



# RECOFTC

ANNUAL REPORT 2005-2006



# RECOFTC Annual Report

2005 - 2006

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# Message from the Chair of Board Of Trustees

The past year has seen RECOFTC continue on its steady growth. Now, half way through the present program cycle, is an appropriate time to reflect on the overall direction that the organization is taking and more particularly, its role in the region.

Twenty years ago when RECOFTC was born, community forestry was just emerging onto the global scene as a viable policy option to restore degraded forests and to provide livelihood support for local communities living adjacent to forests. These two objectives remain today, but to them has been added a plethora of other objectives including poverty alleviation, environmental services, equity and governance to name just a few. In short, community forestry, along with other forms of forestry, has become more complex.

The institutional context for forest management decision-making was also very different 20 years ago. At that time most forest policies were made by governments with little input from other stakeholder groups. It was a time of "government knows best", although that paradigm was being challenged in many countries and conflict was widespread. In the post-Rio environment more attention has been given to engaging with multiple stakeholders (particularly civil society) to define policy for sustainable forest management and to put it into practice.

Community forestry has, since its inception, operated by developing partnerships, engaging with multiple stakeholders and applying participatory processes. These are the approaches that now define the contemporary institutional context for natural resource management in general and forest management in particular. However, in spite of this, many countries still cling to the old "government knows best" paradigm, and are struggling to adapt to the new institutional environment and particularly to deal with multiple stakeholders. Some countries have made the transition and engaged effectively with civil society in both policy and practice; some have adopted new institutional arrangements for policy dialogue but have difficulties in working effectively in the new multi-stakeholder environment to implement policy, while some have yet to move beyond top down policy-making and implementation.

There seems to be little doubt that where multi-stakeholder platforms have been applied effectively they have produced both policy and practical outcomes that are reasonably durable and, on balance, socially acceptable. Community forestry in countries such as Nepal is among the best example of this at both national and local levels. RECOFTC is uniquely placed to contribute to this transition throughout the region with its long experience in the essential elements of multi-stakeholder arrangements, its commitment to improving human well being and forests, its solid program structure and its strategic vision.

As with forest management in general, RECOFTC has also needed to re-invent itself and become more complex programmatically in order to remain relevant in the contemporary setting. The last few years have witnessed the changes to RECOFTC's program structure and its internal management systems that will enable it to occupy an important institutional niche in the Asia-Pacific region well into the future.

**Dr. Donald Gilmour**  
Chair, Board of Trustees

"Community forestry involves the governance and management of forest resources by communities for commercial and non-commercial purposes, including subsistence, timber production, non-timber forest products, wildlife, conservation of biodiversity and environment, social and religious significance. It also incorporates the practices, art, science, policies, institutions and processes necessary to promote and support all aspects of community based forest management."







# Message from the Executive Director

In this, our second annual review since implementation of the Strategic Plan of 2004-2009, we report on a year that has laid the foundations for steady progress and advancement.

Following completion of a mid-term review undertaken by an independent team of four international consultants in May, RECOFTC has revised its four-year Program Plan (2004-2008),

The MTR found the strategic objectives of our program to be appropriate and important to the region. It noted much had been done to develop the organization's systems (a "serious issue" in the 2004 evaluation) and RECOFTC was now "less fragile and on a much clearer financial and managerial footing". It highly commended the revised Policy and Procedure Manual and now, with these clearer policies and procedures in place, there is much improvement in RECOFTC's overall management and operations.

One review recommendation, involving program restructure, was considered by both management and the Board of Trustees, to be premature and possibly disruptive. We would be in a better position to look at the program structure during the final evaluation of the current program phase which we envisage taking place towards the end of 2007.

As noted in the objectives of this report, program themes have been revised to focus our work on both community forestry and community based natural resource management--towards poverty reduction, governance and resource sustainability.

Personally, a most satisfying event was the decision by our leading partner, the Rights and Resources Initiative, to request RECOFTC to assume the coordinating role for the group in Asia--something I've aspired to for RECOFTC since the beginning of the Initiative.

Also, we are meeting the Strategic Plan's schedule for forming both strategic country partnerships and formal agreements with organizations and agencies.

In August, I signed an agreement with the Cambodian Ministry of Economy and Finance for implementing the US\$1.76 million JSDF grant for capacity building administered by the World Bank; and in Indonesia in June we launched, with the Ford Foundation, a project on improved community forestry management. The partnership with SNV, signed in late 2005, provided for collaboration on activities including RECOFTC's input to the CF Guidelines for Vietnam and a sub-regional learning initiative on benefit sharing.

Financially the news is reassuring too. Over the year we have moved from a deficit to a surplus. Negotiations with the Norwegian Government for a three year grant, which are now in the final stage, will broaden to three our base of core program donors. We are now working actively for corporate support to further enhance this foundation.

As RECOFTC's 20th anniversary approaches, I hope this report will serve as a baseline against which progress can be measured over the coming years.

**Dr. Yam Malla**  
Executive Director





# STRATEGIC DEVELOPMENTS

In this second year of the Strategic Plan of 2004-2009, there are clear indications RECOFTC's progress is on course, evidenced by our new engagements in Cambodia and Indonesia, our increasing strategic partnerships, our growing influence in the region reflected in our role as a developing information hub for community forestry and community based natural resource management. Most significant however is a growing awareness RECOFTC must act to find alternative funding to ease its total reliance on traditional core donors who've supported it for two decades.



# RECOFTC's Strategic Plan 2004-2009: approaching midway

When RECOFTC was first registered, just under two decades ago, even some of the people behind the establishment of this community forestry training center were skeptical it would be around for the long term.

But they were wrong – and as its programs grew, so did RECOFTC accept the need for a guiding framework; and from this emerged its five year Strategic Plan, launched in 2004, and the shorter Program Plan of the same year.

As this Annual Report 2005-2006 will show, RECOFTC is responding firmly to the provisions of these roadmaps as we approach their halfway marks.

## Partnerships

For the past year, the trend has been more strongly than ever towards partners and collaborators, with an emphasis on quality and diversity of relationship.

Partnerships have remained a theme in all training programs and study tours. The list of training program partners is long, from ForestAction in Nepal to international NGOs including IUCN and WWF.

FAO—a long time partner—shared with RECOFTC a training program in

Thailand and, at year's end, initiated an extensive and similar program in Indonesia.

RECOFTC continued its involvement with the Rights and Resources Initiative (RRI), of which it is a founding member. Dr.Malla attended the planning meeting in February for formal launching of the RRI, with representatives from RRG—a Washington based secretariat responsible for coordinating RRI activities, CIFOR, IUCN, FPCD, Ford Foundation, DFID, IDRC and others.

Generous funding support continued from our two core donors, SDC and Sida and project donors, considerably helping RECOFTC in multiplying the impact of community forestry in the Asia Pacific region

Our longstanding partnership with Kasetsart University remains, with Dr.Sornprach Thanisawanyangkura, Vice President for Planning and International Affairs, continuing to be a member of RECOFTC's Board of Trustees. Dr.Malla and members of the CAB's team maintained the relationship with the Forestry Faculty through guest lecturing, collaboration on RECOFTC courses and study tours and a Masters thesis supervision. IMAC also collaborated with KU consultants and student interns and RECOFTC supported three proposals from KU's student clubs.

## In-country partnerships and Memoranda of Understanding

The Strategic Plan of 2004-2009 set a goal for focused in-country activities in the Asia Pacific region, eventually forming strategic partnerships with five core countries during the plan period.

