

**GLOBAL PERSPECTIVES ON
INDIGENOUS PEOPLES' FORESTRY:
LINKING COMMUNITIES, COMMERCE AND CONSERVATION**

Proceedings of the International Conference



Vancouver, Canada
June 4-6, 2002

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PREFACE

An international conference was held in Vancouver, Canada at the University of British Columbia, bringing together members of indigenous forest enterprises and communities, forest industry, socially responsible investors, technical support NGOs, government agencies, and donor and research institutions from North America and 11 other countries. The conference exchanged experiences of indigenous forest communities within Canada with the U.S. tribes and Mexican indigenous forest communities and with innovators from Nepal, India, Russia, Papua New Guinea, Guatemala, Costa Rica, Brazil, Colombia, and the Philippines.

The international conference is organized by: the University of British Columbia (UBC) Faculty of Forestry, Forest Trends, the UBC First Nations House of Learning, Iisaak Forest Resources, Ecotrust Canada, National Aboriginal Forestry Association, Forest Innovations, Northern Arizona School of Forestry, and the Lakehead University Faculty of Forestry & the Forest Environment. and co-chaired by Bill Bourgeois, Vice President, Lignum Ltd. and Garry Merkel, R.P.F Chair UBC Faculty of Forestry First Nations Advisory Council.

Generous financial support for the conference was provided by: Canadian International Development Agency (CIDA), the Department of Indian and Northern Affairs, Canada, the British Columbia Ministry of Forests, the Canadian Forest Service-First Nations Forestry Program, the University of British Columbia, Forest Trends, Ford Foundation, the Global Environment Fund and World Bank, Packard Foundation, Lakehead University, Slocan Forest Products, Weyerhaeuser Coastal Group, Lignum Ltd., Canadian Forest Products, Norske Canada, Timber West, Gorman Brothers Lumber Ltd., Tolko Forest Products, and Terminal Forest Products.

BACKGROUND AND RATIONALE

Interactions between indigenous peoples, governments and commercial forest interests have historically often been contentious. Starting in the sixteenth century governments around the world have overridden the traditional rights of native peoples and have given government forest agencies authority over vast tracts of natural forest and indigenous inhabitants. During the nineteenth century most governments with substantial forest resources began to transfer forest management rights to private firms able to access investment capital for economic development—with little to no regard of the interests or aspirations of indigenous peoples. These policies have denied indigenous peoples access to their forests, forests that are not only central to their cultural identity and lifeways, but often their most important economic asset and primary option for advancing their own economic well being. This situation continues to largely define the global forest estate today, spurring conflicts between indigenous peoples, governments and commercial forest enterprises.

But these historic patterns are beginning to shift. Throughout the world, indigenous peoples are growing in political strength and commercial capacity. Some governments are beginning to redress historic injustices by recognizing indigenous ownership and cultural and human rights. Indigenous communities now legally own or administer approximately 10% of the global forest estate, a far greater amount of the world's forest than forest industry and about the same amount as all private landholders combined. The figure is much greater in developing countries—about

25%. And the area under community ownership or management may double in the next 15 years – from 250 million hectares in 2001 to 480 million hectares community owned in 2015, and from 131 million hectares to 260 million hectares community managed. Many corporations are seeking opportunities to negotiate and partner with indigenous communities in order to reduce conflict, uncertainty and risk, and to bring stability to their industry. In some countries national and international processes are also driving the integration of community concerns into forest management. Many leaders in both government and industry see the empowerment of indigenous community enterprises more as an imperative than an opportunity, an imperative that will help ensure sustained community development, sustained markets for forest products and sustained forest conservation.

While these shifts are important, they are incipient in nature. In most countries the legal framework, policies, regulations and government subsidies remain tilted against communities, and there are substantial business barriers to community enterprises and joint ventures. In Mexico, for example, communities own 80% of all forest resources but less than 5% of the processing industry. Governments heavily subsidize plantations—which undercut many communities’ natural forest products in the marketplace. The vast network of supporting policy, research, technical assistance, marketing, and business associations that have emerged to enable large-scale industry to compete and survive do not exist for community enterprises and for their joint ventures with conventional industry. And the lack of this supporting infrastructure, make community enterprises all the more vulnerable to market shocks. Communities that have spent decades building their capacity and capturing markets for their wood are not prepared for the impending wave of wood from plantations—projected to capture about 50% of the total market within 15 years. To survive and thrive, communities will need to find higher valued markets. Communities themselves face major challenges in building on their culture-based governance systems to effectively manage commercial enterprises.

The large and growing amount of forest owned and administered by communities, the growing recognition that communities can often be as good if not better managers of forests than governments or companies, and the potential for forest resources to contribute to sustainable community development, have all moved indigenous peoples’ forestry to the center of the global forest debate. While indigenous peoples’ forestry may have moved to the center, indigenous peoples themselves are not yet central players and there is a tremendous lack of awareness on barriers and market opportunities at the national and international levels, in industry, research and development organization circles. There is also a great need to facilitate new networks of communities, companies, policy-makers, investors, environmental groups and researchers. Indigenous peoples’ forests and forestry present a huge challenge to the global forest community.

Forestry can be competitive against other land uses from a financial point of view, and it can also be a powerful tool for poverty alleviation. Forestry can provide permanent jobs for community members while maintaining their resource base and cultural ties to the land. When successful, indigenous forest managers blend social, cultural, environmental, and economic goals to sustain their ecosystem in a holistic, long-term model. Successful communities have their own vision. What role should governments, environmental organizations, or donors play in fostering that capacity and vision?

There are few places in the world where both the promise and the problems of indigenous peoples forestry are better represented than in British Columbia, Canada. There the Government and some First Nations remain in negotiations over land rights, government forest policies are

undergoing major review, and many within the commercial forest industry are in active dialogue with First Nations communities. Over the last few years there has been a dramatic increase in company-community partnerships and alliances between commercial interests and First Nations that were unthinkable several years ago are being formed to fundamentally restructure the forest economy. British Columbia appears to be entering a new, historic, phase where the interactions between First Nations, governments, and commercial interests are more positive and forward looking.

SUMMARY OF PRESENTATIONS

Tuesday, June 4, 2002

SESSION 1: THE STATUS AND FUTURE OF INDIGENOUS PEOPLES' FORESTRY: GLOBAL AND REGIONAL PERSPECTIVES

David Kaimowitz, Director General, Center for International Forestry Research (CIFOR)
Making Forests Work for Communities: A Global Perspective

CIFOR has been monitoring a major shift in forest policy worldwide where communities and rural livelihoods are moving to center stage. One hundred million people depend on forests to supply key elements needed for their survival, either goods and services or incomes. At least one third of the world's rural population depends on firewood, medicinal plants, food, and compost for agriculture that come from forests. Forests are also a major source of income for large populations of the rural poor especially in Africa and Asia, and to a more limited extent in Latin America. There has been greater public recognition of the importance of forests for rural livelihoods, combined with initiatives by indigenous communities and others to demonstrate their rights to their local forest resource. Governments are learning that community forest management can be a more cost-effective way of conserving the resource base while generating economic and social returns.

The outcome is a fast moving trend worldwide of governments granting local people more rights over forests. Formally, 15-20% of world forests are presently the property of rural communities, and traditional communities are slowly regaining control over their historical forest areas. This percentage is continually increasing. Forest Reform is the land reform of the 1990s; with 1,000,000 km² in the Amazon Basin alone, about the size of Bolivia, devolved to community management in the last 15 years.

However, despite granting increased local access to and ownership of forests, governments very often withhold key rights to harvest high value resources, or to establish biological reserves as Protected Areas. The current challenge is how to modify forest legislation in countries where community forests are important to really meet the needs of local communities, rather than inadvertently criminalizing traditional practices. Rights to forests are an important step but must be genuine and must enable communities to turn their ownership into income. Success hinges upon finding new markets for forest products, and linking communities to buyers and investors. The situation worldwide is extremely diverse—there are communities who are excellent forest managers and others locked in internal conflicts, unable to build the needed consensus to go forward. But the community role in forests is here to stay. The issues are no longer whether or not communities can be good managers, but how to assist communities to become good managers. In the past, partnership within communities and with joint ventures or with governments has been a source of conflict, but this need not be the case if sufficient resources and attention are provided. There are many proven interventions: promoting exchanges between communities, help discuss options, build local capacities, share experiences, to training for continuous learning processes. NGOs and civil society have a much greater potential role to play in these interventions, with the support of donors, government, and private sector.

Ed John, Aboriginal Lawyer, T'lazt'en Nation
Legal Issues and Global Processes

Mr. Dave Guujaww, president, Council of Haida Nations, was scheduled to give an indigenous vision of the 21st century and forest management. He could not attend the conference because he was called to appear before the BC court of Appeal to argue whether or not corporations have a legal obligation to consult with and accommodate the interests of indigenous peoples.

What ideas will dominate over the next decades which affect indigenous peoples? What ideas will make sense globally? Currently, there are adverse power structures and institutional structures for indigenous peoples, with most decision-making taking place in the urban centers, so that government programs and business plans do not reflect the perspectives of indigenous people. Most companies do not include anything in their business plans that reflect a relationship with indigenous people. Prejudices bias the relationship of communities and the corporate sector, with the prevailing view being that indigenous people are a hopeless case, regardless of whether or not government is willing to contribute money to joint ventures.

Government policies on land use is adverse for those indigenous people who have an established relationship with the forest; despite their historical presence in traditional territories, the onus is legally on indigenous people to prove that they have claims and titles, while governments and corporations act as though these claims have been extinguished. The government in British Columbia has been in an eight-year process to resolve land issues through good faith negotiations; yet there still is not a single completed agreement, although communities have borrowed \$70 million dollars against their expected rights. The provincial government has just proposed a new referendum to determine its bargaining positioning; ignoring the outcome of previous consultations. There are Supreme Court cases pending filed by corporations who seek to establish that it is legally substantiated that these indigenous rights have been extinguished by Canadian law. The Haida nation is in a lawsuit to determine whether corporations have the obligation to consult with indigenous peoples in projects and extraction on their lands. It is important to understand better the corporate actors who have lined up against indigenous rights. How will indigenous values and beliefs be taken into account in this negotiation process?

**Miriam Jorgensen, Native Nations Institute of the Udall Center for Studies in Public Policy,
The University of Arizona.**

Beyond Treaties: Lessons for Community Economic Development

American Indians are poor, but not uniformly poor, and some tribes have been very successful in reducing poverty and moving forward. The Udall Center and Harvard University have been engaged in a long term study to evaluate what are the differences between tribes which are successful and those that remain poor, and how to explain those successes. A consistent pattern emerges in the study which raises questions about government approaches and policies. Success is due to institutional and political conditions, not to "economic" ones. The Udall/Harvard study identifies two distinct models for reservation economic development: 1) the standard model which dominated Indian country in the US through the 20th century and 2) the nation building model which is emerging in practice Indian country today. Comparing the poverty reduction and employment generation statistics for tribes, a clear pattern emerges. Those tribes engaged in the second, nation-building model have been much more successful than those engaged in the first, irrespective of the government program cash outlay. The first model is short term, non strategic, encourages "flavor of the month", more concerned in starting business than sustaining them, focuses on jobs and income, pays primary attention to economic variables, and pays little

attention to the reservation political environment. Development goals are set by Congress funding sources, with strategic decisions in non Indian hands. The Bureau of Indian Affairs views development as equal to acculturation, recognizes indigenous culture as a resource to be sold, but fails to see its value as a basis for organization and successful growth.

The second model seeks to answer the following key strategic questions:

What kind of society are you trying to build?

What do you hope will be different 25 or 50 years from now?

What you want to protect/change?

What are you willing to change?

What assets do you have to work with?

What makes sense to the community at large—all in the context of a hard-nosed look at the reality and requirements of your situation

The nation building model puts the development agenda and the necessary resources in Indian hands, marries decisions to consequences, leading to better decisions, and has concrete bottom line payoffs. Sovereignty is a necessary but not sufficient condition for sustained development, working best where there are effective governing institutions with stability, a separation of politics from business management, an effective resolution of disputes (through a strong independent judiciary), and a bureaucracy that can get things done. In cultural terms, there is legitimacy of governing institutions, a match with indigenous ideas about how authority should be organized and exercised, and institutions that match contemporary indigenous interests. Finally, there is a shift from reactive thinking to proactive thinking (trying to gain some control over the future), from opportunistic thinking to systemic thinking. In this shift planning supports sovereignty, building of institutions, setting strategic directions and taking action.

SESSION 2:ISSUES AND OPPORTUNITIES FOR INDIGENOUS FORESTRY

Harry Bombay, National Aboriginal Forestry Association, Canada.

Issues and Opportunities for Indigenous Forestry in Canada: The National Aboriginal Forestry Association

The National Aboriginal Forestry Association was created in 1989 and incorporated in 1991 as a non-profit. It is Aboriginal-controlled by a 10-member board of directors and has 400 members made up of First Nations, including tribal councils, enterprises, management boards, and educational institutions.. Its objective is to encourage and support increased Aboriginal involvement in forestry, and its focus is to build a policy framework for Aboriginal participation in forestry through forest land rehabilitation with aboriginal control over resources, obtain highest value from forest resources; support self-government and treaty rights, act as a network for information sharing, and pursue advocacy roles for policy reform.

Current opportunities include obtaining recognition of tribal sovereignty in conducting Canada-U.S. trade, establishing market alliances between US and Canadian First Nations, and establishing a niche in the marketplace for Aboriginal-produced forest products . However, there are still some outstanding issues such as: (a) the lack of a policy framework for Aboriginal and treaty rights, (b) the lack of access tenure arrangements appropriate for Aboriginal communities which give access to resources and, (c) the lack of aboriginal capital and community capacity. Tenure systems are still geared toward big business and industrial forestry. Canada plans a new National Forest Strategy for May 2003. There are criteria for forest management, and NAFA argues for specifically aboriginal criteria. There is a need to better match the federal responsibility for indigenous treaties and the provincial control over resources. Looking ahead,

NAFA plans to increase its presence in international fora and national debates involving FSC guidelines dealing with aboriginal criterion for Sustainable Forest Management (SFM).

Victor Godin, Aboriginal Forest Industry Council (AFIC) British Columbia
Issues and Opportunities for Indigenous Forestry in British Columbia: Aboriginal Forest Industries Council

The Aboriginal Forest Industries Council was set up in BC for fair indigenous participation in the forest industry. The forest industry labor is putting support behind the Haida nation in its lawsuit regarding industry consultation. Aboriginal participation is small: 65 million cubic feet of wood is cut in BC while the First Nations' cut is 1% of that. There are 196 bands in BC, many near timber or industry. "Tenure" refers to the right to have an operating license, but access is more than that. First Nations need skills, capital, management expertise, market potential. There are lots of partnerships with mainstream forest sector, but most are marginal. The aboriginal community is not at the table during key processes; the question is how to be part of that without jeopardizing political claims; here, unity is key. The aboriginal elite is involved increasing in politics to tackle major struggles, but at the cost of their involvement in economic development concerns. There is a severe skills shortage; of the 3600 registered professional foresters in the British Columbia Province, only 6 are aboriginal. An aboriginal professional label is also needed, one with good science, sustainable cut volume and cultural elements. AFIC needs to exchange the best practices among different indigenous communities (from pockets of expertise) with the biggest opportunity for the next generation, given the excellent employment potential of forestry.

There are known risks: 1) Timing: First Nations are entering business when the forestry sector is facing its biggest competitiveness challenges; 2) Expectations: bands need to know this is a long-cycle business; 3) Scrutiny: once FN's get mainstream, aboriginals will be under greater scrutiny than those in mainstream practice, and 4) Balance: Economic development objectives are marginalized to the political agenda.

AFIC 2020 vision: that aboriginals will have 20% of forest business in the province (on at least 10%). AFIC is funding a province-wide program beginning in Fall 2002 to assess the potential (inventory, etc.), then inform government what it will cost to build up, and tenure reform would be meaningful, if government is serious about having indigenous participation.

Meredith Heilman, Makah tribe and representative for the Intertribal Timber Council.
Issues and Opportunities for Indigenous Forestry in the United States: The Intertribal Timber Council (ITC)

The Inter Tribal Timber Council (ITC) is a nation-wide consortium of Indian Tribes, Alaska Native Corporations, and individuals dedicated to improving the management of natural resources of importance to Native American communities. The ITC works cooperatively with the Bureau of Indian Affairs (BIA), private industry, and academia to explore issues and identify practical strategies and initiatives to promote social, economic and ecological values while protecting and utilizing forests, soil, water, and wildlife. Over 70 tribes and Alaskan Native Corporations currently belong to the ITC. It was formed in 1976 and its activities include: convening the Annual Timber Symposium to explore problems and solutions to current issues confronting Indian natural resource management, offering training sessions on current topics to Indian Resource Managers and Tribal Officials, monitoring current natural resource management related legislative, administrative and legal issues of importance to tribal communities, and awarding the Truman D. Picard Scholarships to outstanding students and the Earle R. Wilcox Memorial Awards for excellence in Indian natural resource management. The organizational structure is

composed of a Board of Directors where half of them change every year, a small staff office, and the projects are determined by the Board of Directors. ITC does not speak on behalf of the tribes, it is only in charge of information dissemination and coordination. Tribal leaders donate their staff to different committees and activities.

The main issues tackled at ITC are: stewardship of resources, education, tenure, and tribal sovereignty. One of its greatest achievements has been the passing of the National Indian Forest Resources Management Act which is a 10-year periodic assessment required of Indian forest land; which required government to respect tribal forest laws; and developed an Indian forest education program. Our current challenges and activities include a Trust lawsuit, certification – SFI and FSC high levels of pre-certification; and working with Pinchot Institute to publish results of assessments. Indian tribes are here to stay, and won't relocate operations, we won't cut trees during economic downfall. We are looking for ways to revitalize our communities. The greatest goal will be for grandchildren to say "our elders did it right." [quote of former President of ITC].

Gustavo Ramirez, Coordinator of Mesoamerican Biological Corridor Program in Mexico.
Issues and Opportunities for Indigenous Forestry in Latin America, Joint Presentation with Levi Sucre.

The presenter is both the national coordinator of an umbrella environmental program and an indigenous community leader from the Zapotec region of Oaxaca, Mexico. From this perspective of sitting in two cultural worlds, the presentation summarizes the history of relations between indigenous communities and non-indigenous actors, and the way in which development decisions in the southern portion of Mexico have been shaped by the different goals and perspectives. One can summarize the history of forest management in the region in four stages: pre-colonial (up to the 1500s), independence (1810), the end of forest concessions in indigenous lands (1986) and the present. When looking at the history of indigenous communities, there are high rates of deforestation in Oaxaca, but deforestation rates in organized forest communities that follow pre-colonial systems of forest management have declined notably.

