

Minutes of the First Joint Coordinating Committee (JCC) Meeting
on
the Project for Community-Based Sustainable Natural Resource Management

Date: August 2, 2011
Time: 10:00-12:30
No. of Participants: As per Attached Attendance List
Venue: Conference Room of NDF Building, Caicoli
Chairperson: Acting National Director of NDF
Agenda & Handout: As per Attached Materials

1. Introduction and Opening Remarks

The meeting began at 10:00 AM with short introduction of the purpose of the meeting by Mr. Manuel Mendes, Acting National Director of National Directorate for Forestry (NDF). After his introduction, H.E. Mr. Marcos da Cruz, Secretary of State for Agriculture and Arboriculture, made an opening remark stressing the points that the project should: i) focus on a certain area rather than dispersing its effort to a large area; ii) monitor and evaluate the project activities to measure its effectiveness and impact; iii) ensure the well coordination between MAF and JICA Project Teams; and iv) maintain the transparency in the project implementation.

Following his remark, Mr. Hirohiko Takata, Chief Representative of JICA Timor-Leste, remarked on the Project appreciating the effort made by the stakeholders of the Project, especially the counterparts from MAF and the Japanese experts, to put a concept of community-based sustainable natural resource management (CB-NRM) into place on a village level.

2. Presentations and Suggestions

After a short break, the following presentations were made by the JICA and MAF project Teams:

- a. Introduction of Function of JCC by Chief Advisor of the JICA Project Team
- b. Outlines of the Project by Project Manager of the MAF Project Team
- c. Revised Project Design Matrix (PDM) and Plan of Operations (PO), and Draft Annual Plan of Operation (APO) by Chief Advisor of the JICA Project Team

At the end of each presentation, the chairperson requested the members of the JCC to give their suggestions and comments on the presentations. Highlights of the discussions are summarized below.

2.1 Introduction of Function of JCC

- a. Mr. Adalfredo do R. Ferreira, National Director of Research and Special Services (NDRSS), recommended that National Directorate for Livestock (NDL) and National Directorate for Fisheries (NDFi) should be added to the Joint Coordinating Committee as members. It was agreed by the chairperson and the other members that NDL and NDFi should be involved in the committee from the next meeting.

2.2 Outlines of the Project

(1) Coordination with the National Directorates of MAF

- a. Mr. Marcos da Cruz commented that i) the project budget was not explained in the presentation, ii) the responsibilities of the national directorates for implementation of the Project should be clarified as several types of sub-programs would be implemented in the course of the Project, and therefore iii) the Project should be implemented in close coordination with the relevant national directorates.
- b. Fernando Egido Amaral, National Director of National Directorate for Coffee, Industrial Plant, and Agribusiness (NDCIPA), followed the opinion of Mr. Marcos suggesting that the Project should coordinate with the other national directorates and share the responsibilities for implementation of the sub-programs.
- c. Mr. Gil Rangel da Cruz, National Director of National Directorate for Agriculture and Horticulture (NDAH), also pointed out that he did not receive any report or information about the sub-programs implemented in the former study, such as home garden sub-program, and suggested that a working group composed of the staff from the relevant national directorates of MAF should be created under the JCC.
- d. Mr. Martino L. Soares, National Director of National Directorate for Irrigation and Water Management (NDIWM), suggested that a check dam should be constructed by using stones instead of woods. Construction of a wooden check dam might cause further forest degradation.
- e. Mr. Manuel Mendes agreed with the idea that the Project should involve the staff of the other relevant national directorates when implementing the sub-programs/micro programs, so as to maintain the quality of work. He further stated that NDF should have the sole responsibility for implementation of the Project as stipulated in the agreement between MAF and JICA, and therefore, the Project should be implemented by NDF with the technical assistance from the relevant national directorates of MAF.
- f. Mr. Yoji Mizuguchi, Chief Advisor of the JICA Project Team, added that the Project had already created the MAF Project Team involving the district officers from the relevant national directorates, such as crop, coffee and livestock, and extensionists in District Aileu in addition to those from NDF. He also mentioned that the coordination with the other national directorates would be quite important, especially when the micro projects would commence in January 2012.

(2) Institutional Framework for Project Implementation

- a. Mr. Marcos da Cruz questioned about the responsibility for execution of the project budget asking if: i) the NGOs would be the implementer of the Project and ii) the NDF could have the responsibility for budget execution as an implementing agency. He also pointed out that the disclosure of budget execution was important for keeping the Project transparent.
- b. Mr. Yoji Mizuguchi replied that the NGOs were hired by the JICA Project Team as a field facilitator which would assist the MAF and JICA Project Team in the implementation of the project activities in the field.
- c. Messrs. Marcos da Cruz and Fernando Egido Amaral, asked how the project selected

- the NGOs. Mr. Vildito J. X. Maia, one of the counterparts for the Project, replied, as request from Mr. Manuel Mendes, that six (6) NGOs were invited to the bidding and two (2) NGOs were finally evaluated as technical and financially eligible among four (4) NGOs who submitted the bid documents. He also explained that he and other counterparts had been involved in the process of the selection of the NGOs.
- d. Mr. Marcos da Cruz expressed his opinion that NDF did not seem to be the implementing agency as they had just monitored the activities done by the NGOs. He further inquired about the financial mechanism of the Project asking if the project budget should be provided to NDF or the JICA Project Team, namely the consultancy firm.
 - e. Mr. Hirohiko Takata, Chief Representative of JICA Timor-Leste, responded that: i) the Project was being implemented under the scheme of technical cooperation of JICA; ii) the technical cooperation project had no financial assistance in its project components but focused on the provision of technical assistance, although there might be projects implemented by other donor agencies, such as World Bank and ADB, with financial assistance to the implementing agency; iii) JICA made a contract with a consultancy firm to implement and operate the Project, and therefore iv) the operational cost for the Project was the part of the contract amount with the firm.
 - f. Mr. Marcos da Cruz appreciated the reply from Mr. Takata and agreed that the project budget should not be necessarily opened since it was the contract between JICA and the consultancy firm. He further suggested reviewing and revising, if necessary, the institutional framework for the Project, especially the roles and responsibilities of NDF as an implementing agency.
 - g. Messrs. Fernando Amaral and Adalfred do R. Ferreira suggested that the extensionists of the target villages should coordinate with the NGOs for effective implementation of the Project.
 - h. Mr. Manuel Mendes stated that NDF was not fully equipped to implement a project similar in nature to the Project at present and therefore the coordination with NGOs was essential to the implementation of the Project. He further added that: i) the main aim of the Project to enhance the NDF staff's capacity necessary to implement a similar project through the implementation of the Project; and ii) the staff involved in the Project as counterparts were expected to learn techniques, skills and knowledge relevant to community-based natural resource management even though their main task would be the monitoring of the NGO's activities.
 - i. Mr. Marcos da Cruz inquired about the monitoring system that the Project had employed to maintain the quality of work of the NGOs.
 - j. Mr. Yoji Mizuguchi responded that the Japanese experts together with the counterparts from NDF and those from the MAF District Office in Aileu, such as extensionists and forest guards, had visited the target villages to monitor the NGO's activities and give advice to the same. Mr. Vildito J. X. Maia also explained that the counterparts for the Project had visited the target villages every week to monitor the NGOs' activities in the field and reported the results and findings to the JICA Project Team and other counterparts in the project weekly meetings.

- k. Mr. Manuel Mendes concluded that the organizational structure for project implementation should be reviewed and revised to make the roles and responsibilities of the stakeholders including NDF more clear.

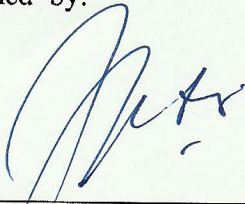
2.3 Revised PDM and PO, and Draft APO

- a. Mr. Fernando Amaral commented that six target villages seemed to be not enough as a result of a five-year-long project. He further suggested that the project framework should be revised so that the Project would not produce only documents and policies as a result of the five years investment, but also more tangible results in the field.
- b. Mr. Marcos da Cruz supported the opinion of Mr. Fernando and suggested reviewing the project design so as not to let the Project just produce documents but produce substantial results in the field.
- c. Mr. Yoji Mizuguchi responded that the Project had assisted local communities in the target villages in the preparation of their future land plans and village regulations, and was expected to create substantial changes in the target villages through the implementation of the micro projects together with the village regulations.
- d. Mr. Manuel Mendes stated that NDF expressed his appreciation of the current framework of the Project as well as their accomplishments so far, citing that: i) there had been several projects implemented by several agencies; ii) those projects targeted a large area, but there was no result remaining after the end of the project, iii) it would be more important to focus on a certain area and empower local communities in such an area for the project sustainability rather than dispersing the project resources; and iv) the JICA Project had taken a genuine community-based approach and empowered local communities in the target villages to change their conditions on their own initiatives.
- e. He further expressed his opinion that the Project would help NDF develop the capacities of the staff through training courses provided, implementation of the community-based activities, and documents provided in the course of the Project.
- f. Mr. Marcos da Cruz suggested revising the description of counterparts (CPs) in the revised PO to make it understandable as there were a couple of descriptions of counterparts, such as NDF CP, MAF CP, and DD CP.
- g. Mr. Yoji Mizuguchi responded that the JICA Project Team would review and revise the PO according to his suggestion.
- h. Mr. Manuel Mendes concluded that the PDM, PO and APO should be further reviewed and discussed among the members before the approval from the JCC.
- i. Mr. Takanori Satoyama, Project Formulation Advisor of JICA Timor-Leste Office, suggested that the Project should share the PDM, PO and APO with the members of the JCC and request the members to feed back their comments on them to the JICA and MAF Project Teams.

