MEGAflorestais

Global Issues in Governing Natural Resources
New leadership for new challenges

An international training seminar for promising upper level officers in public forest agencies, and other important forest sector actors

June 4-8, 2012
Whistler, British Columbia, Canada

SYNOPSIS
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 global public agencies.

In 2009, MegaFlorestais\(^1\) recommended the creation of a leadership seminar for the next generation of forest agency leaders in major forested countries. RRI, the U.S. Forest Service and MegaFlorestais designed this seminar to target mid-career officials from forest agencies and other natural resource agencies who are in a position to become top leaders within the next 5 years. The objective is to expose them to cutting-edge analysis and information for a deeper understanding of global transitions in forest governance issues. By engaging them in a frank and open dialogue in a small-group setting where problems and solutions can be discussed openly, the meeting aims to promote networks for information sharing among these future leaders.

The first and second “Global Issues in Governing Natural Resources” seminars were held in April 2010 and November 2011 at Grey Towers (home to the first U.S. Forest Chief, Gifford Pinchot) in Milford, Pennsylvania, USA. Both seminars influenced forest agency leaders by engaging them outside of their national political space and spurring pragmatic reflection on pressing global forest issues. The meeting created unique opportunities for dialogue and focused discussions on topics such as Indigenous Peoples’ rights and forest tenure reform. Participants were extremely receptive and appreciative of this kind of forum, and there was strong demand from forest agency leaders to reconvene in 2012.

During the 2011 annual meeting of MegaFlorestais, Tom Rosser, MegaFlorestais representative from Canada, volunteered to host the next seminar in Canada. The Deputy Minister of the Ministry of Forests, Lands and Natural Resource Operations in British Columbia, Doug Konkin, who proposed the initial idea to create a leadership meeting during the 2008 annual meeting of MegaFlorestais in Brazil, agreed to help sponsor and host the event in British Columbia, along with the Faculty of Forestry of the University of British Columbia.

SUMMARY

On June 4-8, 2012, RRI and the Canadian Forest Service hosted the Global Issues in Governing Natural Resources seminar in Whistler, along with the University of British Columbia and the Ministry of Forests, Lands and Natural Resource Operations of the Government of British Columbia. 26 forest leaders from 11 countries (Brazil, Cameroon, Canada, China, Democratic Republic of the Congo, Indonesia, Liberia, Peru, South Sudan, and the United States) gathered there, as well as 9 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, 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. For the first time, a day was devoted specifically to leadership to discuss the unique challenges that forest leaders are facing around the world.

Participants were especially positive about the leadership session: for most of them, the information received and the exposure to issues facing other countries was a completely new experience. They declared the workshop met their expectations in terms of content, sharing knowledge, and learning with almost 90% of the participants saying it went above and beyond their expectations. They 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.

\(^1\) MegaFlorestais is an informal network of public forest agency leaders from some of the worlds’ most forested countries dedicated to advancing international dialogue and exchange on forest governance and public forest agency reforms. Currently, MegaFlorestais member countries include Australia, Brazil, Cameroon, Canada, China, DRC, Indonesia, Mexico, Peru, Russia, and the United States.
KEY LESSONS LEARNED

- Participants appreciated looking at forest governance with a global and long-term perspective. They did not expect to think so thoroughly about global challenges.
- 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 the opportunity to see how First Nations manage their lands.
- 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 appreciated the setting of the meeting that enabled them to learn from each other, as well as from international experts and the Canadian hosts. They enjoyed discussing issues openly in small and larger groups, and requested more time for such discussions.

PRESENTATIONS AND DISCUSSIONS

**Opening Session**

After welcomes and introductions by meeting hosts, participants introduced themselves and shared several of their personal expectations for the week:

- Learn and share from each other and from global experts about: forest governance and practice; global issues and policies; land tenure reform and Indigenous Peoples; options for forest use and sustainability; how to balance social, economic and environmental forest values
- Establish a network for future collaboration, find global synergies
- Understand challenges and opportunities to advance reforms / Understand how different cultures address their challenges
- Gain insight as to how to get forestry onto the political agenda
- Have each person identify a positive change, especially with regards to tenure reform
- Better understand cumulative impacts
- Try some new thinking approaches

**Doug Konkin - Introduction to British Columbia and Experiences from Recent Changes**

Mr. Konkin was appointed Deputy Minister of the Ministry of Forests, Lands and Natural Resource Operations of the Government of British Columbia in 2011. Mr. Konkin previously served as deputy minister for the Ministry of Forests and Range, the Ministry of Environment, and the Ministry of Natural Resource Operations.

Mr. Konkin gave an overview of forestry in British Columbia. He described how the mountain pine beetle devastated close to 30% of the commercial timber volume and how the agency has responded to the crisis. He also presented a forward-thinking approach to organizing natural resources issues within his Ministry: nearly all of the agencies having an impact on Crown lands have been placed under his jurisdiction, from mining to energy to forestry to cultural resources. This crosscutting and merging of programs, together with some decentralization of management, has presented new challenges as well as opportunities for the province. He believes that the new structure will ultimately result in much better decisions, with local managers having a much closer, yet expansive

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2 Within Canada, Crown Land is a designated area belonging to the Queen in Right of Canada, the equivalent of an entailed estate that passes with the monarchy and cannot be alienated from it.
perspective (in terms of resource programs managed), one that will better take into account all of the decisions being made in a given landscape and their relationship to one another.

**Tom Rosser - Setting the context: What is MegaFlorestais? Why the Next Generation Leadership? -**

Mr. Rosser is the Assistant Deputy Minister of the Canadian Forest Service, Natural Resources Canada. He has held a number of positions in both the public and private sectors related to economic and public policy analysis in natural resource sectors before joining the Canadian Forest Service.

Mr. Rosser gave a history of the MegaFlorestais network and the role it continues to play for forest leaders around the world. Created in 2005, the MegaFlorestais network has catalyzed a number of spin-off activities that are having an impact around the world. Tom Tidwell, U.S. Forest Service Chief, will host the 2012 annual meeting of MegaFlorestais in Santa Fe, New Mexico, USA. See his presentation.