Is Community Forestry sustainable? It increases socioeconomic benefits; there is a clearer definition of property and use; and improved social regulation of the resource base. Problems arise when there are not the internal norms and agreements, leading to ecological deterioration. Mesoamerica has one of the highest biodiversity levels in the world with a high proportion of the resource in community hands. Community forests play an important role as well in providing water resources, services for carbon storage, ecotourism, and reducing vulnerability (floods, water deficits, forest fires).

Necessary conditions for continued success at the local level include: (a) reconciling diverse interest groups, and resolving conflicts; (b) developing local management plans to meet local needs; (c) strengthening capacity and reinforcing pro-environment governments. At the National level actions include: (a) developing a long term forestry vision with a holistic perspective, (b) implementing policies and laws according to principles of fair compensation and decentralization, (c) securing community ownership and user rights, and (d) developing government policies that allow adequate community-private sector integration. At the international level, the various agreements and conventions need to be better coordinated (such as the global climate and biodiversity conventions, the inter-governmental forestry forums--IPF, and IFF--, etc.)

Levi Sucre, CICAFOC
Issues and Opportunities for Indigenous Forestry in Latin America, Joint Presentation with Gustavo Ramirez.

Community forestry in Central America occupies 51% of the land and 7% of the world's biodiversity. This region has 35 million people and 50% of them live in poverty. This region is also highly vulnerable to natural disasters with a highly unequal distribution of natural resources and income. There is also a high degree of dependence on tourism revenues, with most sites in large-scale, private businesses, and a high level of conflict over land and resources. Community forestry in Central America is linked to agriculture, and is part of the overall livelihoods strategy. The current Protected Areas is a traditionalist one, with future expansions planned for conservation and as a basis of ecotourism, but with little thought of communities and their economic development, rights, and roles.

Linked to international conventions like the Convention on Biological Diversity (CBD) (Articles, 8j, 10 and 17), International Labor Organization's article on indigenous rights (#169) and the Kyoto Protocol, The Mesoamerican Biological Corridor provides an umbrella for rethinking the roles of indigenous people and peasant communities and their rights to defend their few resources despite the inadequacy of national legislation.

Community Forestry is a positive response to the recognition that forests can only be sustained by combining logging extraction with other forest activities in harmony with environment, supporting agricultural activities, and regaining the equilibria and ecological cycles existing in nature through the active participation of peasant families and indigenous groups in an organized form. Central America needs to strengthen the social, cultural, economic and environmental development of communities within their ecosystems, based on their traditional knowledge and experience.

SESSION 3: MAKING MARKETS WORK FOR FOREST COMMUNITIES – NEW DEALS, NEW OPPORTUNITIES

PANEL ONE: BUILDING INDIGENOUS ENTERPRISES AND MARKETING PRODUCTS

Alfonso Argüelles Suárez, Executive Director of Tropica Rural Latinamericana and Pascual Blanco Reyes, President of the Council of the ejido Noh Bec (agroforestry community) Quintana Roo, Mexico.

The Process of Forest Development in the Ejido Noh Bec.

The ejido community of Noh Bec is located in the state of Quintana Roo, Mexico and was founded in 1934, when 5 families settled to extract *chicle* (natural latex used for chewing gum). Some extracted timber, but the main economic activity was chicle extraction until 1986 when the market collapsed. The ejido has a dynamic history from its founding to its establishment of an independent, vertically-integrated forest enterprise that is communally owned and managed. Until a few decades ago, the forest company of MIQROO had a concession over the community's forests to buy standing timber. The community's biggest achievement then was to obtain labor contracts to extract the timber themselves. During the Pilot Forest Plan era, the community's 'local government' (*comisariado*) managed the forest enterprise and created a permanent forest

estate. A forest permit was issued under the ejido's name based on an inventory. During the third stage, the Society of Communal Forest Producers of the State of Quintana Roo was created as a union of ejidos. Noh Bec, as a founding member, helped obtain a society bank loan to buy heavy equipment. A sawmill was built and plans made to obtain a 'green' certificate of management. During the fourth stage, the ejido Noh Bec left the society to develop its own forest management plan, receiving FSC certification for wood and non-wood production. There is now direct contact with national and international buyers, eliminating intermediation.

The *Comisariado* continues to oversee the community's forest operations and management, and there are two departments: commercialization and accounting that report to the *comisariado*. There are 5 additional offices under these two report directly to the *Comisariado*: the forest office, extractive machinery, sawmill operations, carpentry, and services. Each of these bodies have two additional bodies under them.

There are emerging challenges for the Ejido to keep the enterprise growing. Twenty-eight are listed, covering issues from greater employment generation, more transparency in credit giving within the community, greater access to markets and relations with buyers, better institutional memory and structures, improved corporate governance and autonomy from community decision making. Several steps have been taken to address these challenges such as the creation of a separate business entity for the forest enterprise which in turn has obtained a new credit to increase labor capital, improve wood processing and implement an industrial development project.

David Bray, Chair and Associate Professor Environmental Studies Department, Florida International University.

Is Sustainable Forestry Sustainable: Perspectives from Quintana Roo, Mexico.

Does timber extraction impoverish tropical forests? There is evidence it does not (Johns 1997, Chazdon 1998), that logging reverses the natural loss that comes as forest mature. Opponents claim that careful silviculture over time turns forests into tree farms (Crook and Clapp 1998, Rice et al 2001). On this basis, Conservation International (CI) has built a case against Sustainable Tropical Forest Management (SFM) because it claims it's not economically competitive with conventional commercial forestry, since there has been slow growth of tropical timber prices in real terms between 1950 and 1992 (1.2%), and there are high prevailing interest rates in tropical regions like Latin America. The assumption is that timber certification will never add enough marketing value to compensate for the much higher costs of SFM, and it is doomed to fail. However, CI's scenarios are confined to private sector utilization of public forest lands under concessions and protected areas.

In this presentation, I will talk about how tropical forest management can be sustainable when undertaken by communities with secure land tenure, subsidies, and technical support. These communities also manage their lands for a range of timber and non-timber forest products, and may also invoke cultural and intergenerational values. Community forest management in the southern part of the state of Quintana Roo in Mexico is part of a forest pilot program process, where land is communally owned under the ejido system, and the management is polycyclical with 25/75 year management plan with a 55 centimeter diameter limit. These communities also have ongoing community enterprises, permanent forest areas and participatory inventories to manage their lands. Mahogany extraction has decreased and ultimately leveled off from 40 000 cubic meters in 1943 to 7 000 cubic meters from 1988 to the present. Profit sharing in 3 different communities varies accordingly

In the case of Laguna Kana community, there are 190 *ejidatarios* (community members who have decision making power on the community's land issues), 1,200 people live in a 18,495 hectares area where 10,000 hectares are set aside as permanent forest area. There are two separate parcels under production to diversify environmental risks (vulnerable to hurricanes). The difference between authorized and actual harvest volumes of mahogany and cedar has leveled off since 1981. This community also has a diverse forest product base to generate income and resources to the community. There are pros and cons to all of them, but nevertheless they currently do very well, with practice of slash and burn agriculture, agroforestry, logging of precious woods, logging of lesser know species, chicle extraction, wildlife captive breeding, ecotourism and carbon sequestration.

**Chris Ketcham, Operations Manager, Yakama Forest Products Sawmill, United States.
*Yakama Forest Products.***

Yakama Forest Products (YFP) is owned by a tribal government; with the goals of making a profit while employing tribal people. To keep Yakama sovereignty, YFP obtained unsecured financing through industrial bonds. The history of the company can be summarized in 4 phases: Phase 1: Log sort yard; Phase 2: Small diameter milling (most underutilized resource); Phase 3: Large diameter milling (latest technology; began June 2002); and Phase 4: High value added manufacturing. During phase two, 92% were tribal employees. YFP also promoted cross-training so each employee could be multi-skilled to do other jobs.

The keys to YFP success has been to: 1) Set realistic and understandable goals and objectives—both financial and cultural; without financial success, YFP can't build on cultural success; 2) Spare no expense to maintain immaculate accounting—complete openness/honesty; 3) Strive to keep politicians and constituents informed, and 4) Choose good functional relationships over financial promises with business partners.

The Yakama forest covers 786,000 acres out of a total reservation size of 1.4 million acres. Assets currently total \$52 million with \$6 million in payroll, plus stumpage income. Nine of the 14 of the Tribal Council were replaced last year, from a very pro-business group to a more environmental orientation. All funds generated go first to developing the asset base, eventually with profits to the tribe. YFP is 100% tribally owned to benefit from the tax status, and is allowed to borrow on a variable-rate tax exempt rate (1.6%).

The high level of tribal employment is due to the tremendous amount of training. The original goal was 80% , but since the community didn't have expertise in fields such as accounting, or electrician work, YFP hired outside. Last September they hired a shadow crew for 9 months for a large mill (90% had never held a steady job before). Capitalizing the cost as training was perfectly acceptable to the bank, and was part of the business plan. YFP plans to move community hires to upper management, therefore the current manager has a 5 year contract. The tribal manager who runs the small log mill will hopefully graduate to the large mill. YFP offers forestry school scholarships and pays students a living stipend. YFP has a general council where all voting members are from the tribe with 80% of them in favor of milling operations. Resistance comes from those who don't want to see timber harvested. But YFP doesn't make harvesting decisions, only to add value to what tribe decides they want to cut. The forest is being managed as a pre-European period forest, controversially mirroring the open forest of a fire-maintained ponderosa pine forest, and removing true fir to reach 50,000 board-ft/acre, not the 10,000 board-ft/acre which is the average in natural forests in the arid eastern regions.

**Levi Sucre, Coordinadora Indígena Campesina de Agroforestería Comunitaria –
(Indigenous Peasant Coordination for Community Agroforestry CICAFOC), Costa Rica.**

Central American indigenous and non-indigenous farmer's organizations have developed some very sustainable and productive models of integrated agroforestry, seeking new markets for sustainable and certified products from fruit to coffee to timber. CICAFOC is a technical assistance organization acting as a technical arm for Central American producer organizations. Based on successful experiences in community planning, ecological zoning, market analysis and organizational capacity building, CICAFOC is helping a number of indigenous and non-indigenous communities to enter lucrative markets while diversifying their income base and improving the environmental quality and value of their resources. Successful models have turned around farmer communities and helped create new specialty markets for commodities that are vulnerable to climatic cycles and world price fluctuations, while creating environmental value. Examples are organic coffee and cacao, low input and organic banana production, sustainable timber management, and various types of agroforestry. Organizations are beginning to explore markets for environmental services.

In a set of countries where high vulnerability to disasters, unique regions of biodiversity, and high levels of poverty exist, sustainable local management of resources around sustainable agroforestry systems is a very cost-effective approach to conserving the environment and reducing vulnerability. CICAFOC finds that the process of intervention in supporting local enterprises is an intensive one, but leads to a high level of sustainability and returns in which government should be willing to invest. Many interesting initiatives are underway and much additional support needed.

Carlos Soza, Director of Bio Itza, Petén Guatemala.
Indigenous and Traditional Community Enterprises: An Experience in Peten, Guatemala.

The Maya Biosphere Reserve located in the Petén region of Guatemala is the largest protected area in Central America. Three communities that inhabit the area have at least 63,742 hectares under forest management. This area has 18 different natural ecosystems, more than 230 bird species, 67 reptile species, 62 mammal species, 85 species of flora, 110 recorded medicinal plants and more than 175 Mayan archeological sites. The three communities are ethnically and historically diverse, as they arrived to the area at different times and have different historical relations with this environment. With varying degrees, all made arrangements 20-30 years ago with the Guatemalan government to obtain extractive rights to the land. Some live in the reserve, others inside the buffer zone. Their main economic activities are agroforestry, ecotourism, timber and non-timber production, carpentry, hosting a foreign language school, and managing the reserve.

NGOs have worked with these communities to help them become self-sufficient but face many challenges mainly: paternalistic attitudes and imposition of artificial organizational structure, limited market access, over-emphasis on environmental conservation, lack of capital, weak political voice, low educational levels. As a response, an organization named Ecomaya was created as a commercialization branch to support communities. Owned by eight communities, Ecomaya seeks to improve the quality and development of its products and services. The tourism arm is called *Alianza Verde* (Green Alliance) and is developing a best practices code, a tourism training program for communities, and a "Green Deal" tourism certification program. "Fondo Maya (Mayan Fund) provides financing to support the non-timber aspects of community enterprises, and provide seed capital. Finally, ACOFOP integrates all forestry communities in Peten and specializes in political advocacy, defending all participating communities' rights to

access natural resources. The lesson learned is that community enterprises can be successfully constructed when efforts are based on the integration of participatory processes, education, market and credit access, commitment to conservation, and policy analysis and reform.

Ricardo Ramirez, Union de Productores Forestales Zapotecas-Chinantecas-Zapotec and Chinantec Forest Producer Union (UZACHI), Oaxaca, Mexico and Nicolás Aguilar, Unión Nacional de Organizaciones de Forestería Comunitaria - National Union of Social Forester Organizations (UNOFOC), Mexico.

Indigenous Community Enterprise Integration and Product Promotion: The Experience of Community Forest Enterprises in Mexico.

Natural resource use by indigenous communities in Mexico has been traditionally a subsistence activity to meet basic needs, with communities learning to use and manage their resource base through daily use. Some indigenous groups have begun to consolidate their natural forest resources in recent years through community forest projects showing that rural people having ownership of a forest management plan process create more benefits than communities who own neither the land nor the planning process. Historically, Mexican community forest lands were allocated as private sector concessions by government. In the 1980s, forest communities begin to reclaim their rights to the forest resources and the first community owned forest enterprises were formed. These community enterprises were organizational entities formed by communities to allocate and manage human, natural, material and economic resources for the community's benefit.

What facilitated the creation of these enterprises? Tenure security, existence of good natural forests, community organization, land use plans, community participation in planning land use and resource access, identification of economic activities along with their respective management plans, and definition of a community enterprise structure. A key factor in successfully developing a community enterprise is the evolution of the institutional arrangements. Unlike a traditional business, the community enterprises maintain strong linkages to traditional community governance, while establishing a separate management structure for decisions related to the enterprise. Community council leaders and the general assembly used to make all of the business decisions for the enterprises, including dealing with the raw materials buyers. Now, these traditional governance structures continue to set the policies and the overall framework of rules, but the community enterprise has its own management board, which makes the enterprise accountable to the community, not to the wood purchaser. In other ways, the enterprise follows the structure of the indigenous community. Directors of the different parts of the forestry operation often move from one position to another, just as community leaders assume the range of community leadership roles before "graduating" to the council of elders. This enables directors to understand the needs of other operational teams, helps train a future generation of managers, and fits with local cultural values.

What strategies have been used to consolidate these community enterprises?

The key has been to retain a holistic view of the forest resource and the community livelihood system. First, a profitable activity such as timber production is identified, and a community silvicultural system designed. Some communities have sought vertical integration of wood processing. The community then identifies projects to diversify its production (water bottling plants, ecotourism, NTFPs, environmental service provider) and create green ventures. These generate employment, allow more balanced use of the resource base, and open new opportunities for women in a traditionally male-dominated forest sector.

PANEL TWO: STRUCTURING JOINT AGREEMENTS :THE MECHANICS OF SUCCESSFUL JOINT VENTURES

Paul Fuge, Sylvania Certified, United States.
Heart and Mind.

Sylvania certified has worked with communities in Bolivia and Mexico to produce export quality pine flooring using community forests and sawmills. Using heart over mind, we realized in our first concentration yard in Bolivia that it is possible to get lost in the grand mission and completely forget the practical aspects of the deal. In mind over heart we stopped the pine flooring activity because completing the supply chain was too complicated to make business sense. This is what we learned:

Language goes beyond translation, and implies very different frames of reference, education systems, and concepts of value and life experiences. There is a need for a third language, one that tells stories that have meaning to all. Time is the same: productivity expectations relate to seasonal and ceremonial calendars. Is time of the essence in contracts? What are reasonable expectations and what is Plan B?-- always have a plan B. What happens if the deals fail; so that we don't blame the relationship? Failure is really that you don't have a Plan B. Money is next: What is the value of the product? Communities need more understanding of how money is thought of in industrialized society. *Dinero no tiene valor* – money has no value if you can't buy anything (our team got hungry in a village despite all our money—no one wanted money for food because there are no stores, so we only ate upon providing them something else with value). Differences arise around financial mechanisms and cultural expectations; Savings and investment need institutions and without them communities de-capitalize by not reinvesting profits.

Timber is always a highly subsidized business: Environmental capital provided initial subsidy to timber industry centuries ago; still exists today. How to solve conundrum of sustainable communities and forest management versus long-term investment needs of this infant industry?

So what will we do next? Maintain our enthusiasm for indigenous community forest products, enter deals with a greater awareness of the risk factors, avoid dependence on non-business knowledgeable intermediaries, invite communities to visit and gain understanding of our customer's needs, develop a robust plan B to avoid disappointment, and encourage communities across borders to work together on the interface between their cultures and the business world.

Francisco Chapela, Coordinator of Estudios Rurales y Asesoría (Rural Studies and Consulting Services.

Proposal for Environmental Services of Oaxaca: Building Bridges Between Rural and Urban Worlds.

The state of Oaxaca, Mexico is located at the crossroads of high biological and cultural diversity. These areas are managed and/or owned by indigenous communities who are also highly diverse ethnically and climatically. The organization *Servicios Ambientales de Oaxaca* (Environmental Services of Oaxaca--ERA) is a grassroots coalition that seeks to supply users with seeds, ecological agriculture, environmental education, carbon sequestration and urban water in exchange for resources that will feed into a community seed capital fund. ERA wants to create a registered trademark as an umbrella organization (in addition to any individual community's label) and move from a commercial declaration to the mark of a certified business.

The basic problem is that natural capital is a subsidized industry, which survived until now by a decapitalization of the resource, with various efforts to solve decapitalization through outside partnerships. Certification schemes are a limited mechanism for partnership: requiring only that forest management meet certain standards, or employ certain processes for forest improvement. Certification costs are too high for smallholders without market access: markets require quality standards with high volume. In order to produce high value products at competitive prices we need to create economies of scale.