At almost halfway through the plan, RECOFTC is on target and has now obtained formal mandates to operate in five regional countries (Thailand, Indonesia, Cambodia, Vietnam and Laos), and we are informally engaged in several others. Another measure of success is the number of formal agreements signed with other organizations and agencies at national, regional and international level.

Involvement in Cambodia received a significant boost when the Forest Administration approached RECOFTC to implement a JSDF funded and World Bank administered project on sustainable forest and land management.

Dr.Malla signed an agreement with Cambodia's Ministry of Economy and Finance at a Phnom Penh ceremony in September 2006 for "Capacity Building in forest land management and administration"—putting RECOFTC in an excellent position for wider engagement in the country. Also in Cambodia, separate MoUs have been signed with the Ministry of Environment and with Forest Administration. Cooperation with JICA is proceeding.

Anticipation is high in Indonesia too. A project on improved community forest management was launched in June 2006 and a Country Coordinator recruited. He is working to develop opportunities and engage actively in CBNRM networks, the project's main aim.

In China the 'Collective Forest and Sustainable Forest Management Project' wound up successfully. Process is underway for a general partnership MoU with the International Forestry Cooperation Center (IFCC), Beijing, and potential activities in China have been identified.



Achievement continues in Thailand following a mid-term review of the Thailand Collaborative Country Support Program (ThCCSP) in April. The MTR was positive and a one year no-cost extension was granted and approved by DANIDA and the ThCCSP Project Steering Committee.

At the regional level, a decade-long association with the Philippine-based Asia Forest Network was formalized with the signing of an MoU in October. AFN is dedicated to supporting the role of communities in protection and sustainable use of Asia's forests.

## Contributing to and influencing regional and international processes

RECOFTC is the only regional institution solely committed to the promotion of community-based management of forest resources in the Asia-Pacific region—so it was appropriate for the Rights and Resources Group to ask it to be its Asian coordinator.

Throughout the year RECOFTC has been involved in considerable outreach, such as responding to an invitation from the Journal of Forest Livelihoods for a review paper presenting a regional perspective on CF and poverty reduction. The same paper was presented to a pre-conference workshop on poverty for the Asia Pacific Forestry Commission. RECOFTC's Executive Director, Dr. Yam Malla, was invited as a key note speaker on the role of community forestry on sustainable land use at the regional conference on "Land Administration for Poverty Reduction and Sustainable Development" organized by the Vietnam Association of Geology, Cartography and Remote Sensing and Fredskorpset (Norwegian Development Agency).

In a variation on the traditional learning process, RECOFTC has been involved in an online capacity building initiative called "ALL in CBNRM"—a forum for practitioners from across the region to share experiences in managing natural resources and learn together. The IDRC funded project opened in August and centers around

an online e-forum and a series of workshops. Eight learning groups from six countries in the Southeast Asian region are taking part.

## Stakeholder platforms

The Strategic Plan stresses RECOFTC's obligation of impartiality and the bringing together of divergent views. The response has been a broad involvement in conferences and workshops, from the FAO's "International Conference on Managing Forests for Poverty Reduction" in Vietnam; to the series of benefit sharing national and regional level workshops, together with WWF Program for Cambodia, Laos, Vietnam and Greater Mekong, and SNV.

## Financial sustainability

The year has seen determined efforts to move from RECOFTC's traditional reliance on a few core donors and find a more diverse funding base. The results have been notable, boosted by improved financial management and monitoring.

Expansion of the revenue base has matched opening dialogue with other potential donors and simultaneous effort to enhance RECOFTC's income from training courses and study tours, consultancies, contribution from projects and sale of facilities and dormitory rooms.

Even more significant has been the appointment of a professional fundraiser to develop private sector relationships with the eventual aim of reducing dependency on donor core funding. A two pronged fundraising approach is seeking funding opportunities from both traditional donors and the private sector

RECOFTC started the year with a deficit in core funds against the budget for the year; while good financial management and judicious use of core funds, along with RECOFTC's internally generated income, saw us finish the year without any major financial problems. The fact remains that the lack of sufficient core funds did not allow us

to take up many core activities during the year.

However the situation looked like it was improving towards the end of the year; in addition to SDC and Sida who continue to support our program, there was a likelihood of signing a contract of core funding with the Ministry of Foreign Affairs of the Norwegian Government.

RECOFTC now has a fully operational M&E system in place. An external consultant was engaged to help develop a set of impact indicators for both programs and overall organization.

## Actions in the field

Field projects are of fundamental importance in helping maintain RECOFTC's links to in-the-field developments and realities. During 2005-2006, it managed five projects of which one was successfully completed, and signed three new projects with various donors and partners. It also revised its themes during the annual planning process, to achieve poverty reduction and livelihood improvement through CF. A full account follows—organized under three program objectives.







Objective 1:

# ANALYSIS AND REPRESENTATION OF REGIONAL ISSUES

The Regional Analysis and Representation (RAR) program of RECOFTC analyses key issues in community forestry. One area of regular concern and focus is the effectiveness of community forestry in reducing poverty. RECOFTC remains convinced-heightened by experiences over the past year-that CF can play an important role. Consequently it continues to encourage its practitioners to present new and innovative strategies seeking to reduce poverty while sustaining forest resources.



# New themes of regional analysis

RAR uses a thematic framework to explore and compare experiences between countries on community forestry. The themes for RAR were revised during 2005-2006 to enable the program to focus systematically on three key focal concerns: poverty reduction, governance and resource sustainability (see Box 1).

The themes are closely related:

## BOX 1: Revised RAR themes

*1. Rural Livelihoods and Poverty Reduction: focuses on mechanisms to achieve poverty reduction through sustainable, forest related, economic development. Key topics related to this theme include:*

- a) Markets and enterprises, particularly opportunities and barriers for the poor to access local and international market opportunities, payments for environmental services, and market analysis and development.
- b) Integrated development planning, for example using community forest management institutions as a vehicle for broader development issues in health, education, agriculture and humanitarian support.
- c) Gathering evidence on the impact of Community Forestry on livelihoods and the local environment, including issues of gender and sustainability.

*2. Forest Governance: relates to the development and implementation of sound policies and laws that support rights of access and use --- fundamentals of poverty reducing Community Forestry -- as well as robust and supportive local CF institutions. Specific areas of work include:*

1. Advocating for effective and equitable forest management by communities - by supporting development and reform of policies and legal frameworks governing Community Forestry internationally, nationally and sub-nationally.
2. Benefit sharing from CF, particularly the decision making and rules governing the flow of benefits to communities and the sharing of costs between communities and other stakeholders.
3. Developing and testing pro-poor<sup>1</sup> institutions, particularly analyzing what constitutes effective pro-poor forest management, and what makes institutions robust in regional, national and local contexts.

*3. Productive and Sustainable Forest Management: Community Forestry often occurs in degraded areas rather than high value areas. Restoration of these degraded forests is resulting in significant forest cover improvements, raising the issue of how to manage use of these forests, and also whether CF approaches can be applied in high value forest areas. Specific topics include:*

- a) Conservation and sustainable management of high value forest resources, including collaborative management of sites with high biodiversity values; community involvement in production forestry; and standards based approaches to forest management, including certification.
- b) Landscape level approaches to sustainable forest management, and scaling up Community Forestry to landscapes that encompass a wide variety of land tenure, land-use entitlements, stakeholders and intervention options.
- c) Forest management systems for multiple use (timber and non timber forest products).

<sup>1</sup> Pro-poor: engagement of poor forest communities in eliminating their poverty through sustainable development

## 1. Poverty Reduction

The poverty reduction theme has been a major area of work for RAR over the last year. Our activities have aimed to better understand the linkages between community forestry and poverty reduction. Secondly, where effective approaches have been found, we have aimed to support wider uptake of such approaches (see Box 2).