**Sally Collins - Special Role, Challenges & Opportunities for Public Forest Agencies**

Ms. Collins has spent more than 25 years in natural resource management. She served as the first Director of the USDA Office of Environmental Markets (OEM) and was Associate Chief for the U.S. Forest Service for eight years, sharing responsibilities with the Chief for management of all of the 155 National Forests and Grasslands, providing support to tribal, state and private lands, and overseeing the International Program Office. She currently works as a Fellow with Rights and Resources Initiative (RRI) and is Co-Chair of MegaFlorestais.

Ms. Collins discussed what is truly unique about leadership in “forestry”. She showed that the group represents more than 60% of the world’s forests and emphasized on the special role that it plays in the world. She discussed how, by nature of the profession, foresters can be more cautious, focused on long-term solutions, not short-term problems.

Yet, many of the issues threatening the world’s forests and forest-dependent people are coming fast and require quick and adept responses. The “secret ingredient” forest leaders have is their deep commitment to forests. She explained how truly special this gift was, and emphasized their leadership potential to advance and make much larger contributions. See her presentation.

**1st session: Forest Agencies in Transition**

**Andy White - The World View: What is changing, what challenges are forest agencies facing? -**

Dr. White coordinates Rights and Resources Initiative. He has worked in many organizations such as Forest Trends, the World Bank, the International Food Policy Research Center, Save the Children Federation, and the Inter-American Foundation. His research and publications have focused on forest tenure and policy, forest industry and trade, as well as the role of forests, communities and institutions in climate change.

Dr. White 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, he noted the major changes in forest agencies’ mission, priorities and organization. He 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 forested. 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 his presentation.

Participants discussed two questions in small groups: How will forest agencies face those new challenges? How will forest agencies and their roles be different in the future?
Sten Nilsson - The Confluence of Food, Fuel, and Fiber/Changing Forest Economic Sector

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 gave a succinct presentation on the link between food, fuel, and fiber, focusing at the macro-level on the relationships of these three issues, the land base they depend on, and factors influencing demand for them. He spoke of the New 5-Fs: food, fodder, fuel, fiber, and feedstock (bio-chemicals and biomaterials) and factors that are driving demands for them, such as population and economic growth, changing diets in the developing world, changing lifestyles, as well as climate change. He also noted that land supplies are more and more constrained with fewer and less productive hectares available for production for any purpose. Looking at the projected need for land for various uses, his analyses points to a minimum deficit of some 300 million ha of productive land by 2030 and with continued transformation of natural forests, there will be no unused land reserve in developing countries.

He outlined several ideas for solving this huge problem, as he refers to the land deficit, including:
- Elevate the land use / availability issue at the highest political level
- Establish a new global Remote-Sensing Program and platform for analyses of land use and land availability
- Establish a process of integrated assessments of future land use and land availability
- Demonstrate the global economic magnitude of future land use and land availability options
- Promote integrated land use policies and management with re-arrangement of institutions
- Set up sustainable land use innovation awards
- Limit climate change impacts on land use and land availability

See his presentation.

John Innes - Resources for the Future: What we expect of our forests 20 Years from now

Dr. Innes is Dean of the Faculty of Forestry at the University of British Columbia. He is encouraging greater international involvement of the Faculty, entrenching its position as one of the leading faculties of Forestry in the world. He has been particularly engaged with China, and has encouraged the application of the Faculty’s expertise to the many challenges facing forestry in China. He is actively involved with climate change research, particularly its effects on forest ecosystems and the development of appropriate management strategies for adaptation.

Dr. Innes gave an outline of how the forestry profession is evolving, moving from an industry and timber harvest focus to a community-based, participatory process based on multiple products and services, from “sustained yield of timber” to “sustainable ecosystems” and a focus on the needs of people. The International Union of Forest Research Organizations (IUFRO) has established a new set of research themes for the next 5 years based upon this shift. In his presentation, Dr. Innes presented the strategies for each of the 10 taskforces established to address key issues and help execute this new vision (Forests for People; Resources for the Future; Forests and Water Interactions; Forests and Human Health; Traditional Forest Knowledge; International Forest Governance; Education in Forest Science; Biodiversity and Ecosystem Services; Forest Bio-energy; and Forests and Climate Change).

For each topic, he presented the current assessment and the anticipated future in the next 20 years. The research community, like the public forest agencies, will need to evolve to respond to the forces pressuring forests. As Dr. Nilsson also pointed out, the forest sector has failed to recognize the extent of changes and that the need for new institutions to address these changes is critical. See his presentation.

Gary Bull - Smaller Forest Enterprises in Transition

Dr. Bull is an Associate Professor in the Department of Forest Resources Management at the University of British Columbia. He is currently studying forest and timber markets in Asia and ecosystem services markets in Afghanistan, Canada, China, Mozambique and Uganda. Early in his career he worked in a consultative capacity with forest product companies, resource based communities, various government agencies and environmental non-governmental organizations. He has also worked with many international organizations such as the International Institute of Applied Systems Analysis in Vienna, and the International Institute for Environment and Development in London.

Dr. Bull presented the role of small/medium forest enterprises (SMFEs). This is critical in that it encompasses 50 to 60% of all forest sector enterprises. SMFEs are key engine for economic growth and capacity building, and are tied directly to the future as outlined by Mr. Innes. They tend to have strong ties to communities, are based in rural areas, often run by families or are home-based, and produce a variety of forest goods and services including
timber and non-timber forest products, as well as value-added wood products and ecosystem services. In China for example, SMFEs represent 90% of the wood products manufacturers.

In many countries, including Canada, the number of large and medium enterprises is decreasing while smaller enterprises are increasing dramatically. Finally, he pointed out that markets are changing quickly and SMFEs are not well understood by the financial community. Access to information, technology, government-supported research and development, and forest tenure are critical to their success. See his presentation.

A group discussion followed, facilitated by Andy White, on two questions:

1. Considering these presentations, what implications do these changes have for forests and the people in your country?
2. What options might you advise in dealing with these changes, and what would the role of forest agencies be in promoting these options?