Oaxacan communities provide many services by maintaining their traditional natural resource management practices. Forest resources provide habitat for migratory birds, rich genetic material for maize (> 30 species), wildlife management units, and shade coffee. The terrain is mountainous and forest occurs in patches, thus creating a completely different landscape than Canadian or Brazilian forests. The current agenda is to build bridges with the urban world through pilot projects focused on: 1) National Carbon sequestration payment system which builds upon the opportunity that rural, southern Mexico presents government to sequester carbon and compensate for a highly polluting urban industrial base, creating a good potential for internal markets even in the absence of movement forward on the Kyoto Protocol; 2) Policies of big business and government procurement; 3) Sustainable supply of water to municipalities; 4) Mesoamerica as a social and environmental responsibility zone (in the development of the Mexico-Central America free trade zone—there was little consideration of social or environmental issues by urban minded elite leaders); 5) Agreement on improved standards (e.g., propose system of “stars” on degree of sustainability); and 6) Certification system articulation to ensure that advertising is reliable (starting at a regional level).

Caroline Findlay, Business Forestry at Blake, Cassels, and Graydon, LLP.
Structuring a Joint Venture: Understanding the Lawyer’s Role.

Lawyers are solution-oriented people: the key for indigenous peoples is learning how to use a commercial lawyer effectively. Context is important (knowing where you are and where you are going). When planning for success, we need to highlight the importance of the cultural context: understanding values, governance and goals of each other; get educated. In the commercial context (business and law) need: cooperation and collaboration for shared economic benefits; “joint venture” or strategic alliance as a new global business strategy (nowhere a distinct legal concept, except in Australia); business rationale, and needs and expectations of each party. The business plan needs certainty plus commitment. The idea of a Joint Venture: is to create an agreement to cooperate for mutual economic gain. Joint ventures are a business strategy. It is important to write down your business plan. Negotiation and start-up costs will increase in proportion to the degree of necessary customizing. One of the fundamental functions of the legal system is to facilitate marketing exchanges by enforcing private agreements (concept of “freedom of contract”). A smart venture knows the “default” rules and the mandatory rules.

What is the right structure (contract, partnerships, corporation, termination provisions)? A contract is sometimes called a “strategic alliance”, partnerships put one another’s assets at risk; corporations are a separate legal person, shareholders are not at risk. What is the decision-making process (role of directors, managers, employers, and confidentiality)? It is also important to know the regulatory environment: what peculiar statutory regimes are important to understand (rights and obligations relating to the land, financing/capital structure; tax implications, marketing, sales and competition laws; foreign investment rules). What are the potential risks and how do we protect our interests (to each other and the “independent joint-venture or business, or other parties)? Living with what you have built—taking a Relational approach—means common sense and business efficacy should be the backdrop for disputes.

A boilerplate contract can be used under governance of laws of British Columbia; but lawyers have not determine if it is possible to include laws under governance of First Nations? In contract law built upon both legal systems, it is important to decide how will you interpret what you said, and which set of laws will be applied to fight over differences – First Nations accept this duality, but private sector may not. The other side is not sure whether a dual set of contractual rules makes the contract enforceable. Since one party may not know laws of First Nations, the lawyers solved the duality problem by including a side letter from the Chiefs of the band vouching that their laws do not conflict with the common law contract, while making the company acknowledge that band laws are important also. This helped the relational part of the contract.

A.S. Dogra, Project Director of Integrated Watershed Project Hills, Jitendra Sharma, Participatory Supervisor, and Surinder Singh Pathania, Watershed Directorate of Punjab State in India.

Experience sharing on watershed interventions on nomadic and marginal groups in Punjab.

The integrated watershed development program in four hill states in India has taken a new approach to forest and natural resource management, innovating in a number of ways with community initiatives. In line with the joint forest management model, the watershed program has recognized the management and use rights of village forest user groups, and combined forestry interventions with integrated local development. Community resource and development planning has developed comprehensive resource management plans and gained community consensus on watershed projects to rehabilitate the environment while generating income. Water harvesting schemes with forest management have increased irrigated area and drinking water access, while controlled forest utilization has created a more regular and sustained yield of products and services.

Northern Punjab state has a traditional population of seasonally migrant nomadic sheep and goat herders. Village and state resource planning has never had a clear system for incorporating these nomads into resource management with sedentary villages. One innovation has taken place through community initiative—whereby the village committee has made overtures to the nomadic herders who regularly pass through their village to develop an agreed model for shared resource management, use and protection. The village plan includes access and use rights of nomadic grazers dividing the forests into different subareas. In turn the nomadic and sedentary users have developed new economic arrangements trading goods and services with one another and generating income for both parties. A community-based solution is therefore emerging to a problem government agencies have had no means or will to solve.

PANEL THREE: INVESTOR PERSPECTIVES-- CRITERIA AND ISSUES IN SUPPORTING INDIGENOUS FORESTRY

John Earhart, Global Forest Products. United States and South Africa.

Introduction to Global Forest Products Work in South Africa.

Global Environment Fund is an international fund management partnership that seeks superior investment returns through private equity investments in companies that have a positive impact on environmental quality, human health, and sustainable management of natural resources. We started in 1989 and currently have \$300 US million under management focusing on clean energy, clean water, efficient transportation, sustainable natural resources, resource recovery, pollution

prevention, and health care services. We have an emerging market focus and our deal size ranges from \$5-20 US million.

In conjunction with Mondi Limited, we launched Global Forest Products (GFP) in 2001. This company aims to be a globally recognized supplier of certified value-added forest products, maintaining the highest environmental and social equity standards in the industry. Its headquarters are in Sabie, Mpumalanga, South Africa. The comparative advantage lies in local raw material and production costs, globally accepted products, high quality raw material and labor, commitment to community, and commitment to environment. The company assets include 1,900 local employees, 92,000 hectares of forestlands and reserves, primary and secondary processing facilities, an export facility at Durban, and well developed transportation and logistical infrastructure. Out of the 1,900 full time employees we have 220 in forest management, 1,600 in production facilities, social services providers and 37 forest services contractors who in turn hire 1,400 employees. Our forest assets include 64,000 hectares of FSC intensively managed plantations producing high quality clear logs, 28,000 hectares of protected lands for biodiversity conservation, waterways and road and access routes, a company nursery producing 10 million seedlings per year, and seed orchards and a breeding program.

Our commitment to the community that we work with is reflected in the fact that we are one of the community's largest private employer. We support medical clinics, AIDS education and training of nurse practitioners, and primary school for staff children. We also have a contractor program composed of former employees. We provide them with medium term contracts which allows for commercial finance, also using former GFP equipment, and we provide funds for training.

Michael Clasby, Grantham, Mayo, Van Otterloo & Co - Renewable Resources LLC United States.

GMO: Criteria and Issues for Investment.

Renewable Resources LLC is the forest investment arm of GMO, currently with 110 clients, 8 partners and five timber funds. GMO current committed or invested assets exceed US \$300 million. Clients include universities, corporate pension funds, foundations, public retirement systems, and international organizations. In timberland investments, returns are generated either from tree farming or from managing natural forests and returns from both types come from the value of the standing trees (stumpage), biological growth (increase in volume), growth into higher-valued product classes, increases in product prices, land value increases (including conversion to highest and best use), and other income sources (leases, carbon credits). A Timber Investment Management Organization (TIMO) functions as the intermediary between investors and their timberland investments. It's responsibilities include finding, analyzing, and acquiring investment-grade properties, and then translating the investor's objectives into forest management activities that will optimize those objectives. The TIMO oversees the foresters who sell the investor's timber and work in the investor's forest. It is the TIMO's responsibility to ensure that capable, trustworthy foresters manage the land and that all expenses are scrutinized. A TIMO must keep their investors informed about market trends, valuations, and developments within the industry. Timberland investments run countercyclical to other assets and it runs well above the mean regression line.

TIMOs and community organizations sometimes work together to form joint ventures of forest asset management companies. In GMO's experience, TIMOs seek capital, security and knowledge while community organizations expect ownership/control, security and knowledge. To form this joint venture both parties need to define priorities, establish a management plan and

oversee budget and divide returns. This begins with defining the forest asset: mapping, timber inventories and allowable cut, rapid environmental assessment, NTFP and carbon baseline inventories, an agrosystem Rapid Participatory Diagnostic, and a stakeholder appraisal. The forest asset is divided into preservation forest, sustainable harvest, and native species plantation. The Brazil Fund for Community Development has a 10-year plan to optimize the forest resource use and production, train local communities to plan for their own future (health, education, forest management, micro-loan program, etc.), and ultimately transfer part-ownership of the timber company facilities to local owners through long-term loans and transfer of other assets to the community.

Richard George, Bank of Montreal, Canada.
Financing Forestry Ventures.

As a lending institution, how do you identify those enterprises that will be successful from those that will fail? The reality in Canada is that a very high percentage of new enterprises don't last more than three years, so when banks look at a loan application, they have to be 99% confident that the enterprise will succeed and differentiate between the potential of fuelling growth and fueling failure. Banks look for the following characteristics in an enterprise: track record, cash flow to service its debt, and an equity cushion. Here are some pointers to make businesses appealing to banks or 'bankable': (a) make sure you have a business, not just an idea, (b) present how you intend to use the money, (c) how you will repay it, and (d) what you propose to do if your plan doesn't come together. The existence of a business plan enables you to show that you grasp all the elements vital to business success; from marketing to financial controls, to payroll, distribution and pricing. It is important that this business plan is useful not only to get financing but as a roadmap to help you run a successful business. This has been the major stumbling block for many First Nations business to obtain credit and to ensure their own success.

The second document needed is a loan request that what really is the financing proposal. It should contain financial and non-financial data. Have answers available on collateral and other sources of financing. Tackle your presentation in a positive manner, be candid and willing to discuss any issue in depth. Three major items should also be addressed: cash flow forecasting, collateral and the loan repayment proposal. There are four major areas lenders consider when assessing a borrower's request: management (strength of leadership, stability, work force, etc.); money (net worth and working capital, actual vs. budget financial results, liquidity, prior ranking of debt etc.); markets (vulnerability to changes in consumer preferences, exposure to stronger competition, etc.); and materials (nature and value of inventory, limitation of resources- raw material supply, etc.). The key barriers to lending for business have to do with the inability to prove the existence of the above mentioned elements.

Israel Santiago, Pueblos Mancomunados, Oaxaca, Mexico.
Production Unit for Forest Management of Pueblos Mancomunados.

The objectives of the enterprises of Pueblos Mancomunados, one of the most sophisticated community operations in Mexico, are to sustainably use forest resources, create and maintain employment for community members, and encourage the social and economic development of the communities through community enterprises. This organization is made up of eight Zapotec communities in the state of Oaxaca, Mexico that share their natural resources as one unit through their four community enterprises. The four enterprises are: a socioeconomic community production unit that manages non-renewable mineral resources; a bottling and packaging unit for social solidarity, a ecotourism company, and a forest production unit. After a history of concessions with timber companies, the organization installed its sawmill to add value to it's

products and generate employment. The forest production activities were originally managed by the community council. After the first production unit was formed, a management committee was organized to oversee the production and, in 1994, the general assembly of communities decided that enterprises should be managed separately under their specific management units.

Since 1997 the enterprise has operated a fully automatic sawmill for processing higher volumes at lower operational costs and drying equipment was installed in three chambers. Recent trends in market liberalization and free trade agreements has brought cheaper forest products from other countries, causing many enterprises to close down.

Mancomunados sources wood of its own as well as from neighboring communities to meet client volume demands. This type of negotiation is new in Oaxaca; almost all communities sell their products to private companies, not other communities. The enterprise buys roundwood, drafting contracts with certain specifications under mutually agreed terms (volume, quality, type of payment and length of contract), and sawnwood without contracts. The state of Oaxaca has important forest resources and the majority of them are under community ownership, however, to the present there has not been a good development of this activity. Reasons for this include lack of organization and capacity of communities, lack of financial support and lack of forest development programs.

Peter Massey, Director of Greenstar Resources PLC, - Xylem Investments, Inc.
Forestry Investment in the Developing World – a 30 year Perspective.

Traditionally, industry wanted to own and control forest resources, conservationists placed fences around and conserved, and communities sold labor and some raw materials to industry while each regarded the other with suspicion. However the disadvantages of the traditional model created an expensive balance sheet of resources for forest industry, conflict with local communities and conservation groups, and limited access to community forests. For communities, this structure created sub-optimal uses of human and forest resources and limited their profit share. For conservation groups the narrow perception of forest value led to conflict with excluded stakeholders. The convergence of objectives occurred when industry and communities saw that both wanted the benefits of forest resource goods and services, NGOs accepted that without value to stakeholders, the forest would disappear, so all had to work together for sustainable management. Co-operation requires identifying the role of each stakeholder, recognizing each other strengths, empowering and rewarding them, and ensuring appropriate involvement, roles and benefits in community enterprises, outgrower schemes and industry partnerships, and ensuring the appropriate value chain involvement to optimize economic benefit.

How do you distinguish between an uneasy truce and a real partnership? A real partnership has: equitable sharing between the three actors, principles and criteria established by a third party, e.g. FSC, an operating framework that limits areas of potential conflict, and an environment of trust and long term tenure recognizing forestry as along term business and sustainable management dependent on tenure security. Why invest in the next cycle if you cannot benefit? In all the examples, Swaziland, India, and South Africa, finance is the missing link in connecting the dots. Natural forests and associated indigenous communities are threatened by unprecedented destruction, while management systems have been developed and a certified timber market created, but finance is critical to ensure supply to the certified timber market and add sufficient value to forest products. Internationally, there is radical market change. Forest industries are recognizing the competitive advantage of the southern hemisphere, the pulp and paper industry is moving from North to South and from West to East. The other forest industries will follow and the imposition of the old model will fail. The Southern hemisphere currently represents an

investment opportunity due to global restructuring, broad NGO and industry consensus, new legislation, regulatory frameworks through certification, a rapidly expanding certified market, low asset costs, new technology, low operating costs and high plantation growth rates. It is a good investment where there is a global competitive advantage, there is strong asset backing, it is known to be counter-cyclical in an uncertain investment climate, and it presents socially-responsible investors an opportunity to make a real contribution to social and environmental issues.

PANEL FOUR : BUSINESS EXPERIENCES IN COMPANY – COMMUNITY PARTNERSHIPS

Juan José Martínez, Puertas Montealbán, Mexico.

Puertas Montealban's Experience with Communities and Current Work.

The relation between Puertas Montealban and communities has been ongoing for more than 25 years in Oaxaca; there is a stable demand for logs, and involvement in community development. There are 600 workers in the mill producing 500,000 doors with 45% going to the local market, and 55% to exports. Oaxaca state population is 3.4 million, with 54% rural and 19 dialects spoken. Out of 283 forest communities in the state, 137 have forestry enterprises (though many more have potential). Puertas Montealban works with 28 of them. There are 4 types of communities: 1: Communities with forest, but no forest management plan, therefore no commercial benefit; 2: Communities with management plans, but a third party or intermediary takes advantage (46.4% of the 28 are of this type) ; 3: Community manages own communal forest enterprise and trains own members, but doesn't vertically integrate; only selling uncut timber (25%); and 4: Communities which are vertically integrated and process their own timber (28.6%). Conditions for passing from one level to another vary, with strong input from the community's general assembly on all decisions. Currently, 90% of the roundwood used by Puertas Montealban comes from community forests.

The company offers opening roads, technical support, industrial know-how, and culture and recreation, like sports fields, and support to religious functions. In communities at level 4, Puertas Montealban promotes certification, and guided visits to the factory to get first hand experience of the door making process. In levels 2 and 3, technical and administrative aspects are emphasized, like formation of technical teams. Communities are supported for at least 2 years; with phase out of technical assistance and contributions to financial support through purchases. The objective is to support the gradual certification of community timber sources to meet the growing demand for certified doors.

The company has built up volume by working with a broker in the U.S. with all international sales through one broker, who attended builders' shows and other trade shows. Now there are 2 U.S. sales coordinators—one in California, one in Florida. American customers have direct contact with brokers; and brokers have contact with Mexico. It has taken almost 19 years to develop these customers. Puertas Montealban is now developing a program with the World Bank, to increase production. NAFTA has been good for this product because there is an exemption tax for wooden doors and U.S. customers don't pay import taxes. When they import some materials like particle board, and re-export a finished product, they don't need to pay taxes either. Spain and Italy also have good doors, but they have to pay the taxes.

Alfonso Uribe, FEDEMADERA, Colombia.

Sustainable Forest Management – A Real Option for Social Recovery in the Region of Northeastern Antioquia, Colombia.

This presentation proposes options for social recovery through forestry in Colombia. Colombia produces more than 80% of world's cocaine; and it is the largest supplier of heroin to U.S. The present solution is to spray with devastating herbicides with an enormous negative environmental impact. Increased spraying increases pressure on natural forests as farmers clear more lands to put in drug fields. Northeastern Antioquia, Medellin is the region where the initiative takes place. The natural forest frontier nearby is populated by guerrillas. There is tremendous growth rates for softwoods (5 in Sweden, 40 in Antioquia), but presently, only 10% of trees cleared are utilized for wood and lots of depleted and non-productive lands unsuitable for industrial agriculture could be best used for wood production.

The way out is education with the creation of sustainable economies based on forest resources, based on human resource development, mature plantation management with FSC certification, plus new plantations, a school for leadership, and industrial development for the State of Antioquia. We propose a four part development program. Part 1: Industrias Forestales Dona Maria (forest industries) is privately owned forest-1600 hectares with trees 8-22 years old, mature and ready for harvesting. Plantation to be baseline for Certified Plantation Learning, logging and transportation will be undertaken with the creation of local cooperative groups and full support from the local municipal and state government offering educational programs to train people for professional activities, work ethics, basic administration and legal skills for all cooperative members.

Part 2 focuses on new plantations through a long term program which will guarantee sustainability of the project. This covers over 300,000 hectares of land available for forest development, reforestation generates 1 permanent job per every 10 hectares of planted trees. The delicate product handling operations in the nurseries are ideal for women labor opportunities. Jobs like these give women heads of family an opportunity to raise their families. It helps them recover their self-esteem and willingness to stay in the region; we supplement with lots of education, and provide nursery schools, health care, and adult education. Part 3 focuses on the school for Leaders which is a Sustainable Management program to be incorporated into curriculum K4-12, enhancing leadership in environmental care, create the cultural concern for environmental sustainability among the leading sectors of society, foster a "wood culture" and a woodlinks program. Part 4 focuses on Industrial Development. Phase 1: sawmill (platform for industrial development of region); Phase 2: Develop sustainable, industrially integrated model (sustainable use of waste products, integrate with pulp and paper industry; value-added secondary products).

At present, there is no standard grading system for softwoods, therefore produce low-value added products (pallets, tongue and groove roofing, crates, particle board, chipping logs). Proposed uses include certified value-added products (knotty pine furniture, home interior products like frames, tea tables). Production is for quality in niche markets, structural uses of timber frame construction (economic housing solutions, noble uses of wood). Includes hand-painting ceramics for tea trays by indigent widows of the violence, restores capacity to regenerate wealth among rural population and provides ecological and environmental benefits (carbon sequestration, watershed protection).

