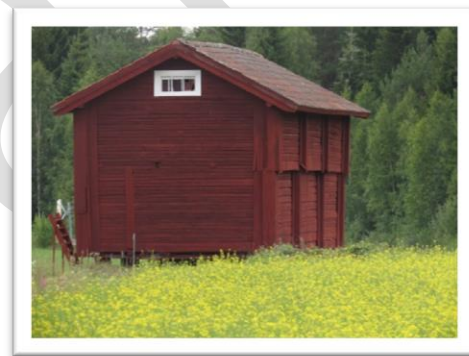


Annex III to Voxnadalen Biosphere Reserve Nomination Form

**Development Plan for Voxnadalen Biosphere Reserve
and
A description of the organisational structure**

Voxnadalen – a significant part of the world!

Development Plan for Voxnadalen Biosphere Reserve 2020-2025



The project owner is Ovanåker Municipality and the project is funded by:

Background to draft plan

During the biosphere reserve candidacy period, work was started on a development plan for Voxnadalen Biosphere Reserve. This is a first draft of the plan, which should be viewed as a dynamic document. The Steering Group involved in the Biosphere Candidate Voxnadalen project (2014-2017) developed a proposal for the organisational structure of the biosphere reserve. This structure has now been launched, with the Steering Group handing over to Voxnadalen Biosphere Reserve's first Management Board on 10 April 2018. It is very important that the new stakeholders now on the Board are also involved in developing the plan, and so work on the plan will continue during 2018-2019. A decision on possible biosphere reserve designation is expected to come from UNESCO in summer 2019. A timetable for the process is set out below (Table 1).

Table 1: Timetable for the Development Plan for Voxnadalen Biosphere Reserve 2020-2025.

Process/Activity	Responsibility	Completion date
Launch of the new organisation	Steering Group/Management Board	10 April 2018
Gathering of ideas from the Board – Board meetings	Board/Biosphere Coordination Office	The Board will meet minimum four times per year
Gathering of ideas from the general public – open meeting	Biosphere Coordination Office/Board	5 November 2018
Theme day for focus area 'Forest as a sustainable resource'	Biosphere Coordination Office/Board	15 September 2018
Theme day for focus area 'Living water'	Biosphere Coordination Office/Board	A more extensive piece of work will be arranged in spring 2019. However, there may also be smaller-scale activities during 2018 in conjunction with the consultation on Ovanåker Municipality's new fisheries conservation plan
Further development of focus area 'An open, living landscape'	Focus Area Groups/Board/Biosphere Coordination Office	One theme day has already taken place (September 2017). Regular activities building on the theme day are planned for the period leading up to August 2019
Formulation of SMART objectives for each focus area	Focus Area Groups/Board/Biosphere Coordination Office	October 2019
Development Plan for Voxnadalen Biosphere Reserve 2020-2025 adopted by Board	Board	December 2019. Possible award of biosphere reserve status by UNESCO

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UNESCO Biosphere Reserves – a global network

The biosphere is that part of the earth that maintains living organisms, from the deepest ocean trenches to the highest mountain tops and more besides. Biosphere reserves are part of the UNESCO *Man and the Biosphere Programme* and place an emphasis on the interaction between people and the environment around them (the biosphere). UNESCO is the UN agency for culture, science and education and is also the body that designates World Heritage Sites. Collaboration and dialogue at a local level are the keystones of a biosphere reserve, whose purpose is to *conserve* the natural qualities and cultural heritage assets of the area, *develop* a community that is socio-culturally sustainable and *support* research, education and teaching around sustainable development. In other words, a biosphere reserve should be of benefit to both people and the natural environment and help make Voxnadalen an attractive place in which to live and work.

There are currently 669 biosphere reserves in 120 countries of the world. Five of these are in Sweden. Together, they form a major network for the sharing of expertise and for national and international collaboration, with one goal in common – to help create a more sustainable world. Designation as a UNESCO Biosphere Reserve is also a great honour for an area with exceptional natural qualities and cultural heritage assets. With designation comes a remit from UNESCO to identify local solutions to global sustainability challenges.

Wherever there is a biosphere reserve there are people

The Man and the Biosphere Programme places an emphasis on the interaction between people and the environment around them (the biosphere). In other words, where there is a biosphere reserve there should also be people living and working. But a biosphere reserve is not a nature reserve; it is a place in which to investigate ideas about how to both use and conserve nature's ecosystem services for the benefit of both people and the natural environment.

In Sweden, the establishment of a biosphere reserve is founded entirely on Swedish legislation. This means that a biosphere reserve does not entail any new restrictions on rights of ownership, use and land use or on outdoor access rights – and that a biosphere reserve does not have any additional legal protection!

