
**MULTI-STAKEHOLDER WORKSHOP
AND DIALOGUE ON
RESIN ENTERPRISE DEVELOPMENT
IN COMMUNITY FORESTRY
IN KAMPONG THOM PROVINCE, CAMBODIA
25-26 JUNE 2009**

Organized by:

Community Forestry Office, Forestry Administration
NTFP Exchange Programme for South and Southeast Asia

Supported by:

Oxfam GB Cambodia
International Timber Trade Organization (ITTO)



NTP Exchange Programme
for South & Southeast Asia



**MULTI-STAKEHOLDER WORKSHOP AND DIALOGUE
ON RESIN ENTERPRISE DEVELOPMENT
IN COMMUNITY FORESTRY
IN KAMPONG THOM PROVINCE, CAMBODIA
25-26 JUNE 2009**

TABLE OF CONTENTS

WORKSHOP BACKGROUND AND RATIONALE.....	4
OBJECTIVES OF THE WORKSHOP.....	4
WORKSHOP METHODOLOGY.....	5
WORKSHOP PROCEEDINGS.....	6
DIALOGUE SESSIONS.....	18
CONCLUDING REMARKS.....	19
ANNEXES.....	20

WORKSHOP BACKGROUND AND RATIONALE

In February 2009, Non-Timber Forest Products Exchange Programme (NTFP EP) for South and Southeast Asia, in cooperation with Oxfam GB and The Asia Foundation, facilitated a policy-business roundtable discussion on the trade chain of resin products in Cambodia. The discussion was a follow up to the trade chain research on resin products conducted by NTFP-EP along 5 provincial trade routes in Cambodia, namely Mondulkiiri, Kratie, Stung Treng, Preah Vihear and Kompong Thom provinces. The research concluded that social and economic benefits can be garnered from resin trade and community-based enterprise development. The discussion was participated by representatives of key policy, private sector and civil society institutions and resulted on a consensus to continue the promotion of NTFP (specifically resins) trade chain development in Cambodia as a potential contributor to forest protection (sustainable forest management) and poverty reduction.

Tree resins, primarily produced by dipterocarps of Southeast Asia including Cambodia, is one of the major non-timber forest products (NTFPs)¹ that are valued for both subsistence and commercial purposes. Resins are mostly harvested from natural forests and provided an optimal tapping regime is in place, the trees sustain minimal damage. Documented traditional tapping techniques and practices in Cambodia especially under customary tenure and community based forest management regimes, indicate good sustainability potential. Likewise, current household income contribution is on average \$345/annually. Additional income benefits are anticipated through trade chain interventions especially capacity building for the primary producers – resin collectors and emerging community based resin enterprises.

The 2-day workshop and dialogue on June 25-26, 2009 was organized and facilitated jointly by the Community Forestry Office, the Forest Administration Cantonment in Kampong Thom Province, International Timber Trade Organisation (ITTO), Oxfam Great Britain (OGB) and the Non-Timber Forest Products-Exchange Programme (NTFP-EP). The workshop and dialogue was envisaged to help set the frame of sustainable and community based NTFP enterprise development of which resin products is the main commodity that can bring forth dialogue around the trade challenges and opportunities within the context of community forestry development. At the same time, dialogue is sought around key interventions from key stakeholders in the forestry sector, which is also aimed to facilitate pro-poor trade.

OBJECTIVES OF THE WORKSHOP

1. To share knowledge and raise awareness of participants around the trade chain status of non-timber forest products especially of resin products in Cambodia.
2. To set the capacity building framework (organizing, resource protection and management and assistance for market entry) for community based NTFP enterprise development in community forestry using resin as an example.

¹ NTFPs are defined as “all biological products from forests other than timber”. (de Beer & McDermott. 1996. *The Economic Value of NTFPs in Southeast Asia*.)

-
3. To facilitate prioritization and action planning on resin enterprise development in community forestry among resin collector groups; and
 4. To seek and explore participatory comments and suggestions as well as support from various key stakeholders in the forestry sector to improve the resin business planning from Sakream Community Resin Enterprise Development and other (Choam Svay Resin Enterprise Development²).

WORKSHOP METHODOLOGY

The workshop and dialogue was held for 2 days, from June 25 to 26, 2009, at the office of the Forestry Cantonment in Kampong Thom Province. Slide presentations, plenary and small group discussions were used as tools in the 2-day workshop.

