

# MEGAforestais



## Next Generation of Forest Agency Leaders

### Global Issues in Governing Natural Resources

*An international training seminar for promising senior officers in public forest agencies*

May 27-31, 2013 - Oaxaca, Mexico

## SYNOPSIS



## BACKGROUND

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The coming decades will present the world and forest agencies with many daunting challenges. Global markets and political structures are shifting and the global development agenda has lost ground to the more politically pressing issues of security: food security, energy security, political security and environmental security, including climate change and the growing water crisis. The urgency of redressing the dramatic shifts creates new and very large challenges for achieving peace and prosperity in forest areas. These emerging needs, combined with a complex international setting, demand different leadership skills from public agency leaders.

In 2009, the Rights and Resources Initiative<sup>1</sup>, the US Forest Service and MegaFlorestais<sup>2</sup> collaborated to design a training experience for the next generation of forest senior executives, to prepare them to work with their global peers to solve future challenges. The first seminar was held in April 2010, and appeared to have significantly influenced forest agency leaders by engaging them outside their national political space and spurring more reflection on tenure and rights. Participants were very receptive to and appreciative of this kind of forum, and there was strong demand from forest agency leaders to repeat them. This seminar was successfully held in 2011 in the USA, in 2012 in Canada, and in 2013 in Mexico. Many of the participants in the initial three seminars, in fact, advanced to senior levels in their respective agencies after the sessions.



For more information, please visit [www.megaflorestais.org](http://www.megaflorestais.org).

## SUMMARY

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On May 27-31, 2013, RRI and the National Forestry Commission of Mexico hosted the Next Generation of Forest Agency Leaders seminar in Oaxaca, Mexico. 18 senior officials from 8 countries (Brazil, Cameroon, Canada, China, Indonesia, Peru, and the United States) gathered there, as well as 15 respected scholars and practitioners from around the world and representatives of the co-organizers.

The weeklong meeting exposed the participants to tenure reform, market changes and new pressures on land, community forestry, Indigenous Peoples' rights, and challenges with regulations in a relaxed and open setting that encouraged active participation. Through presentations, group discussions and a field trip to a variety of different tenured lands, participants left with a deeper understanding of global transitions and issues in forest governance. A day was also devoted specifically to leadership to discuss the unique challenges that forest leaders are facing around the world.

Feedback from the participants was very positive. All of them said the seminar contributed to their professional development, exposed them to new ideas and analysis, and met their expectations in terms of content and networking opportunities. Participants were especially positive about the leadership

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<sup>1</sup> Rights and Resources Initiative (RRI) is a global coalition of 14 Partners and over 120 international, regional, and community organizations advancing forest tenure, policy, and market reforms.

<sup>2</sup> MegaFlorestais is an informal structure to facilitate mutual learning among forest agency leaders in the world's large forested countries. The group is dedicated to advancing international dialogue and exchange on forest governance and public forest agency reforms, and to share learning on technical issues in a frank and transparent manner. Currently, MegaFlorestais countries include Australia, Brazil, Cameroon, Canada, China, DRC, Indonesia, Mexico, Peru, Russia, South Sudan, Sweden, and the United States.

session, the session on global trends affecting forestry, and the field trip. They also emphasized the utility of the meeting structure, giving ample time for informal discussions and the opportunity for prolonged interaction with peers from other countries. Many stated the high quality of facilitation, provided by Judi Beck of the Canadian Forest Service, greatly helped. They all confirmed the experience would enhance how they approached their work, and help them develop their leadership skills. At the end of the seminar, each delegation provided a road map of what their country should do in the short-medium term. Some participants also shared personal commitments. The group recognized the importance of keeping in touch and agreed on starting a monthly blog.

Participants encouraged the organizers to provide more diversity of perspectives by bringing resource people that would reflect the views of forest producers and Indigenous Peoples. They also requested that each delegation give a short presentation on their country, its challenges and opportunities at the beginning of the day. We will make the appropriate changes to address those suggestions next year.

## **KEY LESSONS LEARNED**

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- Participants appreciated looking at forest governance with a global and long-term perspective. They did not expect to think so thoroughly about global challenges and were stunned by Sten Nilsson's presentation on global trends. They realized that changes are only effective if agencies and countries collaborate and establish best practices together.
- They learned that the forest sector experienced major changes in the last 150 years but even more fundamental changes are on the way. Forest agencies will need to face and adapt to those changes. They appreciated being given several examples of successful reforms and advice on how to face the upcoming challenges at the organizational and personal levels. They highly valued the leadership session and the frank insight given by current and past forest agency leaders.
- Participants appreciated the emphasis on the importance of the recognition of tenure rights to local communities and were astonished to see what local communities in Mexico have been capable of with the help of the government.
- There is a high demand from participants and their forest agencies to do this seminar yearly. Participants will bring their experience back to their agencies. As a consequence, more interactions between former and future participants should be encouraged. The network's continued growth is essential. Participants agreed to contribute to the blog on the MegaFlorestais website.
- Participants appreciated the setting of the meeting that enabled them to learn from each other, as well as from international experts and the Mexican hosts. They enjoyed discussing issues openly in small and larger groups. Having the field trip on the second day worked very well to break the ice and create a group dynamic very early on.
- It is essential for forest agencies to be learning organizations. This would ensure they remain relevant, connected to the new global trends, innovative and efficient. Leadership plays a key role in reaching this goal.



fourth of these workshops, and in informal tracking of participants, many have moved into top leadership positions in their agencies.

She explained that the participants at this session in Oaxaca represented 8 countries, and were specifically selected because their MegaFlorestais leaders thought they had leadership qualities worth investing in: they are influence leaders, excellent communicators, have a positive reputation with their peers, and great potential to move into top agency leadership positions in the near future. Finally she explained that the forestry profession is unique in that it usually draws people who are driven by deeper causes, who are devoted to natural resources protection and sustainable management. [See her presentation.](#)

## 1<sup>st</sup> session: Forest Agencies in Transition: The example of Mexico

### **Augusta Molnar - The World View: What is changing, what challenges are forest agencies facing?**

*Dr. Molnar coordinates the country and regional activities of the Latin America, Asia and Africa Programs at RRI, also focusing on the global theme of Alternative Tenure & Enterprise Models (ATEMs) for local economies and livelihoods. Her MA, PhD and post-doc work focused on South Asia: on gender and natural resource management, and community forestry. She has worked over 20 years with various development agencies, mainly the World Bank, in Asia and Central America on issues of forestry, land tenure, gender, Indigenous Peoples and related policies.*

Dr. Molnar provided an overview of the changes and challenges facing forest agencies worldwide. After providing a brief history of how and why early forest agencies were created, she noted the major changes in forest agencies' mission, priorities and organization. She noted 3 major changes: a change in the purpose of forests (broader vision), a change in forest science/ knowledge (greater diversity in sources of knowledge), and a change in land, legal and political basis (intertwined land ownership types, larger expectations). Forestland tenure is shifting, from central ownership by the state to multiple different entities owning and managing forests. Citizens are now actively demanding a voice in forest governance. As a result of numerous changes across the world, including climate change, population growth, and demand for land, new pressures will fall on forested lands, creating new and complex challenges for forest agencies. Those will have to redefine their role to remain socially, politically relevant and effective. [See her presentation.](#)

#### **The biggest challenges for the next generation of Leaders:**

- social, environment, economic factors,
- developing efficient forest management plans,
- managing conflicting interests in a context of constant change and diminishing resources.