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Voxnadalen Biosphere Reserve

The Voxnadalen Biosphere Reserve is largely based on the catchment area of the River Voxnan and the area covers sections of the partnering municipalities of Ovanåker, Ljusdal, Bollnäs and Rättvik. The total surface area is approximately 342,100 ha. The landscape is dominated by forest and the Voxnan that passes through the entire area like a vital artery. Added to this are approximately 1,000 km of larger tributaries, over 700 lakes and varying wetland environments, species-rich grassland and cultivated lands, and also unique cultural heritage assets in the form of the Decorated Farmhouses of Hälsingland World Heritage Site and well-preserved summer farm buildings.

Voxnadalen is characterised by an entrepreneurial spirit, small-scale business activity and strong social networks. Over the years the area has evolved from a farming community into an industrialised community focussing on forestry, the processing of forest products, engineering and modern technology. Volunteer-run community activity is also a major force for stimulating involvement in Voxnadalen, as the area in which the biosphere reserve is situated has one of the highest numbers of clubs and societies in Sweden.

Voxnadalen Biosphere Reserve's added value

Various initiatives to conserve and develop the unique natural qualities and cultural heritage assets of Voxnadalen have helped to make the area an attractive area in which to live and work. This is the very core of Voxnadalen Biosphere Reserve's activity. Voxnadalen Biosphere Reserve will be a neutral, inclusive and easily-accessible forum for collaboration for and by local stakeholders and residents. Being part of a global network means that Voxnadalen will in a sense acquire up to 669 twin areas across the world with whom to share expertise, good practice and practical experience and engage in national and international collaboration. This is an opportunity that is available to anyone living or working in the area who shares Voxnadalen Biosphere Reserve's values. The Voxnadalen Biosphere Reserve and the other UNESCO-designated area, the Decorated Farmhouses of Hälsingland World Heritage Site, together establish a clear brand with which to raise Voxnadalen's profile. In other words, the more you or your organisation choose to get involved in the development of the biosphere reserve, the greater the immediate added value. So, whether you are a resident, a business owner or a member of a special-interest organisation, take the opportunity to get actively involved in the development of the biosphere reserve!

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Voxnadalen Biosphere Reserve organisational structure

The Voxnadalen Biosphere Reserve organisation has the task of leading the work and managing the UNESCO remit that comes with biosphere reserve designation. The organisation has no official management responsibility for the biosphere reserve, but is instead a neutral forum that will bring together local players, identify common goals, break down silo mentalities and foster learning and engagement around sustainable development. To pursue this, we have created an organisational structure that will facilitate local and wide-ranging involvement across geographical and administrative boundaries (Fig. 1).

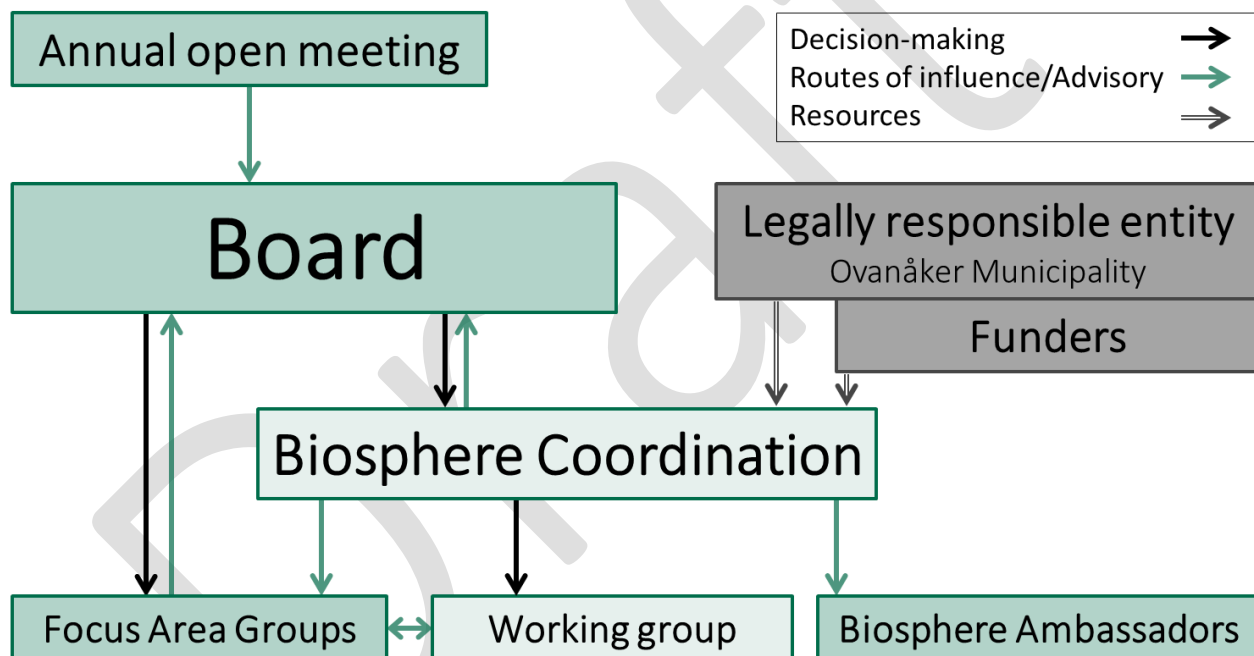


Fig. 1. Voxnadalen Biosphere Reserve organisational structure.