Total participants in the workshop and dialogue consisted of 57 people of which 10 were women. The participants consisted of community representatives from Kampong Thom and Preah Vihear provinces, and representatives from the provincial government line agencies, NGOs, ITTO-supported NTFP project at the Forestry Administration, DAI, The Asia Foundation, private sector, and local authorities from the province, district and commune levels.

The co-facilitators of the workshop included the senior staff from the Forestry Administration's Community Forestry Office, Oxfam GB, and the NTFP-EP.

Day 1 was focused on sharing of experiences from different key stakeholders related to challenges and opportunities for community forestry management including organisational management, sustainable forest management, NTFPs trade (e.g. Resin Association) and its law and regulations for trading activities. Moreover, the community from Sakream and Chormsvay presented their resin business plans, which have been conducted and facilitated by OGB and NTFP-EP so that workshop participants were able to provide their comments and suggestions as well as the level of support they can provide in order to improve the plans' feasibility. It is worthy to note that the Day 1 workshop was treated as internal discussion among NGOs and the Forestry Administration.

Day 2 concentrated on the finalisation of the resin business plans, which have been developed by both communities: Sakream and Chormsvay. In this regard, the external key stakeholders were also invited to provide comments and suggestions on the resin business plans. The external stakeholders included private sector representatives (e.g. provincial resin wholesalers and traders), the Provincial Department of Commerce and Local Authorities (commune and district government). All presentations from Day 1, were repeated mainly for the new participants to be able to catch up on the workshop process of Day 1, and then the updated resin business plans were also presented for comments.

² Please see the details from the report of Participatory Industry Scanning for Resin Enterprise Development in Sakream community.

WORKSHOP PROCEEDINGS

DAY1: PREPARATION AND INTRODUCTION TO RESIN BUSINESS IN COMMUNITY FORESTRY

The main agenda of the Day 1 workshop is as follows:

- ❖ Introductory speech to the workshop (CFO, FA)
- ❖ Presentation on overview of resin market chain research in Cambodia (NTFP-EP)
- ❖ Presentation on NTFP market research in Kampong Thom province (FA-ITTO project)
- ❖ Legislation framework and legal process of NTFP exploitation in Cambodia (FA Cantonment)
- ❖ Community-Based Enterprise presentation on experiences in resin business development in Preah Vihear province
- ❖ Community-Based Enterprise presentation on results of resin industry scanning and business planning of CBO in Sakream commune in Prasat Balang District, Kampong Thom Province
- ❖ Community-Based Enterprise presentation on resin business development in Choamsvay, Sandan District, Kampong Thom Province
- ❖ Presentation of Ponlok Khmer on Resin Enterprise Development in Preah Vihear
- ❖ Group work/discussion on resin business planning

Introductory Speech to the Workshop:

The facilitator started with an introduction of the rationale and objectives of the workshop. Mr. Lao Sethaphal, Acting Chief of the Community Forestry Office of the Forestry Administration introduced the Royal Government of Cambodia's objectives for community forestry (CF) establishment and CF activities and achievements so far as well as the importance of the initiative of NTFPs Enterprise Development as the entry point for livelihood development in CF.

He stated that "so far there are 352 CFs established, which covers almost 400,000 hectares of Cambodia's forest land. Out of 352, 129 community forestry sites have been registered at the Ministry of Agriculture, Forestry and Fisheries (MAFF), while the other 58 CFs have signed agreements with the FA. In Kampong Thom province, there are 48 CFs identified as potential areas for CF



establishment and another 32 CFs are approved by the provincial cantonment in Kampong Thom. He also added that the final step of CF legalisation is the preparation and submission of Community Forest Management Plans. In this step, livelihood development plays a critical importance in addition to forest protection, especially related to agro-forestry development within CF.

Moreover, this workshop also provided a snapshot of business development in CF based on NTFPs. He also raised some concern related to the establishment of CFs as facilitated by NGOs that are not following the CF Guidelines. Because of this, they may not sufficiently achieve the complete legalization of the CF area.

Additionally, Prom Tola of NTFP-EP provided the opportunity for all workshop participants to introduce themselves, including stating their names, organisation and their role in the organization.

