



MEGA*forestais*

Next Generation of Forest Agency Leaders

Global Issues in Governing Natural Resources

July 28th – August 1st, 2014 | Oaxaca, Mexico

SYNOPSIS



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BACKGROUND

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 (RRI)¹, the US Forest Service and MegaFlorestais² 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. For the 2014 edition of this seminar, the National Forestry Commission of Mexico (CONAFOR) and RRI decided to host it in Oaxaca one more time.

For more information, please visit www.megaflorestais.org.

SUMMARY

On July 28 – August 1, 2014, RRI and the National Forestry Commission of Mexico (CONAFOR) hosted the Next Generation of Forest Agency Leaders seminar in Oaxaca, Mexico. The seminar convened 17 senior officials from 6 countries (Brazil, Cameroon, Canada, Indonesia, Mexico and the United States); 4 MegaFlorestais leaders, including the current Associate Chief of the US Forest Service, Ms. Mary Wagner; 7 respected scholars and practitioners; and 2 civil society observers (from the indigenous organization Tebtetba, and the Indian journal Down to Earth).



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, 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.

¹ 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.

² 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, Sweden, and the United States.

Feedback from participants was generally 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 session, the debate around the 5 principles of forest governance, 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. Participants encouraged the organizers to give more time to country presentations with a focus on country-specific challenges. We will make the appropriate changes to address those suggestions next year.

The Five Principles of Forest Governance

1. Transparency in governance is fundamental
2. Clarification of tenure (land rights and ownership) must be a key priority of governments
3. Inclusive governance is necessary
4. Forest agencies must evolve
5. Forest leaders must acquire new skills

KEY LESSONS LEARNED

- Participants took a deeper look at forest and resource governance, and took advantage of the scholars in attendance to understand the broader societal phenomena affecting the sector. The counterintuitive nature of some presentations (from the slowdown of forest tenure reform, despite progress; to the possible rise of natural infrastructure as an asset class) compelled delegations to consider the profound implications of these challenges and opportunities for their organizations' missions. They realized that organizational changes will only be effective if agencies and countries collaborate and spread best practices.
- No country's experience is directly transferable. Instead, each country has to look through their lenses, history, interest and perspective. However some principles are common to all and can be adapted to national contexts. Through the week, participants became more familiar with the five principles of governance identified by former MegaFlorestais Leaders and agreed on their relevance.
- As the world experienced an unexpected rise in democratic governance, the public has come to expect greater involvement with government agencies, and forestry is no exception. Forest agencies will need to face and adapt to these changing expectations and realities to remain relevant. Participants appreciated seeing examples of successful reforms and advice on how to face these 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 learned a lot about community forest enterprises and were astonished to see the degree of industrial-like sophistication that some communities have achieved in the State of Oaxaca. They were also moved to see the strong connection community members felt with their forest and their clear understanding of how their sustainable management was contributing to the fight against climate change and carbon sequestration.
- There is continued interest from participants and their forest agencies to participate in this seminar yearly. Participants will share their experiences with their agencies. As a consequence, more interactions between former and future participants should be encouraged and ways to

keep engaging former participants should be investigated. The network's continued growth is essential.

- 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.
- It is essential for forest agencies to become 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.

PRESENTATIONS AND DISCUSSIONS

Opening Session

Enrique Serrano, General Coordinator of Planning and Information at CONAFOR, wished a hearty welcome to the group on behalf of Mexico and the CONAFOR. He gave a brief introduction to the State of Oaxaca and gave a few examples of important actions Mexico was undertaking (productivity increase, structural reforms, etc.).

Sally Collins, Co-Chair of the MegaFlorestais network, welcomed the group on behalf of MegaFlorestais and conveyed her joy to see the Next Generation of Forest Agency Leaders convened for the 5th time.

Arvind Khare, Executive Director of the Rights and Resources Initiative thanked Mexico for hosting the event for the second time. He shared his happiness to be in Oaxaca in the company of senior forest officials in a capacity to make incremental changes. With 2 billion people depending on forests for their livelihoods, the recognition of natural resources rights will be essential to respect human rights and will be one of the biggest challenges of the 21st century.



Participants introduced themselves and shared several of their personal expectations for the week:

- Share ideas, experiences and challenges and find ways to address to overcome them.
- Find out how other agencies are managing their forests on the ground.
- Discuss common interests.
- Learn about: global issues, forest governance, and community forestry.
- Have fun, and create a global network.

Miguel Angel Soto - Introduction to Oaxaca

Mr. Soto earned his BS degree in Forestry from the Universidad Juarez del Estado de Durango, Mexico. He has a specialization in Community Development from the Latin American Faculty of Social Sciences, Guatemala City. In his current position as Acting State Forester at CONAFOR, he has participated in forums, workshops and symposiums to achieve his professional vision of preservation and sustainable management of forest resources in Mexico.

Mr. Soto delivered a background presentation on the host region, Oaxaca, Mexico. With a forest cover totaling 6.2 million ha, the region is home to a variety of forest and indigenous communities (2 million),

and about 1,583 agrarian units, between ejidos and communities. Oaxaca's forests were privately held until 1982, at which point, communities and ejidos began building their own programs based on Community Forestry. Most community structures in Oaxaca reflect the local customs and traditions, leveraging the social record and work experience of specific actors. The success of community structures and productive capacity relies greatly on existing social capital—the latter due to the stratification of responsibilities within. The introduction of governance tools, such as territorial orderings and communal statutes, promise to strengthen and enhance community forestry in the state. [See his presentation.](#)

Sally Collins - Setting the context: What is MegaFlorestais? Why the Next Generation Seminar? Special challenges & Opportunities for Public Forest Agencies

Ms. Collins has over 25 years of experience in natural resource management. She was the first Director of the USDA Office of Environmental Markets (OEM) and was U.S. Forest Service Associate Chief for eight years, co-managing 155 National Forests and Grasslands; supporting tribal, state and private lands; and overseeing the International Program Office. She is currently a Fellow with Rights and Resources Initiative (RRI), and is MegaFlorestais Co-Chair.

Ms. Collins provided background on the rationale for the seminar, as well as the rules and expectations that guided this 5-day event. Created in 2005, the MegaFlorestais network engages top forestry officials from the largest forest countries, for frank and open discussions on issues in public forest governance. In this context, the Next Generation of Forest Agency Leaders Seminar aims to prepare senior executives in forest agencies by introducing them to cutting-edge analysis and information in forest tenure, governance and markets. Previous Next Generation Meetings have taken place in Grey Towers, Pennsylvania (2010-11, USA hosted); Whistler, British Columbia (2012, Canada hosted); and Oaxaca, Mexico (2013-14, Mexico hosted). In its previous four editions, the seminar has convened a total of 77 participants from 12 countries. Oaxaca's unique and successful experience with community forestry made it an ideal venue to host the seminar for a second opportunity. [See her presentation.](#)

Then, each country gave a presentation on their newest national policy change affecting the forest sector, the most exciting new idea and the biggest challenge.

Keynote Presentation

Sally Collins - Forest agencies in transition: Current Situation and Principles for the Future

[The Five Principles of Forest Governance](#), as endorsed by former MegaFlorestais leaders represent a blueprint for foresters as they face the shifting panoramas facing their agencies. Over the last 200 years, different agency models have appeared—from the oldest one in present-day Russia, to newer ones in Peru and Brazil. The verticality of existing forestry models, however, is facing mounting pressures from constituencies and stakeholders in the sector, posing challenges both intellectual and political. How to manage these forces is an almost inevitable question for foresters. Changes elsewhere in the legal system (from expanded political representation to more decentralized land tenure) represent a more profound challenge for the profession, compelling practitioners to serve communities more actively. Demographic, economic and other changes related to climate change contribute to the decreasing latitude that forest agencies enjoy in controlling forest resources, casting a



somber panorama for forests in general. Forest agencies worldwide must embrace change to transcend these challenges. [See her presentation.](#)

Discussion

Arvind Khare emphasized that countries have 3 kinds of licenses with their population: social, political and economic. Taking the example of Indonesia, he explained that, with an eroded social contract, a country cannot move forward.