3rd session: Rethinking Forest Regulations: Conventional Approaches and New Systems to Encourage Best Practice and Compliance on Public, Private, and Community Forest Lands

Andy White and Sally Collins - Why Do We Need to “Rethink” Regulations?

Dr. White 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 five principles that government agencies should follow in re-writing regulations:

- Recognize land rights and design different systems for each type,
- Identify priority problems and prioritize actions for these,
- Create favorable conditions for stakeholders and promote best practices,
- Limit the government’s role to doing what no other entity can do, and judiciously use power,
- Focus on outcomes.

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.

An open group discussion followed, with participants sharing what they learned during the day.

International Initiatives by Forest Agencies—Examples from Canada, US, and China

Over dinner, three participants gave short presentations on initiatives and approaches in their countries:

- Canada: The International Model Forest Network - Nicolas Duval-Mace, Policy Advisor, International Model Forest Network Secretariat, Natural Resources Canada
- USA: Initiatives undertaken by the USFS - International Programs - Victoria C. Christiansen, Associate Deputy Chief of State and Private Forestry, US Forest Service
- China: Asia-Pacific Network for Sustainable Forest Management and Rehabilitation - Shuxin Li, Assistant Director General, APFNet
FIELD TRIP AROUND WHISTLER

The third day was dedicated to a field trip to learn about “Forest Administration and Land Use.”

The participants drove to the Callaghan Valley and visited Alexander Falls, one of the major waterfalls in the Whistler area; adjacent to Nordic Centre for the 2010 Winter Olympic and Paralympic Games. The hosts gave an overview of land and forest ownership and land use in the area and explained the Sea to Sky Land and Resource Management Plan (LRMP). They explained how neighboring First Nations were involved in land use planning and how land use agreements were signed. Jeff Fisher, President and Forestry Manager at Squamish Forestry, talked about the traditional territories and cooperation with the Ministry of Forests, Lands and Natural Resource Operations of the Government of British Columbia.

A stop was made at Callaghan Forest Service Road where the Cheakamus Community Forest staff explained how they were managing their forests, and showed various lots that had been treated differently (use of fire or fertilization).

On a third stop, the participants visited Brew Creek to see an active harvesting area within the Cheakamus Community Forest. They talked about forest stewardship planning and detailed their harvesting practices and how First Nations were involved.

Finally, they returned to Whistler and took the Peak to Peak Gondola from Whistler Mountain to Blackcomb Mountain. This was a prime example of how tourism can generate revenues that can benefit the community.

The organizers thanks the following people who led the tour of their forests: Dave Southam (District Manager, Sea to Sky District), Kevin Haberl (Manager, First Nations Consultation, South Coast Region) and Darrell Robb (Director, First Nations Relations Branch (Victoria)) of the Ministry of Forests, Lands and Natural Resource Operations (MFLRNO), Peter Ackhurst (CEO) and Stirling Angus of the Cheakamus Community Forest.

4th session: Forest Tenure and Governance Reforms Underway: Impacts and Implications for Forest Agencies

Jeffrey Hatcher - Emerging Lessons, Politics and Trends

Mr. Hatcher is the Director of Global Programs at RRI. He oversees and contributes to RRI’s analytical, communications and network support programs. He also leads 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 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.

Finally, he 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.

Shuxin Li - Rationale, Process and Impacts of China's Tenure Reform

Ms. Li has worked in different divisions of the Chinese State Forestry Administration since 1992. She has been involved in forestry legislation and legislative revisions, rural land contracting law, and laws for combating desertification. As the chief of the Policy Division at the Department of Policy and Law, she has been mainly engaged in promoting collective forest reform in China. Recently, she has been appointed Assistant Director General of the Asia-Pacific Network for Sustainable Forest Management and Rehabilitation.

Ms. Li gave a broad overview of the collective forest tenure reform that took place in China over the past decade. Precipitated by a significant reduction in forest cover and some related large-scale flooding, China looked broadly at forest reforms that might better match supply and demand, sustain forests and ecosystem services over time, increase land productivity, and address the imbalance between state-owned and collective owned forests.

Collective forests had numerous challenges: output and quality of forest products was low; relationships between farmers and village leaders, local governments and the forest sector were strained; poverty persisted. After an extensive survey, the government decided to pilot some reforms of the collective forests in several provinces, giving land use rights to farmers for 70 years, issuing certificates to use the forests to farmers and in so doing, empowering them to manage and benefit from that land. Extensive training was provided and an array of policies developed to support the tenure reform, such as subsidies for afforestation, PES, insurance, etc.

Now, 26 provinces have completed the reform and the results are very positive: the forest area is increased, as have farmers' incomes; relationships are more harmonious, and the forest sector has evolved to providing “service” as opposed to “controls”. Farmers now have an asset from which to broaden their economic base. Changes are being contemplated to improve forest policy even further, including increasing subsidies for forests that provide public benefits, supporting forest cooperatives, and further investing in afforestation. See her presentation.

Peggy Smith - Process of Recognizing Aboriginal Rights in Canada

Dr. Smith is Associate Professor at the Faculty of Natural Resources Management at Lakehead University. She teaches forest policy and legislation, environmental assessment, contemporary forest issues, Aboriginal peoples and natural resources. Her research interests and expertise focus on the social impacts of natural resource development, including Aboriginal peoples' involvement in natural resources management, community forestry and public participation, natural resources policy and legislation, northern development, forest management planning and forest certification.

Dr. Smith provided both a global and Canadian perspective on Indigenous rights. She explained how the UN Declaration on the Rights of Indigenous Peoples (UNDRIP), adopted in 2007, established the principle of Free, Prior and Informed Consent (FPIC). This principle requires nation states to provide effective mechanisms for redress of any action that affects the rights of Indigenous Peoples in relation to lands or resources, forbids relocation and removal without FPIC, and establishes rights to use, develop, and own lands and resources through traditional occupation and use. The above mentioned RRI study points out that only about one-third of the countries complied - even minimally - with UNDRIP.