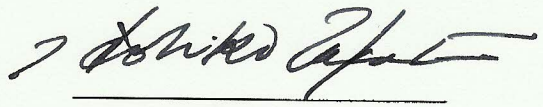
The meeting was closed at 12:40 pm.

The minutes of the meeting was signed on the ___th of August, 2011.

Signed by:



Manuel Mendes
Chairperson of JCC
National Director of NDF, MAF



Hirohiko Takata
Chief Representative
JICA Timor-Leste Office

**Minutes of the Second Joint Coordinating Committee (JCC) Meeting
on
the Project for Community-Based Sustainable Natural Resource Management**

Date: November 30, 2011
Time: 09:30-12:00
No. of Participants: As per Attached Attendance List
Venue: Conference Room of MAF, Comoro
Chairperson: National Director of Planning
Agenda & Handout: As per Attached Materials

1. Introduction and Opening Remarks

The meeting began at 09:30 AM with short introduction by Mr. Octoavio de C.M Almeida, National Director of National Directorate for Planning (NDP) of MAF, who was assigned as a chairperson for this meeting by Mr. Lourenco Borgas Fontes, General Director cum Interim National Director of National Directorate for Forestry (NDF) of MAF. After his introduction, Mr. Yoji Mizuguchi, Chief Advisor of the Project, briefly introduced the purpose and agenda of the meeting.

2. Outlines and Progress of the Project

Mr. Fernando C. Araujo, Project Manager of the Project, made a presentation of the outlines and progress of the Project using the material attached hereto. After his presentation, the JCC members had the following discussions.

Institutional Framework for Project Implementation

- a. Mr. Januario Marcal de Araujo, National Director of National Directorate for Support for Agricultural Communities (NDSAC), commented that there should be a supporting system or organization composed of the relevant national directorates of MAF in the organizational structure since the Project was likely to need to coordinate with extensionists as well as the technical staff of the relevant directorates other than NDF in the target villages.
- b. Mr. Octoavio de C.M Almeida indicated that the Joint Coordinating Committee (JCC), which was composed of the relevant national directorates of MAF and placed in the upper layer of the organizational structure for the Project, would function as a/n supporting organization/advisory committee for the project.
- c. Mr. Adalfredo do R. Ferreira, National Director of Research and Special Services (NDRSS), suggested that the Project should utilize extensionists as facilitators for the activities at the village level rather than NGOs as they were the one who would continue the same activities in the post project period.
- d. Mr. Yoji Mizuguchi explained that extensionists have been and would be fully involved in the project activities as on-the-job-training (OJT) so that they could learn and acquire skills and knowledge necessary for the conduct of the project activities in the future. The Team further explained that NGOs should be hired as field coordinators to assist the JICA and MAF Project Team in facilitating the participation of local communities in the project activities.
- e. Mr. Gil Rangel da Cruz, National Director of National Directorate for Agriculture and Horticulture (NDAH), pointed out that MAF should be the main implementing

body as suggested in the last JCC meeting held in August 2011.

- f. Mr. Takanori Satoyama, Project Formulation Advisor of JICA Timor-Leste Office, commented that the organizational structure introduced in the presentation apparently indicated that the MAF and JICA Project Teams would bear a primary responsibility for the conduct of the project activities in the field.
- g. Mr. Fernand C. Araujo, Project Manager of the Project, gave an explanation to the members that the Project focused on development of NDF's capacity for community-based forest/natural resource management as a technical cooperation project stressing that the resources provided by JICA for the Project should be managed by the Project Team for the sake of the Project.
- h. Mr. Manuel Mendes, the Representative of National Directorate for Forestry (NDF), suggested that the JICA and MAF Project Teams should first clarify the revisions that the Teams made in response to the comments/suggestions given in the last JCC meeting.
- i. Mr. Yoji Mizuguchi, therefore, explained what the Teams revised of the organizational structure was to clarify the responsibilities of the Project Teams and NGOs for implementation of the project activities in the target villages, to wit:
 - i) the Project Teams shall be responsible for implementation of PLUP and micro programs in the target villages as a main implementer; and
 - ii) NGOs shall be involved in the Project as a field facilitator to assist the JICA and MAF Project Teams.

He also admitted that MAF still needed assistance from NGOs in the implementation of PLUP and micro programs for the time being as its capacities including human resources were still insufficient to do the same, and therefore, reiterated the aim of the Project that extensionists and forest guards as well as other district officers would learn the techniques and skills necessary for implementation of a similar project through OJT in the course of the Project.

- j. Mr. Octoavio de C.M Almeida shared his view that the MAF and JICA Project Teams would carry out the project activities in partnership with NGOs.
- k. Mr. Gil Rangel da Cruz reminded that there were some NGOs that were not necessarily competent or cooperative enough to carry out the activities. He further commented that "capacity development and support in monitoring," which was apparently the roles of the MAF Project Team in the organizational structure, should not be the main task of the Team.
- i. Mr. Yoji Mizuguchi responded that "capacity development and support in monitoring" was the roles of the JICA Project Team and those of both Project Teams were "implementation of PLUP and Micro Programs in the target sucos."

Micro Programs

- j. Mr. Adalfredo do R. Ferreira asked to expound on the micro programs selected in the target villages.
- k. Mr. Yoji Mizuguchi explained how the micro programs would contribute to the achievement of the future land use plan of the target villages along with the major

activities planned in the respective micro programs.

- l. Mr. Hirohiko Takata, Chief Representative of JICA Timor-Leste, inquired the current progress of the micro programs.
- m. Mr. Yoji Mizuguchi responded that there was no physical accomplishment or progress in the field since the micro programs had been just selected by local communities in November 2011.

3. Revised PDM, PO and Draft APO

Mr. Yoji Mizuguchi made a presentation of revised PDM and PO, and draft APO explaining how they were changed in accordance with the comments given in the last JCC meeting in addition to their general descriptions. After his presentation, the following discussions were made among the members.

Training for the Counterparts

- a. Mr. Januario Marcal de Araujo suggested that the project activities for Output 2 should centre on OJT of the counterparts to ensure that their capacities would be enhanced enough.
- b. Mr. Yoji Mizuguchi explained that the Project programmed a series of OJT courses during the project period and actually had arranged a number of OJT courses on the project activities, especially PLUP and selection of micro programs, in addition to the lecture type training courses, although the PDM did not clearly define the type of training courses.

Involvement of Other Relevant Organizations in PLUP

- c. Mr. Manuel Mendes suggested that the Project should involve other relevant Ministries and/or National Directorates, especially the National Directorate for Land and Property (NDLP), in the process of the future land use planning of PLUP.
- d. Mr. Yoji Mizuguchi also shared the experience that the Project Teams had difficulties in demarcating the boundaries of the target villages with the neighboring villages in the future land use mapping.
- e. Mr. Adalfredo do R. Ferreira, however, suggested that the Project should focus solely on the matters concerning land use/management in a village rather than the boundaries of a village sharing his experience in the SLM project, which had difficulties in dealing with the land tenure or title in a village.
- f. Mr. Octavio de C.M Almeida supported his opinion and suggested that the Project should coordinate with the concerned District and Sub-district Administrative Offices rather than NDLP, since the determination of land title/ownership were not be the issues that the Project should deal with, but those that the suco leader should work on in coordination with the local administrative offices.
- g. Mr. Takanori Satoyama finally suggested adding the phrase of "in coordination with relevant authorities" to the activities of PLUP in the revised PO to conclude the discussions.

Type of Micro Programs and NGOs to be involved

- h. Mr. Adalfredo do R. Ferreira suggested considering the livestock management as one of the micro programs since such a topic was crucial not only for natural resource

management but also for livelihood development, even though there might not be many NGOs with the expertise in livestock management in Timor-Leste.

- i. Mr. Manuel Mendes inquired how the priority micro programs were selected in the target villages.
- j. Mr. Yoji Mizuguchi responded that i) the micro programs were selected by local communities through a series of meetings in the target villages and ii) a program on livestock management named the Grazing Control Micro Program was not selected by the communities although the Project introduced it as one of the potential micro programs in the meetings.
- k. Mr. Adalfredo do R. Ferreira remarked that the micro programs proposed for the target villages did not need to be reconsidered if they were selected by consent of local communities. He, however, indicated the importance of selecting micro programs that would meet the needs of local communities.
- l. With regard to NGOs, Mr. Yoji Mizuguchi requested the participants to provide any information of potential NGOs that might be competent to implement the micro programs in the target villages, so that the JICA and MAF Project could draw up a short-list of NGOs for selection.

Number of beneficiaries' groups in a village

- m. Mr. Januario Marcal de Araujo inquired how many beneficiaries' groups would be organized in the target villages, such as Fadabcloso.
- n. Mr. Yoji Mizuguchi responded that the beneficiaries' group should be formed in each aldeia in principle; therefore, the number of beneficiaries' groups in Suco Fadabcloso would be four (4).

Approval of PDM, PO, and APO

- o. Mr. Octoavio de C.M Almeida stated that the JCC unanimously approved the PDM, PO, and APO of the Project.

4. Other Issues – Support for transportation expenses

The members also discussed how to ensure that the staff of the MAF District Office in Aileu could work for the Project. The highlights of the discussions are summarized below.

