

**Meeting Memo for the Kick-off Meeting with Working Team on Policy Making on CB-NRM**

<b>No. of Memo: 1</b>	
1. Topic	- Overall work schedule of the working team - Mode of discussion - Annual work plan of the working team
2. Participants	NDF: As shown in Attachment JICA Team: Mr. Mizuguchi, Ms. Adelina, Yoshioka
3. Place	Project Office, NDF
4. Date & Time	15:30-17:30 pm, November, 29 <sup>th</sup> , 2011
5. Points of Discussion/Observation	
<b><u>1. Introduction</u></b>	
<ul style="list-style-type: none"><li>- The JICA Project Team (hereinafter referred to as “the Team”) explained the objectives of the meeting, such as 1) to get approval for the work schedule of the working team and 2) to decide the mode of the discussion among them.</li></ul>	
<b><u>2. work schedule of the working team</u></b>	
<ul style="list-style-type: none"><li>- The Team explained the tentative overall work schedule of the working team from November 2011 until the approval of the policy recommendations by 2015.</li><li>- As for the mode of discussions among the working team, the Team proposed a formation of the sub-working groups to discuss the specific issues separately in order to organize the meetings efficiently considering possible difficulty to get participation of the members due to their busyness for the works of their mother units.</li><li>- Mr. Luis Mendez, chief of the department of planning, showed his concerns on the absence of the Project Manager (hereinafter referred to as “PM”), Mr. Fernando Araujo, emphasizing that it was crucial for the government staff to deepen their understandings on the process of policy formulation as well as the contents of the policy.</li><li>- Mr. Mario Nunes, Advisor for Minister of MAF, agreed on the proposed working schedules of the working team and suggested to the Team that development of the policy on CB-NRM might require inter-sectorial coordination under MAF as well as inter-ministerial coordination in order to come up with the policy documents based on the understandings of the stakeholders, which could facilitate further implementation of the policy.</li><li>- The Team commented that Community-Based Forest Management (CBFM) seemed more proper term than CB-NRM according to the type of activities conducted in the community level under the Project, referring to the possibility to change the term for CBFM at the mid-term evaluation by JICA HQ.</li><li>- Mr. Mario responded that even development of policy on CBFM might need due consideration to involve other sectors under MAF and other ministries.</li><li>- He also recommended the Team to consider the objectives of Forest Policy, such as e.g., Sustainable forest management, Protection of Forest, in course of the formulation of the CB-NRM policy.</li><li>- The Team replied that CB-NRM policy could be considered as one of the sub-degrees under Forest Policy and that CB-NRM policy would be relevant to the four objectives of Forest Policy, such as Forest protection, Community Participation, Afforestation and Forest institution development.</li></ul>	
<b><u>3. Mode of Discussions</u></b>	
<ul style="list-style-type: none"><li>- Mr. Adelino Rozario, chief of section of NTFP, agreed on the formation of sub-groups and</li></ul>	

recommended to identify the topics to be discussed and allocated to each sub-group.

- He also suggested a creation of three sub-groups which could cover different topics of discussion at the same time, such as 2 topics for each group in the discussion planned in February 2012.
- Mr. Mario suggested having plenary sessions after separate discussions by sub-group.
- Mr. Adelino suggested organizing 3-day discussion for 1 sub-group to cover 2 topics by sub-group and 6 topics in total in February, 2011.
- Mr. Luis referred to the participation of PM, explaining that PM should manage the activities under the Project with support from other unit chiefs in provision of advices. And He agreed on the above-mentioned proposal from Mr. Adelino.
- Mr. Pascoal Casimiro, staff of department of planning, commented that CB-NRM should link to the necessity of local communities. Furthermore, he added that the chiefs of departments needed to know the necessity of the local community based on the observations by the Project Teams during the implementation of the Project so that they could give more realistic feedbacks during CB-NRM policy making rather than just theoretical comments on the relevant topics.
- Mr. Mario mentioned that chiefs of the department could have a meeting with the C/Ps to deepen their understandings on the Project progress and issues during its implementation, which was necessary for them to have the basis for the formulation of CB-NRM policy.
- The Team recommended the participants of the meeting to review the report prepared by the Team, such as Bi-monthly Reports and Progress Report, to deepen their understanding on the progress of the Project. Besides, the Team also explained that the workshop to be organized in February, 2012 would cover the topics on current condition of the forestry sector.
- The Team asked the participants which members of the working team could be invited for the next meeting in February, 2012.
- It was agreed that all the members of the working team could be present at the next meeting and a plenary discussion would be organized after having separated discussions by sub-group.
- The participants agreed on the work plan of the working team proposed by the Team.
- The Team appreciated the idea from Mr. Mario to have a meeting with C/Ps to deepen their understanding on the progress of the Project.

6. Notes/Issues:

-

Signed by:

Name: Yayoi Yoshioka

**Japan International Cooperation Agency (JICA)**

**Ministry of Agriculture and Fisheries (MAF)**

**Government of the Democratic Republic of Timor-Leste**

**The Project  
for  
Community-Based Sustainable Natural  
Resource Management**

**Annual Report of the Working Team under Output 3  
in 2012/2013**

**March 2013**

**JICA and MAF Project Teams for the Project for  
Community-Based Sustainable Natural Resource Management**

# Annual Report of the Working Team for Policy Discussion on CB-NRM

## TABLE OF CONTENTS

	<i>page</i>
<b>1. Introduction.....</b>	<b>1</b>
<b>2. Results of the 3rd Meeting.....</b>	<b>1</b>
2.1 Outlines of the Meeting .....	1
2.1.1 Objectives of the Meeting .....	1
2.1.2 Date of the Meeting .....	2
2.1.3 Participants in the Meeting .....	2
2.1.4 Agenda and Timeframe of the Meeting .....	2
2.1.5 Major Topics Discussed.....	3
2.2 Results of the Meeting.....	4
2.2.1 Session 1: Stakeholder Analysis .....	4
2.2.2 Session 2: Situation Analysis.....	5
2.2.3 Session 3: Analysis of Current Status of the Forest Sector Policy .	6
2.2.4 Session 4: Analysis of Necessary Interventions .....	7
2.2.5 Conclusion.....	8
<b>3. Results of the 4<sup>th</sup> Meeting.....</b>	<b>8</b>
3.1 Outlines of the Meeting .....	8
3.1.1 Objectives of the Meeting .....	8
3.1.2 Date of the Meeting .....	9
3.1.3 Participants in the Meeting .....	9
3.1.4 Agenda and Timeframe of the Meeting .....	9
3.1.5 Mode of the Discussions in the Meeting.....	9
3.1.6 Major Topics discussed in Each Session	
3.2 Results of the Meeting.....	10
3.2.1 Session 1: Assessment iof the Relevance of CB-NRM to the Forest Sector Policy.....	10
3.2.2 Session 2: Assessment of the Relevance of CB-NRM to the Forest Sector Policy.....	11
3.2.3 Session 3: Discussion on Draft Framework of a Mechanism to Promote CB-NRM .....	12

<b>4. Work Plan of the Working Team in 2013/2014 and 2014/2015 .....</b>	<b>14</b>
4.1 Work Plan of the Working Team in 2013/2014 .....	14
4.1.1 Major Activities in 2013/2014 .....	14
4.1.2 Work Schedule .....	14
4.2 Work Plan of the Working Team in 2014/2015 .....	14
4.2.1 Major Activities in 2014/2015 .....	14
4.2.2 Work Schedule .....	14

#### **LIST OF TABLES**

Table 1 Results of the Stakeholder Analysis in Session 1 .....	T-1
Table 2 Results of the Situation Analysis in Session 2 .....	T-4
Table 3 Results of the Analysis of the Progress of the Forest Sector Policy .....	T-5

#### **LIST OF ATTACHMENTS**

Attachment 1 Analysis of the Effectiveness of the JICA CB-NRM Project in the Achievement of the Forestry Sector Policy
Attachment 2 Analysis of the Forest Management Bill (2008)

# Annual Report of the Working Team for Policy Discussions on CB-NRM

## 1. Introduction

The working team for making a policy document on CB-NRM is the ad hoc group in NDF, which was formed in July 2011 by the facilitation of the JICA and MAF Project Teams for the Project for Community-Based Sustainable Natural Resource Management (hereinafter referred to as “the JICA Project”) with an aim to discuss and map out a new policy document on the introduction and promotion of CB-NRM in the Laolo and Comoro river basins, and if possible, in the entire country. After its establishment, the team had two (2) meetings in 2011 and shared the objectives and missions of the working team and developed the work plan of the team’s activities from July 2011 to June 2015.

In 2012, the Team had the following two (2) meetings to prepare the members for fruitful deliberations and discussions on a new policy document.

<u>Meeting (Date)</u>	<u>Topics discussed</u>
3 <sup>rd</sup> Meeting (on August 7 and 10, 2012):	Major stakeholders in the forestry sector and their characteristics Current situation of the forest sector Current status of the forest sector policy Difficulties in the implementation of the forest sector policy and necessary interventions to be taken for improvement
4 <sup>th</sup> Meeting (on January 15, 2013):	Relationship between CB-NRM and the forest sector policy (Effectiveness of CB-NRM in achieving the policy objectives of the forest sector policy) Relationship between CB-NRM and the forest management bill (Effectiveness of CB-NRM in implementing the forest management bill) Draft framework of a mechanism on introduction of CB-NRM on a village level

This report introduces the results of both meetings as accomplishments of the working team in 2012/2013 and its activities planned in 2013 and 2014.

## 2. Results of the 3<sup>rd</sup> Meeting

### 2.1 Outlines of the Meeting

#### 2.1.1 Objectives of the Meeting

The main objectives of the 3<sup>rd</sup> meeting was to deepen the members’ understanding of the current situation of the forest sector through analyzing the situation and major stakeholders of the forest sector and current status of the forest sector policy. Specifically, the third meeting aimed to:

- i) enable the members of the working team to identify the major stakeholders in the forest sector and assess their functions/interests;
- ii) enable the members to share common understandings of the current situation of the

forest sector, such as change in forest coverage, quality of forest, issues/causes of forest degradation, etc.;

- iii) enable the members to assess the current situation of the sector from the viewpoint of the achievement of goal/objectives of the forest sector policy; and
- iv) enable the members to identify and analyze the major issues on the implementation and achievement of the goal and objectives of the forest sector policy.

### 2.1.2 Date of the Meeting

The 3<sup>rd</sup> meeting was held on August 7 and 10, 2013 in the office of the JICA Project Team in the building of NDF in Caicoli, Dili.

### 2.1.3 Participants in the Meeting

A total of ten (10) members attended the meeting on August 7, while nine (9) members participated in that on August 10, respectively.

**Lists of Participants in the Meeting**

Date	Name of the members	Position
August 7	1. Fernando C. Araujo	Project Manager fro CBNRM Project
	2. Benjamin Tilman Suri	Forest Guard/CP from Aileu
	3. Adelino Rojario	Staff of Production Departement
	4. Marcelino Perreira	DFO Aileu/CP from Aileu
	5. Vildito J.X. Maia	Staff of Water Conservation Department/CP from Central
	6. Vicente S. Soares	Staff of Water Conservation Department
	7. Mario Alves	Staff of Water Protection Department
	8. Manuel da Cruz	Chief Departement of Production
	9. Yayoi Yoshioka	Co-chief Advisor/Participatory Natural Resource Management
	10. Yoji Mizuguchi	Chief Advisor/Rural Development/Agroforestry/Sloping Agriculture
August 10	1. Adelino Rojario	Staff of Production Departement
	2. Americo da Silva	Staff of Production Departement
	3. Vildito J.X. Maia	Staff of Water Conservation Department/CP from Central
	4. Egas Brites da Silva	Staff of Administration and Finance
	5. Benjamin Tilman Suri	Forest Guard/CP from Aileu
	6. Marcelino Perreira	DFO Aileu/CP from Aileu
	7. Vicente S. Soares	Staff of Water Conservation Department
	8. Yayoi Yoshioka	Co-chief Advisor/Participatory Natural Resource Management
	9. Yoji Mizuguchi	Chief Advisor/Rural Development/Agroforestry/Sloping Agriculture

Source: JICA Project Team (2012)

The 3<sup>rd</sup> meeting was held on August 7 and 10, 2013 in the office of the JICA Project Team in the building of NDF in Caicoli, Dili.

### 2.1.4 Agenda and Timeframe of the Meeting

The agenda and timeframe of the meeting were shown below.

#### First Day (August 7, 2012)

Timeframe	Sessions	Resource persons
10:00-10:10	Introduction	Project Manager
10:10-11:00	Session 1: Stakeholder analysis: Analysis of major stakeholders in the forest sector	Group discussion
11:00-11:15	Coffee break	Group discussion
11:15-12:30	Session 1: Stakeholder analysis: Analysis of major stakeholders in the forest sector (continuation)	Group discussion
12:30-13:30	Lunch Break	JICA Project Team
13:30-15:00	Session 2: Situation analysis: Analysis of the current situation of the forest sector	Group discussion

Timeframe	Sessions	Resource persons
15:00-15:15	Coffee break	Group discussion
15:15-16:30	Session 3: Assessment of the progress and achievement level of the forest sector policy and major constraints to the achievement	Group discussion
16:30-16:45	Closing	JICA Project Team Project Manager

### **Second Day (August 10, 2012)**

Timeframe	Sessions	Resource persons
15:30-15:40	Recapturing the previous sessions	JICA Project Team
15:40-17:00	Session 4: Identification necessary interventions to achieve the objectives of the forest sector policy	Group discussion
17:00-17:10	Closing	JICA Project Team

Source: JICA Project Team (2012)

## 2.1.5 Major Topics Discussed

### (1) Session 1: Stakeholder Analysis

In session 1, the participants identified the major groups/organizations/institutions, who have a vested interest in forest and forest-related resources or have their relationship with forest and forest-related resources, in the forest sector, classifying them into i) direct stakeholders and ii) indirect stakeholders. The major characteristics of the direct stakeholders were further analyzed by using the following format.

Stakeholder	Relationship with forest	Impact on forest	Type of claim	Potential roles in SFM	Potential influence by introduction of CB-NRM

### (2) Session 2: Situation Analysis

The participants assessed the current situation and recent trends in changes of major forest/forest-related resources using the following format.

Resources	Trends for the last 5 years	Pressures	Driving forces	Responses
Forest				
NTFP				
Water				
Watershed				
Land				

### (3) Session 3: Analysis of Current Status of the Forest Sector Policy

Having confirmed the main goal of the forest sector policy and its six (6) policy objectives, the participants discussed how far the policy objectives specified in the forest policy had been achieved. They also discussed what activities NDF and MAF had carried out to contribute to the achievement of the objectives so far. The results of the discussions were compiled in the following format.

Policy Objectives	Achievement level	Activities that NDF/MAF have done so far
Forest Protection		
Community participation		
Watershed conservation		
Afforestation		
Private sector		
Institutional policy		

They further analyzed what were the major hindrances to the achievement of the policy objectives filling out the following format.



Objectives	Reasons of nonattainment
Forest Protection	
Community participation	
Watershed conservation	
Afforestation	
Private sector	
Institutional policy	

#### (4) Session 4: Analysis of Necessary Interventions

The participants were asked to discuss and examine necessary interventions/actions to be taken to facilitate of the implementation of the policy, particularly the policy objectives related to CB-NRM. The following format was used for the discussions.

Objectives related to CBNRM	Necessary actions possibly taken	Stakeholders responsible for the actions

## 2.2 Results of the Meeting

### 2.2.1 Session 1: Stakeholder Analysis

A total of 21 stakeholders, eight (8) direct stakeholders and 13 indirect stakeholders, were identified by the participants.

#### Stakeholders identified by the Participants

Type of Stakeholders	Stakeholders
Stakeholders who have direct relationship with forest	1. NDF, 2. Communities, 3. Local Leaders (Suco), 4. International Agencies, 5. Relevant NGOs, 6. Water Supply, 7. MAF District, and 8. National Directorate of Environments
Stakeholders who have indirect relationship with forest	1. Water Supply, 2. Companies (souvenir & mabel), 3. Local government, 4. Bakery, 5. MAF central, 6. Youth center, 7. Religion institutions, 8. Ritual Art, 9. PNTL, 10. FF-DTL, 11. Academic sector, 12. Relevant ministries, and 13. CCT-NCBA

Source: JICA Project Team (2012)

The direct stakeholders and three important indirect stakeholders were further analyzed in terms of their relationship with forest/forest-related resources, impacts made by them on the resources, type of their claim, potential roles in sustainable forest management, and potential influence that the introduction of CB-NRM might cause in the future. The results of the discussions are shown in Table 1, and summarized below.

#### Summary of the Results of the Stakeholder Analysis

Stakeholder	Relationship with forest	Type of claim	Potential influence by introduction of CB-NRM
NDF	Responsible for i) management; ii) planning; iii) implementation; & iv) monitoring of forest management and conservation activities.	Administrative responsibility for forestry resources.	Help NDF implement / execute the plans and activities to achieve sustainable forest management in the future
Communities	Have used and depended on forest resources for their livelihoods.	Customary claim to use lands and forest resources in their localities.	Enable local communities to use and manage forest resources in a proper manner.
Local Leaders (Suco)	Responsible for management of all resources in the territory of suco.	Ditto	Enhance their functions to promote sustainable forest management ad protect/conserv

Stakeholder	Relationship with forest	Type of claim	Potential influence by introduction of CB-NRM
International Agencies	Have sustainable management and restoration of forests.	Responsibility for reduction of CO <sub>2</sub> , combating climate changes, etc.	forest resources in the village. Encourage the agencies to provide more support for implementation of the new policy.
Relevant NGOs	Function as a partner and implementer for protection and management of forests	No administrative responsibility but share the responsibility as civil society groups.	Be a partner for implementation of the new policy.
Water Supply	Get benefit from forest resources	Responsibility for conservation of watershed and water sources.	Be benefited by improvement of the quality and quantity of water through proper forest management.
MAF District	Responsible for i) preservation, ii) conservation, iii) extension, and iv) protection.	Administrative responsibility for forest protection.	Help MAF Districts well harmonize with local communities and minimize forest degradation in the respective districts.
Companies (souvenir & mabel)	Have used wood/timber for their business	With a legal license to collect forest resources.	Control and regulate their activities.
Environment	Responsible for i) environmental impact assessment, ii) cooperation with and recommendation to NDF, and iii) reforestation.	Administrative responsibility for forest protection.	Facilitation its coordination with MAF and community for environmental protection.
Local Government	Responsible for coordination, consultation, and cooperation with local communities and approval of documents.	Administrative responsibility for forest protection.	Help local government harmonize with local communities and MAF for forest protection.
Bakery	Have bought firewood.	No responsibility.	Negatively affect their business since firewood collection might be regulated.
CCT-NCBA	Has assisted local communities in planting shade, coffee, timber and fodder trees.	With a mission to protect and expand forests to increase coffee production.	Help CCT collect more coffee as coffee plantations would be expanded.

Source: JICA Project Team (2012)

Local communities are the major user of the forest/forest related resources, while NDF and other relevant government organizations are administratively responsible for protection and management of forest/forest-related resources. The new CB-NRM policy document might affect their activities of some companies and bakeries, who have used firewood for running their business.

## 2.2.2 Session 2: Situation Analysis

The recent trends in changes of the major forest-related resources were analyzed in the session. The results of the discussions are shown in Table 2, and summarized below.

### Summary of the Results of the Situation Analysis

Resources	Trends for the last 5yrs	Pressures	Driving forces
Forest	The forest resources have declined in terms quality and quantity at a “medium” pace.	Tree cutting, forest fires, shifting cultivation and road construction.	- Socio economic conditions - Lack of regulations - Lack of government staff

Resources	Trends for the last 5yrs	Pressures	Driving forces
NTFP	Ditto	Expansion of domestic and market needs as population increases.	- Socio economic conditions - Lack of law/regulations
Water	Ditto	Progress of deforestation and increase of sedimentation and soil erosion.	-Socio economic conditions -Lack of law/regulations -Limited application of soil conservation measures
Watershed	Although the GoTL designated 10 critical watersheds in the country, the watershed degradation has progressed and sedimentation in the rivers has increased.	Progress of deforestation due to forest fires, tree cutting, and shifting cultivation Expansion of collection of sands in the Comoro river.	- Socio economic conditions - Lack of law/regulations - Lack of government staff - Lack of coordination among the relevant ministries
Land	Soil degradation has progressed and land slide/soil erosion has often taken place, as the vegetation cover has been reduced.	Progress of deforestation due to forest fires, tree cutting, and shifting cultivation Climate changes	Ditto

Source: JICA Project Team (2012)

All the resources have been degraded in terms of both quality and quantity. The major causes of forest degradation are: i) tree cutting; ii) forest fires; iii) shifting cultivation; and iv) over exploitation caused by local communities. Socio economic conditions of communities, and insufficient government regulations, and limited MAF/NDF's capacity are the major driving forces which have accelerated the trend of degradation.

### 2.2.3 Session 3: Analysis of Current Status of the Forest Sector Policy

The participants judged that MAF/NDF might not be able to achieve the policy objectives, except "institutional development." The major hindrances to the achievement are: i) lack of forest law/regulations; ii) lack of budget; iii) lack of capacity (including staff); and iv) lack of coordination with relevant stakeholders. Table 3 shows the results of the discussions, and the following table shows its summary.

#### Summary of the Results of the Analysis of the Progress of the Forest Sector Policy

Objectives	Achievement	Reasons of the judgment
<b>Forest Protection</b>	60-80 %	Might be able to achieve the target provided the new government supports the sector and make a proper plan. However, the following are the major difficulties that NDF has faced in achieving the objectives. - Lack of forest law/forest management act - Lack of budget - Lack of staff - Lack of coordination with local communities
<b>Community participation</b>	0-20%	Difficult to achieve the target due to the following causes: - Lack of budget; - Lack of forest law/forest management act; - Limited experience in PLUP; and - Limited knowledge of PLUP .
<b>Watershed conservation</b>	20-40%	Difficult to achieve the target due to the following causes: -Less priority being put on watershed management; -Lack of NDF's capacity; -Lack of coordination between the relevant ministries/directorates; and -Lack of law/regulation on watershed protection.
<b>Afforestation</b>	40-60%	Difficult to achieve the target due to the following causes: - Lack of budget;

Objectives	Achievement	Reasons of the judgment
		- Lack of forest law/forest management act; - Lack of NDF's capacity; and - Lack of institutional coordination.
<b>Private sector</b>	20-40%	Ditto
<b>Institutional policy</b>	80-100%	Completed.

Source: JICA Project Team (2012)

## 2.2.4 Session 4: Analysis of Necessary Interventions

The participants selected “forest protection,” “community participation,” “watershed conservation,” “afforestation and soil conservation,” and “forest sector institutional development” as the topics to be discussed in the session, as they were closely related to CB-NRM. The participants identified and came up with potential interventions that MAF/NDF could possibly take to achieve the respective policy objectives as shown below.



Discussion by the members (session 4)

### Results of the Analysis of Necessary Interventions

Policy objectives	Necessary actions possibly taken for achievement of policy objectives	Stakeholders responsible for the actions
Forest Protection	<ul style="list-style-type: none"> <li>❖ Recruitment of community forest guard for 442 villages until 2020</li> <li>❖ Demarcation of important forest areas</li> <li>❖ <b>Policy support from higher management of MAF</b></li> <li>❖ Approval and enactment of Forest Management Bill</li> <li>❖ <b>Introduction of PLUP in important forest areas</b></li> <li>❖ Introduction of specific regulation on the use of chain saw</li> <li>❖ <b>Awareness campaign to disseminate information to communities</b></li> <li>❖ <b>Improvement of livelihoods of communities in the river basins</b></li> </ul>	<ul style="list-style-type: none"> <li>❖ MAF (Central &amp; District)</li> <li>❖ Secretary State of Forestry and Soil Conservation</li> <li>❖ NDF (Central &amp; District )</li> <li>❖ International Agencies</li> <li>❖ NGOs</li> <li>❖ Village leaders</li> <li>❖ Communities</li> </ul>
Community Participation	<ul style="list-style-type: none"> <li>❖ Approval and enactment of Forest Management Bill</li> <li>❖ <b>Introduction of specific guidelines/policies on PLUP /community forestry</b></li> <li>❖ <b>Introduction of PLUP/concept of community forest</b></li> </ul>	<ul style="list-style-type: none"> <li>❖ MAF (Central &amp; District)</li> <li>❖ NDF (Central &amp; District )</li> <li>❖ Relevant ministries</li> <li>❖ NGOs</li> <li>❖ Village leaders</li> </ul>
Watershed Conservation	<ul style="list-style-type: none"> <li>❖ Recruitment of new staff for watershed management section</li> <li>❖ Conduct of a preliminary survey to collect data of the critical watersheds</li> <li>❖ <b>Introduction of the watershed management guidelines</b></li> <li>❖ Approval and enactment of Forest Management Bill</li> <li>❖ Protection of local species</li> <li>❖ Development of a watershed management plan</li> <li>❖ <b>Introduction of the concept of CBNRM</b></li> <li>❖ Development of a specific law for watershed management</li> <li>❖ <b>Introduction of soil conservation measures</b></li> <li>❖ Introduction of slope protection measures</li> </ul>	<ul style="list-style-type: none"> <li>❖ MAF (Central &amp; District)</li> <li>❖ Secretary State of Forestry and Soil Conservation</li> <li>❖ NDF (Central &amp; District )</li> <li>❖ Relevant Directorates and Ministries</li> <li>❖ Village leaders</li> <li>❖ NGOs</li> <li>❖ International Agencies</li> <li>❖ Private Sector</li> </ul>
Afforestation and Soil Conservation	<ul style="list-style-type: none"> <li>❖ <b>Introduction of commercial timber trees</b></li> <li>❖ Introduction of trees species which are effective in soil conservation and good for timber production at the same time</li> <li>❖ Improvement of knowledge of NDF and MAF District staff</li> <li>❖ <b>Promotion of commercial timber trees</b></li> <li>❖ <b>Preparation of nurseries for commercial trees</b></li> </ul>	<ul style="list-style-type: none"> <li>❖ NDF</li> <li>❖ Local government</li> <li>❖ Academic sector</li> <li>❖ Private sector</li> <li>❖ MAF (Central &amp; District)</li> <li>❖ Relevant Ministries</li> <li>❖ International and Local</li> </ul>

<b>Policy objectives</b>	<b>Necessary actions possibly taken for achievement of policy objectives</b>	<b>Stakeholders responsible for the actions</b>
	<ul style="list-style-type: none"> <li>❖ <b>Improvement of communities' knowledge on tree planting</b></li> <li>❖ <b>Introduction of PLUP</b></li> <li>❖ Coordination with relevant institutions</li> <li>❖ Development of laws and/or regulations on afforestation and soil conservation</li> </ul>	<ul style="list-style-type: none"> <li>NGOs</li> <li>❖ International Agencies</li> </ul>
Forestry Sector Institutional Development	<ul style="list-style-type: none"> <li>❖ Provision of scholarship for potential staff to upgrade their educational background</li> <li>❖ Recruitment of new competent staff</li> <li>❖ Development of a network with relevant institutions</li> <li>❖ <b>Improvement of staff's capacity through training</b></li> <li>❖ Allocation of experienced and qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>❖ NDF/MAF</li> <li>❖ Academic sector</li> <li>❖ Public sector</li> <li>❖ International Agencies</li> </ul>

Source: JICA Project Team (2012)

Some of the proposed interventions are closely related to the activities of the JICA CB-NRM Project as highlighted in the table above. As long as the new policy document is developed in line with the concept and design of the on-going JICA Project, the new policy document is expected to contribute to the achievement of the policy objectives of the forest sector policy along with the other institutional development, such as enactment of forest management bill and capacity development of MAF/NDF.

### 2.2.5 Conclusion

The results of the stakeholder analysis suggest that the new policy document on CB-NRM might benefit the interests of the major stakeholders except some companies and bakeries; therefore, there would be less opposition groups against the introduction and promotion of CB-NRM. It is, however, important to involve many relevant stakeholders in the process of policy formulation so as to ensure that the policy document can be widely accepted.

The results of the situation analysis indicates that the trend of forest degradation will not be reformed without addressing the socio-economic aspect of local communities in addition to the enforcement of regulations to lessen human pressures.

The analysis of the status of the forest sector policy further suggests that it would be difficult for MAF/NDF to achieve the goal and policy objectives of the policy under present circumstances and the new policy document on CB-NRM could facilitate the implementation of the relevant policy objectives of the policy as long as the new policy is made in line with the concept and design of the JICA CB-NRM Project. It is however crucial to further assess the relevance of CB-NRM to the forest sector policy by analyzing its consistency with the strategies defined in the policy.

## 3. Results of the 4<sup>th</sup> Meeting

### 3.1 Outlines of the Meeting

#### 3.1.1 Objectives of the Meeting

The main objectives of the 4<sup>th</sup> meeting was to discuss and assess how the CB-NRM approaches, specifically those introduced by the JICA CB-NRM Project, could contribute to the key policy (Forest Sector Policy) and legislation (Forest Management Bill) of the forest sector in Timor-Leste. Moreover, the meeting aimed to discuss the draft framework of a

possible mechanism to be introduced to promote CB-NRM in the target river basins.

### 3.1.2 Date of the Meeting

The meeting was held on January 15, 2013 in the office of the JICA Project Team in the building of NDF in Caicoli, Dili.

### 3.1.3 Participants in the Meeting

A total of 13 members attended the meeting as shown below.

Lists of Participants in the Meeting	
Name of the members	Position
1. Fernando C. Araujo	Project Manager for the CBNRM Project
2. Joao Antalmo	Chief of Department of Protection
3. Alemida Fernandes	Chief of Department of Soil and Water Conservation
4. Manuel da Cruz	Chief of Department of Production
5. Manuel da Silva	Staff of Department of Reforestation
6. Egas Britis da Silva	Staff of Department of Administration, Planning, and Finance
7. Adelino Rojario	Staff of Department of Production
8. Vicente S. Soares	Staff of Department of Soil and Water Conservation
9. Moises Freitas	Staff of Department of Administration, Planning, and Finance
10. Mario Alves	Staff of Department of Protection
11. Marcelino Perreira	DFO Aileu/CP from Aileu
12. Yayoi Yoshioka	Co-chief Advisor/Participatory Natural Resource Management
13. Yoji Mizuguchi	Chief Advisor/Rural Development/Agroforestry/Sloping Agriculture

Source: JICA Project Team (2013)

### 3.1.4 Agenda and Timeframe of the Meeting

The agenda and timeframe of the meeting are shown below.

Agenda of the Meeting		Resource persons
Sessions		
09:00-09:15	Introduction	Project Manager
09:15-10:15	Session 1: Results of the assessment of the relevance of the activities of the JICA Project to the strategies of the forestry sector policy	Mr. Vicente S. Soares
10:15-10:30	Coffee break	-
10:30-11:30	Session 2: Analysis of Forest Management Bill	Mr. Egas Britis Silva
11:30-12:15	Session 3: Draft framework of a CB-NRM mechanism on a village level	Group discussion led by Chief Advisor
12:15-12:30	Wrap up the meeting	Project Manager Chief Advisor

Source: JICA Project Team (2013)

### 3.1.5 Mode of the Discussions in the Meeting

The meeting was chaired by Mr. Fernando C. Araujo, Project Manager of the JICA CB-NRM Project. In Sessions 1 and 2, the members of the working team, Messrs. Vicente S. Soares and Egas Britis da Silva, made a presentation using the materials prepared by the JICA Project Team, respectively. **Attachments-1 and 2** shows the materials used in the meeting. Open discussions were conducted after the presentations in the respective sessions.



Presentation by the member (session 2)

In Session 3, Chief Advisor of the JICA Project Team led the discussion on the possible mechanism to promote CB-NRM on a village level referring to the results of the discussions in Sessions 1 and 2. The goal, approaches, and major activities of CB-NRM as well as key players of the respective activities were clarified in the session in a participatory manner.

### 3.1.6 Major Topics discussed in Each Session

Major topics discussed in each session are summarized below. More details of the discussions are described in Chapter 3.

#### Major Topics Discussed

Session	Topics to be discussed
Session 1	<ul style="list-style-type: none"> <li>- Strategies of the policy objectives of the forestry sector policy</li> <li>- Outlines and major activities of the JICA CB-NRM Project</li> <li>- Relevance of the JICA Project to the strategies of the forest sector policy</li> <li>- Effectiveness of the approaches and activities of the JICA Project in the achievement of the forestry sector policy</li> </ul>
Session 2	<ul style="list-style-type: none"> <li>- Objectives and outlines of the forest management bill</li> <li>- Major key articles / clauses of the forest management bill</li> <li>- Effectiveness of the CB-NRM activities in the implementation of the forest management bill</li> </ul>
Session 3	<ul style="list-style-type: none"> <li>- Goal of CB-NRM and approaches taken to the goal of CB-NRM</li> <li>- Major players for CB-NRM</li> <li>- Key activities essential to a CB-NRM mechanism on a village level</li> <li>- Draft framework of a CB-NRM mechanism on a village level</li> </ul>

Source: JICA Project Team (2013)

## 3.2 Results of the Meeting

### 3.2.1 Session 1: Assessment of the Relevance of CB-NRM to the Forest Sector Policy

The participants confirmed the relevance of the JICA CB-NRM Project to the implementation of the strategies of the respective policy objectives of the forest sector policy except “Development of Private Sector Business Environment.” The following tables shows the numbers of strategies that CB-NRM activities are relevant to. More details of the results of the assessment are given in Attachment-1 “Analysis of the Effectiveness of the JICA CB-NRM Project in the Achievement of the Forest Sector Policy.”

#### Relevance of CB-NRM to Strategies of the Forest Sector Policy

Policy Objectives	Total No. of Strategies	Relevance of CB-NRM to Strategies
1. Protection of forest	12 strategies	Relevant/effective: 7 strategies Fairly/slightly relevant/effective: 2 strategies Not relevant/effective: 3 strategies
2. Community and private participation in forestry development	12 strategies	Relevant/effective: 9 strategies Fairly/slightly relevant/effective: 2 strategies Not relevant/effective: 1 strategy
3. Watershed conservation	8 strategies	Relevant/effective: 2 strategies Fairly/slightly relevant/effective: 4 strategies Not relevant/effective: 2 strategies
4. Afforestation and land restoration	10 strategies	Relevant/effective: 3 strategies Fairly/slightly relevant/effective: 3 strategies Not relevant/effective: 4 strategies
5. Forest Sector Institutional Development	10 strategies	Relevant/effective: 2 strategies Fairly/slightly relevant/effective: 3 strategies Not relevant/effective: 5 strategies

Source: JICA Project Team (2013)

In the open discussions after the presentation, Mr. Almeida Fernandes suggested that native fast growing species should be introduced and used for reforestation as they could be harvested less than 20 years. Chief Advisor of the JICA Project Team concluded that the new policy document on promotion of CB-NRM could contribute to the achievement of the policy objectives of the forest sector policy.

### 3.2.2 Session 2: Assessment of the Relevance of CBNRM to the Forest Sector Policy

The forest management bill, of which approval has been pending in the council of ministers since 2009, is a key legislative framework for NDF to protect and manage forest resources in a sustainable manner. As described in Attachment 2 in detail, “community-based forest management” is the mainstream concept adopted by the forest management bill for sustainable management of forests in Timor-Leste. It clearly states that communities could claim access, use, and management rights to forest areas provided communities can draft and exchange an agreement (Community Forestry Management Agreement: CFMA) with NDF/MAF in accordance with the terms and conditions specified in the forest management bill.

In the session, the members of the working team also confirmed that the participatory land use planning (PLUP) that the JICA CB-NRM Project has initiated/demonstrated in the target villages, could produce the key parts of CFMA, such as a land use map, rules and regulations on resource uses, harvesting arrangements, and protection/conservation arrangements. The session helped the members re-realize the importance of the forest management bill along with the effectiveness of the CB-NRM approaches.

In the open discussions, the members’ comments mainly focused on how NDF could facilitate the process of legalization of the bill. Highlights of the discussions are summarized below.

- NDF needs to consider and deliberate how to facilitate the process of enactment of the forest management bill as it would be the essential legal basis for promotion of CB-NRM. (Mr. Adelino Rosario)
- Some parts of the bill need to be revised as their descriptions are not clear. At the same time, NDF, especially the heads of the departments of NDF, should assist Secretary of State for Forest and Nature Conservation in lobbying the bill for passage. A legal expert should be hired or arranged to this end, if possible. (Mr. Vicente Soares)
- NDF should have a meeting with Secretary of State for Forest and Nature Conservation to discuss the action to be taken for facilitation of enactment of the bill. (Messrs. Almeida Fernandes and Fernando Araujo)
- Enactment of Land Law is also requisite to the promotion of CB-NRM as well as sustainable forest management. (Mr. Joao Antalmo)
- NDF should start the preparation of agreements (a proto-type of CFMA) with some target communities ahead of the official enactment of the bill, since it would take some time for the bill to be legalized. (Mr. Egas Britis da Silva)
- All the members of the working team should have attended the meeting as the topics discussed in the meeting are quite essential to the tasks of NDF. On the other hand,



all the staff of NDF including District Forest Officers should be involved in the meeting with Secretary of State for Forest and Nature Conservation. (Mr. Vicente Soares)

- The communication within the organization (NDF and MAF) is not always efficient and effective; therefore, the priority of the organization has not necessarily reflected the needs in the field. (Mr. Joao Antalmo)
- There is a need to invite the national directorates concerned with land issues (e.g., National Directorate of Land and Property) to the meeting with Secretary of State for Forest and Nature Conservation for facilitation of enactment of the bill. (Mr. Manuel da Cruz)

Chief Advisor of the JICA Project Team recommended that NDF should start the application of PLUP in the field to practice the ground work of CFMA while coordinating the efforts to enact the bill with Secretary of State for Forest and Nature Conservation.

### 3.2.3 Session 3: Discussion on Draft Framework of a Mechanism to Promote CB-NRM

The participants developed their ideas on the framework of a mechanism to promote CB-NRM based on the initial ideas given by Chief Advisor of the JICA Project Team. The ideas of the framework given by Chief Advisor are as follows.



Discussion by the members (session 3)

#### Ideas of Draft Framework of a Mechanism

Items	Descriptions
Goal of CB-NRM	Sustainable management of forests and forest-related resources in cooperation with local communities
Approaches to CB-NRM	<ol style="list-style-type: none"> <li>a. Recognition of communities' vested rights to manage and use forest and its related resources</li> <li>b. Empowerment of communities to manage and protect forest and its related resources in their localities</li> <li>c. Development of an enabling environment for community-base forest management or community-based natural resource management on a village level</li> <li>d. Enhancement of communities' capacities to manage and protect forest and its related resources in a sustainable manner.</li> </ol>
Key Players	<ol style="list-style-type: none"> <li>a. NDF: Implementing agency</li> <li>b. Local leaders and communities: Counterparts for NDF to institutionalize CB-NRM on a village level</li> <li>c. Other National Directorates of MAF: Supporters</li> <li>d. Sub-district Administrative Office/s concerned: Supporters</li> <li>e. NGOs: Facilitators / External supporters</li> </ol>
Major Activities for CB-NRM	<ol style="list-style-type: none"> <li>a. Participatory land use planning (for "recognition of the vested rights" and "empowerment of communities")</li> <li>b. Formulation of village regulations with a future land use plan (for "empowerment of communities" and "development of an enabling environment")</li> <li>c. Introduction and implementation of agricultural and forestry extension programs to support communities for sustainable resource management (for "development of an enabling environment" and "enhancement of communities' capacities")</li> </ol>

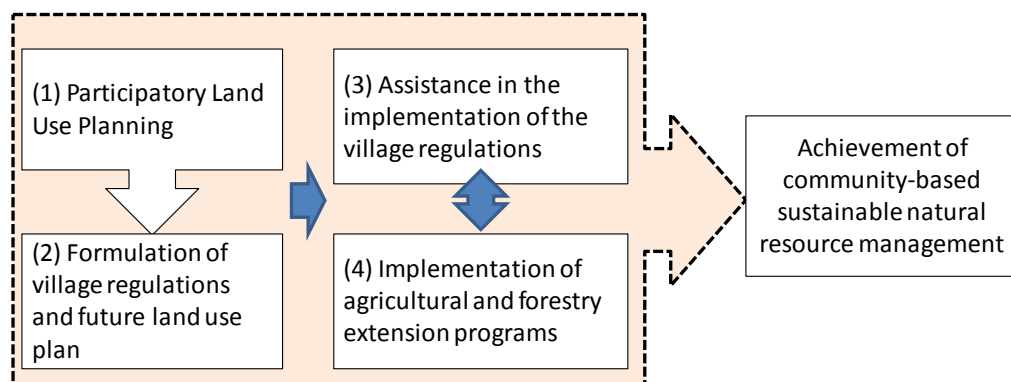
Items	Descriptions
	d. Periodic monitoring and evaluation of the implementation of village regulations with a future land use plan (for “enhancement of communities’ capacities”)

Source: JICA Project Team (2013)

The participants gave the following suggestions and comments on the above-mentioned ideas.

- Technical guidelines are required for sustainable use of forests and natural resources by local communities. (Mr. Joao Antalmo)
- It is also important to develop a technical manual on participatory land use planning. (Mr. Egas Britis da Silva)
- Community organization is an essential process for successful community-based natural resource management. (Mr. Vicente Soares)
- PLUP should be part of the process of developing a suco development plan, as it does not necessarily relate to forest resources, but also other issues within suco. (Mr. Egas Britis da Silva)
- Programs that can Improve local livelihoods and reduce firewood consumption should be considered as supporting programs as they could reduce the pressure on forests. (Mr. Egas Britis da Silva)
- Introduction of multiple purpose trees (e.g., trees that can be used as fodders) should be considered in the forestry extension services. (Mr. Adelino Rosario)
- Technical guidelines on the selection of tree species around water sources should be clarified in the formulation of the village regulations. (Mr. Almeida Fernandes)

Finally, the Participants agreed on the following framework as a draft mechanism to promote CB-NRM on a village level.



- (1) NDF will assist local leaders/communities in the formulation of the regulations and plan with or without the assistance of NGOs.
- (2) Same as above.  
Sub-district administrative office/s will endorse the regulations and plan.
- (3) NDF will assist local leaders in the implementation of the village regulations with or without the assistance of NGOs.
- (4) National Directorates relevant to the agricultural and forestry extension programs will implement the programs with or without the assistance of NGOs in coordination with NDF.

**Draft Framework of a Mechanism to Promote CB-NRM on a Village Level**

## 4. Work Plan of the Working Team in 2013/2014 and 2014/2015

### 4.1 Major Plan of the Working Team in 2013/2014

#### 4.1.1 Major Activities in 2013/2014

The main target of the activities of the working team in 2013 is to develop the first draft of the policy recommendations including a draft policy document for promotion of CB-NRM in the target river basins. Hence, the team should discuss the following topics for this purpose.

- a. Evaluation of process and effectiveness of the approaches taken by the JICA Project
- b. Effective process of the introduction of CB-NRM on a village level (based on the experience of the JICA Project)
- d. Scope and framework of CB-NRM
- d. Key players in CB-NRM and Roles and Responsibilities of the respective players
- e. Necessary arrangements to be made for introduction of effective CB-NRM
- f. Deliberation of the draft policy recommendations
- g. Deliberation of the draft policy document

#### 4.1.2 Work Schedule

A tentative schedule of the working team's activities in 2013 is proposed as follows:

**Tentative Work Schedule of the Working Team in 2013/2014**

Activities	Timeframe	Plenary discussions
5 <sup>th</sup> Meeting of the Working Team - Review and evaluation of the approaches taken by the JICA Project - Effective process of CB-NRM on a village level - Scope and framework of CB-NRM	May/June. 2013	Plenary discussions
6 <sup>th</sup> Meeting of the Working Team - Key players in CB-NRM - Roles and responsibilities of the respective players - Necessary arrangement to be made for introduction of effective CB-NRM	Sep./Oct. 2013	Group discussions /Plenary discussions
7 <sup>th</sup> Meeting of the Working Team - Deliberation of the draft policy recommendations - Deliberation of the draft policy document	Jan./Feb. 2014	Group discussions /Plenary discussions
Preparation of an annual report with the draft policy recommendations and draft policy document	Feb./Mar. 2014	-

Source: JICA Project Team (2013)

### 4.2 Major Plan of the Working Team in 2014/2015

#### 4.2.1 Major Activities in 2014/2015

In 2014, the working team aims to share its initial ideas on the new policy document as well as policy recommendations with the relevant stakeholders, such as District MAF Officers concerned with the target river basins, other National Directorates of MAF as well as other ministries, NGOs, and donor-funded projects working in the field of forest and natural resource management. By May/June 2015, the working team plans to finish the draft policy recommendations and policy document for submission to MAF.

#### 4.2.2 Work Schedule

A tentative schedule of the working team's activities in 2014 is proposed as follows:

**Tentative Work Schedule of the Working Team in 2014/2015**

Activities	Timeframe	Plenary discussions
8 <sup>th</sup> Meeting of the Working Team - Preparation for consultation meetings at central and district levels	May/June 2014	Plenary discussions
Consultation meetings in Dili	July 2014	Plenary discussions
Consultation meetings at the relevant districts	August to September 2014	Plenary discussions
9 <sup>th</sup> Meeting of the Working Team - Revision of the draft policy recommendations and policy documents	October / November 2014	Group discussions /Plenary discussions
Consultation meetings in Dili	February 2015	Plenary discussions

Source: JICA Project Team (2013)

## ***Tables***

**Table 1 Results of the Stakeholder Analysis in Session 1**

**(1) List of Stakeholders**

Type of Stakeholders	Stakeholders
Stakeholders who have direct relationship with forest	NDF Communities Local Leaders (Suco) International Agencies Relevant NGOs Water Supply MAF District Environments
Stakeholders who have indirect relationship with forest	Water Supply Companies (souvenir & Mabel) Local Government Bakery MAF Central Youth Center Religion Institution Ritual Art PNTL FF-DTL ACADEMY Relevant Ministry CCT-NCBA

**(2) List of Stakeholders**

Stakeholder	Relationship with forest	Impact on forest	Type of claim	Potential roles in SFM	Potential influence by introduction of CB-NRM
NDF	Responsible for i) management; ii) planning; iii) implementation; & iv) monitoring of forest management and conservation activities.	<b>Positive:</b> Take necessary actions for management, conservation, and protection of forest resources.	Has administrative responsibility for forestry resources.	- Make rules/regulations - Manage, protect, and conserve forests..	Help NDF implement / execute the plans and activities to achieve sustainable forest management in the future.
Communities	Have used and depended on forest resources for their livelihoods.	Both impacts generated by communities. <b>Positive:</b> Participate in and act for sustainable forest management. <b>Negative:</b> Exploit and reduce forest resources, and clear forests.	Have a customary claim to use lands and forest resources in their localities.	- Manage their own lands and forests. - Conserve and protect forests in their own areas. - Be involved in forest protection programs.	Enable local communities to use and manage forest resources in a proper manner.
Local Leaders (Suco)	Responsible for management of all resources in the territory of suco.	Both impacts generated by local leaders. <b>Positive:</b> Protect and properly manage natural resources in the territory, and promote the traditional rules effective in forest protection. <b>Negative:</b> Ignore the	Ditto	- Cooperate with the GoTL. - Regulate and control local communities' activities. - Be involved in forest protection programs.	Enhance their roles and functions to promote sustainable forest management and protect/ conserve forest resources in the village.

Stakeholder	Relationship with forest	Impact on forest	Type of claim	Potential roles in SFM	Potential influence by introduction of CB-NRM
		importance of forests.			
International Agencies	Have sustainable management and restoration of forests.	Positive: Provide financial assistance, capacity development, and technical assistant for forest protection.	Have international responsibility for reduction of CO2, combating climate changes, and protection of Ozone layer.	- Provide financial and technical assistance.	Encourage the agencies to provide more support for implementation of the new policy.
Relevant NGOs	Function as a partner and implementer for protection and management of forests	<b>Positive:</b> Implement programs for forest protection in partner with NDF.	Have no administrative responsibility but share the responsibility as civil society groups.	- Enhance the awareness of local communities. - Advocate the communities' right to protect and manage forests by themselves. - Support forest protection and conservation.	Be a partner for implementation of the new policy.
Water Supply	Get benefit from forest resources	<b>Positive:</b> Promote forest protection to conserve water.	Can share the responsibility for conservation of watershed and water sources.	- Function as a partner of NDF to protect forests.	Be benefited by improvement of the quality and quantity of water through proper forest management.
MAF District	Responsible for i) preservation, ii) conservation, iii) extension, and iv) protection.	<b>Positive:</b> Reduce any damage to forest and enhance local communities' awareness of forest management and protection.	Have administrative responsibility for forest protection.	- Conduct an awareness campaign. -Develop communities' capacity to conserve and manage forests properly. - Implement/conduct a program/activity for forest protection and management. -Implementation activity	Help MAF Districts well harmonize with local communities and minimize forest degradation in the respective districts.
Companies (souvenir & Mabel)	Have used wood/timber for their business	Both impacts generated by local leaders. <b>Negative:</b> Encourage communities to cut trees. <b>Positive:</b> Pay taxes to the GoTL which support for reforestation activities.	Have a legal license to collect forest resources.	- Cut trees according to the technical criteria given by MAF/NDF.	Control and regulate their activities.
Environment	Responsible for i) environmental impact assessment, ii) cooperation with and recommendation to NDF, and iii) reforestation.	<b>Positive:</b> Provide information useful for forest protection, undertake reforestation, and provide training to local communities for forest protection.	Have administrative responsibility for forest protection.	- Conduct an awareness campaign. -Develop communities' capacity to conserve and manage forests properly. - Implement/conduct a program/activity for forest protection and management. -Implementation activity	Facilitation its coordination with MAF and community for environmental protection.
Local Government	Responsible for coordination, consultation, and cooperation with local communities and approval of documents.	Positive: Support the implementation of village regulations and other activities of Suco.	Have administrative responsibility for forest protection.	- Conduct an awareness campaign. -Help local leaders solve any problems between/among sucos.	Help local government harmonize with local communities and MAF for forest protection.