In Canada, it wasn’t until 1982 that the Constitution Act formally defined Aboriginal peoples to include Indians (i.e. First Nations), Inuit and Metis, and their rights. For forests specifically, the system by which the provincial Crown granted rights to harvest forests did not recognize Aboriginal people’s tenure of land. Numerous decisions by the Supreme Court since the 1990s incrementally established more of these rights, and set requirements for government consultation with Aboriginal peoples in both treaty and titled areas. This “duty to consult” requirement is critical in helping Aboriginal groups assert their interests in their traditional territories. Both the national and provincial governments are struggling with how to conduct this consultation, and Aboriginal groups are struggling to find the means to participate. Particularly at issue is consultation on the allocation of timber resources and licenses. See her presentation.

Solang Bandiaky, Africa Program Coordinator, RRI - Forest Land Reform in Africa

Dr. Bandiaky-Badjji was most recently the Africa Program Coordinator at RRI. Before coming to RRI, Dr. Bandiaky-Badjji was an international consultant for the United Nations Development Program (UNDP) and worked on projects related to energy, poverty, natural resources management and climate change. Her publications include writings on gender in relation to natural resource management, decentralization and local governance, local electoral politics, and forest & land reforms.
Dr. Bandiaky-Badji explained that the dominant economic model for forestry in Africa has been state-controlled, export-dominated, and focused on industrial scale concessions. This model, as in most countries of the world, dates from the colonial period and relies on the central ownership of forests. Post-Independence governments have tended to maintain this, despite evidence showing that this model does not promote balanced national economic growth. She noted that there is great room for reform. For example, 20 of the largest forested countries in the world have undergone major forest reforms in the past two decades, and eight of these have been in Africa. In these 8 countries, rights for communities and indigenous groups have quadrupled in the last decade. Most notable have been Liberia, Cameroon, the Democratic Republic of the Congo, Mali, Burkina Faso, Niger and Senegal. Progress is slow, in large part due to the lack of regulatory reforms. In all of Africa, only Kenya recognizes constitutional protection and recognizes women’s tenure rights.

Finally she discussed how Large Scale Land Acquisitions (LSLAs) are taking advantage of unsecured tenure; acquisitions from both foreign and national investors for palm oil, agriculture, mining and other uses have resulted in the loss of millions of acres, many of which the livelihoods of whole communities depend. The growing demands and pressures for land increased land prices and encouraged many African governments to maintain centralized control of tenure. Creating a positive business environment for small-scale, locally owned forest enterprises could begin to drive domestic markets and make the case for more sustainable economic growth in many African countries. See her presentation.

Luiz Joels - Forest Land Reform in Brazil

Dr. Joels is an experienced forester who has worked for over 30 years in the Brazilian Amazon on issues relating to forests, traditional communities, the environment, rural development, science and technology. He was previously employed by the Amazonas State Agricultural Extension Company, World Wildlife Fund, the Brazilian Institute for Research in the Amazon, the Ministry of the Environment, and the Brazilian Forest Service. He currently works as a consultant and volunteers with Amazonian NGOs.

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, concessioned, and community forest areas, and the development of a national climate change plan.

Recently, political groups against tenure reform organized themselves and are pressuring for changes in legislation, which will give them access to resources in traditional people’s lands and other forest areas. See his presentation.

5th session: New Approaches to Deal with Climate Change and Illegal Logging and Trade

Jeffrey Hatcher - Update on the Status of International Forest-Climate Initiatives and Their Implications for Forest Agencies

After presenting a quick overview of the state of climate change discussions and international responses, Mr. Hatcher 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 in fundamentally flawed (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.

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 attract funding for reform and climate adaptation measures.

See his presentation.

Penny Davies - Status of International Initiatives to Control Illegal Logging and Trade in Timber and Other Commodities (FLEGT-VPA, etc.)

Ms. Davies is Senior Forestry Advisor at the UK Department for International Development. She advises on the importance of forests and forest tenure to poor peoples’ livelihoods. Her work has also focused on tracking illegal logging and strengthening local governance of forests. She is currently based in London and has worked for over 25 years in development, most of that time in Africa, Asia and Latin America.

Ms. Davies provided the group with an overview of the Forest law Enforcement, Governance and Trade (FLEG), an initiative developed by the European Union (E.U.) and involving all 27 E.U. members to mobilize market and trade forces to reduce illegal logging and provide transparency and confidence to consumers. FLEG is a legally binding bilateral treaty to improve forest governance. It is voluntary, rooted in national sovereignty, and establishes a clear legal framework to verify legal compliance of forest products all along the supply chain. Information is available to the public, and an independent national audit is required. Sale of illegally logged timber and wood products in the E.U. is a crime.

Ms. Davies then described the state of each participating producing country, and the process each must go through to establish an agreement to sell forest products to the EU under FLEG. Finally, she pointed out the impact the program has had over the past decade: it avoided 350 million m$^3$ of timber illegally harvested, protected 17 million hectares of forests from degradation, generated USD10 billion tax revenue to cash-strapped exchequers, and avoided 1.2 billion MT of CO2 emissions. Through this work, other opportunities have presented, including the need to rethink regulations, the importance of engaging stakeholders, improving transparency improving access to markets and trade. See her presentation.

Group Discussion followed, facilitated by Andy White. In small groups, the participants answered the following:

• Are there converging ideas/lessons in how to reform tenure?
• What are the ingredients of success? What role for forest agencies?
• Is there a tenure reform underway in your country?
• What are the most difficult challenges?

Dinner Speaker: Don Roberts - Leadership in Forest Agencies: Observations of a Subversive Banker

Mr. Roberts is a Vice-Chairman of CIBC Wholesale Banking, and Managing Director in Investment Banking. He is responsible for the bank’s corporate lending, debt and equity financing, M&A advisory and trading activities across the Clean Technology and Renewable Energy sectors, and is also actively involved in the Forest Products industry. He has over 30 years of experience related to various aspects of the forest products sector and was consistently ranked among the top-ranked equity research analysts in the global paper & forest products industry.