The various functions shown in Fig. 1 are described below:

- Voxnadalen Biosphere Reserve's **Management Board** comprises a variety of stakeholders, from public administrators of the area to higher education institutions, special-interest organisations and voluntary sector bodies. Each organisation is voted in for a two-year period and appoints its own representative to the Board. The Board makes the ultimate decisions on Voxnadalen Biosphere Reserve's development plans, activities and funds allocation. The rules of the organisation regulate the composition of the Board and its decision-making process (Appendix 1).

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- The **annual meeting** is an open forum providing an opportunity for local residents and other stakeholders not represented on the Board to put forward their own views and ideas. This gives local residents an advisory role in respect of the Board and the Biosphere Coordination Office.
- **Ovanåker Municipality** is the legal owner and core funder of Voxnadalen Biosphere Reserve. It funds the organisation partly by contributing funds directly and partly by providing staff for the Biosphere Coordination Office and the Working Group.
- Other **funders** of Voxnadalen Biosphere Reserve's core activity are the Swedish Environmental Protection Agency (*Naturvårdsverket*) and Ljusdal and Bollnäs municipalities. In addition to direct funding, Ljusdal and Bollnäs municipalities also provide staff for the Working Group.
- The **Biosphere Coordination Office** has overall responsibility for coordinating the practical work and the UNESCO remit. Biosphere Coordination Office staff are employed by Ovanåker Municipality and will include at least one Coordinator.
- The **Working Group** will be staffed by officers from Ovanåker, Ljusdal and Bollnäs municipalities. Their task is to supply the necessary material to support the Board in its decision-making and to act as a support and sounding board for the Coordinator. The Working Group is also responsible for nominations to the Board, basing its recommendations on comments received from the general public and other stakeholders.
- There are **Focus Area Groups** for each of the three focus areas *Forest as a sustainable resource*, *Living water* and *An open, living landscape*. The Groups run various project activities and are therefore dynamic, their make-up depending on the specific projects being run at any given time. The work of the Groups is coordinated either by elected members of the Board or by the Biosphere Coordination Office.
- **Biosphere Ambassadors** are tasked with raising awareness of the Voxnadalen Biosphere Reserve and encouraging widespread involvement in the Man and the Biosphere Programme and Voxnadalen Biosphere Reserve. Their work will be voluntary. Training for the Biosphere Ambassadors will be arranged by the Biosphere Coordination Office.

The organisations represented on the Voxnadalen Biosphere Reserve Board for the 2018-2019 period are listed below. Because each organisation is elected for a two-year period, there may be partial changes in the composition of the Board during the five-year period of the plan. The breakdown in the composition of the Board between official management stakeholders and private stakeholders is regulated by the rules of the organisation (Appendix 1).

Voxnadalen Biosphere Reserve's Management Board 2018-2019:

- Ovanåker Municipality (*Ovanåkers Kommun*)
- Ljusdal Municipality (*Ljusdals Kommun*)
- Bollnäs Municipality (*Bollnäs Kommun*)
- Region Gävleborg
- University of Gävle (*Högskolan i Gävle*)
- Dalarna University (*Högskolan Dalarna*)
- *Mellanskog*
- Swedish Association for Hunting and Wildlife Management (*Svenska Jägareförbundet*)

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BIOSFÄRKANDIDAT
VOXNA DALEN

- Swedish Society for Nature Conservation (*Naturskyddsföreningen*)
- Federation of Swedish Farmers (*Lantbrukarnas Riksförbund*)
- Swedish Association of Summer Farmers (*Föreningen Sveriges Fäbodbrukare*)

Voxnadalen Biosphere Reserve's values

A set of values for the biosphere reserve will be drawn up jointly by the Board during the 2018-2019 period and will be recorded in this plan.

Voxnadalen Biosphere Reserve's vision

Voxnadalen – a significant part of the world. We will achieve this vision through the considerate conservation and use of the biosphere reserve's unique natural and cultural heritage assets, for the benefit of both people and the natural environment. To do so, Voxnadalen Biosphere Reserve will inspire, mediate, facilitate and act as a forum for collaboration between public, private and non-profit players. We believe we will achieve more if we work together. Voxnadalen Biosphere Reserve will work locally on the issues that the municipalities have no power over, lack the muscle to deal with or are unable to resolve themselves for some other reason, and issues that the voluntary sector are very keen to work on but have no resources for.