<b>Stakeholder</b>	<b>Relationship with forest</b>	<b>Impact on forest</b>	<b>Type of claim</b>	<b>Potential roles in SFM</b>	<b>Potential influence by introduction of CB-NRM</b>
Bakery	Have bought firewood.	Both impacts generated by local leaders. Negative: Encourage communities to cut trees. Positive: Pay taxes to the GoTL which support for reforestation activities.	Has no responsibility.	None	Negatively affect their business since the collection of firewood might be regulated.
CCT-NCBA	Has assisted local communities in planting shade, coffee, timber and fodder trees.	Positive: Help local communities expand coffee plantations.	Have a mission to protect and expand forests to increase coffee production.	-Provide useful information and seedlings to local communities for sustainable forest management.	Help CCT collect more coffee as coffee plantations would be expanded.



**Table 2 Results of the Situation Analysis in Session 2**

Resources	Trends for the last 5 years	Pressures	Driving forces	Actions taken
Forest	The forest resources have declined in terms quality and quantity.  The pace of degradation is rated as “medium.”	Human pressures such as tree cutting, forest fires, shifting cultivation and road construction.	- Socio economic conditions (Poor conditions) - Lack of law/regulations -Lack of government staff	-Hired and deployed forest guards. -Conducted extension work. -Established the nursery. -Conducted reforestation. -Developed and publicized the forest sector policy.
NTFP	Ditto	Expansion of domestic and market needs as population increases.	- Socio economic conditions (Poor conditions) - Lack of law/regulations	- Developed and publicized the forest sector policy. - Conducted extension work. -Established the nursery. -Conducted reforestation.
Water	Ditto	Progress of deforestation and increase of sedimentation and soil erosion.	- Socio economic conditions (Poor conditions) - Lack of law/regulations - Limited application of soil conservation measures	-Conducted reforestation. -Developed demonstration plots of soil conservation measures. - Conducted extension work.
Watershed	Although the GoTL designated 10 critical watersheds in the country, the watershed degradation has progressed and sedimentation in the rivers has increased.	Progress of deforestation due to forest fires, tree cutting, and shifting cultivation Expansion of collection of sands in the Comoro river.	- Socio economic conditions (Poor conditions) - Lack of law/regulations -Lack of government staff - Lack of coordination among the relevant ministries	-Started the implementation of the CB-NRM Project.
Land	Soil degradation has progressed and land slide/soil erosion has often taken place, as the vegetation cover has been reduced.	Progress of deforestation due to forest fires, tree cutting, and shifting cultivation Climate changes	Ditto	-Implemented the SLP Program. -Conducted technical training. -Developed demonstration plots of soil conservation measures. - Conducted extension work.

**Table 3 Results of the Analysis of the Progress of the Forest Sector Policy**

<b>Objectives</b>	<b>Achievement</b>	<b>Reasons of the judgment</b>	<b>Activities that NDF/MAF have done so far</b>
<b>Forest Protection</b>	60-80 %	Might be able to achieve the target provided the new government supports the sector and make a proper plan. However, the following are the major difficulties that NDF has faced in achieving the objectives. <ul style="list-style-type: none"> <li>- Lack of forest law/forest management act</li> <li>- Lack of budget</li> <li>- Lack of staff</li> <li>- Lack of coordination with local communities</li> </ul>	<ul style="list-style-type: none"> <li>- Increased the number of forest guard.</li> <li>- Capacitated forest guard.</li> <li>- Disseminated information to local communities.</li> <li>- Appointed suco forest guards in some sucos.</li> <li>- Declared the national park.</li> <li>- Drafted a law on national park increasing the number from 15 sites to 34 sites.</li> <li>- Drafted a law on protected area management.</li> </ul>
<b>Community participation</b>	0-20%	Difficult to achieve the target due to the following causes: <ul style="list-style-type: none"> <li>- Lack of budget;</li> <li>- Lack of forest law/forest management act;</li> <li>- Limited experience in PLUP; and</li> <li>- Limited knowledge of PLUP .</li> </ul>	<ul style="list-style-type: none"> <li>- Submitted forest management act to the council of ministers (but the act is still under discussion.)</li> <li>- Carried out pilot activities of PLUP in six villages.</li> </ul>
<b>Watershed conservation</b>	20-40%	Difficult to achieve the target due to the following causes: <ul style="list-style-type: none"> <li>-Less priority being put on watershed management;</li> <li>-Lack of NDF's capacity;</li> <li>-Lack of coordination between/among the relevant ministries/directorates; and</li> <li>-Lack of law/regulation on watershed protection.</li> </ul>	<ul style="list-style-type: none"> <li>- Developed a watershed management plan for Laclo and Comoro river basins.</li> <li>- Carried out pilot activities in six villages.</li> <li>- Promoted agroforestry and reforestation activities in some villages.</li> <li>- Developed demonstration plots for terrace making in Aileu, Ermera, Manatuto, Same and Ainaro</li> </ul>
<b>Afforestation</b>	40-60%	Difficult to achieve the target due to the following causes: <ul style="list-style-type: none"> <li>- Lack of budget;</li> <li>- Lack of forest law/forest management act;</li> <li>- Lack of NDF's capacity; and</li> <li>- Lack of institutional coordination.</li> </ul>	<ul style="list-style-type: none"> <li>- Established a nursery in Maubara.</li> <li>- Organized the national planting day.</li> <li>- Deployed forest guards to the district offices.</li> <li>- Submitted forest management act to the council of ministers</li> <li>- Promoted agroforestry techniques.</li> <li>- Conducted public awareness campaigns.</li> </ul>
<b>Private sector</b>	20-40%	Ditto	<ul style="list-style-type: none"> <li>- Controlled and issued licenses to private sector for use of forest resources for commercial purposes.</li> <li>- Promoted firewood plantation.</li> <li>- Regulated commercial and domestic uses of forest resources.</li> <li>- Provided technical assistant to communities.</li> </ul>
<b>Institutional policy</b>	80-100%	Completed.	<ul style="list-style-type: none"> <li>-Recruited new staff.</li> <li>-Increased budget allocated to NDF.</li> <li>-Enhanced the capacity of staff.</li> </ul>

## ***Attachments***

# Attachment-1: Analysis of the Effectiveness of the JICA CB-NRM Project in the Achievement of the Forestry Sector Policy

- As a Material for the 4<sup>th</sup> Meeting of the Working Team -

October 22, 2012

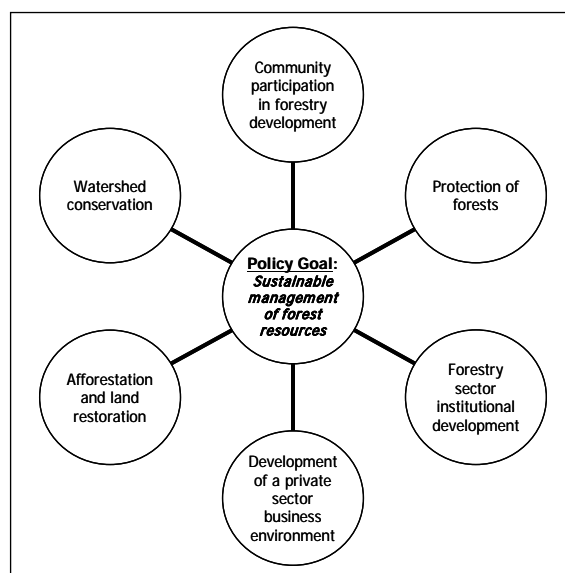
JICA and MAF Project Teams

## 1. Forestry Sector Policy

### 1.1 Policy Goal and Objectives of the Policy

The goal of forestry sector development is the sustainable management of forest resources and watersheds to provide environmental, social and economic benefits to the people of Timor-Leste. The policy goal is supported by the following six (6) policy objectives.

- (1) Protection of Forests
- (2) Community and Private Participation in Forestry Development
- (3) Watershed Conservation
- (4) Afforestation and Land Restoration
- (5) Development of a Private Sector Business Environment
- (6) Forestry Sector Institutional Development



### 1.2 Principal Goal and Strategies of the Policy Objectives

Each policy objective is further supported by a number of strategies for its achievement. The following sections introduce the principal goals and strategies of the respective policy objectives.

#### 1.2.1 Protection of forest:

##### (1) Principal Goal of the Policy Objective

The policy objective is to effectively protect the ecological integrity and biological composition of not less than 70 % of the area of forests by 2020.

##### (2) Strategies

No	Strategies for Protection of Forests
1	To protect all forests from damage or loss through programmes that will empower communities to manage forest lands.
2	To authorize and provide secure right to rural communities under new forest legislation to protect, afforest, restore, and utilize towards forest protection and sustainable forest management, etc.
3	To determine and legally recognize customary land and forest usage rights, customary land management approaches and customary village boundaries under Land Law 01-2003 and new forest legislation.
4	To determine priorities in the protection of forests in a participatory manner in terms of geographic locations and ecological classification.
5	To introduce specific forest protection and management initiatives with forest-dependant communities based on the provisions of new forest legislation.

No	Strategies for Protection of Forests
6	To create the legal category of protected natural areas under new forestry legislation.
7	To protect forests and protected natural areas from unlawful harvesting of wood and unauthorized grazing by livestock.
8	To provide chief de suco of villages with legal authority under new forest legislation for enforcing forest protection arrangements.
9	To establish a group of volunteer forest wardens in rural communities.
10	To raise awareness of the natural and regional importance of effective and sustainable protection of nation's forests, watersheds, and more generally of sustainable forest management and environmental conservation.
11	To strengthen the legal basis for environmental conservation through concluding multilateral environmental agreements.
12	To protect forests and other terrestrial ecosystems from damage or loss that may be caused by pests and weeds.

## 1.2.2 Community and Participation in Forestry Development

### (1) Principal Goal of the Policy Objectives

The policy objective is to achieve harmonious and effective participation of forest communities and other private sector groups in forestry development by the end of 2010. Specifically, the policy objective aims to award all forest-dependant communities the long-term land use rights by the end of 2010.

### (2) Strategies

No	Strategies for Community Participation in Forestry Development
1	To award long-term land use rights (such as customary community land and forest usage rights (Tara Bandu) , customary village boundaries and land management practices) under the provisions of Land Law 01-2003 and the new forest legislation to local communities not later than the end of 2020.
2	To negotiate and conclude mutually agreeable arrangements of cooperation, participation and forest management between the government and rural communities by the end of 2020.
3	To involve communities in forestry development based on the strategy of empowering communities to undertake protection, management and other forestry responsibility rather than enforcing them to do so.
4	To recognize customary mechanisms for the resolution of land disputes between communities. (To provide legitimate and effective authority under land dispute resolution legislation and new forests legislation to enable customary land disputes to be resolved.
5	To retain the benefits of community forestry for communities who will be encouraged to invest their funds in new forest management activities and local community development.
6	To develop in consultation with the local communities, community forestry regulations under the authority of new forests legislation.
7	To ensure that community forests are not converted to other forms of land use that would be in conflict with the sustainable forest management.
8	To advise all villages not later than 2007 through notices and village meetings of the scope, provisions and implications of new forest policy as a part of an inclusive approach towards the participation of rural communities in the implementation of forest policy.
9	To demonstrate sustainable and ecological use of forest land using customary land management systems.
10	To discourage shifting cultivation of forest land by forest-dependent communities through the introduction of technically improved land and forest management practices that will lead to ecologically acceptable food production and forest conservation.
11	To develop community forestry guidelines by 2008 based on knowledge and experience gained on a pilot scale to support the wider use of this approach.
12	To document and publish customary knowledge about forest protection, dispute resolution, forest management and non-wood forest products by the end of 2008.

## 1.2.3 Watershed Conservation

## (1) Principal Goal

The policy objective is to achieve the long-term sustainable conservation of watersheds not later than 2020 in order to maintain and enhance natural water flows, maintain high water quality, and minimize flooding and the erosion of rocks and soils. Specifically, the emphasis shall be placed on the restoration of 10 critically degraded watersheds.

## (2) Strategies

No.	Strategies for Watershed Conservation
1	To achieve effective protection of all forests, savannah woodlands and grasslands not later than 2020 from damage or loss from wildfires, shifting cultivation, unlawful logging and unlawful settlement.
2	To put emphasis in forest protection on the restoration of 10 critically degraded watersheds.
3	To determine priorities for the protection of watersheds not later than 2008.
4	To treat the deliberate lighting of fires that endanger forests and grasslands in watersheds as an offence to be punished by law under new forest legislation
5	To promote and encourage cooperation between rural communities and the government through empowerment of rural communities under provisions of new forest legislation, technical extension services, agroforestry and forest management agreements.
6	To promote ecologically realistic forest restoration and mountain closure programmes in all classes of forestland using new planting, reforestation and natural regeneration methods and economically realistic incentives.
7	To cooperate through an inter-agency working group with the relevant ministries.
8	To plan, arrange, budget and undertake research programmes of high priority watershed conservation issues that will support sustainable forestry management and poverty alleviation.

## 1.2.4 Afforestation and Land Restoration

### (1) Principal Goal

The policy objective is to afforest and restore degraded lands to improve watersheds and coastal lines, maintain/expand wood resources, and complement agricultural and horticultural land uses. Specifically, the policy objective aims to produce 50% of the nation's sawn timber supply from locally grown forest plantations by 2040 for building construction, furniture manufacture and other uses of timber.

### (2) Strategies

No.	Strategies for Afforestation and Land Restoration
1	To promote ecologically realistic programmes of afforestation through new planting, reforestation, restoration and natural regeneration.
2	To produce 50 % of the nation's timber supply for building construction, furniture manufacture and for other uses from locally grown forest plantations by 2040.
3	To undertake inventories of specific wood and non-wood forest resources, not later than 2008, in order to provide a technically useful foundation of forest resources information for reliable and effective long-term planning.
4	To provide rural communities and other stakeholders with access to markets and advice about marketing of forest products.
5	To cooperate with rural communities the forest management planning, including zoning, to determine where afforestation and related silviculture is appropriate from ecological, physical, social and economic viewpoints.
6	To promote cooperation between rural communities and the government through allocation of long-term land use management agreements and utilization rights for afforestation, utilization and other aspects of forest protection and management.
7	To promote community participation in afforestation and forest management activities.
8	To plan, arrange and budget for afforestation on land.
9	To give specific attention towards the production of sustainable supplies of fuel wood through afforestation to satisfy the high demand in Dili and other cities for domestic energy needs.

No.	Strategies for Afforestation and Land Restoration
	<ul style="list-style-type: none"> <li>- contract agreements on production of fuel wood</li> <li>- introduction of a system of licensing of firewood produces</li> <li>- introduction of energy saving fuel wood stoves</li> <li>- formulation of national policies for development of alternative energy sources</li> </ul>
10	To plan, arrange, budget and undertake research programmes of high priority forest establishment, management, and forest utilization issues.

## 1.2.5 Development of Private Sector Business Environment

### (1) Principal Goal

The policy objective is to develop and maintain the private sector-based business environment for profitable forest management, production, utilization and marketing of forest products.

### (2) Strategies

No.	Strategies for Development of Private Sector Business Environment
1	To encourage private sector investment in forestry development, forest utilization, and marketing of forest resources.
2	To ensure that policies concerning private sector investment and trade do not have perverse effects on forestry development that are inimical to the achievement of sustainable forest management, forest protection, conservation and profitable forest utilization programmes.
3	To promote the efficient harvesting and profitable utilization of all types of wood and non-wood forest products through technical extension and education, financial and economic incentives.
4	To encourage forest communities to acquire the knowledge, skills, experience and confidence to manage, utilize and market forest resources as private forest owners.
5	To consider new investments in private sector forestry development under the commercial, trade and other laws that determine and regulate investment and business management in Timor-Leste.
6	To promote domestic and international trade of added-value forest products and to encourage the profitable utilization of tree species that are presently under-utilized.
7	To promote, in cooperation with the Ministry of Development, the value-added processing of commercial species by the private sector for export markets by applying the strategies set out in section 1. Exports of unprocessed logs and woods will be prohibited.
8	To promote the efficient production of locally-grown sawn timber and the profitable processing and marketing of non-wood forest products.
9	To encourage rural communities in association with the government tourism authorities, and hotel/travel industry to plan, promote, arrange, and implement eco-tourism opportunities.

## 1.2.6 Forestry Sector Institutional Development

### (1) Principal Goal

The policy objective is to develop managerial, technical and administrative capacities of forestry sector institutions to enable them to effectively design, implement, manage, monitor, and control all the forest policy objectives and their related programmes.

### (2) Strategies

No.	Strategies for Development of Private Sector Business Environment
1	To develop and maintain a national forest service that will be adequately staffed with suitably trained personnel to administer this forest policy and specific forestry development programmes.
2	To provide opportunities for long term tertiary education of selected personnel in forestry and related topics at overseas universities. Specifically, to double the number of staff in NDF holding tertiary qualification in forestry and natural resources management by 2010.
3	To maintain a level of funding and investment in the sector, which is adequate to implement all the forest-related sector policies.

No.	Strategies for Development of Private Sector Business Environment
4	To expand technical and managerial capacities through designing, budgeting, organizing and implementing training and education programmes of Government and non-government personnel in all aspects of sustainable forest management, protection, afforestation, extension, utilization and trade.
5	To progressively train NDF staff, particularly in districts, as professional extension advisers and management support personnel who can provide technical, utilization and marketing advice to forest dependant communities in a sympathetic manner, as opposed to having the primary regulatory role of policing and licensing.
6	To encourage and apply adaptive learning methods, including through monitoring of operation activities, to ensure continual institutional development at all levels of forest management and administration. To build capacity of all stakeholders, especially rural communities, through “action-learning” activities and extension programmes in environmental protection, watershed protection, afforestation, sustainable agriculture and agroforestry.
7	To build on and strengthen institutional arrangements associated with customary land management practices through adaptation into governmental administrative procedures and manuals.
8	To establish effective coordination and cooperation arrangements amongst related sectors of the economy that influence the forestry sector, including international institutions and companies concerned with forestry development.
9	To ensure that the basic goals of sustainable management of forests, protection of forests and watersheds are effectively reflected in the Government’s development plans and institutional structures to achieve responsive implementation of forest policies.
10	To coordinate and harmonize forestry and other sectoral policies and activities in consultation with appropriate stakeholders.

## 2. Designed Framework of JICA CB-NRM Project

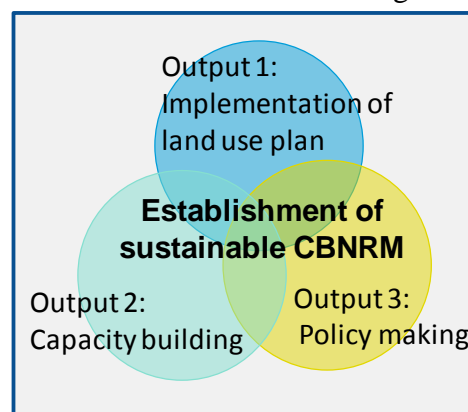
### 2.1 Objectives and Components (Strategies)

The main objective of the JICA CB-NRM Project is that “an operational mechanism of CB-NRM at suco level is developed.” Such an objective is to be achieved through the implementation of the following components:

Component 1: Implementation of future land use plans and village regulations along with micro projects, which would support the implementation of future land use plans, in the target villages

Component 2: Development of capacities of the relevant stakeholders, such as the staff of NDF and the MAF District Office in Aileu, NGOs, and local communities, for promotion of CB-NRM

Component 3: Development of procedures including a new policy document for introduction and promotion of CB-NRM in the Laclo and Comoro river basins



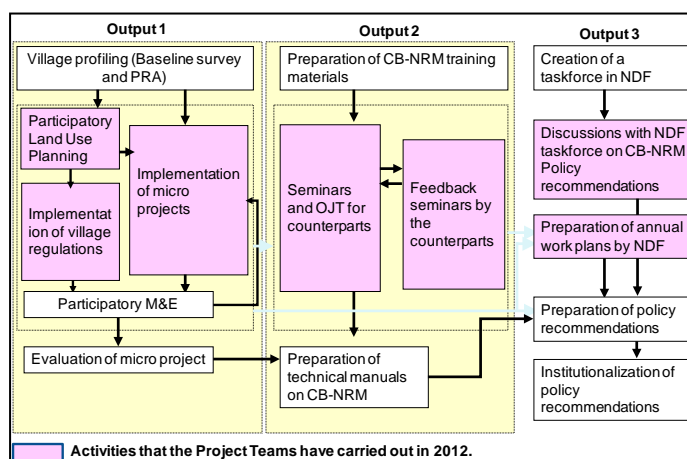
### 2.2 Target Areas

The Laclo and Comoro river basins are the principal target areas of the Project.



## 2.3 Major Project Activities

The major activities of the Project are outlined in the following drawing. In principle, the project aims to develop a proto-type/model of a community forest in Timor-Leste through implementation of its core activities. More details of the project activities are shown in the following table.



Output	Major Activities
1	1-1 Assist local communities, especially village leaders, in developing future land use plans with village regulations through participatory land use planning in the villages; 1-2 Help village leaders announce, disseminate, enforce/implement, monitor and evaluate the village regulations in the village; 1-3 Introduce sustainable land management, livelihood development, and reforestation techniques to the villages; 1-4 Train local communities to enable them to apply the techniques necessary for sustainable natural resource management, such as seedling production, tree planting, sloping agriculture, agroforestry, and resource-based livelihood development; 1-5 Assist local communities, especially village leaders, in managing and protecting forests and natural resources in the villages in a sustainable manner.
2	2-1 Hold a number of training courses for the NDF and District MAF staff to enhance their capacities to apply the community-based forest and natural resource management concepts in other villages in Laclo and Comoro river basins; 2-2 Enhance the capacities of two (2) NGOs and local communities related to the target villages to develop a mechanism on sustainable community-based forest and natural resource management on a village level; 2-3 Develop manuals and procedures for the stakeholders relevant to forest and natural resource management in Timor-Leste to help them introduce the mechanism on sustainable community-based forest and natural resource management to other villages; and 2-4 Enhance the managerial capacity of the NDF staff to develop a work and budget plan with a rational explanation.
3	3-1 Hold a series of meetings with core members of NDF to discuss and analyze a new policy document necessary for introduction/promotion of community-based forest and natural resource management concepts in the target river basins; 3-2 Assist NDF in the preparation and finalization of a draft policy document on promotion of community-based forest and natural resource management; 3-3 Assist NDF in the planning, estimation, and preparation of an annual work and budget plan on promotion of community-based forest and natural resource management in the target river basin; and 3-4 Develop implementation procedures and guidelines for NDF to promote and apply community-based forest and natural resource management activities in the target river basins.

## 3. Analysis of the Relationship between the Forestry Sector Policy and the JICA CBNRM Project

The 3<sup>rd</sup> meeting of the working team on August 7 and 10 suggested that the introduction / promotion of CB-NRM would be effective in the achievement of the goal and policy objectives of the forestry sector policy. Hence, this section evaluates how the project activities could contribute to the implementation of the respective strategies of the policy

objectives relevant to CBNRM. The strategies under “Development of Private Sector Business Environment” are not included in the assessment since it is less relevant to CB-NRM as identified by the working team in the 3<sup>rd</sup> meeting.

The following tables show the relationship between the strategies of the policy objectives except “Development of Private Sector Business Environment” and the activities of the JICA CB-NRM Project.

(1) Protection of Forest

No	Strategies	Effectiveness of CBNRM	Related activities
1	To protect all forests from damage or loss through programmes that will empower communities to manage forest lands.	Relevant/Effective	1-1, 1-2, and 1-5
2	To authorize and provide secure right to rural communities under new forest legislation to protect, afforest, restore, and utilize towards forest protection and sustainable forest management, etc.	Relevant/Effective, though there is no legal basis.	1-1, 1-2, 1-5, 2-2
3	To determine and legally recognize customary land and forest usage rights, customary land management approaches and customary village boundaries under Land Law 01-2003 and new forest legislation.	Relevant/Effective, though there is no legal basis.	1-1, 1-2, and 1-5
4	To determine priorities in the protection of forests in a participatory manner in terms of geographic locations and ecological classification.	Relevant/Effective	1-1 and 1-2
5	To introduce specific forest protection and management initiatives with forest-dependant communities based on the provisions of new forest legislation.	Relevant/Effective	1-1, 1-2, and 1-3
6	To create the legal category of protected natural areas under new forestry legislation.	Not relevant/effective	-
7	To protect forests and protected natural areas from unlawful harvesting of wood and unauthorized grazing by livestock.	Relevant/Effective	1-1, 1-2, 1-5, and 2-2
8	To provide chief de suco of villages with legal authority under new forest legislation for enforcing forest protection arrangements.	Relevant/Effective, though there is no legal basis.	1-1, 1-2, 1-5, and 2-2
9	To establish a group of volunteer forest wardens in rural communities.	Slightly relevant/effective, but legal support from new forest legislation is needed.	1-1, 1-2, and 1-5
10	To raise awareness of the natural and regional importance of effective and sustainable protection of nation’s forests, watersheds, and more generally of sustainable forest management and environmental conservation.	Fairly relevant/effectives	1-1 and 1-2
11	To strengthen the legal basis for environmental conservation through concluding multilateral environmental agreements.	Not relevant/effective	-
12	To protect forests and other terrestrial ecosystems from damage or loss that may be caused by pests and weeds.	Not relevant/effective	-

(2) Community and Private Participation in Forestry Development

No	Strategies	Effectiveness of CBNRM	Related activities
1	To award long-term land use rights (e.g., customary community land and forest usage rights, customary village boundaries and land management practices) under the provisions of Land Law 01-2003 and the new forest legislation to local communities not later than the end of 2020.	Relevant/Effective, though there is no legal basis.	1-1, 1-2, and 1-5
2	To negotiate and conclude mutually agreeable arrangements of cooperation, participation and forest management between the government and rural communities by the end of 2020.	Relevant/Effective, though there is no legal basis.	1-1, 1-2, and 1-5
3	To involve communities in forestry development based on the strategy of empowering communities to	Relevant/Effective	1-1, 1-2, 1-3, 1-5, and 2-2

No	Strategies	Effectiveness of CBNRM	Related activities
	undertake protection, management and other forestry responsibility rather than enforcing them to do so.		
4	To recognize customary mechanisms for the resolution of land disputes between communities. (To provide legitimate and effective authority under land dispute resolution legislation and new forests legislation to enable customary land disputes to be resolved.	Relevant/Effective	1-1, 1-2, and 1-5
5	To retain the benefits of community forestry for communities who will be encouraged to invest their funds in new forest management activities and local community development.	Slightly relevant/effective	1-1, 1-3, and 2-2
6	To develop in consultation with the local communities, community forestry regulations under the authority of new forests legislation.	Relevant/Effective	1-1, 1-2, and 1-5
7	To ensure that community forests are not converted to other forms of land use that would be in conflict with the sustainable forest management.	Relevant/Effective	1-1, 1-2, and 1-5
8	To advise all villages not later than 2007 through notices and village meetings of the scope, provisions and implications of new forest policy as a part of an inclusive approach towards the participation of rural communities in the implementation of forest policy.	Not relevant/effective	-
9	To demonstrate sustainable and ecological use of forest land using customary land management systems.	Relevant/Effective	1-1, 1-2, 1-5, and 2-2
10	To discourage shifting cultivation of forest land by forest-dependent communities through the introduction of technically improved land and forest management practices that will lead to ecologically acceptable food production and forest conservation.	Relevant/Effective	1-1, 1-2, 1-3, 1-5, and 2-2
11	To develop community forestry guidelines by 2008 based on knowledge and experience gained on a pilot scale to support the wider use of this approach.	Slightly relevant/effective	3-1, 3-2, and 3-4
12	To document and publish customary knowledge about forest protection, dispute resolution, forest management and non-wood forest products by the end of 2008.	Effective	1-1, 1-2, and 1-5

### (3) Watershed Conservation

No	Strategies	Effectiveness of CBNRM	Related activities
1	To achieve effective protection of all forests, savannah woodlands and grasslands not later than 2020 from damage or loss from wildfires, shifting cultivation, unlawful logging and unlawful settlement.	Fairly relevant/effective, as the scale of the project is limited.	1-1, 1-2, 1-5, and 2-2
2	To put emphasis in forest protection on the restoration of 10 critically degraded watersheds.	Slightly relevant/effective, as the scale of the project is limited.	1-1, 1-2, and 1-3
3	To determine priorities for the protection of watersheds not later than 2008.	Slightly relevant/effective, as the project already focuses on two critical watersheds.	1-1, 1-2, and 1-5
4	To treat the deliberate lighting of fires that endanger forests and grasslands in watersheds as an offence to be punished by law under new forest legislation	Relevant/Effective	1-1, 1-2, 1-5, and 2-2
5	To promote and encourage cooperation between rural communities and the government through empowerment of rural communities under provisions of new forest legislation, technical extension services, agroforestry and forest management agreements.	Relevant/Effective, though there is no legal basis.	1-1, 1-2, 1-5, and 2-2
6	To promote ecologically realistic forest restoration and mountain closure programmes in all classes of forestland using new planting, reforestation and natural regeneration methods and economically realistic incentives.	Fairly relevant/effective, as the scale of the project is limited.	1-3
7	To cooperate through an inter-agency working group with the relevant ministries.	Not relevant/effective	-

No	Strategies	Effectiveness of CBNRM	Related activities
8	To plan, arrange, budget and undertake research programmes of high priority watershed conservation issues that will support sustainable forestry management and poverty alleviation.	Not relevant/effective	-

#### (4) Afforestation and Land Restoration

No	Strategies	Effectiveness of CBNRM	Related activities
1	To promote ecologically realistic programmes of afforestation through new planting, reforestation, restoration and natural regeneration.	Fairly relevant/effective, as the scale of the project is limited.	1-3
2	To produce 50 % of the nation's timber supply for building construction, furniture manufacture and for other uses from locally grown forest plantations by 2040.	Slightly relevant/effective, as the scale of the project is limited.	1-3
3	To undertake inventories of specific wood and non-wood forest resources, not later than 2008, in order to provide a technically useful foundation of forest resources information for reliable and effective long-term planning.	Not relevant/effective	-
4	To provide rural communities and other stakeholders with access to markets and advice about marketing of forest products.	Not relevant/effective	-
5	To cooperate with rural communities the forest management planning, including zoning, to determine where afforestation and related silviculture is appropriate from ecological, physical, social and economic viewpoints.	Slightly relevant/effective, as the reforestation program is not necessarily coordinated with the future land use plan.	1-1 and 1-3
6	To promote cooperation between rural communities and the government through allocation of long-term land use management agreements and utilization rights for afforestation, utilization and other aspects of forest protection and management.	Relevant/Effective	1-1, 1-2, 1-5, 2-2
7	To promote community participation in afforestation and forest management activities.	Relevant/Effective	1-3
8	To plan, arrange and budget for afforestation on land.	Relevant/Effective	1-3, 2-2, 2-4, and 3-3
9	To give specific attention towards the production of sustainable supplies of fuel wood through afforestation to satisfy the high demand in Dili and other cities for domestic energy needs. - contract agreements on production of fuel wood - introduction of a system of licensing of firewood produces - introduction of energy saving fuel wood stoves - formulation of national policies for development of alternative energy sources	Not relevant/effective	-
10	To plan, arrange, budget and undertake research programmes of high priority forest establishment, management, and forest utilization issues.	Not relevant/effective	-

#### (5) Forestry Sector Institutional Development

No	Strategies	Effectiveness of CBNRM	Related activities
1	To develop and maintain a national forest service that will be adequately staffed with suitably trained personnel to administer this forest policy and specific forestry development programmes.	Not relevant/effective	-
2	To provide opportunities for long term tertiary education of selected personnel in forestry and related topics at overseas universities. Specifically, to double the number of staff in NDF holding tertiary qualification in forestry and natural resources management by 2010.	Not relevant/effective	-
3	To maintain a level of funding and investment in the sector, which is adequate to implement all the forest-related sector policies.	Not relevant/effective	-
4	To expand technical and managerial capacities through	Fairly relevant/effective,	2-2, 2-3, and 2-4

No	Strategies	Effectiveness of CBNRM	Related activities
	designing, budgeting, organizing and implementing training and education programmes of Government and non-government personnel in all aspects of sustainable forest management, protection, afforestation, extension, utilization and trade.	the scale of the project is limited.	
5	To progressively train NDF staff, particularly in districts, as professional extension advisers and management support personnel who can provide technical, utilization and marketing advice to forest dependant communities in a sympathetic manner, as opposed to having the primary regulatory role of policing and licensing.	Fairly relevant/effective, the scale of the project is limited.	2-2 and 2-3
6	To encourage and apply adaptive learning methods, including through monitoring of operation activities, to ensure continual institutional development at all levels of forest management and administration. To build capacity of all stakeholders, especially rural communities, through "action-learning" activities and extension programmes in environmental protection, watershed protection, afforestation, sustainable agriculture and agroforestry.	Not relevant/effective	-
7	To build on and strengthen institutional arrangements associated with customary land management practices through adaptation into governmental administrative procedures and manuals.	Relevant/Effective	2-3, 3-2, and 3-4
8	To establish effective coordination and cooperation arrangements amongst related sectors of the economy that influence the forestry sector, including international institutions and companies concerned with forestry development.	Not relevant/effective	-
9	To ensure that the basic goals of sustainable management of forests, protection of forests and watersheds are effectively reflected in the Government's development plans and institutional structures to achieve responsive implementation of forest policies.	Relevant/Effective	3-1, 3-2, and 3-4
10	To coordinate and harmonize forestry and other sectoral policies and activities in consultation with appropriate stakeholders.	Fairly relevant/effective	3-2 and 3-4

The results of the assessment suggested that the Project would contribute to the implementation of the strategies enumerated in the policy objectives of the forest sector policy except "Development of Private Sector Business Environment."

## **Attachment-2: Analysis of the Forest Management Bill (2008)**

### **1. Background**

The forest management bill was drafted/prepared in 2008 with the assistance of FAO. Although the bill was already submitted to the parliament, it has yet to be approved. The bill clearly states the rights of communities to access, use and manage forest resources in their locality provided communities can exchange an agreement with NDF on forest management.

### **2. Composition of the Bill**

The bill is composed of 14 chapters or 95 articles.

### **3. Important Contents of the Bill**

#### **3.1 Classification of Forest Areas**

##### **Chapter 4: Forest Area Demarcation, Inventories, and Management Plan**

##### **Article 28 Demarcation of Forest Areas**

The forest areas of TL shall be classified into the following categories:

- (1) State forest: Any forest area growing naturally or planted on land owned by the State
- (2) Community forest: forests described in a Community-Forest Management Agreement
- (3) Private forest: Any forest area growing or planted on non-State land that is privately owned in accordance with the relevant land legislation.

*Note: Community Forest Management Agreement is a written document used for the recording and granting of forest resource access, use and management rights to communities that takes the form of a binding legal agreement between the National Directorate of Forestry and a community. These agreements can be in draft, interim, long-term and permanent forms depending on status of formal approval from the National Directorate, registration of community land property rights, and the classification of forest areas.*

National Director, or his delegate, may declare any State forest area to be a community forest and grant forest resource access and use rights through an Interim or Long Term Forest Management Agreement.

*Note: Communities can use and manage forest resources even in state forest area as long as Community Forest Management Agreement is granted.*

#### **3.2 Ownership of Forest Resources**

##### **Chapter 5 Forest Resource Ownership Rights**

##### **Article 35 Public trusteeship of forest resources**

1. The State shall hold in trust all forest resources on behalf of the people of the Democratic Republic of Timor-Leste.
2. The State shall hold in public trust all forest land and related resources not otherwise privately owned by communities, families, individuals or other legal entities.

## **Chapter 6 Community Rights and Responsibilities**

### **Article 41 Community Rules and Procedures**

1. Communities that claim access, use and management rights to forest areas shall:
  - (1) establish their rules and procedures concerning access and use;
  - (2) formulate and enforce their own rules and procedures for dispute resolution consistent with local traditions and the tenets of Tara Bandu; and
  - (3) enforce all laws, regulations, guidelines and community rules or procedures governing access to and use of the forest resources.
2. Local rules and procedures shall be registered with the Ministry of State pursuant to any laws, regulations or guidelines governing local authorities.
3. Local rules and procedures shall be incorporated into Community Forestry Management Agreements where applicable.

*Note: Although the forest land is hold in trust by the state, communities can claim access, use and management rights to forest areas by exchanging Community Forest Management Agreement with the National Directorate.*

*Community Forest Management Agreement shall include i) the rules and procedures concerning access and use, ii) the rules and procedures for dispute resolution, and ii) the regulations, guidelines and community rules or procedures governing access to and use of the forest resources.*

### **Article 42 Community Responsibilities**

Communities have the following forest resource use obligations:

1. to manage forest areas sustainably;
2. to comply with the terms and conditions of any forest resource use rights granted pursuant to the Decree;
3. to prevent forested areas to other use without approval from the government.

### **Article 44 Community Forest Resource Use Rights**

1. Community forest resource access and use rights shall be allocated and managed pursuant to the procedures, terms and conditions for Community Forest Management Agreements.
2. NDF may award interim, long-term, or permanent forest resource access and use rights to communities by formally entering into Community Forest Management Agreements.
3. Community forest access and use rights shall be consistent with any relevant land

property rights registered with the Ministry of Justice.

4. If community land property rights have not been registered, then the forest resource access and use rights included in a draft or interim Community Forest Management Agreement shall recognized customary community land and forest resource access and use rights, including where applicable the tenets of Tara Bandu.

*Note: NDF is the authority to grant the resource access, use, and management rights to forests by exchanging Community Forest Management Agreement.*

*Under Community Forest Management Agreement, communities oblige to manage forest areas sustainably, comply and enforce the rules and regulations defined by Community Forest Management Agreement, and prevent forests to other use.*

## **Chapter 7 Allocation Procedures for Community Forest Resource Use Rights**

### **Article 52 Consultation Requirement**

Forest resource access, use and management rights shall be recognized though a process of open and transparent consultation with those communities, families, individuals or other legal persons whose rights are or may be affected by such determinations.

*Note: The rules and regulations shall be openly discussed and recognized by all communities in the village.*

### **Article 53 Use of Community Forest Management Agreements**

The process of drafting and entering into Community Forest Management Agreements shall be used for the allocation and recognition of community forest resource access, use and management rights.

### **Article 54 Community Forest Management Agreement Assistance**

1. All relevant Local Authorities, Forest Guardians, Forest Officials at the National, Regional and District levels, and other Government Authorities shall have the responsibility to assist communities in the drafting and implementation of Community Forest Management Agreements.
2. Other entities may assist communities in the drafting and implementation of Community Forest Management Agreements, including, but not limited to, civil society organizations, local and international non-government organizations (NGOs), bi-lateral and multi-lateral donor organizations, individual experts, and members of the private sector.

*Note: NDF shall assist communities in the preparation of regulations and procedures governing access, use and management of forest resources with or without the assistance from any other organizations.*

### **Article 55 Terms and Conditions of Community Forest Management Agreements**

All Community Forest Management Agreements shall:

1. be issued in a fair and transparent manner that complements traditionally agreed forms



- of access and use, and incorporating principals of Tara Bandu;
2. consider the rights of access and use of all relevant communities, individuals and other legal entities;
  3. be consistent with any applicable national, regional, or district forest management plans;
  4. identify accurately the forest areas and resources that are included in or effected by the rights granted;
  5. include a map at a scale of at least 1:25,000;
  6. specify the nature of the access, use and management rights granted to the communities;
  7. specify the families, groups, or individuals within the community that are included in the Community Forestry Management Agreement;
  8. identify the individual/s from the community who are responsible for representing the community for the purpose of signing Community Forest Management Agreement;
  9. include the rules and procedures concerning access and use;
  10. include relevant information relating to inter-community agreements;
  11. describe the management objectives for the forest areas and resources in the Community Forest Management Agreement;
  12. include sustainable harvesting arrangements or plans for the forest resources;
  13. include any protection or conservation arrangements;
  14. include benefit sharing mechanisms;
  15. describe the roles and functions of all relevant Local Authorities, Forest Guardians, Forest Officials.

*Note: Community Forest Management Agreement includes: i) regulations governing access, use, and management of forests, ii) map at a scale of at least 1: 25,000, iii) type and nature of use rights, iv) communities who the rights are granted to, v) management target of the respective identified forest areas, vi) harvesting plan, vii) conservation plan, viii) benefit sharing system, and ix) roles and responsibilities of the stakeholders.*

### **3.3 Conclusion**

The bill proposes to allocate forest access, use and management rights to local communities on the condition that local communities get into an agreement on sustainable use and management of forest resources in their localities. It is a realistic approach to the achievement of sustainable management of forest resources in the country considering the current circumstances of MAF/NDF, where there is no legal basis to protect forest resources; the capacity to regulate exploiting activities is still limited; and no systematic land registration system is put in place.

In other words, “Community Forestry”/“Community-Based Forest Management,” or CBNRM in a broad sense, shall be a key approach to protection and management of forest resources in Timor-Leste even before the bill is enacted.

#### **4. Relationship to the JICA's CBNRM Approach**

Participatory Land Use Planning (PLUP) introduced and demonstrated by the JICA Project is a principle approach to achievement of sustainable CB-NRM in the target river basins. PLUP is a method to help local communities develop a future land use plan along with rules and regulations on use and management of forest resources. Through the process of PLUP, local communities can: i) assess forest and forest-related resources in the village; ii) discuss how to use, manage and protect forest and forest-related resources in the village; iii) determine land and forest management targets considering the objectives and functions of forests; iv) prepare present and future land use maps at a scale of about 1:10,000; and iv) develop rules and regulations on forest management through reviewing the traditional rules used in the Portuguese era.

As the process of PLUP and the framework set up through PLUP cover most of the terms and conditions required for Community Forest Management Agreement in the bill, PLUP can be the core process when promoting community-based forest management (or CB-NRM) in the country in the future.

**Japan International Cooperation Agency (JICA)**

**Ministry of Agriculture and Fisheries (MAF)**

**Government of the Democratic Republic of Timor-Leste**

**The Project  
for  
Community-Based Sustainable Natural  
Resource Management**

**Results of the Fifth Meeting of the Working Team for Output 3**

**July 2013**

**NIPPON KOEI CO., LTD.**

# Results of the Fifth (5<sup>th</sup>) Meeting of the Working Team for Output 3

## TABLE OF CONTENTS

	<i>page</i>
<b>1 Introduction</b> .....	1
1.1 Background of the CB-NRM Project .....	1
1.2 NDF Working Team for Policy Recommendations for CBNRM .....	2
<b>2 Outlines of the Fifth (5<sup>th</sup>) Meeting</b> .....	2
2.1 Objectives of the Meeting .....	2
2.2 Date and Venue of the Meeting .....	2
2.3 Agenda and Timeframe of the Meeting .....	2
2.4 Participants in the Meeting .....	3
2.5 Materials used in the Meeting .....	3
<b>3. Results of the Meeting</b> .....	3
3.1 Session 1: Review and Evaluation of the Approaches taken by the JICA CB-NRM Project.....	3
3.2 Session 2: Effective Process of CB-NRM on a Village Level and Scope and Framework of CB-NRM .....	4
<b>4. Next Steps</b> .....	6

## LIST OF ATTACHMENTS

- Attachment-1 List of Participants
- Attachment -2 Hands-out used in the Meeting

# Report on the 5<sup>th</sup> Meeting of the Working Team

July 04, 2013  
JICA Project Team

## 1. Introduction

### 1.1 Background of the CB-NRM Project

Timor-Leste is one of the Asian countries that have faced rapid deforestation and forest degradation from the mid-1970s. According to the recent study made by JICS<sup>1</sup>, the coverage of dense forests in the country has reduced between 2003 and 2010 by 35.3 % (from 4,840 km<sup>2</sup> to 3,130 km<sup>2</sup>), while the total coverage of forests in the country has declined at a rate of 1.9 % per year since 2003. The following table shows the changes in forest area in the country from 2003 to 2012.

**Changes in Forest Areas from 2003 to 2012**

Type of forest	Area in 2003 (km <sup>2</sup> )	Area in 2012 (km <sup>2</sup> )	Deforestation		Annual change (% p.a)
			(km <sup>2</sup> )	(%)	
Dense forest	4,840	3,129	1,711	35.3	3.9
Sparse forest	5,690	5,562	128	2.2	0.2
Total forest area	10,530	8,691	1,839	17.5	1.9

Source: Forest Conservation Plan in Timor-Leste, 2012 by the Forest Preservation Program (JICS)

The rapid and constant forest degradation and deforestation, combined with the mountainous terrain, has often caused natural disasters, such as landslides, slope failure, and flash floods, which have severely affected the lives of people in the country. Moreover, the same study pointed out that about 40 % of the existing dense forests might be vanished by 2023 if the same forest degradation trend would be continued for the next decade.

The Laclo and Comoro river basins are two of the 10 critically degraded watersheds that the GoTL has intended to restore and protect owing to their importance, as the former is the catchment of one of the major irrigation systems in the country while the latter has a sub-catchment of the water supply system to Dili city within its basin. However, deforestation and forest degradation have significantly progressed in both river basins due to frequent forest fires, illegal exploitation of naturally growing trees, extensive collection of firewood, and free animal grazing caused by local communities residing in the river basins. Since the causes of forest degradation are closely related to the livelihoods of local communities, it is not easy for NDF/MAF to regulate such environmentally destructive activities. Furthermore, the insufficient institutional capacity of NDF/MAF, namely, undeveloped legal system on forest management, ineffective organizational set-ups, and lack of human resources in NDF/MAF quantitatively and qualitatively, has also made it difficult for MAF/NDF to take effective action to improve the situation.

Under the circumstances, JICA together with NDF/MAF has implemented a project named “the Project for Community-Based Sustainable Natural Resource Management (hereinafter referred to as “JICA CBNRM Project”)” in the Laclo and Comoro river basins since January 2011 to help NDF/MAF to tackle deforestation and forest degradation in the said river basins through i) development of an implementation mechanism for community-based sustainable natural resource management on a village level, ii) development of the stakeholders’

<sup>1</sup> Forest Conservation Plan in Timor-Leste (2012), prepared by the Forest Preservation Programme in the Democratic Republic of Timor-Leste, JICS

capacities for community-based forest management, and iii) development of draft policy recommendations for introduction of CB-NRM in the river basins. It is mutually believed by JICA and NDF/MAF that community-based natural resource management would be one of the effective means to protect and manage the existing forests, especially dense forests, in a sustainable manner in the context of Timor-Leste, as forests are generally considered as natural resources vested in local communities residing in the vicinity of forests.

## 1.2 NDF Working Team for Policy Recommendations for CBNRM

One of the objectives of the JICA CBNRM Project is to develop the draft policy recommendations preferably with a new policy document on promotion of CB-NRM so that NDF/MAF could introduce and disseminate the CBNRM mechanism that the Project will develop for the Lalco and Comoro river basins even after the end of the JICA CB-NRM Project in 2015. In order to discuss the policy issues within NDF in a participatory manner, a working team composed of 13 NDF members was organized in NDF in 2011. As of the end of March 2012, four (4) meetings were held to review and discuss i) current situation of the forest sector in Timor-Leste, ii) major stakeholders in the sector, iii) issues and constraints to the implementation of the forest sector policy, iv) relationship between the CB-NRM approaches and the forest sector policy, and v) effectiveness of CB-NRM approaches in the implementation of the forest management decree. In 2013, the working team plans to have three (3) meetings and prepare the first draft of the policy recommendations by the end of February 2014 based on the discussions in the meetings.

This report describes the results of the discussions in the fifth (5<sup>th</sup>) meeting held on June 25, 2013.

## 2. Outlines of the Fifth (5th) Meeting

### 2.1 Objectives of the Meeting

The main objectives of the fifth (5<sup>th</sup>) meeting was to discuss and analyze the effective process and framework of CB-NRM based on the results of the activities done by the JICA CBNRM Project in the target villages.

### 2.2 Date and Venue of the Meeting

The meeting was held on June 25, 2013 at the room of the JICA Project Team in the NDF Building, Ciacoli.

### 2.3 Agenda and Timeframe of the Meeting

The agenda and timeframe of the meeting are shown below.

**Agenda of the Meeting**

Timeframe	Sessions	Resource persons
09:00-09:15	Introduction	Mr. Fernando Araujo /Project Manager
09:15-10:15	Session 1: Review and evaluation of the approaches taken by the JICA CB-NRM Project	Mr. Fernando Araujo /Project Manager
10:15-10:30	Coffee break	-
10:30-11:50	Session 2: Effective Process of CB-NRM on a village level and Scope and framework of CB-NRM	Mr. Yoji Mizuguchi/Chief Adviser
11:50-12:20	Clarification and suggestions	Group discussion
12:20-12:30	Closing	Mr. Fernando Araujo /Project Manager

## 2.4 Participants in the Meeting

A total of nine (9) NDF members and four (4) counterparts attended the meeting in addition to two (2) Japanese experts. The list of the participants is attached in Attachment-1 and shown below.