Leadership skills vary across cultures and over time. Mr. Roberts focused on the type of leadership needed in forest agencies during a time of transformational change. His observations were intentionally provocative, and meant to stimulate discussion. According to him, the need for leadership in the forest sector has never been this high for roughly 200 years because of the fundamental changes in forest markets, technologies, eco-systems and policies. But it’s maybe the hardest time to expect great leadership: there has been a decrease in the analytical capacity within the sector due to cost cutting measure in both the public and private sectors, and for most governments the ability to “lead with their check book” has been dramatically reduced.

However, forests are playing a bigger economic role and forest agencies should take advantage of that and claim a bigger share of the decision-making process. They should also learn how to work with the private sector, and leverage their capital by offering “TLC”: “Transparency” - clear rules & processes; “Longevity” - match policies/support to the life of the asset; and “Certainty” - minimal policy changes over time.
He recommends adopting a tactical approach to leading:

- Create time to think and exchange ideas with individuals outside your traditional circle.
- Don’t rely on your Position Power but focus on developing & applying the collective brain power of your team. Lead by example, with an emphasis on integrity and respect for others and demonstrate passion.
- Acknowledge your official mandate but don’t be constrained by it.
- Build your political capital by focusing first on smaller & more manageable issues. Establishing credibility, building momentum and expanding your base of support are key to succeed.
- Then, identify and focus on a few key issues and emphasize the development of partnerships with various stakeholders. Become a “convener”. This group can have more flexibility than the forest agency in addressing controversial issues and be an agent-of-change.
- Follow an Evidence-Based approach to issues, keep in mind reasonable time frames, and be aware the analytical and decision making process is an “iterative process”.
- Pro-actively disseminate your work to the broader coalition of players, and send your message beyond the traditional means of communication (social media, direct presentations to decision makers, etc.).
- Implement the “T” approach to your personal professional development. Develop your specialty - knowledge which allows you and your team to be “the experts” in a field (this represents the stem of the “T”) as well your breadth of knowledge (the bar of the “T”). It is breadth which tends to limit most foresters in effectively leading their agencies. Without it, your team cannot identify the right issues/shocks, and help implement the requisite transformational changes.
- Manage the fear of losing your job: cultivate professional options which allow you to take career risks - this probably means spending some time working outside of your forest agency.

Don Roberts’ speech can be found here.

6th session 6: Leadership Forum

Tom Rosser - The Role of Public Forest Agencies in Providing Leadership in the Forest Sector

Mr. Rosser reminded the group that forest management is conducted at the territory and province level, not the federal level, in Canada. He explained there are major challenges the Canadian forest sector faces: job losses in the past 5 years, drop in the contribution to GDP, and seven major firms have gone bankrupt. He believes there is a need for a fundamental shift in the business model of the forest sector, one that includes innovations in forest science, bioproducts, bioenergy, and what he calls the “next generation of wood products”.

The government will need to reduce regulatory barriers to ensure market access for these new products and develop regulations and standards for them. Successful leadership in this environment is based upon:

- Understanding the problem as a first step in moving to a solution
- Using a collaborative approach and developing key partnerships
- Identifying gaps to your goal and focus on addressing them
- Using science and policy in a dynamic and interactive way
- Trying new methods to address barriers or limitations

See his presentation.

Doug Konkin - Be Careful What You Ask For: Innovations in Forest Institutions

Mr. Konkin presented the evolution of the new, more integrated structure for managing natural resources in British Columbia (BC). He began his talk by explaining that he had attended a ceremony in downtown Vancouver the day before to acknowledge the protection of a burial site discovered in the course of construction. He used this to illustrate that his new Ministry of Forests, Lands and Natural Resource Operations deals with issues from cultural resources protection to mining to energy production to forestry.

His story began when he was asked to help develop options for improving the management of the forests in BC; the natural resource deputies responded with an idea (one he never expected to see approved) that fully integrated land-uses. He pointed out these uses needed to be fully coordinated at the top and on the ground to really work across organizational lines and programs. To his surprise, the Premier not only approved the organization but asked Mr. Konkin to take the job as its first Deputy Minister. He discussed how he worked with others to create an integrated, geographically-based field structure to support the organization, to assure that land-use decisions for the variety of uses were coordinated. Finally he talked about the challenges of moving such a large change, particularly in light of the changing political leadership.
Panel Discussion: What it Takes to Change an Agency: Experiences and Lessons from Former Agency Leaders - Moderated by Tom Rosser and Andy White

Sally Collins, Former Associate Chief, U.S. Forest Service

Ms. Collins discussed how important it is for leaders to be able to incorporate new ideas, especially in times of change that cry for innovation and new solutions to problems. But even the best ideas often land in political or social environments that made implementation very difficult. She gave two specific examples of what she considers to be good ideas, one of which was very successful, one less so. She described how the idea was conceived, what problems it was designed to solve, and why it worked or did not work. At the end, she draws some conclusions:

- Lots of problems persist for lack of creative ideas to solve them, lack of political will, or ill-conceived plans for execution
- We usually “stumble on” creative ideas accidentally. But you can create conditions into which they emerge
- Implementing new ideas requires a very thoughtful, strategic approach
- Forest agencies around the world are heavily influenced by politics, so leaders must learn these lessons well
- External groups can help - provide “political cover”, lobby for you for resources, carry-out some of the work, provide ideas and support
- Relationships bring opportunities we can’t imagine at the time

She ended her presentation with a post-script about the need for forest leaders to balance personal and professional lives, that one cannot be really successful to the detriment of the other. See her presentation.

Luiz Joels, Former Deputy Director, Brazilian Forest Service

Mr. Joels spoke of two kinds of leaders: natural leaders and people who find themselves in leadership positions (he puts himself in this latter category, although those of us who know him believe him to have a wonderful, naturally humble leadership style). In any case, he acknowledged that extraordinary times require extraordinary leadership gifts, and he believed we live in these kinds of times: changes coming quickly, with climate, the economy, the world order, partnerships. We live in a more interconnected world which creates new challenges and opportunities for leaders. Participatory democracy is emerging everywhere, as a result of transparency and connectivity. As Mahatma Gandhi put it: “I suppose leadership at one time meant muscles; but today it means getting along with people.”

