Forests hold the keys to solving some of the world’s greatest challenges, such as climate change, food security and sustainable development. They lie at the heart of what we do here at CIFOR and they are at the heart of the communities who live in and rely on forested landscapes.

Throughout 2012, CIFOR continued to work with decision makers and stakeholders across all levels to ensure that forestry policy is informed by quality research.

I joined CIFOR in September 2012 and feel honoured to be leading the organisation on its next chapter as we look to further extend our research approaches and collaborations. I would like to take this opportunity to recognise the outstanding contribution of my predecessor, Frances Seymour, who stepped down in mid 2012. Her dedication over her six-year tenure had a significant impact on global forestry policy and her leadership was instrumental in raising the standards and visibility of CIFOR’s work.

As CIFOR celebrates its 20th anniversary in 2013, we are taking time to reflect on these past achievements and creating strategies to meet the challenges ahead.

In November, on the sidelines of the Doha climate talks, Forest Day 6 signalled a new era in forestry research by focusing on landscapes. Climate change needs to be dealt with across sector boundaries and food security must not become a trade-off between agriculture and forests. With a landscape-based approach, we can tackle these challenges in a more holistic way.

CIFOR’s leadership of the CGIAR Research Program on Forests, Trees and Agroforestry: Livelihoods, Landscapes and Governance, which is now in its second year, is another example of this collaborative and cross-sectoral ethos.

These are exciting developments for forestry and CIFOR is ready to inform and contribute to these new paradigms in research and help provide the evidence base that is required for achieving a sustainable future.

Peter Holmgren
Director General
In 2013, CIFOR will mark 20 years of working for forests and people. During that time, the organisation has made significant contributions to research and practice in the field. For example, CIFOR's early research on areas such as underlying causes of deforestation, alternatives to slash and burn, reduced-impact logging, and community forest management have changed the way we protect, conserve and sustainably manage this critical resource.

However, CIFOR has not only looked at the natural environment through its work, it has also put the concerns of people who rely on the forest for livelihoods at the centre: CIFOR research on non-timber forest products, gender, human rights and tenure has helped some of the world's poorest people.

This annual report showcases CIFOR's role in empowering decision makers for forests in communities across the globe and CIFOR's ability to innovate and respond to new knowledge and challenges.

CIFOR has seen a number of changes during 2012. Peter Holmgren taken the reigns as Director General after Frances Seymour stepped down. We have also been joined by a new Deputy Director General, Peter Kanowski.

We welcome both Peter Holmgren and Peter Kanowski to CIFOR and are excited to embark on the next stages of growth in the organisation and to improve outcomes for forests with them at the helm.

The Board would like to take this opportunity to thank Frances for her leadership at CIFOR and her passion for forestry issues, which will have a lasting contribution to the organisation and to the forestry field at large.

The 20th anniversary year will be one for reflecting on our achievements and looking forward to what needs to be done next. Forestry has never been more important and CIFOR is unable to carry out its work alone. Our relationships with partners and donors are growing each year and this helps increase CIFOR's influence and reach.

M. Hosny El Lakany
Chair, Board of Trustees
Setting a new agenda for forestry research in Central Africa

Education and training are not the only ways that CIFOR works to guide change in the Central African forestry research community. CIFOR also works closely with partner organisations and national research institutes to build capacity and to forge links with other national and regional decision-making bodies.

CIFOR and its partners organised a workshop in February 2012 in Douala, Cameroon, to reflect a new agenda for forestry research in Central Africa.

“There was a lot of interesting discussion and we came to the decision to establish a platform for research organisations for exchange, joint research work and capacity building,” said Richard Eba’a Atyi, Regional Coordinator for CIFOR’s Central Africa Office.

CIFOR’s other capacity-building projects, such as REFORCO, will be enhanced by its involvement in this initiative, said Eba’a Atyi.

The new platform for forestry research will create efficiencies both through research collaboration, and also in the use of funding and resources.

COMIFAC, Central Africa’s regional forum for conservation and the sustainable management of forest ecosystems, now includes the common strategy sketched out at the meeting in its long-term planning.

“National research institutes are very important partners but they are still facing challenges with capacity, so by working on this, we can improve the skills of researchers and improve both the quality of the available science and our collaboration,” said Eba’a Atyi. “CIFOR has grown in the region – initially, our presence was very small, but now we are attracting the attention of key policy makers. Building these partnerships gives us the opportunity to better showcase our research and continue to influence policy makers, not only in Central Africa, but around the world.”