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Voxnadalen Biosphere Reserve's general objectives

Voxnadalen Biosphere Reserve is required by UNESCO to fulfill three functions: conservation, development and logistic support. In order to help fulfill these three functions and contribute to the global network of biosphere reserves, Voxnadalen Biosphere Reserve has drawn up some general objectives based on the Man and the Biosphere Lima Action Plan 2016-2025. The objectives are SMART, i.e. specific, measurable, agreed, realistic and time-bound (Table 2).

- **Conserve** Voxnadalen's biodiversity, ecosystems and cultural heritage, and where possible reinstate natural and cultural heritage assets that have been lost
- **Develop** the community in Voxnadalen in a way that is ecologically, socio-culturally and financially sustainable, so that the area is seen as an attractive place in which to live and work
- **Support** research, good practice and learning in sustainable community development by working in partnership with higher education institutions and linking more research and innovation to Voxnadalen

Table 2: General impact objectives for Voxnadalen Biosphere Reserve leading up to 2025.

General impact objectives (Up to 2025)	Measures/indicators for monitoring	Measures as per Lima Action Plan
1 Voxnadalen Biosphere Reserve is a model reserve for sustainable development through its active contribution to environmental agreements at the global (Agenda 2030), national (Sweden's national system of environmental objectives) and local (regional and local environmental objectives) level.	Number of initiatives/activities that contribute to global, national and local environmental agreements and that are implemented, communicated and disseminated.	A1.1, A1.2
2 Voxnadalen Biosphere Reserve contributes examples of good practice in sustainable community development to the World Network of Biosphere Reserves.	Number of examples of good practice identified and communicated via the World Network of Biosphere Reserves; number of participants from Voxnadalen at EuroMAB, NordMAB and other network gatherings.	A4.4
3 Voxnadalen Biosphere Reserve instigates cross-sector collaboration at the local, regional and national level to promote biodiversity and cultural heritage and for the benefit of local people.	Number of joint projects that combine conservation and development.	A1.3
4 Voxnadalen Biosphere Reserve tests ecosystem-based measures with the aim of alleviating the effects of climate change.	Number of projects with a bearing on climate change undertaken in Voxnadalen.	A1.4
5 Voxnadalen Biosphere Reserve helps to identify, manage and disseminate knowledge about ecosystem services and to promote their long-term functionality and benefit to	Number of projects with a bearing on ecosystem services undertaken in Voxnadalen.	A7.1

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local people.

6	Voxnadalen Biosphere Reserve acts as a bridge between the education and research taking place in higher education institutions and its practical application by the reserve's stakeholders. Establishing partnerships with higher education institutions connects research with Voxnadalen and the outcomes lead to skills development for the reserve's stakeholders.	Number of joint projects between higher education institutions and Voxnadalen Biosphere Reserve that provide new knowledge; number of developmental measures emanating from research; number of activities in/for/about the biosphere reserve; number of educational programmes/courses and number of attendees.	A4.1, A4.2, A4.5
7	Voxnadalen Biosphere Reserve is seen as a neutral, inclusive and natural partner by private and voluntary sector stakeholders in Voxnadalen, who contribute to the biosphere reserve's activities and help to fulfill its objectives.	Number of collaborative projects between the private/voluntary sectors and the biosphere reserve; number of companies etc that align themselves with the reserve and its values; number of companies that take part in educational programmes.	C5.1, C6.1, C6.2
8	Voxnadalen Biosphere Reserve is based on inclusive and open processes in terms of its organisation, the production of its development plan and its activities.	Local participation from a broad range of backgrounds on Voxnadalen Biosphere Reserve's Board and Focus Area Groups; number of attendees at Voxnadalen Biosphere Reserve's open meeting; number of attendees from a broad range of backgrounds at specific activities; number of trained Biosphere Ambassadors.	A2.3
9	Voxnadalen Biosphere Reserve's Coordinator, other staff and players in the reserve take part in educational and other activities to enhance their skills and in regional and thematic network gatherings as part of the World Network of Biosphere Reserves.	Number participants/number of participating organisations.	B1.1, B1.2, B2.1
10	Voxnadalen Biosphere Reserve instigates and is involved in interdisciplinary collaboration with other biosphere reserves ('twinning').	Number of ongoing or completed collaborative projects involving twinning.	B6.1

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Three focus areas

Work on Voxnadalen Biosphere Reserve's general objectives (Table 2) will primarily centre on three focus areas. The focus areas are based on the natural and cultural features of the biosphere reserve and represent the areas where Voxnadalen feels it is particularly well placed to contribute examples of good practice to the World Network of Biosphere Reserves. The three focus areas are *Forest as a sustainable resource*, *Living water* and *An open, living landscape*. As several of the visions for the three focus areas overlap, there are also several possible synergies between them.