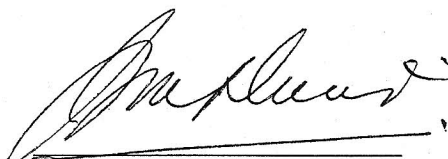
- a. Mr. Januario Marcal de Araujo expressed his opinion that the Project should financially assist the extensionists in engaging in the project activities by shouldering their allowance and transportation costs.
- b. Mr. Takanori Satoyama clarified the JICA's stance against financial support for the operational costs of the MAF side stressing that:
 - i) the agreement made by JICA and the GoTL on the implementation of a technical cooperation project clearly stipulated that the GoTL should shoulder the expenses for its operations;
 - ii) this was the only project where JICA made a special arrangement to bear the part of the operational cost that were supposed to be shouldered by the GoTL in response to the official request from NDF; and
 - iii) MAF needed to take necessary action to secure a sufficient budget to support the counterparts' activities to ensure the sustainability of the Project, especially after

the end of the Project.

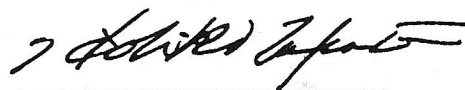
- c. Mr. Adalfredo do R. Ferreira shared the experience of Seed of Life (SOL) Programme supported by AusAID that MAF with assistance of SOL approached the Ministry of Finance about linking other donors to secure the budgetary support for continuation of the project.
- d. Mr. Takanori Satoyama reminded that the system for the JICA's technical cooperation project was different from that of SOL and reiterated that the continuous financial support for the government's administrative expenses were not in line with the JICA's guidelines in principle. He further insisted that JICA and MAF should mutually share the responsibilities for the implementation of the Project, citing the purchase of project equipment as the responsibility of JICA but its operation and maintenance as that of MAF.
- e. Mr. Manuel Mendes expressed his opinion that the Project should consider supporting the staff from the district office, especially extensionists and forest guards, since DSA/field allowance was not granted to their official trips within the same district where they were stationed and therefore, the work for a donor-funded project was often deemed as an additional burden on them.
- f. Mr. Yoji Mizuguchi introduced his idea that the Project planned to help the counterparts formulate an annual work and budget plan for their activities for FY 2013 so that they could submit their financial proposals to NDF as well as the MAF District Office in Aileu to secure the budgets.
- g. Mr. Hirohiko Takata emphasized that MAF should take necessary actions and arrangements to make the project activities sustainable mentioning that MAF was regarded as an organization self-reliant enough to implement the Project.

The minutes of the meeting were signed on the 4th of January, 2012.

Signed by:



Octoavio de C.M Almeida
Acting Chairperson of JCC
National Director of NDP, MAF



Hirohiko Takata
Chief Representative
JICA Timor-Leste Office

Minutes of the Third Joint Coordinating Committee (JCC) Meeting
on
the Project for Community-Based Sustainable Natural Resource Management

Date: October 25, 2012
Time: 10:00-11:45
No. of Participants: 13 persons (As per Attached Attendance List)
Venue: Conference Room of MAF, Comoro
Chairperson: General Director cum Interim National Director of National Directorate for Forestry (NDF) of MAF
Agenda & Handout: As per Attached Materials

1. Introduction and Opening Remarks

The meeting began at 10:00 AM with brief introduction of the Project by Mr. Lourenco Borges Fontes, General Director cum Interim National Director of National Directorate for Forestry (NDF) of MAF. After his introduction, His Excellency Joao Fernandes, Secretary of State for Forest and Natural Conservation, gave opening remarks with appreciation of the accomplishments and progress that the Project has made in partnership with NGOs. He also indicated that MAF envisaged the provision of the financial support to the bilateral programs, such as the JICA Project, so as to continue the program activities to benefit the nation even after the end of the programs.

2. Outlines and Progress of the Project

Mr. Fernando C. Araujo, Project Manager of the Project, made a presentation of the outlines and progress of the Project using the material attached hereto. After his presentation, H.E. Joao Fernandes and Mr. Lourenco made the following comments:

1) Support from MAF for the counterparts to apply the project activities

- a. Mr. Lourenco Borges Fontes, in relation to the last slide in the presentation, "the necessary interventions for enhancement of the project activities," suggested the possibility that MAF might be able to consider providing the financial support to the Project for expansion of the project activities to other villages.
- b. H.E. Joao Fernandes appreciated the effectiveness and necessity of the project activities stating that the Government put a high priority on the protection of forest resources, especially sandalwood from illegal logging, and intended to enact the new forest legislation which would replace the UNTAET regulations next year.
- c. Mr. Lourenco Borges Fontes reiterated the necessity of strengthening the existing regulations on forest management, especially for addressing illegal logging, indicating that new forest management bill would be submitted to the parliament for approval in 2013.

2) Information exchanges with other relevant projects

- d. H.E. Joao Fernandes advised the MAF and JICA Project Teams to exchange information with the watershed management project in Raumoco, which was being implemented by the Department of Soil Conservation in NDF with support of NGO HIVOS since the same project seemed to take similar approaches to sustainable management of forests in a participatory manner.

3. Annual Plan of Operations (APO) in 2012/2013

Mr. Yoji Mizuguchi, Chief Advisor of the JICA Project Team, made a presentation of a draft Annual Plan of Operations (APO) in 2012/2013. After his presentation, the chairperson called for comments and suggestions on the APO prior to the deliberation on approval.

- a. Mr. Hirohiko Takata, Representative of JICA Timor-Leste, asked how the Project Teams ensured that the village regulations were properly implemented on a village level.
- b. Mr. Yoji Mizuguchi replied that the Project Teams with the partner NGOs had helped the leaders of the target villages hold a monitoring meeting at each village on a monthly basis and solve any issues/problems, such as wildfire, illegal logging, and crop damage caused by animals, found in the villages by using the village regulations.

As there was no comment or suggestion given by other JCC members, Mr. Lourenco Borges Fontes, as a chair person, resolved that the JCC unanimously approved the APO of the Project in 2012/2013 (April 2012 to March 2013).

The minutes of the meeting were signed on the 29th of October, 2012.

Signed by:



Lourenco Borges Fontes
Chairperson of JCC
General Director of MAF/
Interim National Director of NDF

Witnessed by:



Joao Fernandes
Secretary of State for Forest and
Natural Conservation, MAF



Hirohiko Takata
Chief Representative
JICA Timor-Leste Office

Minutes of the Fourth Joint Coordinating Committee (JCC) Meeting
on
the Project for Community-Based Sustainable Natural Resource Management

Date: March 01, 2013
Time: 09:15-11:40
No. of Participants: 19 persons (As per Attendance List Attached)
Venue: Conference Room of MAF, Comoro
Chairperson: General Director cum Interim National Director of National Directorate for Forestry (NDF) of MAF
Agenda & Handout: As per Materials Attached

The meeting began at 09:15 AM with brief introduction of the Project by Mr. Lourenco Borgas Fontes, General Director cum Interim National Director of National Directorate for Forestry (NDF) of MAF.

1. Results of Midterm Review

Having signed the Joint Midterm Review Report on the Project for Community-based Sustainable Natural Resource Management, the Joint Midterm Review Teams gave a briefing of the results of the midterm review, which consisted of:

- i) Results of analyses on accomplishments and implementation process of the Project by Mr. Shigeki Hata, Leader of the Japanese Midterm Review Team;
- ii) Findings in the field trips on February 20 and 21 by Mr. Kotaro Taniguchi, Cooperation Planning Expert of the Japanese Midterm Review Team;
- iii) Results of evaluation based on the five evaluation criteria (relevance, effectiveness, efficiency, impacts and sustainability) by Mr. Shigeki Hata, Leader of the Japanese Midterm Review Team; and
- iv) Recommendations from the Joint Midterm Review Teams by Mr. Octavio de C. M. Almeida, Leader of the Timorese Midterm Review Team.

In response to the recommendations to MAF, specifically i) allocation of budget for running expenses of the Project and ii) preparation of a budget plan for continuation and expansion of CB-NRM activities in the post project period, Mr. Lourenco Borgas Fontes made the following statements:

- a. MAF would seriously take into account the recommendations given by the Joint Midterm Review;
- b. MAF had been working on improving its budget utilization. MAF would be able to increase its budget from 2014 or 2015, if it could keep showing successful results from 2013. There would be a good likelihood that MAF could bear some running expenses, which had been shouldered by the Japanese side so far, in the future; and
- c. For any similar projects in the future, MAF should be involved in designing a project so that MAF could ensure securing the necessary budget for project operations in advance.

