



MEGA*forestais*



Next Generation of Forest Agency Leaders *Global Issues in Governing Natural Resources*

July 20–24, 2015 | Oaxaca, Mexico

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 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 European Forest Institute (EFI) decided to collaborate on this seminar in December 2014.

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 and 2014 in Mexico. For the 2015 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 20-24, 2015, RRI and the National Forestry Commission of Mexico (CONAFOR) hosted the Next Generation of Forest Agency Leaders seminar in Oaxaca, Mexico. The seminar convened 19 senior officials from 9 countries (Brazil, Cameroon, Canada, China, DR Congo, Indonesia, Mexico, Peru and the United States); 4 former or current MegaFlorestais leaders, including the Assistant Deputy Minister of the Canadian Forest Service, Natural Resources Canada, Mr. Glenn Mason; and 5 respected scholars and practitioners.



The weeklong meeting exposed participants to global trends affecting the forest sector, market changes and new pressures on land, community forestry, tenure issues and challenges of regulatory reform 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 13 Partners and over 150 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, and represent over 65% of the world's forests.

Feedback from participants was generally positive. All of them said the seminar contributed to their professional development and exposed them to new ideas and analysis. Participants were especially positive about the leadership session, discussions about community forestry and global trends, and the field trip. They all confirmed the experience would enhance how they approached their work, and help them develop their leadership 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 emergence of environmental markets as real incentives to counter forest loss; to the relationship of deforestation to emerging pressures from outside the forest sector; to conflicts and social unrest due to unresolved and overlapping claims and uses on forest lands) compelled delegations to consider the profound implications of these challenges and opportunities for their organizations' missions. They realized that organizational changes will be most effective if agencies and countries collaborate and spread best practices, as well as share challenges and failures openly and honestly.
- No country's experience is directly transferable. Instead, each country has to look through their unique lenses, history, culture and political realities. 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.
- As the world is experiencing 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. Of particular interest this year was the requirement for forest agencies to engage more directly in social media to correct and address incorrect data, that can all too quickly "go viral". 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.
- This year offered a robust and honest discussion on "corruption" issues facing public forest agency leaders, and participants discussed honestly what they are facing, shared ideas to address these, and acknowledged the extent to which culture and economic inequities make change difficult.
- Participants learned a lot about community forest enterprises and were astonished to see the extent 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. Communities were clearly

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

competent to manage their own forests sustainably and meet local and national goals for economic and social prosperity. This can be a strong model for the rest of Mexico and the world.

- The private sector has strong incentives to assure that tenure security is achieved and that local and national governments have in place a regulatory framework that assures sustainability practices; business risk is significantly reduced in this environment.
- Many of the traditional funding/aid to forested countries (for REDD+ and other support) around the world is evaporating--funds are going to countries who have addressed or are addressing issues of corruption, illegal logging, tenure reforms, and deforestation. Only where there are concrete signs of change expressed by governments will international organizations be willing to support and fund forest agencies to build the technical capacity needed to fully do their jobs.
- There is continued interest from participants and their forest agencies to participate in this seminar yearly. As a consequence, more interactions between former and future participants should be encouraged.
- 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



Ing. Salvador Arturo Beltran Retis, Deputy Director General at CONAFOR, wished a hearty welcome to the group on behalf of Mexico and the CONAFOR. He also highlighted the MegaFlorestais network and its vital role of promoting international dialogue between forest agencies.

Sally Collins and Glenn Mason, Co-Chairs of MegaFlorestais, welcomed the group in the beautiful city of Oaxaca and conveyed their joy to see the Next Generation of Forest Agency Leaders convened for the 6th time.

Rodney Schmidt, Deputy Director of Global Programs at the Rights and Resources Initiative thanked Mexico for hosting the event for the third time. He shared his happiness to be in Oaxaca in the company of senior forest officials in a capacity to make incremental changes.

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

- Share ideas, experiences and challenges.
- Find out how other agencies are managing their forests on the ground.
- Learn about global issues, leadership methods and practices, community forestry, forest governance and regulations.
- Have fun, and strengthen their network.



Carlos René Estrella Canto, General Manager, CONAFOR Oaxaca

Mr. Estrella Canto is agricultural engineer, graduated from the Superior University for Agriculture “Hermanos Escobar”, in Ciudad Juárez, Chihuahua. He is currently Operating Deputy Manager, and Coordinator of PROCYMAF, Coordinator of commercial forest plantations in the southeast of Mexico and State Manager of the State of Oaxaca.

Mr. Estrella Canto gave an introduction to the state of 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 communities in Oaxaca reflect the local customs and traditions, complemented by strong participative and democratic governance systems. All the decisions are, for example, made by the community general assembly, and every elected member is fully responsible and accountable to the community as a whole. [See his presentation.](#)

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

Mr. Mason is the Assistant Deputy Minister of the Canadian Forest Service, Natural Resources Canada. In his current role, he leads a science-based policy organization with some 600 employees in six locations across Canada. He is responsible for advancing world-class science and strategic policy, supporting forest sector innovation and the commercialization of emerging technologies, and developing and protecting markets for Canadian forest products.

Ms. Collins first joined MegaFlorestais when she was Associate Chief of the US Forest Service. She also served as the first Director of the USDA Office of Environmental Markets prior to retiring from USDA. For ten years, she has served (and continues to serve) as Co-chair of MegaFlorestais. She is also a fellow with RRI.

Ms. Collins and Mr. Mason provided background on MegaFlorestais. For the last 10 years, the MegaFlorestais network has engaged top forestry officials from the largest forest countries, representing over 65% of the world’s forests, for frank and open discussions on issues in public forest governance.³ One of the activities of the network is the Next Generation of Forest Agency Leaders Seminar which 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 (2013-15, Mexico hosted). In its previous five editions, the seminar has convened a total of 98 participants from 12 countries. Oaxaca’s unique and successful experience with community forestry made it an ideal venue to host the seminar for the third time. Finally, the MegaFlorestais Co-chairs went through their expectations for participants which included: 1) Making sure they understand global trends in the forest sector, how they affect them and how their work has an impact globally; 2) Getting new ideas and a fresh perspective; 3) Reflecting on how participants can contribute to the larger community of forestry



³ For more information, visit www.megaflorestais.org or watch the 10th anniversary video [here](#) (subtitles available in French, Spanish, Chinese, and Bahasa).

beyond the organization they currently work in. Country participants were selected by their respective forestry agency leaders who saw something special in them, such as the potential to lead in higher positions, have some influence and the respect of their peers, and are out of the box thinkers or excellent communicators. [See their presentation.](#)

The facilitator of the meeting, Judi Beck, who is also Director General of the Pacific Forestry Centre at the Canadian Forest Service, Natural Resources Canada, explained the [meeting's rules and method](#). Following an introduction of the resource advisors by Ms. Claire Biason, Manager of the Networking Support Program at RRI, each delegation gave an overview of the most important national policy change affecting the forest sector in their country, as well as the most challenging issues and the most exciting new ideas.

Keynote Presentation

Sally Collins – Overview of global trends

Ms. Collins gave an overview of major trends affecting the forest sector. While deforestation continues to increase, the global marketplace for forest products is changing: timber demand keeps growing which is leading to a shift to plantations and more investments in innovation. With expected low crop yields due to climate change and a growing population, a race for land is taking place for food, fuel, fiber, infrastructure, etc., putting more pressure on forests and their inhabitants. The demand for food will, for example, grow by 50 percent by 2030 with yields showing diminishing returns; the energy demand will also more than double by 2050.