Focus area 1 – Forest as a sustainable resource

Contributes to Agenda 2030: Decent work and economic growth (*Sustainable Development Goal* SDG 8), Combat climate change (SDG 13) and Ecosystems and biodiversity (SDG 15).

Contributes to the Swedish national environmental objectives: 1 Reduced Climate Impact, 12 Sustainable Forests, and 16 A Rich Diversity of Plant and Animal Life.

Contributes to local environmental agreements

The Voxnadalen landscape is dominated by forest. Forest can be used for many purposes, from recreation, nature tourism and education to large-scale forestry and industrial purposes. There is a long tradition in the area of making use of the ecosystem services generated by the forest, and this has been, and remains, very important for the economy and development of the area. The forest is a resource we can use to help in the transition to a society that is not dependent on fossil fuels and a biobased economy. However, conflicting objectives and interests present many challenges – conflicts arise between the use of the forest and conservation objectives relating to the forest's biodiversity, cultural heritage and social values.

Table 3: Visions for the *Forest as a sustainable resource* focus area in respect of the three functions of a biosphere reserve: conservation, development and logistic support.

The vision is to:

- 1 Help ensure that use and processing of the forest's resources is ecologically, socially and financially sustainable. This relates in particular to the forestry sector's adaptation to climate change and reduced climate impact, concern for the environment and reduced forest damage, greater variation in methods of land use and enhanced public amenity value
- 2 Safeguard and develop the skills and traditions of the forest owners in the area and the pride they take in the forest, forestry and production of high-quality forest products. Connecting the entrepreneurial spirit and innovativeness of private forest owners and businesspeople in the forestry industry with research from institutions of higher education will promote innovation-driven development that will lead to new products and services based on local timber
- 3 With the biosphere reserve's extensive, easily-accessible forests, quiet areas and cultural values as a starting point, support partnerships between outdoor recreation, public health, integration and learning, sustainable nature and cultural tourism and growth, for the benefit of local people and visitors

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- 4 Help to disseminate knowledge of the value of the ecosystem services generated by the forest and to safeguard, raise awareness of and communicate the cultural heritage aspects of the forest
- 5 Help to disseminate information about the country's major predators, particularly to people visiting the countryside

On the basis of the above visions, SMART objectives will be drawn up for the focus area (Table 4) in accordance with the timetable presented in Table 1.

Table 4: Voxnadalen Biosphere Reserve's impact objectives for the *Forest as a sustainable resource* focus area.

Impact objectives (up to 2025)	Collaborating parties	Measures/indicators for monitoring
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Focus area 2 – Living water

Contributes to Agenda 2030: Clean water and sanitation for all (SDG 6), Sustainable energy for all (SDG 7), Decent work and economic growth (SDG 8), Combat climate change (SDG 13), Seas and marine resources (SDG 14) and Ecosystems and biodiversity (SDG 15).

Contributes to the Swedish national environmental objectives: 7 Zero Eutrophication, 8 Flourishing Lakes and Streams, 9 Good-quality Groundwater, 11 Thriving Wetlands, and 16 A Rich Diversity of Plant and Animal Life.

Contributes to local environmental agreements

The Voxnan river passes through the proposed biosphere reserve like a vital artery. Along with around 1,000 km of major tributaries, hundreds of small streams and over 700 lakes, it brings a special character to the landscape. Throughout history, the watercourses have been used for log-driving and harnessed to provide renewable energy. However, although contributing to the economy and development of the area, our historical use of the watercourses has also degraded the ecological environment of many aquatic species. This gives rise to a series of conflicting objectives and interests, between the use of the watercourses to generate energy and the conservation of cultural heritage assets (remains of log-driving sites) and objectives relating to the biodiversity, fishery resources and tourism development of the watercourses.

Table 5: Visions for the *Living water* focus area in respect of the three functions of a biosphere reserve: conservation, development and logistic support.

The vision is to:

- 1 Help ensure that use of the area's watercourses, lakes and wetlands is ecologically, socially and financially sustainable. This relates in particular to the biodiversity and ecological status of the watercourses and their water-conserving function

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- 2 Support the work of reinstating the ecological environment in watercourses affected by log driving. Here, the biosphere reserve will pioneer an integrated partnership between nature conservation, cultural heritage preservation and tourism, where all aspects of the work are equal
- 3 Support the work of making existing hydropower stations in Voxnan and its tributaries environmentally compatible
- 4 Work with voluntary associations and business to develop nature tourism and outdoor recreation along and around the Voxnan and the many lakes in the area, and support partnerships between outdoor recreation, public health, integration and learning
- 5 Help to disseminate knowledge of the value of the ecosystem services generated by watercourses and wetlands, and help to safeguard, raise awareness of and communicate the cultural heritage aspects of lakes and watercourses

On the basis of the above visions, SMART objectives will be drawn up for the focus area (Table 6) in accordance with the timetable presented in Table 1.