For more information, visit blog.cifor.org/congo

“Building these partnerships gives us the opportunity to better showcase our research and continue to influence policy makers, not only in Central Africa, but around the world. ”

Richard Eba’a Atyi
Regional Coordinator, CIFOR
Central Africa Office

Botanical Garden at the University of Kisangani, DRC
Indonesian president makes a significant policy speech at the CIFOR campus

Indonesian President Susilo Bambang Yudhoyono visited the CIFOR campus on 13 June 2012, just days before the historic Rio+20 Summit, to make a pivotal speech on “sustainable growth with equity.”

Indonesia’s economy has changed from one in which forests were sacrificed in return for economic growth to an environmentally sustainable one, where forests are prized for the wide range of ecological services that they provide to society, the president said. He declared that by 2025, “no exploitation of resources should exceed its biological regenerative capacity” and that “Losing our tropical rain forests would constitute the ultimate national, global and planetary disaster. That’s why Indonesia has reversed course by committing to sustainable forestry.”

The President cemented his visit by planting a tree on the campus, and then signing a memorial plaque that was inscribed: “Thanks CIFOR. Let’s save our forests for our future.”

Indonesia, where CIFOR is headquartered, is home to the world’s third largest area of tropical forests. The second longest expanse of mangrove forests in the world is stretched along its coastlines, which provide support to coastal fisheries and protect communities from destructive storm surges. Indonesia has 50 percent of the world’s tropical peatlands, which are an enormous storehouse of carbon.

The President’s speech attracted a large audience within Indonesia and globally, raising the profile of forestry issues and CIFOR’s research. It was broadcast live on Metro TV, a top-rated national news channel, and watched by some 675,000 viewers. The video was streamed live on the web, and the state national radio station, Radio Republik Indonesia, aired the speech on its lunchtime slot. More than 35 national and international print media outlets covered the speech, while CIFOR blog posts regarding the Presidential speech were read nearly 1,000 times and shared on Facebook more than 3,000 times.

Read more and watch the video at blog.cifor.org/president-SBY
Collaborating across landscapes and institutions to improve research outcomes

Forestry, biodiversity and agricultural institutions have traditionally operated separately, despite working on many shared challenges such as food security, climate change and deforestation.

CIFOR and its CGIAR partners have been advocating a shift to move research out from sector boundaries to an integrated landscape level to improve knowledge and outcomes for forests, people and livelihoods.

CIFOR, Bioversity International, the International Center for Tropical Agriculture and the World Agroforestry Centre are currently implementing the CGIAR Research Program on Forests, Trees and Agroforestry.

The program is now in its second year of implementation and is on track for its outputs and knowledge generation targets.

This year, the Agriculture Research for Development Centre (CIRAD) became the first non-CGIAR centre to join the program’s steering committee, bringing a wealth of expertise on development and agricultural research.

“CIRAD’s position within [the program] acknowledges its long-time collaboration with CIFOR and witnesses that CRPs are an effective instrument of the CGIAR reform in its relations with partners,” said Pierre Fabre of CIRAD.

“The main point of the CGIAR reform,” says the program’s Director, Robert Nasi, “was that it was perceived there were too many barriers between institutions and not enough cross-disciplinary, collaborative research taking place . . . There are now joint collaborative plans between the core centres . . . and our budget is being directed towards research on emerging, cutting-edge topics. Having CIRAD on board will only enhance this fruitful partnership.”

A key part of the collaboration is the sentinel landscapes approach. In these landscapes, scientists measure change by applying similar methodologies to gain a deeper understanding of how these areas interact with global processes. Landscape research looks at forests in connection with other types of land and has the potential for multiple levels of impact. Local people will benefit from an increased understanding of natural resource management, while at the national and global levels, scientists will produce policy-relevant research to inform decision making.

Watch our video “Papua: Planning a better future” at cifor.org/collaborating
Looking forward to landscapes at Forest Day 6

Forestry experts called for a new approach to managing land and tackling climate change at Forest Day 6, held in Doha on the sidelines of the 2012 UNFCCC COP.

With more than 700 high-level attendees from governments, NGOs, donors and the international media, including 241 UNFCCC negotiators, the discussions centred on the need for a landscape approach to holistically tackle the challenges of climate change, food security and forest conservation.

“It is time for forestry to come out of the forest and contribute more broadly,” said CIFOR Director General Peter Holmgren in his opening address.

Will Steffen, Executive Director of the Climate Change Institute at the Australian National University, delivered the keynote speech on changing approaches to growth and sustainable development, placing special emphasis on climate and biodiversity.

Other speakers covered topics such as finance, food security, and poverty reduction.

