

University of São Paulo
Institute for Advanced Studies
Economic Valuation of the Standing Forest: New Perspectives for
Human Resource Development

Date and place: February 21, 2013, from 10am to 16pm, at the Institute for Advanced Studies/USP.

Agenda: Proposal for the creation of a Rainforest Business School

Participants:

1. **Ana Lucia Azevedo** (Publisher for Science and Environment - O Globo)
2. **Anne Gander** (BID - Interamerican Development Bank)
3. **Betty Mindlin** (Anthropologist and Economist)
4. **Claudio Valladares Pádua** (Institute for Ecological Research – IPÊ)
5. **Denis Benchimol Minev** (Foundation for Research Support of the State of Amazonas)
6. **Fabio Feldmann** (Environmentalist and Consultant - Fabio Feldmann Consulting)
7. **Francine S. C. Wey** (FSC Communications & Social Responsibility Consulting)
8. **Francisco Gaetani** (Executive Secretary of the Ministry of Environment)
9. **Gilberto Câmara** (National Institute for Space Research - INPE)
10. **Helena Ribeiro** (School of Public Health/USP)
11. **Henrique Paiva** (Sustainability Manager at Siemens Brazil)
12. **Henry Rzezinski** (VP of Policy & Corporate Affairs at BG Brazil)
13. **Ima Vieira** (Researcher - Goeldi Museum)
14. **João Meirelles Filho** (*Peabiru* Institute)
15. **John Redwood** (Retired from World Bank and International Consultant)
16. **José Goldemberg** (Former President of São Paulo University - USP)
17. **José Pedro de Oliveira Costa** (*Amazônia em Transformação* Group - IEA/USP)
18. **Leandro Piquet Carneiro** (Institute of International Relations - USP)

19. **Luis Fernando Laranja** (*Kaeté Investments*)
20. **Luiz Gylvan Meira Filho** (*Vale Technology Institute for Sustainable Development*)
21. **Marcelo Vespoli Takaoka** (Brazilian Council for Sustainable Construction - CBCS)
22. **Maria de Lourdes Davies Freitas** (*Amazônia em Transformação Group - IEA/USP*)
23. **Maritta Koch-Weser** (*Amazônia em Transformação Group - IEA/USP*)
24. **Martin Grossmann** (Institute of Advanced Studies – IEA/USP)
25. **Oswaldo dos Santos Lucon** (Department of Environment of the State of São Paulo)
26. **Paulo Artaxo** (Physics Institute - USP)
27. **Paulo Nogueira-Neto** (IB/USP and member of the National Council of the Environment)
28. **Paulo Sotero** (Brazil Institute - Woodrow Wilson International Center for Scholars)
29. **Pedro Jacobi** (FE/USP)
30. **Rita Zanetti** (Intern at the Department of the Environment)
31. **Roberto S. Waak** (AMATA Brazil)
32. **Roberto Smeraldi** (*Amigos da Terra – ‘Friends of the Earth’*)
33. **Rosa Fonseca** (Communications Coordinator at *Grupo Orsa*)
34. **Sergio Antonio Garcia Amoroso** (*Orsa*)
35. **Sérgio Mindlin** (Ethos Institute and Consultant in Governance and Sustainability)
36. **Sergio Weguelin** (Superintendent of Environmental Division - BNDES)
37. **Tasso Azevedo** (Forest Engineer and Consultant)
38. **Vanya Rudge** (*Centroflora Group*)
39. **Warwick Manfrinato** (*Amazônia em Transformação Group - IEA/USP*)

Opening (10.00am – 10.15am)

Prof. Dr. Martin Grossmann, director of the Institute for Advanced Studies (IEA), opened the round table, welcoming guests and highlighting the importance of the IEA as a platform for institutional thinking. The director also emphasized the importance of innovative environmental work and networking, pointing out the exemplary role of the the Rainforest Business School project, supported by the IEA.