### **Salvador Anta – Community Forestry in Mexico**

*Mr. Anta serves as Director General of Biological Corridors of the National Commission for the Knowledge and Use of Biodiversity (CONABIO). Previously, he was: Manager, Community Forestry, National Forestry Commission (CONAFOR); South Pacific Regional Manager, CONAFOR (Oaxaca and Guerrero); CEO, SEMARNAP and SEMARNAT (Oaxaca); and Director of Strategic Design, Regional Sustainable Development Programs (PRODERS), SEMARNAP.*

Community forestry went through different steps in the history of Mexico: first, the agrarian reform that took place in the 1930s recognized communities' rights to their forests and land. Between 1950 and 1960, the government gave concessions on community forests to the private sector and communities had to fight to get their rights back in the 1980s. In 1986, the forest law recognized the rights of communities and ejidos to take advantage of their natural resources. At that time, the government facilitated the creation of community forest enterprises to enable communities to sign contracts for

their forest technical services. In 1995, the Secretariat for Environment, Natural Resources was created, along with several programs which supported community forestry like PROCYMAF (Conservation and Sustainable Management of Natural Resources Project). PROCYMAF was a pilot project to support community forestry in 3 Mexican states, with the financial support of the World Bank. It helped community assemblies, provided capacity trainings, supported community planning and the establishment of intercommunity forum.

In 2001, the National Forestry Commission was created and dedicated to forest management. Under its supervision, community forestry programs were developed throughout Mexico. Those programs have been successful and very instrumental for the development of ejidos in Mexico. Mexico now has more than 15,000 ejidos and local communities each managing more than 200ha. 50% of Mexican forests are now managed by ejidos or local communities which lead to the creation of 500 community forest enterprises. Apart from regulations and public programs supporting forest management, communities and ejidos are encouraged to share their opinions on public policies and have very structured governance systems to ensure a democratic process. The objective of community forest management is to create jobs, revenue and economic resources to develop social benefits for the community. They have often been successful by managing forests in a way that encourages different uses (NTFPs, ecotourism, PES, etc.), and promotes a better autonomy of the communities. Currently, 8 Mn ha are under community planning.



However, a lot still needs to be done as only 20% of forest communities and ejidos have benefitted from government programs. Most of them continue to struggle with poverty, men are forced to migrate to be able to provide for their families, and community lands have been divided in individual lots. Other limiting factors for the development of community forestry are: persisting agrarian conflicts, regulatory barriers (i.e. the same regulations apply to private companies and CFEs), insecurity in some forested areas. Communities are also protected with clear forest ownership and use rights recognized in the Mexican law.

### **Victor Hugo Martínez Cíntora: The Mexican Example:**

*Mr. Martínez has a background in Agronomy. In his current position, he designs rules for the operations of the Community Forestry Program under PRONAFOR's Guidelines; monitors the operation of this program; coordinates the implementation of the Community Biodiversity Conservation (COINBIO) in Michoacán and Oaxaca as the Program of the Budget Federation, along with the CONAFOR State Management units and the State Governments.*

Mr. Martínez's presentation highlighted the strategic importance of the National Forestry Commission (CONAFOR) within the Secretariat of Environment and Natural Resources of Mexico. CONAFOR plays an operational role in the development of sustainable forest policy, including but not limited to conservation and restoration of forest areas. To this end, CONAFOR creates policies, operationalizes rules and legislation affecting private and public actors. One clear example of this far-reaching jurisdiction is the goal set out by CONAFOR to increase the production of wooded products to 10 m cubic-ft. by 2018, providing funds for training of other agencies' officials, strengthening industrial production, and giving impulse to forest certification, among other deliverables. Other programs aim at building institutional infrastructure at the local level. These strategies also include: a vertical articulation of the skills and capabilities needed to better manage forest resources in the long-term; and a horizontal

articulation of the industries and institutions (public and community) that spread out the social, economic and environmental benefits of the forest sector. But CONAFOR also takes an active role in transcending the divide between local and federal government by actively involving the representatives of the local agrarian and forest cells in support processes. To achieve these goals, CONAFOR has a budget of 6.9 billion pesos (USD 538.5 Mn). [See his presentation.](#)

## FIELD TRIP TO THE SIERRA JUAREZ

Participants were taken to Ixtlán de Juárez and La Trinidad, two indigenous communities that have high biodiversity, which has motivated people to implement action plans for conservation through sustainable management of their land under community management schemes. Both communities received political, technical and financial support from the government at some stage during their development which largely contributed to their success today.

The main activities of the communities are timber logging and processing. They are exploiting the forests of the community that they manage directly. In La Trinidad, the group first visited a small sawmill that is exporting wood to neighboring communities one of the timber extraction sites. On top of generating many direct and indirect revenues for the members of the community, most of the sawmill benefits are dedicated to the development of the community (infrastructure, health and social programs, support to the elderly). Then we visited.



The group then proceeded to the facilities of EcoturIxtlán, an ecotourism project created and run by the community that has 13 cabins and offers outdoor recreational activities. C. Pedro Torres Pérez, President of the Communal Lands of Ixtlán de Juárez, gave a presentation on the history of community development, organization, progress and achievements to date. Ixtán de Juárez has 19 thousand hectares of communal land that benefits to 384 “comuneros.”<sup>3</sup> The community started to exploit its forests in 1981. The communal entity (*unidad communal*) then started to develop and now has reached a full structure headed by the General Assembly of *comuneros*, followed by the surveillance council, the police commissioner of common goods, and the advisory committee. It now has 7 branches of work: forest and technical services, a company in charge of extracting and transportation timber, a company in charge of the sawmill and furniture factory which has received FSC certification, the communal cooperative in charge of selling the furniture and other locally produced goods in the entire region, a gas station, ecotourism services, and a financial structure that can give micro credits to comuneros to promote the development of the community. 20% of the benefits generated through the companies are reinvested in the forest.



Finally, the group went to the Industrial Park Facilities and Regional Forest Nursery. They toured the sawmill, the furniture factory where women represent 60% of the workforce, and the forest nursery that grows 500 thousand plants of native species per year. This was an excellent example of how the community can have a complete production chain in the same place, from the logging area, to the plant production nursery for reforestation, communal sawmill and table furniture factory.