**Lists of Participants in the Meeting**

Name of the members	Position
1. Fernando C. Araujo	Project Manager for the CBNRM Project
2. Odete Maia	Chief of Cabinet of Secretary of State for Forest and Nature Conservation
3. Joao Antalmo	Chief of Department of Protection
4. Egas Britis da Silva	Staff of Department of Administration, Planning, and Finance
5. Adelino Rojario	Staff of Department of Production
6. Americo da Silva	ditto
7. Victor Ximenes	ditto
8. Jeremias Jose Christvao	ditto
9. Vicente S. Soares	Staff of Department of Soil and Water Conservation
10. Cesar Manuloi Amaral	ditto
11. Vildito X. Maia	ditto (Member of the MAF Project Team)
12. Marcelino Perreira	DFO Aileu (Member of the MAF Project Team)
13. Mayus Kling de Jesus	Forest Guard in Aileu (Member of the MAF Project Team)
14. Yayoi Yoshioka	Co-chief Advisor/Participatory Natural Resource Management
15. Yoji Mizuguchi	Chief Advisor/Rural Development/Agroforestry/Sloping Agriculture

Source: JICA Project Team (2013)

## 2.5 Materials used in the Meeting

Attachment-2 shows the hands-out used in the meeting.

## 3. Results of the Meeting

### 3.1 Session 1: Review and Evaluation of the Approaches taken by the JICA CB-NRM Project

Mr. Fernando C. Araujo, Project Manager of the Project, made a presentation of the approaches taken and activities carried out under the JICA CBNRM Project using the PPT material shown in Attachment-2. Following the presentation, the participants freely discussed the JICA Project as well as other matters to CBNRM. Some clarifications made between the participants and the Project Teams are as follows:



**Clarifications made between the Participants and Project Teams**

Comments from the participants	Clarification made by the Teams
In the program on seedling production and tree planting (so-called “Seedling Production and Tree Planting Promotion Micro Program: SPTPP-MP”), multi-purpose trees should be introduced to improve the rural livelihoods.	Local communities have produced several types of seedlings in the nurseries. In the 1 <sup>st</sup> year, they mainly produced timber species, e.g., teak, mahogany, and sandalwood, and citrus, while fruits (i.e., rambutan, longan, orange, and drek masin) and timber/industrial trees (i.e., clove, sandalwood, teak, and mahogany) are the major seedlings being produced in the 2 <sup>nd</sup> year.
Trees should be planted in a farm mixed with upland crops so that local communities can well maintain seedlings. At the same time, contour canals should be developed in the plantation to prevent soil erosion.	Many communities planted seedlings in the area where they used for shifting cultivation with other crops. Moreover, the Project also introduced the techniques on contour planting and contour canalling in the demonstration plot to minimize the risk of soil erosion.

Comments from the participants	Clarification made by the Teams
In PLUP, the locations of water sources should be identified so that communities can easily identify forests to be protected as those in catchments of the important water sources.	Communities identified the locations of water sources in the village in the present land use mapping and discussed the future land use considering the water sources. Furthermore, the village regulations stipulated that the forests within 50~100 m upward from water sources must be protected.
The NGOs play an important role in CB-NRM on a village level. There is a possibility that the NGOs capable to conduct the activities might be limited in the country.	In fact, two NGOs working for the Project have already been capacitated to implement the PLUP and micro programs, but there seems to be still a need to enhance the capacities of the rest of the local NGOs in the country.

The participants were also asked to evaluate the activities of the JICA CB-NRM Project in terms of the following points:

- a. Relevance to community-based sustainable forest management;
- b. Effectiveness in sustainable forest management;
- c. Adaptability of the approaches to the target river basins;
- d. Possibility of application/conduct of PLUP by MAF/NDF;
- e. Possibility of application of the process of selection of micro programs;
- f. Possibility of implementation of micro programs by MAF/NDF; and
- g. Difficulties in the conducts of any activities of the JICA CB-NRM Project.

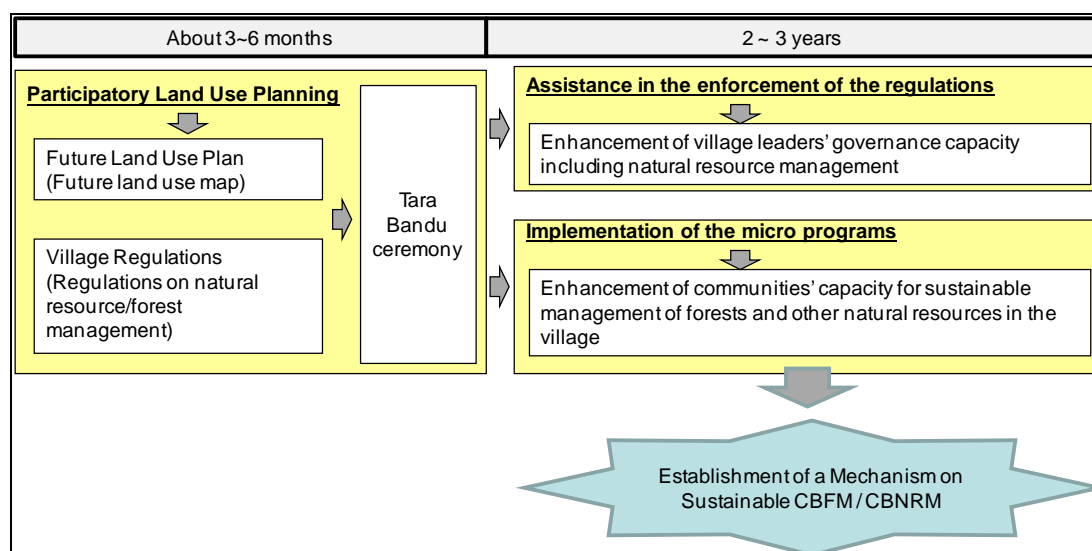
Some comments and suggestions given by the participants are highlighted as follows:

- An in-depth study to evaluate the results of the activities of the Project might be needed prior to the promotion of the CB-NRM mechanism in the target river basins.
- The activities seem to be effective in sustainable forest management. However, there should be the support from MAF's high officials to promote CB-NRM in the target river basins. It is also important to exchange opinions and ideas with other actors in the sector, such as other donor-funded projects and NGOs, who have worked for watershed management and forest protection in the country.
- The project activities are considered effective and applicable to Timore-Leste. High officials of MAF should spare some time to read the reports submitted by the Project and/or to visit the project sites to confirm the effectiveness of the Project.
- Secretary of State for Forest and Nature Conservation is aware of the Project and has interest in the expansion of the project activities to other areas.

### **3.2 Session 2: Effective Process of CB-NRM on a Village Level and Scope and Framework of CB-NRM**

In the following session, Chief Adviser explained the proposed process of CB-NRM on a village level using the following figure.





**Proposed Process of the Establishment of a Mechanism on CB-NRM on a Village Level**

He further introduced the following scope and framework of CB-NRM that the JICA Project Team drafted based on the results of the JICA CBNRM Project.

**Proposed Scope and Framework of CB-NRM**

Items	Descriptions
Target natural resources	The village regulations can be effective in managing the following natural resources: <ul style="list-style-type: none"> <li>- Trees and non-timber forest products (NTFPs) including honey and tua;</li> <li>- Lands; and</li> <li>- Streams and water springs</li> </ul>
Goal of CB-NRM	Sustainable management of forest-, land-, and water-related resources on village level
Approaches to CB-NRM	<ul style="list-style-type: none"> <li>a. Recognition of communities' vested rights to manage and use natural resources;</li> <li>b. Development of an enabling environment for CB-NRM on a village level;</li> <li>c. Empowerment of communities to manage natural resources in their localities;</li> <li>d. Enhancement of communities' capacities to manage and protect natural resources.</li> </ul>
Major Activities for CB-NRM	<ul style="list-style-type: none"> <li>a. PLUP (Formulation of a future land use plan and village regulations)</li> <li>b. Monitoring of and assistance in the enforcement of the village regulations</li> <li>c. Identification and selection of agricultural/forestry extension services (micro programs) effective in the implementation of the future land use plan</li> <li>d. Implementation of the selected programs or agricultural/forestry extension services.</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>a. Local communities: Managers of natural resources on a village level</li> <li>b. NDF/MAF: Implementing agency / Supervisor / Facilitator</li> <li>c. NGOs: Facilitator on a village level (NDF/MAF can outsource a part of its tasks/roles, especially the roles of a facilitator on a village level.)</li> <li>d. Local governments: Supporter/cooperator</li> </ul>
Future development to CFMA	The mechanism shall encompass the following activities in the future, so that local communities can be smoothly granted the Community Forest Management Agreement (CFMA) when the Forest Management Bill is enacted in the future. <ul style="list-style-type: none"> <li>a. Identification of ownership of forests</li> <li>b. Preparation of a forest management /resource utilization plan</li> <li>c. Preparation of a forest protection/conservation plan (if necessary)</li> <li>d. Examination and preparation of benefit sharing mechanisms</li> </ul>

After the presentation, the participants further discussed the proposed process, scope, and framework of CB-NRM. Highlights of the discussions are summarized below.

- PLUP should be effective in managing forest resources in a sustainable manner. It is therefore important to disseminate the effectiveness of PLUP to other sucos in the target river basins so that the same can be incorporated into the process of suco development in the future.

- It is technically possible for MAF/NDF to adopt and promote the proposed process to establish a CB-NRM mechanism on a village level. MAF/NDF should use a mechanism on CB-NRM proposed by the JICA CBNRM Project as an effective means to protect forest resources while waiting for the official enactment of the pending Forest Management Bill.
- Wild animals should be included as one of the target natural resources covered by the village regulations.
- The JICA and MAF Project Teams should develop the policy document on CB-NRM in close consultation with high officials of MAF.

After the discussions, the participants unanimously agreed on the ideas that i) the proposed process could be adopted to establish a CBNRM mechanism on a village level and ii) the proposed scope and framework could be used as a guideline on the promotion of CB-NRM in the target river basins.



#### 4. Next Steps

The sixth (6<sup>th</sup>) and seventh (7<sup>th</sup>) meetings of the working team are scheduled to be held in October 2013 and January 2014, respectively. The tentative agenda of the meetings are as follows.

Activities	Timeframe
6 <sup>th</sup> Meeting of the Working Team - Key players in CB-NRM - Roles and responsibilities of the respective players - Necessary arrangement to be made for introduction of effective CB-NRM	Oct. 2013
7 <sup>th</sup> Meeting of the Working Team - Deliberation of the draft policy recommendations - Deliberation of the draft policy document	Jan. 2014

As described in the introduction of this report, the working team together with the JICA and MAF Project Teams will prepare the first draft of the policy recommendations with a new policy document on CB-NRM by the end of February 2014 based on the results of discussions in the meetings scheduled above. The draft policy recommendations will be further discussed with the relevant stakeholders in 2014 through a series of consultation meetings.

End of Document

## ***Attachments***

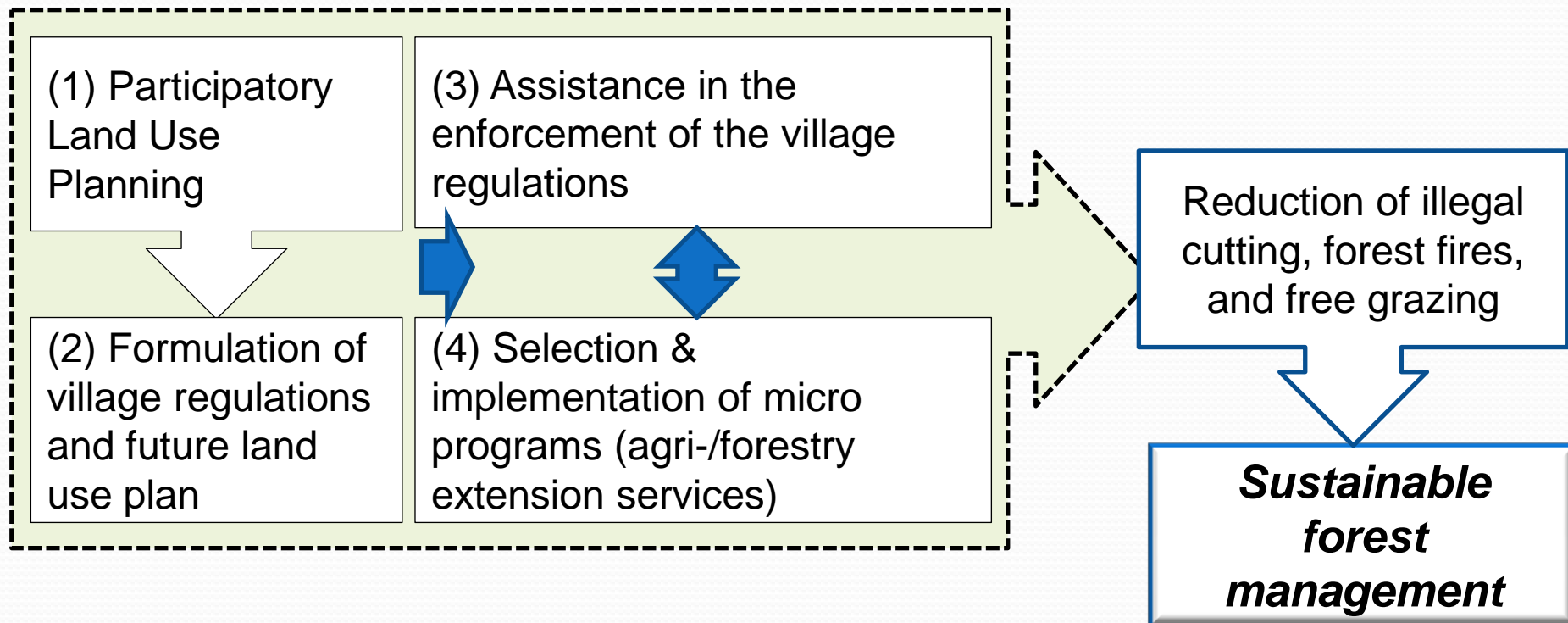
# Review of the Approaches and Activities of the JICA CB-NRM Project

June 25, 2013

JICA and MAF Project Team

# 1. Overall Process proposed by the Project

1. Participatory Land Use Planning (PLUP)
2. Monitoring of the enforcement of the regulations
3. Selection of micro programs
4. Implementation of micro programs



## 2. Activities

### 2.1 Participatory Land Use Planning (PLUP)

1. Consultation with the village leaders and formation of a working group for discussions (1 day meeting)
2. Present land use mapping / preparation of a present land use map of the village (2 day meeting)
3. Future land use planning /discussion of future land use options and preparation of future land use map (2 day meeting)



**Consultation @ Madabeno**



**Present land use mapping@  
Tohumeta**



**Discussion of future land  
use @ Talitu**

## 2. Activities

### 2.1 Participatory Land Use Planning (PLUP)

4. Review of the Tara Bandu regulations in the past (1 day meeting)
5. Discussion of the village regulations (2 day meeting)
6. Presentation of the draft village regulations and future land use plan to the village leaders (1 days meeting)
7. Consultation of the draft village regulations and future land use plan to local communities at aldeia level (1 day meeting at aldeia)



**Review of village rules @  
Fadabloco**



**Discussion of village  
regulations @ Madabeno**



**Consultation with  
communities @ Fadabloco**

## 2. Activities

### 2.1 Participatory Land Use Planning (PLUP)

8. Finalization of the village regulations (1 day meeting)
9. Preparation of a Tara Bandu ceremony (5 days in total)
10. Announcement of the village regulations in a Tara Bandu ceremony (1 day ceremony)



**TB Ceremony @ Fatura**



**TB Ceremony @ Fadabloco**



**TB Ceremony @ Talitu**



## 2. Activities

### 2.1 Participatory Land Use Planning (PLUP)



#### Note:

The process of the PLUP is effective:

- i) not only in the orientation of local leaders/communities towards sustainable management and protection of forest resources in a village
- ii) but also in the identification of potential agriculture and forestry extension services to be provided for the achievement of sustainable forest management in the village.

## 2. Activities

### 2.2 Monitoring of and Assistance in the Enforcement of the Village Regulations

1. The Project has assisted the village leaders in using the village regulations for solving any problems occurring in the village by holding a meeting on a monthly basis.
2. In the meeting, Chefs de Aldeia report problems that they have faced in the aldeias in a month and how they have solved them.
3. In case there is any pending problem, the village leaders including Chef de Suco and Lia nain discuss how such a problem can be resolved according to the regulations.



Meeting @ Talitu



Meeting @ Faturas



Meeting @ Madabeno

## 2. Activities

### 2.2 Monitoring of and Assistance in the Enforcement of the Village Regulations



#### Note:

- a. This is the essential process to enhance the village leaders' capacity to protect and manage their forest resources in a sustainable manner according to the village regulations.
- b. In fact, many of similar attempts in the past seem not necessarily effective as expected, since there was no follow-up after the Tara Bandu ceremony.
- c. The periodic (preferably monthly) monitoring meetings can also be good opportunities for village leaders to learn MAF/NDF's regulations on forest management; therefore the attendance of NDF staff is mandatory.

## 2. Activities

### 2.3 Selection of Micro Programs

The Project had assisted local communities in the identification of important agricultural/forestry techniques that they need to acquire for the realization of the future land use plans and improvement of rural livelihoods in the villages through the following workshops:

1<sup>st</sup> workshop: Discussion of the possible interventions (micro programs) and initial selection of the programs

2<sup>nd</sup> workshop: Evaluation and prioritization of the selected programs

3<sup>rd</sup> workshop: Discussion of draft scopes of the priority programs

## 2. Activities

### 2.3 Selection of Micro Programs

1. In the 1<sup>st</sup> workshop, the following programs were introduced as potential interventions, and the participants were asked to select the preferable ones.
  - a. Seedling Production and Tree Planting Promotion Sub-program
  - b. Community-based Seed Extension Sub-program
  - c. Home Garden (Vegetable Production) Sub-program
  - d. Grazing Control with Protein Bank Sub-program
  - e. Sustainable Upland Farming Promotion Sub-program
  - f. Coffee Plantation Rehabilitation Sub-program
  - g. Income Generating/Cost Saving Sub-program
  - h. Public Awareness Raising Sub-program
  - i. Initial Gully Control Sub-program

## 2. Activities

### 2.3 Selection of Micro Programs

2. In the target villages, the male and female participants separately selected three programs after examination of the 10 possible programs, respectively.



**Briefing of the potential programs @ Fadabloco**



**Discussion by femal participants @ Tohumeta**



**Presentation of the discussions @ Madabeno**

## 2. Activities

### 2.3 Selection of Micro Programs

3. In the 2<sup>nd</sup> workshop, local communities evaluated the selected micro programs using the following criteria for prioritization:
  - i) effectiveness in achievement of the future land use plan;
  - ii) Relevance to sustainable natural resource management;
  - iii) Possibility of introduction of micro programs; and
  - iv) Contribution to enhancement of livelihoods of local communities.



Evaluation @ Fadabloco

Sub-Program	Bele ou Labe		Tamba Saadia	Importance ou Labe
	Bele	Labele		
Adan fan ti-hunt	✓	✓	→ Ata bele hanton piron Saun fielle eim sa la hata Benamante. → Kay kiam: Kati; Salsang Nela; Sa; Balamie etc	
Entikaa Candero Saun	✓	-	→ Tamba aiti Bele Saun Nela eim eim hata aho → Mekanete / Mekanat Bari vorta vorta... → Ri- vorta vorta hata → Sa- piron hata piron → Piron piron hata det Tan	Importance

Results of evaluation



Presentation of evaluation  
@ Fadabloco

# 2. Activities

## 2.3 Selection of Micro Programs

4. In the 3<sup>rd</sup> workshop, the draft scopes of the priority programs were explained to local communities with the village leaders to obtain their consensus on the implementation of the programs.

No.	Programa Mikro	Aktividade	Target Beneficiario	Entidade nebe responsabilidade ba Implementasau	Kontribuisau hosi komunidade	Kontribuisau hosi Parceiro sira seluk
2	Produsaun fini no Programa Mikro Promosaun Kuda ai oan (SPTPP-MP)	<ul style="list-style-type: none"> <li>Hili membro sira inkhi membro importante entre komunidade lokal</li> <li>Estabelese sistema no regulamento ba grupo beneficiario sira</li> <li>Halo planu servisu hotu no mos planu servisu annual hosi Abril 2011 to Marsu 2012</li> <li>Prepara visita eksposur ba membro sira atu bele hetan idea diak liu kona ba programa mikro</li> <li>Desenvolve viveiros komunidade ho instala sistema bee hanesan parte hosi kursu treinamento</li> <li>Halao kursu treinamento teknika kona ba produsaun fini</li> <li>Mantein viveiros no kuidado fini (hanesan, rega, hamos, &amp; manutensaun ba vivieros)</li> <li>Halao kursu treinamento teknika kona ba desenvolve kuda ai oan no demo plot kuda ai oan</li> <li>Formese ekipamento no fini ba membro sira nebe partcipa iha treinamento</li> <li>Monitor numero fini nebe kuda entre hirak nebe mak distribui</li> <li>Monitor kondisaun hosi fini nebe kuda (fini nebe moris wainhira kuda)</li> </ul>	<ul style="list-style-type: none"> <li>Pelmenus setengah/half hosi komunidade iha suco (pelmenus una Kain160) sei hili hanesan membro ba grupo premeiro hosi kursu treinamento hosi SPTPP-MP, sira seluk sei hein ba grupo segundu.</li> <li>Em principio, SUFF-MP no SPTPP-MP mak sei troka ninia membro iha tinan segundu; tamba nee, grupo premeiro hosi SPTPP-MP sei membro sira hosi segundu grupo hosi SUFF-MP.</li> <li>So membro sira nebe participa iha kursu treinamento mak sei simu ekipamento no material.</li> <li>Maibe, kursu treinamento em principiu loka ba ema hotu.</li> </ul>	<ul style="list-style-type: none"> <li>Lider Suco</li> <li>Komunidade/membro sira</li> <li>Ekipa Projeto JICA</li> <li>Ekipa MAP</li> <li>NGO</li> </ul>	<ul style="list-style-type: none"> <li>Labor</li> <li>Rai ba demoplot</li> <li>Fatin enkontro</li> <li>Merenda (Hahan lokal)</li> <li>Material local sira seluk nebe preicsa ba kursu treinamento</li> <li>Ekipamento toos banhira participa iha treinamento</li> </ul>	<ul style="list-style-type: none"> <li>Ekipamento toos (external)</li> <li>Fini</li> <li>Treinamento</li> <li>Rekursu humano assistencia teknika ba kursu treinamento</li> <li>hahan</li> </ul>

iha Madabeno, iha Novembro 23, 2011

Francisco Rodrigues Pereira  
Chefe de Suco hosi  
Madabene

Fernando C. Araujo  
Jestor Projeto

Yoji Mizuguchi  
Chefe Asesor Ekipa  
Projeto JICA

Sample of the Scope of Micro Program



## 2. Activities

### 2.3 Selection of Micro Programs



#### Note:

- a. The process of the selection of the potential interventions is also important for local communities, especially village leaders, to deepen their understanding of the necessity of the programs in the context of CB-NRM.
- b. The process can also be used for prioritization of the agricultural / forestry extension services in the village.
- c. Each village can develop a long-term development plan based on the results of the workshops.

## 2. Activities

### 2.4 Implementation of Micro Programs

1. The Project has implemented the following programs in the villages.
  - i) Sustainable Upland Farming Promotion with Community-Based Seed Extension Micro Program (SUFP with CBSE-MP)
  - ii) Income Generating/Livelihood Development Micro Program (IG/LD-MP)
  - iii) Seedling Production and Tree Planting Promotion Micro Program (SPTPP-MP)
  - iv) Sustainable Upland Farming Promotion Micro Program (SUFP-MP)
  - v) Home Garden Micro Program or Sustainable Utilization of Backyard/Permanent Farms Micro Program (HG-MP or SUB/PF-MP)

## 2. Activities

### 2.4 Implementation of Micro Programs

1. SUFP-MP aims to develop the capacity of local communities for sustainable land management through i) provision of a series of hands-on training courses on sloping agriculture techniques (e.g., soil conservation measures) and upland farming techniques and ii) provision of farm tools necessary for application of techniques to their own farms.
2. SUFP with CBSE-MP provides an additional training course on the use of improved seeds to those of SUFP-MP.



**Training in delineating contour lines @ Fadabloco**



**Training in applying contour stone bunds @ Madabeno**



**Planting of improved seeds of maize @ Fadabloco**

## 2. Activities

### 2.4 Implementation of Micro Programs

3. IG/LD-MP aims to develop the capacity of women for improvement of rural livelihoods through: i) provision of a series of hands-on training courses on the techniques of livelihood improvement using locally available resources; and ii) provision utensils and other tools for women to apply the techniques.



**Training in making dried sweet potato @ Fadabloco**



**Training in using sewing machines @ Fadabloco**



**Training in making potato chips @ Fadabloco**

## 2. Activities

### 2.4 Implementation of Micro Programs

4. SPTPP-MP aims to develop the capacity of local communities for seedling production and tree planting through: i) provision of a series of hands-on training courses on seedling production and tree planting; and ii) provision tools and materials for production of seedlings.



**Training in establishing a nursery @ Madabeno**



**Nursery operations by core members @ Talitu**



**Demonstration plot of tree planting @ Madabeno**

## 2. Activities

### 2.4 Implementation of Micro Programs

5. HG-MP / SUB/FP-MP aims to develop the capacity of local communities for sustainable utilization of backyard/permanent farms through: i) provision of a series of hands-on training courses on permaculture and sustainable upland farming techniques; and ii) provision tools and materials for application of techniques.



**Training in making A-frames**



**Application of contour composts and bunds**



**Image of a demo plot**

## 2. Activities

### 2.4 Implementation of Micro Programs

5. Local communities in the target villages have made the following accomplishments so far.
  - i) Developed 20 demo plots for soil conservation measures in four Sucos in 2012.
  - ii) Developed 13 community nurseries in two sucos.
  - iii) Produced about 27,300 seedlings and planted about 21,100 seedlings in the individual plots in two sucos in 2012.
  - iv) Developed 10 demo plots for planting seedlings of teak and mahogany in two suco in 2012.
  - v) Produced xxx kg of improved seeds of maize for distribution to communities for 2013's cropping.

## 2. Activities

### 2.4 Implementation of Micro Programs



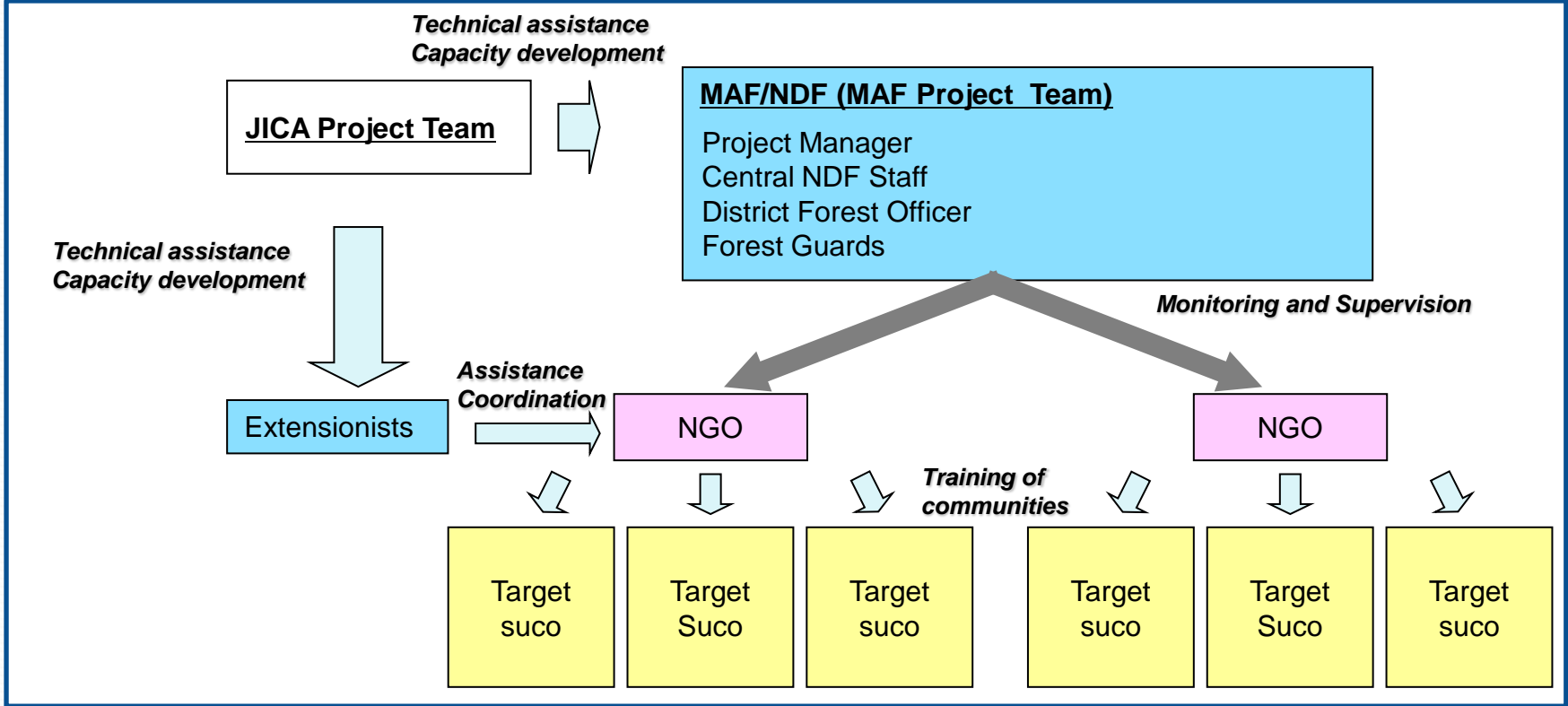
#### Note:

- a. Soil conservation measures are key techniques crucial to sustainable land and forest management. Hands-on training or Field Farmers School (FFS) is effective in helping local communities learn / acquire such techniques as they are able to practice them in the field.
- b. If local communities see good results in the demo plot, they would also be motivated to apply the techniques to their own plots.
- c. Establishment of a community nurseries along with promotion of tree planting is considered as an effective way to expand the areas planted and make the plantations sustainable since trees planted are treated as property of the communities involved.



# 3. Institutional Framework for Implementation

In the framework of the JICA Project, NGOs have played an important role in the implementation of PLUP and micro programs. They, as a field implementer, are responsible for conducts and operations of workshops and training courses, while MAF/NDF has been engaged in monitoring and supervision of the works as shown below.



**Institutional Framework for Implementation of PLUP and Micro Programs**



**END**

***Thank you!***

***Obrigada barak***

# Review of the Approaches and Activities of the JICA CB-NRM Project

June 25, 2013

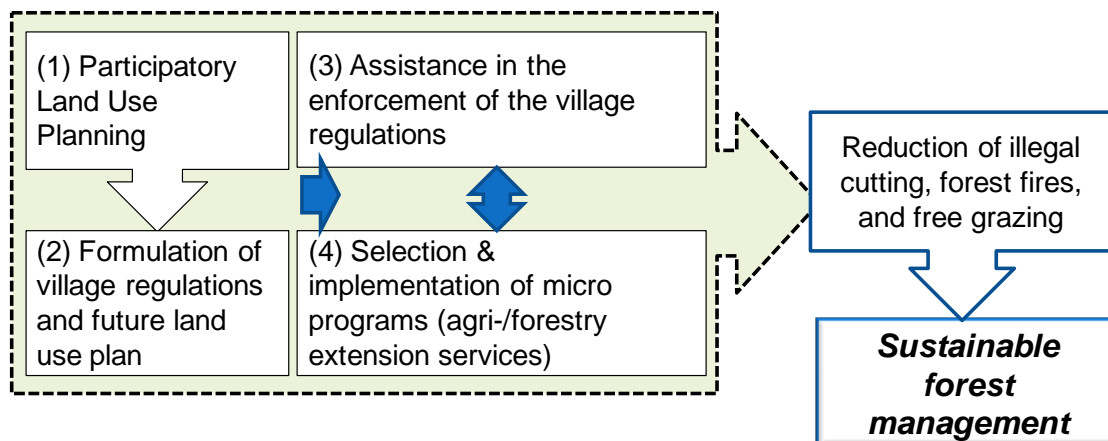
JICA and MAF Project Teams

## 1. Overall

In order to develop a mechanism on CB-NRM in the target villages, the JICA Project has undertaken the following activities:

- a. Participatory Land Use Planning (PLUP): aims to help the village leaders develop a future land use plan together with the regulations (Tara Bandu regulations) of the respective villages.
- b. Monitoring of the regulations: aims to help the village leaders use and enforce the village regulations to govern their villages, especially forest and natural resources (such as land and water sources) in the villages, in a proper manner through periodical monitoring meetings with the village leaders.
- c. Selection of micro programs aims to help local communities identify/select a package of agricultural and forestry extension services required for the realization of the future land use plan and improvement of rural livelihoods.
- c. Implementation of micro programs aims to help local communities learn and acquire techniques and skills through the selected agricultural/forestry extension services.

As a result of the above-mentioned activities, the target villages have been able to reduce the incidence of forest fires, illegal cutting, and free animal grazing as compared to the situations before the Project. It is further expected that they could achieve the sustainable management of forests and natural resources in the target villages by the end of the Project.



## 2. Activities

### 2.1 Participatory Land Use Planning

In the participatory land use planning, the following workshops/meetings were held in the target villages.

- a. Consultation with the village leader and formation of a working group to discuss the village regulations (1 day meeting at Suco)
- b. Present land use mapping (preparation of a present land use map using an aerial photo of the village) (2 days meeting at Suco)
- c. Future land use planning (discussion of future land use options and preparation of a future land use map) (2 days meeting at Suco)
- d. Review of the village rules/regulations in the past, especially those related to forest and natural resource management (1 days meeting at Suco)
- e. Discussion of the village regulations (2 days meeting at Suco)
- f. Presentation of the draft village regulations and future land use plan to the village leaders (1 day meeting at Suco)
- g. Consultation of the draft village regulations and future land use plan to local communities at aldeia level (1 day meeting at each aldeia = 3~6 days meeting in total)
- h. Finalization of the village regulations with future land use plan (1 day meeting at suco)
- i. Preparation of a Tara Bandu ceremony (5 days in total)
- j. Tara Bandu ceremony to announce the regulations (1 day ceremony)

In the course of the above-mentioned activities, the village leaders of the villages developed the regulations as shown in **Annex-1**.

**Note:**

*The process of the PLUP is effective not only in the orientation of local leaders/communities towards sustainable management and protection of forest resources in a village, but also in the identification of potential agricultural and forestry extension services to be provided for the achievement of sustainable forest management in the village.*

### 2.2 Monitoring of and Assistance in the Enforcement of the Regulations

After the announcement of the regulations in the Tara Bandu ceremonies in the villages, the Project has assisted the village leaders in using the village regulations for solving any problems and issues occurring in the villages by holding a meeting on a monthly basis so that they could enhance their governance capacity of the villages including the capacity for forest and natural resource management in the villages.

In the meeting, Chefs de Aldeia report problems and issues that they have faced in the respective aldeias in a month and how they have settled/solved the same. In case there is any pending issue/problem, the village leaders including Chef de Suco and Lia nain discuss how

such an/a issue/problem can be resolved/settled according to the regulations with the assistance from the Project.

Through such continuous meetings, the leaders of the target villages have been gradually developing their own capacity for solving problems which can significantly contribute to the improvement of their governance capacity. The following table shows the major cases occurring in the respective villages since the Tara Bandu ceremonies.

**Major Cases / Issues found in the Villages (as of Feb. 2013)**

Suco	No. of cases and issues related to NRM		
	Wildfire	Illegal cutting	Crop damage*
Faturasa	3	0	8
Fadabloco	5	0	6
Hautoho	2	0	1
Talitu	1	0	2
Madabeno	4	3	1
Tohumeta	1	1	2

*Note\*: Crop damage is caused by livestock animals freely grazed in the village*

**Note:**

*This is the essential process to enhance the village leaders' capacity to protect and manage their forest resources in a sustainable manner according to the village regulations.*

*In fact, many of the similar attempts made by some NGOs and international organizations to help rural communities revive the Tara Bandu/village regulations in the past seem not necessarily effective as planned, since there was no follow-up made after the Tara Bandu ceremony.*

*The monitoring meetings can also be good opportunities for village leaders to learn MAF/NDF's regulations on forest management; therefore, forest guards'/district forest officers' attendance at the meeting is also important.*

**2.3 Selection of Micro Programs**

The Project had also assisted the target villages in the identification of agricultural and forestry techniques that need to be acquired by local communities for the realization of the future land use plans and improvement of rural livelihoods in the villages through the following workshops:

- 1<sup>st</sup> workshop: Discussions of the possible interventions (micro programs) to materialize the future land use plan and improve local livelihoods and initial selection of preferable programs;
- 2<sup>nd</sup> workshop: Evaluation and prioritization of the selected preferable programs; and
- 3<sup>rd</sup> workshop: Discussion of draft scopes of the priority programs

**(1) 1<sup>st</sup> Workshop**

In the 1<sup>st</sup> workshop, local communities were given the briefing about the following micro programs, which were listed as the priority sub-programs in the watershed management plan for Comoro and Lalco River Basins, as potential interventions to be made to help local communities materialize the future land use plans.

- a. Seedling Production Sub-program
- b. Tree Planting Promotion Sub-program
- c. Community-based Seed Extension Sub-program
- d. Home Garden (Vegetable Production) Sub-program
- e. Grazing Control with Protein Bank Sub-program
- f. Sustainable Upland Farming Promotion Sub-program
- g. Coffee Plantation Rehabilitation Sub-program
- h. Income Generating/Cost Saving Sub-program
- i. Public Awareness Raising Sub-program
- j. Initial Gully Control Sub-program

Having had the NGOs' explanations about the potential programs, local communities selected the preferable programs. In the target villages, male and female participants in the workshop separately selected three (3) programs each after examination of the long-listed programs, respectively.

## (2) 2<sup>nd</sup> Workshop

Local communities in the villages further evaluated the selected preferable micro programs using the following criteria. In the evaluation, a 3-rating scoring method was employed.

- a. Effectiveness in achievement of the future land use plan
- b. Relevance to sustainable natural resource management
- c. Possibility of introduction of micro program/s
- d. Contribution to enhancement of livelihoods of local communities

The participants selected the highest and/or second highest scoring programs as priority micro programs.

## (3) 3<sup>rd</sup> Workshop

In the 3<sup>rd</sup> workshop, the draft scopes of the priority micro programs were explained to local communities to obtain their consensus on the implementation of the programs. A sample of the draft scope used in the workshop is shown in **Annex-2**.

The watershed management guidelines and watershed management plan for the Laclo and Comoro River Basins, which were submitted to MAF/NDF in 2010, were fully utilized for the preparation of the draft scopes of the micro programs.

### **Note:**

*The process of the selection of the potential interventions is also important for local communities, especially village leaders, to deepen their understanding of the necessity of the programs in the context of CB-NRM.*

*This process can also be used for prioritization of the agricultural/forestry extension services in the village. Each village can develop a long-term development plan based on the results of the above-mentioned workshops.*

## **2.4 Implementation of Micro Program**

The Project has implemented the following programs in the target villages, which were selected in the respective villages through the above-mentioned workshops.

Suco Faturasa

- i) Sustainable Upland Farming Promotion with Community-Based Seed Extension Micro Program (SUFP with CBSE-MP)

Suco Fadabloco and Hautoho

- i) Sustainable Upland Farming Promotion with Community-Based Seed Extension Micro Program (SUFP with CBSE-MP)  
ii) Income Generating/Livelihood Development Micro Program (IG/LD-MP)

Suco Talitu and Suco Madabeno

- i) Seedling Production and Tree Planting Promotion Micro Program (SPTPP-MP)  
ii) Sustainable Upland Farming Promotion Micro Program (SUFP-MP)

Suco Tohumeta

- i) Home Garden Micro Program or Sustainable Utilization of Backyard/Permanent Farms Micro Program (HG-MP or SUB/PF-MP)

The outlines of the respective micro programs are summarized as follows:

Micro program	Outlines
SUFP with CBSE-MP	- Provision of a series of hands-on training courses on sloping agriculture techniques, such as soil conservation measures, and upland farming techniques including the use of improved seeds procured from Seed of Life - Provision of farm tools for application of soil conservation measures and improved seeds
IG/LD-MP	- Provision of a series of hands-on training courses on the techniques of livelihood improvement using locally available resources - Provision of utensils and other tools for the continuous application of the techniques introduced in the training courses
SUFP-MP	- Provision of a series of hands-on training courses on sloping agriculture techniques, such as soil conservation measures, and upland farming techniques but not including the use of improved seeds - Provision of farm tools for application of soil conservation measures
SPTPP-MP	- Provision of a series of hands-on training courses on the techniques of seedling production and tree planting - Provision of tools and materials for producing seedlings and planting seedlings
HG-MP or SUB/FP-MP	- Provision of a series of hands-on training courses on permaculture techniques or the techniques of sustainable use of permanent/backyard farms - Provision of farm tools for application of permaculture / soil conservation measures

As a result of the implementation of the micro programs in the target villages, local communities in the villages have made the following accomplishments:

- a. Developed 10 demonstration plots for bench terrace and contour compost (contour canals with bunds) techniques in Suco Fadabloco and Faturasa in 2012
- b. Produced about 1,150 kg of improved seeds of maize for distribution to the members for next cropping in 2013
- c. Developed 13 community nurseries in Suco Madabeno and Talitu
- d. Produced about 27,300 seedlings of teak, mahogany, casuarina, alvisia, sandalwood, and citrus in the 10 nurseries in Suco Madabeno and Talitu in 2012
- e. Developed 10 demonstration plots for planting seedlings of teak and mahogany in Suco Madabeno and Talitu in 2012
- f. Planted about 21,100 seedlings of teak, mahogany, casuarina, alvisia, sandalwood, and citrus in the private plots in Suco Madabeno and Talitu in 2012
- g. Developed 10 demonstration plots for bench terrace, contour compost (contour

canals with bunds), and stone terrace techniques in Suco Madabeno and Talitu

Having seen the results of the demonstration plots, some of the members in the target village have already applied the soil conservation measures, i.e., bench terrace or contour compost, to their own plots.

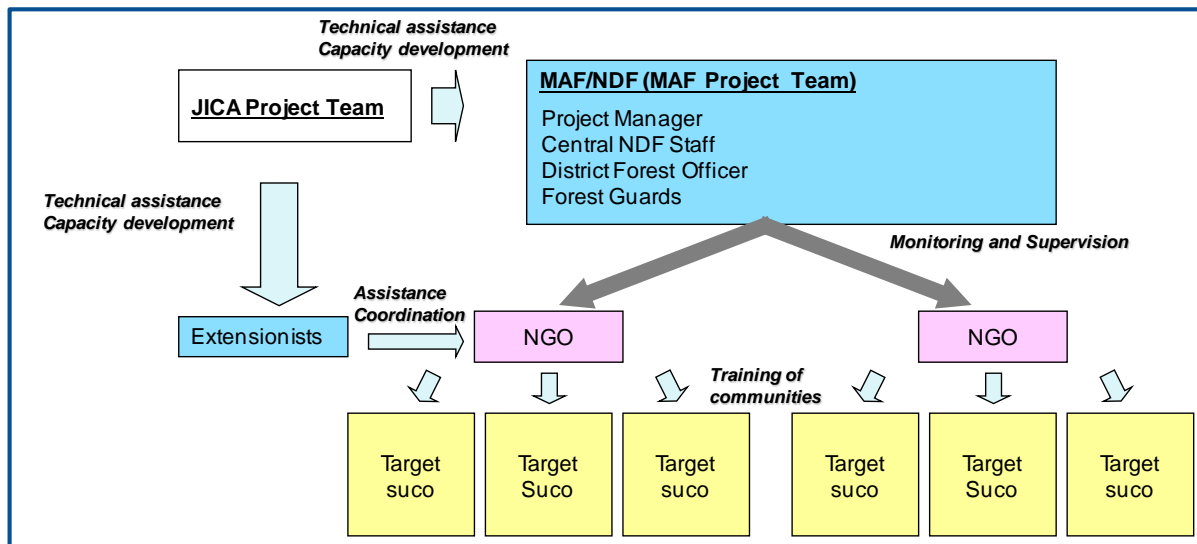
**Note:**

*Soil conservation measures are key techniques crucial to sustainable land management and reduction of the areas for shifting cultivation. Hands-on training or Field Farmers Schools (FFSs) is effective in helping local communities learn and acquire techniques as they are able to practice in the field. If communities see good results (harvest) in the demonstration plot, where they have practiced through the training courses, they would be motivated to apply the techniques to their own plots.*

*On the other hand, promotion of tree planting through establishment of a community nursery is considered as one of the effective ways to expand the areas planted and make the plantation sustainable since trees planted are treated as property of the communities involved in the process.*

**3. Institutional Framework for Implementation of PLUP and Micro Programs**

In the framework of the JICA Project, NGOs have played an important role in the implementation of PLUP and the micro programs. They, as a field implementer, are responsible for conducts and operations of workshops and training courses, while MAF/NDF has been engaged in monitoring and supervision of their works as shown below.



It is still an unrealistic idea that MAF and NDF could take over the role of the NGOs in the framework at this moment, as most of the staff had no or less experience in the implementation of PLUP and the micro programs.



## Topics to be discussed in the 5<sup>th</sup> Meeting of the Working Team

June 25, 2013  
JICA and MAF Project Team

### 1. Background of the Meeting

The working team for making a policy document on CB-NRM was organized in NDF in 2011 with an aim to discuss and map out a new policy document on promotion of CB-NRM in the target river basins. As of March 2013, the working team has reviewed the Forest Sector Policy and Forest Management Bill and discussed the framework of a mechanism on CB-NRM in the context of the existing policy and bill. There is still a need to deliberate the mechanism suited to the target river basins. Hence, the following meetings are planned in 2013/2014.

Activities	Timeframe
5 <sup>th</sup> Meeting of the Working Team - Review and evaluation of the approaches taken by the JICA Project - Effective process of CB-NRM on a village level - Scope and framework of CB-NRM	June. 2013
6 <sup>th</sup> Meeting of the Working Team - Key players in CB-NRM - Roles and responsibilities of the respective players - Necessary arrangement to be made for introduction of effective CB-NRM	Sep./Oct. 2013
7 <sup>th</sup> Meeting of the Working Team - Deliberation of the draft policy recommendations - Deliberation of the draft policy document	Jan./Feb. 2014

The fifth (5<sup>th</sup>) meeting aims to determine the effective process and framework of CB-NRM based on the experiences of the activities done by the JICA Project in the target river basins.

### 2 Agenda of the Fifth Meeting

The agenda of the fifth meeting is as follows.

Timeframe	Sessions	Resource persons
09:00-09:15	Introduction	Mr. Fernando Araujo /Project Manager
09:15-10:15	Session 1: Review and evaluation of the approaches taken by the JICA CB-NRM Project	Mr. Fernando Araujo /Project Manager
10:15-10:30	Coffee break	-
10:30-11:50	Session 2: Effective Process of CB-NRM on a village level and Scope and framework of CB-NRM	Mr. Yoji Mizuguchi/Chief Adviser
11:50-12:20	Clarification and suggestions	Group discussion
12:20-12:30	Closing	Mr. Fernando Araujo /Project Manager

### 3. Review of the Approaches and Activities of the JICA CB-NRM Project

Please refer the attached document named “Review of the Approached and Activities of the JICA CB-NRM Project” and its briefing materials (PPT materials).

### 4. Evaluation of the JICA CB-NRM Project

Please evaluate the activities of the JICA CB-NRM Project in terms of the following points:

- a. Relevance to community-based sustainable forest management;
- b. Effectiveness in sustainable forest management;
- c. Adaptability of the approaches to the target river basins;
- d. Possibility of application/conduct of PLUP by MAF/NDF;
- e. Possibility of application of the process of selection of micro programs;
- f. Possibility of implementation of micro programs by MAF/NDF; and
- g. Difficulties in the conducts of any activities of the JICA CB-NRM Project.

