

Memo of Consultation meeting in Baucau

Date of meeting : March 3rd, 2015

No. of Participants : 30 participants

Starting/finishing time : 09:00 am – 04:30 pm

The meeting started at 09:00am. A total of 28 participants coming from the four (4) districts, such as District Directors of MAP district of Baucau, Lospalos, Viqueque and Manatuto, Chiefs in forestry and senior extensionists of the MAP districts, chiefs of district environment, chiefs of land and property, representatives of the NGOs from the 4 districts attended the meeting.

The manager of the four (4) municipalities (Baucau, Lospalos, Viqueque & Manatuto) did not participate in the meeting as they had an appointment to have a meeting with prime minister in Lospalos, however delegations from the municipalities took part in the meeting. **Attachment-1** shows the list of the participants in the meeting.

In the meeting, four (4) presenters made presentation of four (4) topics as listed below.

Session 1: Outline and progress of CB-NRM activities by Mr. Yoji Mizuguchi

Session 2: Summary of the draft policy recommendation by Mr. Almeida Fernandes Xavier: Chief of the Department of Watershed Management and Soil and Water Conservation

Session 3: Summary of the draft ministerial order by Mr. Egas Brites: Chief of the Department of Task Force

Session 4: Summary of the draft CB-NRM operation manual by Mr. Xisto Martins: Executive Director of RAEBIA Timor-Leste

Attachment-2 shows the agenda and the materials used for the presentations.

After the presentations made by the presenters, the participants raised the questions and made suggestions/comments on the presentations. Some highlights of the discussions are summarized below.

Q: The materials used for the presentations should be attached to the invitation, so that the participants could read the documents beforehand and make useful suggestions in the meeting.

A: We should have done so, but it was difficult for us to do so as the materials used for the presentation were ready a couple of days before the meeting.

- Q: The presentation stated that the village regulations developed in the target villages were effective in regulating the illegal activities caused by people, but the existing forests have been reduced by 1.7 % per annum. More budget should be allocated to the forest sector to improve the situation.
- Q: Some terms used in the presentations should be clearly defined. CFMA is one of them.
- Q: The village regulations should be consistent with the regulations that the villages have already own, otherwise, the development of the village regulations might get the villagers confused.
- A: When the communities developed the village regulations, they first reviewed and assessed the past and current village rules/regulations. Based on the assessment of their own rules/regulations they drafted the village regulations. As the village regulations were not just given by the Project but produced by the communities, there was no confusion caused by the village regulations.
- Q: Can you indicate how many mountains to be protected in the country?
- A: The forest sector policy issued by the GoTL in 2008 states that there are 10 critically degraded river basins in the country. On the other hand, the forest conservation plan prepared by the JICS in 2012 states that there are 11 critical/important river basins in the country.
- Q: The presentations stated that many trees have been planted in the villages. Can you share the information that how many seedlings planted are still survive or how many seedlings already died?
- A: The results of the survey to check the survival of seedlings planted in 2012/2013 revealed that about 92 % of seedlings planted in 2012 were still survive at the time of the survey.
- Q: Although the results of the CB-NRM project seemed good as presented, the conditions of the Comoro and Laclo river basins have not been changed so far.
- A: The total area of the Laclo river basin is about 130,000 ha, while the same of the Comoro river basin is about 20,000 ha. As a total of 77 sucos are located in and around both river basins, it is quite difficult for one project to cover all the areas of the basins at once. Hence, the policy recommendations and ministerial order are needed to enable MAF/NDF to roll out the CB-NRM activities in all the sucos/areas of the river basins.

- Q: Why should MAF have a policy on CB-NRM? There are several policies of the ministry. As the experience of the Raumoco watershed showed, the activities would end and nothing would be left when the support from the donor agency ended.
- A: In order for MAF to continue the CB-NRM activities even after the end of the Project, the ministerial order and policy recommendations are needed. Both documents are in line with the forest sector policy.
- Q: District MAP Viqueque appreciates the draft policy recommendations and ministerial order and hopes that both documents would be soon approved by the Ministry. The working team should further work hard to finalize the documents and get approval from the Ministry so that both documents should be enacted as official documents of the GoTL.
- Q: Who have been involved in the preparation of the draft policy recommendations and ministerial order? The CB-NRM activities should be scaled up from the 6 sucos to other areas in Timor-Leste.
- A: The members of NDF have been involved in the entire process of the formulation of the draft policy recommendations and ministerial order since June 2011.
- Q: The CB-NRM activities are important for reduction of forest degradation. But how can we maintain and protect forests even under the condition that the population will drastically increase in the future.
- Q: The units used in the policy recommendations should be “ha” but not “km²” or “%.”
- Q: The CB-NRM activities are important and need to be scaled up to other municipalities. In particular, the Laclo river basin covers five (5) municipalities in addition to Aileu. There is an urgent need to roll out the CB-NRM activities to the municipalities to reduce the sediments in the Laclo river.
- A: The unit will be reviewed and revised as commented. It is important to scale up the CB-NRM mechanism to reduce the sedimentation in the Laclo river. To this end, we believe that the ministerial order should be soon approved by the Minister so that MAF/NDF can get financial and administrative supports from the Ministry as well as any additional funding support from the international organizations for implementation of the ministerial order.

End of Document

Memo of Consultation meeting in Dili

Date of meeting : March 13rd, 2015
No. of Participants : 30 participants
Starting/finishing time : 09:00 am – 04:30 pm

The meeting started at 09:00am with the participation of 22 participants including Director General of Forestry, Representatives of District MAF Office in Dili, Aileu, Liquica, and Ermera, Chiefs of Forestry Section and Senior Extensionists in the MAF District Offices in the four (4) districts, and Representatives of NGOs working in the four (4) districts. The managers of the four (4) municipalities (Dili, Aileu, Liquica and Ermera) did not participate but their delegations took part in the seminar.

Mr. Raimundo Mau, General Director of Forestry opened the seminar expressing his appreciation for the support from the GoJ/JICA for the study on sustainable watershed management of the Laclo and Comoro river basins between 2005 and 2009 and the current project on community-based natural resource management, which has been implemented since 2011. He also appreciated the participation of the four municipalities and the support given by the municipal government of Dili for the conduct of the consultation seminar.



In the meeting, four (4) presenters made presentations of four (4) topics as listed below.

Session 1: Outline and progress of CB-NRM activities by Mr. Yoji Mizuguchi

Session 2: Summary of the draft policy recommendation by Mr. Vicente S. Soares: Chief of the Department of Administration and Finance in the MAF District Office in Dili and at the same time the members of the NDF Working Team

Session 3: Summary of the draft ministerial order by Mr. Egas Brites: Chief of the Department of Task Force of the National Directorate of Human Resource Development, MAF, and at the same time the members of the NDF Working Team

Session 4: Summary of the draft CB-NRM operation manual by Mr. Xisto Martins: Executive Director of RAEBIA Timor-Leste

After the presentations made by the presenters, the participants raised the questions and made suggestions/comments on the presentations. Some highlights of the discussions are summarized below.

1. Comments and Suggestions given by Abel de Conceição the Director of PNDS municipality Aileu:

- We should appreciate the efforts made by MAF/NDF, NGOs, the Donor funded project, and the workers in the field for formulation of the draft policy recommendations and ministerial order. We also need to recognize that the mistakes that we did before, which resulted in the degradation of our forests. But we hope that the efforts that we saw today would hopefully bring some results and improve our situations.
- With regard to the village regulations of the community, I would like to suggest that the village regulations should be simplified because communities might get confused if there are many laws and regulations.
- In the draft policy, there should be some articles that specify the penalties imposed on persons who violate the regulations.
- In particular, there may be cases where the village leaders violate the regulations but are not penalized enough. Due attention should be paid to the prevention of such malpractices.

Reply/Answer from NDF and JICA Project Team

- Local communities developed the village regulations through a series of discussions on the past and current village rules/regulations. As they discussed and checked the regulations line by line; therefore, it would be difficult to simplify the village regulations developed by the communities in the target villages. In fact, the village regulations comprise just about 15 pages; therefore they are not so complicated for them to understand.
- In fact, there was a case where an animal owned by Chef de suco of Fadabloco, one of the target villages of the JICA CB-NRM project, caused crop damage. As a result, his animal was killed and he was penalized by the committee in accordance with the village regulations. The monthly monitoring meetings with the village leaders have helped the village leaders and communities properly enforce and implement the village regulations.

2. Comments and Suggestions given by Joao Mestri representative of Ermera municipal

- We understand the CB-NRM approach is important for sustainable forest management and economic development of local communities. However, no priority has been given to CB-NRM in the strategic plans of the districts.
- The terms used in the draft policy recommendations and ministerial order should be reviewed and revised if necessary. District should be replaced with “Municipality,” while sub-district should be changed to “Administrative post.”

Reply/Answer from NDF and JICA Project Team

- In fact, CB-NRM or sustainable natural resource management is one of the priority topics of the Mid-term Operation Plan and Strategic Plan of MAF. However, the ministerial priorities have not been necessarily reflected to those of the district. We therefore believe that the policy recommendations and ministerial order should be approved by the Ministry so that CB-NRM could be regarded as one of the priority themes for the ministry even at the district level.
- We will review the terms of the draft policy recommendations and ministerial order as suggested.

3. Comments and Suggestions given by Jose Nunes S – Chief department of Natural Disaster for Municipal Liquica.

- In fact, some government programs have often caused damage to the environment. For instance, the project for installation of electrical lines cut down big trees even in cases they did not have to do so. MAF should pay due attention to such projects.
- MAF’s extension officers have not been working effectively. In many cases, they have less support from the ministry, especially for their transportation means. A lack of transportation means has often hindered them from performing their duties as expected.
- Some lands suitable for farming have not been used properly. For example, there is a place in Liquica where Red Cross established a water system but the area and water system have been abandoned, because communities failed to grow vegetables in the area. MAF should provide technical assistance to local communities so that communities could use their lands and resources in a proper and effective manner.

Reply/Answer from NDF and JICA Project Team

- One of the recommendations made in the draft policy recommendations is to provide necessary support to the MAF’s field officers, such as forest guards and extension officers, so that they could provide necessary support and assistance to local communities in the introduction of the CB-NRM mechanism.

4. Comments and Suggestions given by Adolfo Soares – Director of Natural Disaster for Municipal Ermera

- The results and accomplishments made by NDF/MAF and the project should be highly appreciated.
- MAF/NDF should control not only persons who carry fire wood to Dilu but also those who cut and sell trees at the village level.
- If the documents introduced today, such as the policy recommendations, ministerial order, and operation manual, are approved by the ministry, who will be responsible for implementation? Will JICA continue to assist MAF/NDF in the implementation? It is necessary to have further support from JICA for implementation of the said documents.

Reply/Answer from NDF and JICA Project Team

- It is MAF/NDF who should be responsible for implementation of the policy recommendations, ministerial order and operation manual after approval of MAF. Nevertheless, we also understand that further assistance from JICA might be needed to ensure that MAF/NDF could smoothly implement the ministerial order. Thus, NDF with the assistance from the JICA Project Team has already submitted to JICA an official request for phase 2 of the project. The phase 2 of the project might start in 2016 if JICA accepts the proposal.

5. Comments and Suggestions given by Vitoria M. do Rego – Representative of Manager of Municipal Aileu

- As introduced in the presentations, most of the areas in Timor-Leste are hilly and mountainous; therefore, it is necessary for MAF to have a clear policy on CB-NRM so as to tackle forest degradation in the country effectively.
- As the CB-NRM project has been implemented only in Aileu and will be finished in October 2015, MAF shall coordinate with JICA the continuation and expansion of the CB-NRM activities to areas where forest degradation has progressed.
- We appreciate very much the efforts made by JICA.

6. Comments and Suggestions given by Jacinto R. dos Santos – Director of environment for municipal Liquica

- The District Environmental Office in Liquica recently agreed with the MAF District Office in the same district to protect the environment and conserve the nature in the district. The office has also distributed seedlings to local communities in the district. We expect that the CB-NRM activities will help us promote nature and forest conservation in the district.

7. Comments and Suggestions given by Joao de Israel – Training center for Agriculture community in Aileu

- The JICA CB-NRM project has been implemented in Aileu. The MAF District Office in Aileu in partnership with Hasatil has also produced and distributed thousands of seedlings to communities for promotion of tree planting by them. However all the seedlings planted have died due to frequent wild fires happening in the district. We hope that we can work together with the CB-NRM project in the future to protect and manage our natural resources properly.
- Monitoring and evaluation to be carried out by NDF as presented in the session of the draft ministerial order shall be integrated into the one of the Ministry, so that one M&E system can be employed by the ministry and its national directorates.

Reply/Answer from NDF and JICA Project Team

- The monitoring and evaluation system may not necessarily be integrated into one system as the objectives and targets to be monitored are different from the respective projects/programs. Hence, the monitoring and evaluation systems could vary with the respective objectives and indicators to be monitored, although the main concept and principle can be commonly shared among the systems.

8. Comments and Suggestions given by Moises Charles – NGO IMI (Instituto Matadalan Integradu) Ermera

- The GoTL should give an award to the villages that conserve or protect forest and natural resources properly.
- We support the recommendation that the NGO should be involved in promotion of the CB-NRM mechanism as one of the key players.

Prepared by

Servacio do Nascimento.

Memo of Consultation meeting in Ainaro

Date of the Meeting:	March 18, 2015
Place of the Meeting:	Conference Room of MAF Ainaro Office
No. of Participants:	23 participants (ref. to Attachment-1)
Starting/finishing time:	10:00am – 3:30pm

The meeting began at 10:00. A total of 14 participants coming from Districts Ainaro and Manufahi, such as District Director of Ainaro, MAF District Officers of both districts, and other relevant offices (e.g., Natural Disaster Management and Environment) in the same districts, attended the seminar. The list of the participants in the meeting is shown in **Attachment-1**.

After short speeches of Chief Advisor of the JICA CB-NRM Project and Representative of the Municipal Government of Ainaro, Mr. Fernando C. Araujo, Representative of the National Directorate of Forest and Watershed Management, opened the seminar.

In the meeting, the following four (4) topics were introduced by four (4) presenters.

- Session 1: Outline and progress of CB-NRM activities by Mr. Yoji Mizuguchi
- Session 2: Summary of the draft policy recommendation by Mr. Fernando C. Araujo: Chief of the Department of Industrial Plantation, NDF
- Session 3: Summary of the draft ministerial order by Mr. Pacoall de Carimo: Chief of the Department of Protection
- Session 4: Summary of the draft CB-NRM operation manual by Mr. Xisto Martins: Executive Director of RAEBIA Timor-Leste

Attachment-2 shows the agenda of the seminar.

After the presentations, the participants raised the questions and made suggestions/comments on the presentations. Some highlights of the discussions are summarized below.

- 1) **Comments from Mr. Joao Costancio Bonaparte – Senior Extensionist in MAF Manufahi**
 - I would like to appreciate very much for the efforts made for preparation of the draft policy recommendation, draft ministerial order, and draft operational manual to protect and manage natural resources, specially forest resources, in Timor.
 - The operational manual presented today must be closely related to the work of the extension workers.
- 2) **Comments from Mr. Lucio Romeo - District Director of MAF Ainaro**
 - Although there have been many activities carried out by the JICA-MAF CB-NRM Project in the Laclo and Comoro river basins, floods have still occurred in Dili during the rainy season. What kinds of accomplishments has the Project made so far?

- The draft policy recommendations and draft ministerial order presented by Messrs. Fernando and Pascoal are very good and should be approved by the Ministry. However, I am very much concerned about the budget limitation in the forestry sector, as it have been reduced year by year. It would be difficult to put the policy recommendations and ministerial order into practice, unless sufficient budget is allocated to the forestry sector. National Directorates (NDFWM and NDFC) and their departments should prepare convincible budget plans carefully so that they could secure sufficient budget.
- The policy recommendations and operation manual recommend the utilization of NGOs for community-based natural resource management. What kinds of activities can we expect from them?

Answers from the Team

- As introduced in the presentation, the significant changes have occurred at the suco level through implementation of the Project. However, it is still too early to say that the Project can change the environment of the Lacle and Comoro river basins of which coverage is more than 130,000 ha. Hence, the Project developed the policy recommendations, ministerial order, and operation manual, so that MAF/NDFWM can continue the same activities throughout the river basins even after the end of the project.
- It is true that the budget allocation to the forestry sector is limited and has been reduced year by year. Although we prepared and submitted a proposal with sufficient budget to the Ministry, the budget has always been reduced. We hope that the new administration would put priority to the agriculture and forestry sectors.
- One of the aims of the ministerial order is to draw attention of the decision makers in the Ministry as well as Cabinet to the forestry sector, so that NDF can get a certain financial and administrative supports from the Government Hence, we believe that these documents should be approved by the Ministry as official documents.
- NGOs can be responsible for the works which need to be done in close coordination with local communities. NGO can be a bridge between the government offices and local communities because of its nature. It is noted that involvement of NGOs has been a common approach in many projects since the community-based approach has been essential to any rural development projects even in other countries.

3) Comments from Mr. Brites de Aroujo – Chief of Department of Forestry in MAF Manufahi

- There is a large river in Manifoni, named Karau Ulum, of which the river basin should be properly managed and protected. The District Office plans to propose the introduction of a project similar in nature to the JICA Project.

Answers from the Team

- Although the JICA CB-NRM Project will end in October 2015, NDFWM has already requested JICA to continue the current project or implement the second phase of the project to expand the CB-NRM mechanism to other river basins.

4) Comments from Mr. Sancho F Magalhaens – Senior Extensionist of MAF Ainaro

- There are many river basins where forests have been severely degraded by illegal cutting, forest fires, and other illegal activities in Ainaro as well as the country. However, such areas have not been properly surveyed yet due to the lack of budget allocation. There should be a clear plan to properly protect and manage natural resources, especially forest resources, in the country.

Answers from the Team

- NDF has already developed the forest conservation plan with the technical assistance from JICS in 2013. The conservation plan identifies the priority watersheds based on the latest vegetation and forest covers and proposes several interventions to protect and manage the remaining forest resources in the country in a proper and sustainable manner.

5) Comments from Mr. Viriato Amaral – Representative of Director of Environment Department in Ainaro

- I appreciate very much for the efforts made for the draft policy recommendations and ministerial order and hope that all the documents will be approved soon.
- NDF should be careful about the issuance of licenses for cutting trees, because tree cutting by local communities has often caused forest degradation. At the same time, community should be encouraged to plant seedling in the area where they cut trees.
- AMCAP implemented by UN before had conducted also seminar activities, such as nursery establishment and introduction of sloping agriculture techniques. Nevertheless, such activities introduced in the field did not last after the end of AMCAP. It is, therefore, important for NDF/MAF to secure certain budgets to continue the activities in the field.
- Approaches taken by Department of Environment and MAF should be the same and integrated.

Answers from the Team

- It is difficult to minimize the issuance of licenses for cutting trees, because communities are in need of trees for building their own and sacred houses and constructing some social infrastructure such as bridges, which are allowed by our constitution.
- It is true that anyone who cut trees should replant seedlings in the same areas where trees are cut. NDF likes to support anyone who is willing to replant seedlings.
- The sustainability of the project activities after the end of the Project is one of the crucial concerns as you pointed out. Hence, the Project has put its focus on not only the development of demonstration plots but also the encouragement of communities to apply the techniques introduced by the Project to their own plots, so that the techniques can be left in the individual plots even after the end of the Project.
- It is noted that groups in two (2) sucos have continued nursery operations in their nurseries using the funds allocated by the government with limited support from the

Project. They further decided to continue the same activities using their savings from the payments made by the government. It is considered as one of the signs of the sustainability of the Project.

The meeting ended at PM 3:30 with a closing remark made by Mr. Lucio Romeo, District Director of District MAF Office in Ainaro, in which he stated that “it is hoped that the new MAF administration could allocate enough budget to the forestry sector and there documents would be approved soon for sustainable forest management in Timor-Leste.”



Presentations made by the NDF Working Team

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Memo of Consultation meeting in Covalima

Date of the Meeting:	March 20, 2015
Place of the Meeting:	Conference Room of MAF Covalima Office
No. of Participants:	10 participants (ref. to Attachment-1)
Starting/finishing time:	10:15 am – 4:00 pm

The meeting began at 10:15. A total of 10 participants coming from Districts Covlima and Bobonaro, such as District Director of Covalima, MAF District Officers of both districts, and local NGOs working in the same districts, attended the seminar. The list of the participants in the meeting is shown in **Attachment-1**.

After short speeche of District Director of District MAF Office in Covalima, Mr. Pacoall de Carimo, Representative of the National Directorate of Forest and Watershed Management, opened the seminar.

In the meeting, the following four (4) topics were introduced by four (4) presenters.

- Session 1: Outline and progress of CB-NRM activities by Mr. Isolino Guterres
- Session 2: Summary of the draft policy recommendation by Mr. Fernando C. Araujo: Chief of the Department of Industrial Plantation, NDF
- Session 3: Summary of the drat ministerial order by Mr. Pacoall de Carimo: Chief of the Department of Protection
- Session 4: Summary of the draft CB-NRM operation manual by Mr. Xisto Martins: Executive Director of RAEBIA Timor-Leste

Attachment-2 shows the agenda of the seminar.

After the presentations, the participants raised the questions and made suggestions/comments on the presentations. Some highlights of the discussions are summarized below.

- 1) **Suggestions from Mr. Francisco Sarmiento (Dept. of Irrigation of MAF Covalima)**
 - The term of “DNF-MAP” and “district” in the documents should be changed to “MAP-DNF” and “municipal.” Likewise, “PLUP” can be chaged to “Planu Participatorio Uja Rai (PPUR)” in tetun.
- 2) **Comments from Mr. Cipriano Mendes – Local NGO in Covalima**
 - In principle, local leaders, such as Chef de Suco and Chef de Aldeia, should be at least high school graduates, otherwise, it might be difficult for local leaders to implement the village regulations.

Answers from the Team

- The methodology introduced by the Project does not necessarily require higher educational background among local leaders. The future land use plan and village regulations prepared through discussions with local leaders and elders based on their experiences both in the Portuguese and Indonesian eras. In fact, some of the village leaders in the target sucos of the JICA Project have difficulties in reading and writing,

but there has been no significant issue or problem that the Project has encountered in the course of the Project so far.

3) Comments from Mr. Zeferino A Guterres – District Director of MAF Covalima

- The involvement of NGOs and National Directorate of Extension in the structure for promotion of the CB-NRM mechanism is important as they could complement and oversee each other.
- NDF or the Project Team should have another meeting again to introduce the final results, when revising and finalizing the documents.

Answers from the Team

- We are planning to have an introductory workshop at Dili in June/July 2015. Although we do not plan to have seminars to introduce the finalized documents (policy recommendations, ministerial order, and operation manual) at the district level, we will take into account your suggestion.

4) Comments from Mr. Martinho Bilimau – Chief of Dept. of Forestry of MAF Bobonaro

- There should be a specific department responsible for this work.
- The documents presented today are quite important for us (District MAF in Bobonalo) as they could guide us to achievement of sustainable forest management in collaboration with local communities in the ditrict.
- There is a need to implement a project similar in nature to the JICA CB-NRM Project.

Answers from the Team

- We cannot commit ourself to establish a specific department for promotion of CB-NRM in this meeting, as the matter is beyond our competence. However, we also believe that the establishment of a specific department is requisite to promotion of the CB-NRM mechanism as recommended in the draft policy recommendations. We hope that the same recommendation would be taken into account by decision makers in MAF.

The meeting ended at PM 4:00 with a closing remark made by Mr. Zeferino A Guterres, District Director of MAF Covalima.

End of the document

Memo of Consultation meeting in Dili

Date of the Meeting:	April 01, 2015
Place of the Meeting:	Conference Room of MAF Comoro
No. of Participants:	22 participants (ref. to Attachment-1)
Starting/finishing time:	09:30am – 3:30pm

The meeting began at 09:30. A total of 25 participants coming from the national directorates of MAF and other relevant organizations, such as National Directorate of Natural Resources, NGOs, and on-going donor-funded projects in MAF, attended the seminar. The list of the participants in the seminar is shown in **Attachment-1**.

After the opening remarks by General Director of Forestry in MAF and a brief introduction by Chief Representative of the JICA Project Team, the presentations and discussions were made in the following manner.

Session 1: Presentation: Outline and progress of CB-NRM activities by Mr. Yoji Mizuguchi, Chief Advisor of the JICA CB-NRM Project

Discussions (Questions/Comments/Suggestions and Answers) on Session 1

Session 2: Summary of the draft policy recommendation by Mr. Vicente S. Soares, Chief of the Department of Administration and Finance in the MAF District Office in Dili

Discussions (Questions/Comments/Suggestions and Answers) on Session 2

Session 3: Summary of the draft ministerial order by Mr. Fernando C. Araujo, Chief of the Department of Industrial Plantation, NDF

Session 4: Summary of the draft ministerial order by Mr. Fernando C. Araujo, Chief of the Department of Industrial Plantation, NDF

Discussions (Questions/Comments/Suggestions and Answers) on Sessions 3 and 4 as well as others

Attachment-2 shows the agenda of the seminar. Some highlights of the discussions made between the participants are summarized as follows.