Jim Smyle mentioned a study conducted by Harvard University in the 1960s on the US rangers. It was found that organizations tend to perpetuate their own internal processes by only recruiting people that share their views. It is consequently very important to include different backgrounds and perspectives in an agency or its staff could become the biggest force to oppose to change and undermine reforms.

1st session: Community Forestry and Economic Development in Forested Areas

Victor Martínez Cíntora – Development of Community Forestry in Mexico

Mr. Martinez has a background in Agronomy. As the Assistant Manager of Training and Monitoring of Producers in Community Forest Management of CONAFOR his responsibilities include designing rules for the operations of the Community Forestry Program under PRONAFOR's Guidelines, monitoring the operation of this program, coordinating the implementation of the Community Biodiversity Conservation in Michoacán and Oaxaca.



Mr. Cíntora provided background information on the development of community forestry in Mexico. Social clamor for a more equitable use and exploitation of forest resources fueled the Mexican Revolution at the turn of the 20th century. But until 1983, state support had swung between forest concessions and community forestry. By that year, however, state support for community forestry grew strong again, returning to communities and ejidos the right to manage their forests. The 1986 Forest Law enshrined the peasants' struggles to better control their forests. The 1992 Agrarian Law Reform

linked forest and land ownership, dashing the possibility of new government concessions. Later, the SEMARNAP (now the Secretariat of Environment and Natural Resources of Mexico) and the World Bank partnered up, launching in 1998 the Conservation and Sustainable Management of Natural Resources Project in Mexico (PROCYMAF, in Spanish), to support community forestry producers through forest development and plantation projects.

In 2001 and due to the growth of projects in the sector, the government created the National Forestry Commission of Mexico (CONAFOR). Within this institution, community forestry adopted a decisive role, becoming an integral part of the government's sectoral agenda. Present-day forestry organizations integrate technological innovation and productive investments, just as they employ technical and local workforce, encompassing forest and forest-related activities from timber to ecotourism. The target for the CONAFOR is to promote social and human capital, and facilitate community development with an entrepreneurial focus. Increasingly, these initiatives include the ethnic communities in Western and Southern Mexico. Since 2014, CONAFOR is implementing a documentation system to support local decision-making. Yet, despite these gains, community forestry in Mexico continues to face profound challenges: low productivity and legality; low competitiveness among Community Forest Enterprises

(CFEs); tax treatment is on par with corporations, which is disadvantageous for the CFEs, among others. [See his presentation.](#)

Gerardo Segura – Community Forestry in Mexico

Dr. Segura is the Senior Rural Development Specialist at the World Bank, where he specializes in the design, management and supervision of sustainable development projects and sustainable management of natural resources and community forestry projects. His areas of expertise include natural resource management, climate change, rural development and forestry. He was General Coordinator of the Community Forestry Development project at the CONAFOR, and holds an MSc and PhD in Forest Sciences from the University of Washington.

Dr. Segura began his presentation by reminding the audience about Mexico's high biodiversity and endemism, which currently ranks 4 in the world. 80% of Mexico's forests are currently under communal ownership, second only to Papua New Guinea. Of the 12-15 million people that live in forested areas, 28% live in extreme poverty, and the sectoral contribution to GNP stands at 0.34%. Leading CFEs in Mexico are indigenous and non-indigenous forest communities (known as ejidos), totaling 8,400 across 45 million ha. The forestry sector has received substantial government support since 1995, with government agencies (CONAFOR and related initiatives), now managing budgets of over US\$446 million. Still, most major indicators reflect a fall in forest production, sectoral contribution to GDP, and forest trade balance, while the apparent consumption has ballooned, and on par with economic growth in Mexico. Though these substantial investments have made Mexico a world leader in community forestry, the dangers of loose spending, overregulation, and centralized policymaking, among others, continue to limit their potential. [See his presentation.](#)

Francisco Chapela – The Role of Community Forestry on Economic Development

Dr. Chapela is now the Northwest Mexico Program Officer at The Christensen Fund, where he is contributing to build indigenous resilient natural resources governance systems. He is an agronomist with specializations in temperate forest management, and tropical forest management, and holds a Masters in Regional Development and a PhD in Economics of Natural Resources.

Dr. Chapela began his presentation by distinguishing different types of forestry. Traditional forestry is perhaps most similar to community forestry. They differ in terms of their respective markets (traditional is focused on local non-monetized markets, whereas community forestry is much more entrepreneurial), and in terms of workforce (community forestry relies on much more institutionalized rule-enforcement, and on more professional staff). Between industrial and community forestry, the similarities are fewer. Industrial forestry sees forests as a utility, limited by the lifetime of a concession, and often regulated by the federal government. Their contact with locals is much more limited, and the social utility of this type is measurable by the amount of taxes it produces. In terms of local economic development, industrial forestry offers much more limited returns. As it is divorced from local concerns and objectives, it does not create shared incentives at the local level to undertake complementary community initiatives. Unlike community forestry businesses, industrial operations in Mexico have downsized their operations significantly over the last two decades. [See his presentation.](#)



Discussion

Participants had specific questions about community forest enterprises – i.e. their competitiveness, benefit sharing model, control mechanisms to ensure sustainable exploitation, marketing techniques to go beyond the local market. They agreed that the most salient and reproducible aspect of the Mexican model included clear tenure, empowering rural communities to manage natural resources on common land, and helping them access the national market and form their technical staff. It was also noted that pressure from consumer countries led to companies requiring certified timber, which as a result created an incentive for communities to get certified and manage their resources sustainably.

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. 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). The community is also very well aware of its contributions to climate change mitigation and carbon sequestration strategies. Then we visited one of the timber extraction sites and could see the different treatments that were given to the forest throughout the years. The harvesting cycle is about 35 years.



The group then proceeded to the facilities of EcoturIxtlán, an ecotourism project created and run by the community, before continuing towards their Industrial Park Facilities and Regional Forest Nursery. C. Pedro Torres Pérez, President of the Communal Lands of Ixtlán de Juárez greeted the group and gave introductory comments. Ixtán de Juárez has 19 thousand hectares of communal land that benefits to 384 “comuneros.”³ 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 transporting 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

³ Members of agrarian communities in Mexico

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 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.

Discussion

Participants were pleasantly surprised to see the high level of organization of the communities. They were also impressed by the technical training and expertise of their staff, and the community's capacity to take risks by assuming loans that would afford them machinery of better quality.

After the visit, delegations were convinced of the viability of community forest enterprises, and said that the visit made them notice that the conventional wisdom on CFEs often borders on paternalism. Indeed, their small size often downplays the actual contributions they could make to the economic development of local communities. Central to community success is their social organization. However, this is not enough to guarantee their social and economic prosperity. They need government and forests agencies to help them benefit economically from their resources and scale up.



Those who had been skeptical of community forestry, seeing it as inefficient from both a technical forestry and economic perspective, noted a significant change after the field trip: namely over the multifaceted role that community forestry served: 1) it offered local employment to community members and in so doing, slowed “out-migration”, domestically or abroad; 2) it offered direct revenue for community social programs, such as help for the elderly, and education; and 3) it was a source of great community pride and empowerment. One participant noted that like in many other parts of the world, community forestry is more about “communities” and less about “forestry”. Yet, the locals also conducted sound forestry technically, and made decisions to preserve some of their forests for non-forest uses.