Introduction to the theme (10.15am – 10.45am)

Maritta Koch-Weser, coordinator of the *Amazônia em Transformação: História e Perspectivas* (Amazon Transformation: History and Perspectives) research group, presented an introduction to the topic. According to Koch-Weser, the creation of a Rainforest Business School has originally come up as a result of two workshops held at the IEA in 2011, both of which dealt with the "Economic Valuation of Standing Forests".

Although there are many projects, courses and research trying to make the dream of sustainable development in the forests and improvements in the economic prospects of local people come true, Koch-Weser sees none as capable, as yet, of significantly changing the overall picture of the Amazon's reality. Many challenges will remain as long as there is a lack of specialized expertise – enabling rainforest business. Only with more specialized human resources will it become possible to enable research opportunities, markets, and learning from experiences to date more fully.

The development of a Rainforest Business School curriculum is an ambitious undertaking. But it is feasible, first, because it can be built up in modular fashion, composing a mosaic of modules, and second, because some of the elements needed can be found dispersed in a variety of existing dispersed academic programs in Brazil and internationally. Systematic learning from business to date needs to be added, however, following the methodology successfully applied, for instance, by Harvard Business School. The Rainforest Business School curriculum must link science, business development, finance, law, and sociology.

According to Koch-Weser, the proposal to be developed with Brazilian leadership should ultimately serve what she called a "Forest Continent" (a metaphor designating the vast areas of our planet which are still covered by forests, which -- if put together - by far exceed the size of the European Continent) The triple combination of Applied Science, Business School Training, and Finance for Rainforest Ventures would be the uncommon, needed structure of the program. From the start, such an endeavor should hedge against any socially or environmentally unsustainable business drives, among others assisted and controlled by an independent Ethical-Scientific Council.

An academic consortium, which would involve academic institutions, government science and environment programs, and private sector enterprises, could generate the

development of a curriculum and a quality control system. Its build-up would provide a range of institutions with opportunities to offer innovative courses and strategies. For Koch-Weser, there would be demand at three levels – (1) people seeking a second academic (MBA) degree and specialization, people seeking more narrow mid-career executive development training, and local entrepreneurs and practitioners seeking to improve the rainforest business in which they are engaged already. Brazil, more than any other country, has shown leadership over past decades in combating deforestation by way of nature conservation, monitoring, policy enforcement, and innovative economic valuation. It is well placed to now also contribute to the ambitious development of specialized human resources and leadership in the build-up of the world's first Rainforest Business School, which will combine classroom teaching and distance education.

Smart project management might enable an educational network among institutions, sharing teaching materials, integrating feedback, surveys and market opportunities. Steps for creating the Rainforest Business School would be the following phases:

1) “Think”

- definition of concepts, objectives and curriculum
- integration of existing capabilities
- formation of a collaborative inter-institutional consortium
- proposal of management and governance
- setting of the funding model

2) Build

3-year preparatory stage in order to obtain:

- development of the basic curriculum
- pilots underway
- institutional and inter-institutional settings (network), enabling operability
- negotiated financial support in the medium term
- agreed relationships with scientific institutions and the corporate and financial sectors

3) Own & Operate

- institution, network, funding and own patrimony
- definition of the business plan
- establishment of adequate legal entity
- operation and control through a “franchising” system
- quality control
- development of the curriculum
- network of contributing and distributing institutions

Maritta Koch-Weser’s idea would cost about 10 million Reais in its 3-year preparatory stage. Among the planned expenditure, there would be:

- 1) **Expenses for the core team (IEA/USP or other):** about two professionals, administrative support, etc.
- 2) **Expenses shared in network:** expert consultants, curriculum development, integrated workshops, travel, internet and communication materials, creation of shared-memory systems (filming, case studies, etc.)
- 3) **Expenses for contributing and distributing institutions participating in the network:** contributions of curriculum modules and pilot education.