2. Revised PDM and PO

Mr. Yoji Mizuguchi, Chief Advisor of the JICA Project Team, introduced the PDM and PO

revised through the midterm review. The stress of his presentation was put on the sharing of clear pictures of the project purpose as well as outputs with the JCC members by explaining the objectively verifiable indicators of the revised PDM. After his presentation, the members had the following discussions:

1) Integration of a long-term investment plan of the Project to MAF's investment plan (2014-2018)

- a. Mr. Adalfredo Ferreira, National Director of the National Directorate for Research and Specialist Services, advised the Project Teams, with regard to the project activity "2-4 Organize planning seminars on CB-NRM," to integrate the project work plan into the MAF investment plan from 2014 to 2018, which would be finalized by the end of March 2013, as the investment plan would be the basis for the annual budgets for the next five (5) years.
- b. Mr. Yoji Mizuguchi agreed with his idea and showed intent to collaborate with Mr. Fernando Araujo, Project Manager of the Project, in the preparation of a five-year plan on implementation of CB-NRM including the operations of the Project.
- c. Mr. Octavio Almeida, who was also National Director of the National Directorate for Policy and Planning, further recommended the Project Teams to prepare a plan (so-called the project sheet) of the Project in coordination with Mr. Luis Mendes, Chief of the Department of Planning, NDF, as he was a focal point of NDF for the formulation of the investment plan.
- d. Mr. Lourenco Borgas Fontes supported the idea that the Project Teams should develop a plan of the project activities for the coming five years and integrate it into the MAF's investment plan so that NDF/MAF might be able to secure the necessary budget for running expenses of the Project as well as continuation and expansion of CB-NRM in the post project period.

2) Coordination with relevant National Directorates for the implementation of the Project

- a. Mr. Fernando Igidio Amaral, National Director of the National Directorate for Industrial Plant, Coffee, and Agribusiness, advised the Project Teams to involve not only the National Directorate for Support to the Development of Agriculture Communities but also other relevant National Directorates of MAF in the process of the preparation of technical manual since CB-NRM would require a wide range of techniques relating to the respective national directorates of MAF.
- b. Having agreed with his proposal, Mr. Yoji Mizugich revised one of the objectively verifiable indicators of Output 2 of the revised PDM, namely 2e: "By June 2015, final draft of the technical manuals on CB-NRM for the target area are developed in consultation with NDSDAC," replacing "NCSDAC" with "the relevant technical national directorates of MAF."
- c. Mr. Lourenco Borgas Fontes as well as the other JCC members supported the proposed changed in the revised PDM.

3) Possibility of introduction of river management/erosion control in streams/tributaries

- a. Mr. Martinho L. Soares, National Director of National Directorate of Irrigation and Water Management, asked if the Project had any plans to introduce some measures

against the erosion in streams in the upper part of the target watersheds.

- b. Mr. Yoji Mizuguchi replied that the Project did not have any components on river management or gully/bank erosion in its design, and it would be, therefore, difficult for the Project to work on such an issue under the current project framework.

4) Field trip with JCC members and relevant organizations

- a. Mr. Adalfredo Ferreira suggested that the JCC members as well as other relevant organizations should have any opportunities to visit the project sites like by organizing a one-day trip so that they could further deepen their understanding of the Project.
- b. Mr. Yoji Mizuguchi agreed with his idea and further suggested the possibility that the Project might be able to arrange a field trip to the target villages in future using any events in the field, such as harvesting of crops and planting of seedlings, as an opportunity to do so.

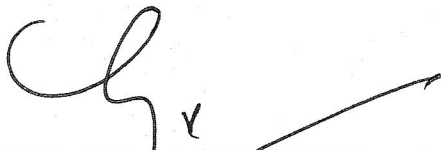
5) Target for the Future Expansion of CB-NRM Activities

- a. Mr. Hirohiko Takata suggested that the target for the future expansion by the end of 2018, which was one of the objectively verifiable indicators of Overall Goal in the revised PDM, should be realistic but simultaneously ambitious so that MAF could bring substantial results in watershed management of the target river basins.
- b. Mr. Yoji Mizuguchi shared his concern that the number of the new target villages from 2016 to 2018 might not be more than six (6) referring to possible budget constraints in MAF/NDF in the same years and experiences of the JICA Project, which had worked on CB-NRM in six (6) village from 2011 to 2013.

After the discussions described above, the JCC members unanimously approved the PDM and PO attached to the minutes. As there was no comment or suggestion among the participants after the approval of the revised PDM and PO, the meeting ended at AM 11:45.

The minutes of the meeting were confirmed and signed by Chairperson on the 5th of March, 2013.

Signed by:



Lourenco Borgas Fontes
Chairperson of JCC
General Director of MAF/
Interim National Director of NDF

Minutes of the Fifth (5th) Join Coordinating Committee (JCC) Meeting
on
the Project for Community-Based Sustainable Natural Resource Management

Time and Date: 10:00-12:00 on January 21, 2014
No. of Participants: 16 persons (As per Attached Attendance List)
Venue: Conference Room of MAF, Comoro
Chairperson: Mr. Manuel Mendes, National Director of NDF
Agenda & Handout: As per materials attached

1. Introduction and Opening Remarks

The meeting began with the introduction of the outlines of the Project by Mr. Manuel Mendes, National Director of National Directorate for Forestry. He also briefed some challenges that the Project and NDF/MAF had faced in the course of the Project highlighting the roles and responsibilities of NDF/MAF for continuation of the project activities in the project villages which would be handed over to NDF/MAF in the middle of 2014.

Following his introduction, Mr. Lourenco Borgas Fontes, General Director of MAF, gave his opening remarks stressing the importance of i) continuation of the project activities after the end of the Project and ii) dissemination of the CB-NRM model developed by the Project to other villages in the target river basins as well as others. To this end, he recommended that all the relevant technical national directorates of MAF should estimate the costs necessary for these purposes and incorporate them into the budget plan for FY 2015. He also mentioned that MAF might take over just part of the project activities in the beginning but could gradually expand its responsibilities as time goes by.

2. Progress of the Project

Mr. Yoji Mizuguchi, Chief Advisor of the JICA Project Team, made a presentation of the progress of the Project using the material attached hereto.

3. Revised PDM

After a short break, Mr. Yoji Mizuguchi further explained the revised PDM with proposed updates of the objectively verifiable indicators, which the Joint Mid-Term Review Mission left blank and advised the JICA and MAF Project Teams must determine during the Project. Following his explanation, the participants discussed the proposed updates of the revised PDM. Some highlights of the discussions are summarized below.

- 1) Mr. Adalfredo do R. Ferreira, National Director of National Directorate for Research and Special Services, asked whether or not MAF could get support from JICA to achieve the objectively verifiable indicators of Overall Goal, especially Indicator a: "CB-NRM activities following the operational mechanism developed by the Project are implemented in at least 5 new sucos in the target area by the end of 2018."
- 2) Mr. Yoji Mizuguchi replied that MAF would be responsible for the achievement of the indicators of Overall Goal; therefore, MAF would be expected to expand the CB-NRM mechanism to at least five (5) new villages at its own expenses.
- 3) Mr. Fernando Igidio Amaral, National Director of National Directorate for Coffee, Industrial Crops, & Agribusiness, appreciated the Project that could be a model for other upland communities in the country. He also pointed out that the Project should be implemented under the multi-sectoral collaboration.

- 4) Mr. Fernando Igidio Amaral shared the information of the latest MAF's program named Suco Ida Product Ida (SIPI) Program that would select Suco Faturasa as one of the target villages for promotion of coffee. He further inquired about species/types of trees that the Project introduced in Suco Faturasa.
- 5) Mr. Yoji Mizuguchi responded that the NGO working in Suco Faturasa helped communities plant casuarinas in their farms although the Project had not undertaken any seedling production activities in the village due to a shortage of water resources.
- 6) Mr. Manuel Mendes commented that it would not be much difficult for NDF/MAF to expand the CB-NRM mechanism/model to the neighboring villages since the Project had already developed the draft operational manual on CB-NRM and would also develop technical manuals on CB-NRM techniques in 2014.

It was agreed among the participants that the proposed updates of the verifiable indicators were reasonable; therefore, the revised PDM could be approved by the JCC.

4. Revision of the Structure of the JCC

In the last session, Mr. Yoji Mizuguchi proposed a partial revision of the structure of the JCC by adjusting it with the hierarchical framework of MAF to make the operation of the JCC efficient and effective. He proposed that General Director of MAF should be the chairperson of the JCC as Project Director, while National Director of NDF and Head of the Department of Reforestation, NDF, should be the members of the JCC as Project Manager and Project Coordinator, respectively. The major comments and suggestions given by the participants are summarized below.

Involvement of District Director/s as the official member/s of the JCC

- 1) Mr. Adalfredo do R. Ferreira suggested that District Directors of the MAF District Offices concerned, such as Aileu and Manatutu, be assigned as the official members of the JCC, but not the ones appointed by the chairperson.
- 2) Mr. Cesar Jose da Cruz, Focal Person of the Project in NDSDAC, commented that the one of the functions of the JCC was to discuss the policy matters to support the Project, while District Directors were responsible more for implementation of the Project. He, therefore, suggested that the involvement of District Directors in the JCC might not be necessarily needed for operations of the JCC.
- 3) Mr. Yoji Mizuguchi informed that District Director in Aileu could be the official member since he was already appointed as a member of the JCC, but he questioned if District Director in Manatutu should be a member since there had been no project activity in the district so far.

Involvement of NDLVS, NDFA, and Others

- 4) Mr. Libano P. da C. de Jesus, Representative of Aileu MAF District Office, suggested that National Director of National Directorate of Fisheries and Aquaculture (NDFA) and the same of National Directorate of Livestock and Veterinary Services (NDLVS) be involved in the JCC as members since a multi-sectoral approach would be essential to CB-NRM to correspond to the various needs of communities.
- 5) Mr. Gil Quintao, Chief of Extension Department of NDSDAC, who attended the meeting as an observer, also suggested that the technical staff from other national directorates of MAF should be involved in the project activities both at national and district levels.