“The window to stay in a two-degree world is closing very rapidly,” said Mary Barton-Dock, Director of Climate Policy and Finance at the World Bank. “A landscape approach is going to be essential to meet the growing need for food without invading forests.”

For the first time, the event was held in conjunction with Agriculture, Landscapes and Livelihoods Day, exploring the potential of landscapes to offer sustainable solutions for climate change adaptation, mitigation and livelihoods.

An additional 700 people watched the Forest Day live stream on the web, with a further 4,300 watching the videos of the panels on YouTube. International media covered the event extensively and CIFOR’s blog coverage of the COP received 93,000 pageviews in December and January. Overall, the social media campaign reached nearly 650,000 people.

Some 94 percent of respondents to a survey on Forest Day 6 said they thought the event was “successful” or “very successful”, citing its value for networking, informing policy and exchanging knowledge.

Watch the Forest Day 6 video playlist at cifor.org/forestday6

“Climate change needs to be dealt with across sector boundaries. Forests and forestry must be looked at through the lenses of agriculture, food security and broader sustainable development. It is time for forestry to come out of the forest and contribute more broadly.”

Peter Holmgren
CIFOR Director General
We have seen that more women are becoming involved in community meetings and more women are demanding spaces to learn about the forest.

Xochilt Hernández
Researcher
(Not pictured)

Increasing women’s participation in community forest management in Nicaragua

Local control over natural resources is a key issue for autonomous and inclusive development, especially in indigenous territories. However, relatively little attention has been given to the local and gender dynamics that decide who looks after, uses and shares the resources of the forest.

The three-year ‘Gender, Tenure and Community Forest’ project aims to address this by promoting the inclusion of women in forest decision making and improving their tenure rights.

In Nicaragua, the project is being implemented in an autonomous region where the large population of indigenous peoples is currently going through the process of claiming formal title over their historic territories.

The first working paper from the project, released in October 2012, identified a number of areas where women’s involvement could be improved.

“Women have a harder time attending meetings and speaking up in public and only rarely assume leadership roles at the community level. And even in communities where women believe they have influence over many important decisions, they do not have similar influence over forest-related decisions,” said CIFOR Senior Scientist Anne Larson.

In its first year, the project focused on research, but in the second phase, adaptive collaborative management techniques have been used to help generate clear internal and community norms for the use of forest resources. Some communities have started reforestation projects as part of their working plans, while others have clarified traditional rules so that leaders can better manage forest resources and settle disputes.

“One year ago, we would mostly only see men speaking up and participating. Women would attend the workshops, but they wouldn’t speak as much as the men,” said researcher Xochilt Hernández. “[Now] we have seen that more women are becoming involved in community meetings and more women are demanding spaces to learn about the forest.”

For more information, visit cifor.org/gender

A Kichwa villager near the Napo River, Ecuador
Boosting livelihoods and conservation through okok domestication in Cameroon

For villagers in Cameroon’s central region, the forest creeper known as okok is considered a wonder plant.

*Gnetum* spp., called okok or eru in different parts of Cameroon, is a non-timber forest product (NTFP) of huge cultural and financial significance. Okok grows naturally in the Congo Basin rainforest. It climbs the trunks and entwines around the branches of established trees. But the vegetable’s soaring popularity in Cameroon has led to concerns about sustainability. CIFOR’s research estimates that in Cameroon alone, trade in the okok plant exceeds US$ 12 million each year.

“[Okok] is very important in terms of food, it is very important in terms of medicine, and it is very important in terms of income generation,” says CIFOR Scientist Abdon Awono.

While researching NTFPs in his home region, Abdon Awono noticed that villagers needed to walk further and further into the forest to find okok. He encouraged CIFOR to partner with the Cameroonian research organisation IRAD and a local NGO to develop a trial domestication program in several villages.

“We started convincing them that it was also possible to plant okok as they do with cocoa and other agricultural products. Believe me, it was very difficult because they said, 'What are you talking about, we have it in the forest, you cannot tell us to plant,' But . . . they started to realise it was very useful because they could not get the quantity they needed from the wild.”

Nurseries were set up in 2003, villagers were trained and plantations were established. Now, the success of the CIFOR trial has seen okok cultivation programmes rolled out across the country, with the Cameroonian government committing around US$ 500,000 per year since 2009.

Watch our video “Taming okok” at cifor.org/okok
CIFOR informs new guidelines on how to protect forests and biodiversity

CIFOR has produced a new set of ‘best practice guidelines’ to be used to inform policy makers on how to balance competing pressures on land while protecting forests and biodiversity. The new guidelines were taken into consideration by UN research.