1. Discussions after Session 1

1) Comments from Mr. Cesar da Cruz – Representative from the National Directorate of Extension and Development of Agricultural Communities

- I would like to express my appreciation for the efforts made by the JICA and MAF Project Teams as well as the NDF working team to develop the draft policy recommendations and ministerial order for continuation of CB-NRM.
- The results of the CB-NRM Project should be integrated with those of the preceding JICA Study named “the JICA CBIWM Study for watershed management in Timor-Leste.

- The draft policy recommendations and draft ministerial diploma should be linguistically reviewed before finalization. At the same time, the terms appropriate for policy and legal documents should be employed in the documents properly. For instance, “article” is more appropriate than “section” as a headline below “chapter.”
- It is believed that CB-NRM should be effective in enhancing climate resilience as well as mitigating climate changes; therefore, the outputs/results of CB-NRM should be integrated with the climate change adaptation program supported by EU.
- There should be a clear evidence to suggest that the reforestation program of the Project has been successfully implemented in the framework of CB-NRM.

Answers from the Team

- The JICA Project Team and NDF Working Team will further review and revise the draft policy recommendations and draft ministerial order especially in terms of its linguistic representations and terminologies.
- The JICA and MAF Project Teams conducted a survival survey to evaluate the results of the Seedling Production and Tree Planting Promotion Micro Program (SPTPP-MP) in 2012/2013. The results of the survey revealed that more than 90 % of seedlings planted by communities in their own plots still survived one (1) year after planting.

2) Comments from Mr. Ipolito da Costa – National Director of the National Directorate of Agricultural Training and Formal Education

- The Project will end in the near future as presented. How can MAF continue the project activities? In order to ensure the sustainability of the project activities, NDF should add the CB-NRM program to its annual action plan. If not, it would be difficult for NDF to continue the CB-NRM activities.
- Tara bandu established/introduced by the Project should be in line with social and traditional conditions of villages. Unless due consideration is given to the social context of the respective villages, Tara bandu would not make any positive impact.

Answers from the Teams

- NDF has developed and submitted a budget proposal for continuation of the CB-NRM activities to MAF as a part of the NDF’s annual action plan, but the proposal was not approved by MAF. In 2014, NDF also submitted a proposal for the second phase of the Project to JICA to obtain further assistance in the expansion of the CB-NRM mechanism to other areas.
- The Project had a series of meetings with local communities to help village leaders and local communities develop their own village regulations. In the course of discussions, communities reviewed and evaluated the past and current rules in the village and came up with the regulations suitable for the current socio-economic conditions in the respective villages.

3) Comments from Ms. Lucia Branco – OXFARM-Timor-Leste

- It was a very interesting presentation.
- Although the duration of the Project is five (5) years, the Project targets only six (6)

sucos. Why does the Project target just six (6) villages? Is there any possibility of extending the target sucos? There are many sucos where the same approach should be introduced in Aileu, such as Suco Liurai.

- What kinds of seedlings distributed to local communities in the target sucos? How many seedlings were planted and how many of them are still alive in the field?
- The presentation said that the Project introduced the upland farming techniques and a few hundred farmers applied the same techniques to their own farms. What benefits were local communities able to obtain from introduction of the upland farming techniques?
- Please share the technical manuals with the participants in the today seminars.

Answers from the Teams

- We understand that there are many areas where there is a need to introduce the same mechanism in Timor-Leste. But we also believe that to develop a good role model even on a small scale and then expand it to other areas is more effective than to target a large area from the beginning.
- One of the significant limitations to expand the target sucos in Timor-Leste is the availability of competent field facilitators or NGOs. The JICA and MAF Project Teams judged that six (6) villages were the reasonable target to two (2) NGOs for five (5) years considering their capacity.
- Although the current Project just targets the six (6) sucos, NDF has already submitted a proposal for the second phase of the Project to JICA to increase the number of the target sucos. If JICA accepts and approves the proposal, the second phase of the Project might start in 2016 and work on further expansion of the CB-NRM mechanism.
- The project introduced timber species (e.g., Teak and Mahogany) in 2012 and fruit and industrial plants (e.g., Rambutan, Longan, Orange, Clove and Sandal wood) in 2013 and 2014. The JICA and MAF Project Teams jointly conducted a field survey to check the survival rate of seedlings planted by local communities in 2012/2013. The results of the survey suggested that more than 90% of seedlings planted in the same year still survived.
- Local communities have been able to use their own farms continuously and increase the productivity of the key staple crops, such as maize and cassava, by introducing the sustainable upland farming techniques along with the use of improved varieties. In general, they have been satisfied with the results of the techniques that they applied.

2. Discussions after Session 2

1) Comments from Mr. Cesar da Cruz – Representative from the National Directorate of Extension and Development of Agricultural Communities

- The policy recommendations should be in line with the National Strategic Development Plan, which shows a road map to development of the country by 2030. In the NSDP, the priority in the agriculture sector in 2015 is placed on the increase of

productivity and development of the private sector. It is advisable to make the policy recommendations consistent with the NSDP as much as possible.

Answer from the Teams

- In the course of the formulation of the draft policy recommendations, the JICA Project Team reviewed the national development plan and MAF's Strategic Plan as well as Mid-term Operation Plan so that the draft policy recommendations could be in line with the national and ministerial strategies and plans.

2) Comments from Mr. Juliao de Araujo – Representative from the National Directorate of Forest Conservation

- Roles and responsibilities of the relevant stakeholders in monitoring and evaluation should be clarified and described in the policy recommendations.
- The term of DNF shall be revised in accordance with the current organizational structure of MAF.

Answer from the Teams

- Roles and responsibilities of the stakeholders in monitoring and evaluations are described in the ministerial order as you will see in the presentation made by Mr. Fernando. NDF shall play a principal role in monitoring and evaluation of the CB-NRM activities.

3) Comments from Ms. Lucia Branco – OXFARM-Timor-Leste

- Road construction seems to be considered as one of the major causes of deforestation. Hence, due consideration should be given to such an aspect in the draft policy recommendations.
- How can NDF decline the pace of deforestation? As presented in the session, dense forests in the country might be drastically reduced by 2023 if no action is taken. It is necessary to come up with and take some measures against deforestation and forest degradation, especially those caused by infrastructure development.
- Is it possible to extend the CB-NRM approach to other areas than the Noru watershed?
- Is the Noru watershed a micro watershed or macro watershed?

Answer from the Teams

- As you pointed out, the expansion of roads has often caused deforestation to some extent. However, deforestation and forest degradation in the county have been mainly caused by forest fires, illegal exploitation, and firewood collection rather than road expansion according to the Forest Conservation Plan prepared in 2013.
- To reduce the pace of deforestation (1.7 %/annum) and contribute to the achievement of the strategic objectives of the forest sector policy, especially the protection of the existing forests, the Forest Conservation Plan proposes several programs to be implemented for the next 10 years. Hence, the implementation of the Forest Conservation Plan is one of the necessary actions to be taken. In fact, one of the sub-programs of the Forest Conservation Plan is to promote CB-NRM by introducing

the mechanism in another eight (8) suco in Aileu District.

- It is difficult for the current CB-NRM Project to expand the target sucos as it will end in October this year. However, the NDF has already officially requested JICA to implement the second phase of the Project to expand the CB-NRM mechanism. If JICA HQ accepts the request/proposal, the second phase of the Project might start in 2016.
 - There is no clear definition of “macro watershed” and “micro watershed” in Timor-Leste. As the Noru river is one of the tributaries of the Laclo river, it can be considered as a sub-watershed of the Laclo watershed.
- 4) **Comments from Mr. Ipolito da Costa – National Director of the National Directorate of Agricultural Training and Formal Education**
- The concept of CB-NRM covers a wide range of fields; therefore, all the technical national directorates of MAF should take part in this seminar to exchange views and opinions on the draft policy recommendations and ministerial order.
 - Likewise, the same documents should be presented to the relevant MAF development partners.

Answer from the Teams

- We also believe that this seminar should involve as many stakeholders as possible; therefore, we delivered the invitation to all the technical national directorates of MAF, MAF’s development partners and key national and international NGOs working in the forestry and agriculture fields in the country. Unfortunately, we were not able to have all of them today, but we hope that we could ensure their participation in the final presentation of the policy recommendations and ministerial order which will be held in June 2015.

3. Discussions after Sessions 3 and 4

1) Comments from Mr. Cesar da Cruz – Representative from the National Directorate of Extension and Development of Agricultural Communities

- Tara Bandu is based on the Timorese culture. The effectiveness of Tara Bandu shall be monitored and evaluated, especially in terms of its positive impacts on reforestation.
- It is important to involve local authorities when Tara Bandu is revived. Since there is no inter-ministerial agreement made between MAF and ESTATAL, NDF should coordinate with ESTATAL and come up with an idea on how to effectively involve local authorities (Chef de Suco and Chef de Aldeia) in the process.
- The police must be an important actor as there should be a case/problem that local leaders/communities cannot handle/settle by themselves.
- Although we were able to get a clear picture of how far the CB-NRM Project has been able to achieve in this seminar, it would be good if we could know what the CB-NRM Project has not been able to achieve.

Answer from the Teams

- We also believe that the measurement of the effectiveness of the CB-NRM mechanism is quite important, otherwise, no one will have interest in the CB-NRM mechanism. The JICA and MAF Project Teams in partnership with the NGOs have monitored the occurrence of illegal cases, such as wildfire, illegal cutting, and crop damage caused by free grazing, in the target villages by helping the village leaders hold a regular meeting on a monthly basis. As far as we have confirmed, the incidence of illegal cases has drastically declined although some cases have still happened in the areas.
- In the process of the formulation of a future land use plan and village regulations, all the relevant stakeholders at suco level, such as local leaders, church representatives, youth leaders, women representatives, and large land owners, were involved, so that the land use plan and village regulations could be widely accepted by key stakeholders as village rules.
- The police at the sub-district level was also invited to the Tara Bandu ceremonies at the sucos to make them aware of the village regulations. In fact, the local leaders in the sucos have always communicated with the sub-district police station whenever any issues that they could not handle/settle arose.
- Although the incidence of illegal cases has been reduced since the village regulations were in place in the villages, there are still some cases of forest fire, illegal cutting, and animal grazing happening in the sucos. This is one of the issues that the Project has not been able to achieve so far. Another unaccomplished issue is the lack of stakeholders who are capable enough to introduce the CB-NRM mechanism at the suco level. There is still a need to continue the capacity development activities for the relevant stakeholders.

2) Mr. Mirko Games – Team Leader of GIZ GCCA-TL Team

- As presented in the sessions, NGOs will play an important role in the introduction of the mechanism at the field level. However, it seems that the number of the NGOs capable to carry out the proposed activities is limited. Are there enough NGOs that you can rely on to expand the activities in the country?
- In case the number of the NGOs is limited, how can NGOs be capacitated?

Answer from the Teams

- In fact, the number of capable NGOs is limited. It is, therefore, essential to strengthen more NGOs and increase the number of competent ones that can conduct the field activities in a proper manner.
- If JICA HQ approves the proposal/request for the second phase of the Project, the focus might be put on the enhancement of capacity of stakeholders including NGOs. The second phase of the Project may aim to involve more NGOs in the process of introduction/establishment of the CB-NRM mechanism at suco level.

3) Comments from Mr. Ipolito da Costa – National Director of the National Directorate of Agricultural Training and Formal Education

- The forestry law/forest management decree must be officially approved prior to the

discussion on the draft ministerial order as it should be a supporting document for the law/decreed.

- As the ministerial order is a supporting document for laws or decrees, the pending forestry law/forest management decree should be officially approved. Otherwise, the proposed ministerial order would not be discussed.
- There is a need to discuss Director General of Forestry how the proposed ministerial order could be raised as an issue to be discussed and approved by the Minister without the forestry law.

Answer from the Teams

- We believe that this ministerial order should be placed under the forestry sector policy rather than the forestry law. In fact, the ministerial order aims to contribute to the achievement of the forestry sector policy by introducing and promoting the CB-NRM mechanism.
- We are also deeply concerned about the possibility that the existing forests might be significantly reduced if we wait for the official enactment of the pending forestry law. It is necessary to take some actions to reduce the rate of deforestation until the time when the forestry law is finally approved. We believe that this ministerial order could help the GoTL promote sustainable forest management in collaboration with local communities to reduce deforestation and forest degradation even without having the forestry law.

The meeting ended at PM 3:30 with closing remarks made by Mr. Ipolito da Costa – National Director of the National Directorate of Agricultural Training and Formal Education.

End of the Document

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

Article 1. Title

The title of this ministerial order shall be known as the “Promotion of the Community-Based Natural Resource Management (CB-NRM) Mechanism in the strategically important river basins in Timor-Leste.”

Article 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 (hereinafter referred to as “the JICA-MAF CB-NRM Project”)” as a key tool for sustainable forest management in Timor-Leste, especially in the critically important river basins in the country.

Article 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 a village (*suco*) or hamlet (*aldeia*) where communities reside.
- 3.3 Community/ties** - refers to households and their family members who reside and are registered in a village.
- 3.4 Future Land Use Plan** - refers to a plan prepared and agreed on by communities in a village for sustainable use and management of forest-related natural resources (e.g., forests, biodiversity, lands, and water) in the village. A future land use plan shall be composed of a suco map showing the future land use and written 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 village leaders i) develop a future land use plan and village regulations including rules on management of lands and natural resources and ii) have a consensus on the plan and regulations among communities in a village.

3.7 Tara Bandu - refers to a traditional custom that prohibits/regulates activities or attitudes of communities in a village to keep good human and social relationships, maintain welfare of communities, and protect natural resources in a village.

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

Article 4. Coverage

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

Chapter 2: Background and Rationale of the Order

Article 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.

Article 6. Deforestation and Forest Degradation

Deforestation and forest degradation have stably progressed in Timor-Leste. The study made in 2012 revealed that the average deforestation rate was 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.

Article 7. Rationale of the Order

Forest degradation and deforestation are crucial issues that the Government of Timor-Leste (GoTL) needs to urgently address and tackle. A healthy forest ecosystem can play multiple and essential roles in human life in Timor-Leste: namely, i) conservation of quality and quantity of domestic water, ii) reduction in incidence of natural disasters (e.g., flash flood and slope failure), iii) prevention of valuable land resources from surface soil erosion, iv) provision of emergency food as well as sources 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 of people not only in hilly and mountainous areas but also lowland and city areas in Timor-Leste. In addition to socio-economic issues, forest protection and sustainable forest management will significantly contribute to the GoTL's efforts in regard to global environmental issues, such as biodiversity conservation and reduction of carbon dioxide emission.

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, and free grazing in hilly and mountainous areas in Timor-Leste in the course of the JICA-MAF CB-NRM Project. It is, however, considered essential that a mechanism of CB-NRM should be introduced at the village level

and 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

Article 8. Goal and Objectives of CB-NRM

The chief objective of this order is to achieve the sustainable management of forest-related natural resources and protect the existing forests and their ecosystems in the country, especially in the strategically crucial river basins, in collaboration with communities residing in the localities.

Specifically, CB-NRM aims to:

- 8.1** Enhance the capacity of village authorities to protect, conserve, and manage forest-related natural resources by establishing a mechanism on CB-NRM (CB-NRM mechanism) at the village 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 the village level;
- 8.3** Provide livelihood opportunities to communities and enhance their socio-economic well being to reduce human pressure on the forest-related resources; and
- 8.4** Conserve biodiversity and promote landscape diversity.

Article 9. Scope of CB-NRM

Natural resources that this order aims to deal with are forest-related ones: namely i) forests including non-timber forest products, ii) biodiversity, iii) lands, and iv) natural springs.

Article 10. Key Approaches to Community-Based Sustainable Natural Resource Management

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

- 10.1 Community Participation:** 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:** Communities, especially village leaders, shall be empowered to manage forest-related natural resources in the respective localities as recognition of communities' legitimate or de facto rights over natural resources is essential to successful institutionalization of the CB-NRM mechanism;
- 10.3 Capacity Development:** It is also important to help communities acquire necessary techniques and skills useful for sustainable management of forest-related natural resources and improvement of local livelihoods;
- 10.4 Equity:** All communities in sucos shall have equal rights to take part in CB-NRM activities and get equal benefit from the activities.

10.5 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. In particular, The customary rules, so-called “*Tara Bandu*,” shall be reinforced/reactivated since the solidarity among communities is still strong especially in hilly and mountainous areas in Timor-Leste and many of communities still recall the effects of the customary rules.

Article 11. CB-NRM Mechanism at the Village Level

The CB-NRM mechanism that this order aims to promote at the village level is the process of empowering village leaders as well as communities to protect and manage forest-related natural resources while improving livelihoods of communities. 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.

Article 12. Expected Outputs of CB-NRM

Adoption of the CB-NRM mechanism as a tool for sustainable forest-related natural resource management at the village level and rollout of the same mechanism on a watershed scale, such as strategically crucial river basins, would generate the following outputs in the long run.

- i) The forest coverage in the river basins can be maintained and rather expanded.
- ii) Food security and socio-economic conditions in villages concerned with the river basins can be improved.
- iii) Soil run-off in the river basins can be reduced.

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

- i) Reduction of the incidence of wild fire and illegal exploitation
- ii) Reduction of crop damages caused by free grazing animals and unlawful acts
- iii) Increase of crop productivity by improving soil fertility, introducing sustainable upland farming techniques, and using improved seeds
- iv) 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
- v) Improvement of local livelihoods
- vi) 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 the Village Level

Article 13. Overall Process

The overall process of establishing the CB-NRM mechanism at the village level is illustrated below.

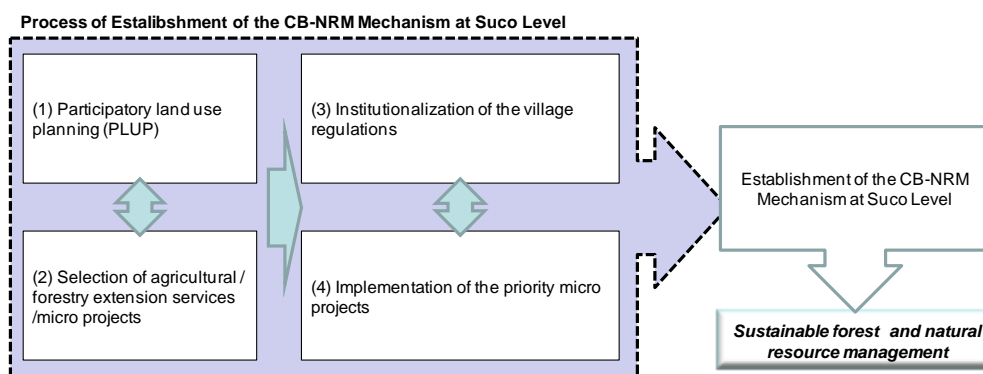


Figure 1 Overall Process of Introduction of the CB-NRM Mechanism

As illustrated above, the process consists of four 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). Each of the components is composed of a series of community-based activities as outlined in Article 14 of this order.

Article 14. Procedures for Establishment of the CB-NRM Mechanism

14.1 Participatory Land Use Planning is composed of two parts: i) land use planning and ii) rule-making, which further comprise 11 steps as shown below.

i) Land use planning

- 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

ii) Rule-making

- a. Review of the past and existing rules
- b. Discussion of the draft village regulations
- c. Review of the draft village regulations with future land use plan
- d. Consultation with communities about the draft village regulations
- e. Preparation for enforcement of the regulations in a traditional manner
- f. Tara Bandu ceremony.

14.2 Selection of Agricultural and Forestry Extension Services is aimed at selecting priority extension services necessary for achievement of sustainable natural resource management. The process shall comprise the following four steps:

- i) Long –listing of potential extension services or micro programs
- ii) Examination of possible extension services/micro programs for short-listing
- iii) Evaluation of the short-listed extension services/micro programs for prioritization
- iv) Discussions of scope of the priority extension services/micro programs.

14.3 Institutionalization of the village regulations aims to enhance the capacity of village

leaders council to govern a village using the written regulations, and therefore, shall have the following meetings on a regular and continual basis.

- i) Monthly meeting among the members of village to monitor any events and illegal acts that cause degradation/depletion of forest-related resources and solve/settle any cases by using the village regulations.
- ii) Bi-monthly or quarterly meeting with other communities at each aldeia to raise awareness about the village regulations among local communities.
- iii) Annual evaluation meeting at the village level with the members of village council and other communities to evaluate how the village regulations have been used for protection of forest-related natural resources in a village.

14.4 Provision 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.

- i) Organization of farmers’/beneficiaries’ groups in the first year.
- ii) Preparation of a work plan in a participatory manner in the first year.
- iii) Conducts of a series of hands-on training courses/farmers’ field schools (FFSs) on topics relating to the priority extension services for 2-3 years.
- iv) Participatory evaluation and planning of an annual work plan at the every year end.

More details of the implementation procedures with the methodologies to be used for the respective components are stipulated in **the Operation Manual for Establishment of the CB-NRM Mechanism (hereinafter referred to as “the CB-NRM Operation Manual”)** issued in **xxxx** 2015.

Article 15. Implementation System including Organizational Set-up

The National Directorate of Forest and Watershed Management (NDFWM) and National Directorate of Nature Conservation (NDNC) of the Ministry of Agriculture and Fisheries (MAF) shall be the principle implementing agencies for the promotion of the CB-NRM mechanism, while the MAF Municipal Offices and the National Directorate of Extension and Support for Development of Agricultural Communities (NDESDAC) of MAF shall be co-implementing agencies, especially in the processes of “selection of agricultural and forestry extension services” and “provision of the priority extension services.” Other national directorates, such as the National Directorate of Coffee and Industrial Plants (NDCIP), National Directorate of Agribusiness (NDA), National Directorate of Crops and Horticulture (NDCH), National Directorate of Livestock and Veterinary (NDLV), 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 and expertise in the fields of rural development, forest management or agricultural development may be hired for effective facilitation in the field.

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

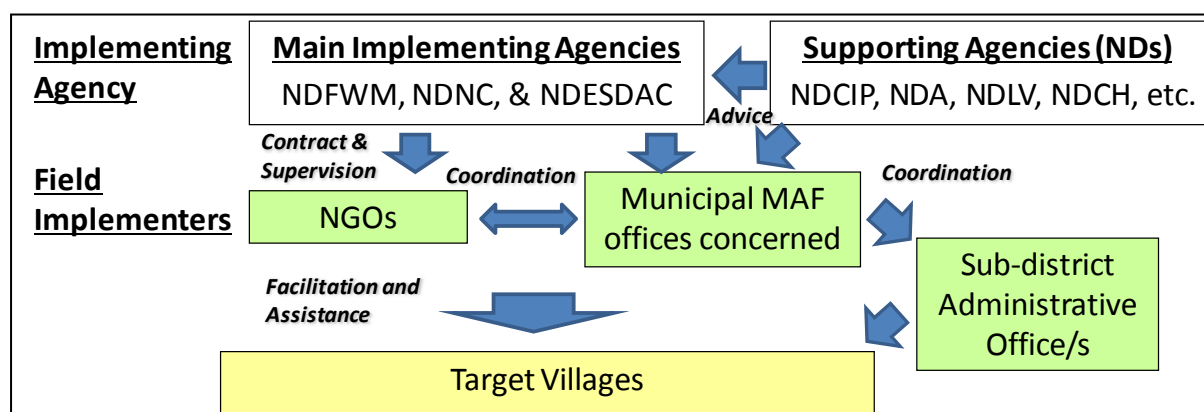


Figure 2 Institutional Framework for Implementation of the Ministerial Order

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

Article 16. Roles and Responsibilities of NDFWM/NDNC, NDEDAC, and MAF Municipal Offices

16.1 NDFWM/NDNC shall:

- i) Be responsible for preparation and implementation of necessary policies, guidelines, and national programs for execution of this order;
- ii) Secure necessary budget to implement a/ national program/s planned for execution of this order;
- iii) Provide guidance to the concerned MAF Municipal Offices and other National Directorates of MAF on promotion of the CB-NRM mechanism;
- iv) Coordinate with any government or donor-funded programs/projects which could facilitate the process of introduction and dissemination of the CB-NRM mechanism;
- v) Identify and select the priority river basins where the CB-NRM mechanism shall be introduced and rolled out for sustainable watershed management;
- vi) Provide technical advice and assistance to the concerned MAF Municipal offices and the field implementers, i.e., Municipal Forest Officers, Forest Guards, and NGOs;
- vii) Employ NGOs for implementation of a/ national program/s and supervise NGOs' works in coordination with the concerned MAF Municipal Offices; and
- viii) Monitor and evaluate the execution of this order in coordination with the concerned MAF Municipal Offices.