- 6) Mr. Yoji Mizuguchi agreed with the idea on the participation of NDFA and NDLVS in the JCC as members, and he informed that the technical officers in the MAF District Office in Aileu had been involved in the Project as the members of the MAF Project Team. However, he questioned if the technical officers from all the technical national directorates at central level should be involved in the Project Team.
- 7) Mr. Manuel Mendes suggested that the technical working team at central level should not necessarily be formed for the Project since the same at the district level was already established and they had held regular meetings with the JICA Project Team on a monthly basis.
- 8) All the members agreed with the suggestion from Mr. Manuel Mendes since the working group at the district level was already in place.

It was agreed among the participants that the structure of the JCC should be further reviewed/revised by Chief Advisor of the JICA Project Team based on the suggestions given in this meeting and the revised version should be shared with the JCC members for their approval when the minutes of this meeting was circulated to the members.

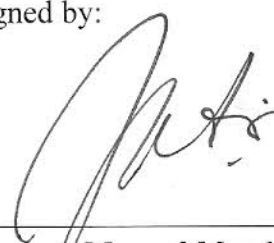
5. Other Recommendations

Mr. Fernando suggested that the JCC should defer its decision since there were only three (3) to four (4) national directors attending the meeting. He, therefore, recommended sending to all the JCC members the minutes of the meeting with the revised PDM and the proposed revision of the project structure and requesting them to give their feedbacks and comments about the same to NDF/the JICA Project Team within a given time period.

It was agreed among the participants in the meeting that the revised PDM and the proposed revision of the project structure would be deemed to be approved by the JCC if there was no reply or feedback from the JCC members within three (3) weekdays after receipt.

The minutes of the meeting were prepared on the 22nd of January, 2014.

Signed by:



Manuel Mendes
Chairperson of JCC
National Director of NDF

Witnessed by:



Lourenco Borges Fontes
General Director of MAF



Hirohiko Takata
Chief Representative
JICA Timor-Leste Office

Minutes of the Sixth (6th) Join Coordinating Committee (JCC) Meeting
on
the Project for Community-Based Sustainable Natural Resource Management

Time and Date: 09:50-12:10 on Oct. 22, 2014
No. of Participants: 15 persons (As per Attendance List in **Attachment-1**)
Venue: Conference Room of MAF, Comoro
Chairperson: Mr. Manuel Mendes, National Director of National Directorate of Forestry
Agenda & Handout: As per Agenda and Materials in **Attachments-2 to 5**

Outlines of /Discussion made at the Meeting

1. The meeting was opened by Mr. Manuel Mendes, National Director of the National Directorate of Forestry (NDF) and at the same time Project Manager of the Project for Community-Based Sustainable Natural Resource Management (hereinafter referred to as "the Project"), with introduction of the background and outlines of the Project. In his introduction, he expressed his appreciation of the support from the Government of Japan to the forest sector in Timor-Leste with the expectation of further assistance for the succeeding project, whose proposal had been submitted to JICA. He stressed the importance of the NDF officers who have worked with the JICA Experts as they could play a leading role to continue the CB-NRM activities after the end of the Project. He also mentioned that the project had drafted several manuals and policy recommendations with the draft ministerial order for expansion of the CB-NRM activities.
2. Mr. Yoji Mizuguchi, Chief Advisor of the JICA Project Team, made a presentation of the progress of the Project as of the end of September 2014 using the PPT material shown in **Attachment-3**.
3. Mr. Manuel Mendes added to the presentation made by Chief Advisor that:
 - a. the Project had prepared a plan together with communities, coordinated the efforts and resources with key organizations/institutions, especially NDF/MAF, and implemented the plan with close monitoring of the activities in the field;
 - b. the JICA CB-NRM Project established the watershed management council, while HIVOS did the same thing for the Raumoco watershed in District Lauten, and NDF planned to introduce the same mechanism in other critical watersheds in the country; and
 - c. the village regulations introduced by the JICA Project were effective in reducing the incidence of wild fires and illegal logging, but there were still some cases of wild fires happening in the field as presented by Chief Advisor. In addition to wild fires, illegal logging, especially cutting trees used for fencing farms to protect crops from grazing animals, was also a crucial factor contributing to the progress of deforestation at a rate of 1.7 % per annum for the last decade. NDF intended to focus its efforts on the control of wild fires, illegal logging, and free grazing to protect forest resources, although the budget allocated to NDF was obviously insufficient to do so.
4. Having expressed his appreciation of the results of the Project, Mr. Cesar da Cruz, Subject Matter Specialist of the National Directorate of Support to the Development of Agriculture Communities (NDSDAC), commented that:

- a. the project activities should be maintained especially in the Bemós watershed in the Comoro river basins, since the watershed was the major source of drinking water for people living in Dili and the Project was proven effective in watershed protection;
 - b. it would also be important to enhance the capacity of forest guards to prevent wild fires in coordination with communities by using the CB-NRM approaches;
 - c. the draft ministerial diploma should be approved so that NDF/MAF could secure a sufficient budget to continue the Project; and
 - d. NDF/MAF should prepare a work and budget plan specifically for continuation of the Project before the end of the Project to secure the budget.
5. After a coffee break, Mr. Y. Mizuguchi explained the Revised Plan of Operation (PO) (Ver.3) and Annual Plan of Operation (APO) of the Project for JFY 2014 using the documents shown in **Attachments-4 and 5**.
 6. Mr. Cesar Jose da Cruz, invited the participants to the inception workshop held by FAO on a new project on post-harvest management of horticulture crops on October 23, 2014.
 7. Mr. Fernando Igidio Amaral, National Director of the National Directorate of Plant, Industry, Coffee and Agribusiness, inquired whether the data on the forest coverage in the draft policy recommendations included coffee plantations, since management practices for coffee plantations should be different from those for forests. He also suggested that the Project should give consideration to the use of NTFPs (Non-Timber Forest Products) as effective utilization of NTFPs could contribute to the achievement of sustainable forest management simultaneously with the improvement of local livelihoods. He particularly emphasized the introduction of yam in the project areas giving an example of coffee farmers in Ermera who planted yam in coffee plantations and sold it at US\$ 1/kg.
 8. Mr. Hikoyuki Ukai, Chief Representative of JICA Timor-Leste Office, recommended that the JCC members should visit one of the project villages and observe the project activities in the field to have a clear picture of the Project and to obtain important elements for effective extension services. He stressed that the field visit would help the members:
 - i) devise strategies to work with communities more closely and to provide effective extension services coping with the current limitations that MAF had faced; and
 - ii) map out how to integrate the CB-NRM approaches with the extension system of MAF to expand the project activities.

He also suggested enhancing the capacities of national NGOs before expansion of the CB-NRM activities since their capacities were still limited but they would play an important role in the CB-NRM approaches in the field for the time being.
 9. Mr. Adalfredo d. Ferreira, National Director of the National Directorate of Research and Special Services (NDRSS), agreed with the recommendation from Mr. Ukai that the JCC members should visit the project sites. He also suggested that MAF should prepare for taking over the Project stressing the importance of securing the necessary budget for the Project even in the transition period.
 10. Mr. Manuel Mendes also agreed with the ideas on the use of NGOs for provision of the effective extension services recognizing the weakness of the extension system of MAF. He further pointed out that: i) the NGOs' works supported by donor-funded projects

always brought better results than what NDF did since they were able to have sufficient budgets to undertake necessary actions to achieve the project purpose; ii) it, however, had been difficult for NDF to secure sufficient budgets to enable the field staff to work closely with communities; iii) the budget allocated to the ministry was quite small as compared to other ministries and the one allocated to NDF accounted a small fraction of the MAF's budget; and iv) it would be important to work on the government to secure the budget necessary for the continuation of the Project.

In this connection, he shared his idea on the conduct of an opinion poll on the forest sector to show the public interest in forests to Prime Minister and other decision makers in the government, so as to secure sufficient budgets for the forest sector.

11. In reply to the inquiry from Mr. Fernando Igidio Amaral, Mr. Manuel Mendes explained that the data of forest coverage, which were excerpted from the Forest Conservation Plan prepared by the JICS Study, were based on the analysis of the satellite imageries; therefore, coffee plantations were categorized into dense forest as their canopy was as close as the one of dense forests.

12. Mr. Fernando I. Amaral also agreed with the idea on the visit to the Project site based on his experience of visit to Suco Faturasa. He commented that the system developed by the Project was comprehensive and a good model to be widely replicated.

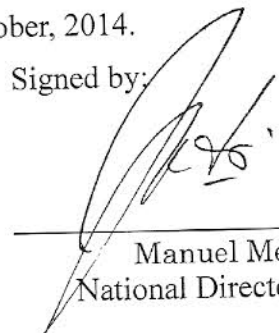
Nevertheless, he pointed out that it was necessary to convince the Ministry of Finance (MoFi) to inject the government development capital into the agriculture and forestry sectors to disseminate the CB-NRM model, otherwise it would be difficult for MAF/NDF to keep working on CB-NRM with a long-term view.

13. Mr. Adalfredo d. Ferreira supported the idea that there was a need to convince the MoFi to support MAF as the CB-NRM approach was worth replicating as a model. Thus, he suggested that MAF and donor agencies should collaboratively approach to the MoFi and lobby the Project for its continuation and scale-up since donor agencies should have connections in high place and more opportunities to do so.

14. Ms. Yayoi Yoshioka informed the participants that the Project would arrange opportunities for the members to visit the project villages probably in November.