‘Landscapes’ are a new way of considering land management based on social, economic and environmental services. Proponents hope that moving away from thinking of land in segregated terms could end the ongoing debate that forests have to be sacrificed for the sake of development. It could also help stakeholders decide how to maximise the potential of their land to secure sustainable food and energy supplies, while maintaining the ecosystem services that trees and forests provide. This approach is focused on poverty alleviation and livelihoods rather than conservation or biological considerations.

The landscape-level approach to sustainability is a set of 10 guiding principles that outline ways to better integrate research into the agricultural, forestry, energy, and fishery sectors. The guidelines were submitted for consideration to the Convention on Biological Diversity (CBD) in October 2012. The CBD has officially “taken note” of the guidelines – a testament to their relevance for multifunctional landscape management.

“These guidelines could set a standard for policy makers, NGOs, and practitioners working in conservation and development in over 100 countries across the world on how to develop and improve land use planning policies,” said Terry Sunderland, CIFOR Principal Scientist and lead researcher of the principles.

The landscape approach provides an alternative way of looking at many factors that affect landscapes, including restoration, payments for environmental services schemes, interventions aiming at reducing emissions from deforestation and degradation (REDD+), water management across watersheds and appropriate mitigation and adaptation measures to climate change.

“Countries would need to strengthen relationships with national and international stakeholders, improve communication between sectors and invest in more integrated approaches to multifunctional landscape management in order to make the most of the approach,” Sunderland said.
Deep in the Yoko Forest Reserve, across the Congo River from Kisangani in the Democratic Republic of Congo, Consolate Kaswera Kyamakya is checking her traps.

She’s been lucky – lying in the leaf litter is a small, striped creature known as an elephant shrew, prized by villagers in this area for food. But Kyamakya is no hunter. She’s a scientist about to complete her PhD at the University of Kisangani. Her research aims to discover the threats to the two local species of elephant shrews and the impact of human activities on their distribution, by comparing the populations of the animals inside the reserve with those outside.

“The number of farmers, hunters, and trappers is really on the rise. And as the big prey gets rarer, local people rely on small animals like this one for food,” she said. “So our work has suggested that there is a need to raise the awareness of the local community about the pressure their activities place on the shrews . . . If we do nothing about it, we risk the extinction of this population.”

Kyamakya is one of 25 Congolese PhD students enrolled in a special forestry research capacity building program at the University of Kisangani. The REFORCO (Congo Forestry Research) project, funded by the European Union and implemented by CIFOR along with several other partner institutions, aims to train a new generation of researchers like Kyamakya.

“We have here in the DRC the majority of Africa’s tropical forest, so if we do not train the young people, who will manage these forests later?” says Professor Leopold Ndjele, the coordinator of the REFORCO program in Kisangani.

It is not just PhD students who are supported by REFORCO: the project also funds the Master of Forestry program at the University of Kisangani. Thirty-five students have already graduated, with 18 more currently in training.

“These youth[s] will, after their training, work within the university and succeed the current teachers. We are . . . training the future conservationists of nature, people who will help the population to fight against malnutrition, poverty and above all to achieve sustainable management of the forests,” Ndjele said.

Prosper Sabongo is another PhD student in the programme. He is analysing the composition of a particular type of forest ecosystem near Kisangani.

“This kind of forest is dominant in the Central Congo Basin so it is important to know about its dynamic,” said Sabongo. He describes how the huge trees in this forest store carbon, keeping it out of the atmosphere and slowing global warming – meaning the Congo Basin is important not just for the DRC, but for everyone.

Said Sabongo, “We talk today about climate change. While the forest is intact, it can compensate for the harmful environmental effects that humans are producing . . . Therefore we shall not forget or ignore this forest, given the current realities that humanity is experiencing.”

Watch our video “Young Leaders” at cifor.org/youngleaders
Emerging trade, emerging trends: Examining China’s engagement with Africa

The growing relationships between China and Africa in business, investment, aid and trade have attracted global attention. Now, CIFOR research is looking at the implications of these connections on natural resource management in the forested areas of the African continent.

The ‘Chinese trade and investment in Africa: Assessing and governing trade-offs to national economies, local livelihoods and forest ecosystems’ project is implemented by CIFOR with support from the German Federal Ministry of Economic Cooperation and Development.

“The purpose of the project is to understand how Chinese models of international investment and development assistance differ from others, especially in how they might affect access to land and resources from forest areas,” said Louis Putzel, the CIFOR Senior Scientist who heads the project.

One of the first outputs of the project has cast light on discrepancies between official timber export figures from Mozambique and China’s import data.

Mozambican export figures from 2010 showed almost US$ 49 million worth of timber shipped to China, while Chinese figures showed that more than US$ 134 million had landed from Mozambique, a difference of $85.4 million.