16.2 NDESDAC shall:

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

16.3 Other National Directorates of MAF shall:

- i) Provide technical advice and assistance to the field implementers, in the relevant technical fields in coordination with NDFWM/NDNC and NDESDAC.

16.4 MAF Municipal Offices shall:

- i) Share responsibility with NDFWM/NDNC for introduction and promotion of the CB-NRM mechanism according to this order in the critical river basins;
- ii) Be responsible for planning of a/ Municipal 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.
- iii) Secure necessary budget to implement a/ Municipal program/s planned for execution of this order;
- iv) Implement a/ Municipal program/s in harmonization with other government programs and/or donor-funded/NGO-supported projects/programs to facilitate the process of introducing the CB-NRM mechanism at the village level;
- v) Provide necessary administrative and technical support for its staff (i.e., Municipal Forest Officers, other MAF Municipal Officers, Forest Guards, Sub-district Coordinators of Extension Officers, and Extension Officers) assigned to implement a/ Municipal program/s or execute this order;
- vi) Employ NGOs for implementation of the Municipal programs; and
- vii) Provide technical advice and guidance for NGOs and their field staff whenever necessary.

Article 17. Roles and Responsibilities of the Sub-district Administrative Offices and Village Councils concerned

17.1 Sub-district Administrative Office shall:

- i) Collaborate with NDFWM/NDNC and MAF Municipal Offices concerned to facilitate the process of introducing the CB-NRM mechanism in villages concerned with the critical river basins within its jurisdiction;
- ii) Guide and orient village leaders toward sustainable natural resource management by encouraging them to introduce and establish the CB-NRM mechanism at the respective villages; and
- iii) Coordinate the efforts made by villages concerned with the critical river basins to reduce the incidence of wildfires, free grazing animals, and illegal exploitation in the areas.

17.2 Village Councils shall:

- i) Be responsible for protection and management of forest-related natural resources in the localities in accordance with the village regulations;
- ii) Instruct and encourage communities to follow the village regulations;
- iii) Encourage communities to participate in agriculture and forestry extension services and replicate the techniques/skills introduced by the services to improve their own farms/lands; and
- iv) Encourage local communities to apply techniques/skills introduced by NGOs/extension officers in the extension services to their own plots/farms.

Article 18. Roles and Responsibilities of External Assisting Organizations

18.1 NGOs and other external facilitators shall:

- i) Be responsible for implementation of a/ national/Municipal program/s or their field activities as a contractor;
- ii) Perform as a main facilitator in the field works;
- iii) Guide and orient communities toward sustainable natural resource management in coordination with Municipal Forest Officers and Forest Guards;
- iv) Arrange and organize a series of training courses on topics/techniques useful for sustainable natural resource management in coordination with MAF Municipal Officers, Sub-district Extension Coordinators, Forest Guards, and Extension Officers in the concerned MAF Municipal Offices; and
- v) Help local communities, in collaboration with Municipal 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 Programs/projects are expected to:

- i) Coordinate its activities with NDFWM/NDNC to maximize synergic effects and minimize unnecessary overlaps; and
- ii) Adopt the whole or part of the process of establishing the CB-NRM mechanism as the part of its 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 further stipulated in **the CB-NRM Operation Manual**.

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

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

NDFWM/NDNC shall monitor and evaluate all programs/projects implemented for execution of this order. The results of monitoring and evaluation shall be used for formulation of strategies or improvement of approaches/interventions taken for execution.

Article 20. Monitoring and Evaluation at Suco Level

Field officers in the forestry sector, such as Forest Guards and Municipal Forest Officers, shall be responsible for monitoring and evaluation of the CB-NRM activities in the field. Hence, they shall:

- i) Visit villages regularly to monitor and evaluate the activities of the extension services (or the micro programs) conducted by the field implementers; and
- ii) Attend monthly meetings held at the respective villages 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.

Article 21. Monitoring and Evaluation at Central Level

NDFWM/NDNC, in collaboration with the concerned MAF Municipal Offices, shall be responsible for the overall progress of scaling up the CB-NRM mechanism on a national level.

Specifically, NDFWM/NDNC shall collect and update the following data on a quarterly basis.

- i) Villages where the CB-NRM mechanism is newly introduced
- ii) Number of village which have introduced the CB-NRM mechanism as of the date of monitoring
- iii) Number of cases of wildfires and illegal cutting in villages
- iv) 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 NDFWM.

In addition to the periodic monitoring, NDFWM in collaboration with the concerned MAF Municipal Offices shall collect the following information whenever a village newly introduces the CB-NRM mechanism in coordination with the Municipal Office concerned and/or any assisting organizations.

- i) Information of village (Name, Sub-district, Municipality, Area, No. of families and population, Forest area in village)
- ii) Date of the Tara Bandu ceremony
- iii) Village regulations with a future land use map
- iv) Priority extension services selected by communities

The data shall be kept and sorted out at the Municipal level, 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, are introduced in the area.

Chapter 7: Supports for Implementation of the Order

Article 22. Administrative and Technical Support

The National Directorates as well as MAF Municipal Offices concerned shall provide necessary administrative and technical supports, such as transportation means, technical guidance and orientation, and necessary tools and materials, for their officers to execute this order.

Article 23. Financial Support

The National Directorates as well as MAF Municipal Offices concerned shall also 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 hiring NGOs hired for provision of agricultural and forestry extension services (or implementation of micro programs), and cost of any materials needed. The respective offices shall prepare annual work and budget plans necessary for execution of this order and submit them to MAF.

Article 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. High synergy can be expected by collaboration with projects/programs which have the following natures:

- i) Reforestation and forestry development
- ii) Forest protection, protected area management and environmental protection
- iii) Agricultural development
- iv) Rural development
- v) Adaptation to climate change

Chapter 8: Miscellaneous Provision

Article 25. Supplemental Guidelines

NDFWM/NDNC may issue memoranda and specific instructions to the concerned MAF Municipal Officers and personnel pursuant to this order. The CB-NRM Operation Manual approved by NDFWM/MAF in xxxx 2015 shall be used as a supplemental guideline for execution of this order.

Article 26. Effective Date

This Order shall take effect upon official issuance.

Minister of the Ministry of Agriculture and Fisheries

Assunto: Promoção do Mecanismo para a Gestão Sustentável dos Recursos Naturais de Base Comunitária (GRN-BC) nas bacias hidrográficas estrategicamente importantes em Timor-Leste

Promulga-se este Despacho a fim de se alcançar a meta e os objetivos da Política do Setor Florestal definidos em 2008, e facilitar a implementação do futuro Decreto-Lei de Gestão Florestal, que será viabilizado oficialmente em breve.

Capítulo 1: Título e Objetivos do Diploma e Definição dos Termos nele usados

Artigo 1. Título

O título do presente Despacho ministerial será: "Promoção do Mecanismo para a Gestão dos Recursos Naturais de Base Comunitária (GRN-BC) nas bacias hidrográficas estrategicamente importantes em Timor-Leste".

Artigo 2. Objetivos

Este Despacho tem como objetivo estabelecer as orientações e os procedimentos para divulgar amplamente o mecanismo concebido pelo projeto de autoria conjunta JICA e MAP denominado "Projeto para a Gestão Sustentável dos Recursos Naturais de Base Comunitária" (doravante referido como "o Projeto JICA-MAP/GRN-BC") entendido como uma ferramenta-chave para a gestão florestal sustentável em Timor-Leste, sobretudo nas bacias hidrográficas com importância crítica do país.

Artigo 3. Definição

Os termos seguintes, tal como serão utilizados neste Despacho e para os seus efeitos, significam:

- 3.1 GSRNBC/Gestão Sustentável dos Recursos Naturais Baseada nas Comunidades** - refere-se a um conceito utilizado para a gestão sustentável dos recursos naturais, especialmente dos recursos relacionados com a floresta, realizada em colaboração com as comunidades que têm direitos adquiridos sobre os recursos naturais.
- 3.2 ACGF/Acordo Comunitário de Gestão Florestal** - refere-se ao acordo para ser celebrado entre o MAP e as comunidades sobre o uso sustentável e gestão dos recursos florestais existentes num suco ou povoado, onde residem as comunidades.
- 3.3 Laços Comunitários** - refere-se aos agregados familiares e membros das correspondentes famílias que residem e estão registados num suco.
- 3.4 Plano de Uso Futuro do Solo** - refere-se a um plano elaborado e acordado pelas comunidades do suco para o uso sustentável e gestão dos recursos naturais relacionados com as florestas (por exemplo: florestas, biodiversidade, solos e água) no território do suco. Um plano de uso futuro do solo será constituído por um mapa do suco mostrando os usos futuros do solo e as orientações escritas sobre cada uso do solo.
- 3.5 ONGs** – refere-se a organização(ões) não-governamental(ais).
- 3.6 PPUS/Planeamento Participativo do Uso do Solo** – refere-se ao processo no qual os chefes de suco: i) desenvolvem um plano de uso futuro do solo e o regulamento do suco, incluindo as regras de gestão do território e dos recursos naturais e ii) alcançam

um consenso entre as comunidades do suco sobre o plano e o regulamento.

3.7 Tara Bandu - refere-se a um costume tradicional que proíbe/regulamenta as atividades ou atitudes das comunidades num suco, para efeitos de conservar boas relações humanas e sociais, manter o bem-estar das comunidades e proteger os recursos naturais no território do suco.

3.8 Regulamento do Suco - refere-se ao conjunto de regras escritas ou costumeiras de um suco que não só regem o uso e gestão de florestas e recursos naturais com elas relacionadas, mas também as normas sociais das comunidades nesse suco.

Artigo 4. Âmbito

Sujeito a direitos adquiridos anteriormente pelas comunidades em Timor-Leste, e conforme estatuído na Constituição Nacional, o mecanismo GRN-BC pode ser aplicado aos recursos naturais sobre os quais as comunidades podem reivindicar a posse legítima, ou mesmo a propriedade de facto, no âmbito territorial de um suco.

Capítulo 2: Antecedentes e justificação do Despacho

Artigo 5. Estado das Florestas em Timor-Leste

As florestas em Timor-Leste cobriam cerca de 60% do território nacional, ou aproximadamente 869000 ha, no final de 2012. A maior parte das florestas do país estão em condições precárias, e apenas menos de um terço das florestas estão classificadas como floresta densa cujo grau de coberto é superior a 60%. As florestas densas são geralmente fragmentadas e estão dispersas em áreas acidentadas e montanhosas do país.

Artigo 6. Desflorestação e Degradação das Florestas

A desflorestação e a degradação florestal têm progredido de forma estável em Timor-Leste. O estudo realizado em 2012 revelou que a taxa média de desmatamento foi de 1.7% por ano na última década. Prevê-se, para 2023, que as florestas densas sejam reduzidas a metade e as áreas florestais totais reduzidas em 17% no cenário de *status quo* em que a tendência decrescente atual se mantenha na próxima década.

Artigo 7. Justificação do Despacho

A degradação da floresta e o desmatamento são questões cruciais que o Governo de Timor-Leste (G.T-L) deve abordar e resolver urgentemente. Um ecossistema florestal saudável pode desempenhar papéis múltiplos e fundamentais na vida humana em Timor-Leste, a saber: i) conservação da qualidade e quantidade de água para uso doméstico, ii) redução na incidência de catástrofes naturais (por exemplo: cheias torrenciais e derrocadas), iii) salvaguarda de recursos terrestres valiosos da erosão superficial de solos, iv) provisão alimentar de emergência, bem como de fontes de rendimento monetário, e v) fornecimento de lenha e de materiais para a construção de casas. A redução da tendência atual de degradação das florestas e de desmatamento é essencial para a proteção dos meios de subsistência das pessoas, não só em áreas acidentadas e montanhosas, mas também nas várzeas e áreas urbanas em Timor-Leste. Para além dos aspectos socioeconómicas, a proteção e gestão sustentável das florestas irá contribuir significativamente para os esforços promovidos por G.T-L em relação às questões ambientais globais, tais como a conservação da biodiversidade e a redução das emissões de carbono.

No decurso do Projeto JICA-MAP/GRN-BC, a Gestão Sustentável dos Recursos Naturais Baseada nas Comunidades tem-se mostrado eficaz na redução das atividades humanas que causam desmatamento e degradação florestal, tais como a agricultura itinerante, fogos florestais, exploração ilegal de recursos e pastoreio livre nas áreas acidentadas e montanhosas em Timor-Leste. É, no entanto, considerado essencial que um mecanismo de GRN-BC deva ser introduzido ao nível do suco e desenvolvido em grande escala, especialmente nas bacias hidrográficas de importância estratégica, para evitar o desmatamento e a degradação florestal no país.

Capítulo 3: Objetivos e Âmbito do Mecanismo GRN-BC

Artigo 8. Meta e Objetivos do Mecanismo GRN-BC

O objetivo principal deste Despacho é alcançar a gestão sustentável dos recursos naturais relacionados com as florestas e proteger as florestas existentes no país, e os seus ecossistemas, especialmente nas bacias hidrográficas estratégicas, em colaboração com as comunidades que residem nas localidades.

Especificamente, o mecanismo GRN-BC visa:

- 8.1** Capacitar as autoridades do suco visando proteger, conservar e gerir os recursos naturais relacionados com as florestas, estabelecendo um mecanismo relativo a GRN-BC (mecanismo GRN-BC) ao nível do suco;
- 8.2** Introduzir e disseminar técnicas e competências eficazes de gestão sustentável dos recursos naturais relacionadas com as florestas, tais como: reflorestação, atividades agro-florestais, agricultura em declives e gestão pecuária, em paralelo com a instituição do mecanismo GRN-BC ao nível do suco;
- 8.3** Proporcionar oportunidades relativas a meios de subsistência para as comunidades, melhorando o seu bem estar socioeconómico visando reduzir a pressão humana sobre os recursos relacionados com as florestas; e
- 8.4** Conservar a biodiversidade e promover a diversidade paisagística.

Artigo 9. Âmbito do Mecanismo GRN-BC

Este Despacho tem como objetivo lidar com os recursos naturais relacionados com as florestas, nomeadamente: i) florestas, incluindo produtos florestais não-madeireiros, ii) biodiversidade; iii) solos; e iv) nascentes naturais.

Artigo 10. Abordagens-chave para a Gestão Sustentável dos Recursos Naturais Baseada nas Comunidades

As principais abordagens a serem utilizadas para o estabelecimento do mecanismo GRN-BC ao nível do suco devem incluir os seguintes itens:

- 10.1 Participação Comunitária:** as comunidades, especialmente os chefes de suco, devem estar envolvidos em todos os processos, desde a consulta inicial ao acompanhamento e avaliação das atividades relativas ao mecanismo GRN-BC pois devem desempenhar um papel crucial enquanto decisores e gestores de recursos naturais, e não como meros destinatários;
- 10.2 Fortalecimento Comunitário:** é essencial, para que a institucionalização do

mecanismo GRN-BC seja bem sucedida, que as comunidades, especialmente os chefes de suco, possam dispor de poderes nas respectivas localidades para gerir os recursos naturais relacionados com as florestas, como forma de reconhecimento dos direitos legítimos, ou de facto, das comunidades sobre os recursos naturais;

10.3 Capacitação: também é importante ajudar as comunidades a adquirir as técnicas necessárias e competências que sejam úteis para a gestão sustentável dos recursos naturais relacionados com as florestas e para a melhoria dos meios de subsistência locais;

10.4 Equidade: todas as comunidades nos sucos devem ter direitos iguais relativamente a participar em actividades do âmbito GRN-BC e obter iguais benefícios destas;

10.5 Utilização do Conhecimento Tradicional: o conhecimento tradicional e as práticas vigentes na gestão sustentável da floresta e dos recursos do território devem ser plenamente utilizados como parte do mecanismo GRN-BC. Em particular, as regras costumeiras, designadas "*Tara Bandu*", serão reforçadas/reactivadas porquanto a solidariedade entre as comunidades ainda é forte, especialmente em áreas acidentadas e montanhosas em Timor-Leste, e muitas das comunidades ainda recordam os efeitos das regras costumeiras.

Artigo 11. Mecanismo GRN-BC ao Nível do Suco

O mecanismo GRN-BC que este Despacho tem como objetivo promover a nível dos sucos é o processo de capacitar chefes de suco, bem como as comunidades, em ordem a proteger e gerir os recursos naturais relacionados com a floresta, melhorando os meios de subsistência das comunidades. As principais atividades do mecanismo são: i) formulação de um plano de uso futuro do solo com a regulamentação própria do suco; ii) a institucionalização do regulamento do suco; e iii) introdução e disseminação de técnicas eficazes para a gestão sustentável das florestas e do território, bem como o desenvolvimento dos meios de subsistência.

Artigo 12. Resultados Esperados do Mecanismo GRN-BC

A aprovação do mecanismo GRN-BC como uma ferramenta para a gestão sustentável de recursos naturais relacionados com a floresta ao nível do suco e a expansão do mesmo mecanismo à escala das bacias hidrográficas, tais como as bacias hidrográficas estrategicamente importantes, geraria os seguintes resultados no longo prazo:

- i) O coberto florestal nas bacias hidrográficas pode ser mantido e substancialmente expandido;
- ii) Pode-se melhorar a segurança alimentar e as condições socioeconómicas nos sucos associados com as bacias hidrográficas;
- iii) A erosão torrencial do solo nas bacias hidrográficas pode ser reduzida;

Ao nível dos sucos, esperam-se os seguintes impactos directos gerados pela introdução do mecanismo GRN-BC:

- i) Redução da incidência de fogos florestais e de exploração ilegal de recursos;
- ii) Redução de danos causados nas culturas pelos animais em pastoreio livre, bem como de atos ilícitos;
- ii) Aumento de produtividade das culturas através da melhoria da fertilidade do solo, introduzindo técnicas de agricultura de altitude sustentáveis e utilizando sementes

- melhoradas;
- iii) A utilização eficaz das terras menos produtivas ou improdutivas para fins de produção, tais como: plantação de árvores para produção de madeira, plantação de árvores de fruto, plantações de café e produção agro-florestal (incluindo culturas forrageiras);
- v) Melhoria dos meios locais de subsistência;
- vi) Capacitação dos chefes de suco visando governá-los e gerir, de forma adequada e sustentável, os recursos naturais relacionados com as florestas.

Capítulo 4: Processo e Sistema de Implementação do Mecanismo GRN-BC ao Nível do Suco

Artigo 13. Processo Geral

O processo global visando instituir o mecanismo GRN-BC ao nível do suco está ilustrado no esquema seguinte.

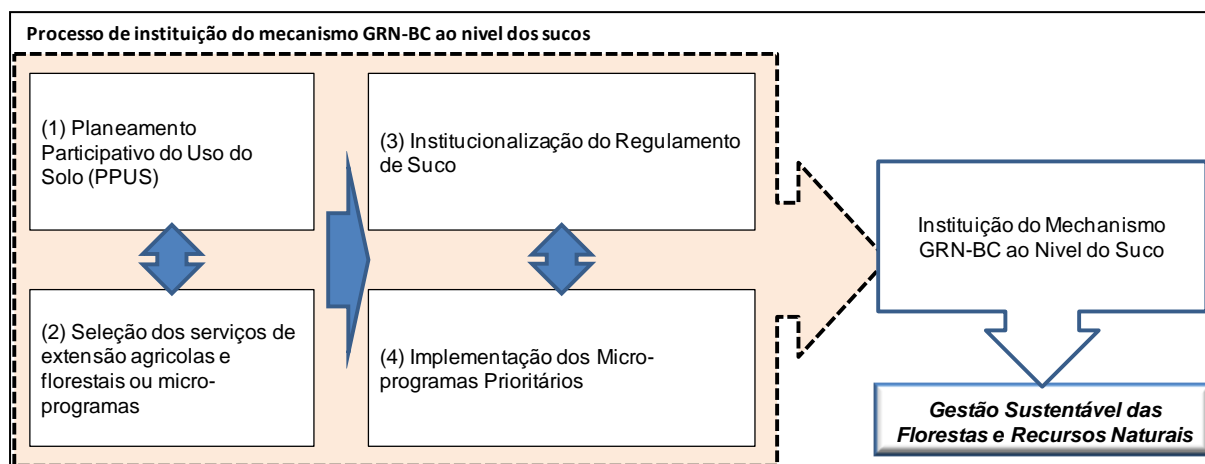


Figura 1 Processo Geral de Introdução do Mecanismo GRN-BC

Conforme está ilustrado acima, o processo consiste de quatro componentes: i) Planeamento Participativo do Uso do Solo; ii) Seleção dos Serviços de Extensão Agrícola e Florestal; iii) Institucionalização dos Regulamentos de Suco; e iv) Introdução dos Serviços de Extensão Prioritários (ou implementação dos micro-programas prioritários). Cada uma das componentes é constituída por uma série de atividades de base comunitária conforme se encontra disposto no Artigo 14 do presente Despacho.

Artigo 14. Procedimentos para o Estabelecimento do Mecanismo GRN-BC

14.1 Planeamento Participativo do Uso do Solo

O Planeamento Participativo do Uso do Solo compõe-se de duas partes: i) planeamento do uso do solo e ii) adopção de regras, que compreendem 11 passos sequenciais como se mostra abaixo.

- i) Planeamento do uso do solo
 - a. Consultas com os chefes de suco;
 - b. Organização/Formação do grupo de trabalho;
 - c. Viagem de estudo a uma das aldeias do projeto JICA CB-NRM (GRN-BC);

- d. Mapeamento do uso atual do solo;
- e. Planeamento do uso futuro do solo

ii) Adoção de regras

- a. Revisão das regras anteriores e das atuais;
- b. Discussão do esboço do regulamento do suco;
- c. Revisão dos esboços de regulamentos dos sucos com foco no plano de uso futuro do solo;
- d. Consulta às comunidades relativamente ao projeto de regulamento do suco;
- e. Preparação para a legitimação do regulamento numa cerimónia tradicional;
- f. Cerimónia tradicional Tara Bandu.

14.2 Seleção dos Serviços de Extensão Agrícola e Florestal tem como objetivo seleccionar os serviços de extensão prioritários, necessários para a realização de uma gestão sustentável dos recursos naturais. O processo compreende as seguintes quatro etapas:

- i) Listagem ampla dos serviços de extensão potenciais ou de micro-programas;
- ii) Exame e pré-seleção de possíveis serviços de extensão ou micro-programas;
- iii) Avaliação dos serviços de extensão ou de micro-programas pré-selecionados para efeitos de estabelecer prioridades;
- iv) Discussões sobre o âmbito dos serviços de extensão ou micro-programas prioritários.

14.3 A institucionalização do regulamento do suco visa capacitar o conselho do chefe de suco para efeito de governar o suco usando o regulamento escrito, e, conseqüentemente, ter-se-á as seguintes reuniões, numa base regular e contínua:

- i) Reunião mensal entre os membros do suco para monitorizar quaisquer eventos e atos ilegais que causem degradação ou depleção dos recursos relacionados com as florestas e para resolver/dirimir esses casos utilizando o regulamento do suco;
- ii) Reunião bimensal ou trimestral com outras comunidades em cada suco para elevar a consciencialização sobre o regulamento do suco entre as comunidades locais;
- iii) Reunião anual de avaliação ao nível do suco, com os membros do conselho do suco e outras comunidades, para avaliar sobre como o regulamento tem sido utilizado para a proteção dos recursos naturais relacionados com as florestas no território do suco.

14.4 Prestação dos Serviços Prioritários de Extensão (ou Implementação dos Micro-Programas Prioritários) visa introduzir e disseminar técnicas e competências selecionadas pelas comunidades no processo acima mencionado relativo a "seleção dos serviços de extensão agrícola e florestal", realizando-se as seguintes atividades durante alguns anos:

- i) Organização de grupos de agricultores beneficiários no primeiro ano;
- ii) Elaboração de um plano de trabalho de forma participativa, no primeiro ano;
- iii) Execução de uma série de cursos de formação prática/escolas de campo de agricultores (ECAs) sobre temas relacionados com os serviços prioritários de extensão durante 2-3 anos;
- iv) Avaliação participativa e elaboração de um plano de trabalho anual no final de cada ano.

Mais detalhes sobre os procedimentos de implementação com as metodologias a utilizar para as respectivas componentes estão estipuladas no Manual de Operações para o Estabelecimento do Mecanismo GRN-BC (doravante referido como "o Manual de Operações GRN-BC ") emitido em xxxx de 2015.