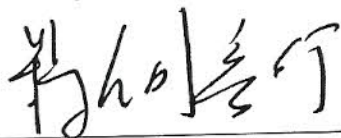
The minutes of the meeting were prepared on the 26th of October, 2014.

Signed by:



Manuel Mendes
National Director of NDF

Witnessed by:



Hikoyuki Ukai
Chief Representative
JICA Timor-Leste Office

**Minutes of the Seventh (7th) Join Coordinating Committee (JCC) Meeting
on
the Project for Community-Based Sustainable Natural Resource Management**

Time and Date: 09:30-12:00 on July 23, 2015
No. of Participants: 19 persons (H.E. Vice Minister, 12 JCC members, 3 Evaluation Mission members, and 3 observers)
Appendix-1 shows the list of attendance.
Venue: Conference Room of MAF, Comoro
Key topics: Latest Project Design Matrix (PDM) of the Project for Community-Based Sustainable Natural Resource Management (referred to as "the CB-NRM Project" or "the Project")
Chairperson: Mr. Manuel Mendes, National Director of National Directorate of Forestry and Watershed Management
Agenda & Handouts: As per Agenda and other materials attached in **Appendixes-2 to 6**

Outlines of /Discussion made at the Meeting

1. The meeting was held with the presence of His Excellency Marcos da Cruz, Vice Minister of the Ministry of Agriculture and Fisheries (MAF).
2. After brief introduction of the CB-NRM Project by Mr. Manuel Mendes, National Director of the National Directorate of Forestry and Watershed Management (NDFWM), Mr. Hikoyuki Ukai, Chief Representative of the JICA Timor-Leste made opening remarks stressing the necessity for high officials of MAF to observe the results of the Project in the field.
3. H.E. Marcos da Cruz generously gave a his speech to the participants in the meeting expressing his appreciation for the support from JICA and efforts made by both Timorese and Japanese members of the CB-NRM Project.
4. Mr. Yoji Mizuguchi, Chief Advisor of the JICA Project Team, introduced the latest PDM of the Project briefly explaining the following revisions made in the PDM.
 - Replacement of the term "micro project/s" with "micro program/s"
 - Addition of activity 1.7: "Establish the watershed management council of the Noru watershed as a platform where the relevant sucos can work on CB-NRM for sustainable watershed management." to activities under Output 1.
5. The participants of the meeting unanimously approved the revisions and the latest PDM with the latest Plan of Operation (PO) of the Project shown in **Appendixes-3 and 4**.
6. Mr. Yoji Mizuguchi further introduced the progress of the CB-NRM Project using the Power Point material shown in **Appendixes-4**.
7. Having expressed his appreciation of the results of the Project, Mr. Cesar da Cruz, Subject Matter Specialist of the National Directorate of Support to the Development of Agricultural Communities (NDSDAC), commented that the mechanism introduced in the project sucos should be expanded in the surrounding sucos.
8. H.E. Marcos da Cruz also suggested that: i) the manuals developed by the CB-NRM Project be distributed to the field officers of MAF, such as forest guards, extension

coordinators, and extension officers, as guidelines for their field works; ii) the same manuals be approved by MAF as official documents after consultations with key officers of MAF as well as NGOs so that MAF can advise any organizations working in the forestry sector to use the manuals; and iii) a launching ceremony be held upon approval of the manuals to inform the public of the same.

9. After a coffee break, Mr. Kazuhiro Goseki, briefly explained the results of the joint terminal evaluation of the CB-NRM Project using the PPT material shown in **Appendix-6**.

10. H.E. Marcos da Cruz gave his valuable comments that:

- a. the system and method used for the terminal evaluation of the CB-NRM Project could serve as a useful reference for other MAF projects; hence, MAF should refer the manual on project evaluation, which the JICA evaluation team used for the terminal evaluation, if possible;
- b. the policy recommendations and operation manual developed by the CB-NRM Project should be introduced to relevant stakeholders in a seminar/workshop; and
- c. busyness of MAF officials was considered as one of the reasons for the limited involvement of MAF officials in the project activities, as they usually had MAF's regular tasks in addition to those for the projects implemented by MAF's development partners.

11. Mr. Manuel Mendes also commented that:

- a. NGOs allocated their local staff to the project villages; therefore, the operation cost of the Project became rather high;
- b. it was difficult for MAF officers, especially heads of the departments and sections, to spare sufficient time for the CB-NRM Project as they had many regular tasks to do in their offices; and
- c. one special unit, which could exclusively work for the Project, should have been established for the CB-NRM Project to ensure that MAF project officers could fully take part in the project activities. Such a unit should be established for the 2nd phase of the Project at the beginning of the project period so that MAF officers could learn more from the project.

12. He also asked how the sustainability of the field activities should be assessed.

13. Mr. Kazuhiro Goseki replied that:

- a. the project sustainability was evaluated by checking whether or not the project activities would be expanded and/or continued;
- b. the Joint Evaluation Team judged that the activities at the village level would continue even after the end of the CB-NRM Project with some monitoring activities done by MAF; but
- c. the Team was concerned about human resource and budgetary constraints that MAF had faced, which was one of the reasons why the use of NGOs would be considered effective for expansion of CB-NRM for the time being.

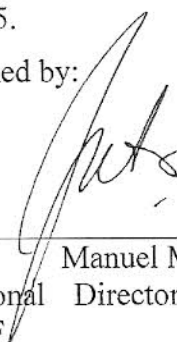
14. Mr. Cesar Jose da Cruz suggested that the results of the Project should be evaluated both quantitatively and qualitatively, although the report of the mission mentioned the

quantitative results.

15. He also stressed that CB-NRM should be introduced and replicated in villages adjacent to those which the CB-NRM Project has supported so as to avoid creating negative feelings among communities in the neighboring sucos.
16. Mr. Kazuhiro Goseki responded that it was difficult for the Terminal Evaluation Teams to assess the positive impact on livelihoods of local communities in the project sucos qualitatively, although the Teams were able to confirm that almost all the households registered as members of the beneficiaries groups had already applied the farming techniques that they learned in the demonstration plots.
17. Mr. Yoji Mizuguchi shared the following project results confirmed in the field as samples of some qualitative positive impacts.
 - a. the survival rates of seedlings planted in two (2) sucos in 2013 and 2014 were about 70~90 % and 70~80 %, respectively.
 - b. the estimated average yields of maize planted in the demonstration plots ranged from 1 to 3 ton/ha which were higher than the national average (0.8~1.0 ton/ha).
 - c. almost all the members of the beneficiaries groups in the six (6) project sucos had already introduced improved seeds along with sustainable upland farming techniques, which might enable them to achieve the same results in the individual farms.
17. In the closing remarks, Mr. Raimundo Mau, General Director of Forestry, MAF, expressed his appreciation for the efforts and results made by the CB-NRM Project, especially the documents developed by the Project at the different levels, such as village regulations for local communities, manuals for field practitioners, and policy recommendations with draft ministerial order for high officials of MAF.
18. He also agreed with the idea that key project documents, namely policy recommendations with draft ministerial order and operation manual, should be introduced to relevant stakeholders before they are finalized.

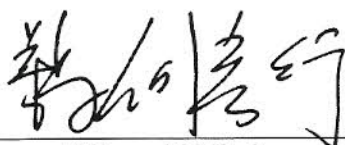
The minutes of the meeting were prepared on the 24th of July, 2015.

Signed by:



Manuel Mendes
National Director of NDFWM,
MAF

Witnessed by:



Hikoyuki Ukai
Chief Representative
JICA Timor-Leste Office



Raimundo Mau
General Director of Forestry,
MAF

The Project for Community-Based Sustainable Natural Resource Management

This is the first issue of the newsletter of the Project for Community-Based Sustainable Natural Resource Management. We, the JICA Project Team for the captioned project, have just commenced our activities on January 7, 2011. We are pleased to introduce our project to anyone and/or any organizations who have concerns over forests and natural resources in Timor-Leste.

Background of the Project

Between 1972 and 1999, the Democratic Republic of Timor-Leste had reduced its forest cover at a rate of 1.1 % per annum. The assessment made by FAO in 2005 revealed that forests in the country covered only about 54 % (or 0.8 million ha) of the total land area (1.5 million ha). Deforestation has further caused soil erosion, land slides and flash floods, which have eventually affected the lives of people residing within major river basins.

To tackle such issues, the Japan International Cooperation Agency (JICA) had carried out the development study to assist the Ministry of Agriculture and Fisheries (MAF) in the formulation of an integrated watershed management plan for the Laclo and Comoro river basins from November 2005 to March 2010. In the course of the study, nine pilot projects had been implemented in partnership with the NGOs based in Timor-Leste to validate the effectiveness of the watershed management plan proposed by the study. Based on the results of the pilot projects, an integrated watershed management plan for the said river basins were finalized in March 2010.

Having confirmed the effectiveness of the watershed management plan, the GoTL and JICA agreed to jointly implement the captioned project (hereinafter referred to as “the Project”) focusing on the implementation of the integrated watershed management plan developed by the preceding JICA study.

