THAT
THERE ARE MULTIPLE
LEVELS TO BRING
TOGETHER, NOT NECESSARILY
AT THE SAME TIME

DEFINING OBSTACLES
AND POSSIBILITIES ON
DIFFERENT LEVELS
- ALL HAVE A ROLE TO PLAY
AND THERE IS A NEXT STEP

BUILDING RELATIONSHIPS/
FRIENDSHIPS IS KEY
TO CONFLICT RESOLUTION.

COULD THIS PROCESS BE
A METHOD TO RUN FORTHCOMING
PROBLEMATIC DISCUSSIONS?
YES

• We have experienced and
learned about a new
method/approach that we
believe is meaningful and
constructive. New tool in our toolbox

Interesting approach to
problem/conflict solving
- Would have been nice with
more intergroup/different view

EXCELLENT EXERCISE,
which can be applied to
many different issues in
my employees work sector.
→ MANY IDEAS TO BRING HOME!