<sup>3</sup> Members of agrarian communities in Mexico

## 2<sup>nd</sup> session: Forest Areas and Forest Industry in Transition

### **Sten Nilsson – Global Trends for Investments in Forests, Forest Products & Energy**

*Dr. Nilsson is the CEO of Forest Sector Insights AB. He has had a distinguished academic career in forest sector analysis with emphasis on policy analysis. His recent research and expertise includes topics such as: globalization, economic growth and the forest sector; structural change in the global forest industry; convergence of fiber, food and fuel; the future of the Russian forest sector; impacts of global illegal logging and the Chinese forest sector.*

Dr Nilsson packed global trends into a concise picture of the world’s economic outlook in the short and long-term. He framed global trends in terms of “drivers” of change (the economy, demographics, trade, etc.) and the “impacts” of these drivers on the land, natural resources, and the people that depend on these. This complex “systems” perspective of the change happening around the world helps to understand the demands for effective governance of natural resources, and explains the relevance of this topic to the workshop. Population growth and distribution in developing countries, the sustained effects of the economic crisis that started in 2008, combined with a host of nuanced factors, have led to unsustainable economic imbalances between surplus and deficit regions of the world, as well as a shift in global economic power. For example, he points out that despite his prediction of a slowing growth rate in China, by 2050 its GDP will almost double the next highest country, the US and India, which are almost equal by mid-century. He summarizes worldwide trends in demand for energy, food production, minerals, biomass, and the resulting changes in the social, economic and power structure globally.

This rich presentation ends with a brief introduction to the concept of the “Bioeconomy”, a concept he is currently developing, and which demands a holistic change towards broad societal decisions based upon quality (reduce, reuse, recycle, replace redesign, rebuild...). This requires a fundamental change in production and consumption, demanding extraordinary leadership that can encourage and promote a technologically rich, innovation-driven, and service-focused economy. [See his presentation.](#)

### **Smaller Forest Enterprises in Transition – Augusta Molnar**

Dr. Molnar provided a global snapshot of Small and Medium Scale Forest Enterprises (SMFEs). SMFEs include anything from cooperatives to processing industries working at an artisanal scale. On average they employ between 2 to 250 employees. In 2006, SMFEs represented close to 90% of all forest enterprises in China, Brazil, Guyana and India, and employed 60% of the workforce in the forestry sector in Uganda. The employment rate is over 90% in countries like the US in Sweden. Why are these companies important? About 160 million people worldwide work in SMFEs, producing goods and services for a cost of about \$70-100 billion/yr. They contribute to local economies directly, and are more accessible to disadvantaged groups such as women and indigenous communities. Nevertheless, this is a neglected constituency compared to the benefits made available to Large Scale Forest Enterprises. As global trade flows have shifted, so have the horizons for these community-based Forest enterprises. As more forest land is made available to these SMFEs, the prospects of employment and economic growth increase. Currently, the imbalance between large enterprises and SMFEs owes in large part to the cheaper costs associated with importing illegal-sourced primary wood products from countries where illegal logging is the norm—large economies scale allow for this comparative advantage. Evidence abounds that links community-owned forests to lower carbon



emissions in the most forested regions. Likewise, these management regimes also evidence a lower propensity to fires and environmental degradation. Yet, for all their merits, SMFEs continue to be branded as informal and criminal activities, casting a negative light on these otherwise productive conservation responses. The challenge for forest agencies remains in creating a more conciliatory and constructive approach to enable SMFEs to become stable economic actors in the development of forests communities. [See her presentation.](#)

### **Changes and Demands for Forest Products in the International Market: Implications for small and medium forest enterprises and others – Kerstin Canby**

*Ms. Canby's work at Forest Trends focuses on policy and trade issues related to illegal logging, and corruption. E.g.: the role of financial institutions and investment flows in combating illegal and unsustainable harvesting practices. Her main focus area is East Asia. She advises the World Bank on the Europe/North Asia Forest Law Enforcement and Governance Ministerial process. Kerstin holds a BA/MA in Environmental Management from Duke University.*

In many countries, small and medium-sized forest enterprises (SMFEs) are emerging as important sources of wood, as well as important social and economic forces in communities. The challenge is that any forest products company today wishing to export wood from their country to high value markets in the US, Japan, Australia and Europe MUST verify that their wood is legally harvested. This can be very



challenging for countries with poor forest governance systems and for smaller businesses with a narrow profit margin. However, consumers in these “buying” countries, and hence retailers, are demanding sustainable wood products. Certification systems (Sustainable Forest Initiative (SFI) and Forest Stewardship Council (FSC)) were developed and deployed, which provide a mechanism for an independent 3rd party verification of both legality and sustainability. The EU and the international community went a step further in 2001 with FLEGT (Forest Law Enforcement, Governance and Trade), making it illegal to import or sell any timber product that

cannot be verified as legal and sustainably harvested. The US followed this with an amendment to the Lacey Act, requiring a declaration of origin and species, and imposing legal consequences for violators. Risk factors have been added to highlight countries with exposure to these violations, and businesses operating in these countries are obligated to invest in expensive certification systems to comply. The worry is that companies will now turn to buying countries that do not possess environmental and social sustainability requirements (i.e. Middle East, India). [See her presentation.](#)

### **Discussion**

The group reflected on the presentations and realized how big of an impact global trends and initiatives have on their agencies. So what can they do?

1. Developing countries should look forward and start using new technologies and products that are using fewer resources. But that would only work if developed countries are ready to help them by sharing their technologies and showing them how to use them. They should also look at how to value products they already have (i.e. develop a fairer market for non-timber forest products).
2. Future leaders are in a position to influence the debate: they should not be afraid to ask tough and sometimes controversial questions to their leaders.

3. Better systems for information exchange are essential: information is key to make the right decisions and will be valuable not only to the forest agencies, but also to the citizens and investors.

To the question “what would be the one policy intervention we should be promoting as agency representatives?” resource advisors responded:

1. Encourage more outreach for Small and Medium Forest Enterprises (SMFEs ) to help and support them.
2. Rethink regulations and get rid of clauses that criminalize the informal sector. Those are not promoting more sustainability; this is a completely different question.
4. Encourage initiatives that would involve and transform the local economies (i.e. green credits in Sweden which objective is to place a true value on carbon based energy).
5. Focus on supply chains and make sure local communities have a fair share of benefits they are creating or that are being generated from their lands.
6. Focus on added value products, like furniture, and not raw materials, forestry cannot and should not be isolated from other sectors but fully integrated.