Concluding the presentation, Koch-Weser stated that the Rainforest Business School would be not the only path but a promising one in order to form human resources for the “Valuation of the Standing Forest”. To have specialized human resources would complement and strengthen a range of strategies and programs, systematize the use of accumulated experience to date and capture new opportunities regarding the forest (socio-economic, climatic and of biodiversity) in a modular therefore fast way.

Round table - Part 1: Strategies (11.00am – 12.15pm)

The moderator **Prof. José Pedro de Oliveira Costa**, vice-coordinator of the *Amazônia em Transformação: História e Perspectivas* (Amazon Transformation: History and Prospects) research group with the support of **Prof. Manfrinato Warwick**, asked the participants to briefly comment on:

- 1) Strategic perspectives in environmental, scientific and academic politics

2) Existing capabilities and opportunities for academic and inter-institutional collaboration

3) Considerations for a project development

Paulo Sotero, from the Wilson International Center, was the first to comment by highlighting the merits of the idea of creating the Rainforest Business School. The first time he had heard about the theme it happened in a presentation on ITAs (Institutes of Technology in the Amazon) held by Carlos Nobre at the Wilson Center. These institutes have in mind the development of products for export that value the standing forest. Sotero wondered about what the objections to such a project would be, suggesting that this could be an "efficient way to get to the strategies."

João Meirelles Filho said that the *Peabiru* Institute proposed a School of Management in the Amazon, a project that earned the Samuel Benchimol prize in 2012 in the social category. Meirelles Filho said he observes a large deficit in the Amazon region when it comes to management and fundraising, not to mention the high illiteracy rates. Therefore, the focus of the Rainforest Business School should not just be on master courses since only 3% of the Amazon population consists of graduates.

Gilberto Câmara suggested clarity in the definition and purpose of the Rainforest Business School. He advised that the project is not related to the Brazilian public university sector, but tied to private governance - such as the FGV (Getúlio Vargas Foundation) - for greater agility and ability to accomplish goals.

José Goldemberg noted that to claim that "the Amazon needs scientists" can be very misleading, considering that science is not a product that is sold in the supermarket. Nevertheless, he considers FGV a good model to follow, saying that the topic under discussion might be of special interest to economists.

Sergio Weguelin, from the BNDES (National Development Bank), said that the valuation of standing forests through projects such as the Rainforest Business School makes sense and considered the initiative spectacular. When the *Fundo Amazônia* (Amazon Fund) was started about three years ago, a seminar was held and a clear need to bring researchers to Amazon came up. Thinking practically and suggesting the possibility of the Amazon Fund being a financier of the discussed initiative, Weguelin reaffirmed the importance of forming a network, because such a project within a university or department could hardly be approved. There is a group of eight institutions working on a similar network for four or five months, aiming to unite national and international institutions. The idea is to create a development center in the Amazon to develop Green Accounting, New Balance and Environmental Indicators. According to Weguelin, this consortium of companies can be inspiring or a partner of the Rainforest Business School. For the guest, when talking about a group of institutions working together with clear and plausible goals, the proposal becomes more consistent and makes sense. Therefore, Weguelin said that the Amazon Fund is a potential financier of the start-up of the project, bringing practical knowledge in business for the proposal.

Claudio Pádua brought up the issue of possibilities for academic collaboration. He said that the *Escola Superior de Conservação Ambiental e Sustentabilidade* (School of Environmental Conservation and Sustainability) offers an MBA course in Environmental Business, which has everything to do with the Amazon. There is also a project of an inter-institutional and international platform at IPÊ (Institute of Ecological Research), also pertinent to the idea of the Rainforest Business School, which opens a great opportunity for academic cooperation.

Marcelo Vespoli Takaoka said that the success of this program depends on integrated and simultaneous working in order to understand the needs of the Amazon population.

Francisco Gaetani, executive secretary of the Ministry of Environment, said that the main problem for the execution of the project is the lack of coordination funds in society and government. For him, the project of a Rainforest Business School is consistently interesting for various areas of his ministry and that he is willing to contribute both directly and indirectly.