### BOX 2:

Assessing the poverty reduction potential of CF and finding ways to strengthen its role in poverty reduction have been a major pre-occupation of the RAR program during 2005-2006. We remain optimistic about the role of CF in poverty reduction, and are encouraging practitioners to strengthen their focus on this issue, and to take up innovative approaches to tackling poverty through CF.

The year started with a review paper for the Journal of Forest and Livelihoods, where RECOFTC was invited to present a regional perspective on CF and poverty reduction. The same paper was presented to a pre conference workshop on poverty for the Asia Pacific Forestry Commission, which was very well received and reached a wide range of decision makers from the Asian region working in the forestry sector.

Another key activity for RAR this year was preparation for a major international event: the International Conference on Managing Forests for Poverty Reduction. The conference itself was held at the beginning of 2006-07, but important preparatory activities took place with RAR support for both programming and administrative support to the conference.

The work on benefit sharing outcomes from community managed resources discussed below also helped to understand the potential and constraints being faced in addressing poverty reduction through CBNRM.



Over the past year, one area we particularly felt needed investigation was benefit sharing from community based forest management, as the poverty reduction potential of community forestry often rests on its capacity to deliver direct and indirect benefits to participants (see Box 3).

Another area of interest in Asia in recent years has been the approach of paying resource managers and owners to manage their resources for environmental goals such as watershed protection, carbon sequestration and biodiversity protection. The interest in payments for environmental services (PES) stems from concern for poverty reduction, alongside sustainable resource management, although the actual potential for PES to address poverty has been little explored. To address this gap, RAR initiated an issues paper to review evidence and emerging issues from PES cases in Asia and elsewhere. RAR has also been facilitating a partnership between a number of international organizations supporting PES to hold a practice workshop in the coming year, which will review PES experiences in the region and identify areas for future action.

## 2. Governance

Developing and implementing sound policies and laws that support rights of access and use are fundamentals of poverty reducing and sustainable Community Forestry. This requires engagement in policy processes and dialogues amongst key stakeholders, to introduce critical issues and evidence, as well as broadening the scope for stakeholder involvement in policy processes generally.

Decision making bodies supporting Community Forestry at different levels also need to be institutionally robust. These are both important aspects of forest governance. Though good governance is a means to poverty reduction rather than a poverty reduction mechanism in itself, governance reform is receiving a great deal of attention as a way to improve equity, transparency and effectiveness in Community Forestry service delivery.

RAR continued its work this year on the Forest Governance Learning Group (FGLG) initiative, coordinated by the International Institute of Environment and Development (IIED). RECOFTC is responsible for the Asia component.

During the year, RAR supported the scoping and establishment of FGLGs in India, Vietnam, Indonesia, and continues to back-stop the Vietnam FGLG with its work program.

Another key governance activity for RECOFTC is its strong participation in the Rights and Resources Initiative, which aims to advance policy and market reforms in the East Asian region to reduce poverty in forest areas, expand sustainable forest use and trade, and increase the effectiveness and impact of regional analysts and institutions in advancing pro-poor forest policy and market reforms. Activities will include strategic analytical work, the development and support of regional network of policy and market analysts and the engagement of policy and market leaders to raise awareness and support them in tenure and policy reforms. Analytical work on the relationship between tenure and access to markets for forest products by the poor commenced in Vietnam during this year, and is being undertaken by the Vietnam Forest University and the National Economic Research Institute.

### BOX 3: Governance shapes benefit sharing

During this year, RAR worked with WWF Greater Mekong Programme, WWF country programs in Vietnam, Lao PDR and Cambodia, and the Netherlands Development Organisation (SNV) to facilitate a sub-regional learning initiative on benefit sharing. The process involved the preparation of case studies on benefit sharing in CBNRM activities in Vietnam, Lao PDR and Cambodia, which were presented at national workshops. The findings from the three countries were then presented and main lessons synthesised at a regional workshop held in Lao PDR. A key lesson from the process was that laws and policies at the national, sub-national and local level shape the poverty reduction potential and equity outcomes of CBNRM. Proceedings from the initiative will be released in the coming year. An interesting facet of this initiative was the inclusion of case studies outside the forest sector, which enabled very fruitful comparison of experiences and lessons.





### 3. Productive and sustainable forest management

This theme has been addressed within our activities related to poverty reduction and governance in the past year, rather than being a specific focal topic in its own right. For example, activities under the Rights and Resources initiative relate to how high value resources from forests can be used in a way that is both sustainable and contributes to poverty reduction. RAR continued discussion with partners in the conservation arena, including IUCN and WWF, to find opportunities to broaden the use of CF practices in high value forest areas.

**The VERIFOR Project** ([www.verifor.org](http://www.verifor.org)) is an ODI-led research project which is working with partner institutions in tropical countries to ensure that timber and forest products are legally harvested. Its goal is to help producer nations put in place verification systems with high national and international credibility that are equitable and have a high level of ownership with all relevant stakeholders. RECOFTC is the regional partner institution for the Asia-Pacific region. In the past year RECOFTC has hired a Regional Project Coordinator for the project (Robert Oberndorf, J.D.), who has participated in the international meeting of experts on verification held in Spain back in April, attended regional Forest Law Enforcement and Governance meetings in the Philippines and Turkey, been actively involved in the Roundtable on Sustainable Palm Oil through its Verification Working Group, and has assisted in finalizing and editing VERIFOR case studies from the Philippines, Indonesia, Malaysia, Cambodia and Nepal.

### Publications

Work started this year on a new publication "Insight: Notes from the Field". An initial issue of this practitioner-oriented publication will be released in the coming year, and RAR has been actively seeking partners to support the publication on an ongoing basis.

#### Continued Improvements of Community Forestry E-News

During this year, the number of E-News subscribers came up to a total of 5,450, with a steady increase of new subscribers (ranging from 10-88 per month) throughout the year. RAR took over the editorial role of the newsletter, with continued support from IMAC on formatting and dissemination. Joint efforts from RAR and IMAC to redesign E-News resulted in a more colorful layout that was launched in March. The idea with the new design was to give a clear signal to the readers that the CF E-News is a RECOFTC product. In this year, RECOFTC also introduced a new item in the form of "What we are reading", a monthly review of publications that we think could be of particular interest to Community Forestry in our region.







Objective 2:

# CAPACITY BUILDING

As the environment for capacity building changes, so has RECOFTC's response to the challenges of strengthening human capacities required for promoting effective community based natural resource management. Training and study tours are still of prime importance---but we have also invested in the key areas of training and capacity building needs assessment, curriculum development, facilitation of learning processes, and a greater critique of 'capacity building'.



# What is Capacity Building?

**At RECOFTC**, we define capacity building as:

'Externally or internally initiated processes designed to help individuals and groups to appreciate and manage their changing circumstances and to enhance their abilities to identify and meet development challenges in a sustainable manner'

A 2005-2006 review by RECOFTC titled 'Capacity Building for CBNRM in Asia: A Regional Review' further explored capacity building processes.

Observations included:

1. Capacity building is an integral part of CBNRM;
2. Wide interpretations of its nature make for difficulty in describing its "success"; and
3. While capacity building at community level for rural development objectives is essential, there must be a parallel process of investing in government agencies, responsible for working with rural communities in NRM.

The complete review can be downloaded from the Capacity Building Services main page on the RECOFTC website:  
[www.recoftc.org/site/index.php?id=61](http://www.recoftc.org/site/index.php?id=61)



## Partners and Training

RECOFTC continues to strive to strengthen and enhance human capacities for promoting effective practices, processes and policies that support community based natural resource management (CBNRM). The development of a supportive enabling environment, at a range of levels, is crucial in meeting this objective. To achieve this, RECOFTC works closely with a range of like-minded organizations.