### 3<sup>rd</sup> session: New Pressures on Forest Lands

#### **Land Acquisitions, Extractive Industries, Infrastructures & Agriculture: New pressures on forest lands – Jeffrey Hatcher, Director, Global Programs, RRI**

*Mr. Hatcher was the former Director of Global Programs at RRI. As such, he was responsible for RRI’s analytical, communications and network support programs. He also led RRI’s work in the Democratic Republic of the Congo. Prior to joining RRI, he worked as a consultant for the Food and Agriculture Organization (FAO) land tenure service, and with FAO’s Sudan Land Program team.*



Mr. Hatcher opened the floor for discussion on the emerging and growing pressures on forestlands, but not without giving a programmatic framework to guide this exchange. The urgency of this topic emanates from the fact that at least 30% of the global landscape is made up of forested areas in developing countries—almost 2 bn. people live and depend on these forests. Not surprisingly, about US\$2.9 of investments are expected to flow into these areas, according to the FAO. Large sums of investments will result in large extraction goals for these areas, casting a somber outlook on the prospects of community forestry and sustainable development. Adding to these challenges is the increased need for agricultural production at a scale large enough to feed the world’s growing middle classes. Therefore, to the financial and macroeconomic dynamics of development, we must add a demographic factor, which altogether make for formidable pressures on forestlands. Public forest agencies need to be prepared to face these types of pressures and address the challenges endemic to growth in an effective and sustainable manner. [See his presentation.](#)

#### **Examples from Latin America – Omaira Bolaños, Regional Program Director, Latin America, RRI**

*Dr. Bolaños manages the Latin America Program at RRI, providing strategic knowledge on the region’s socio-political context in order to envision opportunities for engagement. She holds a PhD in Anthropology and an MA in*

*Latin American Studies both from the University of Florida. Her research includes women's participation in community forestry in Bolivia and Indigenous self-definition and land tenure rights claims in the Brazilian Amazon.*

The importance of Latin America's forests is widely acknowledged. However, the threats to these forest resources are immense and have been exacerbated by the economic boom currently taking place across the Americas. This renewed impulse for development has created demands for mining, but also for mega-infrastructure projects in forest areas, creating more pressure on traditional forest and indigenous communities. Larger portions of forestland are being repurposed for production of sugarcane (biofuels) as well as oil exploitation. Yet, in this highly contested environment, community forest management has also flourished, the best example of which is to be found in Guatemala. The other side of the coin is found in larger countries such as Peru where large portions of their forest areas have been opened for exploration and exploitation by oil companies. In Colombia, the pressure comes from the mining industry, whose interests have landed in the same areas as indigenous and afro-descendant communities. These challenges to community resources have caused notable clashes between indigenous groups and state interests (i.e. TIPNIS Conflict in Bolivia).<sup>4</sup> At the very root of these conflicts is the fundamental question of land ownership and the uncertainty associated with the status of indigenous communities in most forest tenure regimes. [See her presentation.](#)

### **How Forest Agencies Can Face Greater Demands on Natural Resources and Pressure from Other Ministries? – Luiz Joels, Former Director, Brazilian Forest Service**

*Dr. Joels is an experienced Brazilian forester who has worked for over 30 years in the Amazon on issues related to forests, traditional communities, environment, and rural development. He has worked for the Amazonas State Agricultural Extension Company, WWF, the Brazilian Institute for Research in the Amazon, the Ministry of the Environment, and the Brazilian Forest Service. He is currently a consultant and volunteers with Amazonian NGOs.*

Dr. Joels placed the challenge for forestry agencies in the context of domestic politics—an important consideration given the forces that are often at play. In this regard, forestry agencies can take the lead by providing the public with clear objectives, transparency and knowledge-based policies, all as part of a proactive approach to forest management. This includes exacting commitments from high level officials to maintain public forests as public and as forests. The added challenge to the proactive approach is in the creation of knowledge that can be used and borrowed by other sectors of the government and the public. Dr. Joels showed for example the virtues of sustainable forest use compared to conversion and preservation. In the first case, the existence of evidence-based policies allowed the Brazilian Forest Service to keep land from being unnecessarily refurbished for settlement. In the case of preservation, lack of accurate information created bureaucratic hurdles for forest management. As a punchline, Dr. Joels suggested the reactive approach, always with an accommodative mindset as the parties involved entered these negotiations. [See his presentation.](#)



<sup>4</sup> In 2011, tensions between the local communities of the Isiboro-Sécure National Park and Indigenous Territory (TIPNIS in Spanish) and the central government of Bolivia boiled over the planned construction of a major highway through this territory, without the explicit consent of the locals. The strength of the movement that emerged from this crisis is hailed as a political victory for Bolivia's Indigenous Peoples.

## Discussion

One of the challenges the participants face is: how to create value for farmers who have forests? Forests provide a lot of ecosystem services but this potential remains vastly unknown and underutilized.

### 4th session: Status of Tenure Reforms, Implications for Forest Agencies

#### **Tenure Rights & Reforms around the World – Jeffrey Hatcher**

Mr. Hatcher presented a global overview of recent trends in tenure, including RRI's most recent analysis [What Rights?](#) He explained that tenure means more than just ownership and is better described as a *bundle of rights* that includes access, withdraw, exclusion, management, and alienation rights (to sell, use land as loan collateral, etc.). Tenure reform consequently means the process of changing the rights in the bundle: it is often the result of a major political, societal or natural event. Usually it is a long and contentious process. The good news is that many countries are making these reforms, and recent RRI analysis shows that the number of forests owned by communities and Indigenous Peoples or designated for their use has been increasing fairly quickly in developing countries for the past 10 years. Latin American has seen the greatest advances, followed by Asia. In Africa all but a fraction of land is still owned by governments. The variation by regions is largely a product of history and culture. The RRI study looked at 59 tenure regimes in 27 of the most forested developing countries.

Key findings showed:

- 95% of regimes restrict community use of forest resources
- About half of the regimes recognize rights of indigenous peoples and communities to access, commercially use, and manage forest resources, but only under state-controlled licenses or management plans.
- One-third do not recognize rights of indigenous and communities to exclude others from their land
- Two-thirds forbade them to “alienate” their lands, or lease the forest resources on that land or use it as collateral.
- About half recognize these rights for an unlimited period of time, and
- In more than half of the regimes, the government cannot revoke community rights without due process and compensation.

The practical challenges to these achievements were manifold. For one, onerous administrative requirement hamper effective community tenure. Secondly, compliance requirements are equally consuming, and are seldom inclusive of indigenous management models. Lastly, in most countries, the recognition of community rights end at the regulatory vacuum left by improper implementation. Indeed, Mr. Hatcher presented what lessons can be learned from these many reform efforts. First, great and sustained political will is required. Second, many governmental sectors have to be involved, from mining to forestry to agriculture, and finally, contestations, clarification and negotiation must be expected in the prolonged process to sort out these rights. [See his presentation.](#)

### **Forest Land Reform in Brazil – Luiz Joels**

Dr. Joels noted that tenure reform in Brazil is both relatively recent (past 27 years) and has been extremely time-consuming. He emphasized that major changes reflect political conditions. Tenure reform occurred in post-dictatorship times. The 1988 Constitution, which recognized human rights and the environment, was essential to those changes. Key events also precipitated the reforms, notably the death of a great leader (Chico Mendes) and the 1992 International Conference on the environment and development in Rio. The latter generated both local and international attention on the need to stop deforestation and to protect indigenous and traditional rights.