On a personal level, this means that it is important to be “listening ALL of the time” to your staff, to the public, etc. Leaders can only succeed today if they create an environment of trust and promote the self-confidence of others. He ended with a Strategic Vision of Forest Leadership in today's world:

1. To include forests in the Presidential agenda
2. To establish a committee where government, civil society and business can work together on the definition of guidelines for forests
3. To create rules and regulations for public forests management
4. To create a specific institution to deal with forests at the central government level
5. To create a funding mechanism for forest activities
6. To decentralize forest management

See his presentation.

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

Dr. Kanel has worked in the field of forestry and natural resources for more than 30 years. He worked in the forest service of Nepal from 1976 to 2009 becoming the Chief of the Nepal Forest Service and the permanent secretary of the Ministry of Land Reform and Management. He is now engaged as a consultant in the field of policy analysis, economic valuation, climate change and food security issues.

Dr. Kanel brought both practical experience and academics to bear in his presentation on forest leadership today. He believes that a more integrated model - a total shift - is required in forestry, one that acknowledges that forestry is more about people than trees. He spoke of Expanding Positive Deviance, by which he means leaders must look to where deviations in normal procedures are beginning to work, where new ideas are taking hold. For example, he pointed to the indigenous management of forestry by rural villagers; where it is happening, it is working. A leader’s job is to build on these deviations, modify where necessary, build new policy around this, and then diffuse the practice more broadly.
He provided a set of indicators/actions that would reflect a large and positive shift in Nepal and presented some final lessons in forest leadership for the group:

- Leadership depends both on personality and situation
- One leads the people sometimes, but mostly it is influencing people: leading the change from behind
- Creation and mobilization of new institutions for positive change in forestry
- The disaggregation of forestry functions was very important in reforming forestry governance
- Forestry reform is not a linear but an iterative and “muddling through” process
- Negotiations and communication among forest stakeholders was a factor in changing forestry organizations

See his presentation.

Questions and Discussion:

The leadership discussion that followed was animated and robust. Questions about how to “turn off” work when we all carry smart phones and are so accessible to others all around the clock. Others wanted to discuss “corruption” or milder forms of “influence peddling”; and how should a leader handle being asked for preferential treatment by others, whether in acquiring a permit or hiring a friend. Clearly the discussion could have continued beyond the allotted time; these are important issues for emerging leaders.

Final Discussion and Closing Comments

At the conclusion of the meeting, Judi Beck facilitated a discussion asking each participant to articulate what he or she would do as a result of his or her participation at the meeting. The following presents, in their own words, what they said they would do with their learning at the seminar:

- Share the information presented at the workshop with staff, peers and senior executive in their organizations, via letters, briefing notes, and presentations
- Use the material obtained to train their staff at home
- Work aggressively to move forestry forward as a national priority
- Actively move tenure and governance reform forward simultaneously
- Guide reform efforts by holding workshops and consultation to seek public and community input and participation to ensure strong community forest management.

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

- Tom Rosser, Assistant Deputy Minister, Canadian Forest Service
- John Innes, Dean of the Faculty of Forestry, University of British Columbia
- Doug Konkin, Deputy Minister, Ministry of Forests, Lands, and Natural Resource Operations
- 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), speakers and coordinators.
Annex 1: Agenda

Global Issues in Governing Natural Resources
Next Generation Leadership of Public Forest Agencies

An international training seminar for promising midcareer officers in public forest agencies
June 4th – 8th, 2012
Whistler, British Columbia, Canada

AGENDA

Objectives:

- Engage professionals from forest ministries and related public agencies in cutting-edge analysis and information for a deeper understanding of global transitions in forest tenure and governance, and markets.
- Better prepare the next generation of public forest agency leaders to lead in a more complex social, political and market context.
- Strengthen contributions of forest agencies in addressing land rights, poverty alleviation, governance, conservation and climate change challenges in their countries.
- Promote improved information sharing and networks among these future leaders through frank and open dialogue in a small group setting where problems and solutions can be discussed openly.

Monday, June 4

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<tr>
<td>7:30</td>
<td>Breakfast at Ric’s Grill</td>
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<tr>
<td>9:00</td>
<td>Opening Session</td>
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- Welcoming session
  - Tom Rosser, Assistant Deputy Minister, Canadian Forest Service
  - John Innes, Dean of the Faculty of Forestry, University of British Columbia
  - Sally Collins, Co-Chair, MegaFlorestais
  - Andy White, Coordinator, Rights and Resources Initiative
  - Doug Konkin, Deputy Minister, Ministry of Forests, Lands, and Natural Resource Operations

- Introduction to British Columbia and experiences from recent changes – Doug Konkin
- Setting the context: What is MegaFlorestais? Why the Next Generation Leadership? – Tom Rosser
- Special role, challenges & opportunities for public forest agencies – Sally Collins

10:15  | Break (15 min)                             |

- Review of workshop goals and agenda, and introduction of the facilitator – Sally Collins
**Introductions of participants and presentation of their expectations – Judi Beck, Facilitator**
**Introductions of resource people and review of their role – Sally Collins & Judi Beck**

12:00 Lunch

### 13:00 Forest Agencies in Transition

- **The world view: What is changing, what challenges are forest agencies facing? – Andy White**
- **Questions and Answers**

13:50 Facilitated discussions in country groups

- How have your forest agencies and your country’s forest sector changed over the last ten years?
- What changes to your agency or the forest sector do you see on the horizon?

15:00 Break

15:15 Discussions in country groups continues

16:30 Wrap-up session

17:00 Guided Tour of Whistler

19:00 Group dinner at the Bearfoot Bistro

### Tuesday, June 5

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<td>Breakfast at Ric’s Grill</td>
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<tr>
<td>8:40</td>
<td>Depart from the hotel to the Cultural Center</td>
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### 9:00 Forest Areas and Forest Industry in Transition

- **The confluence of food, fuel and fiber /Changing forest economic sector – Sten Nilsson, CEO, Forest Sector Insights AB**
- **Resources for the future: what we expect of our forests 20 years from now – John Innes, Dean of the Faculty of Forestry, University of British Columbia**

10:20 Break (15 min)

- **Smaller forest enterprises in transition – Gary Bull, Associate Professor, Dept. of Forest Resources Management, University of British Columbia**

11:15 Small group discussions and reports of the discussions

- What implications do these changes have for forests and people in your country?
- What options might you advise to deal with these issues?
- What could be the role of forest agencies in promoting these options?