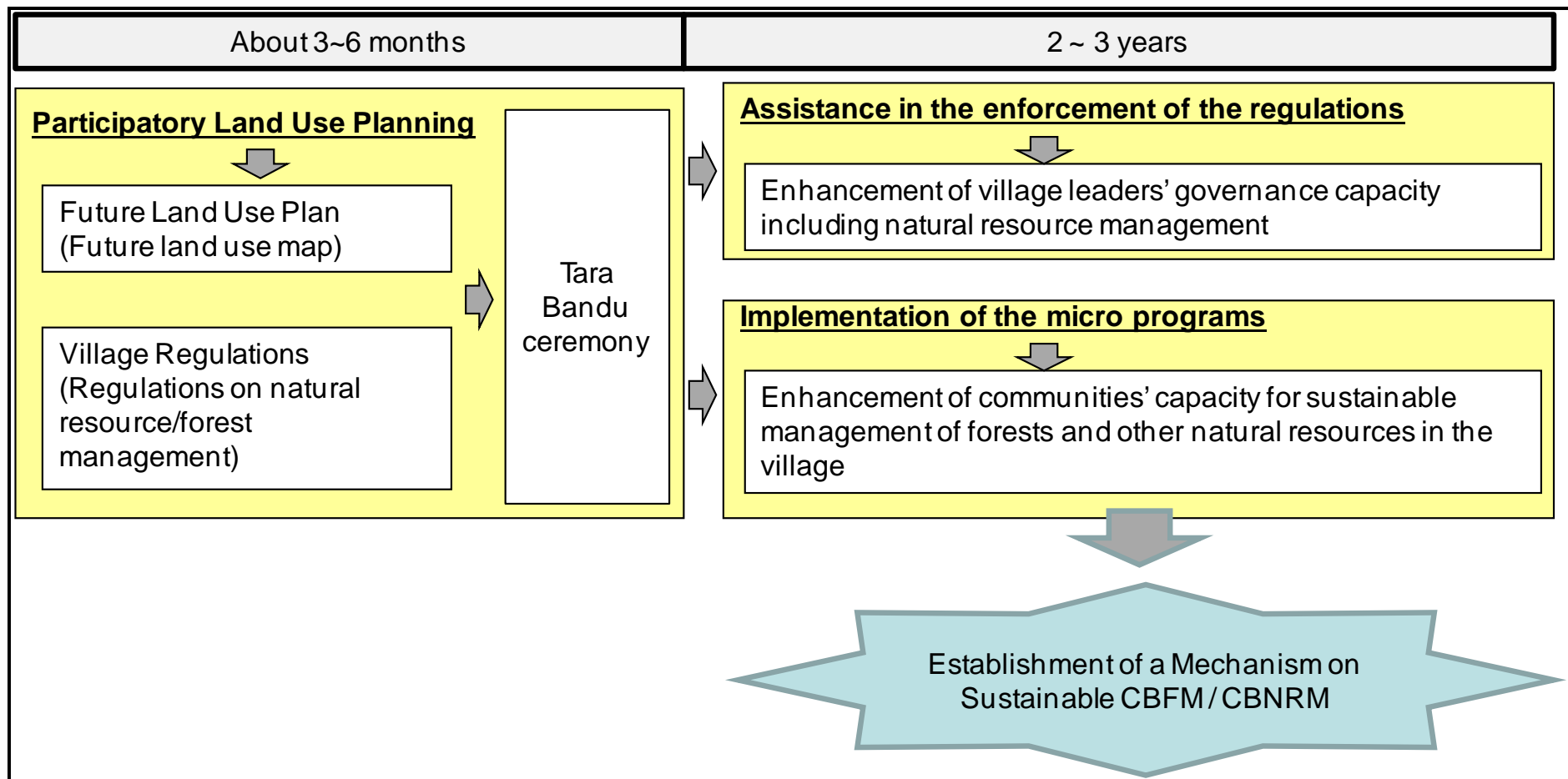
## 5. Effective Process of CB-NRM on a Village Level

Based on the experiences of the JICA CB-NRM Project, please assess if the proposed process described in the following page would be effective in the establishment of a mechanism on sustainable community-based forest/natural resource management on a village level.

## 6. Scope and Framework of CB-NRM

The following table shows the proposed scope and framework of CB-NRM based on the results of the JICA Project.

Items	Descriptions
Target natural resources	The village regulations can be effective in managing the following natural resources: <ul style="list-style-type: none"> <li>- Trees and non-timber forest products (NTFPs) including honey and tua;</li> <li>- Lands; and</li> <li>- Streams and water springs</li> </ul>
Goal of CB-NRM	Sustainable management of forest-, land-, and water-related resources on village level
Approaches to CB-NRM	<ol style="list-style-type: none"> <li>a. Recognition of communities' vested rights to manage and use natural resources;</li> <li>b. Development of an enabling environment for CB-NRM on a village level;</li> <li>c. Empowerment of communities to manage natural resources in their localities;</li> <li>d. Enhancement of communities' capacities to manage and protect natural resources.</li> </ol>
Major Activities for CB-NRM	<ol style="list-style-type: none"> <li>a. PLUP (Formulation of a future land use plan and village regulations)</li> <li>b. Monitoring of and assistance in the enforcement of the village regulations</li> <li>c. Identification and selection of agricultural/forestry extension services (micro programs) effective in the implementation of the future land use plan</li> <li>d. Implementation of the selected programs or agricultural/forestry extension services.</li> </ol>
Stakeholders	<ol style="list-style-type: none"> <li>a. Local communities: Managers of natural resources on a village level</li> <li>b. NDF/MAF: Implementing agency / Supervisor / Facilitator</li> <li>c. NGOs: Facilitator on a village level (NDF/MAF can outsource a part of its tasks/roles, especially the roles of a facilitator on a village level.)</li> <li>d. Local governments: Supporter/cooperator</li> </ol>
Future development to CFMA	<p>The mechanism shall encompass the following activities in the future, so that local communities can be smoothly granted the Community Forest Management Agreement (CFMA) when the Forest Management Bill is enacted in the future.</p> <ol style="list-style-type: none"> <li>a. Identification of ownership of forests</li> <li>b. Preparation of a forest management /resource utilization plan</li> <li>c. Preparation of a forest protection/conservation plan (if necessary)</li> <li>d. Examination and preparation of benefit sharing mechanisms</li> </ol>



**Proposed Process of the Establishment of a Mechanism on CB-NRM on a Village Level**

**Japan International Cooperation Agency (JICA)**

**Ministry of Agriculture and Fisheries (MAF)**

**Government of the Democratic Republic of Timor-Leste**

**The Project  
for  
Community-Based Sustainable Natural  
Resource Management**

**Results of the Sixth Meeting of the Working Team for Output 3**

**January 2014**

**NIPPON KOEI CO., LTD.**

# Results of the Sixth (6<sup>th</sup>) Meeting of the Working Team for Output 3

## TABLE OF CONTENTS

	<i>page</i>
<b>1 Introduction</b> .....	1
<b>2 Outlines of the Fifth (5<sup>th</sup>) Meeting</b> .....	1
2.1 Objectives of the Meeting .....	1
2.2 Date and Venue of the Meeting .....	1
2.3 Agenda and Timeframe of the Meeting .....	1
2.4 Participants in the Meeting .....	2
2.5 Materials used in the Meeting .....	2
<b>3. Results of the Meeting</b> .....	2
3.1 Session 1: Proposed Implementation System to Introduce the CB-NRM Mechanism including Major Roles/Responsibilities of the Key Players .....	3
3.2 Session 2: Necessary Interventions/Arrangements to be made for Scaling up the CB-NRM Mechanism/Concept .....	4
<b>4. Next Steps</b> .....	6

## LIST OF ATTACHMENTS

Attachment-1 Attendance List

Attachment -2(1) Framework of the CB-NRM Mechanism at Suco Level

Attachment-2 (2) Proposed Institutional Framework for Implementation

## Report on the 6<sup>th</sup> Meeting of the Working Team

January 13, 2014  
JICA Project Team

### 1. Introduction

The JICA and MAF Project Teams for the JICA CB-NRM Project have held a total of five (5) meetings with the NDF working team for policy recommendations for CB-NRM between July 2011 and September 2013 to discuss i) current situation of the forest sector in Timor-Leste, ii) major stakeholders in the sector, iii) issues and constraints to the implementation of the forest sector policy, iv) relationship between the CB-NRM approaches and the forest sector policy, v) effectiveness of CB-NRM approaches in the implementation of the forest management decree; and vi) process that the JICA CB-NRM Project has demonstrated for introduction of the CB-NRM mechanism on a village level. The results of the meetings were compiled into reports and shared with NDF and MAF.

In order to discuss the proposed implementation system for introduction of the CB-NRM mechanism and the necessary arrangement for scaling up the CB-NRM mechanism, the Project Teams and the Working Team had the sixth (6<sup>th</sup>) meeting on October 22, 2013 at the office of the JICA Project Team in MAF Caicoli. This report describes the results of the discussions in the sixth (6<sup>th</sup>) meeting.

### 2. Outlines of the Sixth (6<sup>th</sup>) Meeting

#### 2.1 Objectives of the Meeting

The main objectives of the sixth (6<sup>th</sup>) meeting was to discuss and analyze the effective implementation system to introduce the CB-NRM mechanism based on the results of the JICA Project in the target villages.

#### 2.2 Date and Venue of the Meeting

The meeting was held on October 22, 2013 at the room of the JICA Project in the NDF Building.



#### 2.3 Agenda and Timeframe of the Meeting

The agenda and timeframe of the meeting are shown below.

Agenda of the Meeting

Timeframe	Sessions	Resource persons
09:00-09:15	Introduction	Project Manager
09:15-09:45	Session 1: Proposed implementation system to introduce the CB-NRM mechanism including roles/responsibilities of the key players in introduction and promotion of the CB-NRM mechanism	Chief Advisor
09:45-10:30	Discussions	Chief Advisor
10:30-10:45	Coffee break	-
10:45-11:15	Session 2: Necessary interventions/arrangements to be made for scaling up the CB-NRM mechanism/concept	Chief Advisor
11:15-12:00	Discussions Wrap up the meeting	Chief Advisor Project Manager

Source: JICA Project Team (2013)

## 2.4 Participants in the Meeting

A total of eight (8) NDF members and four (4) counterparts attended the meeting in addition to two (2) Japanese experts. The list of the participants is attached in **Attachment-1** and shown below.

**Lists of Participants in the Meeting**

Name of the members	Position
1. Fernando C. Araujo	Project Manager for the CBNRM Project
2. Mario R. Nunes	Advisor to Minister of MAF
3. Odete Maia	Chief of Cabinet of Secretary of State for Forest and Nature Conservation
4. Hipolito R. Guterres	Secretary for Secretary of State for Forest and Nature Conservation
5. Egas Britis da Silva	Staff of Department of Administration, Planning, and Finance
6. Americo da Silva	Staff of Department of Production
7. Jeremias Jose Christvao	ditto
8. Vicente S. Soares	Staff of Department of Soil and Water Conservation
9. Cesar Manuloi Amaral	ditto (Member of the MAF Project Team)
10. Marcelino Perreira	DFO Aileu (Member of the MAF Project Team)
11. Mayus Kling de Jesus	Forest Guard in Aileu (Member of the MAF Project Team)
12. Benjamine Tiliman Suri	ditto
13. Yayoi Yoshioka	Co-chief Advisor/Participatory Natural Resource Management
14. Yoji Mizuguchi	Chief Advisor/Rural Development/Agroforestry/Sloping Agriculture

Source: JICA Project Team (2013)

## 2.5 Materials used in the Meeting

**Attachment-2** shows the hands-out used in the meeting.

## 3. Results of the Meeting

### 3.1 Session 1: Proposed Implementation System to Introduce the CB-NRM Mechanism including Major Roles/Responsibilities of the Key Players

Chief Advisor of the JICA Project Team explained the following topics using the materials shown in Attachment-2.

- Process and framework of the CB-NRM mechanism demonstrated by the JICA Project;
- Proposed implementation system to introduce the CB-NRM mechanism at suco level;
- Key players in introduction and promotion of the CB-NRM mechanism; and
- Major roles and responsibilities that key players will fulfill in introduction and promotion of the CB-NRM mechanism.

Following his explanation, the participants freely discussed the proposed implementation system as well as the possibility of promotion of the CB-NRM mechanism by NDF/MAF. Some highlights of the discussions are summarized below.

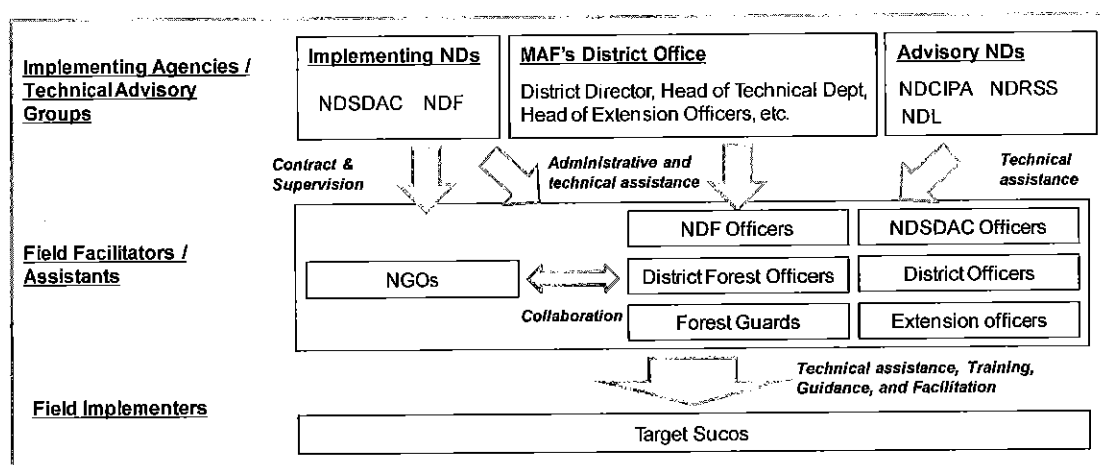
- ▶ It would not easy for NDF to promote the CB-NRM mechanism even though the JICA CB-NRM Project proposes the effective implementation system to introduce the mechanism at village level since the budge allocated to NDF has been always limited. It is therefore important to coordinate with high officials of MAF to secure sufficient financial support for promotion of the CB-NRM mechanism in the post-project period.
- ▶ It is also important to enhance NDF/MAF staff's capacity to introduce the CB-NRM mechanism following the proposed process. Consequently, more human resources, in addition to those who have been assigned as counterparts for the JICA Project, need to be

developed to scale up the project activities.

- ▶ Due to the limitation of the budget, NDF might need to scale down the scope of the CB-NRM mechanism. Extension of soil conservation measures is one of the possible topics that NDF can handle easily.
- ▶ It is advisable to promote the CB-NRM mechanism in collaboration with other ministries concerned with the natural resource management at suco level, such as the Ministry of Social Solidarity, which has jurisdiction over disaster management.

Chief Advisor of the JICA Project Team also reminded the participants that the main aim of the NDF working Team was to develop a new policy document that could enable NDF/MAF to secure sufficient budget for promotion of the CB-NRM mechanism.

As a result of the discussions, the participants agreed with the following implementation system as well as the roles and responsibilities of the key players in introduction and promotion of the CB-NRM mechanism.



**Organizational Structure for Introduction of the CB-NRM Mechanism**

**Expected Roles and Responsibilities of the Key Players**

Key players	Expected roles and responsibilities
<b>1. Central Level</b>	
(1) NDF	<ol style="list-style-type: none"> <li>1. Be responsible for preparation of necessary policies, guidelines, and national programs on CB-NRM promotion.</li> <li>2. Secure necessary budget to implement a national program on promotion of CB-NRM.</li> <li>3. Provide technical advice and assistance to the field implementers, i.e., District Forest Officers, Forest Guards, and NGOs.</li> <li>4. Hire/Employ NGOs for the field works and supervise NGOs' works in the case of a national program.</li> <li>5. Assist District MAF Office in hiring NGOs in the case of a district program</li> </ol>
(2) NDSADC	<ol style="list-style-type: none"> <li>1. Be responsible for preparation of necessary policies, guidelines, and national programs on agricultural extension related to CB-NRM.</li> <li>2. Provide technical advice and assistance to the field implementers, i.e., District Officers, Extension Officers and NGOs.</li> </ol>
(3) Other National Directorates	<ol style="list-style-type: none"> <li>1. Provide technical advice and assistance to the field implementers, in the relevant technical fields in coordination with NDF and NDSADC.</li> </ol>
<b>2. District Level</b>	
(1) District Director	<ol style="list-style-type: none"> <li>1. Be responsible for planning of a district program on CB-NRM promotion in line with the national programs.</li> <li>2. Secure necessary budget enough to implement the district program on promotion of CB-NRM</li> </ol>



Key players	Expected roles and responsibilities
	<ol style="list-style-type: none"> <li>3. Provide necessary administrative and technical support for District Forest Officers, other District Officers, Forest Guards, Sub-district Coordinators of Extension Officers, and Extension Officers.</li> <li>4. Hire/Employ NGOs for the field works in the case of a district program.</li> </ol>
(2) District Forest Officer	<ol style="list-style-type: none"> <li>1. Work together with NGOs in the processes of the introduction and establishment of the CB-NRM mechanism at suco level.</li> <li>2. Monitor NGOs' activities together with District Officers, Sub-district Coordinators of Extension Officers, and Forest Guards.</li> <li>3. Provide guidance and orientation to local communities toward sustainable natural resource management together with NGOs.</li> </ol>
(3) Other District Officers	<ol style="list-style-type: none"> <li>1. Work together with NGOs in the implementation of the micro projects.</li> <li>2. Monitor NGOs' activities together with District Forestry Officers, Sub-district Coordinators of Extension Officers, and Forest Guards.</li> <li>3. Provide technical guidance to local communities in the relevant technical fields in coordination with NGOs, Sub-district Coordinators of Extension Officers, and Extension Officers.</li> </ol>
<b>3. Sub-district/Village levels</b>	
(1) Forest Guards	<ol style="list-style-type: none"> <li>1. Provide guidance and orientation to local communities toward sustainable natural resource management in coordination with District Forest Officers and NGOs.</li> <li>2. Monitor NGO's activities together with District Forestry Officers, other District Officers, and Sub-district Coordinators of Extension Officers.</li> </ol>
(2) Sub-district Coordinators & Extension Officers	<ol style="list-style-type: none"> <li>1. Provide extension services on techniques/skills useful for CB-NRM in collaboration with NGOs.</li> </ol>
(3) NGO	<ol style="list-style-type: none"> <li>1. Be responsible for implementation of the field activities as a contractor.</li> <li>2. Perform as a main facilitator throughout the field works.</li> <li>3. Guide and orient local communities toward sustainable natural resource management in coordination with District Forest Officers and Forest Guards.</li> <li>4. Arrange and organize a series of training courses/extension services for local communities on techniques/skills useful for CB-NRM in coordination with District Officers, Sub-district Coordinators of Extension Officers, Forest Guards, and Extension Officers.</li> <li>5. Assist local communities, in collaboration with District Forest Officers and Forest Guards, in the protection and management of forests and natural resources in accordance with the village regulations and future land use plan.</li> </ol>
(4) Local leaders of the village	<ol style="list-style-type: none"> <li>1. Be responsible for protection and management of forests and other natural resources in the localities in accordance with the village regulations.</li> <li>2. Instruct and encourage local communities to follow the village regulations for sustainable forest and natural resource management.</li> <li>3. Encourage local communities to participate in the processes for introduction of CB-NRM mechanism.</li> <li>4. Encourage local communities to apply techniques/skills useful for CB-NRM, which will be introduced by NGOs/extension officers through a series of hands-on training courses, to their own plots/farms.</li> </ol>

Source: JICA Project Team (2013)

### 3.2 Session 2: Necessary Interventions/Arrangements to be made for Scaling up the CB-NRM Mechanism/Concept

In the following session, Chief Adviser suggested that the following interventions should be considered in addition to the budget allocation and capacity development of the NDF/MAF staff to scale up the CB-NRM concept to a river basin level.



### Outlines of Necessary Interventions shared by Chief Advisor

Topics	Outlines												
a. Employment of NGOs	As introduced in the proposed implementation system, the utilization of competent NGOs is indispensable to smooth introduction of the CB-NRM mechanism especially in the initial several years. It is important for NDF/MAF to provide proper guidance to NGOs before and during the field activities to ensure the effectiveness of the CB-NRM mechanism.												
b. Policy development	There should be the policy support to scale up the CB-NRM mechanism to a river basin level. With a clear policy message, it is expected that NDF, NDSDAC, and MAF District Officers concerned could collaborate in achieving sustainable natural resource management balancing with livelihood improvement in the critical river basins. The JICA CB-NRM Project and NDF plan to devise the policy recommendations for the promotion of the CB-NRM mechanism including a draft policy paper in 2014/2015.												
c. Development of a special unit for CB-NRM/CF	There is no department responsible for community-based natural resource management or community forestry in NDF at present. In order to promote the CB-NRM mechanism efficiently on a larger scale, a new department or at least a taskforce team exclusively for CF or CB-NRM shall be established in NDF. It is expected that the new CF/CB-NRM department can also promote CFMA (Community Forest Management Agreement) application when the Forest Management Bill is finally enacted. The human resources to be developed or assigned to the new unit are further outlined below. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Officers</th> <th style="text-align: left;">No. of staff</th> <th style="text-align: left;">Major Tasks and Responsibilities</th> </tr> </thead> <tbody> <tr> <td>Head of Department</td> <td style="text-align: center;">1</td> <td> <ol style="list-style-type: none"> <li>1. Be responsible for management and operations.</li> <li>2. Supervise the work of the staff.</li> <li>3. Develop a work and budget plan and monitor the implementation.</li> <li>4. Be responsible for any projects implemented.</li> <li>5. Help National Director of NDF implement the NDF's plan.</li> <li>6. Report to National Director on the progress and results.</li> </ol> </td> </tr> <tr> <td>Technical officers</td> <td style="text-align: center;">4</td> <td> <ol style="list-style-type: none"> <li>1. Be responsible for planning, implementation, and M&amp;E.</li> <li>2. Implement a/ CF/CBFM/CBNRM project/s in coordination with the District MAF Office/s concerned.</li> <li>3. Supervise, manage, and evaluate the activities of NGOs hired.</li> <li>4. Report to Head of Department on the progress and results.</li> </ol> </td> </tr> <tr> <td>Secretary</td> <td style="text-align: center;">2</td> <td> <ol style="list-style-type: none"> <li>1. Be responsible for management of office equipment.</li> <li>2. Be responsible for management of files, letters, and documents.</li> </ol> </td> </tr> </tbody> </table>	Officers	No. of staff	Major Tasks and Responsibilities	Head of Department	1	<ol style="list-style-type: none"> <li>1. Be responsible for management and operations.</li> <li>2. Supervise the work of the staff.</li> <li>3. Develop a work and budget plan and monitor the implementation.</li> <li>4. Be responsible for any projects implemented.</li> <li>5. Help National Director of NDF implement the NDF's plan.</li> <li>6. Report to National Director on the progress and results.</li> </ol>	Technical officers	4	<ol style="list-style-type: none"> <li>1. Be responsible for planning, implementation, and M&amp;E.</li> <li>2. Implement a/ CF/CBFM/CBNRM project/s in coordination with the District MAF Office/s concerned.</li> <li>3. Supervise, manage, and evaluate the activities of NGOs hired.</li> <li>4. Report to Head of Department on the progress and results.</li> </ol>	Secretary	2	<ol style="list-style-type: none"> <li>1. Be responsible for management of office equipment.</li> <li>2. Be responsible for management of files, letters, and documents.</li> </ol>
Officers	No. of staff	Major Tasks and Responsibilities											
Head of Department	1	<ol style="list-style-type: none"> <li>1. Be responsible for management and operations.</li> <li>2. Supervise the work of the staff.</li> <li>3. Develop a work and budget plan and monitor the implementation.</li> <li>4. Be responsible for any projects implemented.</li> <li>5. Help National Director of NDF implement the NDF's plan.</li> <li>6. Report to National Director on the progress and results.</li> </ol>											
Technical officers	4	<ol style="list-style-type: none"> <li>1. Be responsible for planning, implementation, and M&amp;E.</li> <li>2. Implement a/ CF/CBFM/CBNRM project/s in coordination with the District MAF Office/s concerned.</li> <li>3. Supervise, manage, and evaluate the activities of NGOs hired.</li> <li>4. Report to Head of Department on the progress and results.</li> </ol>											
Secretary	2	<ol style="list-style-type: none"> <li>1. Be responsible for management of office equipment.</li> <li>2. Be responsible for management of files, letters, and documents.</li> </ol>											

Source: JICA Project Team (2013)

Source: JICA Project Team (2013)

**Attachment-2** gives more details of his suggestions on the necessary interventions.

After his explanation, the participants again had free discussions on how NDF/MAF could ensure promotion of the CB-NRM mechanism.

- The NDF/MAF project officers should actively participate in the activities of the JICA CB-NRM Project so that they could learn necessary skills and knowledge of promoting the CB-NRM mechanism, such as preparation of a budget plan.
- Coordination with the neighboring villages including an awareness raising campaign on the CB-NRM mechanism, especially the village regulations, should be considered as one of the interventions/arrangements to be made for scaling up.
- It is also important to closely coordinate with the MAF District Officers concerned when promoting the CB-NRM mechanism.
- NDF/MAF needs to develop a proposal on promotion of the CB-NRM mechanism in the post-project period to secure the financial and administrative support for promotion of the CB-NRM mechanism, capacity building of the staff, security of transportation means, and arrangement of other necessary tools and equipment.
- Forest management bill should be approved as early as possible to enhance the

effectiveness of the CB-NRM mechanism.

- The presence of Project Manager and an representative of Secretary of State for Forest and Nature Conservation in the meetings of the working team is crucial as the discussions in the meetings are closely related to the policy matters in the forestry sector.

The participants had no specific objection about the proposed interventions/arrangements presented in the meeting as outlined above. The JICA Project Team will further assess whether or not the proposed interventions could be used for the policy recommendations.

### 3.3 Others

Chief Advisor also explained to the participants the timeframe to introduce the CB-NRM mechanism at suco level using the following standard implementation schedule.

Standard Implementation Schedule in Suco

Process	Steps: Activities	Year 1												Year 2												Year 3																	
		4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12									
1. Participatory land use planning	Step 1 Consultation with local leaders	■																																									
	Step 2 Organization/Formation of the working group		■																																								
	Step 3 Study tour to one of the JICA project villages			■																																							
	Step 4 Present land use mapping				■																																						
	Step 5 Future land use planning					■																																					
	Step 6 Review of the past and existing rules						■																																				
	Step 7 Discussion of the draft village regulations							■																																			
	Step 8 Review of the draft village regulations								■																																		
	Step 9 Consultation with communities at aldeia level									■																																	
	Step 10 Preparation for enforcement of the										■																																
	Step 11 Organization of Tar Bandu ceremony											■																															
2. Selection of agri-/forest-based extension services (micro project) for implementation of the future land use plan	Step 1 Examination of possible micro projects											■																															
	Step 2 Evaluation of the short-listed micro projects												■																														
	Step 3 Discussions of scope of the priority micro projects													■																													
3. Institutionalization of the village regulations	Step 1 Monthly monitoring meeting at suco level												■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
	Step 2 Bi-monthly or quarterly meeting at aldeia level														■												■													■			
	Step 3 Annual evaluation meeting at suco level																																								■		
4. Implementation of the priority extension services / micro projects	Step 1 Organization of farmers' / beneficiaries' groups																																								■		
	Step 2 Preparation of a work plan in a participatory manner																																								■		
	Step 3 Conducts a series of hands-on training courses																																										
	Step 4 Annual evaluation and planning of the work plan																																								■		

Note: The activities in the 3<sup>rd</sup> year can be undertaken in 4<sup>th</sup> and 5<sup>th</sup> years.

Source: JICA Project Team (2013)

### 4. Next Steps

The seventh (7<sup>th</sup>) meeting of the working team is scheduled to be held in January/February 2014. Draft ideas on the policy recommendations will be discussed in the seventh meeting.

End of Document

## ***Attachments***

Attachment-I: Attendance List

- Weekly meeting
- Monthly meeting
- Seminar
- Workshop
- Others: 6<sup>th</sup> meeting of the working team

Date: 22 Oct / 2013

No	Name	Position / Organisation	Contact	Signature
1	Lyons Brites da Silva	Staff - DNF	77420827	
2	Osbe Maria	chefe Gab. SEFCN	78011031	
3	Hipolito R. Lourenes	Proto Cole	77609803	
4	Marysbeling de T Gts	Ops Distrito Aileen	77408538	
5	Benjamin Ilman Suni	eps. Distrito Aileen	77402403	
6	Mario R. Nunes	tecnico Superior	77233137	
7	Cezar Maurício Aumoral	DAS Postes	77340230	
8	Fernando C. Diniz	Projeteo Manager	78141479	
9	Marcelino Pereira	Ops Distrito Aileen	49290065	
10	Jeremias Jaci Cristoforo	Staff Produtor	77225493	
11	Vicente S. Soares	DNF - PC DSGA	77245758	
12	Amesico da Silva	Staff Produtor	77252397	
13				
14				
15				

## Attachment-2 (1): Framework of the CB-NRM Mechanism at Suco Level

### 1. Objectives

The principle aim of the CB-NRM mechanism is to ensure that village leaders and local communities in suco could protect and manage natural resources, such as forests, waters, and lands, in the locality in a sustainable manner in collaboration with MAF/NDF. Specifically, the mechanism shall:

- a. develop an enabling environment for CB-NRM on a village level through formulating the village regulations with a future land use plan based on the past and existing village rules/practices;
- b. empower local communities, especially village leaders, to protect, manage and use forests and other natural resources in the locality;
- c. enhance the capacity of local communities, especially village leaders, to properly manage forest and other natural resources in the locality in a wise and sustainable manner in accordance with the village regulations; and
- d. establish a framework where MAF/NDF and local communities can work on sustainable forest and natural resource management balancing with livelihood development of local communities.

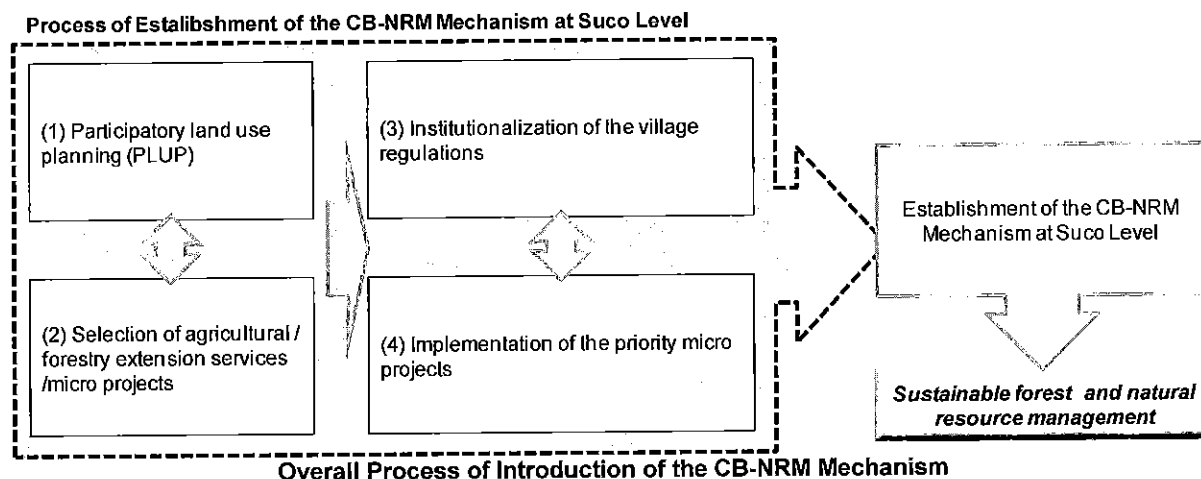
### 2. Scope of the Work and Key Steps/Activities to be undertaken

#### (1) Scope of CB-NRM Mechanism

The CB-NRM mechanism shall deal with forest-related resources, namely i) forests including non-timber forest products, ii) lands, and iii) water sources, at suco level. In principle, the mechanism is applicable to sucos located in the Lalco and Comoro river basins. Nevertheless, the mechanism can be likely adopted in other river basins to promote sustainable forest management as long as communities in sucos still have senses of solidarity and ownership over natural resources in their localities.

#### (2) Overall Process

Based on the results of the JICA CB-NRM Project, it is judged that the following process would be effective in the establishment of the CB-NRM mechanism at suco level.



Source: JICA Project Team (2013)

Each process is composed of a series of community-based activities so that local communities can be capacitated enough to protect and manage forest-related natural resources while maintaining and improving their livelihoods.

**Key Processes and Steps/Activities associated with the respective Processes**

Stage	Process	Steps/Activities to be taken
Assessment and planning	<b>1. Participatory land use planning</b>	Step 1 Consultation with local leaders Step 2 Organization/Formation of the working group Step 3 Study tour to one of the JICA project villages Step 4 Present land use mapping Step 5 Future land use planning Step 6 Review of the past and existing rules Step 7 Discussion of the draft village regulations Step 8 Review of the draft village regulations with future land use plan Step 9 Consultation with communities about the draft village regulations Step 10 Preparation for enforcement of the regulation in a traditional manner Step 11 Organization of Tar Bandu ceremony
	<b>2. Selection of agri-/forest-based extension services (micro project) for implementation of the future land use plan</b>	Step 1 Examination of possible extension services/micro projects for short-listing Step 2 Evaluation of the short-listed extension services/micro projects for prioritization Step 3 Discussions of scope of the priority extension services/micro projects
Implementation and monitoring	<b>3. Institutionalization of the village regulations</b>	Step 1 Monthly monitoring meeting at suco level Step 2 Bi-monthly or quarterly meeting at aldeia level Step 3 Annual evaluation meeting at suco level
	<b>4. Implementation of the priority extension services / micro projects</b>	Step 1 Organization of farmers' / beneficiaries' groups Step 2 Preparation of a work plan in a participatory manner Step 3 Conducts of a series of hands-on training courses / farmers' field schools (FFSs) on topics related to the priority extension services Step 4 Annual evaluation and planning of the work plan

Source: JICA Project Team (2013)

**Attachment-2 (2): Proposed Institutional Framework for Implementation**

**1. Implementation System**

**(1) Key Implementing National Directorates**

National Directorate for Forestry (NDF), MAF, shall be the principal implementing agency for the activities, while MAF District Officers concerned and National Directorate for Support to Development of Agricultural Communities (NDSDAC) will function as co-implementing agencies, especially when implementing the micro project.

**(2) Key Implementing National Directorates**

Other national directorates, such as National Directorate for Coffee, Industrial Plants and Agribusiness (NDCIPA), National Directorate for Crops and Horticulture (NDCH), and National Directorate for Livestock (NDL), may be involved in the implementation of the micro projects as technical back supports.

**(3) Other Key Player**

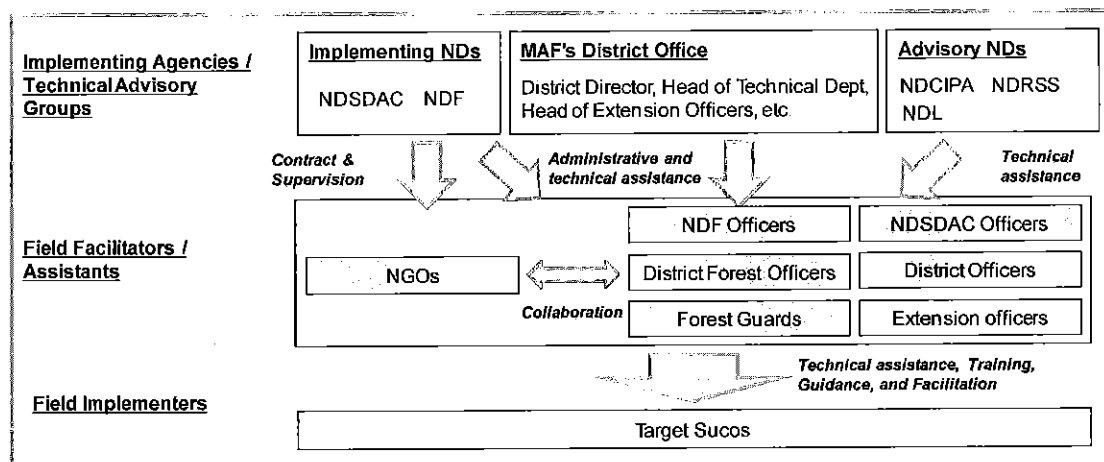
In order to carry out the field activities effectively, it is essential to use NGOs which have sufficient experiences in working with communities in the fields of rural development, reforestation, and agricultural development, since the majority of NDF and MAF officers still lack the experience in working with communities as a facilitator and are not familiar with key activities.

**(4) Proposed Composition of the Field Implementing Team**

Consequently, it is recommended that a working team for the field activities should be composed of the following officers and experts in the initial stage.

- Technical officers of NDF and NDSDAC
- District technical officers in forestry and other relevant fields
- Forest guards
- Sub-district coordinators of extension officers
- Extension officers
- Facilitators of NGO

**(5) Proposed Organizational Structure**



**Organizational Structure for Introduction of the CB-NRM Mechanism**



## (6) Expected Roles and Responsibilities of the Key Stakeholders

The expected roles and responsibilities of the key players in the framework mentioned above are further described as follows:

### Expected Roles and Responsibilities of the Key Players

Key players	Expected roles and responsibilities
<b>1. Central Level</b>	
(1) NDF	<ol style="list-style-type: none"> <li>1. Be responsible for preparation of necessary policies, guidelines, and national programs on CB-NRM promotion.</li> <li>2. Secure necessary budget to implement a national program on promotion of CB-NRM.</li> <li>3. Provide technical advice and assistance to the field implementers, i.e., District Forest Officers, Forest Guards, and NGOs.</li> <li>4. Hire/Employ NGOs for the field works and supervise NGOs' works in the case of a national program.</li> <li>5. Assist District MAF Office in hiring NGOs in the case of a district program</li> </ol>
(2) NDSADC	<ol style="list-style-type: none"> <li>1. Be responsible for preparation of necessary policies, guidelines, and national programs on agricultural extension related to CB-NRM.</li> <li>2. Provide technical advice and assistance to the field implementers, i.e., District Officers, Extension Officers and NGOs.</li> </ol>
(3) Other National Directorates	<ol style="list-style-type: none"> <li>1. Provide technical advice and assistance to the field implementers, in the relevant technical fields in coordination with NDF and NDSADC.</li> </ol>
<b>2. District Level</b>	
(1) District Director	<ol style="list-style-type: none"> <li>1. Be responsible for planning of a district program on CB-NRM promotion in line with the national programs.</li> <li>2. Secure necessary budget enough to implement the district program on promotion of CB-NRM</li> <li>3. Provide necessary administrative and technical support for District Forest Officers, other District Officers, Forest Guards, Sub-district Coordinators of Extension Officers, and Extension Officers.</li> <li>4. Hire/Employ NGOs for the field works in the case of a district program.</li> </ol>
(2) District Forest Officer	<ol style="list-style-type: none"> <li>1. Work together with NGOs in the processes of the introduction and establishment of the CB-NRM mechanism at suco level.</li> <li>2. Monitor NGOs' activities together with District Officers, Sub-district Coordinators of Extension Officers, and Forest Guards.</li> <li>3. Provide guidance and orientation to local communities toward sustainable natural resource management together with NGOs.</li> </ol>
(3) Other District Officers	<ol style="list-style-type: none"> <li>1. Work together with NGOs in the implementation of the micro projects.</li> <li>2. Monitor NGOs' activities together with District Forestry Officers, Sub-district Coordinators of Extension Officers, and Forest Guards.</li> <li>3. Provide technical guidance to local communities in the relevant technical fields in coordination with NGOs, Sub-district Coordinators of Extension Officers, and Extension Officers.</li> </ol>
<b>3. Sub-district/Village levels</b>	
(1) Forest Guards	<ol style="list-style-type: none"> <li>1. Provide guidance and orientation to local communities toward sustainable natural resource management in coordination with District Forest Officers and NGOs.</li> <li>2. Monitor NGO's activities together with District Forestry Officers, other District Officers, and Sub-district Coordinators of Extension Officers.</li> </ol>
(2) Sub-district Coordinators and Extension Officers	<ol style="list-style-type: none"> <li>1. Provide extension services on techniques/skills useful for CB-NRM in collaboration with NGOs.</li> </ol>
(3) NGO	<ol style="list-style-type: none"> <li>1. Be responsible for implementation of the field activities as a contractor.</li> <li>2. Perform as a main facilitator throughout the field works.</li> <li>3. Guide and orient local communities toward sustainable natural resource management in coordination with District Forest Officers and Forest Guards.</li> <li>4. Arrange and organize a series of training courses/extension services for local communities on techniques/skills useful for CB-NRM in coordination with District Officers, Sub-district Coordinators of Extension Officers, Forest Guards, and Extension Officers.</li> </ol>

Key players	Expected roles and responsibilities
	5. Assist local communities, in collaboration with District Forest Officers and Forest Guards, in the protection and management of forests and natural resources in accordance with the village regulations and future land use plan.
(4) Local leaders of the village	<ol style="list-style-type: none"> <li>1. Be responsible for protection and management of forests and other natural resources in the localities in accordance with the village regulations.</li> <li>2. Instruct and encourage local communities to follow the village regulations for sustainable forest and natural resource management.</li> <li>3. Encourage local communities to participate in the processes for introduction of CB-NRM mechanism.</li> <li>4. Encourage local communities to apply techniques/skills useful for CB-NRM, which will be introduced by NGOs/extension officers through a series of hands-on training courses, to their own plots/farms.</li> </ol>

Source: JICA Project Team (2013)

## 2. Policy and Legislative Frameworks for CB-NRM

There is no policy or legislation exclusively for community-based natural resource management (CB-NRM) or community forestry (CF) in Timor-Leste at present. It is essential to develop a specific policy to support the promotion of CB-NRM or CF to expand the CB-NRM mechanism in the target river basins as well as other important basins. It would be quite difficult for NDF/MAF to take the initiative in the promotion of CB-NRM continuously if there is no specific policy support.

Although there is no specific policy/legislation for CB-NRM, the CB-NRM mechanism and its activities are closely consistent with the National Forest Policy and Forest Management Bill, which are sole government documents to orient the forest sector in Timor-Lest and show the direction that the sector should aim at.

## 3. Necessary Arrangements for Facilitation of Introduction of the CB-NRM Mechanism

### (1) Employment of NGOs

As described in the previous section, the utilization of competent NGOs is indispensable to the effective and smooth introduction of the CB-NRM mechanism especially in the initial several years. It is however essential to provide proper guidance to NGOs before and during the field activities. To this end, MAF/NDF shall:

- a. prepare a clear and detailed specification or terms of reference (TOR) for NGO's tasks;
- b. provide NGOs a pre-guidance on their works before the commencement of the works;
- c. closely monitor NGOs' works periodically in the field; and
- d. hold a progress sharing meeting between NGOs and NDF/MAF periodically (on a weekly or bi-weekly basis).

### (2) Policy Development

There should be the policy support to implement this operation manual to scale up the CB-NRM mechanism to a river basin level. With the clear policy message, it is expected that NDF, NDSDAC, and MAF District Officers concerned could collaborate in achieving sustainable natural resource management balancing with livelihood improvement in the critical river basins.

The JICA CB-NRM Project and NDF plan to devise the policy recommendations for the promotion of the CB-NRM mechanism including a draft policy paper in 2014/2015. It is expected that the documents could be referred/used for making a new policy document on community forestry (CF)/CB-NRM. Ideally, the new policy document ought to be developed and issued as a national policy, but it is likely unrealistic to issue it as a national policy since it would take a long time to get approval from the GoTL. Hence, the document should be issued as an administrative order from Secretary of State for Forest and Nature Conservation.

### (3) Development of Special Units for Promotion of the CB-NRM Mechanism

There is no department responsible for community-based natural resource management or community forestry in NDF. In order to promote the CB-NRM mechanism efficiently on a large scale, a new department or at least a taskforce team exclusively for CF or CB-NRM shall be established in NDF. It is expected that the new CF/CB-NRM department can also promote CFMA (Community Forest Management Agreement) application when the Forest Management Bill is finally enacted.

The human resources to be deployed to the department/taskforce are considered as follows.

#### Expected Roles and Responsibilities of the Key Players

Officers	No. of staff	Major Tasks and Responsibilities
Head of Department	1	<ol style="list-style-type: none"> <li>1. Be responsible for management and operations of the department.</li> <li>2. Supervise the work of the staff and give necessary advice to the staff.</li> <li>3. Develop a work and budget plan and monitor the implementation of the plan.</li> <li>4. Be responsible for any projects implemented by the department.</li> <li>5. Help National Director of NDF implement the NDF's plan and achieve the goal of the forest sector in coordination with other heads of the departments.</li> <li>6. Report to National Director on the progress and results of the works of the department.</li> </ol>
Technical officers	4	<ol style="list-style-type: none"> <li>1. Be responsible for planning, implementation, monitoring, and evaluation of the field activities of a/ CF/CBFM/CBNRM project/s.</li> <li>2. Coordinate with the District MAF Office/s concerned as well as District Forest Officers and Forest Guards in the District MAF Office/s in the implementation of a/ CF/CBFM/CBNRM project/s.</li> <li>3. Supervise, manage, and evaluation of the activities of NGOs hired for a/ CF/CBFM/CBNRM project/s.</li> <li>4. Report to Head of Department on the progress and results of the works.</li> </ol>
Secretary	2	<ol style="list-style-type: none"> <li>1. Be responsible for the protection and management of office equipment.</li> <li>2. Be responsible for the management of files, letters, and documents in the office.</li> </ol>

Source: JICA Project Team (2013)

### (4) Other Necessary Arrangements to be considered

Besides, the following arrangements should be made for promotion of the CB-NRM mechanism in the target river basins as well as other important river basins.

- a. Budget allocation of the activities
- b. Capacity development of staff
- c. Arrangement of transportation means
- d. Procurement of materials/tools/devices

## 4. Standard Implementation Schedule in Suco

The following table shows the recommended timeframes of the respective activities.

**Key Processes and Steps/Activities associated with the respective Processes**

Stage	Process	Timeframe	Remarks
Assessment and planning	<b>Participatory land use planning</b>	3 ~ 6 months	The process should be completed before September when communities start the land preparation.
	<b>Selection of micro project</b>	1~3 months	The selection should be completed before January/February so that the preparatory works can be finished by April.
Implementation and monitoring	<b>Institutionalization of the village regulations</b>	3 ~ 5 years	The monthly monitoring meeting should start from the month following Tara Bandu ceremony.
	<b>Implementation of the priority micro projects</b>	2 ~ 3 years	Agriculture- and forest-based micro projects should start their activities, such as compost making and nursery establishment, in April.

Source: JICA Project Team (2013)

The standard implementation schedule of the whole process of the establishment of the CB-NRM mechanism at suco level is shown below.

**Standard Implementation Schedule in Suco**

Process	Steps: Activities	Year 1												Year 2												Year 3																			
		4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12											
1. Participatory land use planning	Step 1 Consultation with local leaders	■																																											
	Step 2 Organization/Formation of the working group		■																																										
	Step 3 Study tour to one of the JICA project villages			■																																									
	Step 4 Present land use mapping				■																																								
	Step 5 Future land use planning					■																																							
	Step 6 Review of the past and existing rules						■																																						
	Step 7 Discussion of the draft village regulations							■																																					
	Step 8 Review of the draft village regulations								■																																				
	Step 9 Consultation with communities at aldeia level									■																																			
	Step 10 Preparation for enforcement of the										■																																		
	Step 11 Organization of Tar Bandu ceremony											■																																	
2. Selection of agri-/ forest-based extension services (micro project) for implementation of the future land use plan	Step 1 Examination of possible micro projects											■																																	
	Step 2 Evaluation of the short-listed micro projects												■																																
	Step 3 Discussions of scope of the priority micro projects													■																															
3. Institutionalization of the village regulations	Step 1 Monthly monitoring meeting at suco level									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■		
	Step 2 Bi-monthly or quarterly meeting at aldeia level										■		■		■		■		■		■		■		■		■		■		■		■		■		■		■		■				
	Step 3 Annual evaluation meeting at suco level																																												
4. Implementation of the priority extension services / micro projects	Step 1 Organization of farmers' / beneficiaries' groups													■																															
	Step 2 Preparation of a work plan in a participatory manner														■																														
	Step 3 Conducts of a series of hands-on training courses																																												
	Step 4 Annual evaluation and planning of the work plan																																												

Note: The activities in the 3<sup>rd</sup> year can be undertaken in 4<sup>th</sup> and 5<sup>th</sup> years.

Source: JICA Project Team (2013)

# Report on the 7<sup>th</sup> Meeting of the Working Team

September 16, 2014  
JICA Project Team

## 1. Introduction

The JICA and MAF Project Teams for the JICA CB-NRM Project have held a series of meetings with the NDF working team for policy recommendations for CB-NRM and discussed the following topics between July 2011 and October 2013.

- ▶ Current situation of the forest sector in Timor-Leste (Situation analysis);
- ▶ Key stakeholders in the forest sector (Stakeholder analysis);
- ▶ Major issues and constraints to the implementation of the forest sector policy;
- ▶ Effectiveness of the CB-NRM approaches in the achievement of the goal/objectives of the forest sector policy and the implementation of the forest management decree;
- ▶ Process of the introduction of the CB-NRM mechanism at suco level, which has been demonstrated by the JICA CB-NRM Project;
- ▶ Proposed implementation system to introduce the CB-NRM mechanism;
- ▶ Roles and responsibilities of the key stakeholders for introduction and promotion of the CB-NRM mechanism; and
- ▶ Necessary interventions/arrangements for scaling up the CB-NRM mechanism.

Based on the results of the discussions on the topics listed above, the JICA Project Team drafted the policy recommendations as per copy attached in **Appendix-3** in June/July 2014. In order to have more discussion about the draft recommendations with the members of the NDF working team, the Project Teams and the Working Team had the seventh (7<sup>th</sup>) meeting on August 6, 2014 at the office of the JICA Project Team in MAF Caicoli. This report describes the results of the discussions in the meeting.