2nd session: Global Scan: Forest Areas and Forest Industry in Transition

David Brand – Global Trends in the Forest Sector

Dr. Brand is the Chief Executive Officer and founder of New Forests Pty Ltd. and has over 30 years of experience in forest management, investment management, science, public policy, public administration and international affairs. He oversees the company's strategic direction and investment policies, as well as chairing the investment committee. New Forests is an investment management business specializing in sustainable plantation forestry investment and environmental markets. Dr. Brand holds a PhD from the University of British Columbia and a Bachelor of Science in Forestry from the University of Toronto in Canada.

New Forests is an investment management company focused in the forest sector, currently headed by Dr. David Brand. Their analysis finds 5 major trends affecting forest managers, including: a restructuring demand base due to growth in Asia; a shift towards forest plantations; the rise of biofuels, bioenergy

and bio-products, as pulp and paper fall; greater institutional control of high productivity timber plantations; sustainability imperatives from consumers, and pricing of ecosystem services. As China's timber demand grew, it became a stronger force in global markets. The fall in pulp and paper is likely to be offset by growth in non-traditional sectors such as wood pellets. The global financial crisis shifted demand from western markets, and towards Asia. With drops in Russian, Canadian, and South East Asian supply, plantations, especially in Australia, are poised to pick up the faltering supply. Indeed, by 2020, it is expected that plantation areas will reach 300 million ha. Institutional capital is fueling these investments, but as established markets fill up, investors are turning to emerging economies. The focus for plantations today is to increase productivity much like US Agriculture in the past 60 years. Another issue facing forest managers is the rise of sustainability and certification as an integral component of contemporary forestry. The lack of clarity in the pricing of ecosystem services is a disincentive to increase productivity in existing plantations, however, as the possibility of expansion remains open. Price signals could steer funds in specific areas of the forest sector, as they did during the implementation of the EU emissions trading system (ETS). Yet, their power is also disruptive, and subject to governmental impulses, which can severely destabilize these financial instruments. However, and as capital continues to flow into the sector, the possibility of it becoming a natural infrastructure asset class increases. The stabilization of industrial round wood demand around 2030 and the flows from REDD⁴, BioBanking, watershed protection, etc., call for a realignment between public policy, supply chain initiatives and NGO interests. [See his presentation.](#)



Bruce Cabarle – Drivers of Deforestation and Current Efforts by Companies to Adopt “Deforestation Free” Commodity Supply Chains

Mr. Cabarle is the founder and president of Concentric Sustainability Solutions (CSS), LLC, whose major client is the Climate and Land Use Alliance (CLUA) where he helps to manage CLUA's Global Initiative portfolio of grants. During his 30 year career, he has played leadership roles in pioneering major forest conservation and management initiatives in the Amazon, Borneo and Congo Basin. Mr. Cabarle holds a Masters of Forestry from the Yale School of Forestry and Environmental Studies, as well as a B.S. in forest management from Rutgers University.

Forest compose 31% of the world's land areas, but the rate of deforestation (5.2 million ha per year) is changing those numbers. The drivers of this deforestation are agriculture, land development and plantations: forest degradation and deforestation have come about, exacerbated by indirect factors such as political, socioeconomic and environmental variables. In the Amazon alone, small scale subsistence agriculture and cattle ranches accounted for 90% of deforestation from 2000-5. Global supply chains for a host of household products are often related if not intertwined with the fates of forests worldwide. Increasingly, consumer goods are expected to meet sustainability requirements throughout their value chains. The Tropical Forest Alliance 2020 convenes public and private actors as they take voluntary action to reduce the drivers of tropical deforestation. Large multinationals have not embraced deforestation pledges so easily, with most big brands showing very poor ratings in the agricultural emission of their supply chains. Already, projects without environmental commitments have produced deleterious effects on the forests of the Chaco (Paraguay), as well as increased the cost of conflict, for instance, for the extractive sector. [See his presentation.](#)

⁴ Reducing emissions from deforestation and forest degradation (REDD) is a mechanism that has been under negotiation by the United Nations Framework Convention on Climate Change (UNFCCC) since 2005

Jussi Viitanen – Current Status of FLEGT and VPAs and Some Thoughts about REDD+

Mr. Jussi Viitanen (M.Sc. Forest Economics, University of Helsinki) works as the Deputy Head of FLEGT and REDD Unit of the European Forest Institute. Mr. Viitanen has more than 20 years of experience working in the field of sustainable forest management and international forest policy development and implementation. During his career, he has been involved with international forest policy instruments like national forest programs; forest law enforcement and governance; forest law enforcement, governance and trade; and REDD+.

Mr. Viitanen began his presentation by offering background history on Forest Law Enforcement, Governance and Trade (FLEGT). Dating back to environmental activism in the late 80s and early 90s, FLEGT now ranks high in the political agendas of timber producing and timber importing countries. The EU issued a FLEGT Action Plan in 2003, which aimed to strengthen and promote trade of legally produced timber by targeting seven broad areas (ranging from support to timber exporting countries, to private sector voluntary schemes). Perhaps most notably, the action plan acknowledges Europe's role in driving illegal logging through consumption. Domestically, the EU's Timber Regulation prohibits sale of illegally-sourced timber, requires EU traders to exercise due diligence, and requires records from suppliers and customers. Voluntary Partnership Agreements (VPAs) enable adhering countries to export timber to the European Union with a FLEGT-license, and assurance of the source's legality. 6 countries are currently implementing this process, including Cameroon, Central African Republic, Ghana, Indonesia, Liberia, and the Republic of the Congo. 9 others are negotiating the terms of this treaty, including Cote d'Ivoire, the Democratic Republic of the Congo, Gabon, Guyana, Honduras, Laos, Malaysia, Thailand, and Vietnam. The VPA negotiation process mandates a layer wherein stakeholder groups discuss within themselves their interests, before negotiating among other groups. Next, the groups begin formal negotiations with the European Union. Finally, the EU FLEGT Facility Experience has managed to engage stakeholders in civil society, industry and government as it promotes comprehensive governance as a tool against illegal logging. Some of the most successful outcomes have been to lead to a regulatory reform in the Republic of the Congo or the strengthening of the national timber tracking system in Indonesia. One of the upcoming challenges will be to link REDD+ and FLEGT at the provincial level. [See his presentation.](#)



Discussion

How does the industry distinguish between good and the bad actors? Indeed, this ethical dilemma is placed on futures investors and their due diligence before investing in a scheme. A lot of information is available on tenure clarity and property rights, corporate tax rules, long-term capital mobility, ability for investors to take majority stakes, all to better understand the different asset types across countries.

While there are plenty of financial mechanisms to account for these risks, however, shareholders expect a certain return on their investments. In terms of profitability, investments funds looked at concessions in natural forest areas and found that the productivity of logging natural forests was more limited compared to plantations.

At the local level, a few pointed out that consultation of local population and clarification of tenure have been essential for economic development and for reducing deforestation. Without these two preconditions, REDD projects cannot succeed. In Mexico, for instance, evidence shows that native forest communities sequester carbon at a higher percentage than traditional conservation areas.

In the context of these enterprises, some questions were raised about FLEGT/VPA and third parties. Take for instance furniture manufacturers in importing countries. If these producers want to expand into the European market, they need to ensure legality of the imported wood before selling there.

Some resources advisors also pointed out the importance of technology transfers to help low and middle income countries increase their economic development. This had been agreed upon during the UNFCCC meeting in Cancun in 2010 but countries are now backing off and shifting towards technology cooperation. This is very unfortunate as this should be more valued than commercial trade itself and would make a big difference.