Tasso Azevedo praised the curriculum presented in the project and affirmed that, if improved, it can quickly and inexpensively form trained people for the economic valuation of the standing forest.

Roberto Smeraldi said that the proposal might not become a Rainforest Business School, but a Forest Business School, more focused on industry chains, trade, tourism, etc. According to him, to map and understand the current “forest demands” and international MBAs should be essential at this point.

Denis Minev said that there are numerous sources of funding for research in the Amazon today. However, the lack of entrepreneurs in the area often causes bottlenecks in these processes. For Minev, dealing with the Amazon rainforest has become a reprehensible attitude over the years, forming a bad atmosphere embodied by institutional environments. The Rainforest Business School should change this reality.

John Redwood said that there is a great need to evaluate the performance and result of investments in the region of rainforests. Through the discussed project it might be possible to provide a service that evaluates similar initiatives in the past and create opportunities for international partnerships.

Leandro Piquet Carneiro begged attention to the strong presence of organized crime in the Amazon region, suggesting that the issue of crime is placed in the curriculum of the Rainforest Business School.

Vanya Rudge commended the proposed curriculum and stated that the training of government, businesses and third sector organizations is essential to the project. Process optimization with the joint/partnership initiatives in the same direction can be a lever for the project to be put into practice.

Paulo Nogueira-Neto recalled the need for greater allocation of value to forestry production in order to create demands as well as the need to keep occupied territories in border regions, improving economic conditions.

Luis Fernando Laranja said that there are no institutional environments which raise entrepreneurship in the Amazon region, highlighting the importance of the involvement of local stakeholders in the design process of the Rainforest Business School.

Paulo Artaxo suggested the next workshop to be held in the Amazon with the participation of local agents and that the project in question realistically integrates NGOs, the private sector and academia. The regional diversity of the Amazon also should not be overlooked, according to the professor.

Anne Gander said she believes that in earlier times, the BID (Interamerican Development Bank) had already shown interest in supporting the initiative on the agenda, as this is aligned to various technical cooperation projects provided by the BID. Gander said she could not pinpoint which specific funds could be given to finance the proposal, but pledged to verify information with the institution she represents.

Roberto S. Waak reinforced the importance of the discussion of the institutional environment for the allocation of the proposal, remembering the slowness often present in public institutions.

Ima Vieira brought up the relevance of that discussion, passing through the issue of improving the curricula proposed. Vieira remembered initiatives such as a Forest University and business exchange between POLI and Esalq (engineering faculties at USP), which should be reviewed and analyzed as a way of learning.

Paulo Sotero suggested that the proposed name should be written both in Portuguese and English in order to strengthen the brand.

Maritta Koch-Weser welcomed all the comments and in response to the questions asked by Sergio Weguelin said that the intent of the preparatory stage is to define co-owners and employees for the proposal. The development project of the Rainforest Business School must be done collaboratively, through working groups to be detailed. Koch-Weser stated that the improvement of the proposed curriculum is essential, stressing the importance of the formation of regional mosaics that will avoid the project to get lost in generalizations and platitudes.

Round table - Part 2: Operation and Financing (12.15pm – 13.30pm)

In this part of the round table, moderator **Dr. Fabio Feldmann** invited participants to comment on financing facilities and co-funding to be considered for:

1) preparation of a fundable project in the coming months (Project Preparation Facility),

- 2) options for financing a preparatory stage (start-up of three years),
- 3) options in the medium and long term.

Fabio Feldmann said that in the first part of the event it was possible to observe a general consensus that [1] there is a demand for new initiatives, [2] there is a set of initiatives to be incorporated into the Rainforest Business School in order to avoid duplication or multiplicity, [3] there is a need to create a governance model and verify the ways of financing the project. According to the guest, it is necessary to create a team to systematize already existing similar initiatives to improve the project and submit it to the funding bodies, such as BNDES, BID and others that offered support and opportunities during the meeting.