Wood not recorded by customs is probably not taxed and the Mozambican government could therefore be losing revenue. But this is only one part of the problem.

“Tracking timber is a minimum requirement if forestry officials are going to try to monitor logging and its effects at the national level,” Putzel said. “Of course that does not guarantee sustainable management of forests, but without it, the role of the government is limited.”

There has been some work done on China’s side, for example, including the drafting of overseas logging guidelines by the State Forestry Administration and the Ministry of Commerce. However, despite efforts to promote these guidelines, they remain difficult to enforce.

The timber trade is not the only area where Chinese investment has an impact on forests. Scoping studies found that the involvement of Chinese companies in small-scale and artisanal mining activities in the Democratic Republic of Congo is a potentially significant source of deforestation and forest degradation, particularly in areas attracting migrant diggers.

The China-Africa project is the first of CIFOR’s work looking at the global economic shifts as emerging economies engage with new markets for trade.

“There is still a lot of work to be done,” said CIFOR Senior Scientist Pablo Pacheco. “In the near future, CIFOR will expand on its work beyond China and Africa to look at the impact of other emerging economies in tropical forest countries.”

“Much attention has been paid to China’s growing role in Africa, especially by the international press, but to date very little scientific work has been done on the actual social and ecological impacts.”

Louis Putzel
CIFOR Senior Scientist
We were pleasantly surprised that such a simple presentation to the Minister’s Office could lead to a big policy wake-up call.

Davison Gumbo
CIFOR Scientist

Scoping out solutions for Zambia’s charcoal trade

The charcoal trade in Zambia is strongly linked to deforestation, yet it is a key source of energy and incomes for poor families. For policy makers, addressing the sustainability of the charcoal trade while balancing the needs of people living in poverty has long been a daunting challenge.

However, a recent scoping study by CIFOR scientists was well received by key decision makers in Zambia at the national and local levels and could lead to significant changes in policy and enforcement.

The study, funded by the Finnish Embassy in Lusaka, was presented at a high-level meeting in August 2012 attended by Mr Mike Hammah, the Minister of Lands, Natural Resources and Environmental Protection of Ghana, along with ambassadors and other officials. The meeting generated robust debate and ultimately led to the Minister requesting a set of action points from CIFOR researchers.

“Up until now, there has been a lack of focus by the government on charcoal. Anyone can go into charcoal production and the legal and policy frameworks are not being enforced,” said CIFOR Scientist Davison Gumbo. “The idea was to use this study to tell the government what was happening. When it was completed, we went to the Minister with our cooperating partners. The response that we got was: ‘Yes, let’s do something. What do we need to do to change this?’”

CIFOR and partners also met with the Local Government Development Association and had similarly positive responses from mayors and city managers. National media also reported on the research findings.

CIFOR is now working with the Ministry on the issue.

The scoping study confirmed some pre-existing concerns about the size and scale of the charcoal trade, including the widespread transportation of charcoal produced in Zambia to neighbouring countries. It highlighted a number of areas for improvement, such as better enforcement, involving and improving local institutions, developing sustainable management schemes and conducting more research on alternate supplies for charcoal.

Watch our video “Black Gold” at cifor.org/charcoal

Charcoal seller at Mokolo market, Yaoundé, Cameroon
New research agenda for West Africa’s Forests

CIFOR has been reinvigorating its focus on West Africa with nine new projects and an expansion of its regional office staffing.

A strategic area for research on tropical forests, climate change adaptation and dry forests, CIFOR established a West Africa Regional Office in Burkina Faso in 2005.

Originally, three major projects were run out of the office, however these ended in 2009.

CIFOR’s fundraising push, starting in 2010, has brought new opportunities for innovative projects to take off.

One of these is the three-year ‘Forests and Adaptation to Climate Change in West Africa’ project, implemented in Burkina Faso and Mali. This project builds on CIFOR’s previous work and aims to mainstream ecosystem-based adaptation into policies and projects. CIFOR will also test a community-based tool for assessing vulnerability and planning adaptation in forest resource management within its ongoing projects and demonstrate to policy makers and farmers how forests could be integrated into adaptation planning.

A 20-month study on the role that forests play in enhancing the resilience of stakeholders to climate change will analyse how forests can contribute to improving the resilience of the wood energy sector in Burkina Faso. A three-year project to assess the threats to Burkina Faso’s priority food tree species also kicked off in 2012.

The four-year program on high-value biocarbon development (BIODEV) is the largest new project. CIFOR is leading the work package on forest interventions.