There was an increase in the land area allocated to native and traditional Brazilians, new approaches to conserving land and allowing sustainable use were introduced (e.g. extractive reserves) and a single environmental agency was created. With the increase in deforestation in 2003, the country developed an integrated policy to control deforestation, which involved 14 ministries working together. This also led to numerous positive outcomes, including the creation of the Brazilian Forest Service, the defining of public, concession, and community forest areas, and the development of a national climate change plan. The National Program for Community Forestry was announced in 2007, and launched in 2009 with strong civil society participation. A landmark project has been the titling of settled lands in the Amazon region currently carried out by the Ministry of Agrarian Reform.

Recently, an improbable ensemble of political forces (including from agribusiness producers to the Communist Party of Brazil) have organized themselves, and are pressuring for legislative reform to gain access to resources in traditional people's lands and other forest areas. Nevertheless, deforestation since 2004 has dwindled but not without significant setbacks for Indigenous Peoples. [See his presentation.](#)

### **Forest land reform in Nepal – Keshav Kanel, Former Secretary of Ministry of Forests & Soil Conservation, Nepal**

*Dr. Kanel served as Director General of the Department of Forests of the Government of Nepal until 2009. He is now a Resource Economist and Policy Analyst. He leads the preparation of a Forestry Development Strategy for Nepal, and is Chairman of Resource Identification and Management Systems (RIMS), an NGO focused on in local resource management. He holds an MA in Forestry from Duke University, and a PhD from the University of Minnesota.*

Dr. Kanel began his presentation by laying out the rationale behind Nepal's land reform. A product of post-war nationalizations, forests became the state's domain in 1957, alienating locals with this move. Degradation and deforestation ensued, evidencing the limitations that the Forest Agency faced as it tried to manage Nepal's >5.8 million ha of forested land. But from these limitations also emerged a few "positive deviances", as domestic community resource management came to be known. These successful experiences led to the second reform of the forestry sector in 1988. Here, local institutions were recognized as the foundation of forest management, granting forest users with more operational and financial autonomy. Community Forest User Groups (CFUGs) are in charge of managing community forests—about 17,800 CFUGs exist today, involving 2.2 million households. 45% of the CFUGs executive committee members are female. Community forestry manages about 30% of all of Nepal's forest areas. The success of this arrangement is palpable. The reforms undertaken in the late 80s and 90s have resulted in



improved forest conditions in the hills of Nepal. That said, entrepreneurship and private investments have been more difficult to develop in these areas. Likewise, institutional uncertainty at the national level have dampened the development of forest-based enterprises while 2/3 of Nepal's forests, currently under governmental control, continue to deteriorate. Moving forward, a Multistakeholder Forestry Program, a government-led initiative involving CSOs and private sector, has gained traction, with the support of foreign donors--\$150 m over 10 years. This promising initiative aims at improving governance and management of forest resources in the medium term. [See his presentation.](#)

### **Regulatory Reforms and Their Implications for Tenure and Rights – Sally Collins & Augusta Molnar**

Dr. Molnar and Ms. Collins presented the history and evolution of forest regulations around the world. In nearly every country, there is evidence of the failure of forest regulations in solving the problems facing forests today, despite being one of the most highly regulated sectors of government. Evidence includes continuing deforestation and degradation, widespread illegal logging and trade of products, corruption, and indifference to local and indigenous rights. This tends to undermine the rule of law and the effectiveness of judicial systems, and has a variety of unintended, adverse environmental and social impacts.

Governments often place blame on the lack of enforcement when often the course is overly prescriptive and unrealistic, with cumbersome and expensive rules that cannot easily be followed. They presented four principles that government agencies should follow in re-writing regulations:

- Recognize land rights and design different systems for each type: an expansive look at overlapping legislations and jurisdictions is needed to clarify tenure in tangible ways.
- Identify priority problems and prioritize actions for these: consider high-impact projects first, in order to maximize resources and strategic value.
- Create favorable conditions for stakeholders and promote best practices, including but not limited to clear accessible guidelines that prospectively reward transparency, initiative and entrepreneurship. Governments should take advantage of an emerging variety of instruments and tools to make governance more effective.
- Limit the government's role to doing what no other entity can do, and judiciously use power: governments should aim at creating value, and nurturing practices and strategies that encourage private actors to do the same.

They proceeded to present the Montana Best Management Practices voluntary approach, which identified priority issues to manage, and encourages landowners to use Best Management Practices that are focused on specific outcomes. A rigorous monitoring system makes the results transparent to the public. The approach works because, while it is voluntary, the threat of government regulation looms should problems appear as a result of the monitoring process. [See their presentation.](#)

### **Discussion**

One interesting point raised during the discussion was that laws can only do so much; they need to reflect the social agreement that forest agencies respond to. If the law is too far ahead of its society, either it won't pass or it won't be implemented. Rethinking regulations should consequently be seen as a natural process that would make the laws in better accordance with the society they serve.

## 5<sup>th</sup> session: Climate Change Adaptation, Mitigation Strategies (REDD+, FLEGT-VPA, others) and Responsible Trade Initiatives

### **International Forest-Climate Initiatives and their Implications for Forest Agencies – Augusta Molnar**

After presenting a quick overview of the state of climate change discussions and international responses, Dr. Molnar noted the current status of forest carbon initiatives and provided a perspective on the probable next steps for REDD+. As global discussions continue to flounder on climate change, deforestation and forest degradation continue, as do the emissions from climate change. There is low probability of a global cap on emissions in the coming decade, and the current mechanism for engaging market forces is fundamentally flawed (The Munden Project, 2011). Additionally, as the State of the Carbon Market Report (Forest Trends 2011) points out, where tenure or land rights are unclear, project developers are unlikely to want to assume the risk of development. The gravity of the threat to most forest lands demands confronting the drivers of deforestation with innovative approaches. The right mix of political will and decentralized tenure can effectively lead to better outcomes in forest protection and restoration.

A number of implications to forest agencies result from this:

- Due to changing ecological conditions, institutions must be flexible and regulations and policies must encourage both market and institutional innovations. Authority closer to the ground will be critical to addressing the right issues quickly.
- Because the promise of an international carbon market is dim for now, countries are on their own to sort out solutions. These will lie in traditional forest use, as in the vast majority of cases; conservation markets will not be robust enough.
- International REDD will be reformed, so in the interim, forest agencies will need to *think outside the REDD box*. This means finding new allies and partners, and attracting funding for reform and climate adaptation measures.