Wednesday June 5th

SESSION 4: BUILDING ON INDIGENOUS GOVERNANCE TO ESTABLISH EFFECTIVE BUSINESS ENTERPRISES

Larry Baird, Central Region Chiefs, Nuu-Chah-Nulth, Canada The Making of Iisaak Forest Resources.

Building enterprises is completely new to my people, but contrary to myth, the Nuu-Chah-Nulth are very interested in money, as it provides income needed to move out of poverty and reach their goals of a higher quality of life. To be successful, we as a first nation need to build strategic alliances with government; which requires committed leadership. Iisaak has a leadership problem, because council members change every 2 years (I have just lost an election and must now change the role in my community), but there are many different roles played by our leaders over time. I myself was a union leader for 10 years—and remained in that position because I was able to meet the performance criteria set for me. Governance is complex among the Nuu-Chah-Nulth because we have hereditary chiefs and elected chiefs. Five Nations make up Iisaak; all were at one time in the election cycle committed to a single vision of the Central Region, but as elected officials changed, it has diluted the vision. There is a lot of history attached to what we are doing, including commitments to how to build organization, but lately I focus on jobs, their creation, and their growth and expansion, only.

Bill Schmidt, Director of Marketing, Menominee Nation, Tribal Enterprises United States. *Menominee Tribal Enterprises.*

Menominee Tribal Enterprises (MTE) is an integrated sustainable forest management and wood products manufacturing enterprise which markets certified wood products from some 14 quality hardwood and softwood species. Located on the Menominee Reservation in the northern part of the state of Wisconsin, it has a 140 year history of forest resource use and management. Twenty million board feet of timber is harvested annually and our current primary product mix includes lumber, veneer, value-added wood product lines, boltwood, pulpwood and by-products. This enterprise is owned, controlled and managed by the members of the Menominee Community. MTE reflects the balance between the environment, the economy, and the community, both in short term and future generations. Chief Oshkosh, an early Tribal Chief, proposed the idea of cutting across the reservation at such a rate that there would always be timber ready to cut.

We are working towards a Menominee Forest-Based Community Sustainable Initiative represented visually by the figure of three interconnected circles of environment, community and economy through advances in science and timber harvesting systems to increase efficiency, forest vigor, and the quality of the forest experience; and through accelerated MTE market share/price premiums in national and international niche markets for quality certified well managed primary and secondary (value added) wood products.

Gustavo Ramirez, National Coordinator Mesoamerican Biological Corridor Project. *The Mesoamerican Biological Corridor – Mexico Program.*

Through the Mesoamerican Biological Corridor Program (MBC) we promote the conservation and sustainable use of biodiversity in biological corridors in southeast Mexico (Chiapas, Campeche, Yucatan, and Quintana Roo). We work with communities, NGOs, federal agencies through their state representatives, and state and municipal departments. We complement current development projects carried out by local organizations, women's groups, and local governments through studies, capacity building and technical advice. We also conduct ecological restoration projects at a small scale.

Sri Gottumukkala Srihariraju, non-tribal president of village institution of Rebaka. Forest Department of the State of Andhara Pradesh, India.

Entrepreneurial Activities of Forest Village Communities and the Facilitating Role of the Forest Department.

There are three districts with hilly terrain in the Eastern Ghats in India. 293,400 hectares have been identified as degraded forest land since 1993-94. There has been people's participation for poverty alleviation and ecological/environmental development through the restoration of these lands through joint forest management. Joint Forest Management achievements include: 1509 Forest Protection committees (122,064 people), and 90% of the target tribes. At the implementation stage we began with baseline information, participatory planning, micro plans, extension, and inventory/documentation of NTFP. The impact of JFM has organized 587 women's groups; with income generating activities like leaf plate making, dairy, and brooms.

Field Trip - Indian Arm Harbor Boat Cruise with Tsleil Waututh (Burrard Band) First Nation. The delegates travelled on a cruise up into the beautiful Indian Arm Inlet while listening to presentations from members of the Tsleil Waututh First Nation and Ecotrust Canada regarding their latest initiatives in economic development along the shores of the inlet, the traditional territory of the Tsleil Waututh First Nation.

Thursday June 6th

SESSION 5: REFORMING POLICIES AND LEGAL FRAMEWORKS

Cheryl Sharvit, Eagle (Environmental-Aboriginal Guardianship through Law and Education). BC, Canada

Reforming Policies and Legal Frameworks, the case of BC.

What happens when indigenous peoples have well-known rights to areas that are nonetheless granted to private industry as tree farm licenses? The experience of the Haida Gyai in the Queen Charlotte Islands is instructive. The Haida were brought into consultation processes on Weyerhaeuser's Tree Farm License (TFL) renewal application. The Haida were concerned that renewal of a TFL for 25 years would exclude them from their rightful lands, while Weyerhaeuser felt that they had no obligation to accommodate all of the issues raised by the Haida on their TFL. Weyerhaeuser has appealed the B.C.'s court declaration that there is an obligation for Government and Weyerhaeuser to consult and accommodate, with legal jurisdiction to determine if they are compliant. Other companies have sided with Weyerhaeuser with no resolution so far.

Ron Trospen, Northern Arizona University, United States.

U.S. Forest Service's Tribal Government Program.

The USFS tribal government program has been evolving rapidly over the past two decades and under the Clinton administration introduced a number of policy shifts to greater responsiveness to local issues, rights, and needs. The majority of US forested lands are owned by government and run by the Forest Service in the Department of Agriculture. There are working arrangements with the Department of the Interior (Bureau of Indian Affairs) but still communications problems. Many issues exist for tribes with treaty rights to forest products and usufruct and camp areas within the forests. Klamath tribe in Oregon had rights to harvest deer on FS lands, and went to court over changes introduced by FS on purchasing plans for lands with deer, winning their continued rights and ensuring its maintenance as publicly owned forests with treaty rights.

Under the Clinton administration, the Inter-Tribal Timber Council has evolved to the point where it had a strong alliance among the indigenous forestry enterprises to present a consolidated position to government, and new principles were established in 2000: (a) maintain gov't. to gov't. relationships; (2) meet treaty rights and responsibilities; (3) make program activities sensitive to traditional practices and belief systems; and (4) transfer technology and research and TA activities to tribal governments. The future vision is collaborative partnerships between FS and tribes, where FS improves its skills, policies, and organizational structure to implement programs.

Issues include availability of forest product programs, rights of occupancy /usufruct to national forests, fairness in contracting grants and agreements, participation in the US cooperative forestry programs, reburial of human remains, acquisition of forest products for traditional use, and bureaucratic memory in FS despite staff and administration changes.

Carlos Alberto (Beto) Ricardo, Socioenvironmental Institute (Instituto Socioambiental) and José Bonifacio, Baniwa Nation Representative for Coordenação das Organizações Indígenas da Amazônia Brasileira - Coordination of Indigenous Organizations of the Brazilian Amazon (COIAB).

Indigenous Peoples in Brazil: From Victims to Partners.

The recognition of indigenous peoples' rights in the Brazilian Amazon has moved a long way due to the activism of the indigenous peoples and the support of organizations like ISA who have provided technical assistance and helped in the political lobbying for establishing rights. The 1988 Constitution was revised including a complete chapter on indigenous rights within a vision of an optimistic future, providing long-term land and governance rights. This was achieved by lobbying parliament, public campaigns, working with the media, linking to local struggles, developing the civil society network (during military government), creating a data bank, mapping land and forest rights—producing a how-to manual, working charismatic indigenous leaders, and constructing an international network of financial support.

Since the Constitution, activities include support to indigenous communities and their organizations, demarcating lands, bringing cases to court of violation of their rights, developing policy documents on how to implement the Constitution, and carrying out pilot projects and regional programs, including improving livelihoods in culturally sound ways. The example presented at the conference is Arte Baniwa, a commercial non-timber forest product enterprise which markets and transports basketry produced in remote Amazonian communities from the Rio Negro. This program has also demarcated 10.6 million hectares of land of 22 tribes and ISA is preparing a definitive map of indigenous lands for 218 tribes with between 350,000 and 700,000 members in 570 territories totaling 12% of the country and 22% of the Brazilian Amazon.

Lessons learned include the importance of networks to consolidate action and the importance of demarcation of rights and usufruct to establish legitimate claims and community ownership of the claim.

Bhishma Subedi, Executive Director, Asia Network for Sustainable Agriculture and Bioresources (ANSAB), Nepal.

Towards Expanded Property Rights of Local Communities over Forest Resources in Nepal: Lessons and Strategies.

Nepal's hill communities were granted recognition of their community forest rights in the 1978 forest law, with changes in legislation in the 1990s. The process of empowerment for community

management has been slow with substantial experiential learning and the evolution to new issues and opportunities. While Nepal's communities are heavily dependent on forests for livelihoods, they still face problems of degradation, small size of forests for the community population, legal and policy restrictions on use and trade of products, a limited range of products and adverse taxation. In addition to the need for more community-friendly policy and legal frameworks, there are capacity issues for remote, subsistence communities and inadequate research and information for positive technical assistance. ANSAB has tried to scale up from local initiatives, providing a TA model to communities of adaptive action learning and empowerment. Community enterprises (NTFP) provide an excellent entry point for forest user group growth and empowerment and linking communities for information exchange and market information services. Major outcomes of the program are sustainable enterprises and improved prices for Humla oil, Malika handmade paper, sawn timber, and other NTFP. Biodiversity monitoring is creating information for communities to conserve resources that provide them income and other environmental goods. More area is under community management.

Challenges are the need for scaling up initiatives and the need to keep policies pro community. Broader strategic alliances exchange information and create a strong block that will not let legislators change the rules against communities. While highland forest rights are well established, lowland forests continue to be largely within the government forest estate with limited rights for surrounding communities.

Jyotsna Sitling, Conservator of Forests, Uttaranchal, India.
Experience of the Van Panchayats in India.

India's joint forest management model (JFM) has expanded to 22 states and encompasses more than 10 Million hectares of public forest and 65,000 village forest committees. While positive for some communities, JFM has a mixed outcome in those states and regions where traditional rights to village forests had been recognized historically, and for whom JFM does not necessarily provide greater rights than before or even comparable ones. In Uttaranchal, a new hill state formerly part of Uttar Pradesh, the system of Van Panchayats (VP) has been in existence since the early 1930's and was a concession by the colonial government to a long-standing social protest against the nationalization of the forest estate by the British colonial authorities. The Van Panchayat rights were not legislated until 1972 and were revised in 1976 to give more power to the Forest Department. When JFM became the "community" model, Forest Department took over the Van Panchayat liaison from the state authorities and also reduced local rights on VP and reserve forests to fit a "national" JFM model. Activism of the VPs have led to revisions in 2001, giving VP members more product share, but keeping a strong controlling role of Forest officials in the management of the VP committee.

On the positive side, adjustments to the VPs were needed. The original committees were comprised only rules that were not as equitable and provided technical assistance on management. On the negative side, women have lost significant roles since men now seek to participate in paid programs and positions opened by the JFM program. FD intervention has undermined village social capital, however. Unresolved is community involvement in management of state revenue forests—mostly degraded or with ineffective plantations—and the reserve forests, which are officially off limits to all communities. VP members want a role in all the forests in their surroundings with greatest rights on VPs but use rights and plantation and management responsibilities in the revenue forests. They argue they are more cost-effective conservationists than the Forest Department and that they are the traditional right holders. They want to manage resin tapping and other product harvesting with more income returning to the

community. FD is not sure how much they should let go of the JFM model, given their mandate and national legislation, and cede control to the VPs. VPs vary in effectiveness across the state—most effective are those with good committee leaders, sufficient earnings from the forest to provide management incentives, proximity to reserved forests for extensive harvesting to reduce pressure on the village resource, size of the resource, and homogeneity of community membership.

SESSION 6: EXPERIENCES PROVIDING TECHNICAL SUPPORT SERVICES: THE ROLE OF BUSINESS INCUBATORS AND TECHNICAL ASSISTANCE ORGANIZATIONS

Aurelio Ramos, Bio-Comercio Program, Humboldt Institute, Colombia

BioComercio Program: Biocomercio Sustentable.

Colombia is a megadiversity country but still understudied with a lower recognized percentage of global biodiversity. The country is under threat with declining fish stocks and degrading habitats. Humboldt Institute is a private, non-profit aiming to conserve biological resources. The Biocomercio program is a catalyst and facilitator working with farmer groups, indigenous communities, NGOs, small and medium enterprises, and consolidated enterprises promoting biodiversity conservation through sustainable harvesting and enterprises for NTFP, wood products, agricultural products, and ecotourism activities. It provides support for enterprise development, market intelligence, investment tools and technologies and information. Biocomercio identifies enterprises fitting its strict criteria of conservation and environmental and social soundness and identifying gaps for enterprise functioning, trying to help enterprise get needed finance, knowledge, partners, other incentives to work. The main problems it tackles are lack of market information, a narrow view of bio-business and technology needs, lack of community organization, lack of infrastructure for remote sites, and policy or regulatory barriers. Its portfolio is diverse with 60% in sustainable agriculture and 52% of its clients individually-owned enterprises. It is now working regionally in Spanish-speaking Amazonia. Lessons learned are the need for a facilitation mechanism, the need to know the real market opportunities and demand, need for reducing transaction costs, need to protect traditional knowledge and enhance community participation, the need to differentiate aid and business approaches, and the importance of leadership in early stages.

Ian Gill, Ecotrust, Canada.

Ecotrust Canada Lending Program to Forest- Based Enterprises.

Where are Canadian First Nations in the world? Canada is ranked # 1 on United Nations criteria of quality of life indicators, for the same indicators a study by Matthew Coon Come shows First Nations of Canada rank # 63. We need to close that gap. How?

Ecotrust Canada provides a range of information and technical support services to indigenous communities in British Columbia to develop tangible outputs for communities through information democracy, capacity building, and community ownership. For example, in its work with the Heiltsuk, landscape planning and GIS tools were used to assess the cultural landscape, prepare a conservation-based development plan for all the Heiltsuk territory including forest land, and thereby train the community, strengthen an internal advisory committee and develop a strategy for the cedar resource. In the assessment of cedar resources, the analysis moved from the anecdotal to a rigorous analysis that the forest service paid attention to.

Ecotrust Canada developed a guide to mapping (Chief Kerry's Moose) and has helped communities respond technically in a timely manner on industry proposals promoting an Aboriginal Mapping Network with UBC. The organization's economic development program supports conservation entrepreneurs with business planning, feasibility studies, market intelligence, network promotion for dialogue and information exchange, and public involvement. Communities involved in this effort include: Siska Traditional Products (NTFPs), Eco-Lumber Co-op (supply networks for FSC-certified wood), and Inlailawatash Lands (seen on boat tour).

A Natural Capital Fund (\$4 million raised so far) invests in promising enterprises: 20 loans with 32.65 million in 2.5 years through revolving loan fund (developed with Shore Bank in Chicago). There is a credit committee for credit analysis and a mission (goals) analysis (economy, equity, ecology—with a grid for scoring). These tools have a long-term 20-30 year perspective, not as a negative screen, but a forward looking tool.

Case studies have been done on fisheries, farming, forestry, and ecotourism issues, including:

- 1) Iisaak Forest Resources—working capital line of credit in first year to log
They provided 3% points on loan rate that would be paid back, if they achieved those benchmarked
- 2) Ditidaht Forest Products on Nitinat Lake; employs 25 people—needed independence from financing of logging contractors, leads greater control over logging of 300,000 m³
- 3) Indian Arm—Inlailawatash, inc.: financed land acquisition, etc.

What are the Main Challenges: scaling up, acquiring real capital, honest joint ventures, forest and land tenure and access, capacity gap of First Nations, governance of communities (investor confidence), integrating local knowledge, linking products and markets; ensuring value fit (economic and cultural), and measuring community benefits.

Catherine Mater, Mater Engineering, United States

How to Work Smart.

All the hardworking wood product producers and processors will get nowhere unless they are able to maximize their returns on the product they are selling. There are many innovations that make it possible for small-scale enterprises (and large-scale) to be profitable and enter a favorable market niche. But this requires new skills, creativity, and market intelligence. Here are some examples of working smart.

- 1) Use the resource better by “refining” logs— a 42-log sort is not excessive if it leads from trash to cash (specialty construction, pet beds, caskets). Top grade lumber will always have a market, but more products are employing lower lumber grades and some even pay premium for “character” wood: knots, small holes, small pitch/gum pockets, mineral streak, mineral, antique look attractive in U.S. market, even cracked, with use of sawdust and resin for new art. Even a 1% increase in productivity can make it worthwhile for a company to hire technical and market assistance, even at a seemingly high cost.
- 2) New marketing methods [which is the major constraint internationally] can sell a slight modification of design at 10x price. This includes garden furniture, screens, double use and space-saving furniture. For tribal forestlands, Certification is key: 12 nations are proceeding with

full FSC certification; with resource manager training, there are 16 million acres of tribal forest overall.

3) New production technology, especially geared to small-scale producers, like small log and curve saw processing; sweep and snakes; trim block dry rack—aluminum Sorbilite: high compression molding (low energy use)—uses waste fiber.

4) New product opportunities include new wood also fire-resistance; bullet-proof beams—small diameter, but include thin layer of Kevlar (jack pine to structural strengthen of Douglas fir)

Gerardo Segura, National Coordinator, Proyecto de Conservación y Manejo Sustentable de Recursos Forestales en México - Mexican Conservation and Sustainable Forest Resource Use Project) PROCYMAF, Mexico

PROCYMAF: Experiences in Strengthening Indigenous Forest Communities.

Mexico has 56.9 M hectares under closed forest; 21.6 M suitable for commercial forestry. Yet forestry almost shows a loss in official stats: 1.83% GDP is forestry; estimated deforestation rate is 600,000 ha/yr.

Many people depend on forest areas: 12 million people live in forest areas, representing 43 ethnic groups (5 million) and 55% of rural inhabitants live in extreme poverty. Most of Mexico's forest is owned communally due to nature of land reform and historical presence of indigenous peoples: 80% communal (8420 ejidos and communities on 45.6 M hectares), 15% private, 5% public (107,123 land units). Of the 80%, almost half are indigenous, 65% have commercial potential, one quarter have management plans, but in only 5% is commercial forestry the main source of income.

Currently, 24% are stumpage producers, 11% round wood producers, 9% finished products producers, and 56% potential producers. Indigenous communities have traditional governance systems with social elections and some local governments use traditional elections, not party elections.