## 2. Outlines of the Seventh (7<sup>th</sup>) Meeting

### 2.1 Objectives of the Meeting

The main objectives of the seventh (7<sup>th</sup>) meeting was to discuss the draft policy recommendations and get feedbacks from the members of the working team so as to refine and improve the draft policy recommendations for public consultation.

### 2.2 Date and Venue of the Meeting

The meeting was held on August 6, 2014 at the room of the JICA Project in the NDF Building.

### 2.3 Agenda and Timeframe of the Meeting

The agenda and timeframe of the meeting are shown below.

### Agenda of the Meeting

Timeline	Sessions	Resource persons
09:00-09:15	Introduction	Project Coordinator
09:15-10:30	Explanation of the draft policy recommendations with outlines of the new policy document for promotion of the CB-NRM mechanism	Chief Advisor
10:30-10:45	Coffee break	-
10:45-11:30	Discussions	Chief Advisor
11:30-12:00	Next action	Chief Advisor Project Coordinator

Source: JICA Project Team (2014)

## 2.4 Participants in the Meeting

A total of 11 NDF members and three (3) counterparts attended the meeting in addition to two (2) Japanese experts. The list of the participants is attached in **Appendix-1** and shown below.

### Lists of Participants in the Meeting

Name of the members	Position
1. Mario R. Nunes	Advisor to Minister of MAF
2. Odete Maia	Chief of Cabinet of Secretary of State for Forest and Nature Conservation
3. Fernando C. Araujo	Project Coordinator of the CBNRM Project / Head of Dept. of Reforestation
4. Luis Mendes	Head of Dept. of Administration, Planning, and Finance
5. Joao Antamo	Head of Dept. of Forest Protection
6. Almeida Fernandes Xavier	Head of Dept. of Watershed Management
7. Egas Britis da Silva	Staff of Dept. of Administration, Planning, and Finance
8. Americo da Silva	Staff of Dept. of Production
9. Jeremias Jose Christvao	ditto
10. Vicente S. Soares	Staff of Dept. of Soil and Water Conservation
11. Pascal Barros do Carmo	Staff of Dept. of Reforestation
12. Joao Todorigues	District Officer in Crop and Horticulture (Member of the MAF Project Team)
13. Mayus Kling de Jesus	Forest Guard in Aileu (Member of the MAF Project Team)
14. Benjamine Tiliman Suri	ditto
15. Yayoi Yoshioka	Co-chief Advisor/Participatory Natural Resource Management
16. Yoji Mizuguchi	Chief Advisor/Rural Development/Agroforestry/Sloping Agriculture

Source: JICA Project Team (2014)

## 2.5 Materials used in the Meeting

**Appendixes-2 and-3** show the hands-out used in the meeting.

## 3. Results of the Meeting

### 3.1 Draft Policy Recommendations for Scale-up of the CB-NRM Mechanism

Chief Advisor of the JICA Project Team explained the draft policy recommendations for scale-up of the CB-NRM mechanism using the documents presented in **Appendixes-2 and -3**. He introduced the outlines of the policy recommendation presenting the power point slides (please see **Appendix-2**) while explaining important points using the main text of the recommendations (please see **Appendix-3**). He also explained the outlines of the new policy document proposed to treat as secretary's instruction. Following his presentation and explanation, the participants freely discussed the draft recommendations and made some suggestions. The following are some highlights of suggestions given by the members.

- ▶ Actions proposed in the draft policy recommendations are generally acceptable and rationale for promotion of CB-NRM.

▶ The new department for CB-NRM should not be established as the newly issued ministerial decree indicates that one of the departments under the National Directorate of Forestry and Watershed Management is “the Department of Reforestation and Community and Urban Forestry,” which seems to have functions similar to those of the proposed department.



▶ The following revisions/improvements should be taken into account in the review of the policy recommendations:

- Forestry extension worker (formally called “PLP (Field Officer for Greening)” should be recruited as field officers to promote the CB-NRM mechanism at suco level;
- National Directorate of Land and Property should be one of the key stakeholders for promotion of CB-NRM;
- The unit of the forest area in the policy recommendations should not be km<sup>2</sup> but ha; and
- The basis of the annual deforestation rate of 1.7 % should be specified in the policy recommendations;



- ▶ It is important to clarify the roles and responsibilities of the staff to be recruited for the new department with sufficient guidance and orientation. In fact, the forest guards have not fully performed their functions yet as many of them have not been aware of their tasks.
- ▶ There is a case where the NDF has made an agreement with a community group on establishment of a plantation. Such an agreement could be used as a sample of Community Forest Management Agreement (CFMA).
- ▶ The policy recommendations are considered appropriate and timely as the forest management decree will be soon approved by the GoTL.
- ▶ Although the recommendations are appropriate, it is likely possible that the decision makers or the higher authority of the GoTL would not take any action. In fact, other donor-funded projects have made several recommendations, but no follow-up has been made by the GoTL so far.
- ▶ It would be crucial to introduce and disseminate CFMA for sustainable forest management when the forest management decree is enacted, as it would be the key legal instrument to grant communities the legitimate right to use and manage forests in a sustainable manner.

It was agreed among the participants that the JICA Project Team would review and revise the draft policy recommendations according to the comments and suggestions given in the meeting.

### **3.2 Next Step (Workshop on the Draft Policy Recommendations)**

One of the participants suggested that the draft policy recommendations should be introduced to a wide range of stakeholders in the country including other ministries and national directorates concerned, so that the policy recommendations could be widely known among the key stakeholders.

It was also agreed among the participants that: i) the working team together with the JICA and MAF Project Teams would hold a workshop on the draft policy recommendations inviting the relevant ministries and national directorates as well as other key organizations in October / November 2014; and ii) the members of the working team would introduce the outlines of the policy recommendations in the workshop. In the next meeting (the eighth meeting) of the working team, the members will discuss how the workshop should be run.

End of Document



## Summary of Draft Policy Recommendations on Promotion of CB-NRM

August 6, 2014  
JICA and MAF Project Team

### 1. Composition of the Draft Policy Recommendations

1. Background and Introduction
2. Current Conditions of Forests in Timor-Leste
3. Constraints to Promotion of CB-NRM
4. Goal and Objectives of the Policy Recommendations
5. Policy Recommendations (Necessary Interventions / Measures)
6. Monitoring and Evaluation

### 2. Chapter 1 Background and Introduction

#### 2.1 Rationale of CB-NRM

- a. Forest degradation and deforestation is one of the acute issues that the GoTL needs to tackle to achieve sustainable development.
- b. About 1,700 km<sup>2</sup> of dense forest has been degraded into sparse forests and about 1,840 km<sup>2</sup> of sparse forest has been disappeared between 2003 and 2012.
- c. CB-NRM (Community-Based Natural Resource Management) is an approach to achievement of sustainable management of forest resources balancing with improvement of local livelihoods.
- d. CB-NRM can be an alternative to a top-down regulatory approach and effective even the capacity for law enforcement is weak.

### 2. Chapter 1 Background and Introduction

#### 2.2 Objectives of CB-NRM

The main objective of CB-NRM is to achieve sustainable forest management in Timor-Leste, especially hilly and mountainous area.

Specifically, CB-NRM aims to:

- a. Recognize the rights of communities to use and manage forests and other resources in the localities;
- b. Develop a mechanism to protect and manage forests and other resources in coordination with government organizations;
- c. Build the capacity of communities to protect and manage forests and other resources in a sustainable manner; and
- d. Introduce and disseminate techniques that could help communities enhance agricultural and forestry productivity while protecting forests and other resources.

### 3. Chapter 2 Current Conditions of Forests

#### 3.1 Status of Forests

- a. As of the end of 2012, forests occupy about 60 % (8,690 km<sup>2</sup>) of the country, of which 3,130 km<sup>2</sup> are covered with dense forests.
- b. Dense forests have been degraded by firewood and timber collection, forest fire, and animal grazing, while medium/sparse forests have been converted into farms and grasslands by continuous uses.
- c. However, the existing forests including sparse forests have important roles, such as i) water conservation, soil conservation, and biodiversity conservation
- d. If the current degrading trend continues, the total forest area would be reduced by 17 % and dense forests would be halved in 2023.

### 3. Chapter 2 Current Conditions of Forests

#### 3.2 Existing Policy and Legislation in the Forestry Sector

The existing policy and legislative frameworks for promotion of sustainable forest management, particularly CB-NRM, is still weak in Timor-Leste. Key documents which have been approved or will be soon approved are as follows:

- a. Forest Sector Policy
- b. Forest Management Decree (still waiting for official approval)
- c. Protected Area Decree (still under discussion)
- d. Medium Term Operation and Improvement Plan (MTOIP)
- e. Forest Conservation Plan

### 3. Chapter 2 Current Conditions of Forests

#### 3.3 Major Stakeholders in the Forestry Sector

The key stakeholders who have important roles in sustainable management and protection of forests and other resources are as follows:

- a. MAF (NDF, NDSDAC, MAF District Offices)
- b. Other NDs, namely ND for Water Supply and Sanitation and ND for Environment
- c. Sub-district Administrative Offices
- d. Village leaders and communities
- e. Donors and international agencies
- f. NGOs
- g. Others (e.g., companies, bakeries)

### 4. Chapter 3 Constraints to Promotion of CB-NRM

Major constraints to promotion of CB-NRM on a large scale in Timor-Leste are considered as follows:

- a. Lack of policy support;
- b. Insufficient legislative framework;
- c. Insufficient organizational set-up and system;
- d. Limited capacities of key stakeholders;
- e. Lack of budget allocation; and
- f. Limited access to local communities.

### 5. Chapter 4 Goal and Objectives

#### 5.1 Goal and Objectives

The main goal of the policy recommendations is **“to indicate the effective measures essential to the promotion and scale-up of CB-NRM for the achievement of sustainable forest management in Timor-Leste.”**

To achieve the main goal, the objectives are:

- (1) CB-NRM will be officially adopted as one of the key strategies for sustainable forest management in Timor-Leste.
- (2) CB-NRM will be rolled out in critical areas a planned in the Forest Conservation Plan.
- (3) Institutional capacity as well as framework for scale-up of CB-NRM will be developed in the forestry sector in Timor-Leste.
- (4) Community Forest Management Agreement (CFMA) in the Forest Management Decree will be granted to sucos, especially those in which the CB-NRM model has been introduced.

### 5. Chapter 4 Goal and Objectives

#### 5.2 Key Strategies

The objectives can be supported by the strategies as below.

Short-term strategies:

- a. A policy document on promotion of the CB-NRM will be issued by MAF.
- b. The Forest Management Decree will be approved and enacted by MAF.
- c. Key programs in the Forest Conservation Plan will be implemented.
- d. A new department specifically for community forestry or community-based forest management will be established in NDF.

Medium-term strategies:

- e. The capacity of key stakeholders will be sufficiently enhanced.
- f. Introduction of the CB-NRM mechanism will be integrated with the process of granting CFMA and incorporated into the process of planning of a village development plan.

### 5. Chapter 4 Goal and Objectives

#### 5.3 Approaches

Key approaches to effective and efficient implementation are as follows:

- a. Consistent with the existing policy, strategies, and plans;
- b. Maximization of the existing approaches and activities;
- c. Close coordination/cooperation with/among key stakeholders; and
- d. Implementation of the recommendation in a flexible and adaptive way.

### 6. Chapter 5 Policy Recommendations

#### 6.1 Recommendation 1

***“Issue and approve a new policy document which aims to promote and roll out the CB-NRM mechanism as one of the strategies for sustainable forest management.”***

- a. There should be a clear political will announced by the GoTL so that MAF/NDF to adopt CB-NRM as a key strategy for achievement of the goal of the Forest Sector policy .
- b. A new policy document should be placed under the Forest Sector Policy and issued as a ministerial or secretarial instruction/order, as it would be effective and could be issued/approved over a short period of time at the same time.
- c. The draft outlines of the new policy document is further explained later.

## 6. Chapter 5 Policy Recommendations

### 6.2 Recommendation 2

***“Introduce the CB-NRM mechanism in sucos other than where the same mechanism has been introduced by the JICA Project as planned under the Forest Conservation Program in the Forest Conservation Plan.”***

- It is important to expand the scope of application of the CB-NRM mechanism to promote sustainable forest management on a large scale, as JICA CB-NRM project has developed/introduced the same in six (6) sucos.
- The forest conservation program in the Forest Conservation Plan proposes that the same mechanism should be introduced and developed in eight (8) sucos in Aileu by 2017.
- The operation manual on CB-NRM should be fully utilized as guidelines for application of the CB-NRM mechanism at suco level.

## 6. Chapter 5 Policy Recommendations

### 6.3 Recommendation 3

***“Form a new department specifically for CB-NRM of Community-Based Forest Management (CBFM) in NDF.”***

- There is an urgent need to form a new department specifically focusing on CB-NRM / CBFM in NDF.
- The new department can work on the dissemination of CB-NRM for the meantime and allocation of Community Forest Management Agreement (CFMA) when the Forest Management Decree will be enacted in the future.
- It is proposed that the new department should comprise: one (1) head of department, four (4) technical officers, and two (2) administrative officers.

## 6. Chapter 5 Policy Recommendations

### 6.4 Recommendation 4

***“Enact the Forest Management Decree along with its supporting guidelines, especially those for instruction of CFMA.”***

- The Forest Management Decree will be the essential legal basis for NDF/MAF to pursue CB-NRM for sustainable forest management.
- A set of implementation guidelines/standard operation procedures for introduction of CFMA.
- should be developed after the decree is officially enacted.
- The operation manual on CB-NRM can be used as a basis for making the implementation guidelines/standard operation procedures for CFMA.

## 6. Chapter 5 Policy Recommendations

### 6.5 Recommendation 5

***“Build the capacities of key stakeholders, especially NDF and MAF, to assist communities and their leaders in the introduction of the CB-NRM mechanism and the preparation for the CFMA in the future.”***

- Capacity building of key stakeholders, especially NDF/MAF and NGOs, is one of the requisite element for effective introduction and expansion of the CB-NRM mechanism on a large scale.
- Key capacities to be enhanced are:
  - Planning of a national program and district forest management plan;
  - Facilitation skills;
  - Participatory planning;
  - Sloping agriculture and sustainable upland farming techniques;
  - Seedling production and tree planting techniques; and
  - Monitoring and evaluation.

## 6. Chapter 5 Policy Recommendations

### 6.6 Recommendation 6

***“Effectively use NGOs until NDF and MAF are capable to carry out the field facilitation.”***

- Utilization of competent NGOs is still indispensable to the effective and smooth introduction of the CB-NRM mechanism in several years.
- It would also be good opportunities for NDF/MAF to learn the process of and procedures for introduction of the CB-NRM mechanism by using competent NGOs as field facilitators.

## 6. Chapter 5 Policy Recommendations

### 6.7 Recommendation 7

***“Ensure that field officers of NDF/MAF can get necessary administrative and financial support for them to engage in the promotion of the CB-NRM mechanism in the field.”***

- The lack of transportation means or support is one of the crucial issues to be addressed to encourage the field officers.
- There is also a need to secure a sufficient budget to cover operation costs for the field works.
- The necessary support should be identified and estimated based on the volume of work and the current conditions of the offices involved, so that a proper plan can be developed.

## 6. Chapter 5 Policy Recommendations

### 6.8 Recommendation 8

***"Integrate the process of introduction of the CB-NRM mechanism or granting of CFMA with the planning of a village development plan."***

- a. The process of introduction of the CB-NRM mechanism can be applied to the planning of an agricultural development plan.
- b. In fact, such an arrangement has been put to trial in the Raumoco watershed in District Lauten recently, and the trial attempt suggests that the process would be effective as it helps communities to assess the current conditions of natural resources in the locality.
- c. The process should be incorporated into the planning of a village development plan as natural resource management and agricultural development should be the key activities of suco.

## 7. Chapter 6 Monitoring and Evaluation

The aim of monitoring and evaluation is to check if:

- a. The recommendations are adopted and implemented on a timely manner;
- b. The recommendations are effective in achieving the goal and objectives set in the beginning;
- c. The recommendations are applicable under the changing situations of Timor-Leste, especially social and natural situations of communities;
- d. There are any improvements to be made in the implementation of the recommendations; and
- e. There are any lessons learned and best practices gained through the implementation of the recommendations.

## 7. Chapter 6 Monitoring and Evaluation

The proposed key milestones for monitoring are:

### **By the end of 2016**

- a. The GoTL Instruction on promotion of the CB-NRM will be issued.
- b. The Forest Management Decree will be enacted.
- c. A new department for CB-NRM/CBFM will be established in NDF.
- d. The CB-NRM mechanism will be implemented in the Noru watershed.

### **By the end of 2017**

- e. Necessary budget and administrative support will be given to the activities for CBNRM.
- f. The process of the CB-NRM mechanism will be integrated into the process of CFMA and planning of a village development.

### **By the end of 2018**

- g. The capacity of key stakeholders will be enhanced.
- h. The implementation guidelines for CFMA will be developed.
- i. CFMA will be granted to sucos where CB-NRM is introduced.

**END**

***Thank you!***

***Obrigada barak***

**Japan International Cooperation Agency (JICA)**

**Ministry of Agriculture and Fisheries (MAF)**

**Government of the Democratic Republic of Timor-Leste**

**The Project**  
**for**  
**Community-Based Sustainable Natural**  
**Resource Management**

**Results of**  
**the Eighth (8<sup>th</sup>) Meeting of the Working Team for Output 3**

**October 2014**

**NIPPON KOEI CO., LTD.**

# Results of the Eighth (8<sup>th</sup>) Meeting of the Working Team for Output 3

## TABLE OF CONTENTS

	<i>page</i>
<b>1 Introduction.....</b>	<b>1</b>
<b>2 Outlines of the Eighth (8<sup>th</sup>) Meeting .....</b>	<b>1</b>
2.1 Objectives of the Meeting .....	1
2.2 Date and Venue of the Meeting.....	2
2.3 Agenda and Timeframe of the Meeting .....	2
2.4 Participants in the Meeting .....	2
2.5 Materials used in the Meeting.....	2
<b>3. Results of the Meeting .....</b>	<b>2</b>
3.1 Revision of the Draft Policy Recommendations.....	2
3.2 Draft Ministerial Order.....	4
3.3 Consultation with Other Relevant Ministries and National Directorates .....	5
<b>4. Next Step.....</b>	<b>5</b>

## LIST OF APPENDIXES

Appendix-1	List of Attendance
Appendix -2	Revised Draft Policy Recommendations
Appendix -3	Summary of the Draft Ministerial Order
Appendix -4	Draft Ministerial Order

# Report on the 8<sup>th</sup> Meeting of the Working Team

October 16, 2014  
JICA Project Team

## 1. Introduction

The JICA and MAF Project Teams for the JICA CB-NRM Project have held a series of meetings with the NDF working team for policy recommendations for CB-NRM and discussed the following topics between July 2011 and October 2013.

- ▶ Current situation of the forest sector in Timor-Leste (Situation analysis);
- ▶ Key stakeholders in the forest sector (Stakeholder analysis);
- ▶ Major issues and constraints to the implementation of the forest sector policy;
- ▶ Effectiveness of the CB-NRM approaches in the achievement of the goal/objectives of the forest sector policy and the implementation of the forest management decree;
- ▶ Process of the introduction of the CB-NRM mechanism at suco level, which has been demonstrated by the JICA CB-NRM Project;
- ▶ Proposed implementation system to introduce the CB-NRM mechanism;
- ▶ Roles and responsibilities of the key stakeholders for introduction and promotion of the CB-NRM mechanism; and
- ▶ Necessary interventions/arrangements for scaling up the CB-NRM mechanism.

On August 6, 2014, the working team and the JICA and MAF Project Teams had the seventh (7<sup>th</sup>) meeting to discuss the first draft of the draft policy recommendations for promotion of the CB-NRM mechanism. It was agreed by the participants in the meeting that the JICA and MAF Project Teams would revise the first draft based on the comments and suggestions given by the members in the same meeting and also prepare the draft policy document which would be attached to the draft policy recommendations as a proposed ministerial order or secretary of state's instruction for promotion of CB-NRM.

In this connection, the eighth (8<sup>th</sup>) meeting of the working team was convened and held on October 16, 2014 at the office of the JICA Project Team in the NDF Building, Caicoli to further discuss the draft policy recommendations with the proposed policy document. This report summarizes the results of the same meeting as described in the following sections.



## 2. Outlines of the Eighth (8<sup>th</sup>) Meeting

### 2.1 Objectives of the Meeting

The main objectives of the eighth (8<sup>th</sup>) meeting was to discuss the revised draft policy recommendations and the first draft of the ministerial order for promotion of the CB-NRM mechanism and get feedbacks from the members of the working team to further refine and improve both documents before consultations with the relevant stakeholders.

## 2.2 Date and Venue of the Meeting

The meeting was held on October 16, 2014 at the room of the JICA Project in the NDF Building.

## 2.3 Agenda and Timeframe of the Meeting

The agenda and timeframe of the meeting are shown below.

**Agenda of the Meeting**

Timeline	Sessions	Resource persons
09:00-09:15	Introduction	Project Coordinator
09:15-09:45	Session 1: Revised draft policy recommendations	Chief Advisor
09:45-10:30	Session 2: Summary of the draft policy document	Chief Advisor
10:30-10:45	Discussion	Project Coordinator
10:45-11:30	Coffee break	-
11:30-12:00	Session 3: Discussion on the seminar/workshop on the draft policy recommendations (Participants to be invited, Topics to be discussed, Venue, and Roles of the members of the working team)	Chief Advisor
12:00-12:10	Closing	Project Coordinator

Source: JICA Project Team (2014)

## 2.4 Participants in the Meeting

A total of 8 NDF members and four (4) counterparts attended the meeting in addition to two (2) Japanese experts. The list of the participants is attached in **Appendix-1** and shown below.

**Lists of Participants in the Meeting**

Name of the members	Position
1. Mario R. Nunes	Advisor to Minister of MAF
2. Odete Maia	Chief of Cabinet of Secretary of State for Forest and Nature Conservation
3. Fernando C. Araujo	Project Coordinator of the CBNRM Project / Head of Dept. of Reforestation
4. Egas Britis da Silva	Staff of Dept. of Administration, Planning, and Finance
5. Americo da Silva	Staff of Dept. of Production
6. Adelino de Rosario	Ditto
7. Jeremias Jose Christvao	Ditto
8. Pascal Barros do Carmo	Staff of Dept. of Reforestation
9. Celestina Barreto	Ditto
10. Julio Tilman	District Officer in Coffee, Industrial Plants, and agreebusiness (Member of the MAF Project Team)
11. Mayus Kling de Jesus	Forest Guard in Aileu (Member of the MAF Project Team)
12. Benjamine Tiliman Suri	ditto
13. Yayoi Yoshioka	Co-chief Advisor/Participatory Natural Resource Management
14. Yoji Mizuguchi	Chief Advisor/Rural Development/Agroforestry/Sloping Agriculture

Source: JICA Project Team (2014)

## 2.5 Materials used in the Meeting

**Appendixes-2, -3 and-4** show the hands-out used in the meeting.

## 3. Results of the Meeting

### 3.1 Revision of the Draft Policy Recommendations

Chief Advisor of the JICA Project Team introduced the revisions made on the first draft of the draft policy recommendations based on the comments given by the members in the last meeting showing the parts revised in the draft policy recommendations shown in **Appendix-2**. The revision made are that:



- a) The unit used for the area of forests was changed from “km<sup>2</sup>” to “ha;” and
- b) The establishment of a new department specifically for CB-NRM/CFMA in the 3<sup>rd</sup> recommendation was changed to the reinforcement of the existing department of NDF (Department of Reforestation and Community and Urban Forestry) for promotion of the CB-NRM mechanism.

Following his explanation, the participants shared and exchanged their ideas and opinions on the revision of b). The following are some highlights of the comments given by the members.

- ▶ It is necessary to clarify which department of NDF should be responsible for CB-NRM. Unless the clear tasks and functions are given to a specific department, CB-NRM will no longer continue after the project. (by Mr. Mario R. Nunes)
- ▶ One of the existing department of NDF shall be probably given a specific task for CB-NRM so that NDF can secure necessary budget and continue the project activities for the meantime. (by Mr. Mario R. Nunes)
- ▶ Ideally, a specific policy on CB-NRM should be developed. The department for CB-NRM and its roles and responsibilities shall be clarified after the development of such a policy. (by Mr. Adelino de Rosario)
- ▶ The establishment of a new department for CB-NRM should be proposed as one of the recommendations, so that NDF can shows its intention to promote CB-NRM to decision makers of MAF as well as the GoTL and possibly ensure necessary budget and administrative support from the GoTL. (by Mr. Egas Britis da Silva)
- ▶ CB-NRM is not new to Timor-Leste. In fact, the concept of CB-NRM has existed in Timor-Leste before the independence as many people have planted trees in their own plots and farms. Thus, the new department may not necessarily need establishing newly. (by Mr. Jeremias Jose Christvao)
- ▶ CB-NRM is a comprehensive framework for sustainable forest management, which comprises several approaches, e.g., PLUP, agricultural extension services, livelihood development, and institutionalization of the village regulations, in addition to reforestation. Obviously, CB-NRM is a new concept for NDF and in Timor-Leste. (by Ms. Yayoi Yoshioka)
- ▶ The recommendation to set up a new department for CB-NRM should be maintained. By doing so, NDF may be able to obtain support for establishment of a new department in the future. (by Mr. Mario R. Nunes)
- ▶ It is possible to allocate the tasks of CB-NRM to the Department for Reforestation, but the roles and responsibilities related to CB-NRM should be clarified. (by Ms. Odete Maia)
- ▶ The establishment of a new department for CB-NRM can be proposed in the policy recommendations as a long-term goal, while the reinforcement and strengthening of the existing department of NDF can be proposed as an immediate action to be taken. (by Mr. Yoji Mizuguchi)
- ▶ Both options should be proposed in the policy recommendations. They can be taken into account when the existing organizational structure need to be restructured. (by Mr.

Adelino de Rosario)

It was agreed among the participants that the description of Recommendation 3 of the draft policy recommendations should be further revised so that both ideas, namely 1) the establishment of a new department and 2) the strengthening/reinforcement of the existing department, can be proposed in the draft policy recommendations.

### 3.2 Draft Ministerial Order

Chief Advisor of the JICA Project Team explained the first draft of a new policy document, which can be issued as Ministerial Order for the promotion of CB-NRM to the members of the working team using the material as shown in **Appendixes-3 and 4**. After his presentation, the members of the working team discussed the draft ministerial order as summarized below.



- ▶ The CB-NRM mechanism should be widely introduced in the important areas in the country, but not only in the riverside areas. (by Mr. Pascal Barros do Carmo)
- ▶ There seems to be some overlaps in the roles and responsibilities of NDF and MAF District Office with regard to the employment of NGOs. Such duplication may cause confusion in the functions of both offices as the coordination between/among offices is insufficient. (by Mr. Pascal Barros do Carmo)
- ▶ The draft ministerial order aims to promote and scale up the CB-NRM mechanism at the river basin, which is the whole catchment of the river, of the critical rivers in the country. (by Mr. Yoji Mizuguchi)
- ▶ The draft ministerial order clearly states that NDF is responsible for employing NGOs for a national program while the procurement of NGOs is the responsibility under MAF District Office/s concerned. (by Mr. Yoji Mizuguchi)
- ▶ It is important to improve and enhance the coordination between/among NDF and MAF District Offices to minimize the overlap in the tasks of the respective organizations. (by Mr. Pascal Barros do Carmo)
- ▶ The draft ministerial order should stipulates the penalty provisions on i) the negligence of NGOs hired by NDF/MAF District Offices and ii) land disputes between/among communities. (by Mr. Pascal Barros do Carmo)
- ▶ The penalty provision on the negligence of NGOs shall be stipulated in the contract agreement between NGOs and NDF/MAF, while that on land disputes shall be defined in the village regulations to be developed by communities in the process of the CB-NRM mechanism. (by Mr. Yoji Mizuguchi)
- ▶ The draft ministerial order shall clarify the process of determining the places and locations suitable for implementation of the micro programs selected. (by Mr. Pascal Barros do Carmo)
- ▶ The process of and procedures for identification and determination of the places suitable for the respective micro programs can be clarified and described in the operation manual

on CB-NRM (CB-NRM Operation Manual) which will be finalized together with the policy recommendations. (by Mr. Yoji Mizuguchi)

- ▶ National Director of NDF and heads of departments invited to this meeting should have shown up in the meeting, since they will take a leading role in the execution of the ministerial order and ensuring the necessary budget. (by Mr. Jeremias Jose Christvao)

It was agreed that the draft ministerial order could be presented in the consultation meetings with the relevant stakeholders.

### **3.3 Consultation with Other Relevant Ministries and National Directorates**

In accordance with the agreement made in the 7<sup>th</sup> meeting, the working team discussed how the workshop should be held to introduce the draft policy recommendations and draft ministerial order to the relevant ministries, national directorates, NGOs, and other key stakeholders to get feedback from them. The members agreed on the following points:

- a. Scheduled date of the workshop: Nov. 6, 2014
- b. Topics of the workshops and persons who will make a presentation:
  - Overall process of the preparation of the draft policy recommendation and ministerial orders (by Mr. Fernando C. Araujo)
  - Draft policy recommendations on scaling up of the CB-NRM mechanism (by Mr. Egas Britis da Silva)
  - Draft ministerial order on promotion of the CB-NRM mechanism (by Mr. Pascal Barros do Carmo)
- c. Organizations to be invited: National Directorate of Environment (under the Ministry of Commerce, Industrial Environment), Ministry of Social Solidarity (MSS), National Disaster Management Directorate (under MSS), Ministry of State Administration (ESTATAL), National Directorate of Water and Sanitation Services (SAS), National Directorate for Land, Property and Cadastral Services (under the Ministry of Justice), PNDS, UNTL (Faculty of Agriculture), East Timor Coffee Institute (EFCI), Universidade Oriental Timor Lorosa'e (UNITAL), and NGOs

It was agreed by the members that the JICA and MAF Project Teams would make a list of guests to be invited to the workshop for further review by the members.

### **3.4 Next Step**

Although the members of the working team agreed that the workshop would be held on November 6, 2014, the JICA and MAF Project Teams realized that GIZ would hold a three (3) - day seminar on climate change adaptation in Dili from November 5-7, 2014. Thus, the Project Teams decided to reschedule the workshop in coordination with National Director of NDF and the members of the working team.

Instead of the seminar with the relevant stakeholder, the Project Teams plan to arrange and hold an internal meeting with the heads of departments and other officers of NDF to introduce the draft policy recommendations and the draft ministerial order to them in November 2014. By the time of the internal meeting, the JICA and MAF Project Team will revise the policy recommendations according to the comments given in the eighth (8<sup>th</sup>) meeting.

End of Document


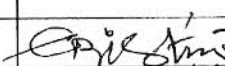
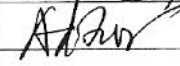
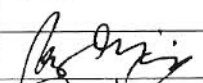
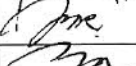

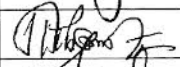
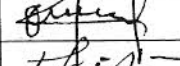
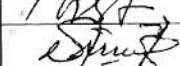
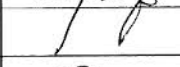
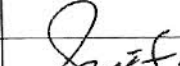
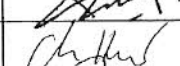
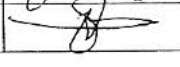

***Appendix-1:  
List of Attendance***

***Appendix-2:  
Revised Draft Policy  
Recommendations***

***Appendix-3:  
Summary of Draft Ministerial Order***

***Appendix-4:***  
***Draft Ministerial Order***

**Attendance List of the 8th working team meeting on 16 Oct 2014 at NDF office Caicoli Dili**

No	Naran	Posisaun	Conatct No.	Address	Signature
1	Fernando Araujo	Gestor Projetu/Chefe departamento Reflorestasaun no Agrofloresta			
2	Mario Nunes	Asesor ba Ministro	77-33137	DNF	
3	Yoji Mizuguchi	Chefe Asesor Projetu			
4	Joao Antalmo	Chefe Protecao e Gestao rekursu Florestais			
5	Luis mendes	Chefe Departamento Planamento e Financas			
6	Manuel da Cruz	Chefe Departamento Protecao			
7	Joao Desimano	Cefe Seccao Mangrove, Departamento Protecao			
8	Victor Ximenes	Chefe Seccao Circulacao e Fiscalizacao Produtoa Florestais, Departamento Producao			
9	Jeremias Jose Cristovao	Chefe Seccao Introrizacao Floresta, Departamento Protecao	77-22593	DNF	
10	Adelino de Rosario	<del>Departamento Protecao</del> <i>stop producao</i>	77-271908	DNF	
11	Higino T.C Barros	Chefe Seccao Gestao Turismo Nacional, Departamento Parke Nacional			
12	Pascoal do Carmo	Staff Departamento <del>Reflorestacao e Agrofloresta</del>	77-609794	DNF	
13	Americo da Silva	Staff Departamento Planamento e Financas	7252947	NOF	
14	Egas Brites da Silva	Assistencia Tecnico Profissional Seccao Administracao	77420821	DNF	
15	Vildito Ximenes	Oficiais Projeto/Staff Departamento Conservacao Agua e Solo			
16	Marcelino Pereira	Oficiais Projetu distrito/Oficial Floresta Distrito Aileu	77290063		
17	Odete Maia	Shefe Gabinete SEFCN	78011031	CSERCA	
18	Mayuskling	CP Distrito Aileu	77408538	MAP Aileu	
19	Benjamin Tilman Suri	CP Distrito Aileu	77402403	-	
20	Cesar Maulai Amaral				
21	Vicente S. Soares	DNF DSDSGA			
22	Celestina Barreto	DNF / Dept. Conservacao do Solo e Agua.			
23	Christina Ketter	GIZ - GICATL	77133208	DNF	
24	Juliao Pires Suri	Oficiais Plantas Aileu	77902645	MAP AIL	



## Draft Policy Recommendations on Scale up of CB-NRM

### 1. Background and Introduction

#### 1.1 Rationale of Community-Based Natural Resource Management (CB-NRM)

Forest degradation and deforestation is one of the acute issues that the Government of Timor-Leste (GoTL) needs to tackle to achieve sustainable development of rural areas, especially hilly and mountainous areas, in the country. In fact, the National Forest Policy issued in 2008 clearly states that:

*“Deforestation and degradation of the nation’s forest is serious in most mountainous localities and in many and lowland areas and is causing erosion of soil and rock and the aggradation of detritus in riverbeds. It is having an adverse effect on watershed condition – that is linked directly to water supplies for irrigation, and therefore to food security – and it weakens the potential for timber and fuel wood production. It also leads to decreased soil fertility, decreased water quality and the sedimentation of estuaries and reefs.”*

The study made by JICS in 2013 indicates that the situation has gotten rather worse recently, reporting that approximately 184,000 ha of forests has been disappeared while about 170,000 ha of dense forests has been degraded into sparse forest between 2003 and 2012. As hilly and mountainous areas which have more than 40 % slopes constitute most of the parts of the country, the existence of forests, especially dense forests, is requisite to i) stabilization and maintenance of water flows, ii) prevention of land degradation/surface soil erosions in sloping lands, and iii) conservation of important ecosystems.

It is, however, not easy to reduce the current adverse trend since deforestation and forest degradations have been mainly caused by human activities, especially those done by economically vulnerable people, such as i) shifting cultivation, ii) firewood collection, iii) forest fire, and iv) uncontrolled exploitation. Regulatory approaches may not necessarily be effective as these activities closely relate to socio-economic situations in rural areas. Furthermore, limited capacity to enforce laws and insufficient legislative systems have been hampering the GoTL from working on deforestation and forest degradation effectively and efficiently.

Community-based Natural Resource Management is an approach to sustainable management of forest and other forest-related resources (e.g., lands and water) balancing with improvement of local livelihoods. One of the remarkable features of CB-NRM is to empower local communities to use and manage forests and other natural resources in the localities. In fact, this approach can be an alternative to a top-down regulatory approach, which is not necessarily effective in the situations of Timor-Leste, where the capacity of the government for law enforcement is still limited and/or the legislative framework is insufficient. It is, therefore, believed that CB-NRM is the most appropriate approach to be taken to sustainable forest management under the current circumstances of Timor-Leste.

## **1.2 Background of CB-NRM in Timor-Leste**

In the Portuguese era, forest resources had been controlled and protected by village leaders with authorization given by the colonial government. In a sense, it can be said that forests and natural resources were managed by community leaders in the past, but in a compulsory way. Such a system tied to the strong law enforcement; therefore, it was effective in regulating illegal exploitation and forest fires to protect forests. The system was abandoned widely when the sovereign country was replaced in 1975. A vast area of forests have been degraded or vanished since then.

One of the approaches proposed in the Forest Sector Policy to the reduction of forest degradation is community participation in protection of forests by recognizing their legitimate rights to use and manage forest resources. A joint project, named “the Project for Community-Based Natural Resource Management,” implemented by the Ministry of Agriculture and Fisheries (MAF), and the Japan International Cooperation Agency (JICA), has worked for development of an effective and operational mechanism of community-based management of forest and other forest-related natural resources since 2011. The mechanism developed by the JICA-MAF project (hereinafter referred to as “the CB-NRM mechanism”) is aimed at helping local communities manage and protect forests and other forests-related natural resources by using traditional rules that they used to obey in the Portuguese era. The CB-NRM mechanism was developed with due consideration of physical and socio-economic conditions of the villages and its effectiveness was proved in the field in the course of the said JICA-MAF Project.

## **1.3 Objectives of CB-NRM**

The main objective of CB-NRM is to achieve sustainable forest management in Timor-Leste, especially in hilly and mountainous areas in the country. Specifically, CB-NRM aims to:

- i) recognize the rights of local communities to use and manage forest and forest-related resources in the respective localities;
- ii) develop a mechanism to protect and manage forest and forest-related natural resources in coordination with the authorized government organizations;
- iii) build the capacity of communities, especially community leaders, to protect and manage forests and forest-related resources in a sustainable manner; and
- iv) introduce and disseminate techniques and practices that could help communities enhance agricultural and forestry productivity and improve livelihoods while protecting forest and forest-related resources.

## **1.4 Composition of the Policy Recommendations**

This document comprises the following six (6) chapters:

- Chapter 1 Introduction and Background;
- Chapter 2 Current Conditions of Forests in Timor-Leste;
- Chapter 3 Constraints to Promotion of CB-NRM;

- Chapter 4 Goal, Objectives, and Approaches of the Policy Recommendations;
- Chapter 5 Necessary Interventions; and
- Chapter 6 Monitoring and evaluation.

## 2. Current Conditions of Forests in Timor-Leste

### 2.1 Status of Forests

As of the end of 2012, forests occupy about 60 % or approximately 869,000 ha of the country. The majority of the forest area or about two-third (or approximately 556,000 ha) of the area are classified as sparse forests, while dense forests, whose crown cover is more than 60 %, only occupy approximately 313,000 ha in total. Furthermore, most of the dense forests in Timor-Leste are fragmented and scattered in hilly and mountainous areas in the country. As mentioned in the previous chapter, deforestation and degradation of forests have stably progressed due to human activities in Timor-Leste, especially in forests close to residential places. The typical process of forest degradation is considered below.

- a. Dense forests have been degraded by collection of firewood and timber, forest fires, and free animal grazing to medium level crown cover forests or sparse forests.
- b. Medium level crown cover forests or sparse forests have been converted into farms or grasslands by shifting cultivation and collection of firewood/timber by communities residing in sucos close to the forests.

Although the quality of forests in Timor-Leste has constantly declined, forests still have important roles and functions in the life of people not only in hilly and mountainous areas but also in lowland and city areas in Timor-Leste. Among other things, the following functions are crucial and should be specifically protected.

- i) Water quality and quantity conservation;
- ii) Soil conservation; and
- iii) Biodiversity conservation.

The Forest Conservation Plan prepared by the National Directorate of Forest (NDF) in 2013 determines that the majority of the remaining forests in the country have crucial functions and should be protected as shown below.

**Forests to be Protected for Water, Soil, and Biodiversity Conservation**

District name	Dense Forest	Sparse Forest	Total forest area
Lautem	40,569	22,025	62,594
Viqueque	34,182	36,787	70,970
Baucau	14,604	20,211	34,814
Manatuto	41,800	58,489	100,289
Manufahi	16,325	20,328	36,653
Ainaro	10,172	12,497	22,669
Aileu	7,875	20,194	28,069
Dili	4,301	8,312	12,613
Liquica	16,323	9,607	25,929
Ermera	13,011	7,583	20,594
Bobonaro	8,762	16,360	25,128

District name	Dense Forest	Sparse Forest	Total forest area
Covalima	16,151	31,560	47,712
Oecusse	4,099	15,047	19,145
Total	228,175	278,999	507,174

Source: Forest Conservation Plan, National Directorate for Forestry, MAF (2013)

## 2.2 Future Scenario of Forest Degradation

The Forest Conservation Plan also predicts that the total forest area will be reduced by 17% and dense forests will be almost halved in 2023 assuming the degrading trend between 2003 and 2012 will continue without any interventions. The following table shows the prediction of forest areas in 2023 under the condition that the government interventions for forest conservation would get along with the status quo.

Prediction of Forest Area

Year	Dense forest		Sparse forest		Total Forest
	Area	Change	Area	Change	Area
	ha	%/year	ha	%/year	ha
2003 <1	484,028		568,990		1,053,018
2012 <1	312,951	- 4.73 %	556,315	- 0.25 %	869,266
2023 <2	183,651	- 4.73 %	541,206	- 0.25 %	724,858

Source: Forest Conservation Plan, National Directorate for Forestry, MAF (2013)

Note <1: Based on the analyses of satellite images taken in 2003 and 2012

Note <2: Estimation made in the Forest Conservation Plan (2013)

Under the status quo scenario, the functions of dense forests are expected to significantly decline for the next 10 years. Needless to say, the society and the life of people in the country are expected to be severely affected as a consequence of forest degradation.

## 2.3 Existing Policy and Legislation in the Forestry Sector

The existing policy and legislative framework for promotion of sustainable forest management, particularly community-based sustainable forest management, is still weak in Timor-Leste. The following are the key documents which have been officially approved or will be soon approved in the forestry sector.

### (1) Forest Sector Policy

The Forest Sector Policy was officially approved and issued by the GoTL in 2008. The Policy defines its overall goal as “the sustainable management of forest resources and watersheds to provide environmental, social and economic benefits to the people of Timor-Leste.” To achieve the overall goal, the Policy determines the following six (6) policy objectives with the respective targets:

Summary of the Results of the Stakeholder Analysis

Policy Objectives	Targets
Protection of forest	to effectively protect the ecological integrity and biological composition of not less than 70 % of the area of forests by 2020.
Community and private participation in forestry development	to achieve harmonious and effective participation of forest communities and other private sector groups in forestry development by the end of 2010.
Watershed Conservation	to achieve the long-term sustainable conservation of watersheds not later than 2020 to maintain and enhance natural water flows, maintain high water quality, and minimize flooding and the erosion of rocks and soils.

<b>Policy Objectives</b>	<b>Targets</b>
Afforestation and land restoration	to afforest and restore degraded lands to improve watersheds and coastal lines, maintain/expand wood resources, and complement agricultural and horticultural land uses.
Development of a private sector business environment	to develop and maintain the private sector-based business environment for profitable forest management, production, utilization and marketing of forest products.
Forestry sector institutional development	to develop managerial, technical and administrative capacities of forestry sector institutions to enable them to effectively design, implement, manage, monitor, and control all the forest policy objectives and their related programs.

## **(2) Forest Management Decree**

The Forest Management Bill has been discussed by the council of the Minister since 2009, but has not been officially approved by the parliament yet. The Forest Management Bill stipulates that communities can claim access, use and management rights to forest resources in the respective villages on the condition that they exchange an agreement with NDF on sustainable forest management (Community Forest Management Agreement: CFMA). The agreement can last for a long-term and be renewed as long as communities manage assigned forests in a proper manner.

## **(3) Protected Area Decree**

The Protected Area Decree was drafted in 2012 and is currently in the process of finalization for submission to the Council of Minister for approval. The draft decree aims to facilitate the creation of protected areas with establishment of an institutional framework for effective management of designated protected areas.

## **(4) Medium Term Operational and Investment Plan (MTOPI)**

The Medium Term Operational and Investment Plan (MTOPI) is the action plan of MAF to implement the MAF's Strategic Plan from 2014 to 2018. The MTOPI covers all the technical fields under the jurisdiction of MAF. In fact, one of the key programs of MTOPI is "natural resource conservation and management," and community-based forest and natural resource management is considered as a key activity under the program.

## **(5) Forest Conservation Plan**

The Forest Conservation Plan was developed by NDF in 2013 with the technical assistance from JICS. The Plan comprises seven (7) action programs to contribute to the achievement of the goal of the Forest Sector Policy by 2023. CB-NRM is the key concept to implement the action programs of the Forest Conservation Plan, especially the Forest Conservation Program, which is one of the action programs of the same plan.

## **2.4 Major Stakeholders in the Forestry Sector**

A wide range of stakeholders relate to forests and forest-related natural resources. Among other things, the following 10 stakeholders have important roles in sustainable management and protection of forests and forest-related natural resources.

- a. National Directorate for Forestry (NDF) of MAF
- b. MAF District Offices (Extension Officers and Forest Guards)
- c. National Directorate for Water Supply and Sanitation
- d. National Directorate for Environment
- e. Sub-district Administrative Offices
- f. Village leaders
- g. Local communities
- h. Donors and international agencies
- i. NGOs
- j. Others

Each stakeholder has significant relationship to forests as summarized below.

#### **Summary of the Results of the Stakeholder Analysis**

<b>Stakeholder</b>	<b>Relationship with forest</b>
NDF	Be responsible for i) management; ii) planning; iii) implementation; & iv) monitoring of forest management and conservation activities.
MAF District	Be responsible for promotion of sustainable agriculture, reforestation, and protection of natural forests through extension services as well as patrolling.
National Directorate for Water Supply and Sanitation	Be responsible for conservation and protection of important water sources for water supply.
National Directorate for Environment	Be responsible for promotion of environmental conservation in coordination with NDF/MAF
Sub-district Administrative Offices	Be responsible for orientation of and coordination with village leaders of sucos in the respective territories
Local Leaders (Suco)	Be responsible for management of all resources in the territory of suco.
Communities	Have customary claim to use, manage, and protect forest and forest-related resources as their inherited assets in their own areas.
International Agencies	Assist the GoTL in reducing forest degradation and deforestation and achieving sustainable management and restoration of forests.
NGOs	Cooperate with the GoTL to help communities manage and protect forests and forest-related resources in a sustainable manner.
Others (e.g., companies, bakeries, etc.)	Have used firewood, wood, or timber for their business

## **2.5 NDF and MAF District Offices**

Among the major stakeholders, the Ministry of Agriculture and Fisheries (MAF), especially NDF and MAF District Offices, are the key organizations for sustainable forest and forest-related natural resource management. The following sections brief the outlines of the organizations.

### **(1) NDF**

The missions of NDF are to develop, implement, and enforce the forestry policy to achieve sustainable management and development of forests including its associated resources, such as wildlife, non-timber forest products, and aquatic resources in inland waters. As of the end of May 2014, NDF comprises of seven (7) departments, namely, i) Department of forest guard, ii) Department of production & utilization of forest product, iii) Department of forest resources protection, iv) Department of planning and finance, v) Department of protected area and national park, vi)

Department of soil and water conservation, and vii) Department of reforestation. In 2013, a total of 78 officials are working in the central office while 92 officers are working at the MAF District Offices in 13 districts. In general, the human resources in NDF are limited to fulfill its expected tasks both in quality and quantity.

## **(2) MAF District Offices**

MAF District Offices in the districts are the front-line offices responsible for extension services in all the technical fields under the jurisdiction of MAF. Each office has District Technical Officers in the fields of crop, livestock, forestry, and industrial plant/coffee, and extension officers, such as Sub-district Extension Coordinators and Suco Extension Officers. In principle, one (1) extension officer is assigned to every suco, though some are assigned to two (2) sucos. In general, the extension services provided by the MAF District Offices are not always effective due to the lack of transportation means, limited capacity, and lack of operation budget allocated.

## **3. Constraints to Promotion of CB-NRM**

The following factors are considered as major constraints to promotion of CB-NRM on a large scale in Tomre-Leste.

- a. Lack of policy support
- b. Insufficient legislative framework
- c. Insufficient organizational set-up and system
- d. Limited capacities of key stakeholders
- e. Lack of proper planning
- f. Lack of budget allocation and limited equipment/facilities

Details of the constraints are summarized in the following sections.

### **(1) Lack of policy support**

The concept of CB-NRM is still new to the majority of MAF and NDF officers as well as other key stakeholders, although a CB-NRM mechanism, which was effective in sustainable forest management at suco level, was developed by the aforementioned JICA project. It would not be easy for MAF/NDF to roll out the CB-NRM model/mechanism without a clear political will. Adoption of CB-NRM as a key strategy is considered as one of the requisite conditions to achieve the goal of the Forest Sector Policy.

### **(2) Insufficient legislative framework**

The Forest Management Bill, which stipulates community-based forest management as the main means to manage and protect forests at suco level, has been kept pending since it was finalized in 2009. Unless the Forest Management Bill is officially approved by the Parliament and enacted as the Decree, MAF and NDF has no legal basis for them to promote CB-NRM.