Artigo 15. Sistema de Implementação incluindo Estrutura Organizativa

A Direção Nacional de Florestas e Gestão de Bacias Hidrográficas (DNFGBH) e Direção Nacional de Conservação da Natureza (DNCN) do Ministério da Agricultura e Pescas (MAP) serão os principais organismos executivos para a promoção do mecanismo GRN-BC, enquanto que os Escritórios Municipais do MAP e a Direção Nacional de Extensão e Apoio ao Desenvolvimento Comunitário Agrícola (DNEADCA) do MAP serão os organismos de co-implementação, especialmente nos processos de "seleção de serviços de extensão agrícola e florestal" e "prestação dos serviços prioritários de extensão ". Outras direções nacionais, tais como a Direção Nacional do Café e Plantas Industriais (DNCPI), a Direção Nacional do Agro-comércio (DNA), a Direção Nacional de Agricultura e Horticultura (DNAH), a Direção Nacional de Pecuária e Veterinária (DNPV), e a Direção Nacional de Pesquisa e Serviços Especiais (DNPSE), também poderão vir a estar envolvidas na prestação de serviços de extensão sempre que necessário. AS ONGs que tenham experiência e conhecimentos suficientes nos assuntos do desenvolvimento rural, da gestão florestal ou do desenvolvimento agrícola poderão ser contratadas para apoio efectivo no terreno.

O quadro institucional para a implementação do Despacho é mostrado seguidamente.

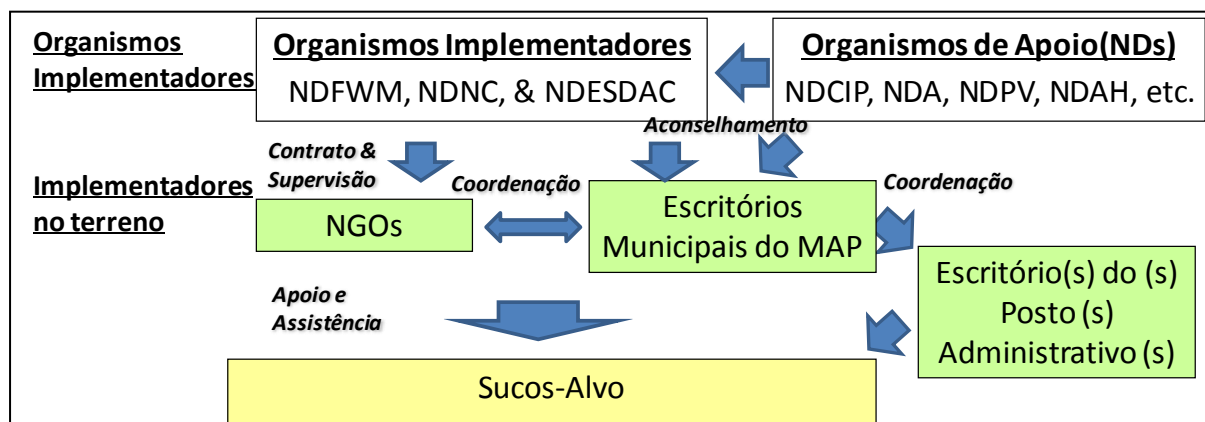


Figura 2 Quadro Institucional para a Aplicação do Diploma Ministerial

Capítulo 5: Atribuições e Responsabilidades dos principais interessados relativas à aplicação deste Diploma Ministerial

Artigo 16. Atribuições e Responsabilidade das Direções Nacionais DNFGBH/DNCN, DNEADCA e dos Escritórios Municipais do MAP

16.1 As DNFGBH/DNCN devem:

- i) Responsabilizar-se pela preparação e implementação das políticas, orientações e programas nacionais necessários, visando a execução deste Despacho;
- ii) Assegurar o orçamento necessário para implementar (um) programa(s) nacional(ais) planeado(s) para a execução deste Despacho;

- iii) Fornecer, aos organismos envolvidos, nomeadamente Escritórios Municipais do MAP e outras Direções Nacionais do MAP, orientação sobre o fomento do mecanismo GRN-BC;
- iv) Coordenar o processo de introdução e de disseminação do mecanismo GRN-BC conjuntamente com quaisquer programas ou projetos financiados pelo governo ou por doadores que possam facilitar o processo;
- v) Identificar e seleccionar as bacias hidrográficas prioritárias em que o mecanismo GRN-BC deva ser introduzido e desenvolvido, visando a respectiva gestão sustentável;
- vi) Fornecer aconselhamento e assistência técnica aos Escritórios Municipais do MAP envolvidos, assim como aos implementadores no terreno: funcionários florestais do município, guardas florestais e ONGs;
- vii) Recorrer a ONGs para a implementação de (um) programa(s) nacional(ais) e supervisionar os trabalhos das ONGs em coordenação com os Escritórios Municipais do MAP envolvidos; e
- viii) Monitorizar e avaliar a execução deste Despacho em coordenação com os Escritórios Municipais do MAP em causa.

16.2 A DNEADCA deve:

- i) Responsabilizar-se pela preparação das necessárias políticas, orientações e programas nacionais de extensão agrícola relacionados com o mecanismo GRN-BC; e
- ii) Prestar assessoria técnica e assistência aos implementadores no terreno, ou seja: funcionários municipais, funcionários de extensão rural e ONGs.

16.3 As outras Direções Nacionais do MAP devem:

- i) Providenciar aconselhamento técnico e assistência aos implementadores no terreno, nos domínios técnicos relevantes, em coordenação com as DNFGBH/DNCN e a DNEADCA.

16.4 Os Escritórios Municipais do MAP devem:

- i) Compartilhar a responsabilidade com as DNFGBH/DNCN para efeitos da introdução e fomento do mecanismo GRN-BC, nas bacias hidrográficas críticas, conforme este Despacho;
- ii) Responsabilizar-se pelo planeamento de (um) programa(s) municipal(ais) visando a promoção do mecanismo GRN-BC, de acordo com este Despacho, bem como em relação a outras estratégias ou planos nacionais relevantes para efeitos deste Despacho.
- iii) Garantir o orçamento necessário para implementar (um) programa(s) municipal(ais) visando a execução deste Despacho;
- iv) Implementar (um) programa(s) municipal(ais) em harmonia com outros programas do Governo e/ou projectos/programas apoiados por ONGs ou organizações doadoras, visando facilitar o processo de introdução do mecanismo GRN-BC ao nível dos sucos.
- v) Fornecer os apoios técnico e administrativo necessários para o pessoal (ou seja, os funcionários florestais municipais, outros funcionários municipais, guardas florestais, coordenadores de Posto Administrativo dos funcionários de extensão rural e

extensionistas) designados para a realização de (um) programa(s) municipal(ais) ou para dar execução este Despacho;

- vi) Recorrer a ONGs para a implementação dos programas municipais; e
- vii) Prestar assessoria técnica e orientação para as ONGs e suas equipes de trabalho de campo, sempre que necessário.

Artigo 17. Atribuições e Responsabilidades dos Escritórios dos Postos Administrativos e dos Conselhos de Suco envolvidos

17.1 O Escritório do Posto Administrativo deve:

- i) Colaborar com as DNFGBH/DNCN e com os Escritórios Municipais do MAP em causa, visando facilitar o processo de introdução do mecanismo GRN-BC nos sucos associados com a jurisdição das bacias hidrográficas críticas;
- ii) Conduzir e orientar os chefes de suco visando uma gestão sustentável dos recursos naturais, incentivando-os a introduzir e estabelecer o mecanismo GRN-BC nos respectivos sucos; e
- iii) Coordenar os esforços envidados pelos sucos associados com as bacias hidrográficas críticas, em ordem a reduzir a incidência de incêndios florestais, de animais em pastoreio livre e da exploração ilegal de recursos nas áreas respetivas.

17.2 Os Conselhos dos Sucos devem:

- i) Responsabilizar-se pela protecção e gestão dos recursos naturais relacionados com as florestas nas respetivas localidades, de acordo com os regulamentos dos sucos;
- ii) Instruir e incentivar as comunidades para cumprirem os regulamentos dos sucos;
- iii) Incentivar as comunidades a participar nos serviços de extensão agrícola e florestal, replicando as técnicas/competências introduzidas pelos serviços visando melhorar as suas próprias quintas/terras; e
- iv) Encorajar as comunidades locais para aplicar nos seus próprios terrenos/quintas as técnicas/competências introduzidas pelos funcionários extensionistas ou técnicos de ONGs.

Artigo 18. Atribuições e Responsabilidades das Organizações Externas de Assistência

18.1 As ONGs e outros facilitadores externos devem:

- i) Responsabilizar-se pela implementação de (um) programa(s) nacional(ais)/municipal(ais) ou pelas atividades de campo enquanto contratadores;
- ii) Atuar como um facilitador principal nos trabalhos de campo;
- iii) Conduzir e orientar as comunidades para a gestão sustentável dos recursos naturais, em coordenação com os funcionários florestais do município e os guardas florestais;
- iv) Combinar e organizar uma série de cursos de formação sobre tópicos/técnicas úteis para a gestão sustentável dos recursos naturais nos Escritórios Municipais do MAP envolvidos, em coordenação com os técnicos municipais, coordenadores de extensão dos Postos Administrativos, guardas florestais e extensionistas; e
- v) Ajudar as comunidades locais, em colaboração com os funcionários florestais do município e os guardas florestais, visando proteger e gerir de forma sustentável os

recursos naturais relacionados com as florestas, em conformidade com os regulamentos dos sucos.

18.2 Prevê-se que os programas/projetos financiados por doadores, devam:

- i) Coordenar as suas actividades com as DNFGBH/DNCN visando maximizar efeitos sinérgicos e minimizar sobreposições desnecessárias; e
- ii) Adotar a totalidade ou parte do processo de estabelecimento do mecanismo GRN-BC como parte de suas atividades visando acelerar o fomento do mecanismo GRN-BC nas bacias hidrográficas críticas.

As atribuições e as responsabilidades expectáveis dos principais executivos nas organizações relevantes no MAP estão especificadas no **Manual de Operações GRN-BC**.

Capítulo 6: Monitorização e Avaliação da Execução do Despacho

Artigo 19. Quadro geral de Monitorização e Avaliação (M&A)

As DNFGBH/DNCN devem acompanhar e avaliar todos os programas/projectos implementados para efeitos da execução deste Despacho. Os resultados da monitorização e da avaliação devem ser utilizados para a formulação de estratégias ou melhoria das abordagens/intervenções previstas para execução.

Artigo 20. Monitorização e Avaliação no Nível do Suco

Os técnicos de campo do setor florestal, tais como os guardas florestais e os funcionários municipais florestais, serão responsáveis pelo acompanhamento e avaliação das actividades do mecanismo GRN-BC no terreno. Assim, deverão:

- i) Visitar regularmente os sucos para efeitos de monitorizar e avaliar as actividades dos serviços de extensão (ou dos micro-programas) realizados pelos implementadores no terreno; e
- ii) Participar em reuniões mensais realizadas nos respectivos sucos no âmbito do processo de institucionalização do regulamento do suco para verificar se os recursos naturais relacionados com as florestas têm sido devidamente protegidos utilizando o regulamento do suco.

Artigo 21. Monitorização e Avaliação no Nível Central

As DNFGBH/DNCN, em colaboração com os Escritórios Municipais do MAP envolvidos, serão responsáveis pelo progresso global de visando o estabelecimento do mecanismo GRN-BC ao nível nacional. Especificamente, as DNFGBH/DNCN deverão recolher e atualizar numa base trimestral os seguintes dados:

- i) Os sucos onde o mecanismo GRN-BC foi introduzido recentemente;
- ii) O número de sucos que introduziram o mecanismo GRN-BC na data de monitorização;
- iii) O número de casos de incêndios florestais e de abate ilegal de árvores em cada suco;
- iv) O número de famílias que participam nos serviços de extensão/micro-programas prestados visando a realização do plano de uso futuro do solo.

Os dados da monitorização devem ser compilados num relatório de acompanhamento trimestral submetido ao Diretor Nacional da DNFGBH.

Para além da monitorização periódica, a DNFGBH, em colaboração com os Escritórios Municipais do MAP envolvidos, deve recolher as seguintes informações sempre que um suco tenha introduzido recentemente o mecanismo GRN-BC, em coordenação com as demais organizações intervenientes no processo:

- i) Informações relativas ao suco (nome, Posto Administrativo, Município, área, número de famílias e população, área florestal no território do suco);
- ii) Data da cerimónia *Tara Bandu*;
- iii) Regulamento do suco com um mapa de uso futuro do solo;
- iv) Serviços de extensão prioritários, selecionados pelas comunidades.

Os dados devem ser conservados e classificados ao nível municipal, de modo que possam ser utilizados como informação suplementar visando a introdução do Acordo Comunitário de Gestão Florestal (ACGF), quando o Decreto-Lei de Gestão Florestal for oficialmente promulgado ou quaisquer outros instrumentos de desenvolvimento dos sucos sejam aplicados na área respetiva, tais como os PNDS.

Capítulo 7: Apoios para Implementação do Despacho

Artigo 22. Apoios administrativo e técnico

As Direções Nacionais, bem como os Escritórios Municipais do MAP em causa, devem prestar os apoios administrativo e técnico necessários aos seus funcionários, para efeitos de se executar este Despacho, tais como: meios de transporte; orientação técnica; ferramentas e outros materiais necessários.

Artigo 23. Apoio Financeiro

As Direções Nacionais, assim como os Escritórios Municipais do MAP envolvidos, também devem garantir os orçamentos suficientes para financiar as despesas necessárias decorrentes da execução deste Despacho, tais como despesas de viagens e *per diem* dos funcionários governamentais, as despesas associadas a reuniões, o custo de contratação de ONGs para prestação de serviços de extensão agrícola e florestal (ou para implementação de micro-programas), e o custo de todos os materiais necessários. Os respetivos escritórios devem preparar planos de trabalho anual e correspondentes orçamentos necessários para a execução deste diploma, e submetê-los ao MAP.

Artigo 24. Coordenação com outros Programas ou Atividades governamentais ou de doadores

No caso de existirem quaisquer projectos ou programas do Governo ou de parceiros de desenvolvimento que se ajustem ao mecanismo GRN-BC, será tida em conta a possível colaboração com esses projectos/programas. Pode-se esperar uma elevada sinergia por via da colaboração com os projectos/programas que possuam as seguintes naturezas:

- i) Reflorestação e desenvolvimento florestal;

- ii) Proteção das florestas, gestão de áreas protegidas e proteção do ambiente;
- iii) Desenvolvimento agrícola;
- iv) Desenvolvimento rural;
- v) Adaptação às mudanças climáticas.

Capítulo 8: Diversos

Article 25. Disposições complementares

As DNFGBH/DNCN podem emitir memorandos e instruções específicas aos funcionários municipais do MAP e outro pessoal envolvido, ao abrigo do presente Despacho. O Manual de Operações GRN-BC aprovado pela DNFGBH do MAP em xxxx 2015 deve ser utilizado como um guião suplementar visando a execução deste diploma.

Article 26. Entrada em Vigor

O disposto no presente Despacho entra em vigor no dia seguinte à data da sua publicação.

O Ministro da Agricultura e Pescas

Policy Recommendations for CB-NRM Expansion

1. Background and Introduction

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

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

“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 2013¹ indicates that the situation has gotten rather worse recently, reporting that approximately 184,000 ha of forest have disappeared between 2003 and 2012 and approximately 170,000 ha of dense forest has been degraded into sparse canopy forests for the same period. Since hilly and mountainous areas which have greater than 40% slopes constitute most of the parts of the country, protection of forests, especially dense forests, is prerequisite 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 degradation have been mainly caused by human activities, such as: i) shifting cultivation, ii) firewood collection, and iii) uncontrolled exploitation. As they are the major livelihood activities of local communities, especially economically vulnerable ones; hence, regulatory approaches may not necessarily be effective in reducing the tendency of forest degradation in Timor-Leste. Furthermore, limited law enforcement capacity and insufficient legislative systems has been hampering the GoTL from taking effective actions against these issues.

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 most 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 Timor-Leste, where the law enforcement capacity and legislative framework of the government is

¹ The Forest Conservation Plan in Timor-Leste (2012), Japan International Cooperation Service (JICS)

still limited and insufficient. It is, therefore, believed that CB-NRM can be an effective and appropriate approach to be taken for 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. As the system was tied to strong law enforcement, it was effective in protecting forests, regulating illegal exploitation, and reducing forest fires. The system was widely abandoned when the sovereignty of the country was replaced in 1975. Deforestation and forest degradation has widely started in the country since then.

One of the key approaches proposed by the Forest Sector Policy to the reduction of forest degradation is community participation in protection of forests by recognizing their legitimate rights and the customary community land and forest management practices. Moreover, 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 developed an effective and operational mechanism of community-based forest and natural resource management through field trials between 2011 and 2015. The mechanism developed by the JICA-MAF joint 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 and adapting customary rules that they are familiar with. The effectiveness of the CB-NRM mechanism has been proven in the field in the course of the said joint project. It is also judged that the applicability of the mechanism would be high, especially in rural areas in the country as it is based on the customary rules that used to exist in the respective villages.

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 customary 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 village 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 consists of 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
- 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 occupied about 60% or approximately 869,000 ha of the country. About two-thirds (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. As mentioned in the previous chapter, deforestation and degradation of forests have rapidly progressed due to human activities, especially in forests close to residential places; therefore, most of the dense forests are fragmented and scattered in the country. 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.
- 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 in not only hilly and mountainous areas but also 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
- iii) Biodiversity conservation.

The Forest Conservation Plan prepared by the National Directorate of Forest (NDF) in 2013 determined that the majority of the remaining forests in the country have crucial functions and should be protected for water, soil, and biodiversity conservation.

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 predicts that the total forest area would be reduced by 17% and dense forests would be almost halved by 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 over the next 10 years. Needless to say, the life and socio-economic conditions of people in the country would 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 limited 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 policy objectives with the respective targets:

Targets of the Policy Objectives of the Forest Sector Policy

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 village on condition that they make 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 and protect 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. MTOPI covers all the technical fields under the jurisdiction of MAF. In fact, one of the five pillars of MTOPI is a natural resource conservation and management program, 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 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 or have an interest in 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 in Timor-Leste.

- a. National Directorate of Forestry, which split into two (2) National Directorates in October 2014: namely National Directorate of Forest and Watershed Management (NDFWM) and National Directorate of Nature Conservation (NDNC)
- 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 a significant relationship to forests as summarized below.

Summary of the Results of the Stakeholder Analysis

Stakeholder	Relationship with forest
NDFWM/NDNC (formally named 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 in the respective territories
Local Leaders of village	Be responsible for management of all resources in the territory of a village.
Communities	Have customary right 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 Key Organizations in the Ministry of Agriculture and Fisheries (MAF)

Among the major stakeholders, the Ministry of Agriculture and Fisheries (MAF), especially the National Directorate of Forest and Watershed Management (NDFM), National Directorate of Nature Conservation (NDNC), 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) NDFWM/NDNC

In October 2014 when MAF was restructured, NDF was divided into two national directorates: NDFWM and NDNC. One of the important missions of NDFWM/NDNC 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. To this end, they comprise of 10 technical departments, namely:

- a. Department of reforestation and community and urban forestry

- b. Department of forest production and utilization
- c. Department of watershed management and soil conservation
- d. Department of industrial plantation development
- e. Department of inspection and forest guards
- f. Department of protection and public awareness of forestry
- g. Department of protected areas and national parks
- h. Department of utilization of environmental services and eco-tourism
- i. Department of biodiversity management
- j. 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 NDFWM/NDNC are limited to fulfill its expected tasks both in quality and quantity.

(2) MAF District Offices

The MAF District Offices are the front-line offices responsible for extension services to farmers/local communities 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 Village Extension Officers. In principle, one extension officer is allocated to each village, though some officers are assigned to a few villages. 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 Timore-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 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-MAF joint project has proven effective in reducing deforestation and forest degradation at the village level.

Nevertheless, the concept of CB-NRM is still new to the majority of the stakeholders in the forest sector, especially MAF and NDFWM/NDNC officers. It is, therefore, not easy for NDFWM/NDNC to mainstream CB-NRM in their activities 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 village level, has been 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 NDFWM/NDNC have no legal basis 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 NDFWM/NDNC at present. Although the department named “Department of Reforestation and Community and Urban Forestry” is placed in NDFWM 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 NDFWM would not be able to widely roll out the CB-NRM mechanism on a large scale under the current set-up.

Ideally, a 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 may be able to take immediately is to reinforce the current organizational framework of NDFWM, particularly, the Department of Reforestation and Community and Urban Forestry, to enable the said department to 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 NDFWM/NDNC, District MAF Offices, and NGOs working in the field of forest conservation in Timor-Leste. In fact, only a couple of NGOs have experience in the introduction of the CB-NRM mechanism at the village 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 for the last few years. Furthermore, the budget amounts allocated to NDFWM/NDNC as well as MAF District Offices have usually been limited. It is still uncertain if sufficient resources (budget, transportation means, and external experts) will be secured for the expansion of CB-NRM.

(6) Limited access to local communities

It is essential that the field workers, such as District Officers, Forest Guards, and Extension Officers, should closely work with local communities for smooth and effective extension works. 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 assigned areas/villages whenever necessary. It is also true that many extension officers do not reside in the assigned villages but in other places, although they are supposed to stay together with communities in the assigned villages. Thus, their presence in the field is not necessarily as 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 fulfill their tasks.

4. Goal and Objectives of the Policy Recommendations

4.1 Goal and Objectives

The main goal of the policy recommendations is to indicate effective measures to expand 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 strategically important areas as planned in the Forest Conservation Plan.
- Objective 3: Institutional set-up as well as framework to expand 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 villages 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 mechanism will be approved and issued by the 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 as planned.
- 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.

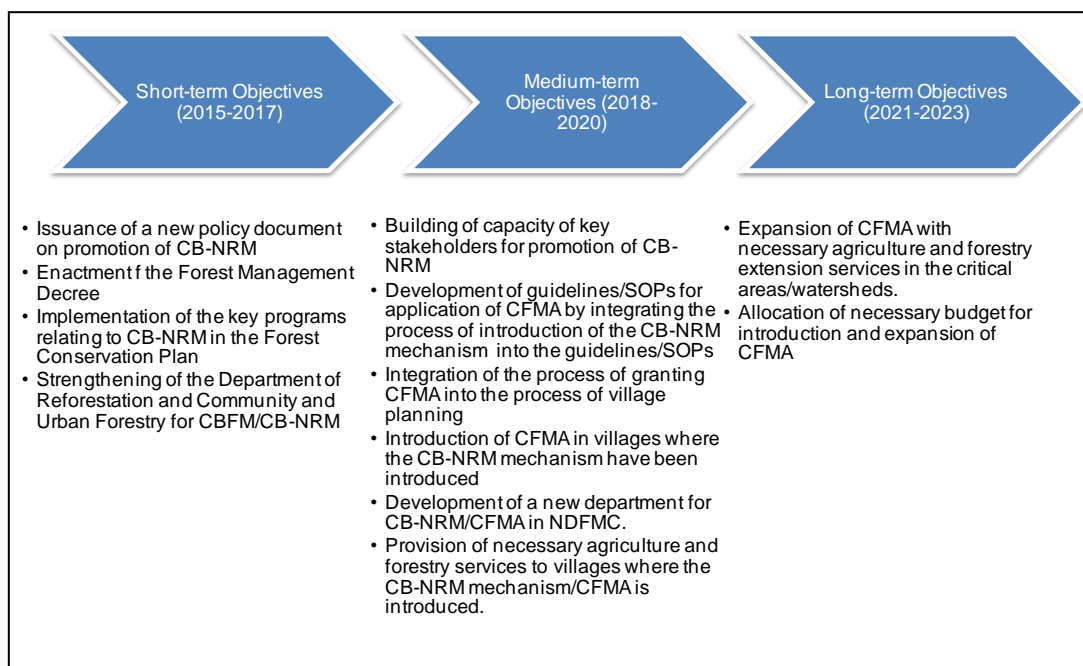
Medium-term strategies (2018~2020)

- a. The capacity of key stakeholders will be sufficiently enhanced to introduce and promote the CB-NRM mechanism at the village level.
- b. Introduction of the CB-NRM mechanism will be integrated into 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 villages where the CB-NRM mechanism has been introduced.
- e. A new department for CB-NRM/CFMA will be established in NDFWM by upgrading the section for community forestry in the Department of Reforestation and Community and Urban Forestry.
- f. Necessary agriculture and forestry extension services essential to

establishment of the CB-NRM mechanism will be provided to villages where the CB-NRM mechanism/CFMA is introduced.

Long-term strategies (2021~2023):

- a. CFMA with necessary agriculture and forestry extension services will be widely introduced 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

The following four approaches should be taken into account for development of the policy recommendations and effective and their efficient implementation.

(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 NDFWM/NDNC, so that policy/decision makers in MAF and the GoTL could easily accept and adopt the recommendations.

(2) Maximization of the existing approaches and activities

It is crucial to utilize the existing approaches/activities proven effective in empowering communities to manage and protect forests in the field, especially of communities in hilly and mountainous areas in the country. Hence, the focus of the policy recommendations is put on not only the introduction of new ideas/methods but also on 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-Leste. It will be, however, difficult for NDFWM/NDNC 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 conditions over the next few years, the policy recommendations will need to be reviewed and amended periodically to keep the 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 five years (2016-2020).