Table 6: Voxnadalen Biosphere Reserve's impact objectives for the *Living water* focus area.

Impact objectives (up to 2025)	Collaborating parties	Measures/indicators for monitoring
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Focus area 3 – An open, living landscape

Contributes to Agenda 2030: Zero hunger (SDG 2), Combat climate change (SDG 13) and Ecosystems and biodiversity (SDG 15).

Contributes to the Swedish national environmental objectives: 4 A Non-Toxic Environment, 7 Zero Eutrophication, 13 A Varied Agricultural Landscape, and 16 A Rich Diversity of Plant and Animal Life.

Contributes to local environmental agreements

The traditionally-managed semi-natural pastureland and hay meadows have high levels of biodiversity, maintained through the grazing of livestock and land use by farmers. Today, parts of the open, species-rich agricultural landscape are threatened by encroaching vegetation, while other arable land is lost to development. The loss of arable land means fewer options for producing food locally and for farmers to make a living. The summer farming that was previously so common has also influenced the economic, social and cultural development of the area. There is now a danger that these traditional skills will be lost. However, conflicting objectives and interests present many challenges – conflicts arise between domestic animal husbandry and conservation goals in respect of major predators.

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Table 7. Visions for the *An open, living landscape* focus area in respect of the three functions of a biosphere reserve: conservation, development and logistic support.

The vision is to:	
1	Help ensure that use of the open, man-made landscape dependent on traditional management and Voxnadalen's agricultural district is ecologically, socially and financially sustainable. This relates in particular to adaptation to climate change, biodiversity and remains of cultural sites, local food production and the ability of rural areas to thrive
2	Safeguard the traditions of the use of outfields and associated local expertise in order to conserve and develop the unique natural and cultural heritage of the area and bring it alive
3	Support the work of conserving and developing the natural assets and cultural heritage of the open landscape. Here, the biosphere reserve will pioneer an integrated partnership between nature conservation, cultural heritage preservation, landowners, farmers, the local food sector and the tourism industry
4	With the Decorated farmhouses of Hälsingland World Heritage Site, well-preserved summer farm sites and other natural and cultural heritage assets in the open man-made landscape as a starting point, support the partnership between outdoor recreation, public health, integration and learning, sustainable nature and cultural tourism and growth
5	Help to disseminate knowledge of the value of the ecosystem services generated by the open, man-made and agricultural landscape and help to safeguard, raise awareness of and communicate the cultural heritage aspects of the open, man-made landscape
6	Support the work of helping to achieve and maintain a favourable conservation status for Sweden's larger predators (wolves, bears, lynxes, wolverines and golden eagles), while ensuring that there is no tangible negative effect on domestic animal husbandry and consideration is given to socio-economic issues (in line with the Swedish government's legislative proposal <i>A Sustainable Policy on Predators</i>)

On the basis of the above visions, SMART objectives will be drawn up for the focus area (Table 8) in accordance with the timetable presented in Table 1.

Table 8. Voxnadalen Biosphere Reserve's impact objectives for the *An open, living landscape* focus area.

Impact objectives (up to 2025)	Collaborating parties	Measures/indicators for monitoring
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Communication and brand

To act as a model reserve for sustainable development, actions undertaken need to be communicated and disseminated. SMART impact objectives partially based on the Lima Action Plan have been produced (Table 9) to ensure communication is effective.

Table 9. Impact objectives for communications within/about/for Voxnadalen Biosphere Reserve.