Partnerships continue to be a theme in all training programs and study tours invested in by RECOFTC. Training programs during the year were jointly delivered by national level NGOs such as ForestAction in Nepal, and large international agencies such as FAO, IUCN and WWF. Our study tours continue to be supported by a diverse range of clients in the region.

In addition to training and study tours, RECOFTC is also involved in a range of innovative capacity building projects. A key theme has been facilitating learning processes for CBNRM. RECOFTC is a key partner in the Model Forest and Mekong Wetland Biodiversity Projects, as well as in new national capacity building initiatives in Bhutan, Indonesia and Cambodia.

## Customized Training

There is a growing trend within the development sector for donors to limit project funds for project staff to attend international training events. In response, RECOFTC has focused its efforts on developing and delivering customized training events for staff and partners of specific national-level CBNRM projects.

In 2005-2006, RECOFTC held 6 customized courses for 119 participants. Training events included:

1. 'Conflict & Facilitation Training', and 'Analytical Skills and Case Study Writing' -Bhutan;
2. 'Sustainable Livelihoods Training' - Indonesia;
3. 'Community-Based Tourism Training' - Cambodia;
4. 'Sustainable Livelihoods and Enterprise Development for Forest Ecosystem Training' - Thailand for a group of Chinese delegates.
5. 'Facilitation and Communication Skills' - Thailand and
6. 'Managing Conflict for NRM' - Vietnam.

These courses were designed and delivered as part of the Mekong Wetland Bio-diversity Conservation and Sustainable Use project.

RECOFTC will continue to explore opportunities for national capacity building initiatives, aiming to further integrate its existing programs in the country.

## International Open-Subscription Trainings

Two international trainings were held during 2005-2006.

*1. Introducing Community Forestry: Innovative Ideas, Practice and Methodologies (March 20th to 30th, 2006) A joint training program between RECOFTC and ForestAction, Nepal.*

This training program built upon the unique strengths of both organizations, taking full advantage of 30 years of community forestry experience emerging from Nepal.

It explored a broad range of issues, concepts, practices and methodologies. The themes were examined within the context of the participants' own backgrounds and enhanced by the Nepalese experience. A four day field exercise showcased innovative processes and positive impacts arising from community forestry programs in the Katmandu Valley of Nepal. RECOFTC and ForestAction are exploring further opportunities to work together in 2007.

*2. Managing Conflict for Natural Resource Management (May 15th to 31st of May, 2006) A joint training program between RECOFTC and FAO*

Conflict is one of RECOFTC's most popular training programs and in 2006 it was shared with FAO - a long time partner in developing and delivering conflict training material. Considerable effort this year went into upgrading and updating this material. A field exercise consolidated the classroom lectures and presented a challenging case: the right of the Sam Pak Nam community to live and farm within the Phu Pha Man National Park in the northeast of Thailand.

At the end of 2006, RECOFTC and FAO initiated an extensive conflict training and mentoring program in Indonesia.





## Study Tours

Demand for RECOFTC's study tours continued to be strong, with 10 tours conducted during 2005-2006 in eight countries. Themes included:

1. Sustainable Livelihoods and Community Forestry;
2. CBNRM and Sustainable Livelihoods;
3. Agro-forestry & Tree Improvement; and
4. Non-timber Forest Product Management.

Clients included the Metta Development Foundation, Myanmar; ETSP, Vietnam; UNDP/GEF; Agro Forestry Improvement Partnership Project, Bangladesh; and UNODC.

## Facilitation of Learning Processes

RECOFTC works closely with a wide range of national and international organizations to design and facilitate learning processes to support community based natural resource management. RECOFTC seeks to promote constructive multi-stakeholder dialogues and interactions to ensure equitable and sustainable management of natural resources.

During 2005-2006, RECOFTC conducted a learning workshop with the 'Mekong Wetland Biodiversity and Sustainable Use Project on Collaborative Wetland Management Project', and was involved in the development process of the strategic plan for the 'Asia Regional Model Forest Project'.

RECOFTC is also involved in an e-learning initiative, 'Adaptive Learning and Linkage for CBNRM' together with several international partners (UPLBCD, IIRR, CBCRM LC, CIP-UPWARD, and SEARCA). ALL in CBNRM aims to facilitate a learning process to enhance the capacities of NRM research, practitioner and other stakeholder teams in participatory development approaches for CBNRM. The project utilizes an online discussion forum to enable different country teams to learn from each others' experiences.

RECOFTC is mentoring project participants from Cambodia and Lao PDR, and has led the development of two of the ten discussion themes; 'Enhancing communities' capacity identifying problems and setting goals;' and 'Participatory processes for policy change'. RECOFTC will facilitate an online discussion of these themes between the learning groups.

RECOFTC also completed an extensive scoping exercise - 'Participatory Ways of Working for Forestry Officials' in Vietnam, Philippines, Sri Lanka and India. This initiative aims to support forestry officials responsible for participatory field practices, but who are limited in providing such processes to their field staff.

## Curriculum Development

Curriculum development is a new area for RECOFTC and we have completed a number of studies. Lessons learned from the CBNRM Capacity Building Review and the Curriculum Development for CBNRM in Asia Scoping Study provided a foundation to explore opportunities for higher education support in the Asian region as well as the application of competency standards for CBNRM in higher education.

RECOFTC continues to collaborate with the South East Asian Network for Agroforestry Education to compliment their regional higher education efforts; and is planning to work with SNV and the National University of Laos to develop curriculum on NTFPs.



## Training and Capacity Building Needs Assessment

RECOFTC has considerable experience in conducting comprehensive training and capacity building needs assessment for projects, organizations and institutions involved with natural resource management.

In 2005-2006, RECOFTC conducted a training needs assessment for the Mekong Wetland Biodiversity Conservation and Sustainable Use Project. Following this analysis, RECOFTC conducted a series of training sessions on identified priority themes. Similarly, RECOFTC has developed a capacity building needs assessment tool for the IUCN's 'Strengthening Voices for Better Choices: Enhancing Forest Governance' project. This tool will be further refined and tested during 2007.

## Training of Trainers – CBNRMtrain

RECOFTC is involved in Training of Trainers, to enhance the participatory training and facilitation skills of key NRM facilitators and trainers in the Asian region. In taking a new approach to such capacity building processes, RECOFTC has developed a website, CBNRMtrain carrying a range of training resources (including all RECOFTC's training manuals), links to regional and national training providers, tips for trainers, articles, news and events, and an online discussion forum for trainers and facilitators to share experiences and resources.





Objective 3:

# DEMONSTRATING BEST PRACTICE

Since its establishment 19 years ago, RECOFTC has worked in a wide range of countries, establishing strong relationships and partnerships with key actors and stakeholders at all levels. Its charter provides the mandate to work in the Asia Pacific region – comprising some 47 countries – but, prudently, it limits full engagement to a core of selected country projects, leaving it able to respond to individual requests and opportunities.

# Country programs

With the initiation of RECOFTC's Strategic Plan 2004-2009, the need arose for a framework to guide RECOFTC through the process of selecting the countries with which it could be fully engaged. For logistical and financial reasons RECOFTC cannot be active in all 47 countries. A selection framework was developed that chose 12 core target countries—a group small enough for RECOFTC to remain flexible in its country engagements.

The year 2005-2006 has seen encouraging developments and a number of new projects initiated. Country level activities are ongoing in Thailand and a one year no-cost extension of the ThCCSP has been granted after a successful Mid-Term Review (MTR) of the Thai Program.