Maritta Koch-Weser showed interest in the project to get funding for the three years of preparatory stage and job offers/funding from the private sector and foundations. The environmentalist also said that the project needs a "mini funding" in its initial phase and a team to improve the details of the proposal and the structure of the idea. Endowment funds - that might be offered by George Soros or Bill Gates, for instance - can also be sought to finance the project in its later stage.

Henrique Paiva, from Siemens, said that the company he represents has difficulty in finding engineers with certain specifications. Thus, the company supports projects that generate human resources for it. For Paiva, the Rainforest Business School as a trainer of entrepreneurs can be a hindrance for some companies to invest large amounts in the project. He also said that companies can contribute to the improvement of the proposed curriculum.

Fabio Feldmann, in response to Paiva, said that the Rainforest Business School can give Siemens greater visibility to the brand, for example.

Luiz Gylvan Meira Filho said that *Vale* has created and sponsors the ITV, that has academic freedom to publish. On the other hand, he cannot speak in the name of *Vale* since ITV is another institution which has another registration number. Meira Filho said that there is an assumption that the commerce of products originated in the forest does not work due to lack of entrepreneurs or skilled people, premise with which he disagrees.

Ana Lucia Azevedo presented her point of view as a journalist, putting the distrust that exists in the Amazon Academy regarding the industry in the region. Azevedo said that there should be a change of culture in these institutions.

For **João Meirelles** there is a shortage/demand of capturing quality in the regions of Macapá, São Luís, Pará and Amazonas. The opportunities in these regions are very limited, he said. The Rainforest Project Business School now needs a strategic plan for fundraising.

Henrique Rzezinski said that it is essential to count on a business community that effectively has vision of innovation and social and global consciousness for the execution of the project. The strategic plan of fundraising must take these aspects into account. According to Rzezinski, BG Brazil is creating its Global Technology Center as a partner of Petrobrás in the pre-salt fields. He said that the company has a very ambitious program of research and development and is looking at the Rainforest Business School project with great enthusiasm, as a potential participant.

Claudio Pádua reaffirmed the importance of an external force that helps creating a new economy and forming people trained to envision more complex and innovative projects in the Amazon region.

Helena Ribeiro talked about a scientific experiment in which she took part in the Chico Mendes Extractive Reserve in the Brazilian state of Acre. According to her, people who live in the region prefer raising cattle - even at risk of being punished - to invest in rubber extraction and production of chestnuts, which are less profitable. Thus, rubber tappers and workers of the timber sectors would be interested in participating in the project.

Maritta Koch-Weser said that the project will require about three million BRL per year in the preparatory stage. Moreover, it would be interesting to think of three meetings in the Amazon (Belém, Manaus and Acre) within the next two or three months, in order to make a new version of the presented paper, including contributions, advice and questions presented in these meetings. Thus, it would be possible to maintain contact with the network formed by the BNDES, quoted by Sergio Weguelin, for instance. Koch-Weser asked participants who would like to participate in the working group to contribute in a more effective way with the project and who would be interested in signing up to a more deliberative and consultative group. According to her, a project as the presented one does not come out only with money but also with engaged people.

José Pedro de Oliveira Costa reiterated the need of networking for the execution of the project and the systematization of initiatives (successful or not) that are similar to the proposal. These should be considered and, if possible, integrated with the project. The teacher said he witnessed the launch of a center of sustainability for the Americas by Conservation International, whose director for Latin America, Fábio Scarano, showed interest in working in integration to the Rainforest Business School project.

Gilberto Câmara said that networking does not create the institutionalism necessary for the project to be launched.

Maritta Koch-Weser said that the idea of networking - or contributors, if they prefer - will only work with a "home" and a first-class team in order to achieve the required level of quality. Cooperative participation in a network is always tied to a concrete product: the creation of a working group for the preparatory stage, for instance.

Warwick Manfrinato pointed out that the biggest issue to be discussed at the meeting regards the funding for the initial phase of the project, especially the first six months.