### **(3) Insufficient organizational set-up and system**

There is no clear description of community-based forest and natural resource

management in the roles and functions of NDF at present. Although the department named “Department of Reforestation and Community and Urban Forestry” is placed in the National Directorate of Forest and Watershed Management in the new organic law issued in May 2014, the main task of the department will be likely the promotion of reforestation in rural and urban areas, rather than the promotion of an integrated framework of CB-NRM. Moreover, only one officer is in charge of community forestry at present in the Department of Reforestation. It is, therefore, speculated that NDF or the new national directorate would not be able to widely roll out the CB-NRM mechanism on a large scale under the current set-up.

Ideally, the new department specifically for the promotion of the CB-NRM mechanism should be developed and established. It is, however, not realistic to establish a new department after the drastic organizational restructure of MAF in May 2014. Hence, the focus of improvement should be placed on the reinforcement of the current organizational framework of NDF at this moment. In particular, the Department of Reforestation and Community and Urban Forestry should be urgently strengthened for promotion of the CB-NRM mechanism.

#### **(4) Limited capacity of key stakeholders**

One of the crucial constraints to promotion of CB-NRM is the lack of the capacity among the key stakeholders, especially NDF, District MAF Offices, and NGOs working in the field of forest conservation in Timor-Leste. In fact, only a couple of NGOs have experienced in the introduction of the CB-NRM mechanism at suco level. There is an urgent need to build the capacity for introduction and promotion of CB-NRM in the field among key stakeholders.

#### **(5) Lack of budget allocation**

Although sustainable natural resource management is one of the key objectives of MOTP of MAF, there has been no budget allocated specially for CB-NRM even after the issuance of MOTP. Furthermore, the budgets allocated to NDF as well as the MAF District Offices have been usually limited. It is still uncertain if sufficient resources (budget, transportation means, and external experts) can be secured for the scale up of CB-NRM.

One of the reasons behind the limited budget allocation might be MAF/NDF’s inappropriate planning of their annual work and budget plans. In many cases, annual plans are prepared without due consideration of the long-term plans/strategies and/or the actual conditions in the field.

#### **(6) Limited access to local communities**

Introduction and promotion of CB-NRM needs the field workers, such as District officers, Forest guards, and Extension officers, to closely work with local communities. However, most of the field officers except extension officers are not stationed in the field, but assigned at the district/sub-district offices; therefore, they need to commute to the respective assigned areas whenever necessary. It is also true that many extension officers do not live in the assigned villages but in other places, although they are supposed to live in the assigned villages. Thus, their presence at the villages



is not necessarily high as they are expected to be in some cases. Lack of transportation means or transportation support to the field workers makes it more difficult for them to work with communities.

## **4. Goal and Objectives of the Policy Recommendations**

### **4.1 Goal and Objectives**

The main goal of the policy recommendations is to indicate the effective measures essential to the promotion and scale-up of CB-NRM for the achievement of sustainable forest management in Timor-Leste. To achieve the main goal, the following objectives are established.

- Objective 1: CB-NRM will be officially adopted as one of the key strategies for sustainable forest management in Timor-Leste.
- Objective 2: CB-NRM will be rolled out in critical areas as planned in the Forest Conservation Plan.
- Objective 3: Institutional capacity as well as framework for scale-up of CB-NRM will be developed in the forestry sector in Timor-Leste.
- Objective 4: Community Forest Management Agreement (CFMA) stipulated in the Forest Management Decree will be granted to sucos especially those in which the CB-NRM model has been introduced.

The objectives can be further supported by the short-, medium-, and long-term strategies as below.

#### Short-term strategies (2015~2017):

- a. A new policy document on promotion of the CB-NRM will be issued by MAF
- b. The Forest Management Decree will be approved and enacted by the GoTL.
- c. Key programs relating to CB-NRM in the Forest Conservation Plan will be implemented.
- d. The Department of Reforestation and Community and Urban Forestry will be strengthened and reinforced with the sufficient number of competent staff responsible for community-based forest management or community-based natural resource management.

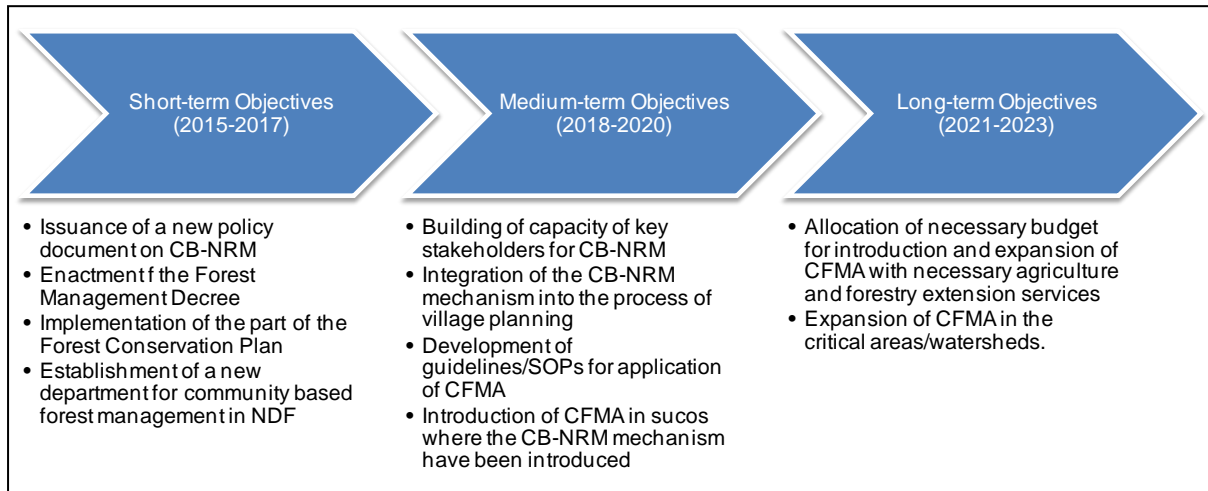
#### Medium-term strategies (2018~2020)

- a. The capacity of key stakeholders will be sufficiently enhanced to introduce and promote the CB-NRM mechanism at suco level.
- b. Introduction of the CB-NRM mechanism will be integrated with the process of granting CFMA and the guidelines/standard operation procedures for application of CFMA will be developed based on the procedures for introduction of the CB-NRM mechanism.
- c. The process of granting CFMA will be incorporated into the part of the planning of a village development plan.
- d. CFMA will be applied to sucos where the CB-NRM mechanism has been

already introduced.

Long-term strategies (2021~2023):

- a. CFMA will be introduced and expanded with necessary agriculture and forestry extension services in critical areas/watersheds.
- b. Necessary budgets will be allocated for introduction of CFMA.



**Objectives of the Policy Recommendations**

## 4.2 Key Approaches to Implementation of the Policy Recommendations

To effectively and efficiently implement the policy recommendations, the following key approaches should be taken.

### (1) Consistent with the existing policy, strategies, and plans

All the recommendations made in this document should be consistent with the existing policies, strategies, and plans of MAF and NDF; therefore, the recommendations could be easy to accept and adopt for policy/decision makers in MAF and the GoTL.

### (2) Maximization of the existing approaches and activities

It is crucial to utilize the existing approaches/activities proven effective in the promotion of CB-NRM in the field, since they have already taken due account of the social and natural conditions of Timor-Leste, especially of communities in hilly and mountainous areas. The focus of the recommendations should be put not on the introduction of new ideas/methods but on the maximization of the effectiveness of the existing works.

### (3) Close coordination/cooperation with/among key stakeholders

The policy recommendations should be aimed at widely introducing the CB-NRM mechanism in local communities in Timor-Lest. It would be, however, difficult for MAF/NDF to do so since their institutional capacity is still limited as discussed in Chapter 3. Coordination and cooperation between/among key stakeholders are essential to effective and efficient implementation of the policy recommendations.

### (4) Implementation of the recommendations in a flexible and adaptive way

As local situations in Timor-Leste might rapidly change particularly in terms of economic and socio-economic aspects over the next few years, the policy recommendations would need to be reviewed and amended periodically to keep the policy recommendations fit into the social context of Timor-Leste. Hence, there should be certain flexibility and adaptability in the implementation of the recommendations.

## **5. Policy Recommendations (Necessary Interventions/Measures)**

To achieve the objectives described in the previous chapter, the following actions are proposed as policy recommendations for the next few years.

### **5.1 Policy Recommendations for the Next Few Years**

#### **(1) Recommendation 1**

***“ Issue and approve a new policy document which aims to promote and roll out the CB-NRM mechanism as one of the strategies for sustainable forest management.”***

In order for MAF/NDF to adopt CB-NRM as a key strategy for achievement of the goal of the Forest Sector Policy as stipulated in Objective 1, there should be a clear political will officially announced by the GoTL. If there is a clear policy support, MAF/NDF as well as other key stakeholders could rationalize their activities for promotion of CB-NRM as the priority actions approved by policy makers/legislators. A new policy document should be placed under the Forest Sector Policy and issued as a ministerial order. A ministerial order would be effective as an instruction to key stakeholders and at the same time could be issued/approved over a short period of time.

A new policy document should clearly specify i) goal and objectives of CB-NRM, ii) approaches to community-based sustainable management, iii) methodologies and process of introduction of CB-NRM at suco level, iv) implementation systems to introduce CB-NRM, and v) monitoring and evaluation of application of CB-NRM. The draft version of the new policy document is attached hereto.

#### **(2) Recommendation 2**

***“Introduce the CB-NRM mechanism in sucos other than those where the same mechanism has been introduced by the JICA Project as planned under Forest Conservation Program in the Forest Conservation Plan.”***

The CB-NRM mechanism developed by the JICA CB-NRM project is proved effective in helping village leaders protect and manage forests and forest-related natural resources while maintaining and improving local livelihoods of local communities in the localities. Nevertheless, the said JICA project has introduced the same mechanism only in six (6) sucos in Aileu; therefore, it is important to expand the scope of application of the same mechanism to promote sustainable forest management on a large scale.

In fact, the Forest Conservation Plan prepared by NDF in 2013 proposes that the same mechanism be introduced in others villages in District Aileu to scale up the effect of the CB-NRM mechanism on a watershed level. It is, therefore, advisable to introduce the CB-NRM mechanism in sucos located in the watersheds where the said JICA project has worked, but not in the target sucos of the JICA Project. By doing so, NDF can demonstrate a model case of sustainable natural resource management on a watershed level.

A manual developed by the same JICA Project (hereinafter referred to as “the CB-NRM Operation Manual”), which aims to introduce the process of and procedures for establishment of the CB-NRM mechanism at suco level, should fully referred and utilized as an implementation guideline for application of the CB-NRM mechanism.

### **(3) Recommendation 3**

***“Form a new department specifically for CB-NRM or Community-Based Forest Management (CBFM) in NDF.”***

As pointed out in Chapter 3, there is an urgent need to strengthen and reinforce the functions of NDF, especially the Department of Reforestation and Community and Urban Forestry, so that such a department could play a central role to disseminate the CB-NRM mechanism at present and promote the allocation of the Community Forest Management Agreement (CFMA) when the Forest Management Decree will be enacted in the future.

The department shall have at least three (3) technical and monitoring officers, who can cover four (4) districts each on average, and one supervisor (as a section head). The following table shows the expected roles and responsibilities of the staff assigned to the promotion of the CB-NRM mechanism in the department.

**Expected Roles and Responsibilities of the Staff**

<b>Officers</b>	<b>No. of staff</b>	<b>Major Tasks and Responsibilities</b>
Head of Section	1	<ol style="list-style-type: none"> <li>1. Be responsible for management and operations of the section.</li> <li>2. Supervise the work of the staff and give necessary advice to the staff.</li> <li>3. Develop a work and budget plan and monitor the implementation.</li> <li>4. Report to the head of the department and National Director on the progress and results of the works of the section.</li> </ol>
Technical & monitoring officers	3	<ol style="list-style-type: none"> <li>1. Be responsible for planning, implementation, monitoring, and evaluation of the field activities of a/ CF/CBFM/CBNRM project/s.</li> <li>2. Coordinate with District Forest Officers and Forest Guards in the district offices for implementation and monitoring of a/ CF/CBFM/CBNRM project/s.</li> <li>3. Supervise, manage, and evaluation of the activities of NGOs hired for a/ CF/CBFM/CBNRM project/s.</li> <li>4. Report to the head of the section on the progress and results of the works.</li> </ol>

### **(4) Recommendation 4**

***“Enact the Forest Management Decree along with its supporting guidelines, especially those for introduction of CFMA.”***

The Forest Management Decree will be the essential legal basis for NDF/MAF as well

as other key stakeholders to pursue CB-NRM/CBFM for sustainable forest management. In order to effectively and smoothly implement the Forest Management Decree, a set of implementation guidelines or standard operation procedures should be developed and officially issued by NDF/MAF after the decree is officially enacted.

As the procedures for development of the CB-NRM mechanism at suco level will overlap with those for introduction of CFMA, the CB-NRM Operation Manual can be referred and used for making the guidelines/procedures for CFMA.

#### **(5) Recommendation 5**

***“Build the capacities of key stakeholders, especially NDF and MAF, to assist communities and their leaders in the introduction of the CB-NRM mechanism and the preparation for CFMA in the future.”***

Capacity building of key stakeholders, especially NDF/MAF and NGOs, is one of the requisite elements for effective introduction and expansion of the CB-NRM mechanism on a large scale. Human resources should be developed at all layers of NDF/MAF from the central to suco levels in a wide range of technical fields. Among other things, the following capacities should be enhanced at the respective levels.

#### **Competency to be enhanced for promotion of CB-NRM**

<b>Competency to be enhanced</b>	<b>Target groups</b>
Planning of a national program	Central NDF officers
Planning of a district forest management plan/watershed management plan	Central NDF and District Forestry officers
Facilitation skill	District Forest officers, Extension coordinators and officers, and forest guards
Participatory planning (e.g., participatory land use planning)	District Forest officers, and Extension coordinators
Participatory land use planning including assistance in the formulation of the village regulations	NGOs, District Forest officers, and Extension coordinators
Sloping agriculture techniques	District Forest officers, Forest guards and Extension officers
Sustainable upland farming techniques	District Crop officers, Extension coordinators, and Extension officers
Seedling production and tree planting techniques	Forest guards and Extension officers
Monitoring and evaluation	Central NDF and District Forestry officers

#### **(6) Recommendation 6**

***“Effectively use NGOs until NDF and MAF are capable to carry out the field facilitation.”***

The utilization of competent NGOs is still indispensable to the effective and smooth introduction of the CB-NRM mechanism in several years as the majority of the NDF/MAF officers have less experiences in community-based forest management. By the time when the foundation is laid in NDF/MAF, NGOs who are capable and have experience in the process of CB-NRM should be utilized as field facilitators. It

would also be good opportunities for the NDF/MAF officers to learn the process of and procedures for introduction of the CB-NRM mechanism while they use competent NGOs as field facilitators. It is, however, necessary to properly guide NGOs before and during the field activities by:

- a. preparing a clear and detailed specification or terms of reference (TOR) for NGO's tasks;
- b. providing NGOs a pre-guidance on their works before the commencement of the works;
- c. closely monitoring NGOs' works periodically in the field; and
- d. holding a progress sharing meeting between NGOs and NDF/MAF periodically (on a weekly or bi-weekly basis).

**(7) Recommendation 7**

***“Ensure that field officers of NDF/MAF can get necessary administrative and financial support for them to engage in the promotion of the CB-NRM mechanism in the field.”***

The lack of transportation means or support is one of the crucial issues to be addressed to encourage the field officers, e.g., District Officers, Forest Guards, Extension Coordinators, and Extension Officers, to engage in the field activities. There is also a need to secure a budget to cover operation costs for the field works, such as the payment of per diem/field allowance of the field officers.

Thus, the necessary supports including the financial one should be identified and estimated based on the volume of work and the current conditions of the officers involved, such as the current conditions of the existing transportation means/facilities available for the work.

**(8) Recommendation 8**

***“Integrate the process of introduction of the CB-NRM mechanism or granting of CFMA with the planning of a village development plan.”***

The process of introduction of the CB-NRM mechanism, which comprises i) present land use mapping, ii) future land use planning, iii) formation of the village regulations, and iv) identification/selection of priority agriculture and forestry extension services, should be applied to the planning of an agricultural development plan at suco level. Such an arrangement has been piloted on the initiative of the MAF's development partners in the Raumoco watershed in District Lauten recently. The trial attempt suggested that the process would be effective as it helped communities assess the current conditions of important natural resources (e.g., forests, lands, water sources and farms) and analyze the ideal future use and necessary interventions for further development.

It is also recommended that the process of introduction of the CB-NRM mechanism should be integrated with the process of village development planning, which the on-going government-initiative program, namely PNDS, has tried to introduce in all the sucos in the entire country.

## 6. Monitoring and Evaluation

Periodical monitoring and evaluation is needed to check if:

- a. the recommendations are adopted and implemented on a timely manner;
- b. the recommendations are effective in achieving the goal and objectives set in the beginning;
- c. the recommendations are applicable under the changing situations of Timor-Leste, especially social and natural situations of communities;
- d. there are any improvements to be made in the implementation of the recommendations; and
- e. there are any lessons learned and best practices gained through the implementation of the recommendations.

Thus, NDF/MAF shall have a role to monitor the progress of the implementation of the recommendations and the results associated with the recommendations implemented on a biannual or annual basis. The following are the key milestones to be used in monitoring and evaluation.

- a. Government's instruction on promotion of the CB-NRM will be issued by Secretary of State for Forest and Nature Conservation by the end of 2016.
- b. The Forest Management Decree will be enacted by the GoTL by the end of 2016.
- c. A new department specifically for community forestry or community-based forest management will be established in NDF with sufficient number of staff by the end of 2016.
- d. Necessary budget and administrative support will be given to the activities for introduction and promotion of the CB-NRM mechanism by the end of 2017.
- e. The CB-NRM mechanism will be introduced in all the suco relating to one of the watersheds (Noru watershed) in which the JICA project has worked by the end of 2016.
- f. The process of introduction of the CB-NRM mechanism will be integrated into the planning process of a village development plan by the end of 2017.
- g. The capacity of key stakeholders for introduction of the CB-NRM mechanism will be enhanced by the end of 2018.
- h. The implementation guidelines or standard operation procedures for application of CFMA will be developed and officially issued by MAF by the end of 2018.
- i. CFMA will be granted to sucos where the CB-NRM mechanism is introduced by the end of 2018.

# Summary of Draft Policy Document for Promotion of CB-NRM

October 16, 2014  
JICA and MAF Project Team



# Topics discussed

1. Title and Proposed Status of the Document
2. Composition of the Document
3. Summaries of the Descriptions
4. Process of Finalization of the Document and Policy Recommendations

# 1. Title and Proposed Status of the Document

Title: Promotion of the Community-Based Sustainable Natural Resource Management (CB-NRM) Mechanism in the Strategically Important River Basins in Timor-Leste

Proposed Status: Ministerial Order

## 2. Composition of the Document

- Chap 1. Title and Objectives of the Order, and Definition of Terms used in the Order
- Chap 2. Background and Rationale of the Order
- Chap 3. Objectives and Scope of CB-NRM
- Chap 4. Process and Implementation System of Establishment of the CB-NRM Mechanism at Suco Level
- Chap 5. Roles and Responsibility of the Key Stakeholders for Implementation of this Ministerial Order
- Chap 6. Monitoring and Evaluation of the Execution of the Order
- Chap 7. Support for Implementation of the Order
- Chap 8. Miscellaneous Provisions

# 3. Summaries of the Descriptions

## Chapter 1 Title and Objectives of the Order, and Definition of Terms used in the Order

### Sec. 1 Title

### Sec. 2 Objectives

This order is aimed at providing the guidelines and procedures for widely disseminating the CB-NRM mechanism demonstrated by the JICA & MAF CB-NRM Project as a key tool for watershed management of the critically important river basins in Timor-lest.

### Sec. 3 Definition

CBNRM, CFMA, Communities, Future Land Use Plan, NGO/s, PLUP, Tara Bandu, and Village Regulations

### Sec. 4 Coverage

CB-NRM shall be applied to all areas over which communities can claim their legitimate ownership or de facto ownership in suco.

# 3. Summaries of the Descriptions

## Chapter 2 Background and Rationale of the Order

### Sec. 5 Status of Forests in Timor- Leste

- ◆ Forests in Timor-Leste cover about 60% of the country, but only less than one-third of forests are categorized as dense forests.

### Sec. 6 Deforestation and Forest Degradation

- ◆ The deforestation has progressed at a rate of 1.7 % per annum for the last decade.
- ◆ It is predicted that dense forests would be halved and the total forest areas would be reduced by 17 % in 2023.

### Sec. 7 Rationale of the Order

- ◆ Tackling of forest degradation and deforestation is one of the crucial issues that the GoTL needs to urgently address.
- ◆ CB-NRM has been proved effective in reducing deforestation and forest degradation.

# 3. Summaries of the Descriptions

## Chapter 3 Objectives and Scope of CB-NRM

### Sec. 8 Goal and Objectives of CB-NRM

- ◆ Goal is “to achieve the sustainable management of forest-related resources in the strategically crucial river basins in collaboration with local communities residing in the localities.”
- ◆ Its specific aims are to: “i) enhance the capacity of suco authorities to protect and manage forest-related resources; ii) introduce & disseminate techniques effective in sustainable NRM, and iii) provide livelihood opportunities to local communities.”

### Sec. 9 Scope of CB-NRM

- ◆ CB-NRM is aimed at dealing with forest-related natural resources: i) forests including NTFPs, ii) lands, and iii) water.

# 3. Summaries of the Descriptions

## Chapter 3 Objectives and Scope of CB-NRM

### Sec. 10 Key approaches to CB-NRM

- ◆ Community participation, Community empowerment, Capacity development, Equity, Reinforcement of customary rules, and Use of traditional knowledge

### Sec. 11 CB-NRM Mechanism at Suco Level

- ◆ The CB-NRM Mechanism is the process of empowering and capacitating suco leaders as well as local communities to protect and manage forest-related resources while improving their livelihoods.
- ◆ Key activities are: i) formulation of a future land use plan with village regulations, ii) institutionalization of the village regulations, and iii) introduction of effective techniques for forest & land management and livelihood development.

# 3. Summaries of the Descriptions

## Chapter 3 Objectives and Scope of CB-NRM

### Sec. 12 Expected Output

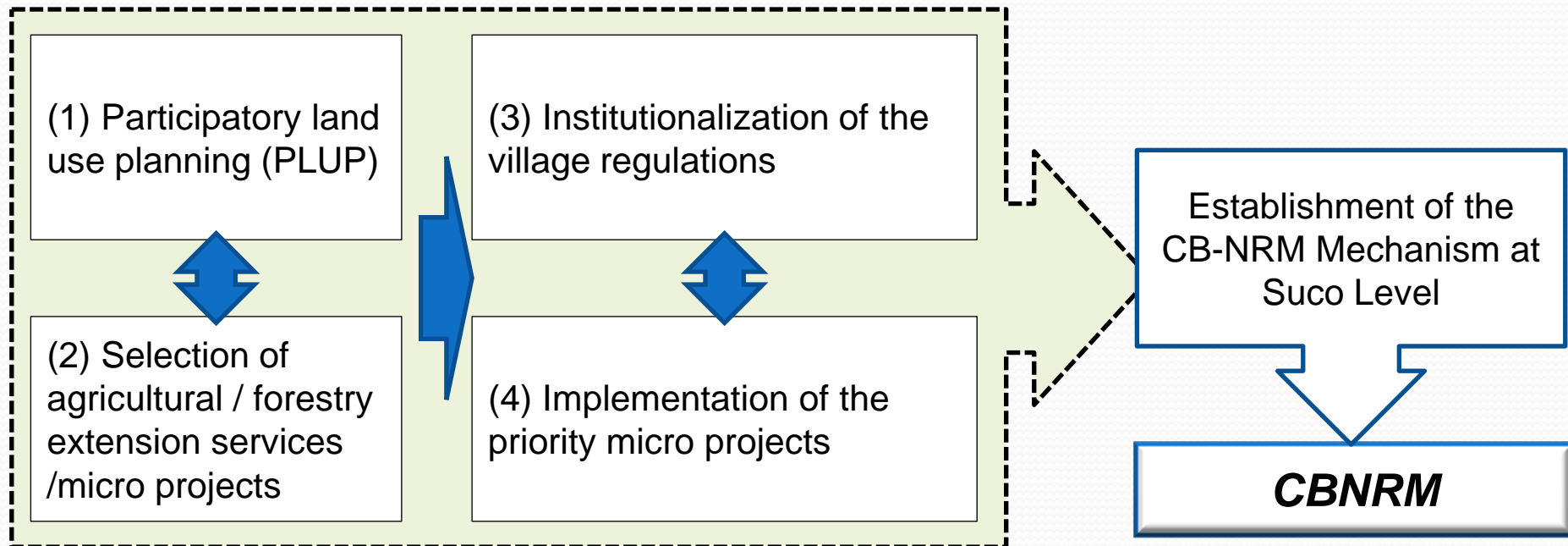
- ◆ The long-term outputs are:
  - i) expansion of forest coverage;
  - ii) improvement of food security;
  - iii) reduction of soil run-off; and
  - vi) improvement of socio-economic conditions.
- ◆ The direct impacts at suco level are:
  - i) reduction of the incidence of wild fires and illegal exploitation;
  - ii) reduction of crop damage;
  - iii) increase of agricultural productivity;
  - iv) utilization of less productive lands for production purposes;
  - v) improvement of local livelihoods; and
  - vi) enhancement of the capacity of suco leaders to properly govern the villages and forest-related resources.



# 3. Summaries of the Descriptions

## Chapter 4 Process and Implementation System of Establishment of the CB-NRM Mechanism at Suco Level

### Sec. 13 Overall Process



# 3. Summaries of the Descriptions

## Chapter 4 Process and Implementation System of Establishment of the CB-NRM Mechanism at Suco Level

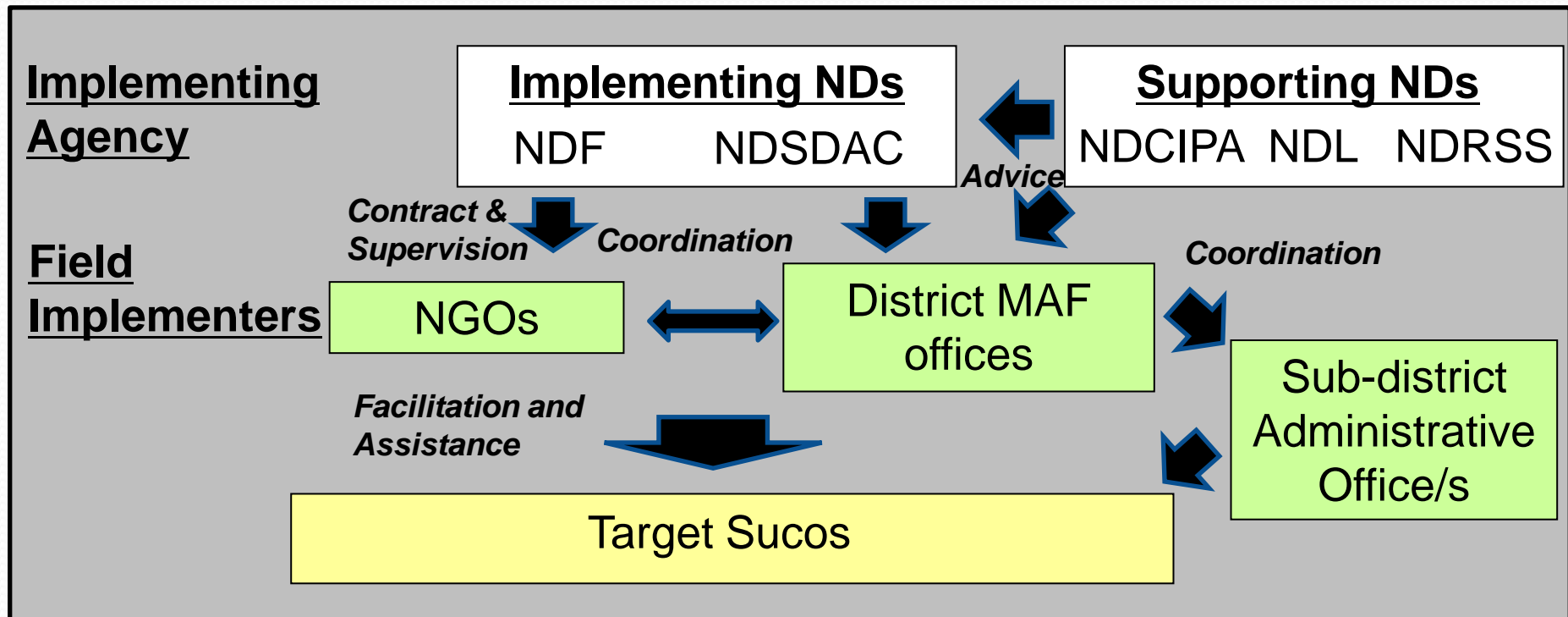
### Sec. 14 Procedures for Establishment of the CB-NRM Mechanism

Process	Steps/Activities to be taken
Participatory land use planning	11 steps
Selection of agri-/ forest-based extension services	4 steps
Institutionalization of the village regulations	3 activities
Implementation of the priority extension services	4 activities

# 3. Summaries of the Descriptions

## Chapter 4 Process and Implementation System of Establishment of the CB-NRM Mechanism at Suco Level

### Sec. 15 Implementation System including Organizational Set-up



# 3. Summaries of the Descriptions

## Chapter 5 Roles and Responsibility of the Key Stakeholders for Implementation of this Ministerial Order

### Sec. 16 Roles and Responsibilities of NDF, NDSDAC, MAF District

Stakeholders	Roles and Responsibilities
NDF	<ul style="list-style-type: none"><li>a. Be responsible for preparation and implementation of necessary policies, guidelines, and national programs;</li><li>b. Secure necessary budget;</li><li>c. Provide guidance to the concerned MAF District Offices;</li><li>d. Coordinate with government or donor-funded projects;</li><li>e. Identify and select the priority river basins;</li><li>f. Provide technical advice and assistance to field implementers;</li><li>g. Hire/Employ NGOs for the field work; and</li><li>h. Monitor and evaluate the progress of the execution of this order.</li></ul>

# 3. Summaries of the Descriptions

## Chapter 5 Roles and Responsibility of the Key Stakeholders for Implementation of this Ministerial Order

### Sec. 16 Roles and Responsibilities of NDF, NDSDAC, MAF District

Stakeholders	Roles and Responsibilities
NDSCA	a. Be responsible for preparation of necessary policies, guidelines, and national programs related to CB-NRM; and b. Provide technical advice and assistance to the field implementers.
Other national directorates	a. Provide technical advice and assistance to the field implementers.

# 3. Summaries of the Descriptions

## Chapter 5 Roles and Responsibility of the Key Stakeholders for Implementation of this Ministerial Order

### Sec. 16 Roles and Responsibilities of NDF, NDSDAC, MAF District

Stakeholders	Roles and Responsibilities
MAF District Office/s	<ul style="list-style-type: none"><li>a. Be responsible for introduction and promotion of the CB-NRM mechanism;</li><li>b. Be responsible for planning of a district program;</li><li>c. Secure necessary budget;</li><li>d. Harmonize programs/projects for promotion of the CB-NRM mechanism with other programs/projects;</li><li>e. Provide necessary administrative and technical support;</li><li>f. Hire/Employ NGOs for a district program; and</li><li>g. Provide technical advice and assistance to the field implementers.</li></ul>

# 3. Summaries of the Descriptions

## Chapter 5 Roles and Responsibility of the Key Stakeholders for Implementation of this Ministerial Order

### Sec. 17 Roles and Responsibilities of Sub-district Administrative Office/s and Suco/s concerned

Stakeholders	Roles and Responsibilities
Sub-district Admin. Office	<ul style="list-style-type: none"><li>a. Collaborate with NDF and MAF District Offices;</li><li>b. Guide suco leaders toward the sustainable NRM by encouraging them to introduce the CB-NRM; and</li><li>c. Coordinate the efforts of sucos to reduce the incidence of wildfires, free grazing animals, and illegal exploitation.</li></ul>
Sucos	<ul style="list-style-type: none"><li>a. Be responsible for protection and management of forest-related resources in the localities;</li><li>b. Instruct communities to follow the village regulations;</li><li>c. Encourage communities to participate in the processes of introducing the CB-NRM mechanism; and</li><li>d. Encourage communities to apply techniques on CB-NRM.</li></ul>

# 3. Summaries of the Descriptions

## Chapter 5 Roles and Responsibility of the Key Stakeholders for Implementation of this Ministerial Order

### Sec. 18 Roles and Responsibilities of External Assisting Organizations

Stakeholders	Roles and Responsibilities
NGOs / other external facilitators	<ul style="list-style-type: none"><li>a. Be responsible for implementation of the field activities;</li><li>b. Perform as a main facilitator throughout the field works;</li><li>c. Orient local communities toward CB-NRM;</li><li>d. Arrange and organize a series of training courses; and</li><li>e. Help local communities protect and manage forest-related resources.</li></ul>
Donor-funded projects	<ul style="list-style-type: none"><li>a. Harmonize the project activities with those to be carried out for introducing the CB-NRM mechanism; and</li><li>b. Adopt a part of the procedures for introduction the CB-NRM mechanism as the part of the project activities.</li></ul>



# 3. Summaries of the Descriptions

## Chapter 6 Monitoring and Evaluation of the Execution of the Order

### Sec. 19 Overall Framework of Monitoring and Evaluation (M&E)

- ◆ NDF is tasked to conduct national and field level M&E of all programs implemented for execution of this order.

### Sec. 20 M&E at Suco Level

- ◆ Field level M&E shall be the responsibility of the forestry field officers.
- ◆ They shall: i) visit sucos regularly to monitor, evaluate, and ensure timely and quality performance of the extension service activities by the field implementers; and ii) attend the monthly meeting at sucos in the process of institutionalization of the village regulations.

# 3. Summaries of the Descriptions

## Chapter 6 Monitoring and Evaluation of the Execution of the Order

### Sec. 21 M&E at the Central Level

- ◆ NDF in collaboration with MAF District Office shall be responsible for the overall progress of dissemination of the CB-NRM mechanism on a national level.
- ◆ NDF shall collect and update: i) sucos where CBNRM is introduced, ii) the number of sucos, iii) the number of cases wildfires and illegal exploitation in those sucos, vi) the number of families participating in the extension services.
- ◆ NDF shall also collect the information of i) suco, ii) date of tara bandu ceremony, iii) village regulations with future land use map, and iv) priority extension services selected, when a new suco introduces the CB-NRM mechanism.

# 3. Summaries of the Descriptions

## Chapter 7 Supports for Implementation of the Order

### Sec. 22 Administrative and Technical Support

- ◆ NDF shall provide necessary administrative and technical support for the implementation of this order.

### Sec. 23 Financial Support

- ◆ NDF and District MAF Office/s shall secure sufficient budgets to finance the necessary expenses incurred for implementation of this order.

### Sec. 24 Coordination with other Government/Donor Activities/Programs

- ◆ The possible collaboration shall be taken into account with the projects which has the following natures: i) reforestation, ii) forest or environmental protection, iii) agriculture development, iv) rural development, and v) adaptation to climate changes.

# 3. Summaries of the Descriptions

## Chapter 8 Miscellaneous Provision

### Sec. 25 Supplemental Guidelines

- ◆ NDF may issue memoranda and specific instructions to the concerned MAF District Offices and personnel pursuant this order.
- ◆ The CB-NRM Operation Manual shall be used as guidelines.

### Sec. 26 Effectivity

- ◆ This order takes effect immediately.

# 4. Process of Finalization of the Document and Recommendations

- 1<sup>st</sup> Workshop with key stakeholders → **Oct./Nov. 2014**
- Review and revision of the document with the policy recommendations → **Dec./Jan. 2014**
- Workshops with NDSDNAC, MAF District Officers and other stakeholders → **Jan - Feb 2015**
- Finalize the draft policy document and policy recommendations → **Mar. 2015**
- Translate the finalized versions into Tetun and Portuguese → **Apr./May 2015**
- Submit the finalized versions to MAF for approval → **May/Jun. 2015**



**END**

***Thank you!***

***Obrigada barak***

Draft Version of Ministerial Order

**Subject: Promotion of the Community-Based Sustainable Natural Resource Management (CB-NRM) Mechanism in the Strategically Important River Basins in Timor-Leste**

In order to achieve the goal and objectives of the Forestry Sector Policy issued in 2008 and facilitate the implementation of the forthcoming Forest Management Decree, which will be officially enacted soon, this order is hereby promulgated.

## **Chapter 1: Title and Objectives of the Order, and Definition of Terms used in the Order**

### **Section 1. Title**

The title of this ministerial order shall be known as the “Promotion of the CB-NRM Mechanism in the strategically important river basins in Timor-Leste.”

### **Section 2. Objectives**

This order is aimed at providing the guidelines and procedures for widely disseminating the CB-NRM mechanism demonstrated by the JICA and MAF joint project named “the Project for Community-Based Sustainable Natural Resource Management” as a key tool for watershed management of the critically important river basins in the country.

### **Section 3. Definition**

As used in and for purposes of this instruction, the following terms shall mean;

- 3.1 CBNRM/Community-Based Natural Resource Management** – refers to a concept for sustainable management of natural resources, especially forest-related resources, in collaboration with communities who have vested rights over the natural resources.
- 3.2 CFMA/Community Forest Management Agreement** – refers to the agreement to be exchanged by MAF and communities on sustainable use and management of forest resources existing in the areas under the jurisdiction of suco where communities reside.
- 3.3 Community/ties** - refers to households and their family members who reside and registered in suco.
- 3.4 Future Land Use Plan** - refers to a plan prepared and agreed on by communities in suco for sustainable use and management of forest-related natural resources (e.g., forests, lands, and water) in suco. A future land use plan shall be composed of a suco map showing the future land use and guidelines on each land use in suco.
- 3.5 NGO/s** – refers to a/ non-government organization/s.
- 3.6 PLUP/Participatory Land Use Planning** - refers to the process in which local communities i) prepare a future land use plan and village regulations including rules on land and natural resource management and ii) get a consensus on the plan among communities in suco.
- 3.7 Tara Bandu** - refers to a traditional custom that prohibits/regulates activities or attitudes of communities that may degrade natural resources existing in suco and

adversely affect the relationship between and among communities and livelihoods of communities in suco.

- 3.8 Village Regulations** - refers to written rules or by-laws of suco that govern not only use and management of forests and forest-related natural resources but also social norms of the communities in suco.

#### **Section 4. Coverage**

Subject to prior vested rights of communities in Timor-Leste as stated in the National Constitution, CB-NRM shall be applied to all areas over which communities can claim legitimate ownership or even de facto ownership within the territories of sucos.

### **Chapter 2: Background and Rationale of the Order**

#### **Section 5. Status of Forests in Timor-Leste**

Forests in Timor-Leste cover about 60 % of the national land or approximately 869,000 ha as of the end of 2012, but the majority of forests in the country are in the poor conditions. Only less than one-third of forests are categorized as dense forests, whose crown cover is more than 60 %, while the rest of them are sparse woodlands. Dense forests are generally fragmented and scattered in hilly and mountainous areas in the country.

#### **Section 6. Deforestation and Forest Degradation**

Deforestation and forest degradation have stably progressed in Timor-Leste. The study made in 2012 revealed that the deforestation rate has progressed at a rate of 1.7 % per annum for the last decade. It is predicted that dense forests would be halved and the total forest areas would be reduced by 17 % in 2023 if the current declining trend would be kept for the next decade.

#### **Section 7. Rationale of the Order**

Tackling of forest degradation and deforestation is one of the crucial issues that the GoTL needs to urgently address. The healthy forest ecosystem can play multiple and essential roles in the life of the people in Timor-Leste, namely, i) conservation of quality and quantity of water, ii) reduction of the incidence of flash flood, iii) prevention of surface soil erosion, iv) provision of emergency food as well as source of cash income, and v) provision of fuel wood and materials for house construction. Reduction of the current deteriorative trend is essential to the protection of livelihoods not only in hilly and mountainous areas but also lowland and city areas in Timor-Leste.

Community-Based Sustainable Natural Resource Management (CB-NRM) has been proven effective in reducing human activities causing deforestation and forest degradation, such as shifting cultivation, wild fires, and illegal exploitation of natural forests in hilly and mountainous communities in Timor-Leste. It is considered essential that the CB-NRM mechanism on a village level should be rolled out on a large scale, especially in the strategically important watersheds in the country.

### **Chapter 3: Objectives and Scope of CB-NRM**

#### **Section 8. Goal and Objectives of CB-NRM**



The goal of CB-NRM is to achieve the sustainable management of forest-related natural resources in hilly and mountainous sucos in the strategically crucial river basins in collaboration with local communities residing in the localities. Specifically, CB-NRM aims to:

- 8.1** Enhance the capacity of suco authorities to protect, conserve, and manage forest-related natural resources in the respective localities by establishing a mechanism on CB-NRM (CB-NRM mechanism) at suco level;
- 8.2** Introduce and disseminate techniques and skills effective in sustainable management of forest-related natural resources, such as reforestation, agroforestry, sloping agriculture, and livestock management, to communities in parallel with the establishment of the CB-NRM mechanism at suco level; and
- 8.3** Provide livelihood opportunities to local communities and enhance their socio-economic well being so that the pressure on the forest-related resources could be reduced.

### **Section 9. Scope of CB-NRM**

CB-NRM in this instruction is aimed at dealing with forest-related natural resources, namely i) forests including non-timber forest products, ii) land resources, and iii) water resources in hilly and mountainous areas , especially in the crucial river basins in Timor-Leste.

### **Section 10. Key Approaches to Community-Based Sustainable Natural Resource Management**

Key approaches to be taken to the establishment of the CB-NRM mechanism at suco level shall include the following:

- 10.1 Community Participation:** Local communities, especially village leaders, shall be involved in all the processes from the initial consultation to monitoring and evaluation of the activities relating CB-NRM since they must play a crucial role as decision makers and managers of natural resources but not as mere recipients.
- 10.2 Community Empowerment:** Due attention should be given to the empowerment of local communities, especially village leaders, to use and manage forest-related resources in the respective localities, as recognition of their legitimate rights over natural resources is indispensable to the successful institutionalization of the CB-NRM mechanism at suco level.
- 10.3 Capacity Development:** Local communities shall be adequately capacitated to introduce and apply a wide range of techniques/skills effective in sustainable management of forest-related natural resources and improvement of local livelihoods.
- 10.4 Equity:** All communities in suco shall have equal rights to take part in CB-NRM activities and get equal benefit from the activities.
- 10.5 Reinforcement of Customary Rules:** The customary rules, so-called “Tara Bandu” regulations, shall be reinforced/reactivated as the solidarity among communities is still strong especially in hilly and mountainous areas in Timor-Leste.
- 10.6 Use of Traditional Knowledge:** Traditional knowledge and practices effective in sustainable forest and land management shall be fully utilized as part of the CB-NRM mechanism.

### **Section 11. CB-NRM Mechanism at suco level**

The CB-NRM mechanism that this order aims to promote is the process of empowering and capacitating suco leaders as well as local communities enough to protect and manage forest-related natural resources while improving their livelihoods. Key activities of the mechanism are: i) formulation of a future land use plan with village regulations, ii) institutionalization of the village regulations, and iii) introduction and dissemination of effective techniques for sustainable forest and land management as well as livelihood development.

### **Section 12. Expected Outputs of CB-NRM**

Adoption of the CB-NRM mechanism for watershed management is expected to generate the following outputs in the long run.

- a. The forest coverage in the area can be maintained and rather expanded.
- b. Food security condition in the area can be improved.
- c. Soil run-off from the watershed can be reduced.
- d. Socio-economic conditions in the area can be improved.

At suco level, the following direct impacts are expected to be generated by the introduction / establishment of the CB-NRM mechanism.

- a. The incidence of wild fire and illegal exploitation will be reduced.
- b. Crop damages caused by free grazing animals and unlawful acts will be reduced.
- c. Productivity of agricultural crops will increase through the amendment of soil fertility, improvement of farming practices, and utilization of improved seeds.
- d. Less productive or unproductive lands can be utilized for production purposes, such as timber tree plantation, fruit tree plantation, coffee plantation, and fodder crops/trees production.
- e. Local livelihood will be improved.
- f. Suco leaders will be equipped with the ability to govern their sucos and forest-related natural resources in a proper and sustainable manner.

## **Chapter 4: Process and Implementation System of Establishment of the CB-NRM Mechanism at Suco Level**

### **Section 13. Overall Processes**

The overall processes of introduction and establishment of the CB-NRM mechanism at suco level are illustrated below.

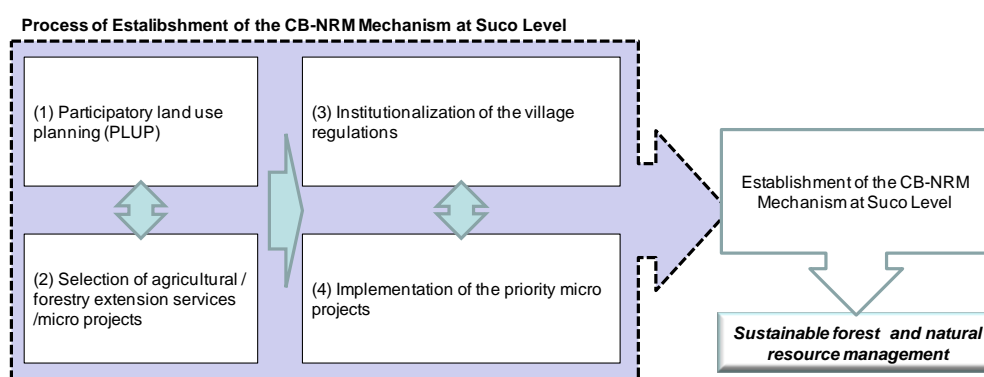


Figure 1 Overall Process of Introduction of the CB-NRM Mechanism

Each process described above is composed of a series of community-based activities stipulated in the Operation Manual for Establishment of the CB-NRM Mechanism (hereinafter referred to as “the CB-NRM Operation Manual”) issued in **March 2015**.

#### Section 14. Procedures for Establishment of the CB-NRM Mechanism

As illustrated in Section 13, the process of establishing the CB-NRM mechanism consists of four (4) components: i) Participatory Land Use Planning; ii) Selection of agricultural and forestry extension services; iii) Institutionalization of the village regulations; and iv) Introduction of the priority extension services (or Implementation of the priority micro projects).

**14.1 Participatory Land Use Planning** is aimed at the formulation of a future land use plan with the village regulations, and shall comprise the following steps:

- a. Consultation with local leaders of suco;
- b. Organization/Formation of the working group;
- c. Study tour to one of the JICA CB-NRM project villages;
- d. Present land use mapping;
- e. Future land use planning;
- f. Review of the past and existing rules;
- g. Discussion of the draft village regulations;
- h. Review of the draft village regulations with future land use plan;
- i. Consultation with communities about the draft village regulations;
- j. Preparation for enforcement of the regulations in a traditional manner; and
- k. Organization of Tar Bandu ceremony.

**14.2 Selection of Agricultural and Forestry Extension Services** is aimed at the selection of necessary assistance in the introduction and dissemination of techniques effective in sustainable natural resource management, and shall comprise the following steps:

- a. Long –listing of potential extension services or micro projects;
- b. Examination of possible extension services/micro projects for short-listing;
- c. Evaluation of the short-listed extension services/micro projects for prioritization; and
- d. Discussions of scope of the priority extension services/micro projects.

**14.3 Institutionalization of the village regulations** aims to enhance the capacity of the members of suco council to govern their suco using the village regulations, and therefore, shall undertake the following steps on a regular and continual basis.

- a. Monthly meeting among the members of suco council to monitor any events and illegal acts that cause deforestation and/or degradation/depletion of forest-related resources;
- b. Bi-monthly or quarterly meeting with other communities at each aldeia to raise awareness about the village regulation among local communities; and
- c. Annual evaluation meeting at suco level with the members of suco council and other communities to evaluate how the village regulations have worked for protection of forest-related natural resources in suco.

**14.4 Introduction of the Priority Extension Services (or Implementation of the Priority Micro Projects)** aims to introduce and disseminate techniques and skills selected by communities in the aforementioned process of “Selection of Agricultural and Forestry Extension Services” which contribute to the achievement of sustainable management of forest-related natural resources, and shall undertake the following steps for a few years.

- a. Organization of farmers’/beneficiaries’ groups in the first year;
- b. Preparation of a work plan in a participatory manner in the first year;
- c. Conducts of a series of hands-on training courses/farmers’ field schools (FFSs) on topics related to the priority extension services for two (2) to three (3) years; and
- d. Annual evaluation and planning of the work plan at the every year end in a participatory manner.

More details of the respective components and their implementation procedures with the methodologies to be used for each component are described in **the CB-NRM Operation Manual**.