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 and NDFWM/NDNC to adopt CB-NRM as a key strategy for achievement of the goal of the Forest Sector Policy, a clear political will shall be officially announced by the GoTL. If there is clear policy support, MAF and NDFWM/NDNC as well as other key stakeholders could coordinate their effort to expand 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 as compared to the national policy or decree.

A new ministerial order 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 village level, iv) implementation systems to introduce and expand 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

“Expand the CB-NRM mechanism in villages as planned under Forest Conservation Program in the Forest Conservation Plan.”

The CB-NRM mechanism developed by the JICA-MAF CB-NRM project has been proved effective in helping village leaders protect and manage forests and forest-related natural resources in a village while maintaining and improving local livelihoods in the localities. Nevertheless, the JICA-MAF project has introduced the same mechanism only in six (6) villages in Aileu; therefore, it is important to enlarge the areas where the same mechanism is adopted for sustainable forest management on a large scale.

The Forest Conservation Plan prepared by the NDF in 2013 proposes that the same mechanism be introduced in a total of eight (8) villages in District Aileu by the end of 2017 to expand the CB-NRM mechanism. It is, therefore, advisable to introduce the CB-NRM mechanism in villages located in the watersheds where the JICA-MAF project has worked, but not in its project target villages of the said project.

A manual developed by the JICA-MAF joint Project (hereinafter referred to as “the

CB-NRM Operation Manual”), which clarifies the process of and procedures for establishment of the CB-NRM mechanism at the village level, should be fully referred to and utilized as an implementation guideline for introduction of the CB-NRM mechanism.

(3) Recommendation 3

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

As described in Chapter 3, there is an urgent need to strengthen and reinforce the functions of NDFMW, especially the Department of Reforestation and Community and Urban Forestry, so that NDFMW/NDNC 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 in place.

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

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

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 shall have include, but are 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 NDFWM/NDNC 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 NDFMW/NDNC, and the 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 NDFMW.
- g. Prepare an annual work plan with budget estimate of the activities of the department and submit the same to NDFMW.

(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 MAF and NDFMW/NDNC 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 (SOPs) should be developed and issued by MAF and NDFMW/NDNC after the decree is officially enacted.

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

(5) Recommendation 5

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

Capacity building of key stakeholders, especially MAF/NDFWM/NDNC 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 village 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 NDFWM/NDNC officers
Planning of a district forest management plan/watershed management plan	Central NDFWM/NDNC and District Forestry officers

Competency to be enhanced	Target groups
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
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 NDFWM/NDNC and District Forestry officers

(6) Recommendation 6

“Effectively use NGOs until MAF and NDFWM/NDNC are capable to carry out the field facilitation.”

The utilization of competent NGOs is still indispensable to effective and smooth introduction of the CB-NRM mechanism in Timor-Leste as the majority of MAF and NDFWM/NDNC officers have less experiences in community-based activities. By the time when the foundation is laid in MAF and NDFWM/NDNC, 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 MAF and NDFWM/NDNC officers to learn the procedures for introduction of the CB-NRM mechanism. It is, however, necessary for MAF and NDFWM/NDNC to properly guide and supervise NGOs works by taking the following actions during the works:

- 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 NGO works periodically in the field.
- d. hold a progress sharing meeting between NGOs and NDFWM/NDNC/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 secured.

It is also important to develop a work plan of the activities and estimate the necessary budget in a realistic way. In many cases, the plans have not been prepared with due consideration of the current conditions and precise quantity of the respective tasks.

(8) Recommendation 8

“Integrate the process of introducing the CB-NRM mechanism or granting CFMA into the process of a village development planning.”

A part of the process of introducing the CB-NRM mechanism should be applied to the agricultural development planning at the village level: namely i) present land use mapping, ii) future land use planning, and iii) identification/selection of priority agriculture and forestry extension services. Such an arrangement has been piloted in the Raumoco watershed in District Lauten, and results of the attempt suggested that the said processes would help communities assess the current conditions of important natural resources (e.g., forests, lands, water sources and farms) and analyze the optimum future use of their areas and resources.

It is also recommended that the whole process of introduction of the CB-NRM mechanism or granting of CFMA should be integrated into the process of village development planning, which the on-going government-initiative program, namely PNDS, plans to introduce in all villages in the entire country. By doing so, the CB-NRM mechanism/CFMA can be widely introduced and due consideration can be given to forest and environmental protection in the preparation of a village development plan.

6. Monitoring and Evaluation

Periodical monitoring and evaluation is needed to check:

- a. that the recommendations are adopted and implemented on a timely manner.
- b. that the recommendations are effective in achieving the goal and objectives originally set in Chapter 4 of this document.
- c. that the recommendations are applicable under the changing situations of Timor-Leste, especially social and natural situations of communities.
- d. that improvements are considered to be made in the implementation of the recommendations.
- e. that there are lessons learned and best practices gained through the implementation of the recommendations.

Thus, NDFWM/NDNC shall have a principal role to monitor the progress of the implementation of the recommendations and analyze 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.

By the end of 2017

- c. A new department specifically for CFMA or CB-NRM will be established in NDFWM with the sufficient number of staff.
- d. Necessary budget and administrative support will be given to the activities for introduction and promotion of the CB-NRM mechanism.
- e. The implementation guidelines or standard operation procedures for application of CFMA will be developed and officially issued by MAF.

By the end of 2018

- 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 2019

- g. The CB-NRM mechanism will be introduced in all the villages in the watershed (the Noru watershed) where the JICA-MAF joint project has worked.
- h. The capacity of key stakeholders for introduction of the CB-NRM mechanism will be enhanced.

By the end of 2020

- i. CFMA will be granted to villages where the CB-NRM mechanism is introduced.



República Democrática de Timor-Leste
Ministério da Agricultura e Pescas
Direcção Geral das Florestas
DGF-MAP



Ref. ____/DGF-MAP/VII/2015

Dili, 15 July, 2015

Att.:

His Excellency Estanislau A. da Silva,
Minister of State, Coordinator of Economic Affairs and Minister of Agriculture and Fisheries

Subject: Endorsement of the Policy Recommendations for Expansion of CB-NRM

The National Directorate of Forest and Watershed Management (NDFWM) of the Ministry of Agriculture and Fisheries (MAF) and the Japan International Cooperation Agency (JICA) have jointly implemented the Project for Community-Based Sustainable Natural Resource Management since January 2011. The Project has successfully developed a model of community-based natural resource management (CB-NRM mechanism) at the village level over the course of the Project, and recently submitted the policy recommendations for expansion of CB-NRM to protect forest resources in the country.

Having carefully reviewed the accomplishments made by the Project and the policy recommendations, I and the National Director of NDFWM confirmed that CB-NRM was an appropriate and effective measure to achieve sustainable forest management at the village level and recommendations made in the attached document were worth considering owing to the following reasons.

- a. The process of CB-NRM is fully based on the traditional custom of Timor-Leste.
- b. CB-NRM meets the needs of rural communities and is highly consistent with the Forest Sector Policy.
- c. Villages where the CB-NRM mechanism was introduced have properly managed forest and other natural resources on their own initiatives while improving their livelihoods.
- d. The neighboring villages also express intention to introduce the same mechanism in their villages.
- e. Recommendations made in the document are essential to not only to expansion of CB-NRM but also promotion of sustainable forest management in the country.

Therefore, I, as General Director of Forestry of MAF, would like to express strong support for the policy recommendations attached herewith and submit the same to H.E. Minister for your further consideration.

Your kind consideration on this matter would be highly appreciated.

Very truly yours,

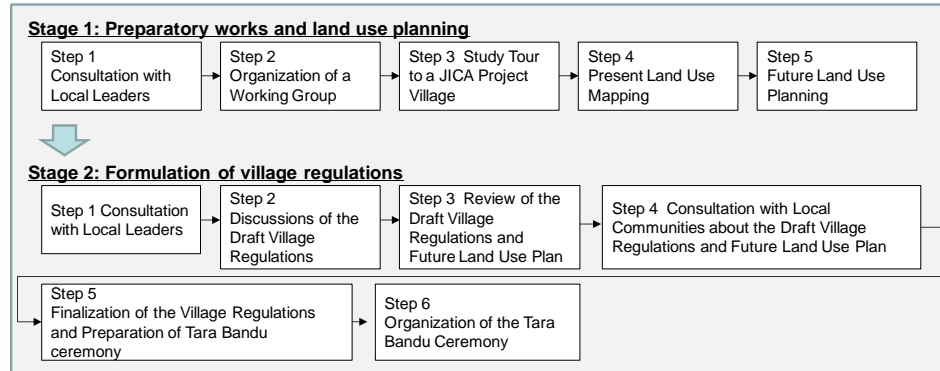
Raimundo Mau
General Director of Forestry, MAF

c.c

1. H.E. Marcos da Cruz, Vice Minister of MAF
2. Mr. Manuel Mendes, National Director of NDFWM
2. Mr. Sergio Pereira, National Director of National Directorate of Nature Conservation
3. Mr. Yoji Mizuguchi, Chief Advisor of the JICA-MAF Joint CB-NRM Project
4. Office copy

Quick Reference for CB-NRM Operation Manual

11 Steps for Participatory Land Use Planning (PLUP)



Steps to be taken in PLUP

Stage 1: Preparatory Works and Land Use Planning

Stage 1-Step 1 Consultation with Local Leaders

Session 1: Explain the purpose of the meeting.

Session 2: Introduce to the participants i) objective, ii) overall process, and iii) expected results of the CB-NRM mechanism by introducing the results of the JICA Project.



Session 3: Explain the process of PLUP and responsibilities of relevant stakeholders in the course of PLUP.

Session 4: Confirm villages intention/willingness to introduce the CB-NRM mechanism.

Stage 1-Step 2 Organization of a Working Group

Session 1: Explain the purpose, timeframe, and expected outputs of the meeting.

Session 2: Explain the necessity of a working group and select its members.

Session 3: Discuss roles of members of the working groups.

Tips on discussion

- ◆ Suco council and large land owners should be the members of the working group.
- ◆ Use the sample shown in the Operation Manual (Appendix-4.1) as references.

Stage 1-Step 3 Study Tour to a JICA Project Village

Session 1: Explain the purpose, timeframe, and expected outputs of the tour after introduction.

Session 2: Ask leaders in the host village to explain the process and results of the JICA Project, e.g.,:

- Major activities that they have done;
- Outline and effectiveness of the village regulations and future land use plan;
- Results of the CB-NRM mechanism;
- Roles of leaders and other members; and
- Lessons learned and good practices.



Session 3: Facilitate the discussions among the participants.

Session 4: Observe the CB-NRM techniques introduced.

Stage 1-Step 4 Present Land Use Mapping

An A0-size aerial photo covering the territory of a village, of which the scale should range from 1/7,500 to 1/15,000, should be prepared prior to the meeting.

Session 1: Explain the purpose, timeframe, and expected outputs of the meeting.

Session 2: Show the participants the A0-size aerial photo and help them interpret the photo.



Session 3: Ask them to depict landmarks (e.g., boundaries of sub-village, streams, roads, houses, sacred places, and water sources) on a transparent plastic placed on the aerial photo.



Session 4: Put another transparent plastic over the aerial photo and ask them to: i) demarcate the boundaries of land uses (i.e., forests, shifting cultivation lands, permanent

farms, coffee plantations, grasslands, and others) and ii) classify forests in terms of density of crown canopy and dominant tree species.



Session 5: Ask them to demarcate i) grazing areas, ii) areas for firewood collection, iii) those prone to forest fires, and iv) communal areas on another blank transparent plastic overlaid on the aerial photo.

Stage 1-Step 5 Future Land Use Planning

Session 1: Explain the purpose, timeframe, and expected outputs of the meeting.

Session 2: Show the present land use map made in Step 4 and ask the participants to confirm if it correctly represents the situations in a village.



Session 3: Ask them to discuss functions and values of the land uses and forest types in the present land use map.

Session 4: Ask them to i) discuss the current management practices in the respective land uses and forest types and ii) evaluate the functions of the same.

Tip on discussion

- ◆ Prepare a format in the Operation Manual (Appendix-4.3) prior to the meeting.

Session 5: Discuss the extent and causes of land and forest degradation in a village.

Session 6: Discuss potential rules (dos and don'ts) on land and forest management in the respective land uses/forest types as well as important natural resources.

Tip on discussion

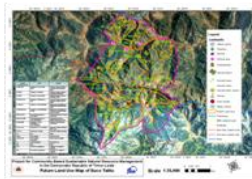
- ◆ Advise them to develop environmentally-friendly rules as shown in the Operation Manual.

Session 7: Ask the participants to examine if current land uses need to be changed.

Tip on discussion

- ◆ Some recommendable changes are shown in the Operation Manual.

Session 8: Prepare a matrix which contrasts the present land use with the future land use options and recommended management practices as shown in the Operation Manual.



Also, ask the participants to demarcate the boundaries of future land use options on a blank transparent plastic sheet overlaid on the present land use map.

Stage 2: Formulation of Village Regulations

Stage 2-Step 1 Consultation with Local Leaders

Session 1: Explain the purpose, timeframe, and expected outputs of the meeting.

Session 2: Ask the participants to assess the past and existing rules focusing on:

- Banned activities relating to natural resource management;
- Responsible persons to enforce the rules;
- Fines and penalties imposed on violations;
- Enforcement/implementation system; etc.



Tip on discussion

- ◆ Prepare a format shown in the Operation Manual prior to the meeting.
- ◆ Refer the points of discussions described in the Operation Manual.

Session 3: Ask them to determine the village rules based on the discussions of i) good and bad points of the past rules, ii) parts that can be used as village rules, and iii) changes/revisions to be made.

Stage 2-Step 2 Discussions of the Draft Village Regulations

Session 1: Explain the purpose, timeframe, and expected outputs of the meeting.

Session 2: Present the results of Stage 1-Step 5 and Stage 2-Step 2.

Session 3: Ask the participants to discuss and determine the objectives of the village regulations using the guidelines described in the Operation Manual.



Session 4: Introduce the typical contents (12 chapters described in the Operation Manual) of the village

regulations.

Section 5: Ask the participants to discuss the contents of village regulations using those of the JICA-MAF CB-NRM Project villages attached to the Operation Manual.

Tips on discussion

- ◆ Advise them to refer the results on Stage 1-Step 5 and Stage 2-Step 1 for Chapters 4 and 5 of the village regulations.
- ◆ Use the village regulations developed by the JICA Project villages.

Stage 2-Step 3 Review of the Draft Village Regulations and Future Land Use Plan

A set of the village regulations should be drafted on the basis of the discussions in Step 3 prior to the meeting.

Session 1: Explain the purpose, timeframe, and expected outputs of the meeting.



Session 2: Help the participants check one article by one article of the draft village regulations and revise the same if any of them are not applicable.

Session 3: Explain the necessity of consultation meetings with communities at the sub-village level and determine i) dates of the meetings and ii) roles of members of the working group in the meetings.

Stage 2-Step 4 Consultation with Local Communities about the Draft Village Regulations and Future Land Use Plan

Session 1: Explain the purpose, timeframe, and expected outputs of the meeting.

Session 2: Help members of the working group i) explain the process of PLUP and ii) read through the village regulations.



Session 3: Ask the participants (communities who attend the meetings) to give their opinions and comments on the village regulations and future land use plan.

Session 4: Help members of the working group reply to the questions/inquiries given by the participants.

Stage 2-Step 5 Finalization of the Village Regulations and Preparation of Tara Bandu ceremony

Action 1: Revise and finalize the village regulations and future land use plan by referring the comments and feedbacks given in the consultation meetings.

Action 2: Bind up the village regulations with a future land use plan in a simple book form.

Action 3: Hold a meeting with the working group to decide the date of the ceremony, guests to be invited, and tasks of the working group and NDFWM/MAF Municipal Office in the preparation.

Action 4: Prepare for the customary ceremony (Tara Bandu ceremony) in collaboration with members of the working group.

Action 5: Help members of the working group prepare for the ceremony.

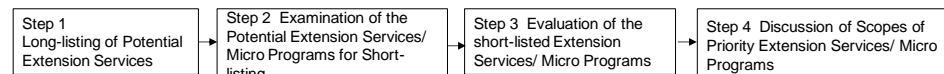
Stage 2-Step 6 Organization of the Tara Bandu Ceremony

The ceremony should be held in a customary/traditional manner of a village. Hence, no standard guideline is specified in this manual. However, introduction of the village regulations and future land use plan should be one of the key agendas of the ceremony. The ceremony could be a good opportunity not only to make communities aware of the village regulations but also to enhance a sense of ownership of the village regulations among village leaders.



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4 Steps for Selection of Extension Services



Steps to select agricultural and forestry extension services

Step 1 Long-listing of Potential Extension Services

The 10 extension services (or micro programs) designed by the JICA-MAF CB-NRM Project can be used as a master list, as their effectiveness has been proven in the field. More details of the extension services are given in the Operation Manual.

Step 2 Examination of the Potential Extension Services/ Micro Programs for Short-listing

Session 1: Explain the purpose, timeframe, and expected outputs of the meeting.

Session 2: Explain the main purpose of the extension services stressing that they would provide technical support but not cash incentives and relationship with the future land use plan.

Session 3: Explain the outline of the potential extension services and obligations of the communities.

Session 4: Split the participants into 2 groups, male and female, and ask each group to select 3 preferable extension services among the long-listed ones.

Session 5: Ask each group to introduce the results of the discussions to one another.



Tips on discussion

- ◆ Prepare explanatory flipcharts of the extension services by referring the Operation Manual.
- ◆ Help them assess the extension services in terms of i) importance, ii) easiness of implementation, and iii) relevance to the future land use plan for selection.

Step 3 Evaluation of the short-listed Extension Services/ Micro Programs

Session 1: Explain the purpose, timeframe, and expected outputs of the meeting.

Session 2: Explain the results of the discussions in Step 2

Session 3: Help them evaluate the extension services according to 5 criteria: effectiveness, relevance, applicability, impact, and contribution to livelihoods.

Session 4: Calculate the total scores of the respective extension services and select the priority ones.



Tips on discussion

- ◆ Transcribe a format in the Operation Manual on flipcharts prior to the meeting.
- ◆ Clearly explain the implication of the five (5) criteria in the beginning of the meeting.
- ◆ Evaluate the extension services by using a 3-rating system.

Step 4 Discussion of Scopes of Priority Extension Services/ Micro Programs

Session 1: Explain the purpose, timeframe, and expected outputs of the meeting.

Session 2: Explain the results of the discussions in Step 3.

Session 3: Introduce the draft scope of the priority extension services.

Session 4: Discuss the draft scopes of the priority extension services and make an agreement with village leaders on the same.



3 Activities for Institutionalization of the Village Regulations

It might be difficult for village leaders to govern a village using the village regulations without any support even though the village regulations are in place through PLUP. It is, therefore, essential to keep enhancing their governance capacity using the village regulations through the following activities.

- a. Monthly monitoring meeting at the village level
- b. Quarterly information sharing meeting at the sub-village level
- c. Annual evaluation meeting at the village level

Activity 1 Monthly Monitoring Meeting at the Village Level

Session 1: Introduce the purpose, outline and timeframe of the meeting.

Session 2: After opening remarks given by Chef de Suco, ask Chef de Aldeia to report any illegal cases or problems happening in sub-villages in a month and how they have solved the cases/problems. If there is any problem that Chef de Aldeia cannot settle/solve, help the participants discuss how to solve the problem using the village regulations.



Session 3: Discuss any important issues, when necessary.

Activity 2 Quarterly Information Sharing Meeting at the Sub-village Level

Session 1: Introduce the purpose, outline and timeframe of the meeting.

Session 2: After opening remarks given by Chef de Suco, ask the village committee to report the results of the monthly meetings at the village level.



Session 3: Facilitate discussions between the participants and the members of the village committee.

Activity 3 Annual Evaluation Meeting at the Village Level

Session 1: Introduce the purpose, outline and timeframe of the meeting.

Session 2: After opening remarks given by Chef de Suco, ask Chef de Aldeia to report i) major problems happening in aldeias in a year, especially wild fire, illegal cutting, and crop damage, and ii) actions taken in accordance with the village regulations.



Session 3: Ask the participants evaluate the effectiveness of the village regulations.

Session 4: Ask the participants if they need to change the regulations, and discuss the revision of the village regulations when necessary.

5 Activities for Implementation of Priority Extension Services

The priority extension services should be put into action in this phase. The following activities should be carried out for 2 years

- a. Organization of farmers/beneficiaries groups at the sub-village level
- b. Study tour/cross visit to the JICA CB-NRM Project Village
- c. Preparation of an annual work plan in a participatory manner
- d. Conducts of a series of hands-on training courses/farmers field schools (FFSs)
- e. Annual evaluation and planning of an annual work plan for the following year
- f. Repeat activities c. to e. in the second year.

Activity 1 Organization of Farmers/Beneficiaries Groups

Session 1: Introduce the purpose, outline and timeframe of the meeting.

Session 2: Explain the outline of the priority extension services, especially objectives, major activities, responsibilities of the members, and expected benefits.

Session 3: Ask the participant to select about 20-30 households as members. The guidelines on selection of members are shown in the Operation Manual.

Session 4: Help members select key members and discuss roles and responsibilities of key members referring the ones described in the Operation Manual.

Session 5: Help members determine visions, missions, and rules of the farmers group by referring the ones described in the Operation Manual.

Tip on discussion

- ◆ Prepare explanatory flipcharts for Sessions 3, 4, and 5 by referring to the guidelines and samples shown in the Operation Manual prior to the meeting.

Activity 2 Study Tour/Cross Visit to the JICA CB-NRM Project Village

Session 1: Introduce the participants in the study tour to host communities and explain the purpose, timeframe, and expected outputs of the tour to the participants.



Session 2: Ask village leaders in the host village to explain the CB-NRM activities in which they have engaged and the results of the same.

Session 3: Facilitate the discussions between the participants in the tour and communities in the host village.

Session 4: Show the participants the results of the CB-NRM activities in the field (e.g., the farms with soil conservation measures, plantation, and local commodities produced by communities).

Activity 3 Participatory Planning of Annual Work Plans of Extension Services

Session 1: Introduce the purpose, outline and timeframe of the meeting.

Session 2: Introduce the activities planned in the extension services by explaining: i) objectives and outline of the activities, ii) target group, and iii) timeframe of the activities.



Session 3: Discuss timing and expected outputs of the respective activities.

Session 4: Discuss the roles and responsibilities of members and other stakeholders and ask members to select persons responsible for the activities planned.

Tip on discussion

- ◆ Transcribe formats shown in the Operation Manual on flipcharts prior to the meeting.

Activity 4 Conducts of Hands-on Training Courses/Farmers Field Schools (FFSs)

The whole period of the training courses or FFSs ranges from six (6) months to a year depending on the type of extension service. The training courses/FFSs of agriculture and forestry extension services will be held in a demonstration plot established in each sub-village in principle. The demonstration plot should be selected among farms/plots owned by members according to the guidelines described in the Operation Manual. The training courses should be conducted in accordance with the following procedures.



Session 1: Introduce the purpose and timeframe of the training course.

Session 2: Explain the techniques introduced in the course.

Session 3: Demonstrate the techniques in a demonstration plot and help members practice the techniques in the plot to learn them.



Session 4: Help the participants evaluate the techniques that they have practiced in the demonstration plot.



Activity 5 Annual Evaluation and Planning of an Annual Work Plan

Session 1: Introduce the purpose, outline and timeframe of the meeting.

Session 2: Introduce i) training courses held, ii) major techniques introduced, and iii) the level of participation in the training courses in a year.

Session 3: Ask the participants to i) evaluate the results of the training courses and techniques introduced, ii) enumerate difficulties that they have faced, and iii) discuss how to solve such difficulties, if necessary.



Session 4: Introduce activities planned in the extension services in the following year.

Session 5: Help the participants make an annual work plan using the format shown in Activity 3.

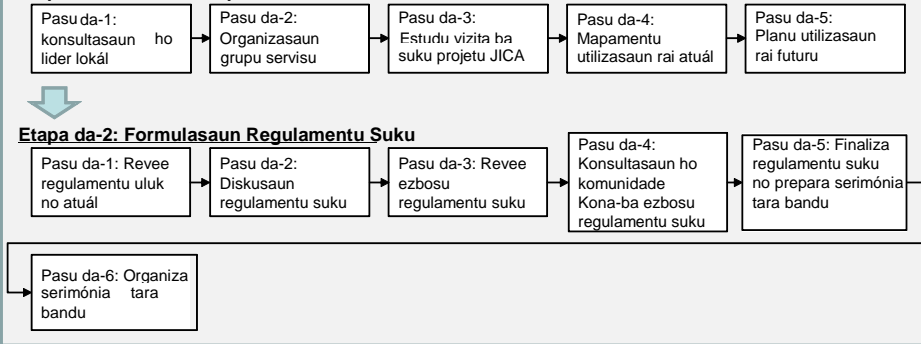
Tip on discussion

- ◆ Prepare explanatory flipcharts and formats for a work plan according to the guidelines given in the Operation Manual.