The 'Communal Forest and Sustainable Forest Management Project' in China was successfully completed in December 2005. Whilst project activities ceased in that year, the contract of the Country Coordinator for China remained valid up to September 2006. A number of new avenues for engagement were analyzed, and networks and partnerships maintained and expanded. This led to the initiation of a general partnership MoU with the International Forestry Cooperation Center of the State Forest Administration (IFCC), Beijing.

Both Cambodia and Indonesia have been focus countries for the initiation of full country engagements. Following a series of initial country visits relationships with existing and new partners have been further developed. RECOFTC has signed MoU's with both the Forest Administration and Ministry of Environment in Cambodia formalizing the relationship with both partners. RECOFTC has been invited to implement a project on 'Strengthening Capacities for sustainable forest and land management in Cambodia'. Project documents were signed in September and the CTA will be in place early 2007.

RECOFTC has signed a MoU with the Ministry of Forestry in Indonesia and commenced implementation of the 'Enhancing Capacities on Improved Community Based Forest Management in Indonesia' project. A Country Coordinator for Indonesia has been employed and an office will be established.

## Target countries





## International training

**Thailand:** The first phase of the 'Thailand Collaborative Country Support Program' (ThCCSP) came to an end in 2005; but a mid-term-review in April 2006 confirmed its success. The review recommended a one year no-cost extension until 2008 and this has since been approved by DANIDA -- the Danish International Development Agency which fully funds the program - and the Project Steering Committee.

ThCCSP works in eight project sites but has further matured and is now active in a range of new areas. In collaboration with the National Human



Rights Commission, National Social-Economic Advisory Council and NGOs, the program examined the effects of monoculture forestry plantations of the Forestry Industrial Authority (FIA) and alternative collaborative forest management systems in four provinces. Case studies were compiled and a national seminar conducted. Results were presented and disseminated to partners and the National Human Rights Commission and National Social-Economic Advisory Council.

In an effort to build and strengthen capacities of stakeholders in protected area management, ThCCSP in collaboration with JoMPA (Joint Management of Protected Areas Project) under the Department of National Parks, offered a series of training courses on community organization and participatory community approaches. In an effort to strengthen local governments in their ability to manage natural resources in their constituencies, capacity building activities were delivered to local authority (TAO) staff in five sub-districts (Tambons).

As the ThCCSP has only two more years of implementation, exit strategies are being developed and implemented. This process has been initiated and first strategies have been shared with communities.

Thailand still lacks formal legal recognition of community based forest management, despite the presence of several thousand community forests in the country. In a further attempt to promote the necessary community forestry bill ThCCSP maintains close links with networks and partners who continue to lobby for the promulgation of the bill. However the CF bill has once more stalled and under present political circumstances (martial law) further progress could take even longer.





**Cambodia:** Following a series of exploratory visits to Cambodia – where RECOFTC has supported capacity building activities since 1995 – relationships with partners and actors have been strengthened and new opportunities identified. General partnership MoU's were signed with both the Forest Administration and Ministry of Environment, preparing the ground for intensified collaboration.

In September 2006, RECOFTC Executive Director Dr. Yam Malla signed the 'Capacity Building for Sustainable Forest and Land Management' project at a ceremony in Phnom Penh. The project is funded by the Japanese Social Development Fund (JSDF) and administered by World Bank Cambodia and has a duration of three years. It will implement and support Community Forestry and capacity building processes in the five cantonments of Kratie, Pursat, Ratanakiri, Kampot and Kampong Thom.

The main goal of the project is to build capacities of forest dependent villages, the Forest Administration and other stakeholders in Community Forestry, and participatory monitoring. The initiation of the project is timely, given the fact that the rules and regulations for Community Forest management in Cambodia have just been endorsed. A new Chief Technical Advisor with strong experience in community forest implementation has been appointed. He will take up the position early in 2007.

The project will enable RECOFTC to play a greater role in Cambodia and to facilitate multi-stakeholder processes in the scaling up of community forestry.



**Indonesia:** Funded by the Ford Foundation Indonesia, RECOFTC provides capacity building services to key forestry stakeholders both in South Sulawesi and at a national level. The 'Enhancing Capacities for Improved Community Based Forest Management in Indonesia' project has a duration of two years and aims to contribute to the improved livelihood security of forest dependent communities. Under the project RECOFTC will establish an office presence in Indonesia. A Country Coordinator for Indonesia was recruited in June 2006 to oversee project activities and to identify new in country needs and opportunities. Indonesia's forestry sector -- in particular systems, issues and policies of participatory forest management – can be complex and challenging. With a staff member on the ground, RECOFTC is better positioned to respond to arising opportunities and needs.

RECOFTC envisages long-term commitment in Indonesia and foresees activities under the Ford Foundation project as the beginning to further engagement. At present RECOFTC is in the process of registering as an official IGO in Indonesia and to open a project office within Pusdiklat (Forest Training Center) in Bogor.



**China:** The Ford Foundation China funded 'Communal Forest and Sustainable Forest Management Project' in China was successfully completed in December 2005. Whilst project activities ceased in 2005, the Country Coordinator for China was retained as a RECOFTC employee until September 2006. After completion of direct project activities in China the Coordinator developed a number of concept notes, and maintained and expanded RECOFTC networks in China. This led to the initiation of a general partnership MoU with the International Forestry Cooperation Center of the State Forest Administration (IFCC), Beijing. Although presently no project activities are being implemented, China RECOFTC is in close consultation with partners and stakeholders to identify new opportunities for further RECOFTC engagement in China.







# The year ahead...



Marking RECOFTC's 20th anniversary will be challenging and stimulating, as we host two international forums, build up partnerships, strengthen our revenue base, engage new major in-country programs and build up our image as a regional organization in accordance with a Strategic Plan entering its third year.

In a preparation towards the final evaluation of the current program phase (scheduled for the first quarter of the next fiscal year), we plan to commission a study for assessing the impact of RECOFTC activities in the selected target countries to be completed by September this year.

In the year ahead the **Country Program Support Unit (COPS)** will work in close collaboration with CABS and RAR. COPS will continue to oversee the approved annual work plan for its DANIDA funded Thailand Program and redouble efforts to seek alternative financing to sustain this program post donor withdrawal in December 2008. In 2007, COPS will consolidate its growing portfolio of activities falling under the aegis of the current Ford Foundation funded project in Indonesia with the further development of project proposals with various partners including IGES. The implementation of the JSDF funded capacity building project in Cambodia will be dominated in 2007 by activities aimed at consultation and meeting partner wide agreements on directions and means of execution of project activities, including support to the implementation of the newly approved CF Guidelines. COPS will continue to develop project proposals aimed at delivering field based projects in both Laos PDR and Timor L'este.

**Capacity Building Services (CABS)** will continue to provide services for RECOFTC target clients on different aspects of CBNRM/CF. RECOFTC's training program has altered to meet the dynamic of the development environment: limited funds for sending project staff to international open subscription training events, but an increased demand for training at the national level. Priorities in the year ahead will be given towards innovation and products development at the national level. Demand for study tours in Thailand continues to be strong with a diverse range of requests; CABS team will explore new opportunities and cases to respond to these demands.

CABS will also work with RAR to develop new knowledge for CBNRM and with COPS on the provision of capacity building supports in Cambodia, Laos, Indonesia, Thailand, and Bhutan.

CABS will continue to give further opportunities in 2007 to NRM professionals to exchange and share knowledge and information by organizing forums and workshops as well as initiating an electronic platform to further progress CBNRM in this region. To enhance the participatory training and facilitation skills of key NRM facilitators and trainers in the Asian region, CBNRM *train* will continue to carry a range of training resources (including all RECOFTC's training manuals), link to regional and national training providers, provide tips for trainers, articles, news and events, and an online discussion forum.