Tensions between governments and their citizens are consequently increasing, resulting in more local conflicts and victims on the ground. Between 2002 and 2013 alone, 908 citizens were killed while defending their rights to land and environment. However, at the global level, there is a higher awareness and appetite for climate justice and indigenous rights recognition. Many social movements have risen and fight for a better consideration of climate change. In New York, in September 2014, the largest climate march in history happened. 1/8 of the forests in the world are now legally recognized community forests and several researches have highlighted their crucial role in climate change mitigation and carbon sequestration.⁴ The tide is slowly turning: more companies are adopting deforestation policies and putting pressure on governments to adopt supportive policies. With those unprecedented changes on the way, forest agencies have to prepare themselves to handle this new reality and work with other sectors to stay relevant.

Forests in the future will be more difficult and costly to manage with important challenges coming from outside the forest sector. To address the multitude of challenges facing forestry around the world, and given the key role public forests play in this, former MegaFlorestais leaders identified 5 principles for forest governance in the 21st Century. Ms. Collins, one of the co-authors of this paper, briefly presented these⁵. [See her presentation.](#)

Discussion

⁴ Stevens, Caleb, Robert Winterbottom, Jenny Springer, and Katie Raytar. 2014. Securing Rights, Combating Climate Change. Washington, DC: World Resources Institute and Rights and Resources Initiative. <http://www.wri.org/securingrights>.

⁵ See the 5 principles in the box on page 3. Download the full document in [English](#), [Chinese](#), [French](#), [Indonesian](#), [Portuguese](#) and [Spanish](#).

Most forest agencies were created decades ago (in some cases centuries ago) and change, including major reorganization, is undoubtedly a challenge, requiring a lot of time and energy. However, there have been some amazing innovations and successes: the creation of the Ministry of Forests, Lands and Natural Resource Operations in British Columbia, Canada, is a good example that demonstrates that while not easy, needed changes can be made.⁶

Another innovation is with stakeholder engagement and the development of new public-private partnerships (for example private sector companies and forest-dependent populations working together to solve problems). Because so many pressures on forests come from outside the forest sector, forest agency leaders have to find ways to engage in processes that are not directly within forest agencies' mandate if a real impact on forests is to be realized.

1st session: Community Forestry and Economic Development in Forested Areas – The Mexico Example

Francisco Chapela – History of the development of community forestry in Mexico and its contribution to economic development

Dr. Chapela is 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.

Dr. Chapela presented three different models of forestry in Mexico that developed in distinctly different timeframes. He began his presentation by comparing community forestry, which took off in the early 1990s, with traditional and industrial forestry, the latter two preceding the current community forestry model. The most salient characteristics of community forestry are that it operates with a long-term, trans-generation bio-cultural perspective sharing the end goal of addressing community needs. It also relies more on professional foresters, equity and self-regulation through peer monitoring. Community forestry aims at maximizing natural capital returns and community benefits. Both “traditional” and “industrial” forestry, on the other hand, view forests – to varying degrees – as an economic asset, bound to the lifetime of a concession, and with limited returns on social and economic development. This largely explains why community forestry businesses have maintained and grown their operations. Done properly, community forestry is now recognized as a viable option to promote local economic development while assuring citizen involvement and sustainable use of forest resources.



The challenges of community forestry in Mexico are to rebuild vibrant communities in 23 million hectares of ejido owned land by engaging citizens; developing culturally sensitive forest management schemes; developing fair national and international market linkages; and creating genuine payments for environmental services schemes (such as REDD, but also water, wildlife, and more). Independent certification systems are one of the tools helping communities develop national and even international market connections. [See his presentation.](#)

Adolfo Chávez López – The example of the indigenous community of Nuevo San Juan Parangaricutiro

⁶ For more information, click [here](#).

Mr. Chávez López is a member of the indigenous community of Nuevo San Juan Parangaricutiro. He has held various positions within his community and has been State Coordinator for the Community Forestry Program (Programa de Desarrollo Forestal Comunitario, PROCYMAF) of the National Forestry Commission.

As an example of successful community forestry, Mr. Chávez López told the group about his indigenous community of Nuevo San Juan based in Michoacán state. Nuevo San Juan has a long history and the community owned colonial titles to its land back to 1715; the ejidos, a kind of communal structure, existed long before Spanish colonization. Over centuries, colonial landowners used local and indigenous communities as workforce for their vast estates. After the Mexican revolution and the creation of social structures called ejidos, communities have been better able to manage their lands. The result is that most of the forested land in Mexico is administrated by communities and indigenous groups, such as the community of Nuevo San Juan. Even though over 65% of the community's area is forested (about 12,000 ha), it was only in the 1980s that community members started to harvest their forests. This was due to many challenges, including the lack of capital, little central government support, and the lack of access to credit, all of which would have enabled them to develop their local economies. The organization started without capital or equipment in 1981, and forest technical services soon became a unit in the governance scheme of the community (led by the General Assembly). Shortly after this, they were able to begin logging and milling, creating close to 120 jobs. After training staff and buying equipment, the community adopted an integrated resource management approach and successfully managed their forests while providing many benefits for the community (jobs, diversification of the production, etc.). The community paid particular attention to transparency and accountability, as well as democratic processes and community involvement. The community continued its development creating other businesses (i.e. furniture factory, ecotourism, community store, fertilizers). The community has also developed many tools for SFM, environmental and landscape management with protected areas for flora and fauna. It also provides environmental services to the entire region, including clean drinking water. [See his presentation.](#)

Field Trip to the Sierra Juárez



Participants were taken to Ixtlán de Juárez, a community located in the Sierra Juárez 61 km from the city of Oaxaca. Ixtlán is located in a biodiversity hotspot and has a long history of forest management. It is one of the most successful examples of community forestry in Mexico. The community was created in 1856 and its members collectively own the land (19,000 ha).



In the facilities of EcoturIxtlán, an ecotourism project created and run by the community, the group was greeted by community members, including the President of the Commission of Communal Lands, Melchor García Tamayo, the Commission's Secretary, Noel Pacheco Rodríguez, and Treasurer, Leandro Santos Santiago. The technical Director of Forestry

Services gave the group an overview of their community forest development. Their forest was first managed by private and state-owned companies between the 1940s to the 1970s. Community members took over in the 1980s and have incredibly diversified their products and modernized their equipment to become the successful community it is today. The forest technical services unit is part of their community governance scheme, led by the general assembly.



Their main objective for forest management is to properly harvest and preserve the forest resources of the community, to provide jobs to community members, and sustain key social services. To this end, they have assigned their forests to different areas (conservation, production, restoration, protection, and other uses). According to their management plans, different treatments and cutting cycles apply to their forested areas. Benefits generated by harvesting activities are redistributed and 30% goes to social benefits such as infrastructure, public buildings, social and health programs, education, etc. Beyond forestry, the community has also diversified its products and now has an industrial park, a community store, a gas station, ecotourism facilities and a financial company providing micro

credits to comuneros.

The group then visited 2 areas under forest management that had been treated in 2003 and 2009. The cutting cycle for these areas is 50 years with a treatment occurring every 10 years. While the first area had been planted, the 2nd only relied on natural regeneration. Community members indicated they had received FSC certification on 15,750 ha. Despite the high cost (almost US\$2,500 per year), being certified provides many advantages to their community: it helps them sell their timber and furniture to more clients, gives them priority to get government funds for projects, authorizes them to use a shorter cutting cycle, and is a source of community pride.