Impact objectives (2025)	Measures/indicators for monitoring	Measures, as per Lima Action Plan
Voxnadalen Biosphere Reserve takes part in activities organised by Biosphere Programme Sweden and Sweden's biosphere reserves and in EuroMAB and NordMAB networking gatherings.	Number of participants from biosphere reserve.	B2.1
Voxnadalen Biosphere Reserve supplies examples of good practice in sustainable development for World Network of Biosphere Reserves' communications.	Number of contributions to World Network/thematic networkscommunications.	B5.1
Voxnadalen Biosphere Reserve participates in and raises the profile of activity taking place at other national conferences and workshops.	Number of participants; number of communications or? contributions at national conferences.	-
Voxnadalen Biosphere Reserve enables local businesspeople and contractors to take part in study visits and networking gatherings at other biosphere reserves, both national and international.	Number of businesspeople and contractors from biosphere reserve taking part.	C6.1, C6.2
Voxnadalen Biosphere Reserve is a nationally known brand for the area, and is used to promote products and services that are in line with the values of the reserve and national guidelines.	Number of products and services that are promoted using the biosphere reserve brand and values.	C7.2
Voxnadalen Biosphere Reserve has a website with its own domain name (December 2019).	www.voxnadalen.org in operation.	-
Voxnadalen Biosphere Reserve has produced a brochure describing the area and its functions (December 2019).	Brochures and other communications materials available.	-
Voxnadalen Biosphere Reserve has a joint exhibition with the Decorated farmhouses of Hälsingland World Heritage Site at the Ol-Andersgården farmhouse visitor centre in Alfta (2020).	Open exhibition held at Ol-Andersgården farmhouse, Alfta.	-
Information boards about Voxnadalen Biosphere Reserve are in place in popular Core Areas (e.g. Hamra National Park, the Sässman area and Hylströmmen rapids) and on or by existing municipal information boards on major roads (2020).	Information boards in place.	-

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Voxnadalen Biosphere Reserve makes documents, data, performance reports and other reports available on its website.	Digital access to documents, data and other material available via the internet.	D1.1
Voxnadalen Biosphere Reserve has a communications strategy and communicates in a way that is readily comprehensible, guided by the Brand & Story Toolkit.	Number of visitors to the reserve’s website; number of documents downloaded; number of followers and shares on Facebook and Instagram; number of mentions in the media; number of participants in open activities.	D2.2

Biosphere Ambassadors

All Sweden’s biosphere reserves now have voluntary Biosphere Ambassadors. Becoming a Biosphere Ambassador will be a simple, rewarding way for Voxnadalen residents and local businesspeople to get involved in the development of the biosphere reserve. The role of the Biosphere Ambassadors is to raise awareness of Voxnadalen Biosphere Reserve and activity taking place, and to encourage other residents and visitors to the area to get involved. Table 10 contains SMART objectives for the training of Voxnadalen Biosphere Ambassadors.

Table 10. Impact objectives for the training of Biosphere Ambassadors in Voxnadalen Biosphere Reserve.

Impact objectives (2025)	Measures/indicators for monitoring	Measures, as per Lima Action Plan
Voxnadalen Biosphere Reserve has produced training materials for Biosphere Ambassadors. The training follows national guidelines and is also adapted to local circumstances (2020).	Training materials adopted by the Board.	-
Voxnadalen Biosphere Reserve provides regular training for Biosphere Ambassadors.	Number of training programmes completed.	-
Voxnadalen Biosphere Reserve trains its first Biosphere Ambassadors (2020).	Number of trained Biosphere Ambassadors.	-
Voxnadalen Biosphere Reserve’s Ambassadors are actively involved in the development and work of the biosphere reserve.	Number of Biosphere Ambassadors actively participating in externally-oriented awareness raising, open activities and network meetings.	-
Voxnadalen Biosphere Reserve’s Ambassadors undertake their own activities and projects that help to meet the biosphere reserve’s objectives and contribute to development.	Number of activities/projects undertaken related to achieving the biosphere reserve’s objectives.	-

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Funding

Stable, long-term funding of Voxnadalen Biosphere Reserve is essential for the achievement of objectives. Core funding for the Biosphere Coordination Office comes primarily from public sources at state and municipal level. Costs, a budget and impact objectives for achieving stable, long-term funding are presented in Tables 11 and 12.

Table 11. Annual core funding and budget for Voxnadalen Biosphere Reserve and Biosphere Coordination Office.

Voxnadalen Biosphere Reserve annual core funding	Voxnadalen Biosphere Reserve annual core budget
<ul style="list-style-type: none"> The Swedish Environmental Protection Agency – SEK 400,000 Ovanåker Municipality – SEK 250,000 Ljusdal Municipality – SEK 100,000 Bollnäs Municipality – SEK 75,000 Total: SEK 825,000 	<ul style="list-style-type: none"> Salaries including pension on-costs, equivalent of 1 post – SEK 575,000 Premises – SEK 50,000 Administration – SEK 75,000 Operational costs – SEK 125,000 Total costs: SEK 825,000

Table 12. Impact objectives for Voxnadalen Biosphere Reserve's long-term funding.