Additionally, CIFOR is working to establish platforms for policy–science dialogues on climate change and adaptation and has taken the lead in building a network of researchers, policy makers and development workers to monitor change processes and the impacts of human–forest interactions in the West African Sahel.

“Work in West Africa provides a unique opportunity to understand how certain communities have been able to adapt to a very challenging environment,” said Michael Balinga, CIFOR Regional Scientist, West Africa. “West Africa is one of the world’s regions most affected by poverty and climatic variations, and local communities therefore depend on forests and trees for food, medicine and energy.”

“Few institutions are better equipped than CIFOR to provide leadership in generating quality science, establishing partnership networks and providing a broad perspective of forest-related issues.”

Michael Balinga
CIFOR Regional Scientist, West Africa
Role-playing and 3D mapping help communities get involved in landscape planning

Well-intentioned plans are too often abandoned and forgotten when villagers are left out of the land-use planning process.

Conversely, by placing a 3D map (complete with familiar landmarks) in the middle of a table and asking residents what they would do as a developer, conservationist or village leader, it suddenly becomes easier to incorporate local views into the process.

This role-playing tool, devised by CIFOR scientists and partners, helps village communities see the long-term advantages of careful landscape management. The method was initially tested in 2011 in 28 villages that border the Nam Et – Phou Loey National Protected Area in Laos, one of the few remaining sanctuaries for tigers in the country. 3D mapping has since been picked up by 10 different districts and is being implemented in about 300 villages.

The results, so far, are very promising, said Jean-Christophe Castella, one of the researchers.

In the past, villagers often ended up implementing plans that they did not understand and that were doomed to fail. “In former styles of land-use planning meetings, local people would usually just sit at the back of the meeting room waiting for it to end,” Castella said.

When leaders from all of the local villages are in the same room together, demarcating their borders on the 3D maps, they are able to resolve territorial disputes and arrive at a group consensus, he said.

The learning tools address barriers such as the language gap between planners and communities, low map and reading literacy, and limited community understanding of the impacts of land-use plans. The meetings also help train local people in negotiation skills so they are better equipped to discuss future land use and resource management plans in their area.

Mr Monsay Laomouasong, the Governor of Viengkham district in Luang Prabang Province, where the initial trials took place, was pleased with the results so far. “This approach puts the keys of development in the hands of local communities and avoids engaging them in endless assistance programs,” he said.

“In former styles of land-use planning meetings, local people would usually just sit at the back of the meeting room waiting for it to end.”

Jean-Christophe Castella
Researcher
(Not pictured)
Returning results to communities boosts research relationships

Researchers often work closely with forest communities when undertaking studies on livelihoods, natural resource management and conservation. Unfortunately, many researchers don’t take their findings back to the source.

However, CIFOR researchers working on the Global Comparative Study (GCS) on reducing emissions from deforestation and forest degradation (REDD+) is helping to change this trend. GCS-REDD is one of the world’s first comparative studies of pilot projects around the world in the UN-backed REDD+ scheme. The study aims to identify what works in REDD+ initiatives at national and subnational levels across 11 countries.

In Latin America, results from surveys on subnational REDD+ pilot initiatives have been returned to five sites in Brazil and Peru so far. The villagers found quantified information about household cash and subsistence income particularly interesting.

Returning survey results has benefits for both the community and researchers, said Amy Duchelle, CIFOR Scientist:

“It highlighted for people . . . where and which activities they’re gaining the majority of their income [from],” Duchelle said, “Village leaders were carefully compiling the information and [stating] they wanted to have [the survey] for their own planning and knowledge.”

Returning the results to REDD+ project proponents was also highly valuable:

“It enabled project implementers to see local people’s hopes and worries in regards to REDD+. This is very useful so they can adapt their projects to address local concerns for more successful outcomes.”

The villagers were also grateful to see the researchers return, thereby building trust and encouraging cooperation for future monitoring and research. Said Duchelle, “I can’t tell you how many times we heard, ‘researchers never come back’, ‘you’re the first group that’s come back, so thank you so much’.”

Watch our video “Protecting forests, fighting climate change” at cifor.org/amazon

“Local feedback on the results helped our teams improve our interpretations of the data. Also . . . our team will be much more welcome, which should improve the quality of future responses.”

Amy Duchelle
CIFOR Scientist
(Not pictured)
CIFOR’s growth has been in the double digits for the past six years and the organisation has doubled in size over the same period.

For 2013, the budget is estimated at $44 million, up from $33.8 million in 2012. Per annum growth for 2012 was 20 percent and is expected to increase to 30 percent in 2013.