3rd session: Implications of the 5 Principles of Governance for Forest Agencies of the 21st Century

Sally Collins and Doug Konkin – Public Forest Agencies in the 21st century

A professional forester, with 34 years in forest management and leadership learnings, Mr. Konkin is an Adjunct Professor at the University of British Columbia in the Faculty of Forestry, Provincial Chief Negotiator regarding aboriginal economic agreements, and community forester in his home municipality of Whistler, BC. In his role as Deputy Minister from 2003-2013, he led forest, land and environmental public sector agencies.

An introduction of the Five Principles Forest Governance by former MegaFlorestais leaders, this presentation sums up the challenging scenarios facing forest agencies, and offers guidance in facing them. First, the need for transparency should be seen as an opportunity for agencies to engage citizens in effective and productive ways. Second, forest agencies must help lead the clarification of tenure, and empower stakeholders to take full advantage of these rights. Indeed, the third step is inclusive governance. Engaging stakeholders and constituents with technology and other mechanisms creates a more active relationship between organizations and the communities they increasingly serve, not only in developing policy but also in executing their provisions. Four, as forest agencies become more responsive to popular demands, they must also redesign themselves to ensure this responsiveness improves across the board. Finally, a broader skillset is needed of forest leaders, including a deeper understanding of global trends, and new management and leadership skills. Forest agencies should see these challenges as strategic openings to rethink their roles for the 21st century. [See their presentation.](#)

Marco Boscolo – FAO Tools and Opportunities in Support of Public Forest Agencies

Mr. Boscolo leads the institutional development work at the Forestry Department of the Food and Agriculture Organization (FAO) in Rome, which he joined in 2007. Previously, he was a research fellow at the Center for International Development at Harvard University. He has co-authored over 60 forest-related publications.

Presenting the views of the Food and Agriculture Organization (FAO), Mr. Boscolo presented tools made available by his organization to enable the work of foresters worldwide. The first of such tools is the Sustainable Forest Management (SFM) Toolbox, which aims to become a central repository for modules, tools, and cases on Forestry—resources otherwise dispersed. Indeed, Public Forest Institutions is a theme within this toolbox. Mr. Boscolo also presented the Forestry Communication toolkit as a new instrument to facilitate knowledge sharing among practitioners. Finally, the FAO is set to launch a series

of E-learning modules on Governance, Tenure and related conflicts, as well as an executive training on policy in Myanmar 2015, and online training on policy development for the Latin America and the Caribbean region. [See his presentation.](#)

4th session: Leadership forum

Mary Wagner – US Forest Service & Cultural Change and Leadership

Ms. Wagner has devoted 28 years to the US Forest Service in a variety of positions, and currently serves as Associate Chief. Prior to this position, Ms. Wagner served as Regional Forester for the Pacific Northwest Region in Portland, Oregon. She has spent more than 20 years in key leadership positions in the Intermountain West, as deputy regional forester, forest supervisor on the Dixie National Forest in Utah; among other positions of leadership. She holds a degree in Forest Management from Humboldt State University, and a Masters in Public Administration from the University of Utah.

Ms. Wagner, Associate Chief of the United States Forest Service (USFS), began her presentation by echoing the points made by earlier presentations, which emphasized the need for forest agencies to be proactive agents in addressing the challenges facing their sector. At the USFS, the challenge has been recasting its mission and making its relevance more evident to the public and its own workforce. Establishing that connection, among leadership, workforce and the greater public, however, has demanded USFS leaders to adopt new mechanisms and tools that welcome the feedback and inputs of its many constituents. To this end, the USFS conducted a leadership survey, borrowing business and cultural practices that strengthened communication channels, and pinpointing those that undermine the USFS community. With this information as starting point, the organization has set out to build an identity that more closely reflects the ambitions and aspirations of the leaders and the workforce. Indeed, as the Forest Service moves forward, it will require understanding its mission amidst a changing social landscape. By adapting its internal modus operandi with the expectations of a changing constituency, the Forest Service is leading the way in meeting the challenges of the 21st century. [See her presentation.](#)



Arvind Khare – Trends in Forest Governance: Reality and Perception of Forest Agencies

Mr. Khare is the Executive Director of Rights and Resources Initiative. He is a natural resources management specialist with more than 20 years of experience in the non-profit, corporate and public sectors. His work has also involved the development and analysis of policies in infrastructure, forestry, tribal development, social development and watershed sectors for the state and central governments of India, infrastructure financial institutions, private and public sector enterprises, non-government organizations, bilateral and multilateral development institutions.



Mr. Khare had sobering words for the audience. As the world changed, so did the paradigms that for years sustained the work of forest agencies. Growing market demand; the rising power of civil society, governments and communities, and the clash of all of these; the soaring price tag of traditional conservation models; and changing ownership patterns, among others, have all undermined the traditional roles where forest agencies led the way. Moreover, constituents everywhere have been relatively successful in asserting their demands for more democratic and transparent governance, as well as the decentralization of power. At the international

level, indigenous groups and communities, as well as developing economies have been able to enshrine their interests in transnational and international policies that aim to achieve much progress in terms of resource and political governance. Admittedly, the starting point for the subscribers of UN-REDD and FCPF is unequivocally low, pointing to the weak governance baseline available within these countries. This diminished starting point does not bode well for forest agencies: there remains a profound disconnection between their constituents and agency leaders, and the resulting clash between their interests. Needless to say, the economic and political clout of forest agencies has also diminished, in great part because, as the world changed, agency leaders failed to court constituents in their quest to continue carrying out their mission. [See his presentation.](#)

Sally Collins – Leading Public Forests in the 21st Century

Leading a forest agency through profound changes can be disorienting, and in this candid presentation Ms. Collins delivered advice to those preparing to face those challenges. The presentation was divided around 3 themes: understanding the broader context; weathering political transitions safely; and resisting ethical pressures that often contradict the public interest. Successful leaders always look outside their comfort zones for solutions to their organization’s troubles: they reach out to different actors, attend external forums, and are always searching for ideas. Most importantly, they institutionalize these mechanisms, and make them part of a bigger program, as the organization searches for solutions. As leaders understand how political forestry is, they must learn to accommodate the changing interests of their bosses, and employees. Conveying trust to superiors or staff involves studying their motivations and interests, and reaching for areas with room for fruitful collaboration. It also involves soliciting their input and feedback, and welcoming honest communication. Finally, leaders should establish and strengthen ethical standards within their organizations. Not only will this benefit the organization, it will also create a record for the proper handling of public office. [See her presentation.](#)

Luiz Joels – Leadership

Dr. Joels is an experienced forester with a Ph.D. in geography. He has worked for over 30 years in the Brazilian Amazon on issues relating to forests, traditional communities, the environment, rural development, science and technology. His work record in Brazil includes the Ministry of the Environment, the Ministry of Science and Technology and the Brazilian Forest Service, where he was Director. He currently resides in Rio de Janeiro where he works as an independent consultant and volunteers with Amazonian NGOs.