12:30 Lunch

Songs and dances performed by members of the Squamish Nation and the L’il’wat Nation

### 13:30 Rethinking Forest Regulations: Conventional Approaches and New Systems to Encourage Best Practice and Compliance on Public, Private & Community Forest Lands

- **Why do we need to “rethink” forest regulations? – Sally Collins & Andy White**
- **Presentation on regulations, including their effects on small and medium forest enterprises – Sally Collins & Andy White**
- **Q&A**

15:00 Break
15:15 Breakout into country teams for facilitated discussion
16:15 Wrap-up session
16:30 Free time
18:30 Discussion at the Whistler Golf Club on: 
*International initiatives by forest agencies: Examples from:*
  - **Canada:** The International Model Forest Network – Nicolas Duval-Mace, Policy Advisor, International Model Forest Network Secretariat, Natural Resources Canada
  - **USA:** Initiatives undertaken by the USFS - International Programs – Victoria C. Christiansen, Associate Deputy Chief of State and Private Forestry, US Forest Service
  - **China:** Asia-Pacific Network for Sustainable Forest Management and Rehabilitation – Shuxin Li, Assistant Director General, APFNet
  - Additional initiatives participants would like to share with the group
19:15 Dinner at the Whistler Golf Club

**Wednesday, June 6**

**FIELD TRIP**

7:30 Breakfast at Ric’s Grill
8:30 Board shuttles to the Callaghan Valley
  - **1st Stop:** Visit of Alexander Falls, one of the major waterfalls in the Whistler area; adjacent to Nordic Centre for the 2010 Winter Olympic and Paralympic Games - Visit of the traditional territories and discussions
  - **2nd Stop:** Brew Creek, active logging area that is part of the Cheakamus Community Forest
  - **3rd Stop:** Cal-Cheak Recreation Site
  - **4th Stop:** Lunch and hike at Brandywine Falls
14:00 Return to Whistler Village
   Ride on the Whistler gondola and on the Peak to Peak Gondola
17:00 End of the field trip and free time

**Thursday, June 7**

7:30 Breakfast at Ric’s Grill
8:40 Depart from the hotel to the Cultural Center
9:00 **Forest Tenure and Governance Reforms Underway: Impacts and Implications for Forest Agencies**
  - **Emerging lessons, politics and trends** – Jeffrey Hatcher, Director of Global Programs, RRI
  - **Experiences from tenure reform: Changes in agency roles and perspectives:**
    - Rationale, process and impacts of China’s tenure reform – Shuxin Li, Assistant Director General, APFNet
    - Process of recognizing First Nations’ rights in Canada – Peggy Smith, Associate Professor, Faculty of Natural Resources Management, Lakehead University
10:30 Break (15 min)
- Forest land reform in Africa – Solange Bandiaki, Africa Program Coordinator, RRI
- Forest land reform in Brazil – Luiz Joels, Associate, SEMPRE - Sustentabilidade Em Programas E Projetos

  o Are there converging ideas/lessons in how to reform tenure? What are the ingredients of success? What role for forest agencies? – Andy White

11:45  Q&A and Facilitated discussions:

  o Is there a tenure reform underway in your country?
  o What are the most difficult challenges?
  o What is the role of forest agencies?

12:30  Lunch

13:30  New Approaches to Deal with Climate Change and Illegal Logging and Trade

  o Update on the status of international forest-climate initiatives and their implications for forest agencies – Jeffrey Hatcher, Director of Global Programs, RRI
  o Status of international initiatives to control illegal logging and trade in timber and other commodities (FLEGT-VPA, etc.) – Penny Davies, Senior Forestry Advisor, DFID
  o Q&A

14:30  Breakout into country teams for facilitated discussion

15:00  Break
15:15  Larger group discussions in teams
16:15  Wrap-up session
16:30  Free time
18:30  Discussion on The forest sector in transition: lessons for leadership and opportunities for greater progress with Don Roberts, Vice Chairman, CIBC World Markets Inc. in the Olympic Room of the Crystal Lodge & Suites

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**Friday, June 8**

7:30  Breakfast at Ric’s Grill & pack bags

9:00  Leadership Forum

  The role of public forest agencies in providing leadership for advancing the forest sector:
  - Framing comments by Tom Rosser, Assistant Deputy Minister, Canadian Forest Service
  - Doug Konkin, Deputy Minister, Ministry of Forests, Lands, and Natural Resource Operations
  - Discussion and Q&A

10:00  Break

10:15  What it takes to change an agency: experiences and lessons from former agency leaders

  Panel discussion moderated by Tom Rosser and Andy White:
  - Sally Collins, Former Associate Chief, U.S. Forest Service
  - Luiz Joels, Former Deputy Director, Brazilian Forest Service
  - Keshav Kanel, Former Secretary, Nepal Ministry of Forests & Soil Conservation
  - Discussion and Q&A
12:30  Lunch

13:30  Concluding Activities

  o Country work groups on the following:
    ▪ From what you have learned this week, select one or two areas that have the most relevance for your work
    ▪ Plan how you would present this to your minister and colleagues when you return home
  o Large group discussion

15:30  Closing remarks:
   ▪ Tom Rosser, Assistant Deputy Minister, Canadian Forest Service
   ▪ John Innes, Dean of the Faculty of Forestry, University of British Columbia
   ▪ Doug Konkin, Deputy Minister, Ministry of Forests, Lands, and Natural Resource Operations
   ▪ Sally Collins, Co-Chair, MegaFlorestais
   ▪ Andy White, Coordinator, Rights and Resources Initiative

16:00  Taking the shuttle back to Vancouver

18:30 / 19:00  Drop off at Vancouver International Airport and the Holiday Inn
**Annex 2: List of Participants**