PROCYMAF is a program that seeks to build social capital and provide tools for ejidos and communities to manage their forests and build their enterprises if so desired. Many interventions: formation of regional fora that builds alliances and information channels among communities in a region, community input into project decisions, horizontal exchanges as training, participatory rural appraisal as microplanning and visioning tool. In parallel, the project runs a training program for private forest professionals and communities to raise technical standards for timber and non-wood management and activities. It pilots a non-timber and eco-tourism enterprises to help communities diversify and enter green markets, helping some to third-party certification.

The challenges are great—how do communities meet their livelihood goals through forestry, using new technologies and sound business approaches but building on traditional governance systems. The solution is all about institutions and participation and capacity building. Many conflicts and tradeoffs exist and markets are a challenge given the remote areas and lack of government infrastructure. Diversification of products and services –wood, non-wood, ecotourism, community conservation, payment for environmental services like water generation and carbon sinks. How to compete with subsidized plantations and unregulated activities.

Jan-William Jansen , First Nations Development Institute.
Experience of the Sustainable Forestry Fund

The Sustainable Forestry Fund is a program of the First Nations Development Institute, a first nations; NGO established in 1980 to support first nations peoples. The Forestry Fund, established in 1997, builds on earlier experience in forestry and has operated since 1998 to fund grants, scholarships and collaboration with other sources of funding. It is managed by a Forestry Advisory Committee (foresters and environmental planners from tribes and other organizations). A grant from the Ford Foundation provides support to third-party certification efforts of U.S. tribes. There are grants for training, technical assistance, certification scoping exercises, full certification assessment, chain of custody assessment for industries, with a total of \$93,413 granted till now to 14 communities. Before 1998, the forestry program identified the main challenges for tribes to be financing of activities, forest health, institutional and marketing capacity, and arrangements for collaboration with the Bureau of Indian Affairs. From 1998 to 2001, the challenges have been the lack of economic benefits from the certification process, the limited awareness and interest of tribes in this mechanism, and the continued capacity problems. The main opportunities then were to adapt and expand sustainable forestry funding, collaborating more formally with the Inter-Tribal Timber Council with more focus on community goals and interests, rather than certification *per se* or donor agendas. For the future, the challenges are slightly different—how to develop balanced and stable policies for conservation and economic development with cultural values, how to communicate with the Federal government agencies and control tribe's future, how to solve problems of land tenure conflicts and lack of forest management plans, how to produce quality products for a market demand with global competition where tribal products have a comparative advantage, and how to deal with fires and insect attacks. Most tribes are now informed about certification and have interacted in the national forestry strategy dialogue, and innovative markets exist if tribes learn to enter them.

There are many lessons from this experience--technical support services are as important as providing investment; intensive participatory TA with education component works best; many challenges are outside forestry (food crises, financial crises, housing crises, institutional capacity crises); successful tribes can leverage resources from many places; and monitoring of results key to ensure you are providing effective support.

SESSION 7: LOOKING FORWARD

**Victor O. Ramos, Former Environment and Natural Resources Secretary (DENR)
Philippines**

Policy Reforms and Innovations on Community Forestry: Philippine Experience.

Victor Ramos was the Minister of Environment and Natural Resources for two key administrations post-Marcos: under Aquino and under Ramos. He implemented a complete reform of these sectors from 1995 to 1998 which turned over 2.5 million hectares of forest lands to indigenous peoples (180 certificates of ancestral domain), resulted in a definitive shift from corporate logging to community forestry (from 2/3 to 1/3), put the reforms in an Indigenous Peoples' Rights Act, and ensured local people could demand prior consent, even if concessions were granted prior to ancestral domain claims. This has radically changed the Philippine economy and helped address severe problems of natural resource and forest degradation. From 70% forested land 100 years ago, Philippines now has 18.3% (5.5 million hectares) and imports wood.

How was this achieved? The country latched on to the big ideas being discussed globally –the environmental movement (post-Rio), focus on poverty reduction issues (multilateral agencies), supported NGO civil society initiatives. Self-governing IPs are the best protectors of natural resources, easily seen when comparing to non-IP migrant farmers, and from losing all rights under 1571 colonization by Spain, continued lack of land right recognition under U.S. control, and finally reformed the Constitution to recognize those rights. Decentralization of government to local level in parallel make community management and organization possible. Lesson was to do all at once, not wait for good models to move forward. What is in the future? Need to develop own enterprises and vertical integration, need to use market-based instruments rather than government assistance, need to pay for environmental services provided by forests and communities, need to make technology and information public and out of government GIS agencies.

What have we learned? Strike when the iron is hot—get a new law when there is a good political climate, don't be wishy-washy and miss the moment. Look as far forward as you can and then work to get there.

Peggy Smith, National Aboriginal Forestry Association (NAFA) and Monique Ross, Canadian Institute of Resources Law, Canada.

Forest Policies and Innovations in Canada.

Forestry in Canada is stuck in a rut. Over 95% of forest land in Canada is owned by the Canadian people, administered on their behalf by provincial governments who follow an Industrial model based on timber exploitation. The timber extracted from Canadian forests is minimally processed into two major commodity products, dimensional lumber and pulp and paper which require high volume of wood, yielding low value in comparison with “value-added” products. Another unique aspect of the Canadian forest industry is its dependence on the United States’ market—over 80% of commodity products are exported to the U.S.

The Royal Proclamation of 1763, that Indigenous Peoples were sovereign before colonization, paved the way for the negotiation of treaties between Indigenous Peoples and the British Crown. These treaties were designed to protect the Indigenous Peoples’ way of life, based mainly on hunting, fishing, trapping and gathering. Indigenous Peoples entered into those treaties willing to share the land and resources, exercising their perceived responsibility to welcome newcomers and making a choice to co-exist with the Europeans. In 1982, the Canadian Constitution was repatriated and amended, incorporating Aboriginal & treaty rights in section 35(1). This change has led to many debates and judicial decisions giving meaning those undefined rights, for forestry and other sectors.

Under the Canadian Constitution jurisdiction is split between the federal government and provinces--provinces responsible for natural resources and the federal government for “Indians & lands reserved for Indians.” This conflicting jurisdiction leads to problems when Indigenous Peoples seek access to natural resources, supposedly protected on their behalf by the federal government but administered and managed by the provinces—a continual “passing the buck”. Indigenous communities have thereby ended up as ghettos within a prosperous nation.

Many people have argued that business must be separated from politics, or that, in the absence of a political solution to unresolved issues between governments and Indigenous Peoples, that business should come before politics. But, until political solutions are found, business initiatives will be unstable and we therefore argue that politics must come before business. A new relationship is needed, as recommended in the recent Royal Commission on Aboriginal Peoples, 1996, which can be successful if based on framework agreements, negotiated by Indigenous, national and provincial governments, recognizing Indigenous rights, and incorporating tenure reform, Indigenous values, an equitable share of benefits from forest development and joint stewardship and sustainable forest management.

These must address tenure, providing alternatives to the large area, long term (25 years) timber licenses on “public lands”. The model in Quebec of the Algonquins of Barriere Lake of a trilateral federal, provincial and first nations agreement is one example and the provincial agreements with the Cree of Northern Quebec another. It must also address indigenous values and the inclusion of indigenous peoples’ knowledge into practices for sound forest land and resource use practices. One of the key indicators outlined to measure progress in this area is the “forest land area available for Indigenous use.” There are some advances in Ontario, British Columbia and the Northwest Territories, which need to be followed through.

Certification is another promising strategy for promoting the rights of indigenous peoples through the social and tenure principles of the Forest Stewardship Council and its regional standards in Canada. Pressure from the market for certified products encourages companies and provincial governments where they operate to recognize indigenous peoples’ rights.

There is a clear opportunity for Canada to pursue a “made-in-Canada solution” to the problem of incorporating Indigenous values and participation in forest management, including: 1) the recognition of an underlying Indigenous title and responsibility for forest protection; 2) the maintenance of public ownership of Canadian forests for the public good; 3) economic and social justice for Indigenous Peoples; and 4) sustainable forest management for the future.

Hon. Michael de Jong, Minister of Forests, Government of British Columbia, Canada
The Relationship between Forests and Aboriginal People in British Columbia.

Honorable de Jong poses a question: What is it that links the forestry economy everywhere in the world? (aboriginal, non-aboriginal): People, environment, subsidies, trade, carbon, government interference, enterprise—we need to get positive relationships.

It is key to remember that forestry is a tough business for anyone—industry and aboriginals--that creates special challenges, and one cannot do what the market will not pay for. Canada cannot solve its problems without realistic solutions.

The political transition will likely be a long-term process and it is important to foster integration of aboriginal peoples into the forest economy over the short-term as well. We need to change

policies to meet present needs; which is a fundamentally different notion of environmental sustainability. We also have more people around the world who want to share in the wealth of the forests. [BC in past 20 years added 1 million people, plus First Nations desire to realize their fair share.] Land use decisions impact supply of timber. Everywhere in world, governments use forestry resources to achieve political objectives. One objective is to fully integrate First Nations.

British Columbia is planning to convene a full-scale Partnerships Conference in the fall—identify successes, identify public policy impediments and set up a sound strategy to utilize legislative tools. The government plans to bring its progress report from British Columbia to the 2003 International Forestry Congress on its relationship between First Nations and the resource base. Let's be positive and move the best way forward.

Gary Bull, Assistant Professor, Faculty of Forestry University of British Columbia Canada, and Andy White, Director, Policy and Market Analysis Forest Trends, Washington DC, USA

Global Forests in Transition: Challenges and Opportunities

There is a shift going on around the world towards indigenous and community tenure over forests. Currently 215 million hectares (double the area from a decade ago) is communally owned or managed. Will there be a doubling in community tenure again? To 480 million ha ownership; 260 million ha reserved in next 15 years (conservative estimate)—close to 45% of the world's forest. Globally, officially at least 11% is officially community managed, in developing countries, communities own three times more than private owners. This is not a seat at the table, this is the possibility of "owning" the table.

Industry is also in transition with declining commodity prices and more plantation forestry. Since 1997, the average return on capital in forest product industry has been 4.1%, therefore they have been restructuring. The top 10 companies process 20% of the world's industrial wood; while the top 50 companies process 41% of the wood. One response is plantations: which are more certain, industry has more control; from 2 to 15 million hectares worldwide have been established with subsidies (many up to 75% subsidy)—direct and indirect. The supply is in transition towards perhaps 30-50% of industrial roundwood from plantations with average annual returns is 8-12%.

Demand is also in transition: the market wants greater accountability for where wood comes from (certification, supply chain management; responsible trade (proof of legality), with more domestic demand rapidly rising in developing countries. There is more product substitution, use of smaller logs and more species. Consumers will pay more for appearance grades, specialty woods, and veneers (tropical hardwoods, naturally durable woods).

Policy is also in transition from a strict, detailed, regulatory approaches and blanket national policies, complex regulations and management plans to market-based incentives, and mechanisms for flexibility and adaptation.

What are the opportunities for indigenous/community forestry within this context? Can they use their cultural and traditional knowledge and social capital to develop enterprises with more sustainability? Can they move into specialized markets which reward communities, to high-quality, appearance grade and certified woods and diversify their forest products at reasonable returns with NTFP and sale of ecosystem services?

For developing countries, there are hundreds of millions of the world's poorest for whom forestry is often the only comparative advantage on fragile and traditional lands. Communities can be a strong ally for conservation and sustainability, and reducing social disputes and conflict.

Community forestry has many strikes against it from limited tenure rights to unfair regulation to unfair competition with subsidized plantations and other land uses. The playing field is not level.

Where to go: The global community needs to develop a framework for action which develops community forest enterprises, improves their position vis-à-vis markets, strengthens producer organizations, and promotes strategic business partnerships to deal with scale, competitive environments, and establishes a track record for buyers and investors. Communities will only attract investment if they make money. Governments need to remove policy barriers and secure the ownership and access rights of indigenous and other communities. They should rethink conservation strategies to include community conservation complementing public protected areas with community conservation systems –look at Mexico, Brazil, India and Nepal's community forests. Create markets for the environmental services they provide and let communities compete.

The next steps are more action, more results-based plans to implement this framework, more leadership, and more connections between and among sectors, communities, and players. NAFA reminded the audience that there is an Indigenous Peoples' Forum in 2003 at the World Forestry conference, an Indigenous Peoples' Exhibit, and a call for indigenous peoples' presentations and papers. It is expected that 5000 people from 150 countries, including many senior professionals and leaders will attend. NAFA will take a lead on the indigenous forum and call for papers.

Conference discussion was rich and alive and can be divided into five categories: (a) building indigenous enterprises, with a regional focus; (b) summary of key issues by region; (c) agenda for policy reform; (d) capacity building and technical services; (e) making markets work; and (f) joint ventures and partnerships.

SUMMARY OF THE ISSUES

Conference discussion was rich and alive and can be divided into five categories: (a) building indigenous enterprises, with a regional focus; (b) summary of key issues by region; (c) agenda for policy reform; (d) capacity building and technical services; (e) making markets work; and (f) joint ventures and partnerships.

A Summary of Key Issues, by Region

British Columbia and Canada has an enormous forest industry and a significant indigenous population; but indigenous people are less than 1% of total industry and only 6 of 3600 BC forestry professionals are indigenous (35 Canada wide). There are numerous examples emerging of community-industry partnerships, where independently of the federal or provincial government's relationship with indigenous peoples, agreements are being forged by industry and communities to pursue their common interests. Iissak is one example presented in the conference which is a joint venture which is majority owned by first nation communities, with investment from private industry, investors, and environmental NGOs to manage a Tree Farm License (TFL) sustainably, while applying indigenous culture and knowledge. Other communities are signing similar agreements using similar arrangements, but are too new to evaluate. Most agreements are very much like subcontracting of communities to do industry business rather than a true

partnership. There are also indigenous enterprises based on non-timber and tourism derived products and services.

There has been limited recognition of indigenous ownership compared to other countries represented in the conference. Tribal owned land is recognized only in small parts of historical territories with first nations considered legal wards of the State. Subsequent to setting up the Iisaak joint venture, a model has been approved for granting community forest licenses over what were formerly TFL areas, but this is a new model, and it is not clear if it can operate without subsidy. Where indigenous enterprises operate, a much lower allowable cut tends to be applied and management for multiple values of forest can add production costs. Until now the dominant model in Canada has been of large scale industry supplying wood, pulp, and paper industry from natural forests, with a big financial return and large generation of employment, but with local impacts of a boom-bust economy. Indigenous enterprises have the opportunity to create a different, longer-term sustainability with environmental goals, but can succeed only if their costs are viable. An advantage of First Nation enterprises is their stake in a native territory and desire to conserve their resources for the long-term. Both their incentives and opportunities are different. How does the nation seize the opportunity that this presents while addressing the stark economic divide between FNs and the rest of the population?

Mexico (U.M.S.)--Mexico has a very unique situation globally in that the land rights of indigenous peoples were recognized in the agrarian reform after independence and indigenous and group farmer rights were codified in a system of indigenous communities or farmer ejidos. More than 70% of the country's forests are community owned. Where rights to significant areas of community forest exist and there are strong community organizations, the conditions were created for indigenous forestry enterprises to emerge in areas that were removed from traditional industrial concession management. Successful communities enterprises are a dream of government—they provide a framework for attacking rural poverty by generating sustained economic activity in a traditional setting. Cultural values are a force to preserve biodiversity (and in traditional agroforestry systems to foster it), managed forests generate environmental services cost-effectively, and profits from the enterprise are invested to contribute to community social development. There are two key challenges: how to convert ineffective community organizations into effective enterprises for forest management and how to effectively link communities enterprises to markets, ones where they have a comparative advantage at the scale and conditions under which they operate. Can they compete in NAFTA or with certified plantation wood imports from Chile? After working for 15 years to build capacity and capture market share, their products are being undercut in the market with plantation wood from Chile. They cannot continue to focus their production for the low-value construction market and survive. What are the high value market segments where they can compete? What subsidies should they be provided from other parts of the economy to continue to provide the diverse environmental and economic goods and services? How replicable are the successful models to other communities? Over what time frame do such community structures evolve and how do they compete in a rapidly moving market? What policies help to level the playing field?

U.S.A. Some of the emerging US Tribes are shifting from a model of dependency to a model of local control and nation building. This is a slow and rocky process given the counter-incentives and dependent communities with poor leadership. Those Inter Tribal Timber Council (ITC)

communities who are advancing are showing steady progress and possible lessons for other tribes. Success seems linked to a nation-building model, based on institution building and self-development, where technical assistance is linked to elaborating and implementing a tribe's own vision, rather than responding to programs and subsidies designed by someone else. Third party certification is becoming a topic of interest but as of yet only two tribes are certified within the ITC, and only with some element of subsidy. Legal forest rights issues continue in for the allotted and fee lands within reservations, limiting the forest area a tribe has sovereignty to manage. Most enterprises are in need of capacity-building, self-development, increase in tribal professionals, more education, and capital resources on their own terms, before the demand for certification will increase. Tribal forest enterprises wish to influence management standards in surrounding forests so that private land owners and government applies some of the culturally derived forest management principles of first nations to these forests.

Central America is building on integrated land management models of indigenous communities and campesino settlers who are in frontier agricultural areas with important forest lands. The seven countries in the isthmus form part of a Mesoamerican Biological Corridor (MBC) with important global and regional values. Community forestry there seeks to integrate forest activities in harmony with environment, with agricultural and other productive activities, that retakes the equilibria and ecological cycles existing in nature, with active participation of indigenous and farm families. Leader communities and producer organizations in this region are exploring means of linking to socially responsible markets for organic and fair trade agroforestry products, and to global markets for environmental services which the populated portion of the MBC can generate while attacking high levels of rural poverty and cultural decline. Forest enterprises have tried to increase horizontal learning within the MBC and develop regional trade blocks for their wood and agricultural products.

South Asia. India and Nepal are at different stages in the recognition of rights to local communities and indigenous peoples. In India the model of joint forest management, pioneered in areas of government degraded forests in West Bengal and Haryana, has expanded to a national model for forest management in the degraded forests and forest areas with forest dwellers or forest-dependent populations. Rights are still allocated by administrative decree rather than as a legal action, making these subject to the policy whims of the public agencies within the environmental laws. Some states, like Andhra Pradesh, have moved to a more community-driven model, giving greater rights over forest products to local people—both for non-wood and wood—and giving greater decision-making to local government. The poverty reducing impact has been enormous, but restrictions on decision-making, government interference in markets, competition from industries and market intermediaries with preferential treatment, permit and regulatory barriers to timber and non-wood product trade limit the potential. Nepal has a stronger legal framework for community forest rights, with timber and non-timber rights in principle pertaining to the communities. Permit, harvest and commercialization regulations, and competition with government and private industries, put barriers on trade of timber and non-timber products, and there are as yet limited commercial enterprises at the community level. Nepal has learned that just transferring rights to isolated communities is not enough and that capacity building by NGOs and others is essential. Key dilemmas in the region include balancing subsistence needs with commercial potential and fostering equitable community forest management in societies with hierarchical structures and patterns of social exclusion.