Referéncia lais ba Manuál Operasionál CB-NRM

Pasu 11 ba Planu Utilizasaun Rai Partisipativu (PLUP)

Etapa da-1: Servisu Preparatóriu no Planeamentu Utilizasaun Rai ba Futuru



Pasu sira-ne'ebé foti iha PLUP

Etapa da-1: Servisu Preparatóriu no Planeamentu Utilizasaun Rai

Etapa da-1, Pasu da-1: Konsultasaun ho Lider Lokál Sira

Sesaun 1: Esplika objetivu hosi enkontru.

Sesaun 2: Introdús ba partisipante sira i) objetivu, ii) prosesu jerál, no iii) rezultadu ne'ebé espera hosi mekanizmu CB-NRM, liuhosi introdús rezultadu Projetu JICA nian.



Sesaun 3: Esplika prosesu PLUP no stakeholder relevante sira-nia responsabilidade iha kursu PLUP.

Sesaun 4: Konfirma suku nia intensaun/interese atu introdús mekanizmu CB-NRM.

Etapa da-1, Pasu da-2: Organizasaun Grupi Servisu

Sesaun 1: Esplika objetivu, oráriu, no rezultadu ne'ebé espera hosi enkontru.

Sesaun 2: Esplika nesésáriu hosi grupu servisu no hili membru sira.

Sesaun 3: Diskute kona-ba membru hosi grupu servisu sira-nia knaar.

Ponta iha diskusaun

- ◆ Konsellu suku no rai-na'in ne'ebé iha rai barak tenke sai membru hosi grupu servisu ne'e.
- ◆ Uza amostra ne'ebé hatudu iha Manuál Operasaun (Apêndise-4.1) hanesan referénsia.

Etapa da-1, Pasu da-3: Estudu Vizita ba Suku Projetu JICA

Sesaun 1: Esplika objetivu, oráriu, no rezultadu ne'ebé espera hosi vizita depois introdusaun.

Sesaun 2: Husu lider sira iha suku ne'ebé vizita ba, atu esplika prosesu no rezultadu hosi Projetu JICA, ezemplu:

- Atividade prinsipál ne'ebé sira hala'o ona;
- Liña jerál no efetividade hosi regulamentu suku no planu utilizasaun rai ba futuru;
- Rezultadu hosi mekanizmu CB-NRM;
- Lider no membru sira seluk nia knaar; no
- Lisaun ne'ebé aprende no prátika ne'ebé di'ak.

Sesaun 3: Fasilita diskusaun entre partisipante sira.

Sesaun 4: Observa téknika CB-NRM ne'ebé introdús.



Etapa da-1, Pasu da-4: Mapamentu Utilizasaun Rai Atuál

Fotografia aéreu ho tamañu A0 ne'ebé kobre territóriu suku, ho eskala hosi 1/7.500 to'o 1/15.000, tenke prepara priór ba enkontru.

Sesaun 1: Esplika objetivu, oráriu, no rezultadu ne'ebé espera hosi enkontru.

Sesaun 2: Hatudu fotografia aéreu ba partisipante sira no ajuda sira interpreta fotografia ida-ne'e.

Sesaun 3: Husu sira atu tau marka rai ne'ebé representa (ezemplu, baliza aldeia, mota, estrada, uma, fatin lulik, no bee-matan) iha plástiku transparente ne'ebé tau iha fotografia aéreu nia leten.



Sesaun 4 : Tau plástiku transparente seluk iha fotografia aéreu leten no husu sira: i) demarka baliza rai ne'ebé uza (ezemplu, floresta, to'os muda ba mai, to'os permanente, plantasaun kafé, du'ut, no seluk) no ii) klasifika floresta iha termu ninia mahon no espésie ne'ebé barak liu.



Sesaun 5: Husu sira atu demarka i) área husik animál, ii) área hili ai-sunu maran, iii) hirak-ne'ebé sunu iha floresta, no iv) área komún iha plástiku transparente mamuk ne'ebé tau iha fotografia aéreu nia leten.

Etapa da-1, Pasu da-5: Planu Utilizasaun Rai ba Futuru

Sesaun 1: Esplika objetivu, oráriu, no rezultadu espera hosi enkontru.

Sesaun 2: Hatudu mapa utilizasaun rai atuál ne'ebé halo iha pasu 4, no husu partisipante sira atu konfirma karik ida-ne'e representa situasaun iha suku.

Sesaun 3: Husu sira atu diskute funsaun no valór hosi utilizasaun rai no tipu floresta iha mapa utilizasaun rai atuál.



Sesaun 4: Husu sira atu i) diskute pratika jestaun atuál iha respetiva utilizasaun rai no tipu floresta no ii) avalia funsaun rai no floresta ne'ebé hanesan.

Ponta iha diskusaun

- ◆ Prepara formatu hosi Manuál Operasaun (Apêndise-4.3) priór ba enkontru.

Sesaun 5: Diskute kona-ba estensaun no kauza hosi degradasaun rai no floresta iha suku.

Sesaun 6: Diskute regra potenciál (ne'ebé bele no labele) iha jestaun rai no floresta iha respetiva utilizasaun rai/tipu floresta no mós rekursu naturál importante sira.

Ponta iha diskusaun

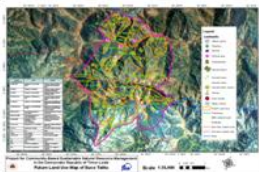
- ◆ Sujere sira atu desenvolve regra hahalok ne'ebé di'ak ba ambiente hanesan ne'ebé hatudu iha Manuál Operasaun.

Sesaun 7: Husu partisipante sira atu avalia filafali, karik utilizasaun rai atuál prezisa muda.

Ponta iha diskusaun

- ◆ Mudansa balu ne'ebé bele rekomenda hanesan ne'ebé hatudu iha Manuál Operasaun.

Sesaun 8: Prepara matrís ne'ebé kontraste utilizasaun rai atuál ho opsau utilizasaun rai ba futuru, no jestaun prátika ne'ebé rekomenda hanesan ne'ebé hatudu iha Manuál Operasaun.



No mós, husu partisipante sira atu demarka baliza hosi opsau utilizasaun rai ba futuru iha plástiku transparente mamuk, ne'ebé tau iha mapa utilizasaun rai atuál nia leten.

Etapa da-2: Formulasau Regulamentu Suku

Etapa da-2, Pasu da-1: Konsultasaun ho Lider Lokál

Sesaun 1: Esplika objetivu, oráriu, no rezultadu ne'ebé espera hosi enkontru.

Sesaun 2: Husu partisipante sira atu avalia regra sira uluk nian no atuál ne'ebé foku ba:

- Atividade ne'ebé bandu relasiona ho jestaun rekursu naturál;
- Responsabilidade ema nian atu hametin regra;
- Multa no penaltu sira-ne'ebé fó ba violasaun;
- Hametin/sistema implementasaun; nst.



Ponta iha diskusaun

- ◆ Prepara formatu ne'ebé hatudu iha Manuál Operasaun priór ba enkontru.
- ◆ Refere pontu sira hosi diskusaun ne'ebé deskreve iha Manuál Operasaun.

Sesaun 3: Husu sira atu determina regra suku bazeia ba diskusaun hosi i) pontu sira-ne'ebé di'ak no la di'ak hosi regra uluk, ii) parte sira-ne'ebé bele uza hanesan regra suku, no iii) muda/revizaun ne'ebé prezisa halo.

Etapa da-2, Pasu da-2: Diskusaun Kona-ba Ezbosu Regulamentu Suku

Sesaun 1: Esplika objetivu, oráriu, no rezultadu ne'ebé espera hosi enkontru.

Sesaun 2: Apresenta rezultadu hosi etapa da-1, pasu da-5 no etapa da-2, pasu da-2.

Sesaun 3: Husu partisipante sira atu diskute no determina objetivu hosi regulamentu

suku uza matadalan ne'ebé hakerek iha Manuál Operasaun.

Sesaun 4: Introdús konteúdu típiku (kapítulu 12 ne'ebé deskreve iha Manuál Operasaun) hosi regulamentu suku.

Sesaun 5: Husu partisipante sira atu diskute konteúdu regulamentu suku uza Suku Projetu JICA-MA CB-NRM, ne'ebé aneksa iha Manuál Operasaun.



Ponta iha diskusaun

- ◆ Sujere sira atu refere rezultadu hosi etapa da-1, pasu da-5 no etapa da-2, pasu da-1 ba kapitulu 4 no 5 hosi regulamentu suku.

- ◆ Uza regulamentu suku ne'ebé desenvolve hosi Suku Projetu JICA.

Etapa da-2, Pasu da-3: Revee Ezbosu Regulamentu Suku no Planu Utilizasaun Rai ba Futuru

Regulamentu suku tenke iha ezbosu hanesan baze ba diskusaun iha pasu da-3 priór ba enkontru.

Sesaun 1: Esplika objetivu, oráriu, no rezultadu ne'ebé espera hosi enkontru.

Sesaun 2: Ajuda partisipante sira haree filafali artigu ida-ida hosi ezbosu regulamentu suku no revee karik sira la aplikavel.



Sesaun 3: Esplika nesésáriu hosi enkontru konsultasaun ho komunidade iha nivel aldeia, no determina i) data hosi enkontru no ii) knaar hosi membru sira hosi grupu servisu iha enkontru.

Etapa da-2, Pasu da-4: Konsultasaun ho Komunidade Lokál Kona-ba Ezbosu Regulamentu Suku no Planu Utilizasaun Rai ba Futuru

Sesaun 1: Esplika objetivu, oráriu, no rezultadu ne'ebé espera hosi enkontru.

Sesaun 2: Ajuda membru sira hosi grupu servisu i) esplika prosesu hosi PLUP no ii) lee regulamentu suku hotu.

Sesaun 3: Husu partisipante sira (komunidade sira-ne'ebé atende enkontru) atu hato'o sira-nia opiniaun no komentáriu kona-ba regulamentu suku no planu utilizasaun rai ba futuru.



Sesaun 4: Ajuda membru sira hosi grupu servisu atu responde pergunta sira-ne'ebé partisipante sira hato'o ba.

Etapa da-2, Pasu da-5: Finaliza Regulamentu Suku no Preparasaun Serimónia Tara Bandu

Asaun 1: Revee no finaliza regulamentu suku no planu utilizasaun rai ba futuru ho refere ba komentáriu no feedback sira-ne'ebé fó iha enkontru konsultasaun.

Asaun 2: Enkaderna regulamentu suku ho planu utilizasaun rai ba futuru iha forma livru simples ida.

Asaun 3: Hala'o enkontru ho grupu servisu atu deside data serimónia, bainaka ne'ebé sei konvida, no servisu hosi grupu serbisu, no Edifísiu DNFGBH/MAP Munisípiu iha preparasaun.

Asaun 4: Prepara serimónia tradisionál (Serimónia Tara Bandu) iha kolaborasaun ho membru sira hosi grupu servisu.

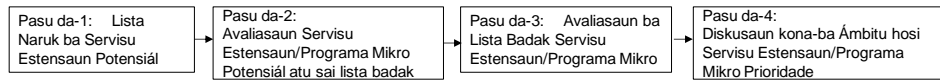
Asaun 5: Ajuda membru sira hosi grupu servisu prepara serimónia.

Etapa 2-Pasu da-6 Organiza Serimónia Tara Bandu

Serimónia tenke hala'o ho maneira tradisionál hosi suku. Tanba ne'e, la iha matadalan padraun atu spesifika iha manuál ida-ne'e. Maibé, introdusaun regulamentu suku no planu utilizasaun rai ba futuru tenke sai agenda xave hosi serimónia ne'e. Serimónia ne'e bele sai oportunidade ne'ebé di'ak, la'ós de'it atu halo komunidade sira iha sensibilidade ba regulamentu suku, maibé mós atu hasa'e lider suku sira-nia sensibilidade, hanesan na'in ba regulamentu suku.



Pasu 4 iha Selesaun Servisu Estensau



Pasu sira atu hili servisu estensau agrikola no floresta

Pasu da-1: Lista Naruk ba Servisu Estensau Potensial

Servisu estensau (ka programa mikro) 10 ne'ebé defeña hosi Projeitu JICA-MAP CB-NRM bele uza hanesan lista *master*, tanba sira-nia efetividade ne'ebé prova tiha ona iha terrenu. Detallu hosi servisu estensau sira, tau iha Manuál Operasaun.

Pasu da-2: Avaliasaun Servisu Estensau/Programa Mikro Potensial atu Sai Lista Badak

Sesaun 1: Esplika objetivu, oráriu, no rezultadu ne'ebé espera hosi enkontru.



Sesaun 2: Esplika objetivu prinsipál hosi servisu estensau, énfaze katak estensionista sira bele fornese suporta tékniku, maibé la'ós fó insentivu osan, no sei iha relasaun ho planu utilizausaun rai ba futuro.

Sesaun 3: Esplika liña jerál hosi servisu estensau potensial no obrigausaun hosi comunidade sira.



Sesaun 4: Fahe partisipante sira ba grupu 2, grupu mane no feto, no husu kada grupu atu hili servisu estensau ne'ebé sira prefere liu, hosi lista naruk ne'ebé iha.

Sesaun 5: Husu kada grupu atu introdús rezultadu hosi diskusaun ba sira seluk.

Ponta iha diskusaun

◆ *Prepara esplikausaun hosi servisu estensau iha flipcharts ho refere ba Manuál Operasaun.*

◆ *Ajuda sira avalia servisu estensau iha terminu i) importánsia, ii) fasil ba implementasaun, no iii) relevánsia ba planu utilizausaun rai ba futuro ne'ebé hili.*

Pasu da-3: Avaliasaun ba Lista Badak Servisu Estensau/Programa Mikro

Sesaun 1: Esplika objetivu, oráriu, no rezultadu ne'ebé espera hosi enkontru.

Sesaun 2: Esplika rezultadu hosi diskusaun iha pasu da-2.

Sesaun 3: Ajuda sira avalia servisu estensau molok enkontru hahú, tuir kritéria 5: efetividade, relevánsia, aplikabilidade, impaktu no kontribuisaun ba vida-moris.



Sesaun 4: Kalkula valór totál hosi respetiva servisu estensau no hili ida-ne'ebé prioridade.

Ponta iha diskusaun

◆ *Transkreve formatu Manuál Operasaun iha flipcharts antes enkontru.*

◆ *Esplika ho klaru implikausaun hosi kritéria lima (5) molok enkontru hahú.*

◆ *Avalia servisu estensau uza sistema klasifikasaun 3.*

Pasu da-4: Diskusaun Kona-ba Ambitu hosi Servisu Estensau/Programa Mikro Prioridade

Sesaun 1: Esplika objetivu, oráriu, no rezultadu ne'ebé espera hosi enkontru.

Sesaun 2: Esplika rezultadu hosi diskusaun iha pasu da-3.

Sesaun 3: Introdús ezbosu ba ámbitu hosi servisu estensau prioridade.

Sesaun 4: Diskute ezbosu hosi servisu estensau prioridade no halo akordu ho lider suku sira.



Atividade 3 ba Institucionalizasaun Regulamentu Suku

Karik difisil ba lider suku sira atu governa ninia suku uza regulamentu suku sein suporta ruma, maski regulamentu suku implementa ona liuhosi PLUP. Tanba ne'e, esensial atu mantein sira-nia kapasidade governánsia uza regulamentu suku liuhosi atividade tuirmai.

- Enkontru monitorizasaun mensál iha nivel suku.
- Enkontru fahe informasaun kada fulan tolu iha nivel aldeia.
- Enkontru avaliasaun anuál iha nivel suku.

Atividade 1: Enkontru Monitorizasaun Mensál iha Nivel Suku

Sesaun 1: Introdús objetivu, liña jerál no oráriu hosi enkontru.

Sesaun 2: Depois abertura hosi Xefe Suku, husu Xefe Aldeia hato'o kazu ilegál ruma ka problema ne'ebé mosu iha aldeia iha fulan ne'e nia laran no oinsá rezolve kazu/problema sira-ne'e. Se iha problema ruma ne'ebé Xefe Aldeia labele rezolve, ajuda partisipante sira diskute oinsá rezolve problema sira-ne'e uza regulamentu suku.



Sesaun 3: Diskute kestaun importante ruma, karik nesesáriu.

Atividade 2: Enkontru Fahe Informasaun Kada Fulan Tolu iha Nivel Aldeia

Sesaun 1: Introdús objetivu, liña jerál no oráriu hosi enkontru.

Sesaun 2: Depois abertura hosi Xefe Suku, husu komité suku ralata rezultadu hosi enkontru mensál iha nivel suku.



Sesaun 3: Fasilita diskusaun entre partisipante sira no membru hosi komité suku.

Atividade 3: Enkontru Avaliasaun Anuál iha Nivel Suku

Sesaun 1: Introdús objetivu, liña jerál no oráriu hosi enkontru.

Sesaun 2: Depois abertura hosi Xefe Suku, husu Xefe Aldeia hato'o i) problema prinsipál ne'ebé akontese iha aldeia iha tinan ida nia laran, liuliu sunu rai, tesi ilegál, no estragu ai-han, no ii) asaun ne'ebé foti tuir regulamentu suku.



Sesaun 3: Husu partisipante sira avalia efetividade hosi regulamentu suku.

Sesaun 4: Husu partisipante se karik sira prezisa atu muda regulamentu, no diskute revizaun hosi regulamentu suku, karik nesesáriu.

Atividade 5 ba Implementasaun servisu Estensau Prioridade

Servisu estensau prioridade tenke tau iha asaun iha faze ne'e. Atividade tuirmai tenke hala'o ba tinan 2.

- Organiza agrikultór/grupu beneficiáriu sira iha nivel aldeia.
- Hala'o estudu vizita/vizita Kruza ba Suku Projeitu JICA CB-NRM.
- Preparasaun planu servisu anuál ho maneira partisipativu.
- Hala'o kursu treinamentu diretamente/Eskola Agrikultór Terrenu.
- Avaliasaun anuál no planu servisu anuál ba tinan tuirmai.
- Repete filafali atividade c. to'o e. iha tinan segundu.

Atividade 1: Organiza agrikultór/Grupu Beneficiáriu

Sesaun 1: Introdús objetivu, liña jerál no oráriu hosi enkontru.

Sesaun 2: Esplika liña jerál hosi servisu estensau prioridade, liuliu objetivu, atividade prinsipál, membru sira-nia responsabilidade, no beneficiu ne'ebé espera.

Sesaun 3: Husu partisipante sira atu hili maizumenus uma-kain 20-30 hanesan membru. Matadalan hodi hili membru sira hatudu iha Manuál Operasaun.

Sesaun 4: Ajuda membru sira atu hili membru xave no diskute knaar no responsabilidade hosi membru xave, refere ba ne'ebé deskreve iha Manuál Operasaun.

Sesaun 5: Ajuda membru sira determina vizaun, misaun, no regra grupu agrikultór refere ba ne'ebé deskreve iha Manuál Operasaun.

Ponta iha diskusaun

◆ *Prepara flipcharts esplikativu ba Sesaun 3, 4, no 5, refere ba matadalan no amostra ne'ebé iha Manuál Operasaun priór ba enkontru.*

Atividade 2: Estudu Vizita/Vizita Kruza ba Suku Projeitu JICA CB-NRM

Sesaun 1: Introdús partisipante sira ne'ebé mai vizita ba comunidade ne'ebé vizita ba no esplika objetivu, oráriu no rezultadu ne'ebé espera hosi vizita ne'e ba partisipante sira-ne'ebé mai.

Sesaun 2: Husu lider suku sira iha suku ne'ebé atu esplika atividade no rezultadu CB-NRM ne'ebé sira envolve ba.



Sesaun 3: Fasilita diskusaun entre partisipante sira-ne'ebé

mai vizita no comunidade iha suku ne'ebé vizita ba.

Sesaun 4: Hatudu rezultadu hosi atividade CB-NRM iha terrenu ba partisipante sira (ezemplu, to'os ne'ebé implementa konservasaun rai, plantasaun, no produsaun lokál ne'ebé prodús hosi comunidade).

Atividade 3: Planeamentu Planu Servisu Anuál Servisu Estensau Partisipativu

Sesaun 1: Introdús objetivu, liña jerál no oráriu hosi enkontru.

Sesaun 2: Introdús atividade ne'ebé planeadu iha servisu estensau hodi esplika kona-ba: i) objetivu no liña jerál hosi atividade, ii) grupu tarjetu, no iii) oráriu hosi atividade.



Sesaun 3: Diskute tempu no rezultadu ne'ebé espera hosi respetiva atividade sira.

Sesaun 4: Diskute membru no *stakeholder* sira seluk nia knaar no responsabilidade no husu membru sira atu hili ema ne'ebé responsavel ba atividade ne'ebé planeadu.

Ponta iha diskusaun

◆ *Transkreve formatu ne'ebé hatudu iha Operasaun Manuál iha flipcharts priór ba enkontru.*

Atividade 4: Hala'o Kursu Treinamentu Diretamente/Eskola Agrikultór Terrenu

Períodu tomak hosi kursu treinamentu ka Eskola Agrikultór Terrenu, hosi fulan neen (6) to tinan ida, depende ba tipu servisu estensau. Iha prinsipiu, Kursu Treinamentu Diretamente/ Eskola Agrikultór Terrenu hosi servisu estensau agrikultura no floresta sei hala'o iha to'os demonstrasaun ne'ebé estabelese iha kada aldeia. To'os demonstrasaun tenke hili entre to'os/plot na'in hosi membru sira, tuir matadalan ne'ebé deskreve iha Manuál Operasaun. Kursu treinamentu tenke hala'o tuir prosedimentu hanesan tuirmai.



Sesaun 1: Introdús objetivu no oráriu hosi kursu treinamentu.

Sesaun 2: Esplika tékniku ne'ebé introdús iha kursu.

Sesaun 3: Demonstra tékniku sira iha to'os demonstrasaun, no ajuda membru sira pratika tékniku sira-ne'e iha to'os demonstrasaun, no atu aprende tékniku ne'ebé hanesan.



Sesaun 4: Ajuda partisipante sira avalia tékniku sira-ne'ebé pratika tiha ona iha to'os demonstrasaun.



Atividade 5: Avaliasaun Anuál no Planeamentu ba Planu Servisu Anuál

Sesaun 1: Introdús objetivu, liña jerál no oráriu hosi enkontru.

Sesaun 2: Introdús i) kursu treinamentu ne'ebé hala'o, ii) tékniku prinsipál ne'ebé introdús, no iii) partisipasaun iha kursu treinamentu iha tinan ida nia laran.

Sesaun 3: Husu partisipante sira atu i) avalia rezultadu kursu treinamentu no tékniku ne'ebé introdús, ii) enumera difikuldade ne'ebé sira enfrenta, no iii) diskute oinsá resolve difikuldade hirak-nee, karik nesesáriu.

Sesaun 4: Introdús atividade ne'ebé planeadu ona iha servisu estensau iha tinan tuirmai.

Sesaun 5: Ajuda partisipante sira halo planu servisu anuál uza formatu ne'ebé hatudu iha Atividade 3.