**Global Issues in Governing Natural Resources**  
*Next Generation Leadership of Public Forest Agencies*  

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

June 4<sup>th</sup> – 8<sup>th</sup>, 2012  
Whistler, British Columbia, Canada

**LIST OF PARTICIPANTS**

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<th>Countries</th>
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<th>Name</th>
<th>Affiliation</th>
<th>Position</th>
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<tr>
<td>Brazil</td>
<td>1</td>
<td>Dr. Daniel Piotto</td>
<td>Brazilian Forest Service</td>
<td>Executive Manager for Forest Information</td>
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<td>2</td>
<td>Dr. Ana Margarida Castro Euler</td>
<td>Amapá State Institute of Forests (IEF-AP)</td>
<td>Executive Director</td>
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<td>Cameroon</td>
<td>3</td>
<td>Mr. Yves Nkoum Messoua</td>
<td>ANAFOR (National Forestry Development Agency)</td>
<td>Chief of the forestry unit</td>
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<td>4</td>
<td>Mr. Adama Haman</td>
<td>Ministry of Forestry and Wildlife</td>
<td>Cooperation and Programme Division</td>
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<td>Canada</td>
<td>5</td>
<td>Mr. Nicolas Duval-Mace</td>
<td>International Model Forest Network Secretariat Natural Resources Canada</td>
<td>Policy Advisor</td>
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<td>6</td>
<td>Dr. Catherine Ste-Marie</td>
<td>Forest Science Division Natural Resources Canada</td>
<td>Climate Change Science Coordinator</td>
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<td>Dr. Vincent Roy</td>
<td>Research Directorate, Natural Resources Canada</td>
<td>Research Director, Forest Ecosystems</td>
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<td>Mr. Allan Johnsrude</td>
<td>Ministry of Forests, Lands and Natural Resource Operations</td>
<td>District Manager, Chilliwack District</td>
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<td>China</td>
<td>10</td>
<td>Mr. Wushe Cui</td>
<td>State Forestry Administration</td>
<td>Division Director, Department of Forest Resources Management</td>
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<td>Ms. Nuoli Gao</td>
<td>International Center for Bamboo and Rattan, State Forestry Administration</td>
<td>Project Manager</td>
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<td>DRC</td>
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<td>Ms. Bibiane Ndeke Biambala</td>
<td>Ministry of Environment, Conservation, and Tourism</td>
<td>Head of AGEDUFOR (Sustainable Forest Management project) in the Department of Forest Inventory and Planning, Kisangani</td>
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<td>13</td>
<td>Mr. Felly Boole Momba</td>
<td>Ministry of Environment, Conservation, and Tourism</td>
<td>Head, Office of Indigenous Peoples and Local Communities</td>
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<td>Mr. Abraham Itshudu Ekumbaki</td>
<td>Ministry of Environment, Conservation, and Tourism</td>
<td>Bureau Chief Logging Titles</td>
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<td>Conservation and Rehabilitation Research and</td>
<td>Researcher in Forest Influence</td>
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<td>Dr. Magdalena</td>
<td>Ministry of Forestry</td>
<td>Researcher, Center for Research and Development for Climate Change and Policy</td>
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<td>Liberia</td>
<td>Mr. Garvoie Kardoh</td>
<td>Forestry Development Authority</td>
<td>Manager, Forestry Extension Services and Mobilization, Department of Community Forestry</td>
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<td>Forestry Development Authority</td>
<td>Assistant Managing Director for Administration and Finance</td>
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<td>Mexico</td>
<td>Ms. Mayra Margarita Valdez Lizárraga</td>
<td>National Forestry Commission of Mexico</td>
<td>General Coordination of Conservation and Restoration</td>
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<td>Mr. Juan Carlos Leyva Reyes</td>
<td>National Forestry Commission of Mexico</td>
<td>Assistant Manager Monitoring and Assessment - Community Forestry</td>
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<td>Ms. Alondra Yaxibi Martinez Flores</td>
<td>National Forestry Commission of Mexico</td>
<td>Chief of the Department of Community Forestry - Quintana Roo</td>
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<td>Peru</td>
<td>Mr. David Llanos Dulanto</td>
<td>General Directorate of Forest and Wildlife</td>
<td>Communal Forest Management Programme Coordinator, Department of Community Forestry Management</td>
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<td>South Sudan</td>
<td>Mr. Martin Lohure Tobiolo Ilua</td>
<td>Kagelu Forestry Training Center</td>
<td>Principal</td>
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<td>Mr. Angelo Okenyi Langalanga</td>
<td>Eastern Equatoria State</td>
<td>Director of Forestry</td>
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<td>United States</td>
<td>Ms. Cecilia Romero Seesholtz</td>
<td>Boise National Forest, US Forest Service</td>
<td>Forest Supervisor</td>
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<td>Ms. Victoria C. Christiansen</td>
<td>US Forest Service</td>
<td>Associate Deputy Chief of State and Private Forestry</td>
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<td>Dr. Keshav Kanel</td>
<td>(Former Secretary at Nepal Ministry of Forests &amp; Soil Conservation, ret.)</td>
<td>Consultant in the field of policy analysis, economic valuation, climate change and food security issues</td>
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<td>Mr. Don Roberts</td>
<td>CIBC World Markets Inc.</td>
<td>Vice Chairman and Managing Director</td>
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<td>Forest Sector Insights AB</td>
<td>CEO</td>
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<td>UK Department For International Development</td>
<td>Senior Forestry Advisor</td>
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<td>SEMPRE - Sustentabilidade Em Programas E Projetos</td>
<td>Associate</td>
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<td>Professor and Head of the Department of Wood Science</td>
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<td>Mr. Tom Rosser</td>
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<td>Assistant Deputy Minister</td>
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<td>Dr. John Innes</td>
<td>University of British Columbia</td>
<td>Dean, Faculty of Forestry</td>
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<td>38</td>
<td>Mr. Doug Konkin</td>
<td>Ministry of Forests, Lands and Natural Resource Operations – Government of British Columbia</td>
<td>Deputy Minister</td>
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<td>Mr. Dave Southam</td>
<td>Ministry of Forests, Lands and Natural Resource Operations – British Columbia</td>
<td>District Manager, Sea to Sky District</td>
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<td>Dr. Judi Beck</td>
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