[See her presentation.](#)

### **Status of International Initiatives to Control Illegal Logging and Trade in Timber and Other Commodities (FLEGT-VPA, etc.) – Kerstin Canby, Director of Trade & Finance Program, Forest Trends**

The purpose of Ms. Canby's talk was to present mechanisms by which countries are trying to curb illegal logging, the latter pervasive worldwide. She began by explaining what a VPA is: a voluntary legally binding bilateral trade agreement between an individual timber exporting country, which aims to ensure trade only in legal timber and to improve forest governance. In her presentation, she describes the process countries must go through to become a VPA, showed those countries with existing and pending status, and outlined some of the strengths and weaknesses of the system. [See her presentation.](#)

### **Discussion**

Participants shared their country's experience with REDD and VPA processes. All agreed the process had been extremely complicated, uneven and expensive. Interest is dissipating. However questions around carbon markets are starting to emerge, creating a new level of complexity within the countries.

## **Role of Local Cooperatives, Associations, and Federations in Enabling Sustainable Management of Small Farmer Forests – Peter deMarsh, Chair, International Family Forestry Alliance**

*Mr. deMarsh was re-elected as IFFA chair in December of 2012. IFFA is the voice of family forestry worldwide, promoting the development of family forestry and advocating for supportive policies. Mr. deMarsh has also led local and national forestry associations in Canada. He speaks English and French and holds a MA in International Affairs with an emphasis on rural development from Carleton University.*

The IFFA represents small forestland owners or holders in 23 countries on every continent, often with very different ownership schemes. They were formed to represent family foresters in international discussions on the future of the world's forests. Often international discussions misunderstand or mischaracterize family and community forests, suggesting that managing these lands is difficult because of the many owners/operators, producing an inherent weakness in relying on them to contribute to forest production. There is also the belief that these owners have poor market access, are forced to adhere to difficult regulations making management unprofitable, and as a result cannot be trusted to protect their forests. Overall, the result of these beliefs is that the risks are too high for businesses to invest in these lands. His main point is contrary to this. He believes and has concrete evidence that livelihoods can improve and forests can be protected when four factors are in place: secure tenure and property rights; access to markets on fair terms; good quality technical support services; and effective associations. [See his presentation.](#)

### **6<sup>th</sup> session: Leadership Forum**

#### **Panel Discussion: Forest Agency Leadership: Ethics, Conduct, Values, Administrative, Political Transitions, Personnel**

The purpose of this panel was to present some of the challenges faced by forest leaders around the world, and to suggest some opportunities to strengthen these skills. All of the panelists were former top leaders in their forest agencies in their respective countries.

- **What's Unique about Forest Leaders? Former Associate Chief, U.S. Forest Service - Sally Collins**

Ms. Collins was the first panel presenter, and her talk focused on what is different about being a leader in a forestry profession, as opposed to other public and private sector careers. She noted that forestry has strong cultural norms that create a resistance to change and somewhat myopic group-think. The challenge is to govern in a time of immense and incredibly fast change, to position our agencies and our forests to be powerful forces in governments, to prevent other sectors, like agriculture, from suppressing the needs of a nation's forest resources. To be powerful domestic forces, "we need to be equipped with new skills and knowledge (one purpose of the Next Generation of Leaders seminar)." She ended by concluding that the forestry profession often attracts leaders who are devoted to higher causes than financial gain, and that this higher calling is what makes the profession unique: the devotion to the profession creates a strong work ethic, a love of the land, and a desire to be successful for the conservation of these resources. [See her presentation.](#)

- **Former Director, Brazilian Forest Service - Luiz Joels**

Dr. Joels directly addressed the challenges facing forestry and the pressures from other ministries and resource demands. He noted that challenges to sustainable forest management come from within the forest sector (timber production vs non-timber forest products) and outside the sector with other

demands for the land (conversion due to agriculture for example). He asks participants to “prepare for conflict” because regardless of the type of government you are a part of, there will be battles over the land and you must be prepared for them. He presents ways to be proactive, get forests on the presidential agenda, to build a system that gives forests the best chance for sustainable management and a strong position in government. As an illustration of this, he discusses how this was accomplished in the creation of the Brazilian Forest Service a few years ago. [See his presentation.](#)

- **Former Secretary, Nepal Ministry of Forests & Soil Conservation - Keshav Kanel**

Keshav introduced to the group the notion of positive deviance, which essentially is this:

“An approach to social change based on the observation that in any community there are people with uncommon but successful behaviors or strategies that enable them to find better solutions to a problem than their peers, despite facing similar challenges and having no extra resources or special knowledge.” With this nugget of wisdom, he shares how leaders in Nepal who believed and supported community forestry at the local level helped reinvent forestry institutions in Nepal. He describes how reforms took place, transferring more authority to the community and household level, which resulted in better forest management nationwide. Nothing is more powerful than pictures, and he shows how much restoration has taken place since the community forest reforms. Other benefits were household income increases, gender balance, increased capacity in community users, and new career and economic opportunities in areas like eco-tourism. Through multi-stakeholder processes, leaders emerged that created and sustained the positive deviance he referred to. [See his presentation.](#)

### **New Models, Structures and Their Political Lessons and Implications: The example of British Columbia - Dr. Judi Beck**

*Dr. Beck is acting executive responsible for the management of the Pacific Forestry Centre (PFC) in Canada. She co-chairs strategic working groups on natural forest disturbances (pests, fire, and climate change), and the Canadian Council of Forest Minister's Pest Working Group. Dr. Beck received her MSc in Forestry from the Australian National University in 1988, and her PhD in Fire Growth & Geographic Information Systems from Curtin University in 2000.*

Dr. Beck presented the interesting new model for forest governance in British Columbia. This more integrated approach to forest governance blends into a single ministry most of the significant land agencies formerly with unique agencies: forests, range fish, wildlife habitat, cultural resources, mineral development, etc. By assuring local/community governance of these mix-of-resource programs, conflicts on the ground were



minimized and the public was better served through better-coordinated planning and execution of all the major land actions in an area. She also presented some of the political challenges (winners and losers) and leadership roles played by the current forest minister.

Sten Nilsson reflected on the leadership forum and expressed he was a supporter of the destructive construction approach. It is often hard to start reorganizing but the benefits will be extremely valuable.

## Discussion

A very rich discussion followed the interventions. Some mentioned the difficulties to conciliate cultural practices with professional codes of conduct (i.e. friends or family asking for favors to obtain a permit). All agencies are evolving in a different context – some being flexible and others being extremely restrictive. Of course this has implications in terms of accountability, but also it influences how proactive and innovative employees can be. It is also interesting to look at successful examples of organizational change but what the British Columbia case showed was the importance of timing (you need to wait for the right political environment) and patience (big ideas take time and require a lot of efforts). There is sometimes a *disconnect* between technical staff and political appointees: ideally the top forest agency leaders should have both the technical knowledge and the political capital to be able influence the policies in the right direction. However, it is often not the case and forestry can be highly political. In some situation, it can be a matter of spending time to share your values and your world, take them to the forest so they can appreciate what you do better.