Leandro Piquet Carneiro said that the proposal will certainly generate interest in various units of USP. The Institute of International Relations has been talking to Fabio Feldmann about conducting seminars on environmental themes. As soon as these contents and courses are available, the IRI will be interested in articulating and/or offering courses, becoming a space of resonance for this initiative.

João Meirelles said that the Brazilian legislation foresees the creation of consortia that can be a fast track to the project at this stage. Another way would be to use NGOs to raise funds or even the creation of a new small NGO, which may or may not have everlasting life, but would already represent certain critical mass of people. Meirelles said that this third initiative would be the most interesting. However, he argued that creating an NGO is easy, but maintaining it is difficult.

Gilberto Câmara considered that it would be inappropriate to hold a seminar in Belém, another one in Acre and a third one in Manaus at this point. It is necessary to arrive in the Amazon with a more detailed project, showing how the Rainforest Business School will work (institutional model), its governance model, the funding that will be possible, etc.

Ima Vieira agreed and said that the idea requires to get a little more mature so that the project can move forward. Vieira said she missed a representative from the Fundação Getúlio Vargas in the meeting, because the institution could contribute with its experience.

Maritta Koch-Weser said that there will always be conflicts on the issue of the participation (or not) of the Amazon's agents in the initial design process of the project. If the project is presented finalized, interested people of the local regions might say that they did not participate in the formulation of the proposal. If the project involves local people without being consolidated, conflicts will occur the same way. Her opinion is to face this last conflict, because the project has to be open for participation since its conception.

José Pedro de Oliveira Costa agreed that the proposal should be improved.

Martin Grossmann said that the IEA's is investing in Internet 2, which will be available for discussions and meetings that may include people who are not in São Paulo, for instance. The IEA can be a fertile field to enable the flourishing of this project, either through hiring of services or through its seal to attract donors and funders and manage the funds.

Anne Gander said that for the proposal to be considered by the BID, it is important to know which institution will host the project.

Denis Minev believed that it is better to go as soon as possible to the Amazon region even with a not yet consolidated project in order to avoid a “colonialist” attitude by those involved. The "brand" USP could be used due to the level of respect it has. For Minev, FAPEAM (Foundation for the Support of Research of the State of Amazonas), UFAM (Federal University of the State of Amazonas), UEA (University of the State of Amazonas) and INPA (National Institute for Amazon Research) need to be involved in the process.

Ima Vieira said that it must be recognized which institutions of the Amazon could be partners of the project (work that can be done remotely) to thereby present the project in the region.

Roberto Simeraldi said that the group should consider local stakeholders, but also relevant stakeholders outside the Amazon.

Vanya Rudge said that the *Centroflora* Group as a midsize company can contribute with human resources. Rudge made the group’s personnel available to contribute with its knowledge in order to improve the project. According to Rudge, financially, there is some difficulty in supply, but with the human resources *Centroflora* can be useful.

Round table – Part 3: Agenda for 2013 (14.00pm – 16.00pm)

In this final part of the event, the moderator **Maritta Koch-Weser** invited participants to formulate the next steps, possible compromises of collaboration and institutional contributions regarding a work program for the immediate future, especially in late February and May 1st 2013 .

Sérgio Amoroso presented the *Jari* Project and said it could become a campus of advanced labor (base) that would contribute with knowledge and structure to the Rainforest Business School. The project has managed Amazon’s native state for 30 years (ten of them as a certified project). Amoroso said that the *Jari* Project is ready to collaborate with the presented project.

Maritta Koch-Weser said that an element of the proposal is to integrate curricula that already exist and, in parallel, work in drafting unpublished case studies, which are needed. Koch-Weser suggested that the foundation represented by Sergio assists in this regard, funding one or two business students so that there is practice on this advanced campus.

Sérgio Amoroso responded positively to the suggestion.