After lunch at Ecoturixtlán, the Manager of the Furniture Factory, Carlos Pérez Pérez, provided some information about the industrial park facilities. The factory opened in 2005 and is dedicated to the efficient use and industrialization of forest resources by incorporating new technologies and improving its staff technical capacity and production processes. It has 68 employees, mostly women, and creates in average 250 pieces of furniture per day. During the tour of the sawmill and the furniture factory, participants were able to see the modern equipment used and got a better idea of the complete production chain from the logging area, to the plant production nursery for reforestation, communal sawmill and table furniture factory. [See the two presentations given by community members.](#)

Discussion

Participants were pleasantly surprised to see the high level of organization and ambition of the community. They were also impressed by the technical training and expertise of their staff. Participants saw how the community had taken financial risks to build their industries, assuming loans that would afford them machinery of better quality. They also highlighted the good relationship between community members and CONAFOR staff, noting that this had not always been the case.



2nd session: “Global scan” of trends affecting the forest industry

Paolo Cerutti – Global trends affecting tropical timber markets: challenges and opportunities

Dr. Cerutti is a forester for the CIFOR, working under the Forests and Governance Program. Now based in Nairobi, Kenya, he has been working with the CIFOR in Yaoundé, Cameroon, since 2004, conducting research on sustainable forest management, forest certification, and informal timber value chains in Africa.

Dr. Cerutti started his presentation with a warning: official tropical timber trade data is often inaccurate and incomplete and should not be used without caution. All too often, decisions are made based upon inaccurate information, with huge consequences to forests and the forest sector.



Looking at the 4 categories for which data is available (logs, sawnwood, veneer and plywood) over the period 2000-2013, there has been a decrease of the international tropical timber market in volume (16%) but an increase in their value (2.5%). Imports by the European Union, the US and Australia halved; demand from China, India and other emerging economies increased. These trends were influenced by the financial crisis, log-export bans and by growing domestic markets.

One interesting opportunity could come from forest certification, which could help put more legal timber in the market. However, this would require support from public policies: those would have to create incentives promoting certification instead of more regulations to comply with, as is the case in the Congo Basin. The biggest challenges for tropical countries currently face are identifying how much illegal logging is taking place and changing the perception of tropical timber globally. The global impression of tropical forestry is extremely negative and does not rely on accurate data. More transparency with official data is crucial to change/control the message and make sure policy decisions are based on correct information. If the official data is not released and available for public use, other sources will claim other truths, reinforcing the perception of most of the world. He gave an excellent example of how inaccurate information, without a credible source, had been perpetuated for decades and resulted in key policy decisions being made to the detriment of tropical forests. Being able to communicate accurate facts about forest activities is crucial to improve the situation on the ground. As forest agencies, one concrete step to take would be to make official data public and push for consolidated databases across ministries. [See his presentation.](#)

Discussion

The group discussed why good national databases for timber trade were not available and agreed that, in most cases, it was more a political issue than a technical one. There are a lot of companies and individuals benefiting from the lack of transparency and there will not be concrete improvement in legality if the status quo remains. Additionally, the governments should also demand that private companies share their data; this is something that no other institution can do. There is no denying that forest agencies in many tropical countries do not have sufficient staff to actually monitor legal compliance on the ground. That said, the first step would be to use those staff more wisely and make sure they do not maintain/contribute to a corrupt and opaque system. Only where there are concrete signs of change expressed by governments will international organizations be willing to support and fund forest agencies to build the technical capacity needed to fully do their jobs.

Glenn Mason – Global forest sector trade

Mr. Mason's presentation focused on the forest products commodities that are globally traded. Trade in these commodities represented US\$625 billion in 2014, or 2% of the global trade of all commodities. Overall, forest products trade has increased by 36% since 2004. The most important production and markets trends in this sector have been: 1) pulp production shift to South America due to their lower



production cost and faster growing plantations; 2) expansion of packaging production in China (204% increase from 2000 to 2013) since the country became a major player in manufactured products; 3) newsprint decline in the age of electronic media – this structural change is also expected to hit developing countries within the next 10 years; 4) divergent paths of forest sector development: some governments are widely supporting forest plantations (US, New Zealand, Brazil, and Chile), while others are focusing more on sustainability (i.e. China) or promoting non timber forest enterprises (i.e. Burkina Faso); and 5) intersection of environmental and market considerations: there is a growing global emphasis on sustainable forest management and legality which puts more burden on compliant businesses (i.e. financial cost and administrative procedures). Yet, consumer demand for sustainably certified products is increasing and some countries, like Canada, have become leaders in sustainable forest management. [See his presentation.](#)

Discussion

The impact of big data was also discussed: now new tools are accessible to all. One example mentioned was the new partnership between the World Resources Institute and Google that gives them access to satellite images of the forests. These new deforestation maps have caught the attention of media but such data analysis also requires a good understanding of the national context to give the full picture. It is important for countries to keep an eye on messages being relayed by media and engage in dialogues should these not reflect correctly what is happening on the ground.

Participants also discussed certification bodies and how their independence from governments was a key factor of their success: these bodies are market-based and their value is directly linked to their credibility. In many forested countries, several certification bodies are operating concurrently which is a good thing because it creates incentives for compliance and is letting the market decide. As forest agencies, it is important to engage with these institutions and make sure the practices they are promoting make sense in your country's context. Participants acknowledged that in an environment lacking strong governance, third-party certification can serve as a kind of regulatory surrogate, reducing the private sector risk and signaling positive environmental performance to consumers.

Rodney Schmidt – Contributions of community and small-scale forest enterprises

Mr. Schmidt is currently Deputy Director of Global Programs at RRI. Drawing on his economics expertise, he is leading design and guide implementation of original high-quality analysis of rural development, forest industry, trade and investment, natural resource sector business models and green growth strategies.



Mr. Schmidt started his presentation by saying there is not one definition of community and small-scale forest enterprises (CSFEs); however some common features are that they are privately owned, rurally-based with strong ties to their community, and produce a wide variety of forest goods and services, as well as conservation values. According to research⁷, they play a vital role in local economies: they represent 80 to 90% of forestry enterprises in most countries, produce over US\$130 billion and employ 20 million people in the formal sector and up to 140 million people in the informal sector. Not only do they contribute to capacity building at the local level, their revenues also generally benefit their communities and they contribute to reducing deforestation and carbon emissions. Despite their important role at the local level, CSFEs face a wide range of challenges: lack of expertise; limited access to financing and markets; difficulties in sourcing raw materials; and insecure ownership and access to

⁷ Macqueen et al. 2006, Macqueen and Mayers forthcoming, Mayers 2006, Schneider and Enste 2000

land and forest products. The latter is complicated by the uncertain legal context which can lead to the inadvertent “criminalization” of CSFEs. The cost associated with forest management plans, permits, certification, and taxation affects CSFEs more than larger enterprises. Forest agencies have an important role to play in providing more incentives to develop these smaller enterprises (e.g. clear tenure rights, more suited regulations, technical support, and facilitated access to credit and market). It is critical that government agencies understand the contributions they make to both local and regional economies. Increasing the participation of communities in policy dialogues and in the development of environmental standards (PES, REDD, FLEGT) is another way to promote CSFEs and create a more level playing field. [See his presentation.](#)

Discussion

The group discussed the progressive shift in governments’ efforts from large-scale concession towards a more complex and varied use of forest resources (i.e. payments for environmental services, conservation, and ecotourism). This reflects the key role of forests in the green economy and the broader landscape approach to land planning. This also speaks to the urgency of forest agencies to adapt to more diverse demands and pressures.