PRESENTATION ON OVERVIEW OF RESIN VALUE CHAIN RESEARCH IN CAMBODIA

Prom Tola of NTFP-EP presented the results of NTFP-EP resin market chain analysis in Cambodia and how Community-Based Resin Enterprises are currently being developed and facilitated for community market access. The content of his presentation is summarised as follows:

- Main reasons for selection of resin business for market chain analysis
- Objectives of the research
- Methodology
- Resin tapping activities
- Resin utilisation
- Key Actors in the flow of resin products
- Trend of resin products
- Income and benefit contribution of resin business
- Legal framework: Transport permits and licenses
- Financing of resin business
- Gender roles in resin business
- Bottlenecks
- Recommendations

(Please see the presentation in Annex #1)

PRESENTATION ON NTFP MARKET RESEARCH IN KAMPONG THOM PROVINCE

To complement Prom Tola's presentation, Mrs. Sorn Somoline, from the FA-ITTO project presented the results of her research on NTFP market chain in Kampong Thom province. The focus of the research is on the socio-economic situation of forest dependent communities in Kampong Thom province. The research findings suggested that NTFPs play an important role for supporting livelihoods of forest dependent communities. 31% of the annual household income in forest dependent communities is derived from NTFPs. Additionally, the income from resin for these households in Kampong Thom are estimated roughly to be at US\$ 250-350 per annum.

(Please see the detailed presentation in Annex # 2)

LEGISLATION FRAMEWORK AND LEGAL PROCESS OF NTFP EXPLOITATION IN CAMBODIA

Mr. Khun Bunheng from the Provincial Forestry Cantonment in Kampong Thom province presented about the legal process for approval of licenses for NTFP enterprise development and the legal framework in relation to NTFP exploitation. The presentation was done under the topic of “Customary use of NTFPs and Business Development on NTFPs in Community Forestry”. The summary of the content of his presentation is as follows:

- Legislation aspects (from Chapter 9, article 40 in the forestry law)
- Process of approval of legal licenses for NTFP exploitation in Community Forestry
- Sample documents of NTFP stocking and transport permits

(Please the detailed presentation in Annex #3)

QUESTIONS AND ANSWERS

The following are the questions which were raised by participants, especially communities related to transport permits and licenses for trading NTFPs.

Q1: Practically, how do we proceed in applying for formal licenses for NTFPs trade?

A1: For the CBOs who would like to operate NTFPs business may require to apply for annual stocking permit and transport permit as well as the license, if they would like to legalise their business. In this regard, they must pay NTFP taxes.

A2: Mr. Lao Sethaphal added that in the case of legalized CFs, the community may be eligible to apply for tax exemption.

Presentation of CBO from Tbaeng Mean Chey in Preah Vihear province on their experience in Resin Business development

Mr. Kong Thin, CBO from Chhaeb Keut of Preah Vihear province, was invited to present his experiences in community-based resin business development.

- Profile of Resin Business in Chhaeb Keut community
- Process in establishing a Resin Business
- By-laws and regulations of the resin business group
- Operation of community-based resin business
- Constraints and opportunities for resin business

(See the detailed presentation in Annex #10)

Presentation on Results of Resin Industry Scanning and Business Planning of CBO in Sakream commune in Prasat Balang district, Kampong Thom province

Mr. Chhay Sameth, a leader of the Resin Business Group from Or Ksorng Village, Sakream Commune in Prasat Balang district in Kampong Thom province was invited to present the results of participatory resin industry scanning and business planning which has been initiated and supported by OGB, and conducted on 27-29 May, 2009. This business group is financially supported by a small grant from Oxfam GB in Kampong Thom province.

The presentation focused on the CBO organisational management, capacity development of CBO members, especially related to networking and marketing skills as well as financial management. Moreover, resin business development was highlighted in order to get feedback and support from key stakeholders in the workshop. The financial support to the resin business may potentially be sourced from OGB, commune development fund, group savings and MFIs. Additionally, the community presenter requested FA to facilitate the NTFPs tax exemption, as it is also the key message from communities since they already formed the resin business.