The Finance and Administration team is one part of this growth story, putting in place policy and procedures to strengthen accountability, assisting with proposals and budgeting and supporting the expansion of CIFOR’s research into new regions.

Kumar Tumuluru, Director of Finance and Administration, noted, “We have been consistently checking the budgets to make sure they reflect what the scientists are doing on the ground, making sure our donors are happy with the budgets, making sure all our expenditures are in order from different parts of the world and ensuring that our audits are clean audits.”

The volume of restricted funding has also been increasing over a number of years, so finance staff have been working to produce proposal budgets side by side with scientists, Tumuluru said.

Moving into the era of CGIAR Research Programs, where CIFOR is the lead on the Forests, Trees and Agroforestry program, has meant that the finance team has also become responsible for funds for other research centres. They were also a critical part of the team that created the program’s proposal, which was well received by donors.

The finance team has supported a number of audits and studies, such as the four-pillar assessment by the European Commission, CIFOR’s single largest donor. The audit results meant that CIFOR was classified as an international organisation by the Commission. Says Tumuluru, “It means we can follow our own policies and procedures, not theirs, which leads to a significant cutback in administration costs.”

Working closely with finance, the administration team ensures that CIFOR’s campus and infrastructure is maintained to international standards to create a safe working environment for all.

Finance and administration staff in the regional offices also ensure all policies and processes are implemented effectively and support the headquarters based teams.

The Human Resources (HR) team has also had a critical role to play in the expansion. Staff numbers have increased in line with the organisation’s growth, rising from 183 staff in 2010 to 206 by the end of 2012.

“In this dynamic environment, the HR team has had to review the compensation and benefits package in order to become a more attractive employer. The new package, implemented in 2010, has been reviewed and further streamlined and has now been formalised,” said Liza Moore, Director of Human Resources. “The improved benefits package works hand in hand with other efforts to recruit scientists, such as improved information about living and working at CIFOR’s headquarters in Bogor, Indonesia.”

This year, CIFOR also increased its presence in Southern and Eastern Africa by establishing a regional office in Nairobi, Kenya, with the support of HR. The HR team also reviewed the organisation’s staff manual, approved by the board in May, to streamline documentation and policies.

In another big achievement for human resources and diversity, the gender ratio at CIFOR is now nearly 50-50.

“We are not having problems attracting female scientists,” Moore said. “Going forward, our focus on gender equality will shift to try to gain more gender balance at the managerial level.”
**Statement of financial position***

As at 31 December 2012 and 2011 (in thousands of US dollars)

**Statement of financial position***

As at 31 December 2012 and 2011 (in thousands of US dollars)

**Assets**

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<td>21,128</td>
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<tr>
<td>Short-term time deposits</td>
<td>500</td>
<td>600</td>
</tr>
<tr>
<td><strong>Total cash and cash equivalents</strong></td>
<td><strong>47,947</strong></td>
<td><strong>21,728</strong></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td><strong>47,947</strong></td>
<td><strong>21,728</strong></td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td><strong>47,947</strong></td>
<td><strong>21,728</strong></td>
</tr>
<tr>
<td>Non-current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>2,479</td>
<td>2,483</td>
</tr>
<tr>
<td>Other assets</td>
<td>2,033</td>
<td>1,797</td>
</tr>
<tr>
<td><strong>Total net current assets</strong></td>
<td><strong>9,247</strong></td>
<td><strong>7,805</strong></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>57,234</strong></td>
<td><strong>29,533</strong></td>
</tr>
</tbody>
</table>

**Liabilities and net assets**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus</td>
<td>7,248</td>
<td>1,964</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,248</strong></td>
<td><strong>1,964</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>57,234</strong></td>
<td><strong>29,533</strong></td>
</tr>
</tbody>
</table>

**Current liabilities**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account payables:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Donors</td>
<td>15,729</td>
<td>5,402</td>
</tr>
<tr>
<td>- Employees</td>
<td>566</td>
<td>381</td>
</tr>
<tr>
<td>- Other CGIAR centers</td>
<td>2,802</td>
<td>708</td>
</tr>
<tr>
<td>- Others</td>
<td>1,651</td>
<td>134</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>2,361</td>
<td>2,252</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>23,109</strong></td>
<td><strong>8,877</strong></td>
</tr>
</tbody>
</table>

**Non-current liabilities**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee benefits obligations</td>
<td>5,290</td>
<td>4,783</td>
</tr>
<tr>
<td>Accrued expenses - net current portion</td>
<td>-</td>
<td>350</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td><strong>5,290</strong></td>
<td><strong>5,133</strong></td>
</tr>
</tbody>
</table>