The Agenda for Policy Reform

Policy and reform issues emerged in almost all of the presentations. Policies continue to favor other sectors and within the forestry sector, tend to privilege large industry over small.

Governments have not yet provided sufficient rights to community managers to improve their livelihoods and compete in an increasingly competitive environment. While policies are increasingly tailored to local situations and responsive to market needs, norms and regulations continue to limit the competitiveness of community forestry—subsidizing plantations, controlling trade in timber and non-timber products, imposing expensive permit systems on community products, and restricting tenure rights to high-value products or in biodiverse landscapes.

Nor is tenure secure in many instances. In many countries, the onus continues to be on indigenous peoples to provide evidence of their traditional rights with industrial concessionaires automatically provided legitimacy of access to public forests. In others, conflicts over boundaries and territories have been left unresolved either as a means of undermining local power or from sheer lack of attention to the problem. Mechanisms for negotiation and dispute resolution may not have an institutional structure for their application. Donors and conservation agencies provide mixed signals—seeking participation of local people, but supporting those village leaders and forest managers who are willing to forego rights to forest products in return for subsidies from programs that control access and use.

Mexican delegates and Central American delegates stressed the need for policies that devolved rights to payments for environmental services (water, carbon, biodiversity) to the appropriately local level, to balance the higher cost of production for their wood and non-wood enterprises. In the attempt to control environmentally-damaging and large-scale illegal extraction, government forest and wildlife regulations inadvertently criminalize many of the traditional small-scale enterprises in all of the countries represented or require overly expensive studies and documentation for compliance. Third-party certification was seen as a possible solution or substitute to over-regulation, developing national standards cognizant of indigenous forestry systems and identifying products that could receive a market preference from private or government buyers. However, many communities cannot produce for this market under current national standards.

All delegates had examples of the importance of advocacy that moved policy makers to legitimate community rights to forests. The Philippines ex-Minister of the Environment recounted the extraordinary efforts under the Aquino and Ramos administrations to legitimate indigenous and community forest rights, and to legislate these rights in a favorable political cycle, so that they could be defended during tougher times. Nepal's forest legislation has been a positive defense against political attempts to water down community rights to forests and their products. Brazil's indigenous lands were recognized only as a result of highly organized and sophisticated lobbying of legislators by indigenous federations and their civil society supporters, with the result that between Brazil, Peru, Ecuador, and Bolivia, an area the size of Bolivia is legitimate, indigenous land.

Indigenous delegates from North America questioned the parameters of the NAFTA agreement, which favors established large-scale industries and excludes indigenous rural people from the negotiating table, with no measures to enable indigenous community enterprises to take the time needed to become competitive. International conventions and trade agreements could be a positive force for deregulation and favorable policy reform, but only nation states have a seat at the table and indigenous positions must be presented vis-a-vis a national platform.

Capacity Building and Technical Services

Communities are only recently exercising their management rights and/or entering the global marketplace, and have weak capacity, poor access to information and capital, and limited

experience. A tremendous effort is needed in capacity building for which there have until now been relatively isolated financing for NGOs or imbedded in donor and multilaterally funded development programs. Unfortunately governments tend to see these expenditures as “non-productive” when they are in fact a key investment in the evolution of a sustainable enterprise. There is a need for many more indigenous and community professionals who know where there community wants to go and can incorporate indigenous knowledge into management and business.

A number of presentations documented the transformation of community forest management enterprises into commercial ventures that integrated subsistence and cultural elements with a market orientation. Providers of technical support services have changed their approach dramatically in the innovative cases to transfer a vision rather than specific technical knowledge. They also help develop channels of information and networks rather than a one-time transfer, with more use of horizontal learning, community-to-community.

Experiences from the Humbolt Institute in Colombia, the Institute for Socio-environment in Brazil, Mater Engineering and First Nations Development Institute in the western United States, Ecotrust in British Columbia, Canada, ANSAB in Nepal, and PROCYMAF in Mexico focused on building capacity of the community enterprises to network, to better judge the quality of technical service providers, to understand market agreements and the legal parameters of commercial and management activities, to analyse market demand using a more comprehensive and realistic methodology, and to improve institutional arrangements and community structures, with emphasis on indigenous education and professional development. All recognized the need to have a typology of communities and enterprises and to develop capacity according to the needs and interests of those in very different ranges of the enterprise spectrum. Delegates talked of more exchanges within and between geographic regions and for study tours to learn from other experiences.

Making Markets Work for Communities

The market for timber and other products is opening to new demands for good wood (certified products; socially responsible and environmentally friendly products). This creates new opportunities as well as challenges. Opportunities for most communities are in the high value wood products and appearance grade woods. Innovative market mechanisms—third party forest certification, payments for environmental services, organic and other biodiversity friendly agricultural crops—are being promoted as a means of creating incentives for local conservation and sustainable management initiatives and there are growing markets for these products and services. Until now, communities have not found it easy to enter markets, or in the case of forest certification, have found the costs of obtaining and keeping their certification impractical for the size and risk in their operation. There is a tremendous potential but it requires much more careful standard setting and better linkages between producers and buyers. And favorable policy frameworks in country. The conference included important indigenous federations and professional organizations working to collectively move the agenda forward, from Canada, U.S., Mexico, Brazil, Central America, and India: NAFA, AFIC, ITC, UNAFOC, COICA, CICAFOC, and the Punjab and Andra Pradesh regional watershed protection committees.

Communities will only attract investment if they make money. Mexican delegates were conscious of the need for indigenous forestry enterprises to find specialty and niche markets where their products have a comparative advantage. In *Working Smart*, Mater Engineering documented numerous opportunities to find niches in appearance grade wood, specialty furniture designs for non-standard lumber, matching tropical species with special properties to environmental product

markets, applying new technologies to modify and strengthen wood properties, and utilizing waste material in new products. Community enterprises serve multiple objectives, and are extremely important globally in reducing poverty and ensuring livelihoods. Combined with the important environmental services, there is a powerful argument for creating policies and other conditions where communities can charge for the environmental services they provide and become more competitive.

Joint Ventures and Partnerships with Industry and Private Investors

Structuring contracts, deals, and business partnerships between communities and companies are all new experiences. Buyers and investors often come into the relationship with little understanding of the cultural norms and attitudes, nor the long-term goals of the communities. Governments tend to try to dictate the terms of development rather than enabling nation building of the indigenous community. Communities have limited understanding of the requirements of the market or the constraints within which their business partners operate, and may sign on to deals that go against their interests or simply fail to agree to elements that are key to remain competitive. A successful partnership requires a change in attitude—a willingness to negotiate something acceptable to the community as well as the industry and the market. There is learning on both sides and new models emerging.

Companies have learned important lessons about partnering including the need to respect and listen to community values and perspectives (mentioned by Greenstar Resources; Xylem Investments), to craft agreements and contracts that establish the rules of the game for both parties (mentioned by Renewable Resources, LLC), to plan for problems and conflicts with alternatives in mind and sound dispute resolution mechanisms (mentioned by Sylvania Certified), to enable capacity building of community partners (mentioned by Puertas Montealban), and to remain flexible to take advantage of socially responsible markets (mentioned by Global Forest Products). Communities have learned to use legal services to help them understand agreements and enter with a clear understanding of the legal and market rules, to gain internal consensus on the market and deals that are culturally compatible, to take advantage of educational and development opportunities that companies and investors can offer, and to capitalize their own enterprises to become stronger players with investors and buyers.

Next Steps to Advance Indigenous Forestry: WRAP-UP SESSION

There was a rich discussion of the final session and its relationship to the earlier conference sessions. The chairs summarized very briefly the outcome:

- 1) There is a clear interest in and need for a major political movement for greater indigenous rights over forests. There is a philosophical shift underway globally in relationship to people and the management of land and forest resources. The situation in the developing countries present shows that this shift has progressed a lot in other countries and that many of these experiences provide important models for others.
- 2) The message of the nation-building study and model presented by the Udall Center and Harvard University for the U.S. Tribes and their enterprises is instructive. The difference between success and failure is how indigenous peoples and their communities build their institutions. These need to be open, transparent and adaptive. They need to be grounded in the beliefs and the cultures of the people there. This is mirrored in many of the other presentations—a clear theme for successful indigenous enterprises.

- 3) A lot of capacity-building, awareness raising, and strategic market intelligence and linking of communities to demand is needed if there are to be successful enterprises. All the collective energy could be used to create a business opportunity to generate revenue to hold more such meetings where international exchanges help guide national action and raise awareness.
- 4) A number of speakers have questioned the NAFTA and other regional trade models. What seems an opportunity for a level playing field will make it very difficult for many emerging indigenous enterprises to compete. They are entering the market very recently and circumventing very complex problems of internal organization, clarifying tenure rights, remote and small size of the resource base, and limited education. Perhaps there needs to be an indigenous NAFTA agreement that fosters balanced trade and helps communities enter these markets.
- 5) There are clear opportunities for exchanging lessons. Many participants have been working in isolation of knowledge of other models and now see there are many parallels across regions—importance of legal advocacy, value of planning for increasing number of community professionals, role of networks, the diversification of forest enterprises to include non-timber and environmental services, and the potential flexibility in community-business partnerships to include cultural values and interests.
- 6) The Mexico delegation made preliminary plans to hold some follow-up meetings in Mexico with communities, industry, technical support organizations, government, and investors to explore the market demand for community products and services and think strategically about the insertion of indigenous and other local forest communities into domestic and international markets.
- 7) The global community needs to develop a framework for action which develops community forest enterprises, improves their position vis-a-vis markets, strengthens producer organizations, and promotes strategic business partnerships to deal with scale, competitive environments, and establishes a track record for buyers and investors.
- 8) NAFA is preparing for the 2003 Indigenous Peoples' Forum in 2003 at the World Forestry conference, coordinating an Indigenous Peoples' Exhibit, and calling for indigenous peoples' presentations and papers. It is expected that 5000 people from 150 countries, including many senior professionals and leaders will attend. NAFA will take a lead on the indigenous forum and call for papers.

ANNEX 1

GLOBAL PERSPECTIVES ON
INDIGENOUS PEOPLES' FORESTRY:
LINKING COMMUNITIES, COMMERCE AND
CONSERVATION

June 4 - 6, 2002

A G E N D A

Tuesday, June 4

Opening

Welcoming by Dean of the Faculty of Forestry, *Dr. Jack Sadler*

Welcoming by Co-Chairs: *Bill Bourgeois*, Vice President, [Lignum Ltd.](#) and *Garry Merkel*, R.P.F Chair UBC [Faculty of Forestry](#) First Nations Advisory Committee

The Status and Future of Indigenous peoples' Forestry: Global and Regional Perspectives

Making Forests Work for Communities: A Global Perspective

David Kaimowitz, Director General, Center for International Forestry Research (CIFOR)

Legal Issues and Global Processes

Ed John, Aboriginal Lawyer, T'lazt'en Nation

An Indigenous Vision of Forest Management: An Agenda for the 21st Century

***(G)Guujaaw*, President, Council of Haida Nations**

Beyond Treaties: Lessons for Community Economic Development

Miriam Jorgensen, Udall Center for Studies in Public Policy, The University of Arizona and Harvard University

Issues and Opportunities for Indigenous Forestry

Issues and Opportunities for Indigenous Forestry in Canada: The National Aboriginal Forestry Association
Harry Bombay, NAFA, Canada

Issues and Opportunities for Indigenous Forestry in British Columbia: Aboriginal Forest Industries Council
Victor Godin, Aboriginal Forestry Industry Council (AFIC) British Columbia, Canada

Issues and Opportunities for Indigenous Forestry in the United States: The Intertribal Timber Council
Meredith Heilman, Makah Tribe, United States, ITC

Issues and Opportunities for Indigenous Forestry in Latin America
Gustavo Ramirez and Levi Sucre from Mesoamerican Biological Corridor Program in Mexico and CICAFOC in Costa Rica.

Making Markets Work for Forest Communities: New Deals, New Opportunities

First Session - 2 simultaneous panels

Building Indigenous Enterprises and Marketing Products

()The Process of Forest Development in the Ejido Noh Bec.

()Alfonso Argüelles Suárez, Executive Director of Tropica Rural Latinamericana and Pascual Blanco Reyes, President of the Council of the ejido Noh Bec (agroforestry community) Quintana Roo, Mexico.

Is Community Forest Management Sustainable: Perspectives from Quintana Roo, Mexico.

David Bray, Chair and Associate Professor Environmental Studies Department, Florida International University.

Yakama Forest Products.

Chris Ketcham, Operations Manager, Yakama Forest Products Sawmill. Yakama Indian Tribe, US.

Experiences of CICAFOC in Central America

Levi Sucre, Coordinadora Indígena Campesina de Agroforestería Comunitaria - Indigenous Peasant Coordination for Community Agroforestry (CICAFOC) representative, Costa Rica.

Indigenous and Traditional Community Enterprises: An Experience in Peten, Guatemala.

Carlos Soza, Director of Bio Itza, Petén Guatemala. Experiences in developing Central American indigenous standards for forest and natural resource management including certifying production of biodiversity friendly products around the forest.

Indigenous Community Enterprise Integration and Product Promotion: The Experience of Community Forest Enterprises in Mexico. Ricardo Ramirez, Union de Productores Forestales Zapotecas-Chinantecas-Zapotec and Chinantec Forest Producer Union (UZACHI), Oaxaca and *Nicolás Aguilar, Unión Nacional de Organizaciones de*

Forestería Comunitaria - National Union of Social Forester Organizations (UNOFOC), Mexico.

()

Structuring Joint Agreements -The mechanics of successful joint ventures

Heart and Mind. Small Business Perspective.

Paul Fuge, Sylvania Certified. United States.

Proposal for Environmental Services of Oaxaca: Building Bridges Between Rural and Urban Worlds.

Francisco Chapela, Coordinator of Estudios Rurales y Asesoría Campesina A.C. (Rural Studies and Peasant Consulting Services). Oaxaca, Mexico.

Structuring a Joint Venture: Understanding the Lawyer's Role.

Caroline Findlay, Business Forestry at Blake, Cassels, and Graydon, LLP. BC, Canada.

Livelihood Situation of Farmers and Nomads in Himachal Pradesh.

Sh. Jasbir Singh, Tribal Representative (gujjar) from the Village Development Committee in Andheri village, and Dr. V.R.R. Singh, Deputy Project Director, IWDP Watershed Directorate of the State of Himachal Pradesh, India.

Experience sharing on watershed interventions on nomadic and marginal groups in Punjab

A.S. Dogra, Project Director of Integrated Watershed Project Hills, Jitendra Sharma, Participator Supervisor, and Surinder Singh Pathania, Watershed Directorate of Punjab State in India.

Second Session – 2 Simultaneous Panels

Investor Perspectives: Criteria and Issues in Supporting Indigenous Forestry Projects

Global Forest Products

John Earhart, Global Forest Products. United States and South Africa.

GMO: Criteria and Issues for Investment.

Michael Clasby, Grantham, Mayo, Van Otterloo & Co - Renewable Resources LLC United States.

Financing Forestry Ventures.

Richard George, Aboriginal Financial Advisor, Bank of Montreal, Canada

Production Unit for Forest Management of Pueblos Mancomunados.

Israel Santiago, Pueblos Mancomunados, Oaxaca, Mexico.

Forestry Investment in the Developing World – a 30 year Perspective.

Peter Massey, *Director of Greenstar Resources PLC, -Xylem Investments, Inc.*

Business Experiences in Company – Community Partnerships

Puertas Montealban's Experience with Communities and Current Work.

Juan José Martínez, Puertas Montealbán, Mexico.

Sustainable Forest Management – A Real Option for Social Recovery in the Region of Northeastern Antioquia, Colombia.

Alfonso Uribe, FEDEMADERA, Colombia.

Wednesday, June 5

Building on Indigenous Governance to Establish Effective Business Enterprises

The Making of Isaak Forest Resources.

Larry Baird, Central Region Chiefs, Nuu-Chah-Nulth, Canada.

Menominee Tribal Enterprises.

Bill Schmidt, Director of Marketing, Menominee Nation, Menominee Tribal Enterprises, United States.

The Mesoamerican Biological Corridor – Mexico Program.

Gustavo Ramirez, National Coordinator Mesoamerican Biological Corridor Project, Mexico.

Adolfo Chavez, Rigoberta Menchu Foundation, Mexico.

Entrepreneurial Activities of Forest Village Communities and the Facilitating Role of the Forest Department

Sri Gottumukkala Srihariraju, non-tribal president of village institution of Rebaka. Forest Department of the State of Andhra Pradesh, India.

Institutional Mechanisms Established in Local Communities for Self-generated Financial Support to Manage Forest Resources Sustainably

Jyotsna Sitling Deputy Project Director of Integrated Watershed Project Hills 2, and *Ms Ramendri Devi*, Watershed Directorate, State of Uttaranchal, India .

Thursday, June 6

Reforming Policies and Legal Frameworks

Reforming Policies and Legal Frameworks, the case of BC.

Cheryl Sharvit, Eagle (Environmental-Aboriginal Guardianship through Law and Education). BC, Canada.

U.S. Forest Service's Tribal Government Program.

Ron Trosper, Northern Arizona University, United States.

Indigenous Groups in Brazil: From Victims to Partners.

Carlos Alberto Ricardo, Socioenvironmental Institute (Instituto Socioambiental), Brazil.

Towards Expanded Property Rights of Local Communities over Forest Resources in Nepal: Lessons and Strategies.

Bhishma Subedi, Executive Director, Asia Network for Sustainable Agriculture and Bioresources (ANSAB), Nepal.

Experiences Providing Technical Support Services: The Role of Business Incubators and Technical Assistance Organizations

Aurelio Ramos, Biocomercio Program, Humboldt Institute, Colombia.

Ian Gill, Ecotrust Canada.

Catherine Mater, Mater Engineering, United States.

Gerardo Segura, General Coordinator, Proyecto de Conservación y Manejo Sustentable de Recursos Forestales en México - Mexican Conservation and Sustainable Forest Resource Use Project) PROCYMAF, Mexico.

Jan-Willem Jansens, First Nations Development Institute, United States.

Looking Forward

Policy Lessons and Innovations

Alberto Cárdenas, Commissioner of Comisión Nacional Forestal - National Forest Commission (CONAFOR), Mexico.

Victor O. Ramos, Former Environment and Natural Resources Secretary (DENR), Philippines.