Sunrita Sarkar – Working with clients to promote sustainable forestry

Ms. Sarkar is Social Development specialist in the International Finance Corporation (IFC). She has more than 15 years’ experience working on resettlement, environmental and social impact assessments and sustainable livelihood planning, stakeholder engagement, community development, and appraisal/supervision of a number of development projects in power, dams, roads, mining & oil & gas, forestry and manufacturing.

Ms. Sarkar talked about the IFC’s commitment to sustainable forestry and indicated that it had invested US\$1 billion in that sector just in the last 5 years with great results in terms of improving local economic development and reducing carbon emissions. The IFC is working on the ground with clients to strengthen their capacity to implement IFC’s sustainability standards. Some of their common challenges are: difficult access to land and fiber, onerous and unclear regulations, and inefficient supply chains. Ms. Sarkar then mentioned some examples of projects with clients to help them overcome sustainability challenges. The support provided ranged from developing a community engagement strategy to building capacity or implementing grievance management procedures, with the main objective of supporting the development of inclusive and self-sustaining communities while addressing the clients’ needs.

Paolo Cerutti – International pressures for legality and fight against deforestation

Dr. Cerutti first spoke about the growing international focus on legality which started at the Rio Earth Summit of 1992. After that, many laws and decrees passed due to structural adjustment programs, but results were limited on the ground due to a focus on big enterprises and lack of on-the-ground monitoring. Governments increased their commitments at the global level, which led to new declarations and regulations (i.e. EU’s FLEGT action plan, US Lacey Act, Australia’s Prohibition bill) even if the situation at the local level had not improved. At the same time, growing concern about climate change and carbon emissions emerged: REDD+ was put forward as one of the tools to reduce emissions by creating incentives to reduce emissions through carbon markets (compliance and voluntary). Both FLEGT and REDD+ are limited in their impact due to a number of factors: lack of a compliance carbon market, continued illegal logging, corruption, lack of clarity in tenure rights, and weak safeguards for local communities. [See his presentation.](#)

Discussion

Participants mostly talked about REDD and regretted the lack of information about benefit sharing, safeguards, and lack of funding. One of the key lessons learned was the need for forest agencies to be very careful not to create unrealistic expectations of funding from ideas such as REDD: some communities embraced the idea but ended up being disappointed when they did not receive what they felt had been promised to them. Overall, more details on how to implement REDD on the ground are required.

More specifically on carbon markets, participants mentioned different initiatives that have been successful such as the carbon market in the state of California and the increasing number of voluntary markets emerging from private sector actors.

Sally Collins – Markets for ecosystem services

Ecosystem services consist of a wide range of life-sustaining services that people depend on from nature and include: provisioning services such as food and water; regulating services such as flood and disease control; cultural services and benefits, etc. Unfortunately those are being lost at an alarming rate as population and demand for resources grow, and attempts are being made to assign economic value to those services. Pollination is a great example of a critical ecosystem service: pollinators are responsible for 15 to 30% of the food crops that people rely on⁸ and, in the US alone, the total value of pollination services is estimated at \$5 to \$14 billion.⁹ One approach would be to create ecosystem services markets and payment regimes that would place economic value on services provided by nature, hence creating an incentive to protect them comparing to other land uses. These financial mechanisms can take diverse forms: agreements between providers/land owners and beneficiaries, otherwise known as PES schemes, conservation easements, mitigation banks, and others. Their success depends upon strong public law/policy and interests of the private and NGO sector in investing. The first signs are already positive: over the last 5 years, an estimated US\$23 billion has been invested in conservation, including \$2 billion from private investors.¹⁰ In 2013, governments, companies, and NGOs invested \$12.3 billion in watersheds to regulate the supply and quality of water delivery and more than 365 Mha were protected. Mechanisms to price ecosystems via carbon (REDD), watershed protection, PES, alongside commercial timber plantations could produce the basis for the stabilization of conservation and production that rival timber values. Ultimately this must be driven by private capital and private investment. [See her presentation.](#)



3rd session: Leadership Forum

⁸ McGregor 1976, Kremen et al. 2002

⁹ Southwick et al. 1992; Morse et al. 2000; Kremen et al. 2002, Losey and Vaughn 2006

¹⁰ EKO Asset Management Partners and The Nature Conservancy. Investing in Conservation - A landscape assessment of an emerging market. 2014

Glenn Mason, Assistant Deputy Minister, Canadian Forest Service, Natural Resources Canada – Leadership in public forest agencies

For his introduction to the leadership forum, Mr. Mason went through 5 trends affecting forest agencies and the way they work: 1) globalization; 2) constant technological change that makes us all connected; 3) unavoidable relations with other sectors; 4) staff and budget reductions, as well as constant demand for greater accountability and transparency; and 5) more visibility with social media. As a result, greater awareness of global trends and the ability to work across borders is needed. Working on issues where agencies do not have decision making power or the tools to act will also be crucial, and this will require the use of soft power to influence, build consensus and negotiate.

On a more personal level, it is important for each employee to know they can show leadership from where they are and make a difference in their organization. One way of incentivizing this is to recognize the complete generational shift that has taken place and changed how people commit to their jobs, use technology, etc. In the Canadian Forest Service, for example, several initiatives have been taken such as the Assistant Deputy Minister innovation fund (small capital given to staff so they can broaden their scope), science-policy integration (making sure employees from the science and research sides collaborate on projects), or the idea of collective leadership (shared responsibility for decisions, empowering staff working specifically on the issues at hand). Overall, even in forest agencies that are known for being bureaucratic and hierarchical, leaders can still make efforts to bring change and movement to the organization so it keeps moving and innovating. It may be a constant effort, but it is exciting and fun!



Sally Collins, Former Associate Chief, U.S. Forest Service – Leadership challenges

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. First, she emphasized the importance of understanding the broader context within which forest agencies work. Successful leaders always look outside their comfort zones for solutions: they learn about trends affecting their work, take perspective on current processes, search for other ideas, and encourage organizational learning and growth and a culture of innovation among their staff. Second, leaders often find themselves either part of corrupt organizations or challenged by events: how to handle these situations is crucial as this wrecks lives and careers more than any single other issue. Leaders should consequently establish and strengthen ethical standards within their organizations, promote a culture of ethical behavior and lead by example. Third, she shared a few ideas from her experience that may help: always handle difficult situation with grace and take the high road, encourage people daily, lead from where you are, find balance between your professional and personal life, treat every encounter as special and, finally, build and sustain a strong network and professional reputation. [See her presentation.](#)

“The most effective leaders switch flexibly among the leadership styles as needed. Such leaders don’t mechanically match their style to fit a checklist of situations; they are far more fluid. They are exquisitely sensitive to the impact they are having on others and seamlessly adjust their style to get the best results.” —*Daniel Goleman*

Keshav Kanel, Former Director General, Department of Forests, Nepal – Leadership challenges

Dr. Kanel has more than 35 years of experience working in the forestry and natural resource management sector. He was instrumental in designing and implementing the community forestry program in Nepal. He worked as the Chief of the Community Forestry Division, then as the Director General of the Department of Forests of the Government of Nepal.

For Dr. Kanel, one of the key lessons learned from his career in Nepal was that bringing change to the organization is a collective effort. After he joined the forest service, he worked to shift the work culture away from a very strong control and command approach. He promoted a “de-learning and re-learning” exercise amongst the workforce to change the way they were doing their jobs which proved successful and was appreciated by stakeholders.

On a personal level, a good leader also has to be flexible, learn on his own, and keep learning: as he/she climbs the ladder, the focus shifts from technical aspects to politics and it becomes essential to influence decision makers and other ministries. Overall, key words are collaboration, communication and coordination, as a leader needs support from under and above to bring change.