## **Section 15. Implementation System including Organizational Set-up**

The National Directorate of Forestry (NDF) of the Ministry of Agriculture and Fisheries (MAF) shall be the principle implementing agency for the promotion of the CB-NRM mechanism, while the MAF District Offices and the National Directorate of Support to Development of Agricultural Communities (NDSDAC) of MAF shall function as co-implementing agencies, especially in the process of the introduction of the priority extension services at suco level. Other national directorates, such as National Directorate of Coffee, Industrial Plants and Agribusiness (NDCIPA), National Directorate of Crops and Horticulture (NDCH), National Directorate of Livestock (NDL), and National Directorate of Research and Special Services (NDRSS), may also be involved in the provision of extension services whenever necessary. NGOs which have sufficient experiences in working with communities in the fields of rural development, forest management or agricultural development, may be hired as field facilitators for effective field activities.

The institutional framework for implementation of the instruction is shown below.

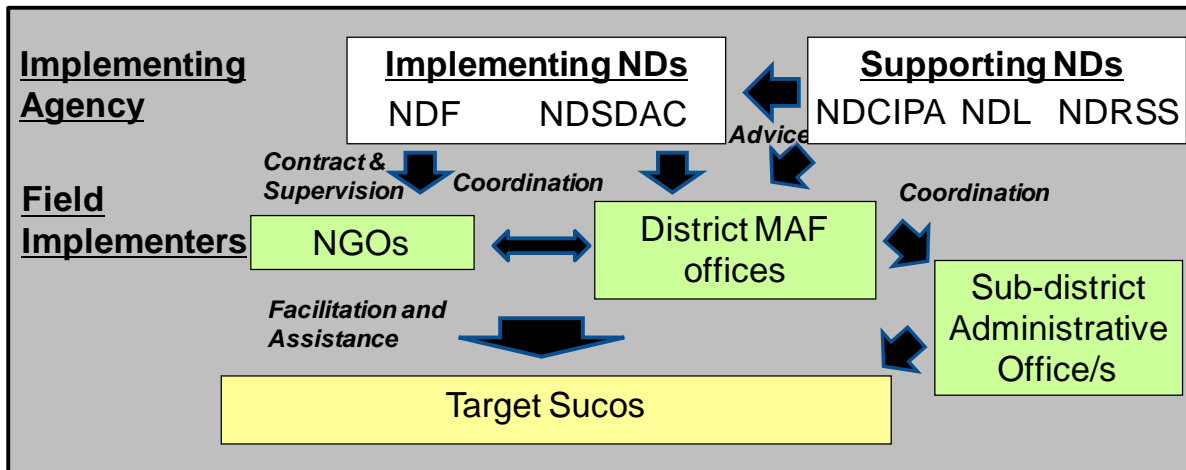


Figure 2 Institutional Framework for Implementation of the Instruction

## Chapter 5: Roles and Responsibility of the Key Stakeholders for Implementation of this Ministerial Order

### Section 16. Roles and Responsibilities of NDF, NDSDAC, and MAF District Offices

#### 16.1 NDF shall:

- a. Be responsible for preparation and implementation of necessary policies, guidelines, and national programs for execution of this order;
- b. Secure necessary budget to implement a national program for execution of this order;
- c. Provide guidance to the concerned MAF District Offices on promotion of the CB-NRM mechanism;
- d. Coordinate with any government or donor-funded programs/projects which could facilitate the process of introduction and dissemination of the CB-NRM mechanism;
- e. Identify and select the priority river basins where the CB-NRM mechanism shall be introduced for watershed management;
- f. Provide technical advice and assistance to the concerned MAF District offices and the field implementers, i.e., District Forest Officers, Forest Guards, and NGOs;
- g. Hire/Employ NGOs for the field works and supervise NGOs' works for a national program; and
- h. Monitor and evaluate the progress of the execution of this order in coordination with the concerned MAF District Offices.

#### 16.2 NDSDAC shall:

- a. Be responsible for preparation of necessary policies, guidelines, and national programs on agricultural extension related to CB-NRM; and
- b. Provide technical advice and assistance to the field implementers, i.e., District Officers, Extension Officers and NGOs.

#### 16.3 Other National Directorates of MAF shall:

- a. Provide technical advice and assistance to the field implementers, in the relevant

technical fields in coordination with NDF and NDSDAC.

**16.4 MAF District Offices** shall:

- a. Be responsible for introduction and promotion of the CB-NRM mechanism according to this order in the critical river basins selected by NDF;
- b. Be responsible for planning of a district program on promotion of the CB-NRM mechanism in line with this order as well as the national programs.
- c. Secure necessary budget enough to implement the district program for execution of this order;
- d. Harmonize programs/projects for promotion of the CB-NRM mechanism with other government, donor-funded, and NGO projects/programs to facilitate the process of introducing the CN-NRM mechanism at suco level;
- e. Provide necessary administrative and technical support for District Forest Officers, other District Officers, Forest Guards, Sub-district Coordinators of Extension Officers, and Extension Officers;
- f. Hire/Employ NGOs for the field works for a district program; and
- g. Provide technical advice and assistance to the field implementers, i.e., District Officers, Extension Officers and NGOs.

**Section 17. Roles and Responsibilities of Sub-district Administrative Offices and Sucos concerned**

**17.1 Sub-district Administrative Office** is expected to:

- a. Collaborate with NDF and MAF District Offices concerned to facilitate the process of introducing the CB-NRM mechanism in sucos concerned with the critical river basins within its jurisdiction;
- b. Guide and orient suco leaders toward the sustainable management of forest-related natural resources by encouraging them to introduce and establish the CB-NRM mechanism at the respective sucos; and
- c. Coordinate the efforts of sucos relating to the critical river basins to reduce the incidence of wildfires, free grazing animals, and illegal exploitation in the areas.

**17.2 Sucos/Suco Councils** shall:

- a. Be responsible for protection and management of forest-related natural resources in the localities in accordance with the village regulations;
- b. Instruct and encourage local communities to follow the village regulations for sustainable forest-related natural resource management;
- c. Encourage local communities to participate in the processes of introducing the CB-NRM mechanism; and
- d. Encourage local communities to apply techniques/skills useful for CB-NRM, which will be introduced by NGOs/extension officers through a series of hands-on training courses, to their own plots/farms.

**Section 18. Roles and Responsibilities of External Assisting Organizations**

**18.1 NGOs and other external facilitators** shall:

- a. Be responsible for implementation of the field activities as a contractor;
- b. Perform as a main facilitator throughout the field works;
- c. Guide and orient local communities toward sustainable natural resource management in coordination with District Forest Officers and Forest Guards;
- d. Arrange and organize a series of training courses/extension services for local communities on techniques/skills useful for CB-NRM in coordination with District Officers, Sub-district Extension Coordinators, Forest Guards, and Extension Officers in the concerned MAF District Offices; and
- e. Help local communities, in collaboration with District Forest Officers and Forest Guards, protect and manage forest-related natural resources in a sustainable manner in accordance with the village regulations.

**18.2 Donor-funded Program/project** is expected to:

- a. Harmonize the program/project activities with those to be carried out for introducing the CB-NRM mechanism at suco level to minimize unnecessary overlaps and maximize synergic effects; and
- b. Adopt a part of the procedures for introduction the CB-NRM mechanism as the part of the program/project activities to accelerate the dissemination of the CB-NRM mechanism in the critical river basins.

The expected roles and responsibilities of the key officers in the relevant organizations in MAF are described in **the CB-NRM Operation Manual**.

## **Chapter 6: Monitoring and Evaluation of the Execution of the Order**

### **Section 19. Overall Framework of Monitoring and Evaluation (M&E)**

NDF is also tasked to conduct national and field level monitoring and evaluation of all the initiatives/programs for execution of this order and formulate strategies for improvement of the initiatives/programs for effective dissemination of the CB-NRM mechanism.

### **Section 20. Monitoring and Evaluation at Suco Level**

The field level monitoring and evaluation shall be the responsibility of forestry field officers, such as Forest Guards and/or District Forest Officers, in the MAF District Offices concerned with the critical river basins. They shall:

- a. Visit sucos regularly to monitor, evaluate, and ensure timely and quality performance of the extension service (or the micro project) activities by the field implementers; and
- b. Attend monthly meetings held at the respective sucos in the process of institutionalization of the village regulations to check if forest-related natural resources have been properly managed by using the village regulations.

### **Section 21. Monitoring and Evaluation at Central Level**

The NDF central office, in collaboration with the concerned MAF District Offices, shall be responsible for the overall progress of dissemination/promotion of the CB-NRM mechanism on a national level. Specifically, NDF shall collect and update the following data on a quarterly basis.

- a. Sucos where the CB-NRM mechanism is newly introduced

- b. Number of sucos which have introduced the CB-NRM mechanism as of the date of monitoring
- c. Number of cases of wildfires and illegal cutting in the sucos
- d. Numbers of families participating in the extension services/micro projects provided for the achievement of the future land use plan

The monitoring data shall be compiled into a quarterly monitoring report and submit it to National Director of NDF.

In addition to the periodic monitoring, the NDF central office in collaboration with the concerned MAF District Offices shall collect the following information whenever a new suco introduces the CB-NRM mechanism in coordination with MAF District Offices and any assisting organizations.

- a. Information of suco (Name, Sub-district, District, Area, No. of families and population, Forest area in suco)
- b. Date of the Tara Bandu ceremony
- c. Village regulations with a future land use map
- d. Priority extension services selected by communities

The data shall be kept and sorted out by district, so that they can be used as supplemental information for introduction of Community Forest Management Agreement (CFMA) when the Forest Management Decree is officially enacted or any other village development works, such as PNDS.

## **Chapter 7: Supports for Implementation of the Order**

### **Section 22. Administrative and Technical Support**

NDF shall provide necessary administrative and technical support, such as transportation means, technical guidance and orientation, and necessary tools and materials for the implementation of this order.

### **Section 23. Financial Support**

NDF and the concerned District MAF Offices shall secure sufficient budgets to finance the necessary expenses incurred for implementation of this order, such as travel expenses and per diem of the NDF officers, District Forest Officers, and Forest Guards, meeting expenses, any expenses of materials needed for priority agricultural and forestry extension services. The respective offices shall prepare an annual work plan with a budget plan for promotion of the CB-NRM mechanism when preparing a budget plan to be submitted to MAF.

### **Section 24. Coordination with Other Government/Donor Activities/Programs**

In case there are any Government or development partners' projects/programs which the CB-NRM mechanism can be fit into, the possible collaboration with such projects/programs shall be taken into account to supplement each other. High synergy can be expected by collaboration with the projects/programs which have the following natures:

- a. Reforestation and forestry development
- b. Forest protection, protected area management and environmental protection



- c. Agricultural development
- d. Rural development
- e. Adaptation to climate change

## **Chapter 8: Miscellaneous Provision**

### **Section 25. Supplemental Guidelines**

NDF may issue memoranda and specific instructions to the concerned MAF District Officers and personnel pursuant to this order. The CB-NRM Operation Manual shall be used as supplemental guidelines with the official endorsement of NDF.

### **Section 26. Effectivity**

This order takes effect immediately.

Minister of MAF

**Japan International Cooperation Agency (JICA)**

**Ministry of Agriculture and Fisheries (MAF)**

**Government of the Democratic Republic of Timor-Leste**

**The Project**  
**for**  
**Community-Based Sustainable Natural**  
**Resource Management**

**Results of the Ninth Meeting of the Working Team for Output 3**

**February 2015**

**NIPPON KOEI CO., LTD.**

# Results of the Ninth (9<sup>th</sup>) Meeting of the Working Team for Output 3

## TABLE OF CONTENTS

	<i>page</i>
<b>1 Introduction.....</b>	<b>1</b>
<b>2 Outlines of the Ninth (9<sup>th</sup>) Meeting .....</b>	<b>1</b>
2.1 Objectives of the Meeting .....	1
2.2 Date and Venue of the Meeting.....	1
2.3 Agenda and Timeframe of the Meeting .....	1
2.4 Participants in the Meeting .....	1
2.5 Materials used in the Meeting.....	2
<b>3. Results of the Meeting .....</b>	<b>2</b>
3.1 Outlines of the Proposed Consultation Seminars/Workshops .....	2
3.2 Target Participants in the Seminars/Workshops.....	3
3.3 Schedule of the Seminars/Workshops .....	4
3.4 Members involved in the Teams responsible for the Seminars/Workshops .....	4
3.5 Necessary Arrangements .....	4
<b>4. Next Steps .....</b>	<b>4</b>

## LIST OF APPENDIXES

Appendix-1 List of Participants

Appendix -2 Materials used in the Meeting

- Proposal of Consultation Seminar/Workshop on the Draft Policy Recommendations and Ministerial Order for Promotion of CB-NRM
- Draft Policy Recommendations on Scale up of CB-NRM
- Promotion of the Community-Based Sustainable Natural Resource Management (CB-NRM) Mechanism in the Strategically Important River Basins in Timor-Leste

# Report on the 9<sup>th</sup> Meeting of the Working Team

February 3, 2015  
JICA Project Team

## 1. Introduction

The JICA and MAF Project Teams for the JICA CB-NRM Project have held a series of meetings with the NDF Working Team for policy recommendations for CB-NRM and drafted the following documents based on the discussions made as of the end of December 2014. These documents were shared with and presented to the key officers of NDF to get feedback from those who will play a key role in scaling up CB-NRM.

- ▶ Draft CB-NRM Operation Manual
- ▶ Draft policy recommendations on scale up of CB-NRM
- ▶ Draft ministerial order for promotion of the CB-NRM Mechanism

As CB-NRM will also closely relate to the tasks of other national directorates (i.e., National Directorate of Support to Development of Agriculture and Communities and National Directorate of Environment), MAF District Offices, NGOs working in the agriculture and forestry sectors, and other MAF Development Partners, the JICA and MAF Project Teams and the NDF Working Team decided to hold a series of consultations with the relevant stakeholders about those documents so as make those documents more practical and useful in the field.

## 2. Outlines of the Ninth (9<sup>th</sup>) Meeting

### 2.1 Objectives of the Meeting

The main objective of the ninth (9<sup>th</sup>) meeting was to discuss how the JICA Project Team and the NDF Working Team could hold the consultation seminars/workshops in a collaborative manner in February and March 2015.

### 2.2 Date and Venue of the Meeting

The meeting was held on February 3, 2015 at the room of the JICA Project in the NDF Building.

### 2.3 Agenda and Timeframe of the Meeting

The agenda and timeframe of the meeting are shown below.

Agenda of the Meeting

Timeline	Sessions	Resource persons
10:30-10:35	Introduction	Project Coordinator
10:35-11:00	Explanation of a proposal for consultation seminars/workshops	Chief Advisor
11:00-12:20	Discussion	Chief Advisor
12:20-12:30	Closing	Chief Advisor

Source: JICA Project Team (2014)

### 2.4 Participants in the Meeting

A total of six (6) working team members and seven (7) counterparts attended the meeting in addition to the main facilitator hired by the JICA Project Team. The list of the participants is attached in **Appendix-1** and shown below.

### Lists of Participants in the Meeting

Name of the members	Position
1. Fernando C. Araujo	Head of Dept. of Industrial Plantation
2. Adelino Rosario	Project Coordinator of the CBNRM Project / Head of Dept. of Reforestation
3. Almeida F. Xavier	Head of Dept. of Watershed Management and Soil Conservation
4. Egas Britis da Silva	Head of Dept. of Labor force, National Directorate of Human Resources
5. Vicente Sanches Soares	Head of Dept. of Forestry, MAF District Office in Dili
6. Mario Alves	Staff in Dept. of Protection (Representative of Mr. Barros do Carmo)
7. Vildito, Ximenes	Staff in Dept. of Watershed Management and Soil Conservation
8. Julio Tilman	District Officer in Coffee, Industrial Plants, and Agri-business in Aileu
9. Joao Roderigues	District Officer in Crops and Horticulture in Aileu
10. Marcelino Perreira	District Officer in Forestry in Aileu
11. Mayus Kling de Jesus	Forest Guard in Aileu
12. Benjamine Tiliman Suri	Ditto
13. Tobias dos Santos	Sub-district Extension Coordinator in Aileu
14. Xisto Martins	Main Facilitator (Director of RAEBIA)
15. Yoji Mizuguchi	Chief Advisor/Rural Development/Agroforestry/Sloping Agriculture

Source: JICA Project Team (2014)

## 2.5 Materials used in the Meeting

A proposal attached hereto in **Appendix-2** was used for explanation of the outlines of the consultation workshops/seminars.

## 3. Results of the Meeting

### 3.1 Outlines of the Proposed Consultation Seminars/Workshops

Chief Advisor of the JICA Project Team outlined the proposed consultation seminars/workshops on the draft policy recommendations and ministerial diploma using the material attached in **Appendix-2**, after the short introduction made by Project Coordinator, Head of the Department of Reforestation and Urban and Community Forestry, NDF. The outlines of the consultation seminar/workshop are as follows:

#### Outlines of the Consultation Workshops/Seminars

Items	Descriptions
<b>Objectives</b>	<p>The main objective of the consultation seminar/workshop is to obtain opinions and comments on the draft policy recommendations and the draft ministerial order for promotion of CB-NRM from relevant stakeholders in the country to finalize them before submission to MAF.</p> <p>To this end, the seminar/workshop shall specifically aim to:</p> <ul style="list-style-type: none"> <li>i) help participants understand the effectiveness of the CB-NRM mechanism in sustainable management of forest and forest-related natural resources;</li> <li>ii) convince participants to accept the need to promote and scale up the CB-NRM mechanism widely in the country for sustainable natural resource management;</li> <li>iii) help participants discuss the possibility of introduction of the CB-NRM mechanism in the different areas; and</li> <li>iii) Exchange with participants ideas on the draft policy recommendations and ministerial order.</li> </ul>
<b>Target participants</b>	<p>The following organizations shall be invited to the consultation seminars/workshops as target stakeholders.</p> <ul style="list-style-type: none"> <li>i) MAF, especially NDF and NDSDAC</li> <li>ii) District MAF Offices</li> <li>iii) National Directorate of Environment under Secretary of State for Environment</li> <li>iv) MAF Development Partners</li> <li>v) NGOs working in the forestry and agriculture sectors, especially those registered under the umbrella of HASTIL</li> </ul>
<b>Seminars / Workshops</b>	<p>In order to ensure the participation of the MAF District Offices, the seminars/workshops shall be held at the strategic locations in the country. The following locations are considered as potential venues for this purpose.</p>

Items	Descriptions	
	Venue	Target participants
	Dili	MAF NDs, ND of Environment, Development Partners, and NGOs
	Dili	MAF District Offices (Dili, Liquica, Ermera, Aileu and Manatutu) and NGOs
	Maliana	MAF District Offices (Maliana and Suai) and NGOs
	Ainaro	MAF District Offices (Ainaro and Mnifahi) and NGOs
	Baucau	MAF District Offices (Viqueque, Baucau and Los Palos) and NGOs
<b>Timeframe</b>	The consultation seminars/workshops will be held in February/March 2015.	
<b>Agenda of the seminar</b>	A one-day seminar/workshop comprising the following four (4) sessions shall be held at the respective locations. Session 1: Outlines & results of the JICA-MAF CB-NRM Projects Session 2: Summary of the draft policy recommendations Session 3: Summary of the draft ministerial order Session 4: Summary of the draft CB-NRM operation manual	
<b>Members involved in the seminar / workshop</b>	A team/s composed of the following members shall be formed for this purpose. ◆ 1 main facilitator (to be hired by the JICA Project Team) ◆ 1 co-facilitator (one of the staff of the JICA Project Team) ◆ 1 expert from the JICA Project Team ◆ 1~2 members from the MAF Project Team/NDF working team	
<b>Necessary inputs / supports</b>	The following arrangements are needed for smooth implementation of the work. ◆ Allocation of transportation cost including allowance for the team ◆ Allocation of transportation cost including allowance for the participants ◆ Arrangement for the seminars/workshops (venues and food) ◆ Preparation of materials for the seminar/workshop ◆ Coordination/communication with the relevant offices	

### 3.2 Target Participants in the Seminars/Workshops

The members of the working team/participants in the ninth (9<sup>th</sup>) meeting made the following suggestions on the target participants/groups to be invited to the consultation seminars/workshops.

- ▶ It is advisable to invite religious groups (e.g., church), local government units (municipality, sub-municipality, and suco), progressive/advanced farmers, and academic organizations to the consultation seminars/workshops to obtain opinions from a wide range of stakeholders.
- ▶ However, it is hard to expect to get effective feedback from the participants who are not familiar with the topics, such as religious groups.
- ▶ As the draft policy recommendations and operation manual are too technical to explain to non-technical persons, it is recommendable to select the participants to make the seminars/workshops effective.
- ▶ It was finally agreed among the members that the following stakeholders/groups would be invited to the seminars/workshops.
  - i) National Directorates of MAF
  - ii) District MAF Offices
  - iii) National Directorate of Environment under Secretary of State for Environment
  - iv) MAF Development Partners
  - v) NGOs working in the forestry and agriculture sectors, especially those registered under the umbrella of HASTIL



vii) District Administrative Offices/Municipal Offices

### **3.3 Schedule of the Seminars/Workshops**

The members came up with a rough schedule of the seminars/workshops as follows:

- ▶ Seminar/Workshop in Baucau shall be arranged and held in the 4<sup>th</sup> week of February 2015.
- ▶ Seminars/Workshops in Dili shall be arranged and held in the 1<sup>st</sup> week of March 2015.
- ▶ Seminars/Workshops in Ainaro and Maliana shall be arranged and held in the 2<sup>nd</sup> week of March 2015.

### **3.4 Members involved in the Teams responsible for the Seminars/Workshops**

The members of the working team formed three (3) teams for the conducts of the seminars/workshops allocating some members to the respective teams as follows:

#### **Team for Dili**

- ▶ Mr. Adelino Rosario (Head of the Team)
- ▶ Mr. Egas Britis da Silva
- ▶ Mr. Vicente Sanches Soares
- ▶ Mr. Xisto Martins (Main Facilitator)
- ▶ Mr. Isolino Guterres (Co-facilitator)

#### **Team for Baucau**

- ▶ Mr. Almeida F. Xavier (Head of the Team)
- ▶ Mr. Egas Britis da Silva (*to be confirmed*)
- ▶ Mr. Americo da Silva (*to be confirmed*)
- ▶ Mr. Xisto Martins (Main Facilitator)
- ▶ Mr. Isolino Guterres (Co-facilitator)

#### **Team for Ainaro and Maliana**

- ▶ Mr. Fernando C. Araujo (Head of the Team)
- ▶ Mr. Pascal Barros do Carmo (*to be confirmed*)
- ▶ Mr. Xisto Martins (Main Facilitator)
- ▶ Mr. Isolino Guterres (Co-facilitator)

It was agreed by the members that the composition of the NDF officers in the respective team shall be finally confirmed with National Directors of NDFWM and NDFC. Hence, the members are still subject to change based on the discussions with National Directors.

### **3.5 Necessary Arrangements**

The members suggested that a letter of invitation should be signed by General Director for Forestry and Fishery so as to ensure the participation of stakeholders invited. It was agreed by the members that the JICA Project Team should finalize the letter in coordination with National Director of NDFWM.

It was also agreed that the members of the working team should assist the JICA Project Team in the preparation of lists of stakeholders to be invited and the delivery of the invitation letters to the respective stakeholders.

## **4. Next Steps**

It was agreed by the participants that each team would work for necessary arrangements and

help each other conduct the consultation seminars/workshops according to the following schedule:

**2<sup>nd</sup> Week of February, 2015**

February 10, 2015: The team for Baucau will determine the date of the workshop in Baucau and prepare a list of persons/organizations to be invited.

**3rd Week of February, 2015**

February 17, 2015: The team for Dili will determine the date of the workshops in Dili and prepare lists of persons/organizations to be invited.

Date not determined yet: The team for Baucau will issue and deliver the invitation letters to the expected guests in the respective offices.

**4th Week of February, 2015**

February 24, 2015: The team for Ainaro and Maliana will determine the date of the workshops in Ainaro & Maliana and prepare lists of persons/organizations to be invited.

Date not determined yet: The team for Dili will issue and deliver the invitation letters to the expected guests in the respective offices.

Date not determined yet: The team for Baucau will hold a workshop in Baucau.

**1st Week of March, 2015**

Date not determined yet: The team for Ainaro and Maliana will issue and deliver the invitation letters to the expected guests in the respective offices.

Date not determined yet: The team for Dili will hold workshops in Dili

**2nd Week of March, 2015**

Date not determined yet: The team for Ainaro and Maliana will hold workshops in Ainaro & Maliana.

End of Document



***Appendix-1***  
***List of Participants***

### Attendance List of the:

- Weekly meeting
- Monthly meeting
- Seminar
- Workshop
- Others: working team meeting

Date: 3 / feb / 2015

No	Name	Position / Organisation	Contact	Signature
1	Fernando S. May	chefe Dept. D.F. Indústria	7841479 / 77287576	
2	Almeida F. Xavier	chefe Dep. JBACSA	78141470	
3	EGAS B. DA SILVA	chefe Dep. Força Trabalho	78520161	
4	ADELINO ROJARIO	Project Coordinator CBNRM	77271908	
5	MARCELI TO PEREIRA	CP MAP Ailee	77290068	
6	Mayushling Let. G.	— " —	77408538	
7	Benyamin P. Sori	— " —	77402403	
8	Fabrizio dos Santos	Coord. Ext.	78265309	
9	Vicente Sanchez Soares	Membros CBNRM	77245758	
10	Mario Alves	Staff Protection	77268990	
11	Juliano Pires Sani	Oficial plantas IND.	77902645	
12	Veldrio J. X. Mear	CP. Central	78594788	
13	João Rodrigues	Oficial crops telep	77272824	
14	Xisto Martins	Executive Director	77231426	
15	<del>Fabrizio dos Santos</del>	<del>Coord. Ext.</del>	<del>78265309</del>	<del></del>

***Appendix-2***  
***Materials used for the Meeting***

## **Proposal of Consultation Seminar/Workshop on the Draft Policy Recommendations and Ministerial Order for Promotion of CB-NRM**

### **1. Objectives**

The main objective of the consultation seminar/workshop is to obtain opinions and comments on the draft policy recommendations and the draft ministerial order for promotion of CB-NRM from relevant stakeholders (Government Officials, NGOs, and other development partners) in the country to finalize them before submission to MAF.

To this end, the seminar/workshop shall specifically aim to:

- i) help participants understand the effectiveness of the CB-NRM mechanism in sustainable management of forest and forest-related natural resources based on the experiences of the JICA-MAF CB-NRM Project;
- ii) convince participants to accept the need to promote and scale up the CB-NRM mechanism widely in the country for sustainable natural resource management;
- iii) help participants discuss and deliberate the possibility of introduction of the CB-NRM mechanism in the different areas in the country as well as for the different sectors;
- iii) Exchange with participants ideas to make the draft policy recommendations and ministerial order adoptable for the relevant stakeholders and applicable to major parts of the country.

### **2. Target Participants**

The following organizations shall be invited to the consultation seminars/workshops as target stakeholders.

- i) MAF, especially NDF and NDSDAC
- ii) District MAF Offices
- iii) National Directorate of Environment under Secretary of State for Environment
- iv) MAF Development Partners
- v) NGOs working in the forestry and agriculture sectors, especially those registered under the umbrella of HASTIL
- vii) Others

### **3. Possible Locations of the Consultation Seminars/Workshops**

In order to ensure the participation of the MAF District Offices, the seminars/workshops shall be held at the strategic locations in the country. The following locations are considered as potential venues for the seminars and workshops.

<b>Venue</b>	<b>Target participants</b>
Dili	MAF Central Offices, National Directorate of Environment, Development Partners, and NGOs
Dili	MAF District Offices (Dili, Liquica, Ermera, Aileu and Manatutu) and NGOs
Maliana	MAF District Offices (Maliana and Suai) and NGOs
Ainaro	MAF District Offices (Ainaro and Mnifahi) and NGOs
Baucau	MAF District Offices (Viqueque, Baucau and Los Palos) and NGOs

#### 4. Timeframe of the Work

The consultation seminars/workshops listed above shall be arranged and held in February /March 2015 so that the policy recommendations and ministerial order can be finalized in March/April 2015.

#### 5. Proposed Agenda of the Seminar/Workshop

The draft agenda and timeframe of the seminar/workshop are shown below.

Timeline	Sessions	Resource persons
09:00-09:15	Introduction	MC/Main Facilitator
09:15-09:30	Background of the seminar/workshop	NDF
09:20-10:00	<b>Session 1</b> _ Outlines & results of the JICA-MAF CB-NRM Projects	
10:00-10:15	Coffee break	-
10:15-11:00	<b>Session 2</b> _ Summary of the draft policy recommendations	
11:00-11:45	<b>Session 3</b> _ Summary of the draft ministerial order	-
11:45-12:30	Discussions	Main Facilitator
12:30-13:30	Lunch	-
13:30-14:30	<b>Session 4</b> _ Summary of the draft CB-NRM operation manual	
14:30-15:30	Discussions Wrap-up of the meeting	Main Facilitator

#### 6. Members of a Team for the Seminars/Workshop

A team composed of the following members will be formed for the seminar/workshop.

- ◆ 1 main facilitator (to be hired by the JICA Project Team)
- ◆ 1 co-facilitator (one of the staff of the JICA Project Team)
- ◆ 1 expert from the JICA Project Team
- ◆ 1~2 members from the MAF Project Team/NDF working team

#### 7. Necessary Inputs/Supports

The following arrangements are needed for smooth implementation of the work.

- ◆ Allocation of transportation cost including allowance for the team
- ◆ Allocation of transportation cost including allowance for the participants
- ◆ Arrangement for the seminars/workshops (venues and food)
- ◆ Preparation of materials for the seminar/workshop
- ◆ Coordination/communication with the relevant offices

End of document

## Draft Policy Recommendations on Scale up of CB-NRM

### 1. Background and Introduction

#### 1.1 Rationale of Community-Based Natural Resource Management (CB-NRM)

Forest degradation and deforestation is one of the acute issues that the Government of Timor-Leste (GoTL) needs to tackle to achieve sustainable development of rural areas, especially hilly and mountainous areas, in the country. In fact, the National Forest Policy issued in 2008 clearly states that:

*“Deforestation and degradation of the nation’s forest is serious in most mountainous localities and in many and lowland areas and is causing erosion of soil and rock and the aggradation of detritus in riverbeds. It is having an adverse effect on watershed condition – that is linked directly to water supplies for irrigation, and therefore to food security – and it weakens the potential for timber and fuel wood production. It also leads to decreased soil fertility, decreased water quality and the sedimentation of estuaries and reefs.”*

The study made by JICS in 2013<sup>1</sup> indicates that the situation has gotten rather worse recently, reporting that approximately 184,000 ha of forests has been disappeared between 2003 and 2012 and approximately 170,000 ha of dense forests have been degraded into sparse canopy forests for the same period. As hilly and mountainous areas which have more than 40 % slopes constitute most of the parts of the country, protection of forests, especially dense forests, is requisite to i) stabilization and maintenance of water flows, ii) prevention of land degradation/surface soil erosions in sloping lands, and iii) conservation of important ecosystems in the country.

It is, however, not easy to reduce the current adverse trend since deforestation and forest degradations have been mainly caused by human activities, especially those done by economically vulnerable people, such as i) shifting cultivation, ii) firewood collection, iii) forest fire, and iv) uncontrolled exploitation. Regulatory approaches may not necessarily be effective as these activities closely relate to socio-economic situations in rural areas. Furthermore, limited capacity to enforce laws and insufficient legislative systems has been hampering the GoTL from taking effective actions against deforestation and forest degradation.

Community-based Natural Resource Management is an approach to sustainable management of forest and other forest-related resources (e.g., lands and water) balancing with improvement of local livelihoods. One of the remarkable features of CB-NRM is to empower local communities to use and manage forests and other natural resources in the localities. In fact, this approach can be an alternative to a top-down regulatory approach, which is not necessarily effective in the situations of Timor-Leste, where the capacity of the government for law enforcement is still limited

---

<sup>1</sup> The Forest Conservation Plan in Timor-Leste (2012), Japan International Cooperation Service (JICS)

and/or the legislative framework is insufficient. It is, therefore, believed that CB-NRM is an effective and appropriate approach to be taken to sustainable forest management under the current circumstances of Timor-Leste.

## **1.2 Background of CB-NRM in Timor-Leste**

In the Portuguese era, forest resources had been controlled and protected by village leaders with authorization given by the colonial government. In a sense, it can be said that forests and natural resources were managed by community leaders in the past, but in a compulsory way. Such a system tied to the strong law enforcement; therefore, it was effective in regulating illegal exploitation and forest fires to protect forests. The system was abandoned widely when the sovereign country was replaced in 1975. A vast area of forests have been degraded or vanished since then.

One of the approaches proposed in the Forest Sector Policy to the reduction of forest degradation is community participation in protection of forests by recognizing their legitimate rights to use and manage forest resources. A joint project, named “the Project for Community-Based Natural Resource Management,” implemented by the Ministry of Agriculture and Fisheries (MAF) and the Japan International Cooperation Agency (JICA), has worked for development of an effective and operational mechanism of community-based forest and natural resource management since 2011. The mechanism developed by the JICA-MAF project (hereinafter referred to as “the CB-NRM mechanism”) is aimed at helping local communities manage and protect forests and other forests-related natural resources by using traditional rules that used to exist in the respective sucos. The effectiveness of the CB-NRM mechanism has been proved in the field in the course of the said JICA-MAF Project.

## **1.3 Objectives of CB-NRM**

The main objective of CB-NRM is to achieve sustainable forest management in Timor-Leste, especially in hilly and mountainous areas in the country. Specifically, CB-NRM aims to:

- i) recognize the rights of local communities to use and manage forest and forest-related natural resources in the respective localities;
- ii) develop a mechanism to enable local communities to protect and manage forest and forest-related natural resources in a sustainable manner in coordination with the authorized government organizations;
- iii) build the capacity of local communities, especially community leaders, to protect and manage forests and forest-related natural resources in a proper manner; and
- iv) introduce and disseminate techniques and practices that could help communities enhance agricultural and forestry productivity and improve livelihoods while protecting forest and forest-related resources.

## **1.4 Composition of the Policy Recommendations**

This document comprises the following six (6) chapters:

- Chapter 1 Introduction and Background;
- Chapter 2 Current Conditions of Forests in Timor-Leste;
- Chapter 3 Constraints to Promotion of CB-NRM;
- Chapter 4 Goal, Objectives, and Approaches of the Policy Recommendations;
- Chapter 5 Necessary Interventions; and
- Chapter 6 Monitoring and evaluation.



## 2. Current Conditions of Forests in Timor-Leste

### 2.1 Status of Forests

As of the end of 2012, forests occupy about 60 % or approximately 869,000 ha of the country. About two-third (or approximately 556,000 ha) of the existing forests are classified as sparse canopy forests, while dense forests, whose canopy cover is more than 60 %, only occupy approximately 313,000 ha in total. Furthermore, most of the dense forests are fragmented and scattered in hilly and mountainous areas in the country. As mentioned in the previous chapter, deforestation and degradation of forests have rapidly progressed due to human activities in Timor-Leste, especially in forests close to residential places. The typical process of forest degradation is considered as follows:

- a. Dense forests have been degraded to medium or sparse canopy forests due to excessive collection of firewood, illegal timber exploitation, forest fires, and free animal grazing; and
- b. Medium/sparse canopy forests have been converted into farms or grasslands due to expansion of shifting cultivation farms, continuous firewood collection, frequent forest fires caused by communities residing near the forests.

Although the quality of forests in Timor-Leste has constantly declined, forests still have important roles and functions in the life of people not only in hilly and mountainous areas but also in lowland and city areas in Timor-Leste. Among other things, the following functions that forests in Timor-Leste have played are crucial and should be specifically protected.

- i) Water quality and quantity conservation;
- ii) Soil conservation; and
- iii) Biodiversity conservation.

The Forest Conservation Plan prepared by the National Directorate of Forest (NDF) in 2013 determines that the majority of the remaining forests in the country have crucial functions and should be protected as shown below.

Forests to be Protected for Water, Soil, and Biodiversity Conservation			
District name	Dense Forest	Sparse Forest	Total forest area
Lautem	40,569	22,025	62,594
Viqueque	34,182	36,787	70,970
Baucau	14,604	20,211	34,814
Manatuto	41,800	58,489	100,289
Manufahi	16,325	20,328	36,653
Ainaro	10,172	12,497	22,669
Aileu	7,875	20,194	28,069
Dili	4,301	8,312	12,613
Liquica	16,323	9,607	25,929
Ermera	13,011	7,583	20,594
Bobonaro	8,762	16,360	25,128
Covalima	16,151	31,560	47,712
Oecusse	4,099	15,047	19,145
Total	228,175	278,999	507,174

Source: Forest Conservation Plan, National Directorate for Forestry, MAF (2013)

## 2.2 Future Scenario of Forest Degradation

As shown in the following table, the Forest Conservation Plan also predicts that the total forest area would be reduced by 17% and dense forests would be almost halved in 2023 assuming the degrading trend between 2003 and 2012 will continue without any interventions.

Year	Dense forest		Sparse forest		Total Forest
	Area	Change	Area	Change	Area
	ha	%/year	ha	%/year	ha
2003 <1	484,028		568,990		1,053,018
2012 <1	312,951	- 4.73 %	556,315	- 0.25 %	869,266
2023 <2	183,651	- 4.73 %	541,206	- 0.25 %	724,858

Source: Forest Conservation Plan, National Directorate for Forestry, MAF (2013)

Note <1: Based on the analyses of satellite images taken in 2003 and 2012

Note <2: Estimation made in the Forest Conservation Plan (2013)

Under the status quo scenario, the functions of dense forests are expected to significantly decline for the next 10 years. Needless to say, the society and the life of people in the country are expected to be severely affected as a consequence of forest degradation.

## 2.3 Existing Policy and Legislation in the Forestry Sector

The existing policy and legislative framework for promotion of sustainable forest management, particularly community-based sustainable forest management, is still weak in Timor-Leste. Some key government documents which have been officially approved or will be soon approved in the forestry sector are outlined below.

### (1) Forest Sector Policy

The Forest Sector Policy was officially approved and issued by the GoTL in 2008. The Policy defines its overall goal as “the sustainable management of forest resources and watersheds to provide environmental, social and economic benefits to the people of Timor-Leste.” To achieve the overall goal, the Policy determines the following six (6) policy objectives with the respective targets:

Policy Objectives	Targets
Protection of forest	to effectively protect the ecological integrity and biological composition of not less than 70 % of the area of forests by 2020.
Community and private participation in forestry development	to achieve harmonious and effective participation of forest communities and other private sector groups in forestry development by the end of 2010.
Watershed Conservation	to achieve the long-term sustainable conservation of watersheds not later than 2020 to maintain and enhance natural water flows, maintain high water quality, and minimize flooding and the erosion of rocks and soils.
Afforestation and land restoration	to afforest and restore degraded lands to improve watersheds and coastal lines, maintain/expand wood resources, and complement agricultural and horticultural land uses.
Development of a private sector business environment	to develop and maintain the private sector-based business environment for profitable forest management, production, utilization and marketing of forest products.

Policy Objectives	Targets
Forestry sector institutional development	to develop managerial, technical and administrative capacities of forestry sector institutions to enable them to effectively design, implement, manage, monitor, and control all the forest policy objectives and their related programs.

## (2) Forest Management Decree

The Forest Management Bill has been discussed by the council of ministers since 2009, but has not been officially approved by the parliament yet. The Forest Management Bill stipulates that communities can claim access, use and management rights to forest resources existing in the jurisdiction of suco on the condition that they exchange an agreement with NDF on sustainable forest management (Community Forest Management Agreement: CFMA). The agreement could last for a long-term and be renewed as long as communities manage assigned forests in a proper manner.

## (3) Protected Area Decree

The Protected Area Decree was drafted in 2012 and is currently in the process of finalization for submission to the council of ministers for approval. The draft decree aims to facilitate the creation of protected areas with establishment of an institutional framework for effective management of designated protected areas.

## (4) Medium Term Operational and Investment Plan (MTOPI)

The Medium Term Operational and Investment Plan (MTOPI) is the action plan of MAF to implement the MAF's Strategic Plan from 2014 to 2018. The MTOPI covers all the technical fields under the jurisdiction of MAF. In fact, one of the key programs of MTOPI is "natural resource conservation and management," and community-based forest and natural resource management is considered as a key activity under the program.

## (5) Forest Conservation Plan

The Forest Conservation Plan was developed by NDF in 2013 with the technical assistance from JICS. The Plan comprises seven (7) action programs to contribute to the achievement of the goal of the Forest Sector Policy by 2023. CB-NRM is the key concept to implement the action programs of the Forest Conservation Plan.

## 2.4 Major Stakeholders in the Forestry Sector

A wide range of stakeholders relate to forests and forest-related natural resources. Among other things, the following 10 stakeholders have important roles in sustainable management and protection of forests and forest-related natural resources.

- a. National Directorate for Forestry (NDF) of MAF
- b. MAF District Offices (Extension Officers and Forest Guards)
- c. National Directorate for Water Supply and Sanitation
- d. National Directorate for Environment
- e. Sub-district Administrative Offices
- f. Village leaders

- g. Local communities
- h. Donors and international agencies
- i. NGOs
- j. Others

Each stakeholder has significant relationship to forests as summarized below.

#### **Summary of the Results of the Stakeholder Analysis**

<b>Stakeholder</b>	<b>Relationship with forest</b>
NDF	Be responsible for i) management; ii) planning; iii) implementation; & iv) monitoring of forest management and conservation activities.
MAF District	Be responsible for promotion of sustainable agriculture, reforestation, and protection of natural forests through extension services as well as patrolling.
National Directorate for Water Supply and Sanitation	Be responsible for conservation and protection of important water sources for water supply.
National Directorate for Environment	Be responsible for promotion of environmental conservation in coordination with NDF/MAF
Sub-district Administrative Offices	Be responsible for orientation of and coordination with village leaders of sucos in the respective territories
Local Leaders (Suco)	Be responsible for management of all resources in the territory of suco.
Communities	Have customary claim to use, manage, and protect forest and forest-related resources as their inherited assets in their own areas.
International Agencies	Assist the GoTL in reducing forest degradation and deforestation and achieving sustainable management and restoration of forests.
NGOs	Cooperate with the GoTL to help communities manage and protect forests and forest-related resources in a sustainable manner.
Others (e.g., companies, bakeries, etc.)	Have used firewood, wood, or timber for their business

### **2.5 NDF and MAF District Offices**

Among the major stakeholders, the Ministry of Agriculture and Fisheries (MAF), especially NDF and MAF District Offices, are the key organizations for sustainable forest and forest-related natural resource management as briefly described in the following sections.

#### **(1) NDF**

One of the important missions of NDF is to develop, implement, and enforce the forestry policy to achieve sustainable management and development of forests including its associated resources, such as wildlife, non-timber forest products, and aquatic resources in inland waters. In October 2014, NDF was divided into two (2) national directorates, National Directorate of Forest and Watershed Management and National Directorate of Forest Conservation. The two (2) national directorates comprise of 10 technical departments, namely, i) Department of reforestation and community and urban forestry, ii) Department of forest production and utilization, iii) Department of watershed management and soil conservation, iv) Department of industrial plantation development, v) Department of inspection and forest guards, vi) Department of protection and public awareness of forestry, vii) Department of protected areas and national parks, viii) Department of utilization of environmental services and eco-tourism, ix) Department of biodiversity management, and x)

Department of coastal forest management.

As of the end of 2013, about 100 officials are working in the central office while another 90 to 100 officers are working at the MAF District Offices in 13 districts. In general, the human resources in NDF are limited to fulfill its expected tasks both in quality and quantity.

## **(2) MAF District Offices**

MAF District Offices in the districts are the front-line offices responsible for extension services in all the technical fields under the jurisdiction of MAF. Each office has District Technical Officers in the fields of crop, livestock, forestry, and industrial plant/coffee, and extension officers, such as Sub-district Extension Coordinators and Suco Extension Officers. In principle, one (1) extension officer is allocated to each suco, though some officers are assigned to a few sucos. By and large, the extension services provided by the MAF District Offices are not always effective due to the lack of transportation means, limited capacity, and lack of operation budget allocated.

### 3. Constraints to Promotion of CB-NRM

The following factors are considered as major constraints to scaling up of CB-NRM in Tomre-Leste.

- a. Lack of policy support
- b. Insufficient legislative framework
- c. Insufficient organizational set-up and system
- d. Limited capacities of key stakeholders
- e. Lack of proper planning
- f. Lack of budget allocation and limited equipment/facilities

More details of the constraints listed above are given below.

#### **(1) Lack of policy support**

CB-NRM can be shared as the key approach to the sustainable forest management, which is the common goal of the existing government policy and legislative documents in the forest sector, such as Forest Sector Policy, Forest Management Decree, and Forest Conservation Plan. In fact, the CB-NRM mechanism developed by the aforementioned JICA project is proven effective in reducing deforestation and forest degradation at the suco level.

Nevertheless, the concept of CB-NRM is still new to the majority of MAF and NDF officers as well as other key stakeholders in the forest sector. It is, therefore, not easy for MAF/NDF to roll out the CB-NRM mechanism without a clear political will.

#### **(2) Insufficient legislative framework**

The Forest Management Bill, which stipulates community-based forest management as the main instrument to manage and protect forests at the suco level, has been kept pending since 2009 when it was finalized. Unless the Forest Management Bill is officially approved by the Parliament and enacted as the Decree, MAF and NDF has no legal basis for them to promote CB-NRM.

#### **(3) Insufficient organizational set-up and system**

There is no clear description of community-based forest and natural resource management in the roles and functions of NDF at present. Although the department named “Department of Reforestation and Community and Urban Forestry” is placed in the National Directorate of Forest and Watershed Management in the new organic law issued in May 2014, the main task of the department will be likely the promotion of reforestation in rural and urban areas, rather than the promotion of an integrated framework of CB-NRM. Moreover, only one officer is in charge of community forestry at present in the department. It is, therefore, speculated that NDF or the new national directorate would not be able to widely roll out the CB-NRM mechanism on a large scale under the current set-up.

Ideally, the new department specifically for the promotion of the CB-NRM mechanism should be developed and established. Nevertheless, such an idea may not necessarily be realistic for the time being as the new organizational structure of MAF

has just started and the Forest Management Bill has yet to be approved or enacted.

One of the possible measures that MAF/NDF may be able to take immediately is to reinforce the current organizational framework of NDF, particularly, the Department of Reforestation and Community and Urban Forestry, so that NDF can work on the promotion of the CB-NRM mechanism without waiting for revision of its organic law.

#### **(4) Limited capacity of key stakeholders**

One of the crucial constraints to promotion of CB-NRM is the lack of the capacity among the key stakeholders, especially NDF, District MAF Offices, and NGOs working in the field of forest conservation in Timor-Leste. In fact, only a couple of NGOs have experienced in the introduction of the CB-NRM mechanism at the suco level. There is an urgent need to build the key stakeholders' capacity to introduce and promote the CB-NRM mechanism in the field among key stakeholders.

#### **(5) Lack of budget allocation**

Although sustainable natural resource management is one of the key objectives of MOTP of MAF, there has been no budget allocated specially for CB-NRM even after the issuance of MOTP. Furthermore, the budgets allocated to NDF as well as the MAF District Offices have been usually limited. It is still uncertain if sufficient resources (budget, transportation means, and external experts) can be secured for the scale up of CB-NRM.

One of the reasons behind the limited budget allocation might be MAF/NDF's inappropriate planning of their annual work and budget plans. In many cases, annual plans are prepared without due consideration of the long-term plans/strategies and/or the actual conditions in the field.

#### **(6) Limited access to local communities**

Introduction and promotion of CB-NRM needs the field workers, such as District Officers, Forest Guards, and Extension Officers, to closely work with local communities. However, most of the field officers except extension officers are not stationed in the field, but assigned at the district/sub-district offices; therefore, they need to commute to the respective assigned areas whenever necessary. It is also true that many extension officers do not live in the assigned sucos but in other places, although they are supposed to live in the assigned sucos. Thus, their presence at the sucos is not necessarily high as they are expected to be in some cases. Lack of transportation means or transportation support to the field workers makes it more difficult for them to work with communities.

## 4. Goal and Objectives of the Policy Recommendations

### 4.1 Goal and Objectives

The main goal of the policy recommendations is to indicate the effective measures to scale up the CB-NRM mechanism for achievement of sustainable forest management in Timor-Leste. To this end, the following objectives are established.

- Objective 1: CB-NRM will be officially adopted as one of the key strategies for sustainable forest management in Timor-Leste.
- Objective 2: The CB-NRM mechanism will be rolled out in critical areas as planned in the Forest Conservation Plan.
- Objective 3: Institutional set-up as well as framework to scale-up the CB-NRM mechanism will be developed in the forestry sector in Timor-Leste.
- Objective 4: Community Forest Management Agreement (CFMA) stipulated in the Forest Management Decree will be granted to communities, especially those in sucos where the CB-NRM mechanism has been introduced.

The objectives can be further supported by the short-, medium-, and long-term strategies as below.

#### Short-term strategies (2015~2017):

- a. A new policy document on promotion of the CB-NRM will be issued by MAF
- b. The Forest Management Decree will be approved and enacted by the GoTL.
- c. Key programs relating to CB-NRM in the Forest Conservation Plan will be implemented.
- d. The Department of Reforestation and Community and Urban Forestry will be strengthened and reinforced with the sufficient number of competent staff responsible for community-based forest management or community-based natural resource management.