Luiz Gylvan Meira Filho said that, inevitably, guests should leave the event with the explicit or implicit commitment to extend a bit further their collaboration with the project, as to help the central core of the IEA with some initial aspects of the Rainforest

Business School. He believed that there is a consensus on the need to generate an executive document containing measures and steps for the coming months. For Meira Filho, there is one aspect that was not included in the project: a critical review of it. This would fit to make sure that the ground is firm in each step the group is taking.

Paulo Nogueira-Neto believed that the participants, especially the ones in academia, are able to give their personal contribution and be part of courses, etc. For him, this would be one of the more affordable options, since it deals with knowledge to be exposed, discussed and disseminated. The course could bring knowledge and discussions on certain subjects so that various kinds of possibilities are better studied, such as the issue of global warming, etc. For Nogueira-Neto, several companies could offer resources so that the entity to be formed has a broader role, paying for travel and other expenses. He said that teachers and other professionals present at the meeting cannot always make commitments without consulting their superiors. The guest said that USP could greatly help in the project for its importance.

Helena Ribeiro said that for the progress of the project intellectual capital and commitment of the people are necessary. In her view, both of them were obtained at this meeting. There is a consensus on the need to define where the Rainforest Business School will be located and what level of study it will cover (undergraduate, graduate, specialist, etc.). For her, perhaps the invited group might define and seek a partner. The Faculty of Public Health and other units at USP (as IRI, Institute of Physics, etc.) could be part of a group to conduct an interdisciplinary course. An invitation to FEA (Faculty of Economics and Administration) would be essential. Ribeiro believed that a building, at first, would not be necessary. It would be interesting to not exclude partners from the private sector and NGOs.

Paul Artaxo said that one of the challenges for the project is the issue of institutionalization. He believed that there will not be lack of money and funding for the activity, but of a way to organize the project through effective administration and less bureaucratic. Talking to the staff of the sustainability area at FGV to consult them if they are interested in being a part of the project would be important. Another alternative would be to invite ITV-Belém and the Federal University of the State of Pará, for instance, as partners. Artaxo said he did not see the possibility of many institutions networking efficiently. The task for the attendants of the meeting would be to look for practical and efficient possibilities for the project to proceed, if possible until the month of May. In parallel, the content of the proposal has to be improved, increasing the participation of institutions from the Amazon region in the process. It would be ideal to pre-arrange a meeting for May, preferably in Belém, having the support of ITV and Emílio Goeldi Museum.

John Redwood suggested the group to look up for the curricula of already existing business schools so that the project can be improved, including the issues of value, leadership, marketing, etc. One solution would be to contact FGV or other institution to engage it to the small workgroup that will lead/develop the next stage of the proposal.

Redwood said he has some network with the World Bank and the BID and made himself available to contact them to assist the project in different segments. For him, to diversify funding sources is important for the project to move forward.

Maritta Koch-Weser expressed interest in talking to FGV in May or even earlier.

Gilberto Câmara said that there are different legal institutions in Brazil (NGOs, OSCIPs, etc.), which often does not happen in other countries. To understand and define these issues may help the group to define its governance and financing strategies.

Claudio Pádua said that if the creation of a sponsor is necessary, it is better to create an NGO and not an OSCIP, because if any of the students wants to charge some sort of payment through OSCIPs they will not be able to do it.

Maritta Koch-Weser asked if Gilberto Câmara and Claudio Pádua accept to be consulted in relation to these aspects. The guests responded affirmatively.

João Meirelles Filho said that he can contribute in the area of fundraising. He suggested the creation of small working groups: one to examine the institutional character, another one that will be in charge of fundraising (and the dissemination of the project, for example) and a third one that will work on the curricular issue. Meirelles Filho said that OSCIPs have the advantage of being able to establish agreements with the government, something that NGOs cannot. Ideally, for John, would be to not become a single legal unit but to have partners that are OSCIPs, partners that are NGOs, etc. A well-known law firm that can assist in this process would be essential. Meirelles Filho said that he may indicate an office in the Amazon. He said that the *Peabiru* Institute can offer its address to receive funds as well as OSCIPs and NGOs could.