Doug Konkin, Former Deputy Minister, Ministry of Forests, Lands and Natural Resource Operations, British Columbia, Canada – Leadership Challenges



Mr. Konkin has 34 years of experience in forest management and leadership. In his role as Deputy Minister (2003-2013) he led forest, land and environmental public sector agencies - driven by the goal to improve resource management by building engagement, teamwork, efficiency and collaboration.

Mr. Konkin started his presentation by referring to a survey of 1,200 CEOs on what they were promoting in their organizations. It showed that the top 4 people-leadership skills they were looking for were: 1) listening for and incorporating feedback: it is important to be humble, understand the power of stories, and learn how to use them to your advantage; 2) integrating people leadership with policy expertise; 3) getting durable results: when implementing a major change, it will be necessary to make commitments so it is politically defensible and gains stakeholders’ support. Leaders should map out complexities of different scenarios and think about creative destruction; and 4) engaging the right people at the right moment.

One of the key lessons is that “change is a process, not an event” and being supported by your staff is essential. This is why it is important to invest in their skillset and make them more resilient, as well as use positive deviation (look for the most positive person and invest in him/her). Overall, there are many studies showing how a positive workplace leads to more employee productivity. [See his presentation.](#)

Discussion

Participants discussed at their tables some questions they wanted to ask the panel. Participants wanted information or tips on how to get a promotion. Answers ranged from: knowing your personal values and functioning by them, as well as asking the right questions. Participants were told not to be afraid to change jobs and do something different: eventually going down in rank can be the best thing you can do to promote upwards. In any case, it is important to fix any bad, past relationships and build a wide network of supporters in case your mentor leaves or retires.



Another question was how to keep staff motivated when pay is small and irregular. The panel agreed it was a very tricky issue but one fundamental principle behind structural arrangements should be that all people should be paid properly if they are expected to behave honestly. Maybe it is something international donors could help with. Another option would be to increase staff's skillset to make their experience more valuable.

Another question was related to changes in administrations and new ideologies. First, leaders cannot ignore new actors that influence our work, particularly if they are political appointees to whom we report. But one of the main tasks of leaders is to buffer their organization from political forces, and one of your biggest allies might be external constituents (community groups, NGOs or others). 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.

The last question was in relation to implementing policies that a leader feels are "going down the wrong path." Unless there is a chance things might change on the short term, there might be limited options for handling such a situation: one could implement the policy immediately or slow down its implementation to buffer its effects. Some speakers noted that they had successfully challenged their "bosses" by demonstrating how the idea created other problems for the organization. Others noted that it is critical for all professionals to at least state what they believe to be true even if the idea is not necessarily a good one.

Vivian Paredes Aponte – Experience in the forest sector: Perspective of a former participant



Ms. Paredes Aponte is a lawyer and has worked for over 7 years in environmental law in the public and private sector, providing legal advice in the preparation of environmental impact studies, resolution of socio-environmental conflicts, and lead in the negotiation of international agreements. She is currently working as chief of the Unit for Extractive and Productive Activities in the Peruvian National Service of Environmental Certification.

Ms. Paredes shared her perspective of a former participant in the "Next generation" seminar of 2011. She mentioned her experience in the meeting in Grey Towers and how her expectations had been achieved. She recommended that participants share what they have learned with their colleagues once back in their country so it would benefit their entire institution, and that they keep in touch with one another. One of her key lessons learned was that meetings like these really help participants gain new ideas, think "out of the box" and change personal paradigms. Her final point was on leadership: good leaders have to be inspired to inspire others. [See her presentation.](#)

Visit to the Ethnobotanical Garden

At the end of the day, the group visited the ethnobotanical garden in the center of Oaxaca. The garden has a complex history and is by itself an example of visionary, driven and tenacious leadership. Nearly 20 years ago, the Mexican military moved out of a 16th-century Santo Domingo monastery complex it had used as a base for more than 120 years. Mexico's president gave the exit order after being lobbied by Francisco Toledo and other leading artists and intellectuals



belonging to Pro-Oax, an advocacy group urging the promotion and protection of art, culture, and the natural environment in Oaxaca, to establish an ethnobotanic garden that would “show the interaction of plants and people.” Soon, a great clamor began: the state government wanted the five-acre parcel in the heart of downtown Oaxaca City to create a hotel, convention center, and parking facility. Thanks to Toledo and Alejandro de Ávila, a local anthropologist, who both helped catalyze local citizen support for the garden, the state finally created a trust enabling the garden to be formed in 1994. Having such a garden in the center of the city is also a tribute to Oaxaca’s rich history: the earliest evidence of plant domestication of squash and corn in the Americas was found in the region, and, to this day, wild plants are still used for food, crafts, and medicine. The garden is now a depository and laboratory for gathering and studying all plants native to the region and keeps more than a 1,000 different varieties.

4th session: A Changing Tenure and Regulatory Environment

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.

Ms. Biason highlighted the importance of clear and secure tenure rights for poverty alleviation, local development, as well as forest preservation and climate change mitigation and carbon sequestration. According to a study conducted by RRI¹¹, there has been positive change over the last 20 years with the beginning of the “tenure transition” despite the fact that 73% of the world’s forests are still owned and administered by governments. Additionally, there has been a shift towards greater control by Indigenous Peoples and communities. In lower and middle income countries, these changes are more dramatic, reaching almost 30% of the forest land base. 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 slowed since 2008, in contrast to the period 2002-2008. Indeed, since 2008, only 8 tenure frameworks have been created, of which none conferred ownership. There is hope that 2015 might be a pivotal year with tenure reform processes happening in key countries (i.e. Indonesia, DRC), the climate agreement expected in Paris, and greater awareness and recognition of the “tenure risk” by donors and private sector actors. Companies now have more incentives to secure community land rights and are increasingly active in helping to achieve these. The Interlaken Group¹² is a great example of new collaboration on this topic, and the Tenure Facility¹³ could also be an interesting tool to engage them. [See her presentation.](#)

Sally Collins and Adolfo Chávez López – Regulatory reforms: Trends from Mexico and around the world

Ms. Collins explained that many countries are “rethinking regulations” as a way to use the powers of the State to achieve publicly beneficial outcomes (e.g. sustainable forestry, water quality, economic growth). Historically, regulatory frameworks are often bureaucratic, complex, and structurally flawed

¹¹ Rights and Resources Initiative. 2014. What Future for Reform? Progress and slowdown in forest tenure reform since 2002. Washington DC: Rights and Resources Initiative. Download [here](#).

¹² For more information, visit <http://www.communitylandrights.org/engaging-the-private-sector/>.

¹³ For more information, visit www.thetenurefacility.org.

often inadvertently promoting deforestation and illegal practices. Ironically, forestry is often a more regulated sector than those of other land use sectors, including mining and agriculture. . Reasons for failure are diverse and vary between countries: inconsistencies between sectoral laws, unrealistic demands on smallholders, lack of implementation, etc. Ms. Collins presented 6 principles for governments rethinking their regulations: 1) recognize land rights; 2) identify and address priority public problems that regulations can help address; 3) design regulatory systems for each property type, and consider a minimum standards approach to achieve desired outcomes and results; 4) support measures to improve/enhance governance; 5) create favorable conditions for key rights holders and do only what no other entity can do: develop inclusive and transparent processes, ensure monitoring of outcomes and learning by all stakeholders to allow timely adaptation and updating of regulations, etc.; and 6) understand that regulatory reform, done well, is a process that evolves and adapts in a pluralistic way. Among the successful cases of forest regulation reform is the state of Montana. There, the focus on water quality 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 (with a 97% compliance rate). 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 her presentation.](#)



Mr. Chávez López added that what seems to him the most important was the legal recognition of community land rights. He highlighted that many time slaws and regulatory frameworks existed but that they were not applied. The only response in this context is to empower and promote local actors capacity building. For him, local actors and communities are the most qualified and able to take care of their own environment. Thus, it also gives them the means to better protect the most vulnerable groups of the community. In Mexico, enormous progresses have been made within local communities in terms of confidence and good faith relationship. He also said that the dynamic created by international and national bodies and institutions were good opportunities for local communities to promote changes.