**Net assets**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Undesignated</td>
<td>20,371</td>
<td>13,123</td>
</tr>
<tr>
<td>- Designated</td>
<td>3,603</td>
<td>3,603</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>23,974</strong></td>
<td><strong>16,726</strong></td>
</tr>
</tbody>
</table>

**Total liabilities and net assets**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>57,234</td>
<td>29,533</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>57,234</td>
<td>29,533</td>
</tr>
</tbody>
</table>

---

**Statement of activities***

For the years ended 31 December 2012 and 2011 (in thousands of US dollars)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue and gains</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Grant revenue</td>
<td>6,796</td>
<td>29,952</td>
</tr>
<tr>
<td>- Other revenue and gains</td>
<td>340</td>
<td>276</td>
</tr>
<tr>
<td><strong>Total revenue and gains</strong></td>
<td><strong>7,136</strong></td>
<td><strong>30,228</strong></td>
</tr>
<tr>
<td>Expenses and losses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Research expenses</td>
<td>200</td>
<td>996</td>
</tr>
<tr>
<td>- General and administration expenses</td>
<td>(350)</td>
<td>(6,832)</td>
</tr>
<tr>
<td>- Sub-total</td>
<td>(150)</td>
<td>(7,132)</td>
</tr>
<tr>
<td><strong>Indirect cost recovery</strong></td>
<td>38</td>
<td>1,516</td>
</tr>
<tr>
<td><strong>Total expenses and losses</strong></td>
<td><strong>112</strong></td>
<td><strong>29,952</strong></td>
</tr>
<tr>
<td><strong>Surplus</strong></td>
<td>7,248</td>
<td>1,964</td>
</tr>
</tbody>
</table>

**Expenses by natural classification**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>90</td>
<td>8,655</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>(276)</td>
<td>5,769</td>
</tr>
<tr>
<td>- Collaborators - CGIAR centers</td>
<td>-</td>
<td>15,224</td>
</tr>
<tr>
<td>- Collaborators - Partners</td>
<td>2</td>
<td>348</td>
</tr>
<tr>
<td>- Travel</td>
<td>33</td>
<td>1,516</td>
</tr>
<tr>
<td>- Depreciation</td>
<td>1</td>
<td>(2,222)</td>
</tr>
<tr>
<td>- System cost (CSF)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>(150)</td>
<td>(3,219)</td>
</tr>
<tr>
<td><strong>Indirect cost recovery</strong></td>
<td>38</td>
<td>1,516</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>112</strong></td>
<td><strong>29,952</strong></td>
</tr>
</tbody>
</table>

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**Donors**

CIFOR's work in 2012 would not have been possible without the generous support of the following organisations. (Alphabetical order)

- African Development Bank (ADB)
- Australian Agency for International Development (AusAID)
- Australian Centre for International Agricultural Research (ACIAR)
- Australian National University
- Australian Development Agency
- Bioversity International
- Cameroon Ministry of Forestry and Wildlife
- Catholic Organisation for Relief and Development Aid (CORDAID)
- CGIAR Center for Tropical Agriculture (CIAT)
- Centro Internacional de Agricultura Tropical (CIAT)
- The Consortium of International Agricultural Research Centers
- China Conservation International Foundation
- European Commission
- Federal Office for the Environment
- Federal Office for the Environment and Research (UNITAR)
- Federal Ministry for Economic Cooperation and Development (BMZ)
- France (French Embassy in Cameroon)
- French Agricultural Research Centre for International Development (CIRAD)
- French Global Environment Facility (FFEM)
- Germany Agency for International Cooperation and German Development Cooperation and Development (GIZ/BMZ)
- Germany
- Instituto de Pesquisa Ambiental da Amazonia (IPAM)
- International Union for Conservation of Nature (IUCN)
- Japan
- Japan International Research Center for Agricultural Sciences
- Korea
- Meridan Institute
- Netherlands
- Norway
- Rockefeller Foundation
- Switzerland
- U.S. Fish and Wildlife Services
- United Kingdom
- United Nations Institute for Training and Research (UNITAR)
- University of Dar Es Salaam
- USA
- USAID
- Wageningen International
- World Agroforestry Centre (CRAF)
- World Bank

---

**Board of Trustees**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CGIAR fund windows 1 &amp; 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted - CRPs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CGIAR Fund windows 3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bilateral</td>
<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td></td>
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<td><strong>29,952</strong></td>
</tr>
</tbody>
</table>

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*These statements were taken from the audited financial statements as of and for the years ended 31 December 2012 and 2011. PricewaterhouseCoopers-Indonesia conducted the audit and issued an unqualified opinion.