The **Regional Analysis and Representation Program**, through close collaboration with the other RECOFTC programs, will continue in its thematic analysis of lessons in community-based natural resource management and emerging issues to improve policy and practice. Regional coordination of activities related to VERIFOR and FGLG projects will continue. RAR will also lead a substantial program of work for the Rights and Resources Initiative in Vietnam and Lao PDR to better understand how forest tenure and emerging markets for forest products can contribute to poverty reduction. The program will collaborate with other key regional organizations to review experiences with Payment for Environmental Service initiatives in the region. RAR will also continue, with partners, to develop innovative proposals to support thematic analysis and representation activities in the region.

Much will be learned about the field realities of community forestry and poverty reduction in the RECOFTC sponsored meetings – the CF Forum in March with "benefit sharing" – and September's RRI conference with its **Poverty Reduction and Forests: Tenure, Marketing and Policy Reforms** theme.

## Income generation and marketing

2007, will also serve to boost RECOFTC's regional image through media, on-line coverage and publication of discussion papers.

Our web portal will continue to report on the organization's activities and its range of products and services; on-line 'CF e-news' will remain a worldwide window on community forestry current events; and we will seek donor support for the innovative and promising in-house publication "Insight:Notes from the Field". Fundraising and Marketing activities, currently managed by COPS, will be integrated with IMAC as a full unit.

## Management systems

The highly successful Management Information System will enter its second year, demonstrating the value of supporting in-house expertise while providing a valuable archival resource. We will continue to look more to such office product—whether it be publications, training and management systems, or fundraising.



## Reports and publications 2005-2006



*Hanging in the Balance: equity in community-based natural resource management*

Peer reviewed paper: "Reducing Poverty through Community Based Forest Management in Asia",  
*Journal of Forest and Livelihoods*, Vol 5 (1):78-89

Community Forestry E-News. The format was reviewed and a number of changes made, which have been positively received.

Two chapters contributed to forthcoming FAO publication on Community Forestry in the region. One chapter was jointly prepared for a forthcoming book by CIFOR on institutional arrangements for NRM in Nepal.

*Scoping Study on Collection and Dissemination of Community Forestry Information*  
Consultant's report to RECOFTC, Bangkok (D. Gilmour, 2005)

*Advances in Community Forestry in Asia*  
RECOFTC, Bangkok (M. Nurse and Y. Malla, 2005)

*In Search of Excellence: Exemplary Forest Management in Asia and the Pacific*  
*Asia-Pacific Forestry Commission, FAO and RECOFTC* (eds. P. B. Durst, C. Brown, H. D. Tacio and M. Ishikawa, 2005)

*Including the Excluded: A Pro-Poor Bel Fruit Juice Making Enterprise in Nepal*  
*Report to RECOFTC and Forest Trends, Bangkok* (D. Paudel, 2005)

*Behind the Fragile Enterprise: Community-based Timber Utilization in Southern Philippines*  
*Report to RECOFTC and Forest Trends, Bangkok* (J. M. Pulhin, and M. A. M. Ramirez, 2005)

*Conflict Management in Natural Resources – Training Materials* (Thai language)  
Bangkok (RECOFTC, 2005)

*The Year in Review: RECOFTC Annual Report 2004-2005*  
Bangkok (RECOFTC, 2005)

*Supporting Livelihoods Through Employment: The Chaubas-Bhumlu Community Sawmill, Nepal*  
*Report to RECOFTC and Forest Trends, Bangkok* (N. P. Timsina, 2005)

*First Regional Community Forestry Forum: Regulatory Frameworks for Community Forestry in Asia*  
Bangkok (N.O'Brien, S.Matthews and M.Nurse (eds. 2005)

*Poverty, Environmental Sustainability, Forest Conservation and Governance: What Contributions from Community Forestry? Paper presented at the Regional Conference on Land Administration for Poverty Reduction and Sustainable Development organized by Vietnam Association of Geology, Cartography and Remote sensing and Fredskorpset (Norwegian Development agency), Hanoi, 14-15 August 2006* (Yam Malla)



# Board of Trustees

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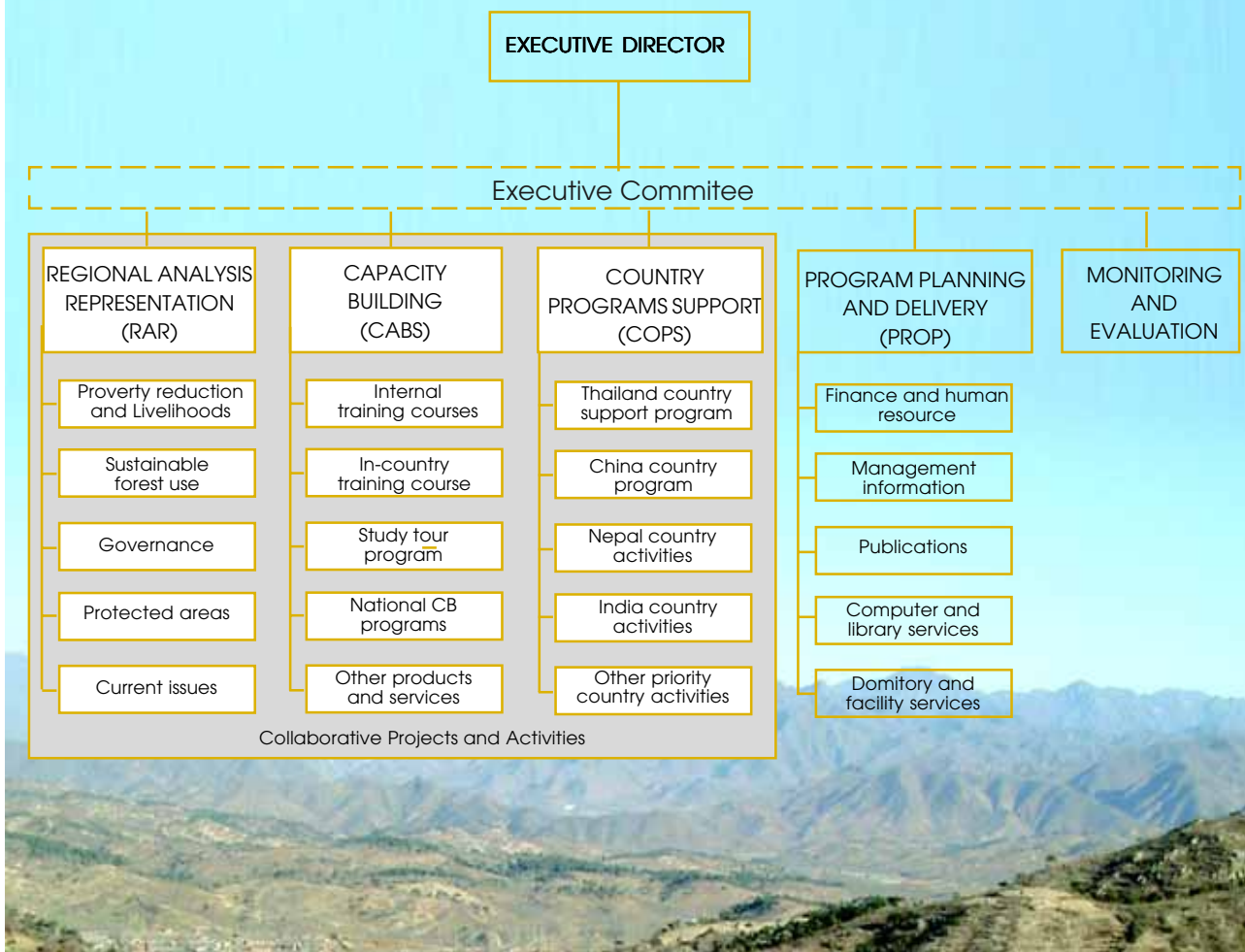
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**Dr. Pham Duc Tuan**  
*Deputy Director General, Ministry of Agriculture and Rural Development, Vietnam*