Vivian Paredes Aponte – The Peruvian National Service of Environmental Certification of Sustainable Investments (SENACE)

Ms. Paredes explained that SENACE was created in 2012 to find balance between economic development, biodiversity conservation, and social welfare in a country where a lot of conflicts are arising due to natural resources extraction. The establishment of SENACE and its regulatory framework was created to address the plethora of various demands on land use from a host of different ministries; the government felt it was essential to have an independent agency—apart from forestry, mining, agriculture, etc.—to ensure that an objective environmental analysis is conducted whenever an activity that affects the land is proposed. SENACE is part of the broader National System of Environmental Impact Assessment, a coordinated system of identification, prevention, monitoring, control and anticipated correction of negative environmental impacts. Its main functions are to approve the environmental impact assessments (EIAs), manage the national registry of environmental consultants and the one of environmental certifications, and make proposals for continuous improvement of environmental assessment processes. It is still a work in progress: several ministries are still transferring

their competencies to SENACE and many challenges are being addressed to improve the organization. [See her presentation.](#)

Doug Konkin – Negotiating agreements with First Nations: Experience from British Columbia

Mr. Konkin shared his recent experience as a negotiator of agreements between First Nations and the government of British Columbia (BC). Unlike other provinces, the Crown did not sign treaties with most BC First Nations, making the situation on the ground extremely complex. Many land claims are being settled in court and one ruling of the Supreme Court made history last year by overturning a BC Appeal Court ruling and granting declaration of aboriginal title to more than 1,700 square kilometers of land to the Tsilhqot'in First Nation. This ruling is groundbreaking and will weigh heavily in future unresolved land claims. This is likely to make it easier for First Nations to establish title over lands that they traditionally used for hunting, fishing and other activities prior to contact with Europeans. The next step for the Tsilhqot'in First Nation is finalize an agreement with the BC government that sorts out all the details regarding what to do with licenses previously signed on these lands, what jurisdiction/rules apply, what are the perimeters of their new government, etc. However, once it is signed, it will be a model for the other First Nations in BC. [See his presentation.](#)



Keshav Kanel – Reforestation and community involvement in Nepal

Dr. Kanel explained that two different approaches have been attempted in Nepal in recent years. The first promoted large scale reforestation, promoting trade/industrialization of forest products. This proved unsuccessful as many issues arose with local communities. The other, later approach was small scale reforestation and management by local communities and has been very successful, not only in its actual reforestation, but in the community support. The project (a pine plantation) was extremely successful and led to reforestation, community involvement, institutionalization of forest users groups, and a more secure forest tenure regime. Over time, similar projects have bloomed all over the country and proved that local communities can achieve reforestation and promote sustainable forest management if they are rewarded with stronger tenure rights. If the degraded forest is handed over to communities, they can design sustainable forest regulations that restore forests support communities and promote rich biodiversity. Now with 35% of the country's forests under community management, Nepal is one of the most successful case studies large scale forest restoration and in community forestry. [See his presentation.](#)

Adolfo Chávez López – Community exchanges in Mexico

Mr. Chávez López talked about “community to community” seminars that have been used as a tool to promote the exchange of experiences, build capacity, and create partnership between communities since the 1980s. First promoted by civil society organizations and government programs, these seminars have now been adopted by the community themselves. His community of Nuevo San Juan, for example, is a recognized instructor community by the CONAFOR and organizes about 10 exchanges per year. Depending on the context, those 4-day seminars are touching on different issues, with the goal of laying out specific solutions/actions at the end. This tool is principally aiming at strengthening technical capacities and community organization of *ejidos* and forest communities from different regions of the country. These exchanges of successful forest management experiences have led to the creation of a unique network called the “Network for Community Ecotourism of Michoacán”. [See his presentation.](#)

Final Discussion and Closing Comments

At the conclusion of the meeting, Ms. Beck facilitated an exercise during which each country had to reflect on their experience in the seminar and compile a “newspaper front-page”, an exercise designed to help participants synthesize their key lessons from the week (see pictures below). The exercise, conducted by each country delegation, creates a framework for participants to brief their leadership and fellow colleagues.

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

- On behalf of CONAFOR, José Armando Alanis de la Rosa, Director of Cooperation, International Affairs and Financial Development Unit, thanked all the participants for coming to Mexico and sharing their experiences. He felt that, with the participants’ leadership, a lot of initiatives would take place in their respective countries and indicated that CONAFOR would be pleased to support more exchanges of experience in the future.
- On behalf of MegaFlorestais, Sally Collins thanked CONAFOR for being fantastic hosts and RRI for supporting this exchange between forest agencies that would be so difficult to fund otherwise. She also thanked participants for their great level of sophistication and indicated that the level of dialogue gets better every year. Glenn Mason reinforced that point and indicated he has been very impressed by participants who had been very thoughtful, engaged and critical thinkers throughout the week. He reiterated that this seminar had great support from MegaFlorestais Leaders and challenged participants not to let this exchange die today and to continue to reach out and ask questions in the future.
- On behalf of RRI, Rodney Schmidt thanked the group for this very rich experience and honest discussion.

Thanks were provided all around to RRI, CONAFOR, resource advisors and participants, Judi Beck (facilitation), Claire Biason and Clément Doleac (overall organization), as well as the team of interpreters and technician who made this seminar possible.





Next Generation of Forest Agency Leaders

Global Issues in Governing Natural Resources

July 20–24, 2015 | Oaxaca, Mexico

AGENDA

Day 1 – Monday

Salón Mitla, Hotel Victoria

8:00 am Breakfast, Restaurante El Tule

9:00 am Opening Session

- *Welcoming session* (20 min)
 - Ing. Salvador Arturo Beltran Retis, Deputy Director General, National Forestry Commission (CONAFOR)
 - Sally Collins and Glenn Mason, Co-Chairs, MegaFlorestais
 - Rodney Schmidt, Deputy Director of Global Programs, Rights and Resources Initiative (RRI)
- *Introduction to Oaxaca* – Ing. Carlos René Estrella Canto, General Manager, CONAFOR Oaxaca (15 min)
- *Setting the context: What is MegaFlorestais? Why the Next Generation Seminar?*
- *Special challenges & opportunities for public forest agencies* – Sally Collins and Glenn Mason (15 min)
- *Review of workshop goals and agenda, and introduction of the facilitator* – Judi Beck, Director General of the Pacific Forestry Centre, Canadian Forest Service (10 min)
- *Introductions of resource advisors and review of their role* – Claire Biason, Manager of the Networking Support Program, RRI (20 min)

10:30 am Coffee break (15 min)

- *Introductions of participants and country presentations* (10 min per delegation – 90 min)
- *Participants' expectations* (15 min)

12:30 am Lunch, Restaurante El Tule – Country delegations have lunch with their dedicated resource advisor

1:30 pm Overview of global trends – Sally Collins (presentation: 30 min/ Q&A: 30 min)