Peggy Smith, National Aboriginal Forestry Association and *Monique Ross*, Canadian Institute of Resources Law, Canada.

Hon. Michael de Jong, Minister of Forests, Government of British Columbia, Canada.

Global Forests in Transition: Challenges and Opportunities

Gary Bull, Assistant Professor, Faculty of Forestry University of British Columbia Canada, and *Andy White*, Director, Policy and Market Analysis Forest Trends, Washington DC, USA.

ANNEX 2: LIST OF PARTICIPANTS AND SPEAKER BIOS

Speaker Biographies

Conference Co-Chairs

William W. Bourgeois PhD, RPF Vice President, Environment and Government Affairs Lignum Ltd. Bill Bourgeois has a 25-year reputation for excellence in forest land management in British Columbia. Dr. Bourgeois came to Lignum Ltd. in 1994. As the Vice President of Environment and Government Affairs for BC's largest, independent, family-owned forestry company, Bill provides counsel on a broad range of policy and strategic issues including land use, forest management and First Nations. He has been a key driver in Lignum's leadership role as one of BC's most innovative forest resource management companies.

Prior to joining Lignum, Bill was with MacMillan Bloedel Limited for over 17 years. He worked in various capacities within their Woodlands Service Division. At the end of his tenure with MacMillan Bloedel, Bill was responsible for a division of over 100 employees with an annual budget of seven million dollars.

Bill's experience and expertise makes him a sought after individual by both government and community organizations. He spent two years in an advisory role on the BC government's Commission on Resources and Environment and is a past member of the Whistler Sustainability Council, World Resources Institute's North American Biodiversity Strategy Advisory Group and the Vancouver Foundation Environment Committee. He has been a member of a number of government committees including the Canadian Delegation to the Conservation of Biodiversity Convention, Forest Renewal BC Forest Resources Committee, Coastal Fish-Forestry Guidelines Group and numerous others.

His professional credits include membership in the B.C. Heritage Rivers Board and the Association of B.C. Professional Foresters. Bill holds a Ph.D., Forest Soils, from the University of Washington and received his B.S.A., Soil Science and M.Sc., Forest Soils from the University of B.C.

Garry Merkel, RPF is from the Tahltan Nation in northwestern B.C. He strives to create better ways for looking after the land. He believes that to accomplish this a common philosophical base that worships the land is needed for all people. He works with others to build practical land management tools, organisations, education and public policy that incorporate this land ethic.

Garry holds a Forest Technologist Diploma from Selkirk College, Castlegar, B.C. (with honours) and a B. Sc. (Forestry) from the University of Alberta, Edmonton, Alberta. He has thirty years of experience in most aspects of land management and community development including: surveyor; fire boss on campaign fires; duty officer; parks design and maintenance; inventory forester; silviculture contractor; development planner; road engineer; teacher; timber supply analyst; forest economist; forest policy analyst; natural resource developer; community planner; business developer; entrepreneur; manager/director/president; consultant, negotiator, facilitator.

Garry's professional affiliations include: Principal, Forest Innovations, Treaty Negotiator & Advisor, Ktunaxa/Kinbasket tribal Council, Chair, First Nations Advisory Committee, Faculty of Forestry, UBC, Chair, Board of Directors, Nicola Valley Institute of Technology (NVIT), Vice Chair, Board of Directors, Columbia Basin Trust, President, Bootleg Recreation Ltd., Chair, B.C. Aboriginal Housing Steering Committee, Chair, Kootenay Lake Forest Consultation Forum.

Latin America

Aurelio Ramos-Borrero is the director of the Biocommerce Sustainable Program at the Alexander von Humboldt Institute in Bogotá, Colombia, engaged in creating and enhancing mechanisms which promote the investment and trade of products and services derived from biodiversity. He is also the coordinator of the Biodiversity Program CAN-CAF-UNCTAD, which works to design and develop economic incentives for sustainable use and conservation of biodiversity in the Andean Region. He was a contact person for Colombia for the Forest Stewardship Council from 1999-2001. He has a masters degree in environmental economics and natural resources from the University of Maryland and the University of Los Andes (Colombia). His publications include articles on ecotourism, economic incentives for conservation of Colombia's forests, consumer interest in sustainable coffee and wood products, and certification and trade issues.

Francisco Chapela. As Coordinator of the Oaxaca Office of Estudios Rurales y Asesoría, A.C., Mr. Chapela provides technical advice to communities for natural resource management and land-use planning. He received his bachelor's degree in engineering from the Universidad Autónoma Metropolitana in Mexico City. A member of the International Society of Tropical Foresters, his specialties are forestry, land use, wood production and marketing. He is also interested in achieving both the development of rural communities as well as the preservation of their natural resource base. He is also a member of LEAD, cohort 3.

Adolfo Chavez is currently the Director of the Program for Self-Development Initiatives in the Mexico office of the Rigoberto Menchú Tum Foundation. He is a community leader from the San Juan Nuevo de Parangaricutiro Community in Michoacan, one of the most developed community forestry enterprises in Latin America. He has served as a technical forester for the community enterprise, as the director of promotion, protection, production, special projects, and as administrator of the agro-pastoral program and of resin and polymer production, as president of the vigilance committee (1989-1998). He is a technical forester for promotion and scoping of Certified Best Practices for the National Union of Forest Communities (UNOFOC). He coordinated a community-driven training program for northern Mexico forest communities with funding from the Government of Mexico and the World Bank (1998-99) and a model indigenous community resource management program of the National Autonomous University of Mexico (1995).

Carlos A. Soza-Manzanero is a native of the Petén region of Guatemala, the seat of Mayan civilization. He has a Masters Degree in Project Design and Research from the Rural University of Guatemala, an undergraduate degree in Education from the University of San Carlos, Guatemala, and more than fifteen years experience in Mayan Forest extractive enterprises, and enterprise and community development assistance to rural communities of the Petén. His skills include planning, design and conservation of indigenous and traditional protected areas, municipal administration, project management, conflict resolution, promotion of cultural projects and environmental and ecological education. He has published books and articles on economic perspectives of the Mayan Biosphere Reserve, the ProPetén conservation experiment, ecological awareness of Mayan Biosphere residents, the impact of environmental education on conservation behaviors of Petén communities, changes in forest cover, and environmental project case studies. He is currently the director of the ProPetén Foundation.

Marcelo Carreon-Mundo is a forest engineer with a degree from the Autonomous University of Chapingo, Mexico's leading forestry and agricultural university. With his wife, Ing. Victoria Santos, he was the founder of the Plan Piloto Forestal in the Mayan Zone of Central Quintana Roo. In 1986 he became the Forest Technical Director for the Organization of Forest Production Ejidos of the Mayan Zone, Quintana Roo OEPFZM, at the time an organization of 17 Mayan communities in the region who began managing timber production from their own forests under far more sustainable practices than had occurred before. Under Ing. Carreon Mundo's leadership, the OEPFZM has become well known for its efforts at sustainable tropical forest management. It has received funding from the World Wildlife Fund, the Inter/American Foundation, the Rockefeller Foundation, the MacArthur Foundation, and the Summit Foundation, among others. In

recent years, the OEPFZM has introduced innovative programs in agroforestry and sustainable agriculture in order to reduce dependence on the standing forest. In 2000, two of the communities of the OEPFZM, Naranjal Poniente and Laguna Kana, were awarded the Smartwood seal by the Rainforest Alliance and the Mexican Civil Council for Sustainable Silviculture. From 2000-2002, Ing. Carreón served as a legislator in the State Congress of Quintana Roo, and in May, 2002, was named Forest Director for the state of Quintana Roo.

Luis Alfonso Arguelles-Suarez is a consultant with 21 years of experience in tropical forest management and community and indigenous forest enterprises. He was the project advisor of the ODA-assisted Quintana Roo Forest Management Project from 1995 to 2000, and the advisor to the Mexico-German cooperation Pilot Forestry Plan (PPF) in Quintana Roo from 1993 to 1996. He was the technical director of the Ejido Forest Producers Society of Quintana Roo from 1986 to 1994 and the director of the state forest plan of the Quintana Roo State Government State Agricultural Plan from 1989 to 1993. He has consulted on community forestry in Honduras, Ecuador, Guatemala, Quintana Roo, Campeche, Panama, and advised on market access issues for Central America and Mexico. He has been the president and vice-president of the Advisory Council of the Forest Stewardship Council and the founding director of the Latin American Rural Tropics non-profit organization. He is a professional forester with degrees from the Autonomous University of Mexico-Chapingo and the Forest Technical School of Uruapan, Michoacan, Mexico.

Levi Sucre is a member of the BriBri, one of the indigenous peoples of Costa Rica. Since he was young, he has worked in his community promoting agricultural diversification using sustainable and organic methods, experimenting with solutions to food security and productivity on his own plots. He founded the Association of Smallholders of Talamanca (APPTA) in 1986, which works with more than 50 indigenous and afro-descendent communities. From 1987 to 1998, he was an APPTA leader, helping APPTA become the largest producer and exporter of certified organic cacao, producing 20% of the world's organic supply. Since 1999, he has worked with CICAFOC (a technical arm of the indigenous and rural agroforestry communities of Central America) providing technical assistance to productive groups operating in local and export markets, on both conventional and certified products.

Gustavo Ramirez is the national coordinator of the National Mesoamerican Biological Corridor Project operating in the states of Chiapas, Yucatan, Quintana Roo, and Campeche (Global Environment Fund (GEF)-assisted). He was the general coordinator of a community-driven training program implemented by 35 indigenous forest communities in seven states from 1995 to 2001. From 1997 to 1999 he coordinated development of a regional ecotourism strategy for Sierra Norte in Oaxaca state, and was the program coordinator for a Oaxaca indigenous biodiversity and integrated ecosystems management project initially financed by a GEF grant and now expanded into a three-state project, COINBIO, with GEF financing in Oaxaca, Guerrero and Michoacan. He has served on the selection committee of the North America Fund for Environmental Cooperation, and is an advisor and member of AMIDES, A.C., an indigenous association promoting sustainable development in Mexican and U.S. indigenous communities and tribes, also advising the Mexican environment ministry on ecotourism in protected areas. He is a biologist with a graduate degree in sustainable development (LEAD program, Colegio de Mexico), with some study toward a doctorate program. He has been a researcher on remote sensing and protected areas and forest management, agroecological and land use studies in Oaxaca, environmental impact assessments, ecotourism, and mapping of temperate forest types for Environmental Protection Agency (EPA) and Harvard University/ National Museum of Hungary studies.

Ricardo Ramirez-Dominguez is an agricultural engineer with a specialization on vegetable production. He currently leads the capacity building component of the PROCYMAF project on conservation and sustainable management of forest resources in Mexico. Before that, he was in charge of the technical division of forest management at the Zapotec and Chinantec Communities Forest Producer Union (UZACHI), a union made up of four different communities where he is also a community member. He has also taught agricultural

related courses, and worked at the national statistical center (INEGI). Ricardo Ramirez has been involved for many years in developing forest management plans, community organizing and community forestry professionally and as a community member himself.

Pascual Blanco-Reyes is president of the council (*comisariado*) of the ejido Noh Bec. The Noh Bec ejido in Quintana Roo, Mexico was the first forestry operation in the world to be certified for both timber and non-timber products (gum latex or chicle). As a result of an assessment which took place in early 1999, Noh Bec is now certified under the Forest Stewardship Council (FSC) standards. At the same time as the FSC assessment, Noh Bec was successful in becoming organically certified through the Florida Organic Growers. Finally, the ejido also worked with Fair Trade, a European fairtrade organization, and is now endorsed as a producer that meets the fair trade social and business practices criteria outlined by this organisation. The Plan Piloto Chiclero, the producer's organisation, is working with an American gum manufacturer to market their natural chewing gum by touting its triple certification. This example of multiple certifications is another useful model of how producer groups are working with certifiers to improve markets for certified products.

Carlos Alberto (Beto) Ricardo is anthropologist dedicated to indigenous issues since 1969 as a researcher, editor, photographer, and activist. He conceived the idea of "Indigenous Peoples of Brazil", a cumulative information system on the current situation of indigenous peoples in Brazil, first developed at the Center for Ecumenical Documentation and Information (CEDI) (1974/94), and since 1994 at ISA-Instituto Socioambiental, where he is a founding member and currently coordinates the Rio Negro Program with its local office in São Gabriel da Cachoeira in the the state of Amazonia. He was also a member of the National Coordination for "*Povos Indígenas na Constituinte*" (1986/88), founding member of the NGOs forming the Nucleus for Indigenous Rights (1989/94), part of the Commission for Pro-Yanomami, and a 1992 Goldman prize recipient for South America and the Caribbean.

Ambrocio Rodriguez and Jesus Espinoza are community leaders of Nuevo San Juan Parangaricutiro in Michoacán, Mexico. This community is recognized as a model of social enterprise and sustainable forestry. In its attempts to diversify the local economy, the community is now developing its ecotourism potential. With 18,319 hectares of pine and oak forests, and under FSC certification, the community is combining community governance structures with enterprise organization in a form of indigenous Puréchepe capitalism, to export molding to Home Depot and provide upscale furniture to Mexico's leading department store chains.

Alfonso J. Uribe-Santa María, born in Medellin, Colombia. Mechanical Engineer, Technical Director of USM Ingenieros Ltd. (one of the largest producers of moulding and millwork in Colombia); Vice President of the Board of FEDEMADERA (Federación Antioqueña de la Madera), one of the main forestry and forest products associations in Colombia; President of the Board of Directors of The Columbus School (the North American International School in Medellin known for educating the future leaders of Colombia); Member of the National Advisory Committee for the Bosques y Madera (Forests and Wood) Project, part of the Colombian Alternative Development Program (CAD); as Director of the Academic Development Committee of Fedemadera has organized several International Simposia and events directed to the development of the sustainable forestry and forest products, and evaluating new tools for forest management, such as forest certification. With the FEDEMADERA, Mr. Uribe heads a benchmark reforestation project effort in Colombia targeted toward small-scale forest landowners - many who are 'widows of violence' - looking for alternative crop options. In final design stages, the reforestation project will encompass 600,000 hectares of phased reforestation under certification guidelines, employ carbon sequestration investment, offer certified resource manager training camps for older children living in the rural villages located in guerilla territory, and implement a new K-12 curriculum at the Columbus School focused on sustainable resource/sustainable communities using sustainable forestry as the baseline. Partners

in the project include the State of Antioquia, The Adilla Group (largest plantation owner in Colombia), FEDEMADERA, the Columbus School, Mater Engineering, Collins Pine, and WoodLinks out of Canada.

South Asia Nepal

Bhishma Subedi is a Nepali with over 15 years of professional experience in research, university teaching, policy analysis, networking, and participatory program development, planning, implementation, monitoring and evaluation. He holds an MS (Forest Sciences) degree from Yale University, USA. His areas of strength are social ecology; natural resource policy, planning and management; community development; enterprise-based biodiversity conservation, and research methods: rapid appraisal (RRA, PRA), statistics, ethnoscience, monitoring and evaluative studies. Currently, he has been working as the Executive Director of Asia Network for Sustainable Agriculture and Bioresources (ANSAB), an INGO that aims at promoting the enterprise oriented participatory conservation of natural resources. He has conducted several research and studies in community forestry and enterprise-based biodiversity conservation; developed and implemented strategies for commercialization of NTFP and conservation of ecologically sensitive areas in the Himalaya of Nepal; and developed methods for developing and profiling community based NTFP enterprise options. As a permanent faculty member at the Institute of Forestry of Tribhuvan University in Nepal, he has designed and taught several theoretical and practical courses on community forestry, human resource management, rural sociology, extension, and research methods to B. Sc. Forestry and Technical Certificate in Forestry students.

India

The Indian government is carrying out a number of innovative projects at the level of participating states for joint and community forestry management in World Bank-assisted forestry or watershed development projects. By the year 2000, there were 62890 Joint Forest Management Committees managing 14,254,845.95 ha. of forests in 22 states of the country. Some projects have active programs in tribal regions, involving tribal communities in forest management and forest-based enterprises that sustain the resource base, provide important subsistence needs, and generate traditional and new forms of income. Delegations are participating from five states: Andhra Pradesh, Himachal Pradesh, Jharkhand, Punjab, and Uttaranchal.

Himachal Pradesh: The World Bank-assisted Integrated Watershed Development Project (Hills II) in the state of Himachal Pradesh, India uses participatory approaches to increase productive potential and promote sustainable watershed management in five Indian states (Haryana, Himachal Pradesh, Jammu and Kashmir, Punjab, and Uttar Pradesh) in the fragile and highly degraded Shivaliks Hills. The project covers 2,000 villages in a 200,000-hectare area. Village development committees (VDCs) have been formed and given the responsibility for identifying and implementing priority watershed interventions in their villages. Multidisciplinary government teams assist the VDCs to prepare and implement village watershed development plans. Project activities include microwatershed treatments such as vegetative barriers, improved cropping systems, horticulture, and silvipasture; fodder and livestock development (artificial insemination for genetic improvement; veterinary health improvement; and fodder production); and rural infrastructure.

Sri Jasbir Singh is the tribal Gujjar representative of a Village Development Committee in Andheri village and has been active in developing a strategy for incorporating the needs of migrant herding families into natural resource management decisions in Andheri.

Andhra Pradesh: Across Andhra Pradesh, a large state on the eastern coast of India, a dramatic change is afoot. The state government has introduced on a massive scale a new approach to protecting forest resources known as joint forest management. Under this approach, local people living on the fringes of forests are forming Vana Samrakshna Samithi (VSS) village organizations established to protect forests and are joining forces with the state forestry department to work in partnership for a common cause: rejuvenating Andhra Pradesh's degraded forests. Together they now share the responsibilities and benefits of forest restoration, protection, and management. The initial gains from this people-centered management strategy are impressive, and a huge effort is under way to support and sustain the change. The Forestry Department, once regarded as a rule-bound and hostile bureaucratic police force, is now often heralded by rural people as a friendly promoter of their development. A dramatic change indeed, in perception and attitudes, brought about within the past four years.

Sri Gottumukkala Srihariraju, the local president of the village government institution of Rebaka, has been an active leader in the VSS organization and in forest-based enterprise development.

Jharkhand: A World Bank assisted Participatory Forest Project is under preparation in this state on India to: (a) strengthen the policy, legal and organizational framework for participatory forest management; (b) enhance the quality of community institutions, including mechanisms to ensure benefits to women and vulnerable groups; and (c) expand the natural resource base and returns to local communities.

Jawahar Lal Banra, is a village leader in Chaibasa, West Singhbhum, Jharkhand, who has been active in organizing Village Committees for forest management and in developing rural forest-based enterprises which create diverse opportunities for women as well as men, for long-term poverty alleviation and income generation.