Objectives of the Project

The main objective of the Project is that “an

operational mechanism¹ of community-based natural resource management (CB-NRM) at suco level is developed.” The project purpose will be attained through the achievement of the following project outputs:

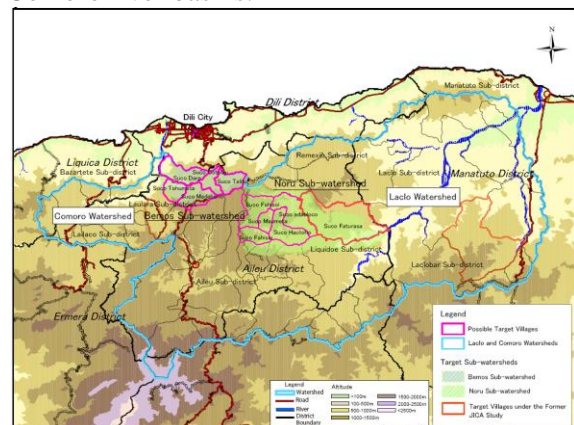
Output 1: Land use plans are agreed upon and implemented by local residents in accordance with relevant suco regulations;

Output 2: Capacities of the staff of the implementing agency and relevant stakeholders are enhanced to support CB-NRM; and

Output 3: Effective processes with roles of stakeholders to support CB-NRM are identified.

Targets of the Project

As a whole, the Project aims to improve the natural resource management in the Laclo and Comoro river basins.



Location Map of Target Areas

Specifically, each project output focuses its activities on the respective targets as shown below.

The activities for Output 1 will be carried out in six villages, i.e., three from the Noru sub-watershed in Laquo and another three from the Bemos sub-watershed in Comoro.

Training under Output 2 will target the staff of MAF, especially those appointed as the counterparts for the Project and others who are willing to learn the techniques on CB-NRM.

Effective process to support CB-NRM under Output 3 (e.g., new policy document on CB-

¹ Operational mechanism is embodied in the endorsed and practiced guidelines/manuals on the process with roles of stakeholders to support CB-NRM, technical manuals on CB-NRM, and the policy recommendations.

NRM) will aim to promote CB-NRM in the Lacro and Comoro river basins, in principle.



Views of the Noru Sub-watershed (Lacro)

Project Period

The Project will be implemented over 58 months from January 2011 to October 2015.

Implementing Agency

The National Directorate for Forestry (NDF) of MAF shall bear the principal responsibility for the implementation of the Project as the implementing agency. The MAF District Office in Aileu shall cooperate with NDF in the implementation of the activities for Output 1.

Key Principles in Implementation

The Project will be implemented in line with the following key principles:

- participation and capacity building of local people;
- full involvement of the counterparts in the project;
- continuous dialogs among NDF/MAF on the new policy document on CB-NRM; and
- close coordination among the stakeholders.

Plan of Operations

The major activities planned in the Project are:

Under Output 1:

- Baseline survey and PRA in six villages
- Participatory land use planning in the villages
- Micro programs in the villages

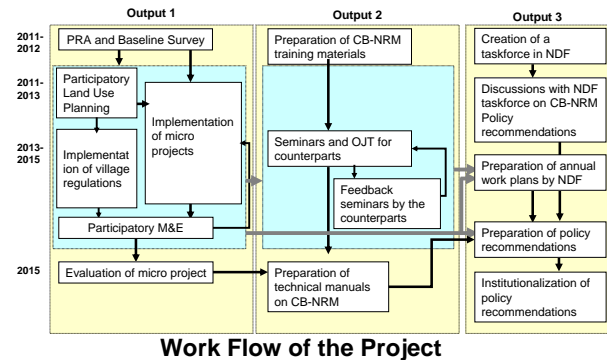
Under Output 2:

- Training need assessment
- Preparation of a training plan and materials
- Seminar-type training and OJT on CB-NRM
- Development of technical manuals

Under Output 3:

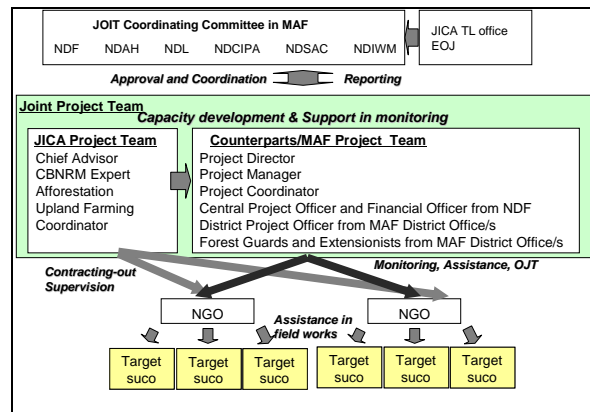
- Formation of a working team in NDF

- Discussions with NDF on CB-NRM policy recommendations
- Preparation of policy recommendations



Institutional Framework

The Project will be jointly implemented by JICA and NDF as well as the MAF District Office in Aileu. The Joint Coordinating Committee composed of the national directorates of MAF will be organized for effective implementation of the Project.



Institutional Framework for Implementation

A JICA Project Team composed of the following experts will help NDF implement the Project.

- Chief Advisor/Rural Development/Agroforestry
- Co-chief Advisor/Natural Resource Management
- Reforestation/Afforestation
- Upland Farming/Livelihood Development
- Coordinator

From now on....

The Project is about to go into full-scale operation. So we believe that we can introduce the target villages in the next issue.

For more information or any valuable comments, please contact us at: JICA Project Team, 1st Floor, Directorate Nacional das Floresta, Caicoli, Dili, Timor-Leste.
Land line: 333-1125 (Tel/Fax)

The Project for Community-Based Sustainable Natural Resource Management

We are pleased to share the progress of our project, the Project for Community-Based Sustainable Natural Resource Management, as described hereinafter. In this issue, we would like to introduce the project target villages and major progress made by the Project as of July 31, 2011.

Target Villages

In full consultation with National Directorate for Forestry and MAF District Office in Aileu, the MAF and JICA Project Teams selected the following villages as the target villages among those located in the priority sub-watersheds designated by the preceding JICA Study in 2009.

Noru sub-watershed in Laclo River Basin

- Suco Faturasa (Remexio Sub-district)
- Suco Fadabloco (Remexio Sub-district)
- Suco Hautoho (Remexio Sub-district)

Bemos sub-watershed in Comoro River Basin

- Suco Tohumeta (Laulara Sub-district)
- Suco Madabeno (Laulara Sub-district)
- Suco Talitu (Laulara Sub-district)

The Project will work in the target villages to introduce a mechanism on community-based natural resource management in the villages until March 2015.

Village Profiling Survey

In February and March 2011, the Project conducted Participatory Rural Appraisal (PRA) in the following four villages: namely, Suco Faturasa, Suco Fadabloco, Suco Madabeno, and Suco Talittu, to assess the characteristics of the villages. Local communities in the four villages discussed the following topics in PRA:

- a. Resource mapping;
- b. Transect walking;
- c. Trend analysis;
- d. Seasonal calendar;
- e. Group discussion on shifting cultivation;
- f. Group discussion on present land use;
- g. Group discussion on natural resource use;
- h. Institutional Venn Diagram; and
- i. Group discussion on traditional rules/norms.



Resource Mapping at Fadabloco Village

Discussion through RPA were good opportunities for the communities to review and reconsider the current situations of the villages, especially those of natural resources in their localities.

Major Features of the Villages

The major features of the four target villages are summarized below.

Suco Faturasa

Suco Faturasa is one of the villages where the preceding JICA Study had implemented the pilot projects in



2008 and 2009. The village is located about 2 and half hours north-east from Dili. The major features of the village are as follows:

Items	Descriptions
Land use	Shifting cultivation, Permanent farm, Eucalyptus forests, Coffee plantation
Land tenure	A few clan groups own all the lands in the village.
Major crops	Maize, Cassava, Coffee, and Orange
Major issues	Crop damage caused by animal has been the crucial issue in the village.
Traditional rules on NRM	The traditional rules have been effective from 2008 with the written regulations.
Strengths on NRM	The traditional regulations and future land use plan are already in place and have been implemented effectively. The suco leaders have regularly monitored the implementation of the regulations.

Suco Fadabloco



Suco Fadabloco is located next to Suco Faturasa but has slightly good accessibility from Dili. It is located about 2 hours north from Dili. The features of the village are similar with those of Suco Faturasa as shown below.

Items	Descriptions
Land use	Shifting cultivation, Eucalyptus forests, Coffee plantation, Orange plantation
Land tenure	All households own the lands in the village. On average, one household holds one to seven plots for shifting cultivation.
Major crops	Coffee, Vegetables, Oranges, Maize and Cassava
Major issues	Frequent forest fires
Traditional rules on NRM	The traditional rules have not been effective since the Indonesian occupation.
Streangths on NRM	The expectation for the Project is very high among the village as they have found the results of the JICA preceding study in Suco Faturasa.

Suco Talitu

Suco Talitu is located at the uppermost catchment of the Bemós river, which is the source of water to



Dili city. Suco Talitu is the closest village among the target villages and located less than 1 hour from Dili. The area is famous for the production of industrial crops, such as coffee, clove and pepper. The major features of the village are given below.

Items	Descriptions
Land use	Coffee, Coffee mixed with clove/pepper, Eucalyptus forests, Shifting cultivation
Land tenure	All households own the lands in the village.
Major crops	Coffee, Clove, Pepper, Maize, Cassava
Major issues	One of the sub-villages is not suitable for production of coffee and clove and still need to practice shifting cultivation.
Traditional rules on NRM	Traditional rules have not been effective since the Indonesian occupation.
Streangths on NRM	The communities in Suco Talitu are eager to protect their plantation from any damage.