2:30 pm Coffee break (15 min)

2:45 pm Community Forestry and Economic Development in Forested Areas – The Mexico Example

- *History of the development of community forestry in Mexico and its contribution to economic development* – Francisco Chapela, Program Officer for Northwest Mexico, The Christensen Fund (presentation: 20 min/ Q&A: 20 min)
- *The example of the indigenous community of Nuevo San Juan Parangaricutiro* – Adolfo Chávez López, General Manager, Desarrollo Integral de la Comunidad Indígena de Nuevo San Juan Parangaricutiro (presentation: 15 min/ Q&A: 15 min)
- *Introduction to the field trip* – Claire Biason and Ing. Miguel Angel Soto Rios, Deputy Manager of Production and Productivity, State Office of CONAFOR in Oaxaca (30 min)

4:45 pm Introduction of feedback model and reflections on the day's discussion – Judi Beck (15 min)

5:00 pm Free time

7:20 pm Dinner, Restaurante Mezquite

Day 2 – Tuesday

FIELD TRIP TO THE SIERRA JUAREZ

6:30 am Breakfast

7:15 am Depart to the Community of Ixtlán de Juárez, Oaxaca

9:00 am Arrival at EcoturIxtlán and welcome to Ixtlán Community by Melchor García Tamayo, President of the Commission of Communal Lands, Noel Pacheco Rodríguez, Secretary, and Leandro Santos Santiago, Treasurer:

- *Presentation of the experience of Ixtlán de Juárez in community management of forest resources, its structure and organization* – Technical Director of Forestry Services
- Q&A

10:30 am Visit to areas under forest management in Ixtlán de Juárez Community (area cut in 2009)

1:00 pm Lunch, Restaurante Los Duendes at EcoturIxtlán

2:00 pm Presentation of the industrial process at the community of Ixtlán by Carlos Pérez Pérez, Manager of the Furniture Factory

2:30 pm Transportation to the Industrial Park and visit of the facilities of the Industrial Park and regional forest nursery guided by the managers of the community forest enterprises

4:30 pm Transportation back to Oaxaca

7:00 pm Dinner, San Pablo Restaurante

GLOBAL SCAN

8:00 am Breakfast, Restaurante El Tule

9:00 am Reflections from the field trip – Judi Beck

9:20 am Setting up the Context: “Global scan” of trends affecting the forest industry

- *Global trends affecting tropical timber markets: challenges and opportunities* – Paolo Cerutti, Senior Scientist, CIFOR (presentation: 15 min / Q&A: 20 min)
- *Global forest sector trade* – Glenn Mason, Assistant Deputy Minister, Canadian Forest Service, Natural Resources Canada (presentation: 15 min / Q&A: 20 min)

10:30 am Coffee break (15 min)

- *Contributions of community and small-scale forest enterprises* – Rodney Schmidt (presentation: 15 min / Q&A: 20 min)
- Group discussion (70 min)

12:30 pm Lunch, Restaurante El Tule

1:30 pm “Global scan” of other trends affecting forests

- *Working with clients to promote sustainable forestry* – Sunrita Sarkar, Senior Operations Officer, International Finance Corporation (presentation: 15 min / Q&A: 20 min)
- *International pressures for legality and fight against deforestation* – Paolo Cerutti (presentation: 15 min / Q&A: 20 min)
- *Ecosystem Services Markets* – Sally Collins (presentation: 15 min / Q&A: 20 min)

3:15 pm Coffee break (15 min)

3:30 pm Small group reflections on the global environment

- Group exercise

4:45 pm Reflections on the day’s discussion – Judi Beck (15 min)

5:00 pm Free time

7:20 pm Dinner (several restaurants to choose from)

Day 4 – Thursday**Salón Mitla, Hotel Victoria****Leadership Forum**

8:00 am Breakfast, Restaurante El Tule

9:00 am Leadership Forum

- *Leadership in public forest agencies* – MegaFlorestais Leader and Co-Chair Glenn Mason (10 min)
- *Forest agency leadership: Ethics, conduct, values, administrative, political transitions, personnel, and forestry issues management* (moderated by Glenn Mason – 15 min each):
 - Sally Collins, Former Associate Chief, U.S. Forest Service – Ethics, Political Transitions, Change
 - Keshav Kanel, Former Director General, Department of Forests, Nepal
 - Doug Konkin, Former Deputy Minister, Ministry of Forests, Lands and Natural Resource Operations, British Columbia, Canada – Organizational Transitions and Managing Change
 - Discussion

10:30 am Coffee break (15 min)

- *Q&A and group discussion* (90 min)
- *Experience in the forest sector: Perspective of a former participant* – Vivian Paredes, Head of the Unit in Charge of Evaluating Projects for Sustainable Use of Natural Resources, National Service of Environmental Certification of Sustainable Investments, Peru (10 min)

12:30 pm Lunch, Restaurante El Tule

1:30 pm Group exercise

- Group exercise in small groups

3:00 pm Coffee break (15 min)

3:15 pm Country delegation/resource advisor check in (30 min)

3:45 pm Reflections on the day's discussion and introduction to the visit of the ethnobotanical garden – Judi Beck and Sally Collins (15 min)

4:00 pm Visit to the ethnobotanical garden

7:00 pm Dinner at Casa Oaxaca

Day 5 – Friday

Salón Mitla, Hotel Victoria

8:00 am Breakfast, Restaurante El Tule

9:00 am A Changing Tenure and Regulatory Environment

- *Tenure rights & reforms around the world: Status and opportunities* – Claire Biason (presentation: 10 min/ Q&A: 15 min)
- *Regulatory reforms: Trends from Mexico and around the world* – Sally Collins, followed with Adolfo Chávez López reflections on the last Rethinking Forest Regulations workshop in Montana (presentation: 15 min/ 5 min reflection / Q&A: 20 min)
- *Experience from Peru: The National Service of Environmental Certification of Sustainable Investments (SENACE)* – Vivian Paredes (10 min)
- Q&A (15 min)

10:30 am Coffee break (15 min)

- *Success stories (10 min each):*
 - *Negotiating agreements with First Nations: Experience from British Columbia* – Doug Konkin
 - *Reforestation and community involvement in Nepal* – Keshav Kanel
 - *Community exchanges in Mexico* – Adolfo Chávez López
- Q&A and group discussion (30 min)
- Concluding activities begin – Judi Beck (45 min)

12:30 pm Lunch, Restaurante El Tule

1:30 pm Concluding Activities

- Concluding activities continue – Judi Beck (120 min)
- Distribution of certificates by country – Sally Collins, Glenn Mason, and Ing. José Armando Alanís de la Rosa (15 min)
- *Closing remarks:*
 - Ing. José Armando Alanís de la Rosa, Director of Cooperation, International Affairs and Financial Development Unit, CONAFOR
 - Sally Collins and Glenn Mason, Co-Chairs, MegaFlorestais
 - Rodney Schmidt, Rights and Resources Initiative

4:00 pm Seminar ends

Annex 2: List of Participants



Next Generation of Forest Agency Leaders *Global Issues in Governing Natural Resources*