**Dr. Yam Malla** (non-voting member)  
*Executive Director, RECOFTC, Thailand*



# Program Structure



# RECOFTC Staff

## Program Planning and Delivery (PROP) Executive Office

Dr. Yam Malla, *Executive Director*  
Ms. Pimpakarn Serithammarak, *Executive Secretary*

## Finance, Administration and Human Resources (FAHR)

Mr. Sanjiv Ray, *Head of Finance, Administration and Human Resources*  
Ms. Petcharat Na Chiangmai, *Accountant*  
Ms. Kasma Chatiyonont, *Human Resources and Administration Manager*  
Ms. Siriwan Tungaereewongsa, *Accounts Officer*  
Ms. Saifon Bhumpakapan, *Accounts Assistant*  
Ms. Prapai Sikram, *Accounts Assistant*  
Ms. Benjaporn Kuekij, *Administrative Assistant*  
Ms. Panida Chokkulsawat, *Administrative Assistant*  
Mr. Jirayu Naisiri, *Facility Manager*  
Ms. Wannasa Ngamdaeng, *Receptionist (resigned in September 2006)*  
Mr. Komkris Jarutrakulchai, *Administrative Support*  
Ms. Phenpichar Sakhamura, *Messenger/Receptionist*  
Mr. Boonruen Mataeng, *Driver*  
Mr. Vinai Im-em, *Driver*  
Mr. Chatchawal Khumpai, *Driver*  
Ms. Chantana Pakseelert, *Housekeeper*  
Ms. Payung Tongkum, *Housekeeper*  
Ms. Sa-nguan Jongjit, *Housekeeper*  
Ms. Dusita Boonsueb, *Tea Lady/Receptionist*  
Mr. Jaras Buakartok, *Gardener/Porter*  
Mr. Pracha Suwannapak, *Technician*

## Information Management and Communication (IMAC)

Ms. Tan Lay Cheng, *IMAC Manager (resigned in December 2005)*  
Mr. Bede Edward John Key, *Acting IMAC Manager (from January 2006)*  
Mr. Kenneth Burslem, *Communications Officer (from March 2006)*  
Ms. Ketsara Nuanpunyong, *Program Administrative Officer*  
Ms. Thippawan Maidee, *Documentation Center Administrator*

## Regional Analysis and Representation (RAR)

Mr. Michael Nurse, *Program Manager (completed contract August 2006)*  
Dr. Sango Mahanty, *Program Officer*  
Ms. Mikaela Rosander, *RAR APO or RAR Program Officer (joined in November 2005)*  
Mr. Robert Oberndorf, J.D., *Project Coordinator (joined in February 2006)*  
Ms. Wallaya Pinprayoon, *Program Administrative Officer*  
Ms. Erica Lee, *Intern (joined in August 2006)*

## Capacity Building Services (CABS)

Ms. Noelle O'Brien, *Program Manager*  
Mr. Ronnakorn Triraganon, *Capacity Building Coordinator*  
Mr. Peter Stephen, *Capacity Building Coordinator*  
Ms. Somjai Srimongkontip, *Training and Study Tour Assistant*  
Mr. Poom Pinthep, *Training and Study Tour Assistant*  
Ms. Leela Wuttikraibundit, *Program Secretary*  
Mr. Michael Newman, *AYA (from March 2006)*  
Ms. Judith Henze, *Intern (joined in September 2006)*

## Country Program Support (COPS)

Mr. Colin McQuistan, *Program Manager (resigned in October 2005)*  
Dr. Mark Sandiford, *Program Manager (joined in February 2006)*  
Mr. Thorsten Huber, *Country Program Coordinator*  
Mr. Tony Djogo, *Indonesia Country Coordinator (joined in June 2006)*  
Ms. Xiangjun Yang, *China Country Program Coordinator (completed contract September 2006)*  
Ms. Samantha Webb, *Fund-Raising Officer (joined in August 2006)*  
Ms. Ferngfa Panupitak, *Administrative Assistant*  
Ms. Thotsawan Champasri, *Intern. (contract expired January 2007)*

## Thailand Collaborative Country Support Program

Ms. Somying Soontornwong, *Manager*  
Mr. Rawee Thaworn, *Project Coordinator*  
Ms. Attjala Roongwong, *Project Coordinator*  
Ms. Sirintip Chansila, *Training Coordinator*  
Mr. Tanongsak Janthong, *Project Staff*  
Mr. Narongsak Prinyasuthinan, *Project Staff*  
Mr. Chakkrapong Kongchury, *Project Staff*  
Mr. Aroon Pilachuean, *Project Staff (joined in August 2006)*  
Ms. Phatcharaporn Sakham, *Associate Project Staff (resigned in May 2006)*  
Ms. Ramida Thanananthachai, *TCCSP Secretary*



# Donors and sponsors

## Core program donors

Royal Thai Government  
Swedish International Development Cooperation Agency - SIDA  
Swiss Agency for Development and Cooperation - SDC

## Donors, partners and sponsors

Asia Forest Network, Philippines  
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Balaidiklat Kehutanan Makassar, Indonesia  
CBNRM - Learning Institute, Cambodia  
Center for Biodiversity and Indigenous Knowledge, China  
Center for Development Studies, China  
Center for Research on Environmental Study, Vietnam  
Centre for People's Forestry, India  
CIP- Users' Perspective with Agricultural Research and Development (CIP-UPWARD)  
Danish International Development Assistance - Danida  
East-West Center, USA  
European Union - EU  
Extension and Training Support Project, Vietnam  
Food and Agricultural Organization of the United Nations, Bangkok  
FECOFUN, Nepal  
Ford Foundation, China & Indonesia  
ForestAction, Nepal  
Forest Administration, Cambodia  
Forest Department, Nepal  
Forest Department, Vietnam  
German Technical Cooperation (GTZ) Bhutan, China, Indonesia  
HELVETAS, Bhutan  
International Agriculture Centre, the Netherlands  
International Development Research Centre - IDRC  
International Institute of Rural Reconstruction  
International Model Forest Network Secretariat, Canada  
International Tropical Timber Organization, Japan

International Institutes of Environment and Development, UK  
IUCN-The World Conservation Union  
Japanese International Cooperation Agency - JICA  
Japanese Social Development Fund - JSDF  
Kasetsart University, Thailand  
Ministry of Agriculture and Forest, Lao PDR  
Ministry of Agriculture and Rural Development, Vietnam  
Ministry of Environment, Cambodia  
Ministry of Forests, Republic of Indonesia  
National Agriculture and Forest Research Institute, Lao PDR  
National Economic Research Institute, Vietnam -  
National University of Laos, Lao PDR  
Nepal Swiss Community Forestry Project  
Overseas Development Institute, UK  
Princeton Asia, USA  
Pusdiklat Indonesia  
Rights and Resources Group (RRG) / Forest Trends, USA  
Royal Forest Department, Thailand  
SNV, Lao PDR  
SNV, Vietnam  
Southeast Asian Network of Agroforestry Education  
Swedish International Development Cooperation Agency - SIDA (BBE)  
Toyota Foundation, Tokyo  
Thai Environment Institute, Thailand  
UK Department for International Development - DFID (APO)  
United Nations Development Program - UNDP, Manila  
University of the Philippines Los Banos College of Development Communication - UPLBCDC  
Vasundhara, India  
Vietnam Forest University  
Wageningen International  
World Agroforestry - ICRAF  
WWF International  
WWF, Lao PDR, Cambodia & Vietnam  
Winrock International, India  
World Bank



# Finance





## Auditor's Report

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To the Board of Trustees of Regional Community Forestry Training Center for Asia and the Pacific

We have audited the accompanying balance sheets as at 30 September 2006 and 2005, and the related statements of revenue and expenditure and changes in fund balance and cash flows for the years then ended of Regional Community Forestry Training Center for Asia and the Pacific ("RECOFTC"). The RECOFTC management is responsible for the correctness and completeness of information in these financial statements. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position as at 30 September 2006 and 2005, and the results of its revenues and expenses and cash flows for the years then ended of RECOFTC in accordance with generally accepted accounting principles.