Paulo Sotero asked: "In order to receive funding from the BDI and BNDES, for example, what would be the ideal model of legal figure? Is this model compatible with what we want to do?"

Maritta Koch-Weser stated that a model needs to be thought for the preparatory stage (using USP's name) and also for the lasting phase of the project, because that institutionalization must be addressed now. The project cannot stay in the university, but only initiated.

Denis Minev said that the level of supervision of a foundation is very high and the team needs to be prepared with the help of good lawyers if they want to institutionalize properly, whether as a foundation, NGO, OSCIP or other format. Minev said that FGV's support can be very important.

Claudio Pádua says that the BDI and BNDES have difficulties in financing non-governmental bodies. The proposal of Rainforest Business School, in his opinion, needs a sophisticated formula to achieve the desired results.

Anne Gander said she could not leave the meeting guaranteeing certain outcomes, but is committed to quickly check within the BDI who could be beneficiary of funding along the lines conversed, noting that technical cooperation within the BID takes three to four months to be approved. The feedback on the matter will be given to Maritta as soon as possible, according to Gander.

Maritta Koch-Weser said that the curriculum development of the Rainforest Business School is the heart of the project.

Gilberto Câmara said that there are only a few schools for entrepreneurship in Brazil. The guest said that FAPESP has programs to support research aimed at the market. These programs involve the prior existence of entities with legalized governance models such as universities linked to a private entity with projects in the business area, for example.

Ima Vieira suggested the institutional model for the proposal to be developed and presented in the Amazon region. Vieira will talk to the direction of the Goeldi Museum and make the institution available for dialogues. She remembered, however, that the museum's mission is not to support projects like this.

Maritta Koch-Weser said that the Goeldi Museum could contribute as a partner in the matter of improving the curriculum of the project, for instance.

Claudio Pádua said that FGV can be a good partner in the issue of education, but its structure is complex and sometimes slow in his view. Pádua agreed to present the idea of the Rainforest Business School to a project in which he participates at FGV to see what results can be obtained from it.

Oswaldo dos Santos Lucon believed that the discussion did not mention the climate targets due to the low level of investment involved elsewhere. In his opinion, a Rainforest Business comes to life when there is demand and enforcement (carbon taxes/cap-and-trade). USP has the expertise, knowledge and unexplored tools.

Marcelo Vespoli Takaoka said that before deploying the business school it is important to understand who the local stakeholders are, what the economic activities interest in the Amazon are (demand profile), what kind of people the school should form to increase efficiency of forest protection, etc.

Maritta Koch-Weser said that the next steps will be: [1] to establish institutional and legal paths, [2] to refine or reformulate the project's curricula and [3] to define with more detail demand centers in different parts of society .

Sergio Antonio Garcia Amoroso asked whether a group that is in contact with the Ministry of Environment to address on "Business in the Forest" was invited to the meeting.

Maritta Koch-Weser said that she will invite the ministry in another moment lest they repeat similar work in progress.

Sergio Antonio Garcia Amoroso committed to Maritta to put her in contact with the mentioned group.

Fabio Feldmann offered his support to assist in the legal and institutional issue previously discussed, forming a working group to examine the issue.

João Meirelles Filho recalled that 'rainforest' is a term that encompasses tropical forests, which in the Brazilian case means not only the Amazon, but also the Atlantic forestry area.

Gilberto Câmara said that the proposal should be discussed and carefully delimited, solving, for example, whether to include the issue of palm oil chain in their activities, as well as other matters that may generate controversy.

Maritta Koch-Weser thanked the presence and contribution of all, saying that the meeting served to move the project forward in many ways.

Martin Grossmann congratulated the initiative and closed the meeting by providing the infrastructure, the seal, the negotiating skills and track records of the IEA to assist the project's development. According to the director, the support of partners - either through joint ventures or other domestic and international arrangements - will be important for the proposal to be put into practice and move toward its goals.