#### Medium-term strategies (2018~2020)

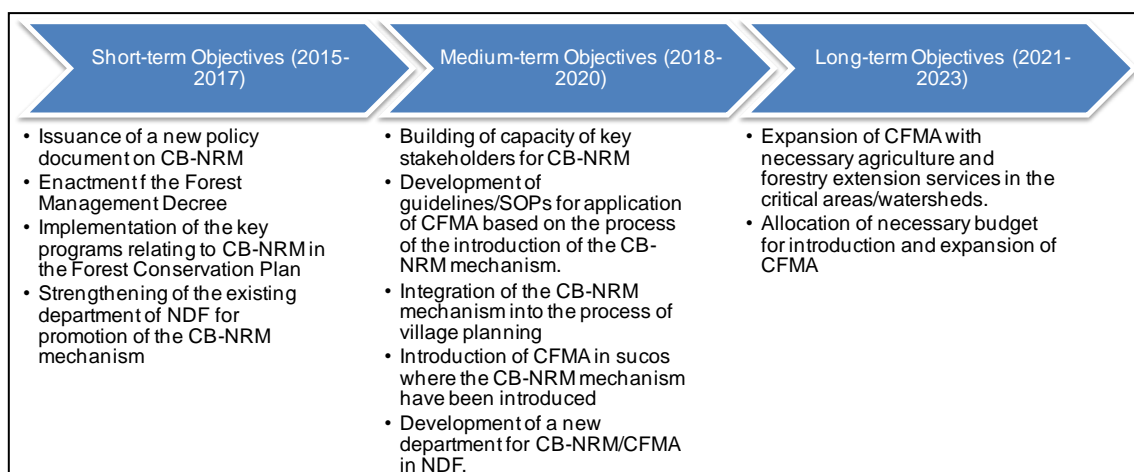
- a. The capacity of key stakeholders will be sufficiently enhanced to introduce and promote the CB-NRM mechanism at the suco level.
- b. Introduction of the CB-NRM mechanism will be integrated with the process of granting CFMA and the standard operation procedures (or guidelines) for application of CFMA will be developed based on those for introduction of the CB-NRM mechanism.
- c. The process of granting CFMA will be incorporated into the process of planning a village development plan.
- d. CFMA will be applied to sucos where the CB-NRM mechanism has been introduced.
- e. A new department for CB-NRM/CFMA will be established in NDF by upgrading the section for community forestry in the Department of Reforestation and Community and Urban Forestry.

#### Long-term strategies (2021~2023):

- a. CFMA with necessary agriculture and forestry extension services will be introduced and expanded in critical areas/watersheds.



b. Necessary budgets will be allocated for introduction and promotion of CFMA.



**Objectives of the Policy Recommendations**

## 4.2 Key Approaches to Implementation of the Policy Recommendations

To effectively and efficiently implement the policy recommendations, the following key approaches should be taken.

### (1) Consistent with the existing policy, strategies, and plans

All the recommendations made in this document are consistent with the existing policies, strategies, and plans of MAF and NDF; therefore, the recommendations could be easily accepted and adopted by policy/decision makers in MAF and the GoTL.

### (2) Maximization of the existing approaches and activities

It is crucial to utilize the existing approaches/activities proven effective in empowerment of communities to manage and protect forests and forest-related resources in the country, especially of communities in hilly and mountainous areas. The focus of the policy recommendations is put on not only the introduction of new ideas/methods but also the maximization of the effectiveness of the existing works.

### (3) Close coordination/cooperation with/among key stakeholders

The policy recommendations are aimed at widely introducing the CB-NRM mechanism in hilly and mountainous areas, especially critically important river basins in Timor-Lest. It would be, however, difficult for MAF/NDF to do so since their institutional capacity is still limited as discussed in Chapter 3. Coordination and cooperation between/among key stakeholders are essential to effective and efficient implementation of the policy recommendations.

### (4) Implementation of the recommendations in a flexible and adaptive way

As local situations in Timor-Leste might rapidly change particularly in terms of its economic and socio-economic conditions over the next few years, the policy recommendations would need to be reviewed and amended periodically to keep the policy recommendations fit into the social context of Timor-Leste. Hence, there should be certain flexibility and adaptability in the implementation of the recommendations.

## 5. Policy Recommendations (Necessary Interventions/Measures)

To achieve the objectives described in Chapter 4, the following recommendations are proposed as necessary actions to be taken for the next few years.

### 5.1 Policy Recommendations for the Next Few Years

#### (1) Recommendation 1

***“Mainstream CB-NRM as a key approach to sustainable forest management by issuing a new policy document which aims to roll out the CB-NRM mechanism in the critically important river basins.”***

In order for MAF/NDF to adopt CB-NRM as a key strategy for achievement of the goal of the Forest Sector Policy as stipulated in Objective 1, there should be a clear political will officially announced by the GoTL. If there is a clear policy support, MAF/NDF as well as other key stakeholders could coordinate their effort to scale up the CB-NRM mechanism as a priority issue to be addressed.

A new policy document should be issued as a ministerial order to support the implementation of the Forest Sector Policy. A ministerial order would be effective in guiding key stakeholders toward CB-NRM, while it could be issued over a short period of time at the same time.

A new policy document should clearly specify i) goal and objectives of CB-NRM, ii) approaches to community-based sustainable management, iii) methodologies and process of introduction of the CB-NRM mechanism at the suco level, iv) implementation systems to introduce and roll out the CB-NRM mechanism, and v) monitoring and evaluation of the progress of promotion of the CB-NRM mechanism. The draft ministerial order is attached hereto.

#### (2) Recommendation 2

***“Introduce the CB-NRM mechanism in sucos as planned under Forest Conservation Program in the Forest Conservation Plan.”***

The CB-NRM mechanism developed by the JICA CB-NRM project has been proved effective in helping village leaders protect and manage forests and forest-related natural resources while maintaining and improving local livelihoods in the localities. Nevertheless, the said JICA project has introduced the same mechanism only in six (6) sucos in Aileu; therefore, it is important to enlarge the areas where the same mechanism is adopted for sustainable forest management in the localities.

The Forest Conservation Plan prepared by NDF in 2013 proposes that the same mechanism be introduced in a total of eight (8) sucos in District Aileu by the end of 2017 to scale up the CB-NRM mechanism. It is, therefore, advisable to introduce the CB-NRM mechanism in sucos located in the watersheds where the said JICA project has worked, but not in its project target sucos of the JICA Project.

A manual developed by the same JICA Project (hereinafter referred to as “the CB-NRM Operation Manual”), which aims to clarify the process of and procedures for

establishment of the CB-NRM mechanism at suco level, should be fully referred and utilized as an implementation guideline for application of the CB-NRM mechanism.

### (3) Recommendation 3

***“Form a new department specifically for CB-NRM or Community-Based Forest Management (CBFM) in NDF.”***

As described in Chapter 3, there is an urgent need to strengthen and reinforce the functions of NDF, especially the Department of Reforestation and Community and Urban Forestry, so that NDF can work on the promotion of the CB-NRM mechanism even under the current organizational structure, although the new department specifically for CB-NRM or CFMA shall be established in the end to promote the allocation of the Community Forest Management Agreement (CFMA) when the Forest Management Decree will be enacted in the near future.

As an immediate measure, the Department of Reforestation and Community and Urban Forestry shall have at least three (3) technical and monitoring officers, who can cover four (4) districts each, and one (1) supervisor (as a section head) specifically for the promotion of the CB-NRM mechanism. The following table shows the expected roles and responsibilities of the staff assigned in the department.

**Expected Roles and Responsibilities of the Staff**

<b>Officers</b>	<b>No. of staff</b>	<b>Major Tasks and Responsibilities</b>
Head of Section	1	<ol style="list-style-type: none"> <li>1. Be responsible for management and operations of the section.</li> <li>2. Supervise the work of the staff and give necessary advice to them.</li> <li>3. Develop a work and budget plan and monitor the implementation.</li> <li>4. Report to the head of the department and National Director on the progress and results of the works of the section.</li> </ol>
Technical & monitoring officers	3	<ol style="list-style-type: none"> <li>1. Be responsible for planning, implementation, monitoring, and evaluation of the field activities of a/ CF/CBFM/CBNRM project/s.</li> <li>2. Coordinate with District Forest Officers and Forest Guards in the district offices concerned for implementation and monitoring of a/ CF/CBFM/CBNRM project/s.</li> <li>3. Supervise, manage, and evaluate the activities of NGOs hired for a/ CF/CBFM/CBNRM project/s.</li> <li>4. Report to the head of the section on the progress and results of the works.</li> </ol>

When a new department specifically for CFMA or CB-NRM is established in the future, the officers listed above will be transferred to the new department. The new department shall be equipped with the sufficient number of technical and monitoring officers and necessary facilities (e.g., motorbikes and vehicles) for field monitoring. The major functions that the new department is expected to have include, but not limited to, the following:

- a. Develop and issue the policy, strategies, and guidelines on the promotion of CB-NRM/CFMA;
- b. Conduct surveys and studies to assess the current conditions of the areas (such as critical watersheds) where NDF plans to disseminate the CB-NRM mechanism;

- c. Plan, implement, monitor, and evaluate programs/projects for promotion of CB-NRM/CFMA in coordination with other national directorates of MAF, other departments of NDF, and MAF District Offices concerned;
- d. Provide guidance and orientation to the officers of the concerned District MAF Offices on the process of and procedures for introduction of the CB-NRM mechanism
- e. Hire, supervise, manage, and evaluate any external organizations, such as NGOs, for promotion of the CB-NRM mechanism;
- f. Prepare quarterly progress and annual accomplishment reports to be submitted to NDF; and
- g. Prepare an annual work plan with budget estimate of the activities of the department and submit the same to NDF.

#### **(4) Recommendation 4**

***“Enact the Forest Management Decree along with its supporting guidelines, especially those for introduction of CFMA.”***

The Forest Management Decree will be the essential legal basis for NDF/MAF as well as other key stakeholders to pursue CB-NRM/CBFM for sustainable forest management. In order to implement the Forest Management Decree in an effective and smooth manner, a set of implementation guidelines or standard operation procedures should be developed and issued by NDF/MAF after the decree is officially enacted.

As the procedures for development of the CB-NRM mechanism at the suco level will overlap with those for introduction of CFMA, the CB-NRM Operation Manual should be referred and used for making the guidelines/procedures for CFMA.

#### **(5) Recommendation 5**

***“Build the capacities of key stakeholders, especially NDF/MAF and NGOs, to assist communities and their leaders in the introduction of the CB-NRM mechanism and the preparation for CFMA in the future.”***

Capacity building of key stakeholders, especially NDF/MAF and NGOs, is one of the requisite elements for effective introduction and expansion of the CB-NRM mechanism on a large scale. Human resources should be developed at all layers from the central to suco levels in a wide range of technical fields. Among other things, the following capacities should be enhanced at the respective levels.

#### **Competency to be enhanced for promotion of CB-NRM**

Competency to be enhanced	Target groups
Planning of a national program	Central NDF officers
Planning of a district forest management plan/watershed management plan	Central NDF and District Forestry officers
Facilitation skill	District Forest officers, Extension coordinators and officers, and forest guards, NGOs
Participatory planning (e.g., participatory land use planning)	District Forest officers, and Extension coordinators, NGOs

<b>Competency to be enhanced</b>	<b>Target groups</b>
Participatory land use planning including assistance in the formulation of the village regulations	NGOs, District Forest officers, and Extension coordinators
Sloping agriculture techniques	District Forest officers, Forest guards and Extension officers, NGOs
Sustainable upland farming techniques	District Crop officers, Extension coordinators, and Extension officers, NGOs
Seedling production and tree planting techniques	Forest guards and Extension officers, NGOs
Monitoring and evaluation	Central NDF and District Forestry officers

## **(6) Recommendation 6**

***“Effectively use NGOs until NDF and MAF are capable to carry out the field facilitation.”***

The utilization of competent NGOs is still indispensable to the effective and smooth introduction of the CB-NRM mechanism in Timor-Leste as the majority of the NDF/MAF officers have less experiences in community-based activities. By the time when the foundation is laid in NDF/MAF, NGOs who are capable and have experience in the process of CB-NRM should be utilized as field facilitators. It would also be good opportunities for the NDF/MAF officers to learn the procedures for introduction of the CB-NRM mechanism as they could observe the process of the same. It is, however, important for NDF/MAF to properly guide and supervise NGOs during the field activities by:

- a. preparing a clear and detailed specification or terms of reference (TOR) for NGO's tasks;
- b. providing NGOs a pre-guidance on their works before the commencement of the works;
- c. closely monitoring NGOs' works periodically in the field; and
- d. holding a progress sharing meeting between NGOs and NDF/MAF periodically (on a weekly or bi-weekly basis).

## **(7) Recommendation 7**

***“Ensure that field officers of NDF/MAF can get necessary administrative and financial support for them to engage in the promotion of the CB-NRM mechanism in the field.”***

The lack of transportation means or support is one of the crucial issues to be addressed to encourage the field officers, e.g., District Officers, Forest Guards, Extension Coordinators, and Extension Officers, to engage in the field activities. There is also a need to secure a budget to cover operation costs for the field works, such as the payment of per diem/field allowance of the field officers. In order to ensure that the field officers can work as expected, the necessary supports including the financial one should be provided for the field officers.

To this end, a work and budget plan of the officers' activities should be properly developed and estimated on the basis of the volume of work and the current conditions of the officers concerned, such as the current conditions of the existing transportation means/facilities available for the work.

**(8) Recommendation 8**

***“Integrate the process of introduction of the CB-NRM mechanism or granting of CFMA with the planning of a village development plan.”***

The process of introduction of the CB-NRM mechanism, which comprises i) present land use mapping, ii) future land use planning, iii) formation of the village regulations, and iv) identification/selection of priority agriculture and forestry extension services, should be applied to the planning of an agricultural development plan at the suco level. Such an arrangement has been piloted on the initiative of the MAF’s development partners in the Raumoco watershed in District Lauten recently. The trial attempt suggested that the process would be effective as it helped communities assess the current conditions of important natural resources (e.g., forests, lands, water sources and farms) and analyze the ideal future use and necessary interventions for further development.

It is also recommended that the process of introduction of the CB-NRM mechanism should be integrated with the process of village development planning, which the on-going government-initiative program, namely PNDS, has tried to introduce in all the sucos in the entire country.

## 6. Monitoring and Evaluation

Periodical monitoring and evaluation is needed to check if:

- a. the recommendations are adopted and implemented on a timely manner;
- b. the recommendations are effective in achieving the goal and objectives originally set in the beginning;
- c. the recommendations are applicable under the changing situations of Timor-Leste, especially social and natural situations of communities;
- d. there are any improvements to be made in the implementation of the recommendations; and
- e. there are any lessons learned and best practices gained through the implementation of the recommendations.

Thus, NDF/MAF shall have a role to monitor the progress of the implementation of the recommendations and the results associated with the recommendations implemented on a biannual or annual basis. The following are the key milestones to be used for monitoring and evaluation.

### By the end of 2016

- a. The ministerial order on CB-NRM will be approved and officially issued by MAF.
- b. The Forest Management Decree will be enacted by the GoTL.
- c. A new department specifically for CFMA or CB-NRM will be established in NDF with the sufficient number of staff.

### By the end of 2017

- d. Necessary budget and administrative support will be given to the activities for introduction and promotion of the CB-NRM mechanism.
- e. The CB-NRM mechanism will be introduced in all the suco in the watershed (Noru watershed) where the JICA project has worked.
- f. The process of introduction of the CB-NRM mechanism will be integrated into the planning of a village development plan.

### By the end of 2018

- g. The capacity of key stakeholders for introduction of the CB-NRM mechanism will be enhanced.
- h. The implementation guidelines or standard operation procedures for application of CFMA will be developed and officially issued by MAF.
- i. CFMA will be granted to sucos where the CB-NRM mechanism is introduced.

Draft Version of Ministerial Order

**Subject: Promotion of the Community-Based Sustainable Natural Resource Management (CB-NRM) Mechanism in the Strategically Important River Basins in Timor-Leste**

In order to achieve the goal and objectives of the Forestry Sector Policy issued in 2008 and facilitate the implementation of the forthcoming Forest Management Decree, which will be officially enacted soon, this order is hereby promulgated.

## **Chapter 1: Title and Objectives of the Order, and Definition of Terms used in the Order**

### **Section 1. Title**

The title of this ministerial order shall be known as the “Promotion of the CB-NRM Mechanism in the strategically important river basins in Timor-Leste.”

### **Section 2. Objectives**

This order is aimed at providing the guidelines and procedures for widely disseminating the CB-NRM mechanism demonstrated by the JICA and MAF joint project named “the Project for Community-Based Sustainable Natural Resource Management” as a key tool for sustainable forest management in the critically important river basins in the country.

### **Section 3. Definition**

As used in and for purposes of this order, the following terms shall mean;

- 3.1 CBNRM/Community-Based Sustainable Natural Resource Management** – refers to a concept for sustainable management of natural resources, especially forest-related resources, in collaboration with communities who have vested rights over the natural resources.
- 3.2 CFMA/Community Forest Management Agreement** – refers to the agreement to be exchanged by MAF and communities on sustainable use and management of forest resources existing in the areas under the jurisdiction of suco where communities reside.
- 3.3 Community/ties** - refers to households and their family members who reside and registered in suco.
- 3.4 Future Land Use Plan** - refers to a plan prepared and agreed on by communities in suco for sustainable use and management of forest-related natural resources (e.g., forests, lands, and water) in suco. A future land use plan shall be composed of a suco map showing the future land use and guidelines on each land use in suco.
- 3.5 NGO/s** – refers to a/ non-government organization/s.
- 3.6 PLUP/Participatory Land Use Planning** - refers to the process in which local communities i) prepare a future land use plan and village regulations including rules on land and natural resource management and ii) get a consensus on the plan among communities in suco.
- 3.7 Tara Bandu** - refers to a traditional custom that prohibits/regulates activities or



attitudes of communities that may degrade natural resources existing in suco and adversely affect the relationship between and among communities and livelihoods of communities in suco.

- 3.8 Village Regulations** - refers to written rules or by-laws of suco that govern not only use and management of forests and forest-related natural resources but also social norms of the communities in suco.

#### **Section 4. Coverage**

Subject to prior vested rights of communities in Timor-Leste as stated in the National Constitution, CB-NRM shall be applied to all areas over which communities can claim legitimate ownership or even de facto ownership within the territories of sucos.

### **Chapter 2: Background and Rationale of the Order**

#### **Section 5. Status of Forests in Timor-Leste**

Forests in Timor-Leste cover about 60 % of the national land or approximately 869,000 ha as of the end of 2012. The majority of forests in the country are in the poor conditions, and only less than one-third of forests are categorized as dense forests, whose crown cover is more than 60 %. Dense forests are generally fragmented and scattered in hilly and mountainous areas in the country.

#### **Section 6. Deforestation and Forest Degradation**

Deforestation and forest degradation have stably progressed in Timor-Leste. The study made in 2012 revealed that the deforestation rate has progressed at a rate of 1.7 % per annum for the last decade. It is predicted that dense forests would be halved and the total forest areas would be reduced by 17 % in 2023 under the status quo scenario where the current declining trend would be kept for the next decade.

#### **Section 7. Rationale of the Order**

Forest degradation and deforestation are crucial issues that the GoTL needs to urgently address and tackle. The healthy forest ecosystem can play multiple and essential roles in the life of the people in Timor-Leste, namely, i) conservation of quality and quantity of water, ii) reduction of the incidence of flash flood, iii) prevention of surface soil erosion, iv) provision of emergency food as well as source of cash income, and v) provision of fuel wood and materials for house construction. Reduction of the current deforestation/forest degradation trend is essential to the protection of livelihoods not only in hilly and mountainous areas but also lowland and city areas in Timor-Leste.

Community-Based Sustainable Natural Resource Management (CB-NRM) has been proven effective in reducing human activities causing deforestation and forest degradation, such as shifting cultivation, wild fires, illegal exploitation of natural forests, and free grazing in hilly and mountainous communities in Timor-Leste. It is considered essential that the CB-NRM mechanism on a village level should be rolled out on a large scale, especially in the strategically important watersheds, to prevent deforestation and forest degradation in the country.

### **Chapter 3: Objectives and Scope of CB-NRM**

---

## **Section 8. Goal and Objectives of CB-NRM**

The goal of CB-NRM is to achieve the sustainable management of forest-related natural resources in the strategically crucial river basins in collaboration with local communities residing in the localities. Specifically, CB-NRM aims to:

- 8.1** Enhance the capacity of suco authorities to protect, conserve, and manage forest-related natural resources by establishing a mechanism on CB-NRM (CB-NRM mechanism) at suco level;
- 8.2** Introduce and disseminate techniques and skills effective in sustainable management of forest-related natural resources, such as reforestation, agroforestry, sloping agriculture, and livestock management, in parallel with the establishment of the CB-NRM mechanism at suco level; and
- 8.3** Provide livelihood opportunities to local communities and enhance their socio-economic well being so that the pressure on the forest-related resources could be reduced.

## **Section 9. Scope of CB-NRM**

CB-NRM in this order is aimed at dealing with forest-related natural resources, namely i) forests including non-timber forest products, ii) lands, and iii) natural springs in hilly and mountainous areas, especially in the crucial river basins in Timor-Leste.

## **Section 10. Key Approaches to Community-Based Sustainable Natural Resource Management**

Key approaches to be taken to the establishment of the CB-NRM mechanism at suco level shall include the following:

- 10.1 Community Participation:** Local communities, especially village leaders, shall be involved in all the processes from the initial consultation to monitoring and evaluation of the activities relating CB-NRM since they must play a crucial role as decision makers and managers of natural resources but not as mere recipients.
- 10.2 Community Empowerment:** Due attention should be given to the empowerment of local communities, especially village leaders, to use and manage forest-related resources in the respective localities, as recognition of their legitimate rights over natural resources is indispensable to the successful institutionalization of the CB-NRM mechanism at suco level.
- 10.3 Capacity Development:** Local communities shall be adequately capacitated to apply techniques/skills effective in sustainable management of forest-related natural resources and improvement of local livelihoods.
- 10.4 Equity:** All communities in suco shall have equal rights to take part in CB-NRM activities and get equal benefit from the activities.
- 10.5 Reinforcement of Customary Rules:** The customary rules, so-called “Tara Bandu” regulations, shall be reinforced/reactivated as the solidarity among communities is still strong especially in hilly and mountainous areas in Timor-Leste.
- 10.6 Use of Traditional Knowledge:** Traditional knowledge and practices effective in sustainable forest and land management shall be fully utilized as part of the CB-NRM mechanism.

### **Section 11. CB-NRM Mechanism at suco level**

The CB-NRM mechanism that this order aims to promote is the process of empowering suco leaders as well as local communities enough to protect and manage forest-related natural resources while improving their livelihoods. Key activities of the mechanism are: i) formulation of a future land use plan with village regulations, ii) institutionalization of the village regulations, and iii) introduction and dissemination of techniques effective for sustainable forest and land management as well as livelihood development.

### **Section 12. Expected Outputs of CB-NRM**

Adoption of the CB-NRM mechanism for forest-related natural resource management in the strategically crucial river basins is expected to generate the following outputs in the long run.

- a. The forest coverage in the river basins can be maintained and rather expanded.
- b. Food security and socio-economic conditions in sucos concerned with the river basins can be improved.
- c. Soil run-off in the river basins can be reduced.

At suco level, the following direct impacts are expected to be generated by introduction/establishment of the CB-NRM mechanism.

- a. Reduction of the incidence of wild fire and illegal exploitation
- b. Reduction of crop damages caused by free grazing animals and unlawful acts
- c. Increase of crop productivity by improving soil fertility, introducing sustainable upland farming practices, and using improved seeds
- d. Effective utilization of less productive or unproductive lands for production purposes, such as timber tree plantation, fruit tree plantation, coffee plantation, and fodder crops/trees production
- e. Improvement of local livelihoods
- f. Empowerment of suco leaders to govern their sucos and manage forest-related natural resources in a proper and sustainable manner

## **Chapter 4: Process and Implementation System of Establishment of the CB-NRM Mechanism at Suco Level**

### **Section 13. Overall Processes**

The overall processes of introduction and establishment of the CB-NRM mechanism at suco level are illustrated below.

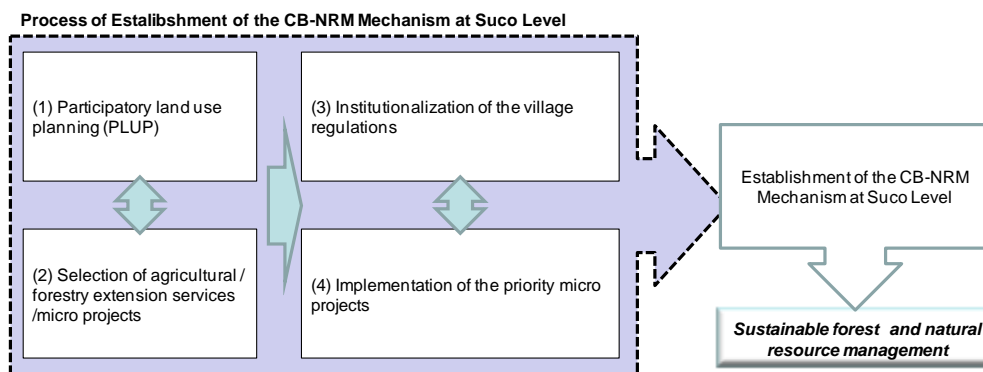


Figure 1 Overall Process of Introduction of the CB-NRM Mechanism

Each process described above is composed of a series of community-based activities stipulated in the Operation Manual for Establishment of the CB-NRM Mechanism (hereinafter referred to as “the CB-NRM Operation Manual”) issued in **March 2015**.

#### Section 14. Procedures for Establishment of the CB-NRM Mechanism

As illustrated in Section 13, the process of establishing the CB-NRM mechanism consists of four (4) components: i) Participatory Land Use Planning; ii) Selection of agricultural and forestry extension services; iii) Institutionalization of the village regulations; and iv) Introduction of the priority extension services (or Implementation of the priority micro programs).

**14.1 Participatory Land Use Planning** is aimed at the formulation of a future land use plan with the village regulations, and shall comprise the following steps:

- a. Consultation with local leaders of suco;
- b. Organization/Formation of the working group;
- c. Study tour to one of the JICA CB-NRM project villages;
- d. Present land use mapping;
- e. Future land use planning;
- f. Review of the past and existing rules;
- g. Discussion of the draft village regulations;
- h. Review of the draft village regulations with future land use plan;
- i. Consultation with communities about the draft village regulations;
- j. Preparation for enforcement of the regulations in a traditional manner; and
- k. Tara Bandu ceremony.

**14.2 Selection of Agricultural and Forestry Extension Services** is aimed at the selection of necessary assistance in the introduction and dissemination of techniques effective in sustainable natural resource management, and shall comprise the following steps:

- a. Long –listing of potential extension services or micro programs;
- b. Examination of possible extension services/micro programs for short-listing;
- c. Evaluation of the short-listed extension services/micro programs for prioritization; and
- d. Discussions of scope of the priority extension services/micro programs.

**14.3 Institutionalization of the village regulations** aims to enhance the capacity of suco council to govern their suco using the village regulations, and therefore, shall undertake the following steps on a regular and continual basis.

- a. Monthly meeting among the members of suco council to monitor any events and illegal acts that cause deforestation and/or degradation/depletion of forest-related resources;
- b. Bi-monthly or quarterly meeting with other communities at each aldeia to raise awareness about the village regulations among local communities; and
- c. Annual evaluation meeting at suco level with the members of suco council and other communities to evaluate how the village regulations have been used for protection of forest-related natural resources in suco.

**14.4 Introduction of the Priority Extension Services (or Implementation of the Priority Micro Programs)** aims to introduce and disseminate techniques and skills selected by communities in the aforementioned process of “Selection of Agricultural and Forestry Extension Services” by undertaking the following activities for a few years.

- a. Organization of farmers’/beneficiaries’ groups in the first year;
- b. Preparation of a work plan in a participatory manner in the first year;
- c. Conducts of a series of hands-on training courses/farmers’ field schools (FFSs) on topics related to the priority extension services for two (2) to three (3) years; and
- d. Annual evaluation and planning of the work plan at the every year end in a participatory manner.

More details of the respective components and their implementation procedures with the methodologies to be used for each component are described in **the CB-NRM Operation Manual**.

### **Section 15. Implementation System including Organizational Set-up**

The National Directorate of Forestry (NDF) of the Ministry of Agriculture and Fisheries (MAF) shall be the principle implementing agency for the promotion of the CB-NRM mechanism, while the MAF District Offices and the National Directorate of Support to Development of Agricultural Communities (NDSDAC) of MAF shall function as co-implementing agencies, especially in the process of the introduction of the priority extension services at the suco level. Other national directorates, such as National Directorate of Coffee, Industrial Plants and Agribusiness (NDCIPA), National Directorate of Crops and Horticulture (NDCH), National Directorate of Livestock (NDL), and National Directorate of Research and Special Services (NDRSS), may also be involved in the provision of extension services whenever necessary. NGOs which have sufficient experiences in the fields of rural development, forest management or agricultural development as field facilitators may be hired for effective field activities.

The institutional framework for implementation of the order is shown below.

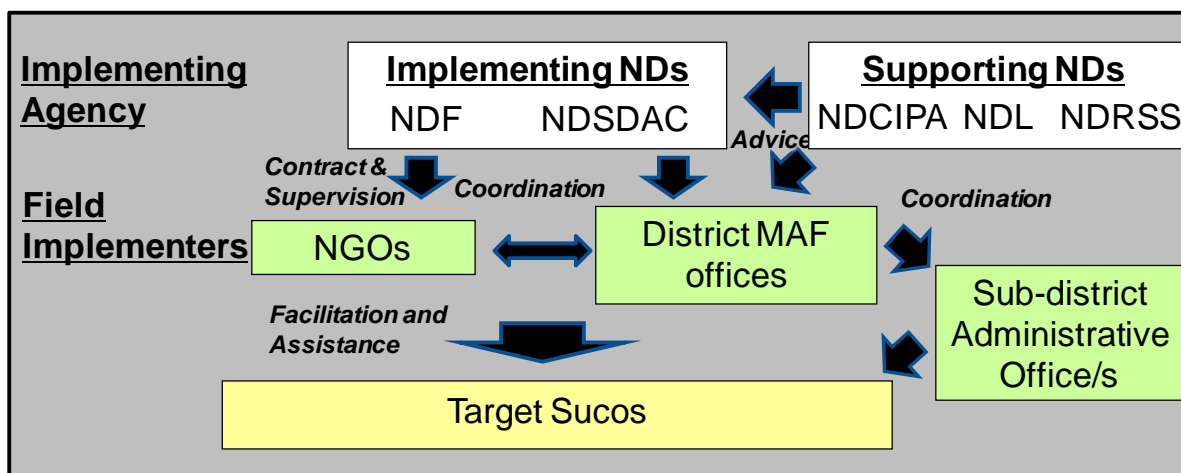


Figure 2 Institutional Framework for Implementation of the Instruction

## Chapter 5: Roles and Responsibility of the Key Stakeholders for Implementation of this Ministerial Order

### Section 16. Roles and Responsibilities of NDF, NDSDAC, and MAF District Offices

#### 16.1 NDF shall:

- a. Be responsible for preparation and implementation of necessary policies, guidelines, and national programs for execution of this order;
- b. Secure necessary budget to implement a national program/s planned for execution of this order;
- c. Provide guidance to the concerned MAF District Offices on promotion of the CB-NRM mechanism;
- d. Coordinate with any government or donor-funded programs/projects which could facilitate the process of introduction and dissemination of the CB-NRM mechanism;
- e. Identify and select the priority river basins where the CB-NRM mechanism shall be introduced and rolled out for sustainable watershed management;
- f. Provide technical advice and assistance to the concerned MAF District offices and the field implementers, i.e., District Forest Officers, Forest Guards, and NGOs;
- g. Hire/Employ NGOs for implementation of the national program/s and supervise NGOs' works in coordination with the concerned MAF District Offices; and
- h. Monitor and evaluate the progress of the execution of this order in coordination with the concerned MAF District Offices.

#### 16.2 NDSDAC shall:

- a. Be responsible for preparation of necessary policies, guidelines, and national programs on agricultural extension related to CB-NRM; and
- b. Provide technical advice and assistance to the field implementers, i.e., District Officers, Extension Officers and NGOs.

#### 16.3 Other National Directorates of MAF shall:

- a. Provide technical advice and assistance to the field implementers, in the relevant technical fields in coordination with NDF and NDSDAC.

**16.4 MAF District Offices shall:**

- a. Be responsible for introduction and promotion of the CB-NRM mechanism according to this order in the critical river basins selected by NDF;
- b. Be responsible for planning of a/ district program/s on promotion of the CB-NRM mechanism in line with this order as well as other national strategies/plans relevant to the order.
- c. Secure necessary budget to implement the district program/s planned for execution of this order;
- d. Implement the district programs in harmonization with other government, donor-funded, and NGO projects/programs to facilitate the process of introducing the CB-NRM mechanism at suco level;
- e. Provide necessary administrative and technical support for its staff (i.e., District Forest Officers, other District Officers, Forest Guards, Sub-district Coordinators of Extension Officers, and Extension Officers) assigned for implementation of the district program/s or execution of this order;
- f. Hire/Employ NGOs for implementation of the district programs; and
- g. Provide technical advice and assistance to the field implementers, i.e., District Officers, Extension Officers and NGOs.

**Section 17. Roles and Responsibilities of Sub-district Administrative Offices and Sucos concerned**

**17.1 Sub-district Administrative Office** is expected to:

- a. Collaborate with NDF and MAF District Offices concerned to facilitate the process of introducing the CB-NRM mechanism in sucos concerned with the critical river basins within its jurisdiction;
- b. Guide and orient suco leaders toward the sustainable forest-related natural resource management by encouraging them to introduce and establish the CB-NRM mechanism at the respective sucos; and
- c. Coordinate the efforts of sucos concerned with the critical river basins to reduce the incidence of wildfires, free grazing animals, and illegal exploitation in the areas.

**17.2 Sucos/Suco Councils** shall:

- a. Be responsible for protection and management of forest-related natural resources in the localities in accordance with the village regulations;
- b. Instruct and encourage local communities to follow the village regulations;
- c. Encourage local communities to participate in agriculture and forestry extension services to be provided in the course of the promotion of the CB-NRM mechanism; and
- d. Encourage local communities to apply techniques/skills introduced by NGOs/extension officers in the extension services to their own plots/farms.

**Section 18. Roles and Responsibilities of External Assisting Organizations**

---

**18.1 NGOs and other external facilitators shall:**

- a. Be responsible for implementation of the national/district program/s or their field activities as a contractor;
- b. Perform as a main facilitator in the field works;
- c. Guide and orient local communities toward sustainable natural resource management in coordination with District Forest Officers and Forest Guards;
- d. Arrange and organize a series of training courses/extension services for local communities on techniques/skills useful for CB-NRM in coordination with District Officers, Sub-district Extension Coordinators, Forest Guards, and Extension Officers in the concerned MAF District Offices; and
- e. Help local communities, in collaboration with District Forest Officers and Forest Guards, protect and manage forest-related natural resources in a sustainable manner in accordance with the village regulations.

**18.2 Donor-funded Program/project is expected to:**

- a. Coordinate the program/project activities with NDF/MAF to minimize unnecessary overlaps and maximize synergic effects; and
- b. Adopt the procedures for introduction the CB-NRM mechanism as the part of the program/project activities to accelerate the promotion of the CB-NRM mechanism in the critical river basins.

The expected roles and responsibilities of the key officers in the relevant organizations in MAF are described in **the CB-NRM Operation Manual**.

## **Chapter 6: Monitoring and Evaluation of the Execution of the Order**

### **Section 19. Overall Framework of Monitoring and Evaluation (M&E)**

NDF shall monitor and evaluate all the programs/projects implemented for promotion of the CB-NRM mechanism. The results of monitoring and evaluation shall be used for formulation of strategies or improvement of interventions for execution of this order.

### **Section 20. Monitoring and Evaluation at Suco Level**

The field level monitoring and evaluation shall be the responsibility of forestry field officers, such as Forest Guards and/or District Forest Officers, in the MAF District Offices concerned with the areas where the CB-NRM mechanism is introduced. They shall:

- a. Visit sucos regularly to monitor and evaluate the activities of the extension services (or the micro programs) conducted by the field implementers; and
- b. Attend monthly meetings held at the respective sucos in the process of institutionalization of the village regulations to check if forest-related natural resources have been properly protected by using the village regulations.

### **Section 21. Monitoring and Evaluation at Central Level**

The NDF central office, in collaboration with the concerned MAF District Offices, shall be responsible for the overall progress of dissemination/promotion of the CB-NRM mechanism on a national level. Specifically, NDF shall collect and update the following data on a quarterly basis.



- a. Sucos where the CB-NRM mechanism is newly introduced
- b. Number of sucos which have introduced the CB-NRM mechanism as of the date of monitoring
- c. Number of cases of wildfires and illegal cutting in the sucos
- d. Numbers of families participating in the extension services/micro programs provided for the achievement of the future land use plan

The monitoring data shall be compiled into a quarterly monitoring report and submit it to National Director of NDF.

In addition to the periodic monitoring, NDF in collaboration with the concerned MAF District Offices shall collect the following information whenever a new suco introduces the CB-NRM mechanism in coordination with the District Office concerned and any assisting organization.

- a. Information of suco (Name, Sub-district, District, Area, No. of families and population, Forest area in suco)
- b. Date of the Tara Bandu ceremony
- c. Village regulations with a future land use map
- d. Priority extension services selected by communities

The data shall be kept and sorted out by district, so that they can be used as supplemental information for introduction of Community Forest Management Agreement (CFMA) when the Forest Management Decree is officially enacted or any other village development works, such as PNDS.

## **Chapter 7: Supports for Implementation of the Order**

### **Section 22. Administrative and Technical Support**

NDF shall provide necessary administrative and technical support, such as transportation means, technical guidance and orientation, and necessary tools and materials, for the field implementers for execution of this order.

### **Section 23. Financial Support**

NDF and the concerned District MAF Offices shall secure sufficient budgets to finance the necessary expenses incurred for execution of this order, such as travel expenses and per diem of the government officials, meeting expenses, cost of NGOs hired for implementation of the program/s, cost of any materials needed for agricultural and forestry extension services. The respective offices shall prepare an annual work plan with a budget plan for promotion of the CB-NRM mechanism and submit the same to MAF.

### **Section 24. Coordination with Other Government/Donor Activities/Programs**

In case there are any Government or development partners' projects/programs which the CB-NRM mechanism can be fit into, the possible collaboration with such projects/programs shall be taken into account to supplement each other. High synergy can be expected by collaboration with the projects/programs which have the following natures:

- a. Reforestation and forestry development

- b. Forest protection, protected area management and environmental protection
- c. Agricultural development
- d. Rural development
- e. Adaptation to climate change

## **Chapter 8: Miscellaneous Provision**

### **Section 25. Supplemental Guidelines**

NDF may issue memoranda and specific instructions to the concerned MAF District Officers and personnel pursuant to this order. The CB-NRM Operation Manual approved by MAF/NDF in xxxx 2015 shall be used as a supplemental guideline for the officers who engage in the promotion of the CB-NRM mechanism.

### **Section 26. Effectivity**

This order takes effect immediately.

Minister of MAF

# Proposal of Formation of a Working Team on Policy Making on CB-NRM

July 20, 2011

JICA and MAF Project Teams

## 1. Background

One of the components of the Project for Community-Based Sustainable Natural Resource Management (hereinafter referred to as “the Project”) is to make policy recommendations including a draft policy on promotion of community-based natural resource management (CB-NRM) in the project area. As any policies in any countries are to be the guiding principles for the government to follow to achieve the policy objectives, the policy recommendations, especially the draft policy on CB-NRM, must be deliberated by the staff of NDF in a participatory manner and drafted on the NDF’s own initiative.

It is therefore important to set up a platform where key staff and persons of NDF can be involved in a whole process of policy making substantially. A series of dialogues between/among the JICA and MAF Project Teams and the staff of NDF on the new policy document will also help NDF finalize, lobby, and implement the new policy in the post-project period. Toward this end, NDF and the JICA Project Team agree to form a working team within NDF which will work on making the new policy document on the promotion of CB-NRM in the course of the Project.

## 2. Objectives

The main objective of the formation of a working team is to make a platform where key personnel of NDF and the Japanese experts of the JICA Project Team can have deeper and effective dialogues for conceptualizing a draft policy document on the promotion of CB-NRM in the project area. Specifically, the formation of a working team aims to i) gather and extract as many ideas and opinions on the new policy on CB-NRM from NDF as possible, ii) deepen the understanding about the necessity of CB-NRM and new policy document among the staff of NDF, iii) and iii) enhance the sense of responsibility for and ownership of the draft policy document in NDF.

## 3. Members/Structure of the Working Team

The Project Manager of the Project and the JICA Project Team drafted the structure of the working team and its members as follows.

**Members and Structure of the Working Team**

Position	Name	Current Position
Chair Person	Fernando Araujo	Project Manager of the Project/Head of Dept for Reforestation and Agroforestry
Advisor for the Team	Mario Nunes	Advisor for Minister
Co-Chair Person	Yoji Mizuguchi	Chief Advisor of the Project
Members	João Antalmo	Head of Dept for Protection and Forest Management Resources
	Luis Mendes	Head of Dept for Planning and Finance
	Manuel da Cruz	Head of Dept for Protection
	João Dasimano	Head of Mangrove Section, Dept for Protection
	Vitor Ximenes	Chief of Section for Circulation and Fiscalization Forest Product , Dept for Forestry Production
	Jeremias Jose Cristovão	Chief of Section for Forest Inventory, Department for Protection

Position	Name	Current Position
	Adelino de Rosario	Chief of Section for NTFP, Department for Protection
	Higino T.C Barros	Chief of Section for Nacional Tourism Management, Dept for National Parks
	Pascal de Carimo	Staff of Dept for Planning and Finance
	Americo da Silva	Staff of Dept for Planning and Finance
	Egas Brites da Silva	Technical Professional Assistant Dept for Administration
Secretariat	Vildito Ximenes	Project Officer/Staff of Dept for Soil and Water Conservation
	Mario Alves	Project Officer/Staff of Dept for Protection
	Marcelino Perreira	Project Officer/Staff of Dept for Soil and Water Conservation
	Yoshioka Yayoi	Co-Chief Advisor/Community-Based Natural Resource Management
	Hiromi Yasu	Reforestation
	Haruko Chikaraishi	Project Coordinator/Assistance in Reforestation/Rural Development

#### 4. Major Functions of the Working Team

The major functions of the working team are to:

- a. discuss the current issues of the forest sector and natural resource management sub-sector in Timor-Leste, especially difficulties in the implementation of the Forest Sector Policy;
- b. discuss the current and foreseeable difficulties in the introduction and promotion of natural resource management in the project area as well as the country;
- c. examine the necessary measures to facilitate the implementation of the Forest Sector Policy and introduce/promote sustainable natural resource management on a village level;
- d. determine the optimum way to introduce CB-NRM at suco level by evaluating the process and activities undertaken by the JICA Project; and
- e. formulate a draft policy document on the promotion of CB-NRM on a village level and work on the institutionalization of the draft policy document.

#### 5. Proposed Scope of Work of the Working Team

##### 5.1 Roles and Responsibilities of the Working Team

The proposed tasks and responsibilities of the working team are as follows:

- a. Prepare a work plan or road map for making the policy document on promotion of CB-NRM in the project area;
- b. Prepare an overall work plan in the beginning of the project
- c. Prepare an annual work plan every year;
- d. Organize meetings according to an annual work plan;
- e. Report its progress and activities to National Director of NDF with submission of a report;
- f. Coordinate with NDF to consult with other relevant stakeholders including local government offices, local communities, and NGOs;
- g. Draft and submit to MAF the policy document on promotion of CB-NRM on a village level in the project area;

- h. Lobby the policy document for institutionalization; and
- i. Finalize the policy documents for approval from the council of ministries.

## 5.2 Roles and Responsibilities of the Members

The tasks and responsibilities of the members of the working team are proposed as summarized below.

### Members and Structure of the Working Team

Position	Roles and Responsibilities
Chairperson	<ul style="list-style-type: none"> <li>➤ Take overall responsibility for the performance of the working team;</li> <li>➤ Provide topics to discuss in the meeting;</li> <li>➤ Facilitate the discussions among the members;</li> <li>➤ Guide the members to the right track during the discussions;</li> <li>➤ Prepare and arrange the meetings of the working team;</li> <li>➤ Report the progress of the activities of the working team to National Director of NDF;</li> <li>➤ Be responsible for any outputs to be prepared by the working team;</li> <li>➤ Coordinate with NDF to organize consultation meetings with relevant stakeholders including local communities;</li> <li>➤ Brief the relevant national directorates and/or policy makers on the draft policy document; and</li> <li>➤ Be responsible for finalization of the policy document.</li> </ul>
Advisor for the Team	<ul style="list-style-type: none"> <li>➤ Provide necessary advice to Chairperson, Co-chairperson, and other members from technical and administrative points of view;</li> <li>➤ Attend the meetings and discussions of the working team;</li> <li>➤ Share his opinions, suggestions, and any insights with regard to forest and community-based natural resource management in Timor-Leste; and</li> <li>➤ Assist Chairperson and Co-chairperson in the fulfillment of their roles and responsibilities.</li> </ul>
Co-Chairperson	<ul style="list-style-type: none"> <li>➤ Work together with Chairperson to enable the working team to fulfill its functions;</li> <li>➤ Provide necessary advice to Chairperson;</li> <li>➤ Act as Chairperson when Chairperson is absent;</li> <li>➤ Prepare a progress report in coordination with Chairperson and other members;</li> <li>➤ Coordinate with JICA and other donor agencies whenever necessary; and</li> <li>➤ Help Chairperson finalize the policy document.</li> </ul>
Members	<ul style="list-style-type: none"> <li>➤ Participate in the meetings organized by the working team;</li> <li>➤ Provide their suggestions and opinions on the topics relevant to forest and natural resource management in the meetings;</li> <li>➤ Review the current forest sector and natural resource management sub-sector in Timor-Leste</li> <li>➤ Provide inputs, whenever necessary, to the policy document on promotion of CB-NRM;</li> <li>➤ Follow up and work on the institutionalization of the draft policy document on promotion of CB-NRM in the target area.</li> </ul>
Secretariat	<ul style="list-style-type: none"> <li>➤ Function as a secretariat for the working team;</li> <li>➤ Help Chairperson and Co-chairperson prepare and arrange for meetings;</li> <li>➤ Help Chairperson and Co-chairperson prepare reports, work plans, and any other outputs of the working team; and</li> <li>➤ Help Chairperson and Co-chairperson prepare the policy document on promotion of CB-NRM.</li> </ul>

## 6. Tentative Overall Schedule of the Working Team

The tentative overall work schedule of the working team is set as follows.

### Tentative Overall Work Schedule of the Working Team

Major activities	Month and Year
Determination of the members of the working team	July 2011
1 <sup>st</sup> Meeting of the Working Team - Introduction of the working team and its members - Objectives and roles of the working team - General guidelines on the operations of the working team	July 2011

<b>Major activities</b>	<b>Month and Year</b>
2 <sup>nd</sup> Meeting of the Working Team - Preparation of an annual work plan	October 2011
3 <sup>rd</sup> Meeting of the Working Team - Discussion and analysis of the current situations of the forest sector and NRM sector in Timor-Leste	November 2011
4 <sup>th</sup> Meeting of the Working Team - Analysis of the major issues on the implementation of the Forest Sector Policy	February 2012
5 <sup>th</sup> Meeting of the Working Team - Analysis of the current and foreseeable difficulties in the introduction and promotion of CB-NRM	May 2012
6 <sup>th</sup> Meeting of the Working Team - Examination and analysis of the necessary measures to facilitate the implementation of the forest sector policy and promote CB-NRM	July 2012
7 <sup>th</sup> Meeting of the Working Team - Evaluation of the process and activities done by the JICA Project in terms of effectiveness in the introduction and promotion of sustainable natural resource management on a village level	February 2013
8 <sup>th</sup> Meeting of the Working Team - Formulation of the draft policy recommendations on the promotion of CB-NRM	May 2013
9 <sup>th</sup> – 12 <sup>th</sup> Meeting of the Working Team - Review and revision of the draft policy recommendations on the promotion of CB-NRM	July and Oct 2013 Feb and May 2014
13 <sup>th</sup> Meeting of the Working Team - Preparation for consultation meetings at the sub-district or district levels	July 2014
Consultation meetings at the sub-district or district levels	Aug 2014-Feb. 2015
14 <sup>th</sup> Meeting of the Working Team - Preparation for consultation meeting at the central levels	July 2014
Consultation meeting at the central level	May 2015
15 <sup>th</sup> Meeting of the Working Team - Review, revision and finalization of the draft policy document on promotion of CB-NRM	May – June 2015
Follow up for institutionalization of the policy recommendations	June 2015 – until the official approval

The overall work schedule will be further discussed and determined by the members of the working team when making the annual work plan of the working team.

July 20, 2011

---

Yoji Mizuguchi  
Chief Advisor  
The Project for Community Based  
Natural Resource Management

---

Fernando C. Araujo  
Project Manager  
The Project for Community Based  
Natural Resource Management