## Final Discussion and Closing Comments

At the conclusion of the meeting, Judi Beck facilitated a discussion asking each participant to articulate what inspired them:

- Many mentioned the leadership forum and the qualities that make a good leader: it is important to be courageous and inclusive by working with all stakeholders from top decision makers to citizens.
- The next generation of leaders should be more proactive within their organizations and also pay attention to outside trends that will have an impact on the forest sector.
- Leaders should not be afraid of *constructive deconstruction* or *destructive reconstruction*, referencing Luis Joels presentation. It is important for organizations and agencies to be flexible and know how to adapt to a changing context.
- Land tenure systems must integrate the duties and obligations of the beneficiaries. Regulations need to be used appropriately as an incentive to a better outcome, they should not be barriers.

Closing remarks were provided by the hosts of the meeting including:

- Sally Collins, Co-Chair, MegaFlorestais
- Andy White, Coordinator, Right sand Resources Initiative

Thanks were provided all around to Judi Beck (facilitation), Claire Biason (overall organization), CONAFOR, speakers and coordinators.





## Next Generation of Forest Agency Leaders

### Global Issues in Governing Natural Resources

*An international training seminar for promising senior officers in public forest agencies*

May 27-31, 2013 - Oaxaca, Mexico

## AGENDA

### Arrival on Sunday

Hotel Victoria

All day Transportation from the airport to the Hotel Victoria, as participants arrive

19:00 Meet in the Hotel lobby for dinner at Restaurante El Tule, Hotel Victoria

### Day 1 – Monday

Salón Yagul, Hotel Victoria

8:00 Breakfast, Restaurante El Tule

#### 9:00 Opening Session

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- *Welcoming Session*
  - Ing. Rescala Perez, Director General, CONAFOR
  - Sally Collins, Co-Chair, MegaFlorestais
  - Augusta Molnar, Senior Director, Country & Regional Programs, Rights and Resources Initiative
- *Introduction to Oaxaca* – Miguel Angel Soto, Acting State Forester, CONAFOR State Office
- *Setting the Context: What is MegaFlorestais? Why the Next Generation Seminar? Special Challenges & Opportunities for Public Forest Agencies* - Sally Collins

10:30 Coffee Break (15 min)

- *Review of Workshop Goals and Agenda, and Introduction of the Facilitator* – Sally Collins & Judi Beck
  - Introductions of participants and presentation of their expectations
  - Introductions of resource advisors and review of their role

12:30 Lunch, Restaurante El Tule

### **1:30 Forest Agencies in Transition: The example of Mexico**

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- *Forest Agencies in Transition: The world view: What is changing, what challenges are forest agencies facing?* – Augusta Molnar
- *The Example of Mexico* (Simultaneous Interpretation Spanish/English will be provided):
  - What are the goals and the main accomplishments of Mexico's model? What makes it both unusual and powerful? What is Mexico's current model of forest and product management?
  - Brief history of land tenure and land reform in Mexico
  - Land registration process and ejidos: secure forests and tenure
  - The roles of the Ministry of Environment and Natural Resources and the National Forestry Commission: working together
  - Promoting economic development in forested areas

Speakers: Víctor Hugo Martínez-Cíntora, Assistant Manager of Community Forestry, CONAFOR; Salvador Anta Fonseca, Director General of Biological Corridors, CONABIO.

3:30 Coffee Break (15 min)

- *Group discussion*
- *Preparation for the field trip* – Ing. Miguel Angel Soto, Acting State Forester, CONAFOR State Office at Oaxaca

**4:50 Summary of the day by Omaira Bolaños & Luiz Joels (10 min)**

5:00 Free time

7:00 Dinner, El Asador Vasco

## **Day 2 – Tuesday**

### **FIELD TRIP TO THE SIERRA JUAREZ**

6:30 Breakfast, Restaurante El Tule

7:00 Depart from the hotel to travel to La Trinidad Community, Ixtlán, Oaxaca

9:30 Welcome to La Trinidad Community – *C. Rolando Antonio Ruiz Stgo., President of the Commons Commission, La Trinidad and C. Abel Martínez Martínez, Community Forester, La Trinidad*  
Visit to the community areas under forest management

11:30 Transportation to Ecoturixtlán (Ecoturistic Center in the community of Ixtlán de Juárez, Oaxaca)

12:00 Welcome – *C. Pedro Torres Perez, President of the Commons Commission, Ixtlán de Juárez*  
Presentation on Ixtlán de Juárez's experience with community management of forest resources, their structure and organization by the Technical Forestry Director

1:10 Lunch, Restaurante Los Duendes at Ecoturixtlán facilities

2:10 Short visit to Ecoturixtlán's facilities

2:30 Presentation of the industrial process at the community of Ixtlán – *C. Pedro Torres Perez*  
Visit the facilities of the Industrial Park and regional forest nursery guided by the managers of the community enterprises

4:30 Transportation back to the hotel

7:00 Dinner, Casa Oaxaca

### Day 3 - Wednesday

Salón Yagul, Hotel Victoria

8:00 Breakfast, Restaurante El Tule

**9:00 Summary of the field trip by Augusta Molnar and Peter deMarsh (10 min)**

**9:10 Forest Areas and Forest Industry in Transition**

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- *Global Trends for Investments in Forests, Forest Products & Energy* – Sten Nilsson, CEO, Forest Sector Insights AB
- *Smaller Forest Enterprises in Transition* – Augusta Molnar
- Q&A

10:35 Coffee Break (15 min)

- *Changes and Demands for Forest Products in the International Market: Implications for small and medium forest enterprises and others* – Kerstin Canby
- Q&A
- *Small group discussions by regions*

12:30 Lunch, Restaurante El Tule

**1:30 New Pressures on Forest Lands**

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- Framing presentation: *Land Acquisitions, Extractive Industries, Infrastructures & Agriculture: New pressures on forest lands* – Jeffrey Hatcher, Director, Global Programs, RRI
- *Examples from Latin America* – Omaira Bolaños, Regional Program Director, Latin America, RRI
- *How Forest Agencies Can Face Greater Demands on Natural Resources and Pressure from Other Ministries?* – Luiz Joels, Former Director, Brazilian Forest Service
- Q&A

3:00 Coffee Break (15 min)

- *Facilitated small group discussions*

5:00 Free time

7:00 Dinner on your own in selected locations

### Day 4 - Thursday

Salón Yagul, Hotel Victoria

8:00 Breakfast, Restaurante El Tule

**9:00 Summary of yesterday's discussions by Keshav Kanel and Sally Collins (10 min)**

**9:10 Status of Tenure Reforms, Implications for Forest Agencies**

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- *Tenure Rights & Reforms around the World* – Jeffrey Hatcher

- *Experiences from Tenure Reform: Changes in agency roles and perspectives:*
  - Forest land reform in Brazil – Luiz Joels
  - Forest land reform in Nepal – Keshav Kanel, Former Secretary of Ministry of Forests & Soil Conservation, Nepal
- *Regulatory Reforms and Their Implications for Tenure and Rights* - Sally Collins & Augusta Molnar
- Q&A

10:30 Coffee Break (15 min)