Ponta iha diskusaun

◆ *Prepara flipcharts no formatu esplikativu kona-ba planu servisu tuir matadalan ne'ebé fó iha Manuál Operasaun.*



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List of the Meetings held with the Counterparts (as of the middle of March, 2012) (1/3)

Type of meeting	Date	No. of CPs	Topics discussed
Weekly Meeting	January 17, 2011	4	<ul style="list-style-type: none"> ➤ Outlines of the Project ➤ Activities planned in January 2011 ➤ Draft government order with operational guidelines ➤ Activities planned this week
Weekly Meeting	January 24, 2011	4	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ List of the counterparts ➤ Target villages for Output 1 ➤ Planned activities this week
Weekly Meeting	January 31, 2011	5	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Consultation meetings at the target villages ➤ Planned activities this week ➤ Design of the training need assessment
Weekly Meeting	February 7, 2011	5	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Tasks and responsibilities of the members of the MAF Project Team ➤ Planned activities this week ➤ Questionnaire forms for training need assessment
Weekly Meeting	February 14, 2011	3	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Questionnaire forms for the baseline survey and guidelines on PRA ➤ Planned activities this week ➤ Schedule of PRA
Weekly Meeting	March 3, 2011	5	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Village profiles of the target villages ➤ Planned activities this week
Meeting on PDM	March 4, 2011	4	<ul style="list-style-type: none"> ➤ Structure of PDM ➤ Original PDM (Ver. 0) of the Project ➤ Draft revised PDM (Ver. 1) of the Project
Results of PRA	March 28, 2011	6	<ul style="list-style-type: none"> ➤ Summary of the results of PRA in the target villages
Discussion of the process of procurement of NGO	May 13, 2011	3	<ul style="list-style-type: none"> ➤ Procurement process of NGO ➤ Contents of letter of invitation ➤ Terms of reference for PLUP
Weekly Meeting	May 19, 2011	4	<ul style="list-style-type: none"> ➤ Payment of per diem for the counterparts ➤ Progress of the Project as of May 2011 ➤ Planned activities for the next three months ➤ Tentative work schedule from May -Aug, 2011 ➤ Outlines of the format for field trip report
Monthly Meeting	May 23, 2011	13	<ul style="list-style-type: none"> ➤ Progress of the Project as of May 2011 ➤ Main characteristics of the target villages ➤ Major activities planned for the next three months ➤ Training sessions/seminars planned ➤ Tentative work schedule from May -Aug, 2011
Evaluation of the proposals for PLUP	May 26, 2011	2	<ul style="list-style-type: none"> ➤ Criteria and guideline on technical evaluation ➤ Method of technical evaluation
Weekly Meeting	May 27, 2011	4	<ul style="list-style-type: none"> ➤ Activities planned in this two weeks ➤ Agenda of the first JCC meeting including the revised PDM, PO, and APO ➤ Results of the technical evaluation of the proposals submitted by the NGO
Weekly Meeting	May 30, 2011	2	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Materials for the first JCC meeting ➤ Draft proposal of forming a working group for output 3 ➤ Draft handover notes
Weekly Meeting	June 6, 2011	3	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Revised PDM ➤ Revised operational guidelines for the MAF Project Team
Results of TNA	June 10, 2011	2	<ul style="list-style-type: none"> ➤ Results of the training need assessment ➤ Current capacity level of the counterparts
Weekly Meeting	June 13, 2011	3	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Guidelines on present land use mapping ➤ Materials for the first JCC meeting ➤ Allocation of project motorbikes (4 units)

List of the Meetings held with the Counterparts (as of the middle of March, 2012) (2/3)

Type of meeting	Date	No. of CPs	Topics discussed
Weekly Meeting	June 27, 2011	2	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Government regulations to control cutting by communities ➤ Guidelines on review of the village regulations in the past
Monthly Meeting	July 4, 2011	12	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks and July ➤ Development needs of the villages ➤ Guidelines on PLUP activities ➤ Allocation and management of project motorbikes
Weekly Meeting	July 11, 2011	3	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Guidelines on review of the existing village regulation of Suco Madabeno ➤ Rules and regulations on the use of project motorbikes
Weekly Meeting	July 18, 2011	4	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Guidelines on consultation meetings at aldeia level ➤ Draft village regulations of Suco Talitu and Fadabloco
Weekly Meeting	July 25, 2011	3	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Joint proposal of formation of a working team on policy making ➤ Revised rules and regulations on the use of project motorbikes
Sharing of the Capacity Development Plan (Training Curricula)	July 26, 2011	3	<ul style="list-style-type: none"> ➤ Activities done in the last week ➤ Activities planned in the following two week ➤ Materials for the first JCC meeting ➤ Draft Proposal of the creation of a working group for policy discussion ➤ Draft handover notes
Monthly Meeting	August 01, 2011	10	<ul style="list-style-type: none"> ➤ Progress of the Project as of July 2011 ➤ Planned activities in September 2011 ➤ Handover of the motorbikes ➤ User rules of motorbikes ➤ Capacity development plan of the counterpart
Weekly Meeting	September 21, 2011	3	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Timing of the feedback seminar ➤ Process of the selection of micro programs ➤ Training in Japan
Monthly Meeting	September 26, 2011	14	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned from Sep. to Nov. 2011 ➤ Major activities planned from Sep. 26–Oct. 8, 2011 ➤ Purpose and schedule of the feedback seminar ➤ Guidelines on selection of micro programs ➤ Potential micro programs to be evaluated at the villages
Weekly Meeting	October 3, 2011	3	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Format of the monthly monitoring meeting in the target villages
Weekly Meeting	October 10, 2011	4	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Second project introductory seminar for NDF
Weekly Meeting	October 17, 2011	3	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Results of the first and second workshops for selection of micro programs
Monthly Meeting	October 24, 2011		<ul style="list-style-type: none"> ➤ Progress of the Project in October ➤ Activities planned in Nov. 2011 ➤ Activities planned in this two weeks ➤ Interim results of selection of micro programs in the target villages ➤ Results of the first and second workshops for selection of micro programs
Weekly Meeting	October 31, 2011	3	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Rules on the use of project motorbikes ➤ Draft scopes of the priority micro programs selected by the target villages

List of the Meetings held with the Counterparts (as of the middle of March, 2012) (3/3)

Type of meeting	Date	No. of CPs	Topics discussed
Weekly Meeting	November 14, 2011	3	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Draft scopes of the micro programs selected in the target villages ➤ Field report from the counterparts ➤ Guidance on training course in Japan
Weekly Meeting	November 21, 2011	4	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Results of PRA in Suco Hautoho and Tohumeta ➤ Materials for the second meeting of the working team for Output 3
Monthly Meeting	November 29, 2011	13	<ul style="list-style-type: none"> ➤ Progress of the Project in November ➤ Activities planned in Dec. 2011 and Jan. 2012 ➤ Summary of the results of the works ➤ Provisional scopes of the micro programs to be implemented in the target villages ➤ Monthly monitoring meetings for assistance in the enforcement of the village regulations in the target villages
Weekly Meeting	January 16, 2012	4	<ul style="list-style-type: none"> ➤ Activities planned from January to March 2012 ➤ Activities planned in the week ➤ Results of the second JCC meeting ➤ NGOs that submitted the proposals for micro program implementation and evaluation criteria for selection
Monthly Meeting	January 30, 2012	15	<ul style="list-style-type: none"> ➤ Progress of the Project as of the end of January 2012 ➤ Activities planned in February and March 2012 ➤ Schedule and outlines of the feedback seminar ➤ Schedule of the technical seminars in February and March 2012 ➤ Travel expenses for the counterparts in District MAF Office in Aileu ➤ Results of the training course in Japan
Weekly Meeting	February 7, 2012	5	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Techniques to be introduced in CB-NRM Information Kit ➤ Results of the feedback seminar with the staff from NDF
Monthly Meeting	February 13, 2012	15	<ul style="list-style-type: none"> ➤ Progress of the Project ➤ Activities planned in this two weeks ➤ Schedule of the exposure visits ➤ Technical seminar on group formation

Regular Meetings with the Counterparts in 2012/2013

Meeting	Date	No. of CPs	Topic discussed
Monthly meeting	May 28, 2012	10 CPs	<ul style="list-style-type: none"> ➤ Progress of the Project (from Jan to May 2012) ➤ Activities planned in 2012/2013 ➤ Activities planned in May and June 2012 ➤ Draft work plans of CPs' activities for FY 2012 and FY 2013 ➤ Travel expenses for the counterparts ➤ Responsibilities of the CPs for monitoring of the micro programs
Weekly meeting	June 4, 2012	4 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from May 28 to June 2 ➤ Major activities planned from June 4 to 16 ➤ Internal agreement on the use and management of the project vehicles ➤ Agenda of the technical seminar on the micro programs
Weekly meeting	June 11, 2012	6 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from June 4 to June 9 ➤ Major activities planned from June 11 to 23 ➤ Delay in nursery development in Madabeno and Talitu ➤ Sloping agricultural techniques suitable in Madabeno /Talitu
Monthly meeting	June 18, 2012	14 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from May 28 to June 16 ➤ Major progress of the Project from June 11 to 16 ➤ Major activities planned from June 18 to 30 ➤ Delay in nursery development in Madabeno and Talitu ➤ Sloping agricultural techniques suitable in Madabeno /Talitu ➤ Seminar on CB-NRM Information Kit ➤ Technical seminar on overall concept of CB-NRM
Weekly meeting	June 25, 2012	5 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from June 18 to 23 ➤ Major activities planned from June 25 to July 7 ➤ Monitoring of SPTPP-MP ➤ Draft village regulations of Suco Tohumeta
Weekly meeting	July 2, 2012	6 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from June 26 to 30 ➤ Major activities planned from July 2 to 6 ➤ Revised work plan of SPTPP-MP in Talitu and Madabeno
Weekly meeting	July 9, 2012	5 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from July 2 to 6 ➤ Major activities planned from July 9 to 13 ➤ Performance of the NGO
Weekly meeting	July 16, 2012	5 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from July 9 to 13 ➤ Major activities planned from July 16 to 20 ➤ Progress of the seedling production and preparation of poly bags in Talitu and Madabeno
Weekly meeting	July 25, 2012	6 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from July 16 to 20 ➤ Major activities planned from July 23 to 27 ➤ Work plan of the Project in August 2012
Monthly meeting	July 30, 2012	13 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project in July 2012 ➤ Major activities planned in August 2012 ➤ Work plan of the Project from July 30 to August 4 ➤ Concerns about the progress of SPTPP-MP ➤ Schedule of Tara Bandu ceremonies ➤ Issue No. 4 of Project Newsletter
Weekly meeting	Aug 6, 2012	6 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from July 30 to August 4 ➤ Major activities planned from August 6 to 11 ➤ Agenda of the 3rd meeting of the working team for output 3 ➤ Monitoring activities in September
Weekly meeting	Aug 13, 2012	2 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from August 6 to 11 ➤ Major activities planned from August 13 to 18 ➤ Village regulations of Hautoho
Weekly meeting	Aug 21, 2012	4 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from August 13 to 18 ➤ Major activities planned from August 20 to 25 ➤ Village regulations of Tohumeta
Weekly meeting	Aug 28, 2012	4 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from August 20 to 25 ➤ Major activities planned from August 27 to September 1 ➤ Results of the monthly monitoring meeting at Talitu
Weekly meeting	Sep. 3, 2012	4 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Aug. 27 to 31 ➤ Major activities planned from Sep. 3 to 7 ➤ Procurement of seedlings from MAF's nursery
Weekly meeting	Sep. 10, 2012	2 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Sep. 3 to 7 ➤ Major activities planned from Sep. 10 to 14

Meeting	Date	No. of CPs	Topic discussed
Weekly meeting	Sep. 17, 2012	4 CPs	<ul style="list-style-type: none"> ➤ Progress of seedling production in Talitu and Madabeno ➤ Major progress of the Project from Sep. 10 to 14 ➤ Major activities planned from Sep. 17 to 21 ➤ Schedule of the monthly meeting with CPs and a technical seminar on facilitation skills
Weekly meeting	Sep. 24, 2012	5 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Sep. 17 to 21 ➤ Major activities planned from Sep. 24 to 28 ➤ Schedule of the 3rd JCC Meeting ➤ Tentative work schedule of the Project from Sep. 18 to Dec. 14
Weekly meeting	Oct. 1, 2012	3 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Sep. 24 to 28 ➤ Major activities planned from Oct. 1 to 5 ➤ Wild fires in Suco Hautoho
Monthly meeting	Oct. 8, 2012	14 CPs	<ul style="list-style-type: none"> ➤ Major progress in August and September 2012 ➤ Work plan in October 2012 ➤ Activities planned from Oct. 8 to 12 ➤ Progress of seedling production in Madabeno and Talitu ➤ Extensions' participation in the micro program activities
Weekly meeting	Oct. 15, 2012	5 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Oct. 8 to 12 ➤ Major activities planned from Oct. 15 to 19 ➤ Agenda of the JCC meeting ➤ Forest fires in Faturasa and Fadabloco ➤ Procurement of seedlings from MAF's nursery in Maubara
Weekly meeting	Oct. 22, 2012	5 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Oct. 15 to 19 ➤ Major activities planned from Oct. 22 to 26 ➤ Results of the food and beverage exhibition in Dili ➤ Coordination with extensionists ➤ Annual plan of operation of the Project in 2012/2013
Weekly meeting	Oct. 29, 2012	4 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Oct. 22 to 26 ➤ Major activities planned from Oct. 29 to Nov. 2 ➤ Improvement of the growth of seedlings in the nurseries ➤ Proposal for the 4th meeting of the working team ➤ Climate change and nitrogen movement from a standpoint of forest conservation
Weekly meeting	Nov. 5, 2012	5 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Oct. 29 to Nov. 2 ➤ Major activities planned from Nov. 5 to 9 ➤ Growth of seedlings in the nurseries ➤ Visit of a mission from RECOFTC ➤ Agenda of the technical seminar on Nov. 9
Monthly meeting	Nov. 9, 2012	13 CPs	<ul style="list-style-type: none"> ➤ Major progress in October 2012 ➤ Work plan in November 2012 ➤ Activities planned from Nov. 12 to 16 ➤ Schedule of the feedback seminars ➤ Involvement of extensionists in hands-on training courses
Weekly meeting	Nov. 12, 2012	5 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Nov. 5 to 9 ➤ Major activities planned from Nov. 12 to 16 ➤ Focal group discussions by a mission from RECOFTC
Weekly meeting	Nov. 19, 2012	13 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Nov. 12 to 16 ➤ Major activities planned from Nov. 19 to 23 ➤ Pests and diseases of seedlings in the nurseries ➤ Outlines of the feedback seminars ➤ Outlines of the self-evaluation workshop
Weekly meeting	Nov. 26, 2012	5 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Nov. 19 to 23 ➤ Major activities planned from Nov. 26 to 30 ➤ Idea on organization of a committee/council at sub-district level ➤ Target of seedlings to be distributed in Suco Talitu and Madabeno ➤ Draft design of signboard
Monthly meeting	Dec. 3, 2012	14 CPs	<ul style="list-style-type: none"> ➤ Major progress in November 2012 ➤ Major progress of the Project from Nov. 26 to 30 ➤ Work plan in December 2012 ➤ Major activities planned from Dec. 3 to 8 ➤ Outlines of the feedback seminar
Weekly meeting	Dec. 10, 2012	4 CPs	<ul style="list-style-type: none"> ➤ Major progress of the Project from Dec. 3 to 7 ➤ Major activities planned from Dec. 10 to 15 ➤ Results of the feedback seminar

Meeting	Date	No. of CPs	Topic discussed
			➤ Design of the signboard
Weekly meeting	Dec. 17, 2012	4 CPs	➤ Major progress of the Project from Dec. 10 to 14 ➤ Major activities planned from Dec. 17 to 22 ➤ Design of the signboard
Weekly meeting	Jan. 10, 2013	5 CPs	➤ Major progress of the Project from Dec. 31 to Jan. 4 ➤ Major activities planned from Jan. 7 to 15 ➤ Tentative work schedule from Jan 9 to March 8
Weekly meeting	Jan. 14, 2013	6 CPs	➤ Major progress of the Project from Jan. 7 to Jan. 12 ➤ Major activities planned from Jan. 14 to 19 ➤ Agenda of the seminar on CB-NRM concepts (TOT)
Monthly meeting	Jan. 21, 2013	12 CPs	➤ Major progress in December 2012 and January 2013 ➤ Major progress of the Project from Jan. 14 to 19 ➤ Work plan in January and February 2013 ➤ Activities planned from Jan. 21 to 26 ➤ Workshops for planning of annual work and budget plans ➤ Mid-term evaluation of the project ➤ Results of the training course in Japan ➤ Presentation materials for the seminar on CB-NRM concepts (TOT)
Weekly meeting	Jan. 28, 2013	11 CPs	➤ Major progress of the Project from Jan. 21 to 26 ➤ Major activities planned from Jan. 28 to Feb. 1 ➤ Scopes of the micro programs in Suco Tohumeta and Hautoho ➤ Findings of Mr. Yasu ➤ Results of the 4 th meeting of the working team ➤ Presentation materials for the seminar on CB-NRM concepts (TOT)
Weekly meeting	Feb. 4, 2013	xx CPs	➤ Major progress of the Project from Jan. 28 to Feb. 1 ➤ Major activities planned from Feb. 4 to 9 ➤ Technical seminar on participatory planning, monitoring and evaluation ➤ Questionnaires requested by the mid-term review mission ➤ Schedule of the mid-term evaluation
Monthly meeting	Feb. 11, 2013	xx CPs	➤ Major progress in January 2013 ➤ Major progress of the Project from Feb. 4 to 9 ➤ Work plan in February 2013 ➤ Activities planned from Feb. 11 to 16 ➤ Annual planning workshop with the counterparts from the district office ➤ Technical seminar on participatory planning, monitoring and evaluation
Weekly meeting	Feb. 18, 2013	xx CPs	➤ Major progress of the Project from Feb. 11 to 16 ➤ Major activities planned from Feb. 18 to 23 ➤ NGOs' report in the weekly meeting ➤ Draft work schedules of HG-MP and SUFP with CBSE-MP
Weekly meeting	Feb. 25, 2013	xx CPs	➤ Major progress of the Project from 18 to 23 ➤ Major activities planned from Feb. 25 to March 1 ➤ Project introductory seminar
Monthly meeting	Mar. 4, 2013	xx CPs	➤ Major progress in February 2013 ➤ Major progress of the Project from Feb. 25 to March 1 ➤ Work plan in March 2013 ➤ Activities planned from Mar. 4 to 8 ➤ Results of the mid-term evaluation ➤ Draft work schedules of the micro programs

Source: JICA Project Team (2013)

Topics discussed in the Meetings between MAF and JICA Project Teams between March and October, 2013

Meeting	Date	No. of participants	Topics discussed
Weekly meeting	Mar. 18, 2013	5 person	<ul style="list-style-type: none"> ➢ Major progress in Mar. 11 to 15 ➢ Activities planned in Mar.18 to 22 ➢ Arrangement of a field visit of high officials of MAF to Fadabloco
- ditto -	Mar. 25, 2013	6 person	<ul style="list-style-type: none"> ➢ Major progress in Mar. 18 to 22 ➢ Activities planned in Mar.25 to 29 ➢ Feld visit of high officials of MAF to Fadabloco (expected date and progress to be reported from USC)
- ditto -	Apr.01, 2013	8 person	<ul style="list-style-type: none"> ➢ Major progress in Mar. 25 to 29 ➢ Activities planned in Apr.01 to 05
- ditto -	Apr. 08, 2013	8 person	<ul style="list-style-type: none"> ➢ Major progress in Apr.01 to 05 ➢ Activities planned in Apr.08 to 12 ➢ Harvesting ceremony in Fadabloco on Apr 09 inviting Minister, Secretary of State, and other relevant officers of MAF/NDF
- ditto -	Apr. 15, 2013	7 person	<ul style="list-style-type: none"> ➢ Major progress in Apr.08 to 12 ➢ Activities planned in Apr.15 to 19
- ditto -	Apr. 22, 2013	6 person	<ul style="list-style-type: none"> ➢ Major progress in Apr.15 to 19 ➢ Activities planned in Apr.23 to 26
- ditto -	Apr. 29, 2013	6 person	<ul style="list-style-type: none"> ➢ Major progress in Apr.23 to 26 ➢ Activities planned in Apr.29 to May 03
- ditto -	May 06, 2013	5 person	<ul style="list-style-type: none"> ➢ Major progress in Apr.29 to May 03 ➢ Activities planned in May 06 to 10 ➢ Work schedule of the JICA Project Team
- ditto -	May 13, 2013	5 person	<ul style="list-style-type: none"> ➢ Major progress in May 06 to 10 ➢ Activities planned in May 13 to 17 ➢ Weekly meeting and Monthly meeting ➢ Weekly meeting on May 20 (with Yayoi) ➢ Monthly meeting on May 27 (with four Japanese experts)
Weekly meeting	May 21, 2013	8 person	<ul style="list-style-type: none"> ➢ Major progress in May 13 to 17 ➢ Activities planned in May 20 to 24 ➢ Visit of General Director of NK HQ on May 21 and 22 ➢ Finalization of PDM with the indicators ➢ Assignment schedule of Japanese Experts ➢ Monthly meeting on May 27 (with four Japanese experts)
Monthly meeting	May 27, 2013	17 person	<ul style="list-style-type: none"> ➢ Major progress in May 2013 ➢ Major progress from May 20 to 24 ➢ Work plan in June 2013 ➢ Activities planned from May 27 to 31 ➢ Schedule of TOT on annual work plans ➢ Schedule of a seminar on revised capacity development plan with technology transfer ➢ Schedule of a seminar on the major techniques introduced by the micro projects
Weekly meeting	June 03, 2013	10 person	<ul style="list-style-type: none"> ➢ Major progress in June 3 to 7 ➢ Activities planned May 27 to 31 ➢ Involvement of extensionists in the project ➢ Focal point of the Project in NDSDAC
- ditto -	June 10, 2013	12 person	<ul style="list-style-type: none"> ➢ Major progress in June 3 to 7 ➢ Activities planned June 10 to 14 ➢ Summary of capacity development plan ➢ Major findings of the experts in the nurseries
- ditto -	June 17, 2013	15 person	<ul style="list-style-type: none"> ➢ Major progress in June 10 to 14 ➢ Activities planned June 17 to 21 ➢ Work plans of the micro programs ➢ Date of TOT on work plans
- ditto -	June 24, 2013	10 person	<ul style="list-style-type: none"> ➢ Major progress in June 17 to 21 ➢ Activities planned June 24 to 28 ➢ Field soil acidity test in the nurseries ➢ TOT on work plans of the micro programs
- ditto -	July 01, 2013	12 person	<ul style="list-style-type: none"> ➢ Major progress in June 24 to 28 ➢ Activities planned from July 1 to 5 ➢ Visit of Secretary of State to Suco Talitu ➢ Coordination with RDP 4

Meeting	Date	No. of participants	Topics discussed
Monthly meeting	July 08, 2013	13 person	<ul style="list-style-type: none"> ➤ Major progress in June 2013 ➤ Major progress from July 1 to 5 ➤ Work plan in July 2013 ➤ Activities planned from July 8 to 12 ➤ Relation between soil pH and plant growth ➤ Draft revised capacity development plan
Weekly meeting	July 15, 2013	18 person	<ul style="list-style-type: none"> ➤ Major progress in July 8 to 12 ➤ Activities planned from July 15 to 19 ➤ Draft work plan of TOT on PLUP ➤ Draft APO of the Project for JFY 2013
- ditto -	July 22, 2013	13 person	<ul style="list-style-type: none"> ➤ Major progress in July 15 to 19 ➤ Activities planned from July 22 to 26 ➤ Materials for TOT on PLUP ➤ Revised capacity development plan
Monthly meeting	July 29, 2013	11 person	<ul style="list-style-type: none"> ➤ Major progress in July 2013 ➤ Major progress from July 22 to 26 ➤ Work plan in August 2013 ➤ Activities planned from July 29 to Aug. 2 ➤ Regular meetings in August 2013 ➤ Results of the 5th JCC Meeting
Weekly meeting	Aug. 05, 2013	7 person	<ul style="list-style-type: none"> ➤ Major progress from July 29 to Aug.2 ➤ Activities planned from Aug.5 to 9 ➤ Visit of the staff of NDSOSC to Suco Tohumeta ➤ Visit of SoL and AusAID officers to Suco Faturasa
- ditto -	Aug.12, 2013	7 person	<ul style="list-style-type: none"> ➤ Major progress from Aug.5 to 9 ➤ Activities planned from Aug.12 to 16 ➤ Seedling production in the nurseries ➤ Extent of technical application by the individual members in Madabeno, Talitu, Faturasa and Fadabloco
- ditto -	Aug.19, 2013	8 person	<ul style="list-style-type: none"> ➤ Major progress from Aug. 12 to 16 ➤ Activities planned from Aug. 19 to 23 ➤ Seedling production in the nurseries ➤ Extent of technical application by the individual members in Madabeno, Talitu, Faturasa and Fadabloco
- ditto -	Aug.26, 2013	8 person	<ul style="list-style-type: none"> ➤ Major progress from Aug. 19 to 23 ➤ Activities planned from Aug. 26 to 30 ➤ Seedling production in the nurseries ➤ Extent of technical application by the individual members in Madabeno, Talitu, Faturasa and Fadabloco ➤ Quality of cassava chips and herb teas produced by women's groups
- ditto-	Sep.02, 2013	6 person	<ul style="list-style-type: none"> ➤ Major progress from Aug. 26 to 30 ➤ Activities planned from Sep.2 to 6 ➤ Seedling production in the nurseries ➤ Extent of technical application by the individual members in Madabeno, Talitu, Faturasa and Fadabloco
- ditto-	Sep.09, 2013	8 person	<ul style="list-style-type: none"> ➤ Major progress from Sep.2 to 6 ➤ Major progress from Sep.9 to 13 ➤ Seedling production in the nurseries ➤ Extent of technical application by the individual members in Madabeno, Talitu, Tohumeta, Faturasa and Fadabloco ➤ Resumption of the field activities by the Japanese experts in September, 2013
- ditto -	Sep.16, 2013	11 person	<ul style="list-style-type: none"> ➤ Major progress from Sep. 9 to 13 ➤ Activities planned from Sep.16 to 20 ➤ Seedling production in the nurseries ➤ Extent of technical application by the individual members in Madabeno, Talitu, Tohumeta, Faturasa and Fadabloco ➤ Involvement of extensionists and NDF officers, especially forest guards and district forest officers, for effective technical assistance in 2014/2015 ➤ Meeting of the watershed management council in Raumoco watershed