The following are used to summarise the main contents of the presentation:

- a. Result of resin industry scanning
 - Profile of Prasat Tbaeng Kong CPA
 - Rational of resin business starting in Or Ksorng
 - Purpose of the resin industry scanning research
 - Method of the research
 - Torch and resin market chain for Sakream commune
 - Map of resin trade route in Sakream commune
 - Constraints and opportunities in the resin value chain by each key actor
- b. Resin Business Planning
 - Availability of resin in Sakream commune by time
 - Budget Plan for resin business
- c. Constraints
- d. Recommendations

(See the detailed presentation in Annex #4)

Presentation by CBO for Resin Business Development in Chaom Svay, Mean Rith Commune in Sandan District, Kampong Thom Province

A representative of the Resin Business Group from Chaom Svay, Mr. Samol presented the draft³ of resin business plan to key stakeholders in the workshop in order to improve the draft and to explore the possibilities of support for resin business in the future. The plan included the resources and budget needed.

(Please see the detailed plan in Annex #6)

Presentation on Sharing Experiences in Development of Community-Based Resin Business, Ponlok Khmer Organization from Preah Vihear Province

Mr. Long Hay, Ponlok Khmer Organization from Preah Vihear province, was invited to present the experiences of Ponlok Khmer in initiating and facilitating the establishment of community-based resin enterprise in three communes (Po, Mlou Prey, and Chhaeb commune).

The presentation highlighted the following:

- Background of communities in Preah Vihear province
- Process in developing community-based resin enterprise
- Marketing strategy for resin business
- Lessons learnt
- Bottlenecks
- Opportunities and intervention in resin business
- Next steps for resin business

(Please see the detail information in annex #9)

Group Work/Discussion on Community-Based Resin Enterprise Development

After lunch the facilitators led a group discussion about the business plan of the two resin enterprise groups from Kampong Thom province. There were two small groups divided (Prasat Tbaeng Kong CBO and Chaom Svay



³ Few CBO members in Choam Svay participated in the Participatory Resin Industry Scanning in Sakream Commune. During the course of business planning, they were mainly observers, however, they have done some exercise related to resource identification, financial management, etc. When they returned to their community, they intended to engage more CBO member in draft their own business plan.

CBO). These two groups worked on their business plans following the recommendations received during the presentation sessions.



The main exercise was to deepen the financial analysis for resin business including business cost and revenue, articulated the annual resin production collection from community members/tappers, identify the main constraints and the possibilities of interventions in the resin business, and to explore additional opportunities for business support and growth in the future.

(The detailed business plans of each group please see in annex # 5, 7 & 8)

DAY 2: PLENARY WORKSHOP and DIALOGUE

In Day two, as discussed in the methodology above, the main purpose of the workshop was to invite external key stakeholders, including provincial government, district government, commune councils from the target CBOs, Provincial Department of Commerce, and Provincial Resin Private Sector group, to provide comments and feedback as well as the possibilities of support in the future for community-based resin business of the two CBOs in Kampong Thom. Most of the presentations delivered in Day 1 were repeated to allow the new participants to have a background, objectives and discussions on Day 1. Later on, the updated business plans were then presented to all participants. Feedback was gathered from the key stakeholders and support from them was encouraged in the dialogue.



The agenda of the Day 2 workshop-dialogue was as follows:

-
- ❖ National Anthem
 - ❖ Speech of Acting Chief of Community Forestry Office, Forest Administration
 - ❖ Speech of Chief of Kampong Thom Provincial Cantonment, Forest Administration in Kampong Thom
 - ❖ Opening speech and welcome remarks from the Vice Governor of Kampong Thom Province
 - ❖ Introductory overview to the workshop
 - ❖ Presentation on overview of resin market chain research in Cambodia (NTFP-EP)
 - ❖ Presentation on NTFP market research in Kampong Thom province (FA-ITTO project)
 - ❖ Community-Based Enterprise' presentation on experiences in resin business development in Preah Vihear province
 - ❖ Community-Based Enterprise presentation on result of resin industry scanning and business planning of CBO in Sakream commune in Prasat Balang district, Kampong Thom province (Updated Version)
 - ❖ Community-Based Enterprise presentation on resin business development in Choamsvay, Sandan district, Kampong Thom province (Updated Version)
 - ❖ Q & A
 - ❖ Plenary discussion and recommendations for next steps
 - ❖ Remarks from Acting Chief of Community Forestry Office of Forest Administration
 - ❖ Remarks from Chief of Forestry Cantonment of Kampong Thom
 - ❖ Closing speech and recommendations of Vice Governor of Kampong Thom province.