- *Facilitated small group discussions by regions*

12:30 Lunch, Restaurante El Tule

### **1:30 Climate Change Adaptation, Mitigation Strategies (REDD+, FLEGT-VPA, others) and Responsible Trade Initiatives**

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- *International Forest-Climate Initiatives and Their Implications for Forest Agencies* – Augusta Molnar
- *Status of International Initiatives to Control Illegal Logging and Trade in Timber and Other Commodities (FLEGT-VPA, etc.)* – Kerstin Canby, Director of Trade & Finance Program, Forest Trends
- Q&A

2:50 Coffee Break (10 min)

- *Role of Local Cooperatives, Associations, and Federations in Enabling Sustainable Management of Small Farmer Forests* – Peter deMarsh, Chair, International Family Forestry Alliance
- *Changing Models and New Directions of the Conservation Community and Their Impacts* – Augusta Molnar
- Q&A
- *Facilitated Group Discussion*

### **4:30 Visit to the EthnoBotanical Garden**

7:00 Dinner, Los Danzantes

## **Day 5 - Friday**

**Salón Yagul, Hotel Victoria**

8:00 Breakfast, Restaurante El Tule

### **9:00 Summary of yesterday's discussions by Sten Nilsson and Jeffrey Hatcher (10 min)**

### **9:10 Leadership Forum**

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- *What's Unique about Forest Leaders?* – Sally Collins
- *Forest Agency Leadership: Ethics, Conduct, Values, Administrative, Political Transitions, Personnel, and Forestry Issues Management:*
  - Sally Collins, Former Associate Chief, U.S. Forest Service
  - Luiz Joels, Former Director, Brazilian Forest Service
  - Keshav Kanel, Former Secretary, Nepal Ministry of Forests & Soil Conservation
  - Q&A and group discussion

10:30 Coffee Break (15 min)

- *New Models, Structures and Their Political Lessons and Implications:*

- The example of British Columbia – Judi Beck, Director General of the Pacific Forestry Centre, Canadian Forest Service
- What are the implications of the agency structure on their political positioning and ability to lead? How does it affect leadership? – Sten Nilsson
- *Q&A and group discussion*

12:30 Lunch, Restaurante El Tule

### **1:30 Concluding Activities**

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- *Group discussions by countries*
- *Large group discussion*

3:15 Coffee Break (15 min)

- *How to Keep Us Engaged and Growing as a Network* – Claire Biason & Sally Collins
- *Expectations review* – Judi Beck
- *Distribution of certificates* – Augusta Molnar

4:30 *Closing remarks:*

- Ing. José Armando Alanís de la Rosa, Director of Cooperation, International Affairs and Financial Development Unit, CONAFOR
- Sally Collins, Co-Chair, MegaFlorestais
- Augusta Molnar, Senior Director, Country & Regional Programs, Rights and Resources Initiative

5:00 End of the seminar

## Annex 2: List of Participants



### Next Generation of Forest Agency Leaders

#### Global Issues in Governing Natural Resources

*An international training seminar for promising senior officers in public forest agencies*

May 27-31, 2013 - Oaxaca, Mexico

## LIST OF PARTICIPANTS

Countries	Name	Affiliation	Position
Brazil	Thiago Longo Menezes	Brazilian Forest Service, Ministry of the Environment	Director of Administration and Finance
	André Luiz Campos de Andrade		Executive Manager of Forestry Planning
Cameroon	Georges Amougou Ondoua	Ministry of Forestry and Wildlife	Head of Forest Management Department
	Armony Ange Ottou		Manager, Forest Department
Canada	Trudy Samuel	Canadian Forest Service, Natural Resources Canada	Director, Forest Knowledge and Information Management
	Amélie Roberge		Policy Analyst
China	Shilei Lu	State Forestry Administration	Division Director for Ecological Environment, Department of Planning and Finance
	Ping Yao		Section Chief, Department of Forest Law and Legislation
	Leilei Yuan		Program Officer, Department of International Cooperation
DRC	Corneille Kumbazi Mbemba	Ministry of the Environment, Nature, Conservation and Tourism	GIS and Remote Sensing Expert, Directorate for Forest Inventory and Planning
Indonesia	Franciscus Xaferius Herwirawan	Directorate of Forest Resources Inventory and Monitoring	Head of the Spatial Data Base Management Section
	Andi Setiawan	Forestry Planning Unit Region XIV Kupang, East Nusa Tenggara	Head of the Forest Land Mapping Section
Mexico	Carlos Alberto Magallón Morineau	National Forestry Commission (CONAFOR)	Deputy Director for Phytosanitation Treatments

	Rodolfo Moreno Cruz		Deputy Director of Production Diversification
<b>Peru</b>	Elena Rubio Urrelo	General Directorate of Forest and Wildlife, Ministry of Agriculture	Coordinator of the Unit for the Promotion of Forest and Wildlife Competitiveness
	Luis Antonio Ma Wong		Coordinator of the Sustainable Development Forestry Program in the Peruvian Amazon, Division for the Promotion of Forestry and Wildlife
<b>United States</b>	Peggy Ann Polichio	U.S. Forest Service, Department of Agriculture	Director, State & Private Forestry, Pacific Northwest & Alaska Regions
	Jennifer Eberlien		Forest Supervisor, Mount Baker-Snoqualmie National Forest
<b>Resource Advisors</b>	Kerstin Canby	Forest Trends	Director of Trade and Finance Program
	Keshav Kanel	Independent Consultant	Former Secretary, Nepal Ministry of Forests & Soil Conservation
	Peter deMarsh	International Family Forestry Alliance	Chair
	Sten Nilsson	Forest Sector Insights AB	CEO
	Salvador Anta Fonseca	National Commission for the Knowledge and Use of Biodiversity (CONABIO)	Director General of Biological Corridors
	Luiz Joels	Independent Consultant	Former Director, Brazilian Forest Service
<b>Co-Organizers</b>	Jorge Rescala Perez	National Forestry Commission (CONAFOR)	Director General
	Miguel Angel Abaid Sanabria		Head of the International Affairs and Financial Development Unit
	Miguel Angel Soto		Acting State Forester, CONAFOR State Office
	Victor Hugo Martínez-Cintora		Assistant Manager for Communitarian Forestry
	José Armando Alanís de la Rosa		Director of Cooperation, International Affairs and Financial Development Unit
	Ximena Peláez Bustamante		Chief of Implementation and Monitoring, International Affairs and Financial Development Unit
<b>Rights &amp; Resources Initiative</b>	Augusta Molnar	RRI	Sr. Director, Country & Regional Programs
	Jeffrey Hatcher		Director, Global Programs
	Sally Collins	MegaFlorestais & RRI	Co-Chair & Fellow
	Omaira Bolaños	RRI	Regional Program Director, Latin America
	Claire Biason		Sr. Associate, Networking Support Program
<b>Facilitator</b>	Judi Beck	Canadian Forest Service	Director General of the Pacific Forestry Centre