For PricewaterhouseCoopers ABAS Limited  
By Sudwin Panyawongkhanti  
Partner

Bangkok  
11 January 2007

By Sudwin Panyawongkhanti  
Partner  
Bangkok  
6 January 2006

## Balance Sheets

As at 30 September 2006 and 2005

	2006 Baht	2005 Baht
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	33,085,497	57,758,838
Restricted fixed/time deposits account	4,924,807	4,924,807
Grants receivable	3,162,138	1,618,400
Accounts receivable	2,131,112	1,606,912
Loans and advances to employees	2,761,656	337,545
Other current assets	612,404	366,647
<b>Total current assets</b>	<b><u>46,677,614</u></b>	<b><u>66,613,149</u></b>
<b>Non-current assets</b>		
Plant and equipment (net)	16,611,965	19,064,754
<b>Total non-current assets</b>	<b><u>16,611,965</u></b>	<b><u>19,064,754</u></b>
<b>Total assets</b>	<b><u>63,289,579</u></b>	<b><u>85,677,903</u></b>
<b>LIABILITIES AND FUND BALANCE</b>		
<b>Current liabilities</b>		
Accounts payable	13,532	65,449
Deferred grants	13,830,391	37,908,294
Advance received	1,303,547	120,000
Accrued expenses	3,409,731	4,622,452
Current portion of provision for transitional compensation	731,789	-
Other current liabilities	430,594	450,997
<b>Total current liabilities</b>	<b><u>19,719,584</u></b>	<b><u>43,167,192</u></b>
<b>Non-current liabilities</b>		
Provision for transitional compensation	4,533,988	5,265,777
<b>Total non-current liabilities</b>	<b><u>4,533,988</u></b>	<b><u>5,265,777</u></b>
<b>Total liabilities</b>	<b><u>24,253,572</u></b>	<b><u>48,432,969</u></b>
Fund balance	39,036,007	37,244,934
<b>Total liabilities and fund balance</b>	<b><u>63,289,579</u></b>	<b><u>85,677,903</u></b>



## Statements of Revenues and Expenditures and Changes in Fund Balance for the years ended 30 September 2006 and 2005

	2005 Baht	2006 Baht
<b>Revenues</b>		
Grant receipts	72,436,483	84,442,885
Courses, workshops and seminar receipts	1,495,602	4,296,445
Contribution receipts	1,495,956	2,890,801
Study tours	2,662,466	1,846,249
Consultancies	6,802,988	3,877,796
Dormitory and facilities	5,217,781	5,328,303
Interest income	476,480	358,992
Other income	<u>830,012</u>	<u>989,055</u>
<b>Total revenues</b>	<b><u>91,417,768</u></b>	<b><u>104,030,526</u></b>
<b>Expenditures</b>		
Staff costs	50,246,145	43,014,408
Activities costs	29,867,413	42,416,192
Operational costs	6,536,154	8,773,122
Depreciation expense	<u>2,976,983</u>	<u>2,944,153</u>
<b>Total expenses</b>	<b><u>89,626,695</u></b>	<b><u>97,147,875</u></b>
<b>Excess of revenues over expenditures (expenditures over revenues)</b>	<b>1,791,073</b>	<b>6,882,651</b>
Fund balance, beginning of years	<u>37,244,934</u>	<u>30,362,283</u>
Fund balance, ending of years	<u>39,036,007</u>	<u>37,244,934</u>

# Acronyms

AFN	Asia Forest Network
AusAID	Australian Agency for International Development
APO	Associate Professional Officer
BOT	Board of Trustees
BBE	Bilateral Associate Programme Officer (Sida)
CABS	Capacity Building Services
CBFM	Community-based Forest Management
CBNRM	Community-based Natural Forest Resource Management
CF	Community Forestry
CFM	Collective forest management
CIFOR	Center for International Forests Research
CIP UPWARD	International Potato Center
COPS	Country Program Support
CTA	Chief Technical Adviser
DANIDA	Danish International Development Agency
DFID	Department for International Development (UK)
EWC	East West Centre
EC	European Commission
ETSP	Extension and Training Support Project
EU	European Union
EXO	Executive Office
FAHR	Finance, Administration and Human Resources
FAO	Food and Agriculture Organization of the United Nations
FGLG	Forestry Governance Learning Group
GEF	Global Environment Facility
GTZ	German Development Agency
IDRC	International Development Research Centre
IIED	International Institutes of Environment and Development
IFCC	International Forestry Cooperation Center (State Forest Department, China)
IIRR	International Institute for Rural Reconstruction
IMAC	Information Management and Communication
IMFNS	International Model Forest Network Secretariat
ITTO	International Tropical Timber Organisation
IUCN	World Conservation Union
JICA	Japanese International Cooperation Agency
JoMPA	Joint Management of Protected Areas
JSDF	Japanese Social Development Fund
M&E	Monitoring and evaluation
MoU	Memorandum of Understanding
NGO	Non-governmental organizations
NRM	Natural Resource Management
NRME	Natural Resources Management and Environment
NTFP	Non-timber forest product
ODI	Overseas Development Institute
PES	Payments for environmental services
PM&E	Participatory monitoring and evaluation
PROP	Program Planning and Delivery
PSC	Project Support Committee
RAR	Regional Analysis and Representation
RECOFTC	Regional Community Forestry Training Center for Asia and the Pacific
RRG	Rights and Resources Group
RRI	Rights and Resources Initiative
SDC	Swiss Agency for Development and Cooperation
SEABAFE	South East Asia Network for Agroforestry Education
SEARCA	South East Asian Regional Center for Research in Agriculture
Sida	Swedish Intl. Development Cooperation Agency
SNV	Thailand Collaborative Country Support Program
UNDP	United Nations Development Program
UNODC	United Nations Office on Drugs and Crime
UNTPCD	United Nations Trade Point Development Center
WWF	World Wide Fund for Nature





The Regional Community Forestry Training Center for Asia and the Pacific (RECOFTC) is an international not-for-profit organization based in Bangkok, Thailand, that works closely with partners to design and facilitate learning processes and systems to support community forestry and community-based natural resource management. Through strategic partnerships and collaboration with governmental and non-governmental institutions, programs, projects and networks, RECOFTC aims to enhance capacity at all levels, and to promote constructive multi-stakeholder dialogues and interactions to ensure equitable and sustainable management of forests and natural resources.

### Vision

Local communities in the Asia-Pacific region are actively involved in the equitable and ecologically sustainable management of forest landscapes.

### Mission

To enhance capacities at all levels to assist people of the Asia-Pacific region to develop community forestry and manage forest resources for optimum social, economic and environmental benefits.

### Contact details

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