Dr. Joels began his presentation by making a clear distinction between natural leaders and people in a position of leadership. To strengthen one’s leadership, one must also recognize the type of leader one is: the likes of them abound in politics, business, and government. Finding one’s own style is an ongoing challenge, but the quest to refine these should be a source for personal growth throughout a career. Indeed, successful leaders also empathize with staff, empowering them to learn, nurturing a shared commitment to the mission, to the extent that the group can function even in one’s absence. Forestry leaders must also acknowledge how their sector is affected by external factors, and how their skills can help make their agencies more connected, transparent and ethical. Indeed, germane

to leadership is understanding what people or staff want and expect, listening to their concerns and reconciling their interests. [See his presentation.](#)

Doug Konkin – Reflections on a Major Organizational Change

Former MegaFlorestais Leader, Mr. Konkin presented his experience as he was the architect of the 2010 reorganization of the natural resource ministries in British Columbia which led to the creation of the Ministry of Forests, Lands and Natural Resource Operations. With 4.1 million inhabitants, British Columbia lies in the westernmost corner of Canada, an expanse of 95 million ha mostly in public hands. The Ministries involved in natural resources management faced several challenges: from multiple entry points, to outdated regulatory frameworks, fragmented data, and an unclear hierarchy of plans. Like most public agencies, these inefficiencies resulted in reduced budgets, increased deforestation, and mounting discontent with the administration of British Columbia's forests. Mr. Konkin, among others, advocated for merge all ministries into one to increase efficiency. This idea was approved by the Prime Minister and the Board of Resource Deputies and the Cabinet Committee were created to implement that decision. Specific actions were taken to change how staff viewed their work, towards a more decentralized decision-making model, and with regulations and rules as instruments and not final ends. Indeed, the decision-making process was also reformed to reflect the big picture, opportunities for collaboration and risks. Technology was embraced throughout this process to empower agencies and staff. 3 years later, staff was implementing projects more efficiently and with greater satisfaction. The reform, however, missed a golden opportunity to establish a brand that would convey the new mission. One lesson learned from this experience is that leaders looking to effect change in their respective agencies must have a broad advice base as well as the support of critical influencers. Likewise, they must garner support from stakeholders outside government, to make their objectives more politically desirable. [See his presentation.](#)

Discussion

One interesting point raised during the discussion was that leaders have much more influence than what they often acknowledge. This influence starts with the group they directly lead and they exist different ways to have an impact there. One of them is to focus on the staff or the people: though trainings, broad consultations, and building trust with other executives, etc. The bottom line being, there are always ways to better ourselves and increase our impact. Working across the different levels of governments (provincial, municipal, state, federal) and reaching out to other stakeholders was also identified as a way to become more efficiency and increase the organization's leverage. Adopting a more positive attitude is also a good way to encourage change: instead of saying "it won't work", let's say "that could happen if..." A very simple change in the tone of discourse has the potential to encourage innovative and positive thinking. Mary Wagner explained in detail how the Leadership Forum (virtual meetings between the top US Forest Service management and executives) started, and how this initiative is evolving over time to promote learning and innovation.



In terms of the best strategy to collect and share feedback, former leaders explained that one of the foremost qualities of any leader is to listen and understand another point of view. Only then can you address the other person's concerns successfully, and convey your point with a better understanding of their needs and demands. Curiosity is also a very good quality to have.

A participant raised the question of, how to face new powerful actors that come into place? First, leaders cannot ignore new actors that influence our work, particularly if they are political appointees to whom we report. At all times, professional foresters must be politically neutral, very factual and objective, and provide outstanding work in a timely way. When other actors who are not new political leaders, try to exert control or influence (who, for example, might request attention to policies we as professionals might disagree with), it may be more important than ever to have external constituents (community groups, NGOs or others) supporting contrary positions. This is why having great relationships with a wide range of groups is critical at all times, and warns against maintaining a narrow group of external partners or collaborators.



A good example of this is in the US. When forestry turned from a more forest industrial model to a restoration and community approach, the US Forest Service developed a new contract to accomplish the restoration work with local groups. This “stewardship contract”—encouraged by external groups—serves to this day as an alternative to the traditional “timber sale contract” by requesting that the party to the contract do some of the restoration work for the US Forest Service. In this way the US Forest Service invests in forested areas by directly working with

communities and other groups/companies to accomplish important restoration work in exchange for use of any commercial products removed (like commercial trees).

More globally, timber companies can become rights advocates and push for the implementation of standards. They can ensure free, prior and informed consent of local population and put pressure on governments to guarantee their rights and clarify tenure. This is a trend that is emerging even if it is far from being the most common.

One participant working for the Ministry of Finance shared how new proposals were reviewed. The main questions they face include: how does this project affect GDP? Is it important for economic activity? Is there any risk of inflation or impacting livelihoods, households, or prices? Will it impact the expenditures, balance, or budget? A project that might pose an adverse impact on the economy will likely not be approved by the Ministry without high-level support. He also explained how important informal communication with other Ministries’ staff was and exhorted forest agency staff to start discussing projects with the ministry of finance staff as early as possible.

5th session: Challenges of Tenure Reforms

Claire Biason – Tenure Rights & Reforms around the World: Status and Opportunities

Ms. Biason is the Networking Support Manager at Rights and Resources Initiative (RRI). She joined RRI in March 2011 and is now focusing on enhancing and consolidating support to strategically relevant networks in Africa, Asia and Latin America to strengthen their ability to promote tenure reforms. Previously, she worked at the Academic Council on the United Nations System and at the Stimson. She received her MA in European and International Affairs, and a diploma in Political Science from the Institute of Political Science in Aix-en-Provence, France, in 2009.

Ms. Biason defined forest tenure by listing the bundle of rights that come with the resource. Lack of security can then have a broad impact on progress and economic growth for dependent communities. Even if most of the world’s forests are still owned and administered by governments, the world has seen steady progress in terms of forest tenure, towards greater control by Indigenous Peoples and

communities, and with more lands designated for the use of these actors. In lower and middle income countries, these changes are starker, reaching almost 30% of the forests, of which 80% are only in 5 countries. The region with the greatest advances in this field is Latin America, whereas the one with the longest road ahead is Africa. In Asia, the lion's share of this progress is concentrated in China (which accounts for 78% of forests owned by communities in the region) and India (which represents 82% of forests designated for communities). But this progress has also slowed down since 2008, in contrast to the period 2002-2008. Indeed, since 2008, only 8 tenure frameworks have been created, of which none conferred ownership. In light of rising conflicts over land, and the encroachment of extractive industries on the territories of Indigenous Peoples and communities, forest agencies should leverage support for these vulnerable actors. In any case, as awareness is increasing on these issues, more support is growing from a wide range of actors (donors and multilaterals, private sector actors, conservation organizations). [See her presentation.](#)



Gerardo Segura – Experiences from Forest Reform: The Example of Mexico

Dr. Segura explained to the audience that Mexico's experience with Forest Reform had a long history, and that at least six lessons have emerged from their experience. Policies must be tailored to local contexts and instruments must be flexible to a wide variety of socio-economic conditions. Forest management and development must respond to landscape constraints. Likewise, management models and development plans, as well as economic partnerships, should be forged at the community level. Communities must also enforce participatory instruments for strategic land use planning. Successful governance methods make for a virtuous cycle, strengthening social capital, institutions and in turn providing incentives for investments. Nevertheless, community forestry in itself is no panacea: in Mexico, adjusting the expectations of this system to local realities has made it a sustainable and scalable management model for the rest of the world. [See his presentation.](#)

6th session: Challenges of Regulatory Reforms

Sally Collins and Jim Smyle – Challenges of Regulatory Reforms

Mr. Smyle is a US-based, independent consultant, working in forestry, natural resources, environment and rural development. His areas of specialization and interest include: sustainable natural resource management; watershed management; forestry and agricultural development; community and rural development; environmental policy and regulation; governance and rural institutions. His academic background is in forest management and forest hydrology.