LIST OF PARTICIPANTS

Countries	#	Name	Affiliation	Position
Brazil	1	José Angelo Ramalho Leal	Brazilian Forest Service, Ministry of the Environment	Advisor for the Brazilian Forest Service Board of Directors
	2	Pedro de Almeida Salles		Involved in the development and implementation of the Rural Environmental Registry information system
Cameroon	3	Ferrand Patrice Nkouolend Sakpak	Ministry of Forestry and Wildlife	Head of the Cooperation Unit
	4	Hortense Motalindja Moampea		Head of department for forestry taxation
	5	Olivière Pamen Wanjou spouse Mouahba II	Ministry of Environment	Head of the Studies and Planning Unit
Canada	6	Amanda Dacyk	Canadian Forest Service, Natural Resources Canada	Policy Analyst
	7	Bruce Macnab		Head, Wildland Fire Information Systems
China	8	Kun Zhang	Division of Resource Economics & Administrational Office for Monitoring and Assessment of the Socio-economic Impacts of China's Key Forestry Programs	Deputy Director of Division
	9	Guangping Miao	State Forestry Administration	Director, Senior Researcher Department of Rural Forestry Reform and Development
DRC	10	Floribert Nyamwoga	National Commission for Land Reform, CONAREF	Permanent Secretary
	11	Freddy Isomela Iyongha Lofalata	Advisor to the Minister of Land Affairs	Ministry of Land Affairs
Indonesia	12	Fitria Maysaroh	Ministry of Environment and Forestry	Analyst, Directorate General of Forestry Planning Regulations
	13	Chaerudin Mangkudisastra		Deputy Director of Spatial Forestry Planning Regional II
Mexico	14	José Antonio Méndez Ávila	National Forestry Commission of Mexico	Operation Assistant Manager of the Forestry Development Management
	15	Jorge Luis Nieves Frausto		Associate Manager of Protection, Management, and Improvement of Forest Soils
	16	Cesar Murillo	Ministry of Environment and Natural Resources	Director General of Forestry and Soils Management

Peru	17	José Carlos Minaya Rivas	National Service for Forestry and Wildlife	Director of the Direction for Policies and Regulation
	18	Carolina Liz Vidal Véliz		Professional Specialist in International Cooperation
United States	19	Janette K. Davis	USDA Forest Service	Assistant Director, Cooperative Forestry, Urban and Community Forestry Program National Leader
MegaFlorestais	20	Sally Collins	MegaFlorestais	Co-Chair
	21	Keshav Kanel	Former MegaFlorestais Leader	Former Director General Department of Forests, Nepal
	22	Doug Konkin	Former MegaFlorestais Leader	Former Deputy Minister of the Ministry of Forests, Lands and Natural Resource Operations, British Columbia, Canada
	23	Glenn Mason	MegaFlorestais	Co-Chair (and Assistant Deputy Minister of the Canadian Forest Service, NRC)
Resource Advisors	24	Paolo Cerutti	Center for International Forestry Research, CIFOR	Senior Scientist
	25	Francisco Chapela	The Christensen Fund	Program Officer for Northwest Mexico
	26	Adolfo Chávez López	Desarrollo Integral de la Comunidad Indígena de Nuevo San Juan Parangaricutiro	General Manager
	27	Vivian Paredes	National Service of Environmental Certification of Sustainable Investments, Peru	Head of the Unit in Charge of Evaluating Projects for Sustainable Use of Natural Resources
	28	Sunrita Sarkar	International Finance Corporation, IFC	Senior Operations Officer
Facilitator	29	Judi Beck	Canadian Forest Service, Natural Resources Canada	Director General of the Pacific Forestry Centre
Rights and Resources Initiative (RRI)	30	Rodney Schmidt	Deputy Director, Global Programs	
	31	Omaira Bolaños	Regional Program Director, Latin America	
	32	Claire Biason	Manager, Networking Support Program	
	33	Clément Doleac	Associate, Networking Support Program	
National Forestry Commission of Mexico (CONAFOR)	34	Salvador Arturo Beltran Retis	Deputy Director General	
	35	Francisco Quiroz Acosta	Head of the International Affairs and Financial Development Unit	
	36	Carlos René Estrella Canto	State Manager, State Office of Oaxaca	
	37	Miguel Angel Soto Rios	Deputy Manager of Production and Productivity, State Office of Oaxaca	
	38	José Armando Alanís de la Rosa	Director of Cooperation, International Affairs and Financial Development Unit	
	39	Vanessa Carolina Becerra Alvarez	Deputy Director of International Cooperation, International Affairs and Financial Development Unit	

Annex 3: Additional resources on leadership

Conventional vs. Contemporary View of Leadership:

<i>Conventional View</i>	<i>Contemporary View</i>
Hierarchical orientation; siloed structures	Systems orientation; networks; webs; communities of learning
Closed systems	Open systems
Parts perspective	Whole perspective
Fragmented and isolated	Connected and interdependent
Leader role: authority, decider	Leader role: meaning maker, facilitator
Followers to be led	Followers as leaders themselves; valuing nonpositional leadership
Leader-led organization	Leader-full organization
Control	Shape
Power over	Power with, empowerment
Leadership as behavior of positional leader	Leadership as the process of the group
Personal vision	Shared vision
Efficiency and effectiveness	Socially just
Discussion	Dialogue
Permanent	Temporary
Share information	Create knowledge
Providers	Partners
Receiving	Reflecting
Goals and bottom line	Core values and vision
Self-protection	Trust
Balance	Disequilibrium-confusion
Linear causality	Adaptive solutions
Change initiated from top	Change initiated from anywhere
Incremental change	Dynamic flux
Either-or thinking	Both-and thinking

Source: Adapted from Allen & Cherrey, 2000; Kornives, 2001; Kornives, Lucas & McMahon, 2007.

Q5 — The 5 Intelligences of Quintessential Leadership:



1. Leveraging Personal Styles (PSQ)

Successful leadership depends on the ability to understand your own personal communication style and that of others. Leaders who know how to navigate their way through the various ways people prefer to take in, process, and deliver information will be able to communicate more effectively and get the best performance from all styles. They will **never confuse personal style with ability**.

There are many assessment tools that effectively allow course participants to gain insight into their own styles.

2. Applying Emotional Intelligence (EQ)

Elliott Soloway, a Yale professor and researcher, coined the term emotional intelligence to show that there were additional abilities - beyond skills, knowledge, and intellect - that linked to success.

Self-awareness: the ability to understand the link between one's own emotions, thought, and action.

Self-regulation: the ability to control emotions or to shift undesirable emotional states to more appropriate ones.

Motivation: to be able to tap into emotional states that promote a drive to achieve and be successful.

Empathy: the knack to read, be sensitive to, and influence other people's emotions.

Social skills: to initiate and sustain satisfactory interpersonal relationships.

3. Understanding Cultural Differences (CQ)

Today's organization draws on the talents of people from across the globe. Whether it's in virtual teams that may only interact online or on-site colleagues who interact on a daily basis, **cultural norms can get in the way of effective interactions**. Practices that are second nature to one person may be unfamiliar or (worse yet) offensive to another. Understanding the differences and raising people's sensitivity to their own and others cultural norms and biases goes a long way to creating a tolerant and productive work environment.

4. Managing 4 Generations (GQ)

The workforce today contains four quite different generations - each with different life experiences and

life expectations. What motivates each? How does a manager keep the different generations working together as a cohesive team? What challenges does the manager face based on his or her own generational style and motivations? Leadership skills require an understanding of what's different and what's the same - and knowing how to leverage those differences and similarities to achieve top performance.

5. Leading Virtual Teams (VQ)

All the insight, knowledge and skills come together in the critical skill of gaining respect as a leader of virtual teams. Even though team members may rarely meet face to face, each individual needs to know that they are a valued contributor. How team members interact and perform is a direct function of how effectively the leader manages the team and meets the individual needs of each member to create a cohesive whole.

6. Managing for results (RQ)

There is a hard reality to leadership: hard goals, business acumen, budgeting, addressing non performers.