Remarks on Day 2 workshop

Mr. Lao Sethaphal who is the facilitator of the workshop welcomed all participants and re-introduced the purpose and objectives of the workshop, the methodology, and the progress activity and outcomes of Day 1 of the workshop. Additionally he stated that this workshop can provide the opportunity for different stakeholders to discuss about CBO resin business development, especially to provide feedback and support to the CBOs. To date, CBO resin enterprise development has emerged as a new market actors in community forestry and the resin subsector. In addition to forest protection, CBOs have provided a window for alternative economic development in community forestry. CBOs can ensure their legal rights for forest management and livelihood development.



Mr. Sim Lapaing, Chief of Forestry Cantonment welcomed all participants in the workshop. Additionally, he stated that “This workshop is the first ever conducted in Kampong Thom which provides the opportunities for community forestry to engage livelihood development through NTFPs. In this connection, these new development would align with Government policy on poverty reduction strategy. On behalf of Forestry Cantonment, he would like to express strong support for CBO enterprise development which is aimed at enhancing livelihoods of forest dependent communities in Kampong Thom province.



in

H.E Soam Sophat, Vice Governor of Kampong Thom province, expressed his compliments to the Cantonment of Forest Administration in Kampong Thom, Community members and Oxfam GB in collaboration with NTFP-EP who had initiated the dialogue among community and government as well as private sector. Additionally, he would like to suggest the community to continue managing the forest in a sustainable manner alongside forest product harvesting and collection.

Prom Tola (NTFP-EP), **Sorm Somoline** (FA-ITTO project), and **Mr. Kong Thin** (CBO from Chhaeb Keut of Preah Vihear province) delivered their presentations from Day 1 for the benefit of the new attendees of the workshop especially the local authorities (commune, district and province level) and representatives of the private sector.

Finally, the two CBOs from Sakream and Choam Say community presented their updated and validated resin business plans to the workshop participants. The aim of their presentation was to get more feedback from the new participants and to seek support from these key stakeholders in the resin sector. The key aspects of the resin business plans of both communities are highlighted as follows (for more detail please see Annexes 5, 7, and

Resin Business Plan: Sakream Community

Total Cost:			65,047,500	Riel			
Total Income / 1year:			63,750,000	Riel			
Profit/ (Loss) / 1year			(1,297,500)	Riel			
Transport Permit and License Cost (Tax)		Ton	42.5	Cost/Ton	315,000	13,387,500	Riel
Quantity Porduce / 1year		Ton	42.5				
Selling Price / 1kan		Ton	1,500,000		Riel		
No.	Description	Unit	QTY	Unit Cost	Total Cost Riel	Depreciation Cost	Supporter/others
Fixed Cost							
1	Warehouse Cost (6m x 8m)-After depreciation 10years	House	1	5,000,000	5,000,000	500,000	Integrated into planning
2	Scale (100Kg)- Depreciation 5years	No	2	300,000	600,000	120,000	Make proposal to Oxfam GB
3	Machine- Depreciation 10years	No	1	3,200,000	3,200,000	320,000	Make proposal to Oxfam GB
4	Filtering Plastic- Depreciation 2years	No	4	5,000	20,000	10,000	
5	Shorting Resin Basket- Depreciation 2years	No	5	20,000	100,000	50,000	Make proposal to Oxfam GB

Total Fixed Cost:					8,920,000	1,000,000	
Variable Cost							
1	Bag	No	430	1,000	430,000		Make proposal to Oxfam GB
2	Plastic Bag	No	430	2,000	860,000		Make proposal to Oxfam GB
3	Rope for Bag	Kg	5	5,000	25,000		Community
4	Needle	Pc	5	1,000	5,000		Community
5	Zinc	Pc	10	25,000	250,000		
6	Nylon Net	Meter	30	3,000	90,000		Community
7	Capital for Purchase Resin	Ton	42.5	1,000,000	42,500,000		Oxfam/commune
8	Transport Cost (1bag=100kg)	Bag	425	15,000	6,375,000		
9	Zinc	Pc	5	25,000	125,000		
40	Transport Permit and License Cost	Ton	42.5	315,000	13,387,500		
Total Variable Cost:					64,047,500		
Grand-total Cost:						65,047,500	