Ms. Collins and Mr. Smyle, drawing from years of experience across organizations, presented four principles for rethinking regulations. Regulations carry legal weight and they are necessary to deliver specific missions or social policies. Incentives to rethink forest regulations abound: from continued deforestation and degradation to corruption. The forest sector in particular is heavy on regulations, which creates a burden for managers, communities and other stakeholders. Other regulations such as

logging bans, FLEGT, REDD, and ITTO⁵ which aim at improving forest governance and deforestation levels, are not delivering on their intended mission, which is symptomatic of the need for regulatory reforms at the national and local levels. Any attempts must consider existing legal frameworks (constitutional, transnational, etc.); focus on important values/resources; creation of a favorable mix between regulations and voluntary guidelines by taking advantage of stakeholder rights, interests and incentives; finally, as any governmental actor, regulations must also ensure that a host of other social and environmental conditions are met—none of which are the government’s direct responsibilities. Mobilizing resources in strategic directions and taking advantage of emerging tools are among the reasons for the success of Montana’s regulatory reform. Here, the focus on water quality compelled and the fear of more restrictive regulations compelled stakeholders to organize themselves across the state and undertake an alternative, non-regulatory approach on private lands that relied on collaboration and private action. Compliance with the Best Management Practices following implementation was at 97%, making Montana a successful case of forest regulation reform. Establishing close and responsive communications channels between regulators and constituents not only earned them each other’s trust; it also enabled a mutual understanding of smarter ways to use regulations in a beneficial way. [See their presentation.](#)



Francisco Chapela – Community Forest Management and Enterprises: Contributions, Regulatory Barriers and Lessons for Regulatory Reform

Dr. Chapela began his presentation by drawing a distinction between industrial and community forestry: the two possess very distinct features, but salient to this presentation was the linkage between social capital and productivity for community producers. Indeed, Mexico’s legal timber production has its turning point in 1982, when industrial concessions began to be phased out. By 1985, the sector reached a crisis, only to blossom under community forestry during the 90s. The sector has, nonetheless, been in a depression since the mid-2000s, exacerbated by the recent global economic recession. Community forestry in Mexico still has many potential areas for development. There are 23 million ha for vibrant community territories; forest management could be made more sensitive for cultural and traditional ways of life; decentralize certification systems; develop a host of payment mechanisms for environment services beyond REDD, and incorporate 19 million ha to community forestry. [See his presentation.](#)

⁵ The International Tropical Timber Organization (ITTO) is an intergovernmental organization that promotes conservation of tropical forest resources and their sustainable management, use and trade.

Final Discussion and Closing Comments

At the conclusion of the meeting, Judi Beck facilitated an exercise during which each country reflected on what next steps they should take. Participants made some striking recommendations and gave themselves some strident follow-up actions, based upon what they learned during the week. Their statements addressed some of the points below (see Annex 3 for specific and detailed information):



- To cultivate leadership and promote organizational evolution for staff with broad skills:
 - Continue the dialogue – not only between peers but other sectors as well
 - Build capacity (Principle #5 - Acquire new skills) at all levels (technicians, agency leaders, producers)
 - Develop online toolboxes for decision-makers
- To promote transparency and inclusive governance, with better information sharing (within and outside the organizations, from the bottom up and across):
 - Redefine our relationship with Indigenous Peoples
 - Improve community empowerment programs via policies that give more rights (community forestry, village forests, partnership)
 - Devolve the design and implementation of regional and local rules to those most directly affected by them (Principle #1 – Transparency; and #3 - Inclusive Governance)
- To improve legal frameworks to resolve land tenure conflicts and improve forest governance
 - For instance, by mapping the typology of conflicts, policies, and how to resolve them
 - Introduce more flexibly instruments and mechanisms

Claire Biason gave a short presentation on “How to keep us engaged and growing as a network”. She exhorted the participants to take advantage of the MegaFlorestais network with has gathered 250 participants from 24 countries in its 3 meetings since its inception 9 years ago. She also informed the group that various tools had been created to help them keep in touch, amongst which a website (www.megaflorestais.org – a one-stop shop for all information), and a LinkedIn group. She also informed participants that a blog had started in 2013 and she welcomed any of the participants or resource advisors to submit a blog post (about 800 words).

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

- On behalf of CONAFOR, Miguel Angel Abaid Sanabria, the Head of the International Affairs and Financial Development Unit, thanked all the participants for coming to Mexico and sharing their experiences.
- On behalf of MegaFlorestais, Sally Collins thanked the group for this very rich experience and honest discussion.
- On behalf of MegaFlorestais Leaders, Mary Wagner shared her appreciation to have been part of this week’s discussions. She said she had read the opinion piece on the five principles of governance several times and had thought deeply about their implications. We all know the world needs forests, but it also needs leaders and foresters who cares about the forest and can influence and contribute to the discussions about community forestry and the rights of

Indigenous Peoples. We should all think about other business models that sustain the forests and the population that depend on it.

- On behalf of RRI, Arvind Khare thanked the group and exhorted all the participants to think about how to start shaping the future of forest agencies. He said it was a myth that recognition of indigenous and community rights would prevent economic development and industrialization. In the contrary, private sector actors are starting to realize the risks they incur in areas with contested tenure and it would be in their interest to see more clarity on the ground. The global context has changed a lot and we expect a lot more from foresters – the new generation needs to be aware of the other dimensions of forestry and what challenges will emerge, or forest management will be given to someone else.

Thanks were provided all around to RRI, CONAFOR, resource advisors and participants, Judi Beck (facilitation), Claire Biason and Johann Roldan (overall organization).





Next Generation of Forest Agency Leaders

Global Issues in Governing Natural Resources

July 28th – August 1st, 2014 | Oaxaca, Mexico

AGENDA

Arrival on Sunday, July 27

Hotel Victoria

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

8:00 Meet in the hotel lobby for dinner at Restaurante El Tule, Hotel Victoria

Day 1 – Monday, July 28

Salón Yagul, Hotel Victoria

8:00 Breakfast, Restaurante El Tule

9:00 Opening Session

- *Welcoming session* (20 min)
 - Dr. Enrique Serrano, General Coordinator of Planning and Information, CONAFOR
 - Sally Collins, Co-Chair, MegaFlorestais
 - Arvind Khare, Executive Director, Rights and Resources Initiative
- *Introduction to Oaxaca* – Oaxaca State Offices, CONAFOR (15 min)
- *Setting the context: What is MegaFlorestais? Why the Next Generation Seminar? Special challenges & opportunities for public forest agencies* – Sally Collins (15 min)
- *Review of workshop goals and agenda, and introduction of the facilitator* – Sally Collins and Judi Beck, Director General of the Pacific Forestry Centre, Canadian Forest Service (10 min)
- *Introductions of resource advisors and review of their role* – Arvind Khare and Claire Bason, Manager of the Networking Support Program, RRI (20 min)

10:30 Coffee break (15 min)

- *Introductions of participants and country presentations* (5 min per delegation – 60 min)
- *Participants' expectations* (45 min)

12:30 Lunch, Restaurante El Tule

1:30 Keynote Presentation: *Forest agencies in transition: current situation and principles for the future* – Sally Collins (15 min), followed by a response by Arvind Khare

2:00 Community Forestry and Economic Development in Forested Areas

- *Why are we here and why is Mexico a good model?* – Arvind Khare (5 min)
- *History of the development of community forestry in Mexico* – Community Forestry Department, CONAFOR (15 min), followed by a response by Gerardo Segura, Senior Rural Development and Forestry Specialist, The World Bank (10 min)
- *The role of community forestry and its contribution to economic development* – Francisco Chapela, Program Officer for Northwest Mexico, The Christensen Fund (15 min)
- *Group discussion* (45 min)

3:30 Coffee break (15 min)

- *Group discussion continues* (35 min)

4:20 Preparation for the field trip – International Cooperation Department, CONAFOR (10 min)

4:30 Introduction of feedback model and reflections on the day's discussion – Judi Beck (30 min)

5:00 Free time

7:00 Dinner, El Asador Vasco

Day 2 – Tuesday, July 29

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. Juan López Martínez, President of the Commons Commission, La Trinidad; C. Abel Martínez Martínez, Community Forester, La Trinidad; and C. Enrique Martínez Ruiz, Coordinator of the Community Forest Company*
Visit to the community areas under forest management

12:00 Transportation to Ecoturixtlán (Ecoturistic Center in the community of Ixtlán de Juárez, Oaxaca)

12:30 Welcome by the 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 Services Director