A.K. Singh is the regional chief conservator of forests in the district of Hazaribagh in the state of Jharkhand in India. He is the head of the preparation team for the proposed state project.

Uttaranchal:

Ranjana Kala is the Joint Director of the Watershed Management Directorate project in the state of Uttaranchal, India. She holds a Master of Science in physics and an A.I.F.C. in forestry. She has been in the public service for 16 years. Before that she worked on the planning stage of a watershed project funded by the World Bank, another with the European Union, where she worked on the participatory components. She has also managed the protection of subtropical and temperate flora and fauna at various forest divisions, as well as working on afforestation projects for fuelwood needs as well as decrease siltation caused by the Tehri dam.

Jyotsna Sitling is the Deputy Project Director of the Doon Valley Watershed Management Project in the state of Uttaranchal, India. She holds a Master of Science in Botany and has been in public service for 14 years. She has held various posts as conservator of forests, and at various state governments. She also worked at the Indira Gandhi National Forest Academy in Dehradun as an Indian Forest Service Probationer.

Ramendri Devi is presently the president of women Self Help Group in the village Lauka since June 2000. Traditionally she used to make household items like baskets and mats using the fibre from Bhabar Grass (*Eulaliopsis binata*) from the forest. She took training for making value added handicrafts from the same fibre for five months. This training was imparted with the help of the project. She is now been selected as a trainer and presently giving training to the women of 2 other villages of the area. She has already trained around 40 other women in this skill. While taking up this venture, she has participated in various Handicraft Fairs within the country. She promoted the concept of Women's Self Help Group in her locality and formed

few Self Help Groups with her own effort. Presently around 51 women of her village are involved in two Self Help Groups.

Punjab:

A.S. Dogra, is the Project Director of Integrated Watershed Project Hills 2, India, Punjab, Jitendra Sharma is the Participatory Supervisor, Integrated Watershed Project Hills 2, India, Punjab, and Mr. Surinder Singh Pathania represents his community. Together, they will present their current work on Experience sharing on watershed interventions on nomadic and marginal groups.

United States

David B. Bray has been Chair and Associate Professor in the Environmental Studies Department at FIU since August, 1997. Before that, he spent eleven years with the Inter-American Foundation (IAF), a U.S. government foreign assistance agency, in Arlington, VA. His first three years at the IAF I worked in the Southern Cone, primarily Paraguay but also stints in Argentina and Uruguay. From 1989-1997 he was Foundation Representative for Mexico, which included two periods living in Oaxaca, Mexico (in 1993-94 on a Fulbright Fellowship while on leave from the IAF). Before joining the IAF, he spent three years with the Center for Latin American Studies at Tulane University and brief teaching and administrative assignments at the Center for Latin American Studies, University of Florida and Tufts University. He received my Ph.D. in Anthropology from Brown University in 1983, and previously received a Master's Degree from Brown and a B.A. in Anthropology from the University of Missouri-Columbia in 1974. Since 1989, he has been pursuing research interests on sustainable grassroots development in rural Mexico, and currently designing and implementing a research/action project on community tropical forest management in Quintana Roo, Mexico. In September, 1999, FIU, the Universidad de Quintana Roo, and the Organizacion de Ejidos Productores Forestales de la Zona Maya received a grant from the Ford Foundation-Mexico for a project in participatory land use planning and decision-making using geomatics.

John Earhart is the Chairman of the Board and a founding shareholder of GEF Management Corporation. He serves as a member of the Investment Committees of each of the investment funds that GEF currently manages. With extensive experience in international environmental policy and national resource management, Mr. Earhart assumes primary oversight of GEF's environmental analyses and compliance processes. As a professional forester, Mr. Earhart has served as technical advisor, and helped to structure private equity investments, project finance and international grants for a number of the major forest management projects undertaken in the tropical Americas. Mr. Earhart is a member of the Board of Directors of Keweenaw Land Association, a publicly traded timber management company in the United States. He has previously served on the Board of Molokai Ranch, a commercial natural resource and agricultural operation in Hawaii. Previously, Mr. Earhart served as a senior fellow to World Wildlife Fund and The Conservation Foundation, and as associate director of the Peace Corps in Paraguay. He is a graduate of California State University and the Yale School of Forestry and Environmental Studies.

Paul Fuge graduated from Yale University in 1968 and has been involved in the sustainable forestry business since 1972 when he founded the Local Lumber Company to explore the economic viability of lesser know species and character grades of lumber abundant in the forests of New England. Since then his business interests have continued to center on sustainable approaches to forest products. An early proponent of FSC-based forest certification, he is president of Plaza Hardwood, Inc, and managing partner of Sylvania Certified, LLC. He is the past chairman of the National Wood Flooring Association Environment Committee, and is currently chairman of the board of the Certified Forest Products Council based in the USA. Sylvania Certified, LLC is a US-based importing and distributing company committed to buying tropical wood products from sustainably managed forests. Sylvania assists indigenous communities and industrial forest product manufacturers the tropics to achieve sustainable forestry as defined by the Forest

Stewardship Council (FSC). During the past two decades, Sylvania has assisted community-based forest producers in Peru, Paraguay, Bolivia, Ecuador, Brazil, and Mexico by developing products for the European and US markets. Whenever possible Sylvania products incorporate the lesser-known wood species that occur in greatest abundance in sustainably managed forests.

Jan-Willem Jansens is the principal of Common Ground Community & Landscape Planning, a small consulting firm in Santa Fe, New Mexico. Common Ground's activities focus on collaborative planning approaches to public lands and community lands such as land grants, Indian reservations, watersheds, and commons. Through his business and teaching jobs, Jan-Willem works with government agencies, charitable foundations, non-profit organizations, and community groups on land management issues such as inventorying and monitoring the natural resource base of communities, ensuring the sustainable use and equal distribution of natural resource assets, and establishing community-driven economic development projects. Jan-Willem brings to his work eight years of experience in international development projects in Africa, several years of teaching experience at college level in The Netherlands and the USA, and nearly nine years of rural development work in the USA. Born in the Netherlands, Jan-Willem holds a Masters Degree in Agricultural Science from the Wageningen Agricultural University in The Netherlands, with an emphasis on landscape architecture, rural land use planning, and forest ecology.

Miriam Jorgensen is the associate director for research for the Native Nations Institute at the Udall Center and the research director of the Harvard Project on American Indian Economic Development. As a researcher, she has studied Native constitutional reform, examined policing on American Indian reservations, written case studies for teaching Native economic development, reported on the Draft United Nations Declaration on the Rights of Indigenous Peoples, consulted with tribes on governmental reform, taught in and served as a rapporteur for American Indian executive education programs, and written about the distinctive contributions of tribal government programs selected for Honoring Nations awards. Her doctoral research-which examined Indian gaming, Indian forestry, and Indian housing programs-focused on the ways in which individual tribes' social and cultural characteristics affect economic development. She also works as an affiliate consultant for the Lexecon, Inc., Native Practice, has served as an instructor in economics at Harvard University's John F. Kennedy School of Government and the Harvard School of Public Health, and is a former member of the Swarthmore College Board of Managers. Dr. Jorgensen received her B.A. in Economics from Swarthmore College (1987), B.A. and M.A. in Human Sciences from the University of Oxford (1989, 1995), M.P.P. from the Kennedy School of Government at Harvard University (1991), and Ph.D. from Harvard University (2000).

David Kaimowitz is the Director General of CIFOR, the Center for International Forest Research. Dr. Kaimowitz joined CIFOR in 1995, and was named the principal economist of CIFOR last year. He has a considerable record of scientific achievement. In recent years his work at CIFOR has been especially influential in helping to shape major forest-related policies. He has written or co-written seven books and published more than 100 other scientific publications. From 1995 until last year Dr. Kaimowitz was the team leader of CIFOR's program on Underlying Causes of Deforestation, Forest Degradation and Changes in Human Welfare, which investigates the ways in which policies and social trends outside the forest sector affect forests and the people who rely on them for daily needs and income. He has conducted research in Latin America, Africa, and Asia. Born in the United States, Dr. Kaimowitz completed a B.A. degree in development studies at the University of California–Berkeley and received M.A. and Ph.D. degrees in agricultural economics from the University of Wisconsin–Madison. Before joining CIFOR, he held research or managerial positions at the Inter-American Institute for Cooperation in Agriculture in Costa Rica; the International Service for National Agricultural Research in The Hague, which is also a CGIAR center; and Nicaragua's Ministry of Agricultural Development and Agrarian Reform.

Chris Ketcham has a B.S. in Forestry and Resource Management 1980 from the University of California,

Berkeley and an M.B.A. Forest Industries Management 1984, from the University of Oregon. He worked for seventeen years at Vanport Manufacturing, Boring Oregon, a pioneer in the manufacturing and marketing of forest products to the Japanese market. The last five years were spent as a consulting manager of Yakama Forest Products, White Swan, WA. Since 2001 he has been with Yakama Forest Products as the General Manager.

Catherine Mater is Vice President of Mater Engineering, Ltd. – a forest products consulting engineering and markets research firm servicing worldwide clients for over 50 years. She is a recognized expert in value-added wood products manufacturing and marketing and has assisted global corporations, governments, communities, and small processing operations in that field throughout North America, South America, Europe, and Asia. In 1991, Mater was contracted by the United States Forest Service to conduct America's first major marketing effort in non-timber forest products on national forest systems. In 1993, the President of the US selected Mater to present at the historic US Timber Summit, and again in 1995 at the White House Pacific Rim Economic Summit on value-added wood products and special forest products. In 1997, Mater was selected as a Senior Fellow of The Pinchot Institute in Washington DC for her leadership role in the US in sustainable forestry policy and practices. She is a distinguished lecturer on forest policy and forest products development at Yale University, University of California at Berkeley, and Pennsylvania State University, and has co-authored *The Business of Sustainable Forestry* recently published by The John D. and Catherine T. MacArthur Foundation. Mater received a BS in Political Science, and an MS in Civil Engineering from Oregon State University.

William Carl Schmidt has a bachelor of business administration comprehensive marketing degree from the University of Wisconsin – Eau Claire. From 1979 - 89 William was employed as a regional sales manager for NORCO WINDOWS covering the major midwest. From 1990 to 2000 William was employed as marketing manager with PHENIX DOOR with major emphasis on millwork products primarily geared towards the stile and rail door industry. In September of 2000, William became a member of the team at MENOMINEE TRIBAL ENTERPRISES as the director of marketing to assist in developing strategies to bring forest products from the annual harvest to national and international markets. Efficient planning and scheduling through the sawmill operation is the main goal of the marketing department; which in turn will help to preserve the long term health, productivity and diversity of the reservation's forest.

Ron Trosper is the Director of the Native American Forestry Program and Professor at Northern Arizona University. His career has centered around the relationship between economic development and land use on Indian reservations. He worked for six years as a tribal economist for the Confederated Salish and Kootenai Tribes of the Flathead Indian Reservation, where he is an enrolled member. Ron has also participated in national policy discussions regarding economic development and environmental protection on reservations. He is currently in the process of applying "forced generosity" to a series of standard models of externalities in economic theory. The results suggest that (in theory) many externality problems can be solved if participants are forced to share net returns. In addition, usufructary tenure, by increasing community control of land use, can also assist in ecosystem management. Ron received his M.A. and Ph.D. from Harvard University.

Canada

Larry Baird Sr. has 30 years experience in the logging industry with MacMillan Bloedel where he was the Second Vice President of the International Forest Workers of America (IWA). With an extensive background in industry, labor, and First Nations government, Mr. Baird has been the Chief Councilor of Ucluelet First Nation and their Chief Treaty Negotiator for many years. Since October 1998 Mr. Baird has been the First Nations Co-chair of the Clayoquot Sound Central Region Board, a unique board comprised equally of First Nations and non-First Nations that provides for joint management of traditional territories prior to the completion of treaty negotiations. Mr. Baird has also been appointed to the First Nations Summit Forestry and Environment Working Group and the Pacific Salmon Treaty Commission. He is a Director of Ma-Mook Development Corporation, President of Looker Industries, and a Director of Iisaak Forest

Resources Ltd., a joint venture forest company operating within Clayoquot Sound, one of the world's newest UNESCO Biosphere reserves.

Harry Bombay is the Executive Director of the National Aboriginal Forestry Association (NAFA), an organization which was established in 1991, following the 1989 landmark conference on Native forestry, entitled the National Native Forestry Symposium - Ethic to Reality.

The overall goal of NAFA is to promote and support increased Aboriginal involvement in forest management and related commercial opportunities. Since its establishment, NAFA has focused on capacity-building and the development of appropriate management tools for contemporary forest management by Aboriginal peoples consistent with their forest values and aspirations of self-government and self-reliance. In advocating increased Aboriginal participation in forestry, NAFA works cooperatively with various levels of government, the private sector, forest industry associations, educational institutions and, of course, other Aboriginal organizations.

Mr. Bombay brings years of experience in the area of Native economic development having directed and managed national programs in the areas of resource development, institutional development and consulting and advisory support, with organizations such as Indian and Northern Affairs Canada, the Assembly of First Nations, and the Canadian Executive Services Organization. As a consultant, Harry has worked directly with numerous Aboriginal communities and development organizations. Mr. Bombay has studied Business Management at Bemidji State College, Bemidji, Minnesota, and public administration at the graduate level at Carleton University in Ottawa. Harry is a member of the Rainy River Ojibway First Nation situated 25 miles from Fort Frances, in Northwestern Ontario.

Dr. Gary Bull has spent most of his early career working in a consultative capacity with forest products companies, resource based communities and various government agencies. Internationally, he has worked with the International Institute of Applied Systems Analysis in Vienna, the International Institute for Environment and Development in London and the Food and Agriculture Organization of the United Nations in Rome and the US Council on Foreign Relations in Washington. He is currently embarking on a project with CIFOR, the World Bank/WWF Alliance, and FAO.

Gary has a strong background in commerce as well as three degrees in Forestry, specializing in economics and policy. He is currently on staff with the Faculty of Forestry at UBC. He has a strong interest in global forestry policy issues having just lead a project team which compiled and analyze data for 75 tropical forest countries. He is now embarking on a study of forest market systems and environmental accounting in China and has a strong interest in participating in interdisciplinary research.

Hon. Michael de Jong, Minister of Forests. Michael de Jong was appointed Minister of Forests on June 5, 2001. Mr. de Jong previously served as deputy house leader for the Official Opposition and as critic for a variety of portfolios, including environment, health, employment and investment, and aboriginal affairs. He sat on the Select Standing Committees on Aboriginal Affairs and on Finance and Government Services. He was also a member of the Official Opposition Caucus Committee on Education. He was first elected in a 1994 by-election to represent the electoral district of Matsqui. He was re-elected in 1996 and again in 2001 to the new riding of Abbotsford-Mount Lehman. Before his election to the Legislative Assembly, Mr. de Jong practiced as a lawyer in his Abbotsford firm. He is past-president of the Fraser Valley Bar Association. He holds a bachelor of arts degree from Carleton University in Ottawa and a law degree from the University of Alberta. He has been a member of the B.C. Law Society since 1989. Mr. de Jong was an Abbotsford school trustee and has also been involved with the Abbotsford-Matsqui Arts Council and the Matsqui Youth Commission. He was a captain in the Canadian Armed Forces Reserve. Mr. de Jong lives in Abbotsford, BC.

Caroline Findlay is a business and regulatory lawyer with 15 years of broad experience. She currently practises in Vancouver with the national Canadian law firm of Blake, Cassels & Graydon LLP. Prior to joining Blakes in September 2000, Ms. Findlay was corporate counsel for five years with a leading Canadian forest products company, MacMillan Bloedel Limited (which became Weyerhaeuser Company Limited in 1999). Before moving to B.C. in 1992 to pursue her Masters in environmental law at the University of British Columbia, Ms. Findlay practised corporate commercial law in Toronto for seven years and then specialized in environmental law for one year at the law firm of Skadden, Arps in Washington, D.C. Ms. Findlay holds a B.A. from the University of Western Ontario, a Bachelor of Laws from Queen's University (Ontario) and a Master of Laws from UBC. Between 1994-2000, Ms. Findlay was actively involved as a member of the Board of Directors of the Vancouver International Writers Festival, serving as the Chair of that Board for two years. In March 2002, Ms. Findlay was appointed to the Board of Directors of the Vancouver Coastal Health Authority by the BC Government.

Monique Ross joined the Canadian Institute of Resources Law, located at the University of Calgary, in Alberta, in 1989. She holds a Bachelor of Civil Law (B.C.L.) from the Université de Toulouse, France, an LL.M. from the University of Montreal and a Master's in Urban and Regional Planning (M.Env.Des.) from the University of Calgary. Ms. Ross' research interests include forestry law, natural resources law and policy, Aboriginal law and environmental law. Her main focus of research has been in the area of forestry law, and she has completed a major study on the legal and policy framework of forest management in Canada (*Forest Management in Canada*, 1995). Other publications include: *Environmental Protection: Its Implications for the Canadian Forest Sector* (co-authored with J. Owen Saunders, 1993); and *Growing Demands on a Shrinking Heritage: Managing Resource-Use Conflicts* (co-ed. with J. Owen Saunders, 1992).

For the past six years Ms. Ross has been involved in a national research project funded under the Network of Centres of Excellence Program on Sustainable Forest Management. Her research has focused on the socio-economic aspects of forest sustainability, with an emphasis on issues of multiple resource use and aboriginal involvement in the management of the forest resource, and she has published several articles and reports on the subject.

Peggy Smith is a Registered Professional Forester who graduated from the Faculty of Forestry at Lakehead University in 1991 and considers herself to be privileged to be part of the growing number of people of Aboriginal ancestry graduating from Canadian forestry schools. She was born and raised in the Thunder Bay area of northwestern Ontario in a family of loggers and farmers.

Peggy is currently a Ph.D. candidate in the University of Toronto's Faculty of Forestry. She is working on a thesis examining the roles and responsibilities, based on a comparison of institutions and values, of Aboriginal groups, the forest industry, the provincial government and environmental non-governmental organizations in northwestern Ontario. Her newest appointment is with the Faculty of Forestry and the Forest Environment at Lakehead University commencing August 1, 2000. Upon completion of her Ph.D. she will transfer to a tenure-track position in Aboriginal Forestry, a new position at Lakehead.

Peggy continues her longstanding affiliation with the National Aboriginal Forestry Association whose goal is to increase Aboriginal participation in the forest sector. She has co-authored many of the NAFA publications which cover an array of issues on Aboriginal people and forestry. Peggy has been involved in international, national and provincial forestry policy development since 1991. For more info, see <http://flash.lakeheadu.ca/~psmith/index/>.

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