Meeting	Date	No. of participants	Topics discussed
Weekly meeting	Sep.23, 2013	10 person	<ul style="list-style-type: none"> ➤ Major progress from Sep.16 to 20 ➤ Activities planned from Sep.23 to 27 ➤ Seedling production in the nurseries (to be reported by Halarae) ➤ Extent of technical application by the individual members in Madabeno, Talitu, Tohumeta, Faturasa and Fadabloc ➤ Presentation of Action Plan prepared in the training course in Japan ➤ Meeting of the watershed management council in the Raumoco watershed ➤ Arrangement of TOT on the procedures of PLUP ➤ Monthly meeting in MAF Aileu district office on Sep. 30
Monthly meeting	Sep.30, 2013	16 person	<ul style="list-style-type: none"> ➤ Major progress in Sep. 2013 ➤ Major progress from Sep. 23 to 27 ➤ Work plan in October 2013 ➤ Activities planned from Sep. 30 to Oct. 4 ➤ Utilization of the demonstration plots for SoL's activities ➤ Meeting of the watershed management council in the Raumoco watershed ➤ Presentation of the results of the training course in Japan
Weekly meeting	Oct.07, 2013	11 person	<ul style="list-style-type: none"> ➤ Major progress from Sep.30 to Oct.4 ➤ Activities planned from Oct.7 to 11 ➤ Seedling production in the nurseries (to be reported by Halarae) ➤ Extent of technical application by the individual members in the target villages ➤ Continuation of technical assistance in seedling production in the target villages
- ditto -	Oct.14, 2013	11 person	<ul style="list-style-type: none"> ➤ Major progress from Oct.7 to 11 ➤ Activities planned from Oct.14 to 18 ➤ Seedling production in the nurseries (to be reported by Halarae) ➤ Extent of technical application by the individual members in the target villages ➤ Organization of 6th Working Group Meeting ➤ Tree planting ceremony ➤ Cross visit for the coordinators of extensionists and forest guards in Ermera, Liquica, and Manatutu
- ditto -	Oct.21, 2013	9 person	<ul style="list-style-type: none"> ➤ Major progress from Sep.14 to Oct.18 ➤ Activities planned from Oct.21 to 25 ➤ Extent of technical application by the individual members in the target villages ➤ Making a report on TOT on PLUP ➤ Cross visit to Madabeno for key MAF staff in the MAF District Offices in Ermera, Liquica, and Manatutu ➤ Preparation of a banner for the Project
Monthly meeting	Oct.28, 2013	14 person	<ul style="list-style-type: none"> ➤ Major progress in Oct. 2013 ➤ Major progress from Oct. 21 to 25 ➤ Work plan in November 2013 ➤ Activities planned from Oct.28 to Nov.1 ➤ Meeting of the watershed management council in the Raumoco watershed (by Mr. Egas) ➤ Cross visit for the staff of the MAF District Offices in Ermera, Liquica, and Manatutu ➤ Tree planting ceremony ➤ Next monthly meeting

Source: JICA Project Team (2013)

Meetings among the MAF and JICA Project Teams and the NGOs in 2014 (1/3)

Meeting	Date	No. of participants	Topics discussed
Weekly meeting	Apr. 7	n/a	<ul style="list-style-type: none"> ➤ Major progress from Mar.31 to Apr.4 ➤ Activities planned from Apr.7 to 11 ➤ Visit of SoL and AusAID mission to Fadabloco ➤ Status of the proposals submitted to NDF on nursery operations in Madabeno and Talitu
- ditto -	Apr. 14	6 person	<ul style="list-style-type: none"> ➤ Major progress from Apr.7 to 11 ➤ Activities planned from Apr.14 to 18 ➤ Exhibition organized by World Vision ➤ Status of the proposals submitted to NDF on nursery operations in Madabeno and Talitu
- ditto -	Apr. 21	6 person	<ul style="list-style-type: none"> ➤ Major progress from Apr.14 to 18 ➤ Activities planned from Apr.21 to 25 ➤ Status of the proposals submitted to NDF on nursery operations in Madabeno and Talitu
- ditto -	Apr. 28	6 person	<ul style="list-style-type: none"> ➤ Major progress from Apr.21 to 25 ➤ Activities planned from Apr.28 to May 2 ➤ Initial contact with the Sub-district Administrative Office of Remexio for establishment of a watershed management council ➤ Status of the proposal submitted to NDF on seedling production in Madabeno and Talitu
- ditto -	May 05	5 person	<ul style="list-style-type: none"> ➤ Major progress from Apr.28 to May 2 ➤ Activities planned from May 5 to 9 ➤ Status of the proposal submitted to NDF on seedling production in Madabeno and Talitu ➤ Results of the meeting with Sub-district Administrator of Remexio (by RAEBIA or Mr. Egas)
- ditto -	May 12	6 person	<ul style="list-style-type: none"> ➤ Major progress from May 5 to 9 ➤ Activities planned from May 12 to 16 ➤ Status of the proposal submitted to NDF on seedling production in Madabeno and Talitu
- ditto -	May 19	2 person	<ul style="list-style-type: none"> ➤ Major progress from May 12 to 16 ➤ Activities planned from May 19 to 23 ➤ Status of the proposal submitted to NDF on seedling production in Madabeno and Talitu ➤ Additional villages from Sub-district Liqueoe to be involved in the Watershed Management Council (report from RAEBIA) ➤ Arrival of the Japanese experts
- ditto -	May 26	7 person	<ul style="list-style-type: none"> ➤ Major progress from May 19 to 23 ➤ Activities planned from May 26 to 30 ➤ Proposed structure of the watershed management council of Noru sub-watershed ➤ Schedule of the 1st meeting with the members of the council
-ditto -	June 02	12 person	<ul style="list-style-type: none"> ➤ Major progress from May 27 to May 30 ➤ Activities planned from June 02 to 06 ➤ Revision of first draft technical manual ➤ First meeting with sub-district administrator and village chief for the Noru watershed council meeting in June 6
-ditto-	June 09	11 person	<ul style="list-style-type: none"> ➤ Major progress from June 02 to 06 ➤ Activities planned from June 09 – 13 ➤ Preparation of consultation meeting in Liqueoe ➤ Preparation of 7th working team meeting
Monthly Meeting	June 16	13 person	<ul style="list-style-type: none"> ➤ Major Progress in May 2014 ➤ Major progress from June 09 to 13 ➤ Activities planned in June 2014 ➤ Activities planned from June 16 to 20 ➤ Cross visit to Fadabloco by JICA
Weekly Meeting	June 23	8 person	<ul style="list-style-type: none"> ➤ Major progress from June 16 to 20 ➤ Activities planned from June 23 to 27
-ditto-	June 30	10 person	<ul style="list-style-type: none"> ➤ Major progress from June 23 to 27 ➤ Activities planned from June 30 to July 5 ➤ OJT on survival rate survey ➤ Preparation of a seminar on the draft manuals at MAF Comoro and District MAF offices ➤ Results of the trial conduct of the survival survey in Quelae

Meetings among the MAF and JICA Project Teams and the NGOs in 2014 (2/3)

Meeting	Date	No. of participants	Topics discussed
Weekly Meeting	July 07	7 person	<ul style="list-style-type: none"> ➤ Major progress from June 30 to July 5 ➤ Activities planned from July 7 to 11 ➤ Identification of plots for survival rate survey ➤ Preparation of TOT on CB-NRM technical manual in MAP district of Aileu, Manatuto, Liquica and Ermera ➤ PLUP in suco Cotamutu/Lakawa for Raumoco watershed
Monthly Meeting	July 14	10 person	<ul style="list-style-type: none"> ➤ Major progress in June 2014 ➤ Major Progress from July 7 to 11 ➤ Activities planned in July ➤ Activities planned from July 14 to 18 ➤ Seminars on technical manual in Aileu, Liquica & Ermera ➤ Result of discussion on July 8
Weekly Meeting	July 21	12 person	<ul style="list-style-type: none"> ➤ Major progress from July 14 to 18 July ➤ Activities planned from July 21 to 25 ➤ Survival rate survey in Talitu and Casamantuto in July 24 and Turisai and Fatukhun in July 25 ➤ Seminar on technical manual of CBNRM in Manatuto and Ermera MAP district in July 22 and 23 ➤ Progress of PLUP in Raumoco watershed
-ditto-	July 29	9 person	<ul style="list-style-type: none"> ➤ Major progress from July 21 to 26 ➤ Activities planned from July 29 to 31 ➤ Arrangement of training course in Japan ➤ Progress of PLUP in Raumoco watershed ➤ Result from survival rate survey ➤ Result of seminars in MAF districts
Monthly Meeting	August 4	13 person	<ul style="list-style-type: none"> ➤ Major Progress in July 2014 ➤ Major Progress from July 29 to 31 ➤ Activities planned for August 2014 ➤ Activities planned for August 4 to 8 ➤ OJT of survival rate in Talitu, Casamantuto ➤ 7th meeting of NDF working team on policy recommendation ➤ Result and continuation of survival rate survey ➤ Cross visit organize by Care International
Weekly Meeting	August 11	9 person	<ul style="list-style-type: none"> ➤ Major Progress from August 4 to 8 ➤ Activities planned from August 11 to 15
-ditto-	August 18	9 person	<ul style="list-style-type: none"> ➤ Major progress from August 11 to 15 ➤ Activities planned from August 18 to 22 ➤ Preparation of technical seminar CB-NRM in MAF district
-ditto-	August 25	10 person	<ul style="list-style-type: none"> ➤ Major Progress from August 18 to 22 ➤ Activities planned from August 25 to 28 ➤ Preparation of a report on the seminars on technical manuals ➤ Report preparation of 7th working team meeting
-ditto-	September 01	10 person	<ul style="list-style-type: none"> ➤ Major Progress from August 25 to 28 ➤ Activities planned from Sept 01 to 05 ➤ Preparation of a report on the seminars on technical manuals ➤ Report preparation of 7th working team meeting ➤ Study tour from SoL and Ausaid delegation ➤ Progress from PLUP in Suco Cotamutu and Lakawa in Raumoco watershed
-ditto-	September 08	10 person	<ul style="list-style-type: none"> ➤ Major progress from Sept 01 to 05 ➤ Activities planned from Sept 08 to 12 ➤ Report preparation of seminar technical manual CB-NRM in MAF district
-ditto-	September 15	8 person	<ul style="list-style-type: none"> ➤ Major Progress from Sept 08 to 12 ➤ Activities planned from Sept 15 to 19 ➤ Encoding data of survival rate survey ➤ Preparation of management plan of Noru Watershed
-ditto-	September 22	9 person	<ul style="list-style-type: none"> ➤ Major progress from Sept 15 to 19 ➤ Activities planned from Sept 22 to 27 ➤ Preparation of draft policy recommendations for CB-NRM ➤ Participating in steering committee meeting in introduction of PLUP in Raumoco watershed ➤ Encoding data of survival rate survey

Meetings among the MAF and JICA Project Teams and the NGOs in 2014 (3/3)

Meeting	Date	No. of participants	Topics discussed
Weekly Meeting	September 29	7 person	<ul style="list-style-type: none"> ➤ Major progress from Sept 22 to 27 ➤ Activities planned from Sept 29 to Oct 4 ➤ Distribution of newsletter ➤ Distribution of technical manual CB-NRM
Monthly Meeting	October 6	16 person	<ul style="list-style-type: none"> ➤ Major Progress in September 2014 ➤ Major Progress in Sept 29 to Oct 4 ➤ Activities planned for Oct 2014 ➤ Activities planned for Oct 6 to 10 ➤ Revision of CB-NRM information kits ➤ Outline of report of survival report survey
Weekly Meeting	October 13	11 person	<ul style="list-style-type: none"> ➤ Major activities from previous week ➤ Activities planned from Oct 13 to 17 ➤ Submission of report of survival rate survey ➤ Participation in world food exhibition (from RAEBIA)
-ditto-	October 20	10 person	<ul style="list-style-type: none"> ➤ Major progress from Oct 13 to 17 ➤ Activities planned from 20 to 25 ➤ Participation in world food day and promotion of Kontas chips (by RAEBIA) ➤ Draft chapter 3 and chapter 4 of watershed management plan
-ditto-	October 27	10 person	<ul style="list-style-type: none"> ➤ Major progress from Oct 20 to 25 ➤ Activities planned from Oct 27 31 ➤ Submission of report of survival rate survey ➤ Seminar/workshop on planning for work plan in 2015 ➤ New structure of NDF and MAF
Monthly Meeting	November 6	11 person	<ul style="list-style-type: none"> ➤ Major progress in October 2014 ➤ Major progress in October 27 to 31 ➤ Activities plan for November 2014 ➤ Activities plan for November 3 to 7 ➤ Participating in exhibition on climate change adaptation ➤ Coordination between ext. official and NGO for compost application, sowing seed and preparation of liquid fertilizer ➤ Visit schedule of MAF district
-ditto-	November 10	9 person	<ul style="list-style-type: none"> ➤ Major Progress from previous week ➤ Activities planned from Nov 10 to 14 ➤ Preparation of a study tour to suco Tohumeta for MAF officers in Liquica and Ermera ➤ Design banner for CB-NRM project
-ditto-	November 17	9 person	<ul style="list-style-type: none"> ➤ Major Progress from Nov 10 to 14 ➤ Activities planned from Nov 17 to 21 ➤ Study tour to suco Tohumeta for MAF officers in Liquica and Ermera ➤ Introduction meeting with key staff of NDF on draft policy recommendation in Nov 19
-ditto-	November 24	8 person	<ul style="list-style-type: none"> ➤ Major progress from Nov 17 to 21 ➤ Activities planned from Nov 24 to 28 ➤ Status of the first payment to be made by the GoTL under the Community Development Fund for seedling production in Madabeno and Talitu
Monthly Meeting	December 1	14 person	<ul style="list-style-type: none"> ➤ Major Progress in October 2014 ➤ Major progress in Oct 24 to 28 ➤ Activities planned for Dec 2014 ➤ Activities planned for Dec 01 ➤ Draft regulation of the use of community development fund management
Weekly Meeting	December 9	9 person	<ul style="list-style-type: none"> ➤ Major progress from December 01 to December 6 ➤ Activities planned from Dec 09 to 13
-ditto-	December 15	10 person	<ul style="list-style-type: none"> ➤ Major progress from Dec 09 to 13 ➤ Activities planned from Dec 15 to 19 ➤ Submission of report of survival rate survey

Source: JICA Project Team (2014)

Handover Note on Motor Bikes

This agreement is made on the 2nd of August 2011 between the Japan International Cooperation Agency (JICA) Timor-Leste Office and the Ministry of Agriculture and Fisheries (MAF) on the handover and use of the following project equipment.

Four (4) units of Honda Megapro 150 cc


The JICA Project for Community-Based Sustainable Natural Resource Management purchased the equipment mentioned above in accordance with the Record of Discussions (R/D) agreed upon by JICA and MAF on August 23, 2010. The equipment is handed over to MAF on the 2nd of August 2011 in order for the MAF counterparts, especially those from NDF and the concerned MAF District Office/s, to fulfill their tasks and responsibilities for the JICA Project. On the occasion of the handover of the equipment, it is agreed by JICA and MAF that MAF shall:

- 1) have ownership of the equipment and ensure that the equipment are exclusively used for the implementation of the JICA project;
- 2) well maintain and handle the equipment with great care;
- 3) shall take necessary measures including provision of rules and regulations to ensure the proper use of the equipment;
- 4) allocate budget to cover necessary cost for the maintenance of the equipment;
- 5) bear expenses necessary for or in connection with operation/use of the equipment; and
- 6) be responsible for any claims for injuries or damages to any person or property which may arise out of the use of the equipment.

It is also agreed by both parties that JICA and MAF shall consult with each other in the event of any dispute for the handover equipment.

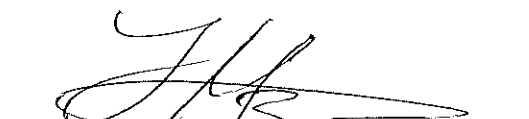
Signed on the 2nd of August, 2011

Signed by



Mr. Hirohiko Takata
Chief Representative
Japan International Cooperation Agency
Timor-Leste office

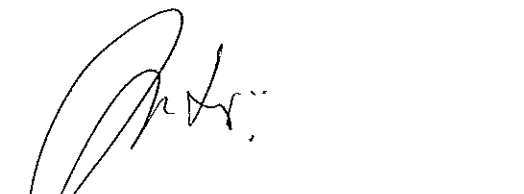
Witnessed by



Mr. Yoji Mizuguchi
Chief Advisor
The Project for Community-Based Sustainable
Natural Resource Management



H.E. Mr. Marcos da Cruz
Secretary of State for
Agriculture and Arboiculture
The Democratic Republic of Timor-Leste
Ministry of Agriculture and Fisheries



Mr. Manuel Mendes
Acting National Director
National Directorate for Forestry
Ministry of Agriculture and Fisheries

Handover Note on Project Equipment

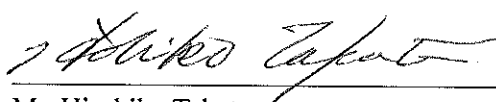
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The project equipment listed hereto is handed over to NDF on 2nd of August 2011 in order for the JICA and MAF Project Teams to fulfill their tasks and responsibilities for the Project. On the occasion of the handover of the equipment, it is agreed by JICA and MAF that:

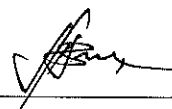
1. The equipment shall be owned by MAF and exclusively used for the project activities.
2. The equipment shall be preferentially used and managed by the JICA Project Team for the Project;
3. MAF shall bear primary responsibility to maintain the equipment in good condition for use. The JICA Project Team may share duties of management, maintenance, and operations of the equipment while they are engaged in project activities in Timor-Leste;
4. MAF, or the MAF Project Team in particular, shall be responsible for any damages caused on the equipment whenever using any of the equipment;
5. The MAF and JICA Project Teams shall handle and use the equipment with great care whenever using any of the equipment;
7. MAF, especially NDF, shall take necessary measures including provision of rules and regulations to ensure the proper use of the equipment.
8. MAF, especially NDF, shall bear the expenses necessary for or in connection with the respective uses of any of the equipment, and;
9. MAF, especially NDF, shall be responsible for any claim for injuries or damages to any persons or property during the respective uses of any of the equipment.

Signed on the 2nd of August, 2011

Signed by



Mr. Hirohiko Takata
Chief Representative
Japan International Cooperation Agency
Timor-Leste office

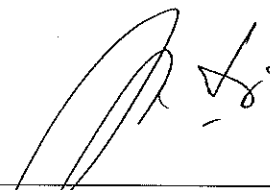


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Witnessed by



Mr. Yoji Mizuguchi
Chief Advisor
The Project for Community-Based Sustainable
Natural Resource Management



Mr. Manuel Mendes
Acting National Director
National Directorate for Forestry
Ministry of Agriculture and Fisheries

Attachment: List of the Project Equipment

No.	Item	No. of Unit	Specification	Date of Procurement
1	GPS	4	Garmin E-treck	January 07, 2011
2	Anti-Virus Software	1	Kaspersky AntiVirus 2011	February 14, 2011
3	Software	1	Microsoft Office Home and Business 2010	March 08, 2011
4	Copy Machine	1	Xerox DC 1085	March 19, 2011
5	Desktop Computer	1	HP pro 3000 Desktop HP LE1851W 18.5" Monitor	March 24, 2011
6	Projector	1	LCD Projector SANYO PDG-DSU20	May 16, 2011
7	Generator	1	Honda SGX 2500	June 01, 2011

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Handover Note on Project Equipment

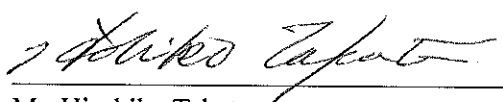
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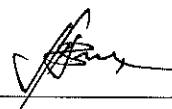
1. The equipment shall be owned by MAF and exclusively used for the project activities.
2. The equipment shall be preferentially used and managed by the JICA Project Team for the Project;
3. MAF shall bear primary responsibility to maintain the equipment in good condition for use. The JICA Project Team may share duties of management, maintenance, and operations of the equipment while they are engaged in project activities in Timor-Leste;
4. MAF, or the MAF Project Team in particular, shall be responsible for any damages caused on the equipment whenever using any of the equipment;
5. The MAF and JICA Project Teams shall handle and use the equipment with great care whenever using any of the equipment;
7. MAF, especially NDF, shall take necessary measures including provision of rules and regulations to ensure the proper use of the equipment.
8. MAF, especially NDF, shall bear the expenses necessary for or in connection with the respective uses of any of the equipment, and;
9. MAF, especially NDF, shall be responsible for any claim for injuries or damages to any persons or property during the respective uses of any of the equipment.

Signed on the 2nd of August, 2011

Signed by



Mr. Hirohiko Takata
Chief Representative
Japan International Cooperation Agency
Timor-Leste office

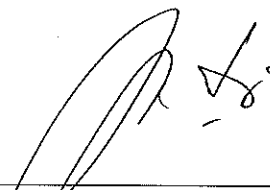


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J wh

Handover Note on Project Equipment

This agreement is made on the 14th of June 2012 between the Japan International Cooperation Agency (JICA) Timor-Leste Office and the Ministry of Agriculture and Fisheries (MAF) on the handover and use of the following project equipment.

Two (2) units of Toyota Hilux 4.0L

The JICA Project for Community-Based Sustainable Natural Resource Management (hereinafter referred to as "the JICA CB-NRM Project") purchased the equipment mentioned above in accordance with the Record of Discussions (R/D) agreed upon by JICA and MAF on August 23, 2010. The equipment is handed over to MAF on the 14th of June 2012 in order for the MAF and JICA Project Teams to fulfill their tasks and responsibilities for the JICA Project. On the occasion of the handover of the equipment, it is agreed by JICA and MAF that:

1. MAF shall have ownership of the equipment and ensure that the equipment will be exclusively used for the implementation of the JICA CB-NRM Project;
2. The equipment shall be used and managed by the Project Teams of the JICA CB-NRM Project, headed by Project Manager and Chief Advisor;
3. MAF shall bear primary responsibility to maintain the equipment in good condition for use.
4. MAF, especially NDF, and JICA Project Team shall be responsible for any damages caused on the equipment whenever each party uses the equipment;
5. The MAF and JICA Project Teams shall handle and use the equipment with great care whenever using the equipment;
6. NDF, especially Project Manager of the JICA CB-NRM Project, shall take necessary measures including provision of rules and regulations to ensure the proper use of the equipment.
7. NDF, especially Project Manager of the JICA CB-NRM Project, shall bear the expenses necessary for or in connection with the use of the equipment; and
8. MAF, especially NDF, shall be responsible for any claim for injuries or damages to any persons or property when accident during the activities for the JICA CB-NRM Project.

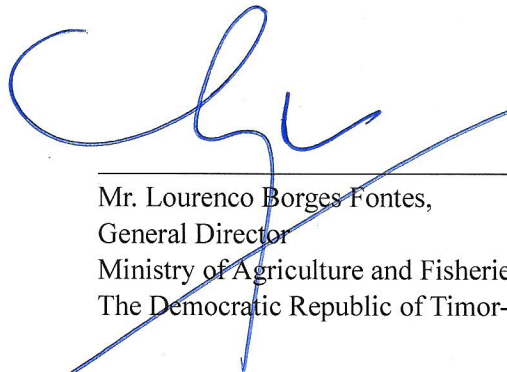
It is also agreed by both parties that JICA and MAF shall consult with each other in the event of any dispute for the handover equipment.

Signed on the 14th of June, 2012

Signed by

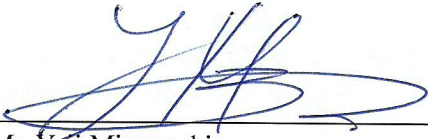


Mr. Hirohiko Takata
Chief Representative
Japan International Cooperation Agency
Timor-Leste office

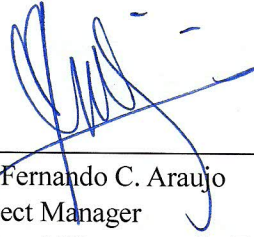


Mr. Lourenco Borges Fontes,
General Director
Ministry of Agriculture and Fisheries
The Democratic Republic of Timor-Leste

Witnessed by



Mr. Yoji Mizuguchi
Chief Advisor
The Project for Community-Based Sustainable
Natural Resource Management



Mr. Fernando C. Araujo
Project Manager
National Directorate for Forestry
Ministry of Agriculture and Fisheries