1:40 Lunch, Restaurante Los Duendes at Ecoturixtlán

2:40 Transportation to the Industrial Park
Presentation of the industrial process at the community of Ixtlán
Visit the facilities of the Industrial Park and regional forest nursery guided by the managers of the community forest enterprises

4:30 Transportation back to Oaxaca

7:00 Dinner, Los Danzantes

GLOBAL SCAN

8:00 Breakfast, Restaurante El Tule

9:00 **Feedback and reflections on the field trip** (20 min)

9:20 **Global Scan: Forest Areas and Forest Industry in Transition**

- *Global trends in the forest sector* – David Brand, Chief Executive Officer, New Forests Pty Limited, Australia (20 min)
- *Community and small-scale forest enterprises in developing countries: Contributions, challenges* – Arvind Khare (20 min)
- Q&A (30 min)

10:30 Coffee break (15 min)

- *Panel: International efforts to address climate change, illegal logging and deforestation (7 min each):*
 - Bruce Cabarle, Program Officer, Climate and Land Use Alliance – *Drivers of deforestation, and current efforts to get companies to adopt “no deforestation” and “no exploitation” in their supply chains*
 - Jussi Viitanen, Deputy Head of FLEGT and REDD Unit, European Forest Institute – *Current status of REDD+, FLEGT and VPAs*
 - Gerardo Segura – *Role of communities and community forest enterprises in conservation and climate change, and how REDD+ and FLEGT can help: Experiences from Mexico and Latin America*
 - Arvind Khare – *Challenges of carbon rights*
- Q&A and group discussion (75 min)

12:30 Lunch, Restaurante El Tule

1:30 **Implications of the 5 principles of governance for forest agencies of the 21st century**

- *Presentation of the 5 principles of governance for the forest agencies of the 21st century and introduction of the MegaFlorestais assignments* – Doug Konkin, Former Deputy Minister, Ministry of Forests, Lands and Natural Resource Operations, British Columbia, Canada, and Sally Collins (20 min)
- *Discussion and group exercises* (70 min)

3:00 Coffee break (15 min)

- *Discussion and group exercises continue* (70 min)
- *Overview of the new tools to promote forest governance and sustainable forest management* – Marco Boscolo, Forestry Officer, Food and Agriculture Organization (15 min)

4:40 **Feedback and reflections of the day** – Judi Beck (20 min)

5:00 Free time

7:00 Dinner on your own in selected locations

LEADERSHIP FORUM

8:00 Breakfast, Restaurante El Tule

9:00 Leadership Forum

- *Leadership in public forest agencies* – Mary Wagner, Associate Chief, US Forest Service, and Arvind Khare (20 min)
- *Forest agency leadership: Ethics, conduct, values, administrative, political transitions, personnel, and forestry issues management* (moderated by Mary Wagner – 10 min each):
 - Sally Collins, Former Associate Chief, U.S. Forest Service
 - Luiz Joels, Former Director, Brazilian Forest Service
 - Doug Konkin, Former Deputy Minister, Ministry of Forests, Lands and Natural Resource Operations, British Columbia, Canada
 - Q&A and group discussion (40 min)

10:30 Coffee break (15 min)

- *New models, structures and their political lessons and implications: The example of British Columbia, Canada* – Doug Konkin (15 min)
- *Q&A and group discussion* (90 min)

12:30 Lunch, Restaurante El Tule

1:30 Group exercises

- *Group exercises*

2:50 Coffee break (10 min)

- *Group exercises continues*

3:45 Feedback and reflections of the day

4:00 Visit to the ethnobotanical garden

7:00 Dinner, Casa Oaxaca

8:00 Breakfast, Restaurante El Tule

9:00 Challenges of Tenure Reform

- *Tenure rights & reforms around the world: Status and opportunities* – Claire Biason (15 min)
- *Experiences from tenure reform: The example of Mexico* – Gerardo Segura (15 min)
- *Q&A and group discussion* (60 min)

10:30 Coffee break (15 min)

10:45 Challenges of Regulatory Reforms

- *Regulatory reforms* – Sally Collins and Jim Smyle, Independent Consultant, Natural Resources Management (20 min)
- *Community forest management and enterprises: Contributions, regulatory barriers – and lessons for regulatory reform* – Francisco Chapela (20 min)
 - *Q&A and group discussion* (65 min)

12:30 Lunch, Restaurante El Tule

1:30 Concluding Activities

- *Country group exercises*

3:15 Coffee break (15 min)

- *How to keep us engaged and growing as a network* – Claire Biason (10 min)
- *Expectations review* – Judi Beck (45 min)
- *Distribution of certificates* – Arvind Khare (15 min)

4:40 *Closing remarks:*

- Miguel Angel Abaid Sanabria, Head of the International Affairs and Financial Development Unit, CONAFOR (to be confirmed)
- Sally Collins, Co-Chair, MegaFlorestais
- Mary Wagner, MegaFlorestais Leader
- Arvind Khare, 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

LIST OF PARTICIPANTS

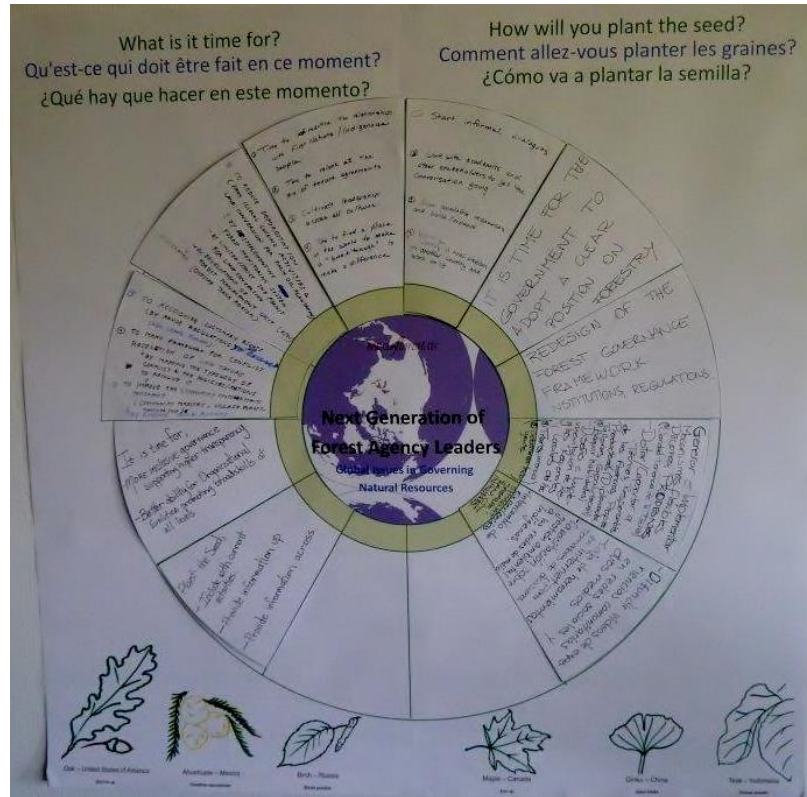
Name	Affiliation	Position
Brazil		
Daniel Meireles Tristão	Brazilian Forest Service, Ministry of the Environment	Head of International Cooperation Division
Sergio Carvalho		Director of Protected Areas
Aloisio Lopez Pereira de Melo	Ministry of Finance	In charge of the General Coordination for Environment and Climate Change
Cameroon		
Théodor Aladoum	Ministry of Forestry and Wildlife	Associate Assistant of Studies – Cooperation Office; Cooperation and Programs Division
Eric Kaffo		Chief of Inventory Services –Forest Species Monitoring
Canada		
Roxanne Comeau	Canadian Forest Service, Natural Resources Canada	Manager of Market Access
Caroline Rochon		Scientific Advisor at the Laurentian Forestry Centre
Gordon Giles	Department of Environment and Sustainable Resource Development, Government of Alberta	Senior Manager of Forest Industry Sustainability
Indonesia		
Retno Kuswandari	Ministry of Forestry	Head of Section of Forest Land Planning - Java and Madura
I Gusti Raka Wisnu		Head of Section of Forest Land Planning - Bali and West Nusa Tenggara
Mexico		
Jesús Victoriano Hernández Pérez	National Forestry Commission of Mexico	Associate Chief of Community Forestry at the Oaxaca State Office, General Coordination of State Offices
Jacinto Samuel García Carreón		Associate Chief of Protection, Management, and Improvement of Forestry Soil, General Coordination of Conservation and Restoration
Alejandra Aguilar		Chief of Department of Technical Assistance, General