Resin Costing: Choam Svay Community

No.	Required Equipment	Unit	QTY	Unit Cost (Riel)	Total Cost (Riel)	Depreciation Cost (Riel)	Remarks
1	Filtering Net	Meter	50	5,000	250,000	62,500	Depreciation 4 years
2	Bag	Bag	300	1,000	300,000	75,000	
3	Plastic Bag	Bag	300	2,000	600,000	150,000	
4	Rope for Bag	Kg	5	5,000	25,000	6,250	
5	Needle	Pc	5	2,000	10,000	2,500	
6	Zinc	Sheet	5	30,000	150,000	37,500	
7	Scale	Pc	2	300,000	600,000	150,000	
8	Filtering Plastic	Pc	3	15,000	45,000	11,250	
9	Iron Barrel	Barrel	5	150,000	750,000	187,500	
10	Warehouse	House	1	4,000,000	4,000,000	1,000,000	
11	Machine	Pc	1	3,000,000	3,000,000	750,000	
12	Filtering Basket	Pc	3	60,000	180,000	45,000	
13	Capital for Purchase Resin	Ton	16.5	1,500,000	24,750,000	6,187,500	

14	Capital for purchase resin solid	Ton	3	12,000,000	36,000,000	9,000,000	
15	Transport	Time	3	630,000	1,890,000	472,500	3 Ton/time
16	Paying formal fee- Tax	Kg	11.55	315,000	3,638,250	909,563	For only resin that is filtered and transport to sale
17	Interest	Riel	43,158,250		1,294,688	323,672	Interest 3% of principal
Total:					77,482,938	19,370,734	

DIALOGUE SESSIONS

Following the presentations of two CBOs, the various stakeholders provided feedback and suggestions in order to improve the proposals to be more feasible for business operations and for gaining support.

1) Community Forestry Office

- NGO or facilitators should collaborate with MAFF to define taxation of NTFP extraction from CF area.
- Encourage CF who had signed CF Agreement to continuously establish Community Forest Management Plans (CFMP), so that they will use the resources in sustainable way.
- CBO Groups have to change in the word “illegal fee” to “service fees” and facilitators have to help CBO groups to prepare Resin Business Plan with correct figure and term.

2) The Asia Foundation (TAF)

- CBO have to use a proper term in their business plan
- Correct some figures in the business plan
- Explore the opportunity to get legal permission from line agency (FA).

3) Representative from Provincial Department of Commerce

- CBO should request technical support for capacity building from the technical institutions (e.g. bookkeeping, report writing, proposal writing and etc.)
- Proposed to have another discussion session on the term of “Enterprise” in the context of CBO Enterprise.
- CBO has to register in Ministry of Commerce, then they need to complete document of procedures at the provincial department of commerce.
- CBO has to split the cost in the business plan in the proper manner, so that we can differentiate between fixed costs and variable costs.

4) Comment of Vice District Governor of Sandan District

- In Chaom Svay, CBO should conduct an inventory of resin trees, so that it will make sense for the community themselves to manage and record the amount of resin supply per year to meet the need of market demand

5) Resin Wholesalers

- To get transport permit and license is difficult to comply with; good if CBOs can be awarded these.
- The formal fees imposed on resin business creates constraints for it.

CONCLUDING REMARKS

The following are the outcomes as well as the concluding remarks of the 2-day workshop. Follow-up activities need to be monitored after the workshop.

1. CBO Resin Enterprise Development is an incentive window for livelihood development within CF areas in addition to forest management and protection. The key stakeholders in the forestry sector have shown good support to this initiative as it serves and aligns with the strategic government policy for poverty reduction.
2. There are demands from community for tax-exemption for NTFPs trade. Additionally, CBOs propose FA to facilitate and simplify the process of compliance with the law and regulations for transport permits and licenses. With these, the NGOs should identify the road map for tax-exemption so that CBOs would be confident to start-up their business.
3. The CF legalisation would be the window for NTFPs tax-exemption. FA and MAFF had already granted a tax-exemption for trading poles in Siem Reap in 2001 which was aimed at reducing poverty and improving livelihood of local community.
4. The business plans have been developed for both community in Sakream and Choam Svay, however, all final comments and suggestions should be incorporated. Moreover, the CBOs should explore an opportunity for technical and financial support in order to start-up their business. The possibilities of financial support may be from OGB small grant, MFI, Commune Investment Fund, and savings scheme from members.

ANNEXES