Impact objectives (2025)	Indicators	Measures, as per Lima Action Plan
The Voxnadalen Biosphere Reserve has long-term, stable core funding.	An annual operational plan with secured core funding is agreed and implemented.	LAP A5.1, A5.2
In addition to its core funding, Voxnadalen Biosphere Reserve generates additional income through external project funding and collaboration with external funders who can help achieve the biosphere reserve's objectives.	Number of partnerships with potential funders; number of project funds applied to and success rate; proportion of the organisation's activity funded through external partnerships and projects.	LAP C3.1, C3.2
Voxnadalen Biosphere Reserve creates new opportunities for local contractors and businesspeople through education, incentives and public procurement.	Number of companies that align themselves with the biosphere reserve and its values; number of companies that take part in educational programmes; number of mechanisms established to connect businesspeople to the biosphere reserve; number of new companies; number of local companies with municipal procurement contracts.	LAP C6.1, C6.2

The project owner is Ovanåker Municipality and the project is funded by:



The Biosphere Reserve organisation

A description of the organisational structure of the Voxnadalen Biosphere Reserve

Legal status

The Voxnadalen Biosphere Reserve organisation is legally owned by Ovanåker Municipality (corporate ID 212000-2304). The Voxnadalen Biosphere Reserve has the authority through its Management Board to make decisions about the biosphere reserve's allocated funds and the work of the Biosphere Coordination Office.

Purpose

The Voxnadalen Biosphere Reserve will undertake activity that promotes sustainable development both locally and regionally, thereby highlighting local solutions to global challenges. Its activity will accord with the Lima Action Plan, the UNESCO Biosphere Programme global action plan, and the UN's 2030 Agenda/Sustainable Development Goals.

The work will adhere to the plans and objectives set out in the development plan established by the Board.

Management Board

The Voxnadalen Biosphere Reserve's highest decision-making body is its Management Board. The Board will be composed of 10-13 members.

Members of public bodies exercising official authority

A minimum of three and maximum of six members will be representatives of public bodies that exercise official authority within the Voxnadalen Biosphere Reserve. The relevant bodies are the municipalities within the Voxnadalen Biosphere Reserve, the Region Gävleborg and the County Administrative Board. Each of these will be able to appoint their members individually. One Board member per organisation.

Members from the private sector and public bodies that do not exercise official authority

The remaining seven Board members will be elected by the existing Board for a two-year period, with their periods of office overlapping where possible. They will be elected to reflect the Voxnadalen Biosphere Reserve's activities and needs. These members will represent the private sector or a public body that does not exercise official authority in the Voxnadalen Biosphere Reserve. The members will be appointed on the following basis:

- 1 member with a research perspective
- 2 members relevant to the 'Forest as a sustainable resource' focus area
- 2 members relevant to the 'Living water' focus area
- 2 members relevant to the 'An open, living landscape' focus area

Board code of practice:

The Voxnadalen Biosphere Reserve Coordinator will be co-opted to the Board.

The Board will meet at least four times a year.

Board meetings will be convened by the Chair. Notice of Board meetings must be given at least two weeks before the meeting.

Rules on remuneration and payment of travel expenses will be determined by the Board. This code of practice will be revised in conjunction with the revision of the Development Plan. If in the event of a vote the votes are equal, the Chair has a casting vote.

Nominations to the Board

The Voxnadalen Biosphere Reserve Working Group acts as the Nominations Committee for the Board. The Nominations Committee must hold at least one open meeting each year that is similar to an annual meeting, to give members of the public the opportunity to suggest changes. In addition, the Nominations Committee, the Board, the Working Group and the Focus Area Groups must as far as possible be receptive to members of the public, clubs and societies wishing to give their views.

Where possible, the Nominations Committee will appoint representatives from the private sector and public bodies not exercising official authority that represent the areas of interest for the following financial year. The members appointed by municipalities, the Region Gävleborg and the County Administrative Board can be appointed and replaced irrespective of the Biosphere Reserve's mandate period.

The Management Board will appoint a Chair at the first Board meeting. The Chair must be a representative of one of the participating municipalities that exercises authority and is elected for one year.

Transitional rules: The Voxnadalen Biosphere Reserve's first Board of Directors, active from 2018, will be elected by the previous Steering Group.

Operational functions

The director of the organisation will have the title Biosphere Coordinator and will be employed by the owner, Ovanåker Municipality. The main responsibility of the Biosphere Coordinator is to coordinate the UNESCO remit and the core work of the Biosphere Coordination Office. The Biosphere Coordinator will also represent Voxnadalen Biosphere Reserve on the Swedish Biosphere Council and in other national/international contexts within the World Network of Biosphere Reserves. The Board will be provided with regular operational reports.



The Biosphere Coordination Office consists of those employed in operational roles.

The development plan will be revised at the start of a new mandate period (two-year period). Decisions on the development plan will be made by the Board.

The Working Group will consist of the Biosphere Coordination Office and officers representing the municipalities that are providing core funding. The Working Group is convened by the Biosphere Coordinator.

There will be three Focus Area Groups, one for each focus area. The Board will appoint a convenor for each Focus Area Group, and other participants will be appointed as and when needed.

Alterations to this document

Alterations to this document require a decision at two Board meetings at least one year apart.