Ramírez		Coordination of Production and Productivity
Ricardo Rios Rodriguez	Ministry of Environment and Natural Resources	Director of Forest Exploitation Department
United States		
Bryan Rice	US Forest Service	Director of Forest Management
Monica Lear		Director of Forest Health Protection
Eunice Padley	USDA Natural Resources Conservation Service	National Forester
MegaFlorestais		
Sally Collins	MegaFlorestais	Co-Chair
Luiz Joels	Former MegaFlorestais Leader	Former Director, Brazilian Forest Service
Doug Konkin	Former MegaFlorestais Leader	Former Deputy Minister of the Ministry of Forests, Lands and Natural Resource Operations, British Columbia, Canada
Mary Wagner	MegaFlorestais Leader	Associate Chief, US Forest Service
Resource Advisors		
Marco Boscolo	Food and Agriculture Organization (FAO)	Forestry Officer
David Brand	New Forests Pty Limited, Australia	Chief Executive Officer
Bruce Cabarle	Climate and Land Use Alliance	Program Officer
Francisco Chapela	The Christensen Fund	Program Officer for Northwest Mexico
Gerardo Segura	The World Bank	Senior Rural Development and Forestry Specialist
Jim Smyle	Independent Consultant	Natural Resources Management
Jussi Viitanen	European Forest Institute	Deputy Head of FLEGT and REDD Unit
Observer		
Kumar Sambhav	Down to Earth	Journalist
Facilitator		
Judi Beck	Canadian Forest Service	Director General of the Pacific Forestry Centre
Rights and Resources Initiative		
Arvind Khare	Executive Director	
Claire Biason	Manager, Networking Support Program	
Johann Roldan	Associate, Networking Support Program	
National Forestry Commission of Mexico		
Enrique Serrano	General Coordinator of Planning and Information	
Miguel Angel Abaid Sanabria	Head of the International Affairs and Financial Development Unit	
Miguel Angel Soto	Acting State Forester, State Office of Oaxaca	
Victor Hugo Martínez-Cintora	Assistant Manager for Community Forestry	
Ximena Peláez Bustamante	Chief of Implementation and Monitoring, International Affairs and Financial Development Unit	

Annex 3: Exercise – Kairos and Chronos: What is it time for you to act upon?

1. Time to redefine the relationship with First Nations/Indigenous People
 2. Time to relook at the mix of tenure agreements
 3. Cultivate leadership across all cultures
 4. Time to find a place in the world to make a breakthrough to make a difference
1. Start informal dialogues
 2. Work with academics and other stakeholders to get the conversation going
 3. Scan available resources and build/expand
 4. Identify a real problem in another country and work on it

- To reduce deforestation (from illegal logging activities & land conversion for palm oil plantations)
 - By implementing forest monitoring system
 - By limiting/restricting permits for land conversion
 - By accelerating the development of the forest management unit (KPH).
- To recognize customary rights (through revised regulations), except in the state forest.
- To make framework for conflict resolution of land tenure
 - By mapping the typology of conflict and the policies/ actions to resolve it
- To improve the community empowerment programs by giving more rights (community forestry, village forests, partnership)



- It is time for more inclusive governance supporting higher transparency
- Better ability for organizational evolution promoting broad skills at all levels.
- Plant the seed;
 - Include with current activities
 - Provide information up
 - Provide information across
- It is time for the government to adopt a clear position on forestry
- Redesign of the forest governance framework: institutions, regulations

- Generate and implement flexible mechanisms, DECOFOS, PRODESNOs (cf principle #2 - clear land tenure)
- Provide and train (cf principle #5 - Acquire new skills)
 - Technicians, agency leaders
 - Producers (capacity-building)
- Design and implement regional and local rules (cf principle #1 – Transparency and #3 - inclusive governance)
- Share videos on community experiences through social networks and media
- Online toolbox for decision-makers
- Capacity-building about environmental management to indigenous radio networks
- Exchange experiences. SEMARNAT, SAGARPA, RAN, CDI INMUJERES

Annex 4: Some Lessons Learned in Mexico

Some Lessons Learned in Mexico

Below is a summary of a conversation held with 3 MegaFlorestais “Next Generation” participants from the National Forestry Commission of Mexico (CONAFOR): Mr. Jesus Victoriano Hernandez Perez (Associate Manager of Community Forestry, Oaxaca State Office); Mr. Jacinto Samuel Garcia Carreon (Associate Manager of Protection, Management and Improvement of Forest Soils, National Office); and Ms. Alejandra Aguilar Ramirez (Chief of the Department of Technical Assistance)

It has been social capital that has enabled and sustained what successes and progress Mexico has enjoyed in community forestry. Specifically, (i) within and between communities, social capital not only been the foundation of their success but it also empowered them in the translation of their priorities and felt needs to government as well as provided to government the linkages and conditions needed so that its support programs might be more effective and efficient and; (ii) more broadly, the social capital found amongst the civil society actors in the forest sector (e.g., academia, NGOs, associations such as the Civil Council of Community Forestry, civil servants, among others) has been critical to sustaining supportive policies and programs from government, platforms for civil society participation and transparency, as well as spaces for dialogue and exchange on public, forest sector policies. Other important lessons include:

1. The starting point for community forestry is the presence of a clear legal framework on land tenure and access to forest resources. This is a necessary but insufficient condition for the development of community forestry all other aspects are built upon it.¹
2. Respect for local values and traditions (uses and customs) is fundamental when entering and working with the communities.
3. As government, to become a partner to/with the communities, you must establish a relationship based on respect and mutual trust. This can be achieved, among others, through the effective and voluntary participation of the community and the insurance of transparency in decision-making process and activities.²
4. Strengthening and developing social capital (especially organizational capacities and internal governance) and local technical capacity are key issues that must be addressed.³
5. A reasonable degree of stability is needed in the policies and programs that support the development of local capacities and capabilities. In addition to social and technical capacity, also highly important are support to productive, value-adding forest activities (e.g., from timber and NTFPs) and to environmental services (e.g., ecotourism, recreation, water quality, carbon, etc.). Even when relatively small, programmatic support in these areas possesses significant value.

¹ In Mexico, as in other countries, there are still situations in which the lack of clarity around tenure requires government to be flexible. For example, in cases where there is proper land tenure documentation but land borders are unclear, non-conflictive government programs — i.e., those supporting conservation and restoration through reforestation and control of soil degradation — still deliver resources and support to the communities.

² In the case of Mexico, the communities and *ejidos* base their governance on an assembly or council that comprises all community members. This institution represents the highest authority. In these, community members convene to exchange information, cast their votes and, take collective and binding decisions. Commonly, the decisions taken by the assemblies are translated into internal, community statutes that provide greater cohesion and strengthen the communities' social fabric.

³ This is one area in particular where government's role has been critical. The public forestry agency (CONAFOR) provides economic and human resources (including its own technical staff) to support and empower communities in relevant areas, such as knowledge sharing, technical and legal guidance and, for participation and collective decision-making processes).