Suco Madabeno

Suco Madabeno is located next Suco Tohumeta, which is also one of the villages where the preceding JICA Study had



implemented the pilot projects in 2008 and 2009. One of the remarkable features of the village is that the village has already developed the village regulations on their own initiatives in 2010.

Items	Descriptions
Major land use	Shifting cultivation, Eucalyptus forests, Coffee plantation
Land tenure	All households own the lands in the village. On average, one household holds one to seven plots for shifting cultivation.
Major crops	Coffee, Maize, Cassava, Vegetables, and Sweet potato
Major issues	Although the village revived the traditional rules in 2010, many communities in the village have yet understand them well.
Traditional rules on NRM	The traditional rules have been effective from October 2010 with the village regulations in writing.
Streangths on NRM	Since the village regulations were not as effective as expected, the expectation for the project seems to be high among the village leaders.

Participatory Land Use Planning

The participatory land use planning (PLUP) is well known as the process where local communities can prepare a future land use map with the associated management plan in a participatory manner. PLUP has been successfully applied in many community-based forest management projects in Asian and other regions in the world so far.

The Project is also designed to introduce PLUP as the entry activity on a village level since its effectiveness in identifying the needs for sustainable natural resource management in the localities was already proved in the JICA Study in 2008 and 2009. What makes PLUP of the Project unique is to integrate the future land use plan and the rules on natural resource management into the traditional rules (*Tara Bandu*) in the villages and publicly announce them in a traditional manner.

A series of discussions and group works, as listed below, have been and will be organized at

the target villages from May to August 2011 in the process of PLUP.

- i) Organization of a working team in each vilalge
- ii) Exposuere visist to Suco Faturasa
- iii) Present land use mapping
- iv) Future land use planning
- v) Review of the traditional/customary rules in the past
- vi) Discussion on the draft village by-laws including the rules on natural resource management
- vii) Consultation meetings with local communities at each sub-village (Aldeia) of the village
- viii) Announcement of the village by-laws in Tara Bandu ceremony.

Process of PLUP

Results of PLUP in the Villages

As of July 31, 2011, local communities in the target villages have completed the procedures from items i) to vii) described above with the assistance of two NGOs based in Timor-Leste. Some highlights of the respective activities are summarized in the following sections.

Organization of Working Groups

Each village organized a working group selecting about 20 persons composed of the members of the village council, traditional leaders and other elders in the village from May to July 2011. The working group of each village functions as a core group in making the future land use plan and village regulations of the respective villages.

Exposure Visit to Suco Faturasa

The NGOs took the working groups of Sucos Fadabloco, Talitu, and Madabeno to Suco Faturasa to enable them to get a clear picture of the process and outputs of the PLUP activities through sharing the experience in Suco Faturasa, where the preceding JICA Study had already conducted PLUP in 2008 and 2009.



Exposure Visit to Suco Faturasa

The exposure visit helped the members of the working group deepen their understandings of PLUP and envisage the outcomes from the forthcoming activities.

Present Land Use Mapping

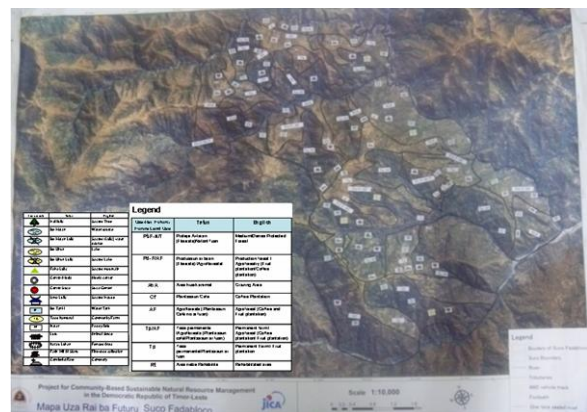
The working groups of the target villages except Suco Faturasa developed the present land use maps using aerial photo maps covering the target village and resource maps prepared in PRA.



Present Land Use Mapping at Suco Madabeno

Future Land Use Planning

The working groups further discussed how to manage and use the existing forests and other land uses in the respective present land use maps. All the working groups decided to i) protect dense natural forests, ii) rehabilitate degraded natural forests; iii) use sparse forests for production forests, agro-forests, or coffee/orchard plantations, iv) convert the areas for shifting cultivation into permanent forms of use, such as coffee/orchard plantations, farms with soil conservation measures, and agro-forests; and iv) protect water sources in the village.



Future Land Use Map in Suco Fadabloco

Preparation of the Draft Village By-laws

The working groups drafted the village by-laws including the rules on natural resource management reviewing the traditional rules that they had obeyed in the Portuguese era.



Review of Village Regulations in Suco Faturasa

As the traditional rules used in the Portuguese era were not in a written form, the review of the past rules was not always easy for the members. However, “strong but coercive and undemocratic” was their common understanding of the past rules. Having reviewed the past traditional rules, the working groups came up with the village by-laws discussing not only the rules on natural resource management but also those related to social norms as well as a mechanism to implement the village by-laws. The outlines of the draft village by-laws of Suco Fadabloco are given below as an instance.

- Chapter 1: General and Definition
- Chapter 2: Objectives and Coverage
- Chapter 3: General Rules
- Chapter 4: Future Land Use in the vVillage
- Chapter 5: Rues on the Use and Management of Natural Resources
- Chpater 6: Rules on Management of Livestock Animals
- Chapter 7: Institutional Framework for Implementation
- Chapter 8: Implementation System of the Regulations
- Chapter 9: Monitoring of Implementation and Information Dissemination to Communities
- Chapter 10: Financial Management
- Chapter 11: Fines and Penalties
- Chapter 12: Final Provision and Effectiveness

Outlines of the Village By-laws of Suco Fadabloco

Consultation Meetings with Communities

From the middle to end of July 2011, the working groups of the villages have held the consultation meetings at sub-village level with the assistance of the NGOs. In the meeting, the members of the working groups have explained

the draft village by-laws to local communities and replied the questions raised by participants in the meetings. A total of 1,027 persons participated in the consultation meetings in the target villages as shown below.

- Suco Faturasa: 206 persons for 4 days
- Suco Fasabloco: 347 persons for 4 days
- Suco Talitu: 257 persons for 3 days
- Suco Madabeno: 217 persons for 3 days

Although there were a few minor collections required as a result of the consultation meetings, all the working groups were able to gain a consensus on the village by-laws and future land use plans from local communities in the respective target villages.



Consultation Meeting at Suco Talitu

Next Steps

In August 2011, each target village is planning to organize a traditional ceremony (Tara Bandu) to announce their village by-laws to the communities residing in and around the villages. Although the traditional ceremony will be the moment when local leaders and other members of the working groups may feel a sense of accomplishment, this will also be the time when the real challenge starts. We believe that the governance capacities including those for natural resource management will be substantially developed in the process of the implementation of the village by-laws.

Hence, we will keep helping them implement the village by-laws and future land use plans in the target villages with the NGOs until March 2015.

For more information or any valuable comments, please contact us at: JICA Project Team, 1st Floor, Directorate Nacional das Floresta, Caicoli, Dili, Timor-Leste.
Land line: 333-1125 (Tel/Fax)

The Project for Community-Based Sustainable Natural Resource Management

This issue introduces the following works carried out in the target villages from October 2011 to March 2012.

- 1) Selection of Micro Programs;
- 2) Preparation of Implementation Plans; and
- 3) Implementation of the Micro Programs in the Target Villages.

Selection of Micro Programs

Four target villages (i.e., Suco Faturasa, and Suco Fadabloco in Remexio Sub-district and Suco Madabeno and Suco Talitu in Laulara Sub-district) went through the following process to identify and select the priority micro programs with the assistance of the NGOs.

Process of Selection

Workshop	Selected Micro Programs
First Workshop	- Review of potential micro programs long-listed based on the site conditions of the villages - Selection of micro programs by different groups in the village (e.g., male and female)
Second Workshop	- Evaluation of the selected micro programs in terms of technical viability, impact, and relevance to the future land use plan, etc. - Selection of two prioritized micro programs
Third Workshop	- Discussion of the scopes of the prioritized micro programs and responsibilities of the stakeholders - Agreement on the scopes of the micro programs with roles of the stakeholders among the villages, NDF, and JICA Project Team

As a result of the discussions, the following micro programs were selected by the target villages as priority ones.

Micro Programs selected in the Target Villages

Suco	Selected Micro Programs
Faturasa	- Sustainable Upland Farming Promotion with Community-Based Seed Extension Micro Program (SUFPP with CBSE-MP)
Fadabloco	- Sustainable Upland Farming Promotion with Community-Based Seed Extension Micro Program (SUFPP with CBSE-MP) - Income Generating / Livelihood Development Micro Program (IG/LD-MP)
Madabeno	- Sustainable Upland Farming Promotion Micro Program (SUFPP-MP) - Seedling Production and Tree Planting Promotion Micro Program (SPTPP-MP)
Talitu	- Sustainable Upland Farming Promotion Micro Program (SUFPP-MP) - Seedling Production and Tree Planting Promotion Micro Program (SPTPP-MP)

Source: JICA Project Team (2011)



Group Discussions for Selection

Preparation of Implementation Plans

In December 2011, the JICA Project Team drafted the three-year's implementation plans of the respective micro programs based on the scopes agreed on by the villages in the selection of micro programs. The drafted plans were finalized after the review of NDF/MAF in January 2012.

Implementation of the Micro Programs in the Target Villages

In February and March 2012, two NGOs, USC-CTL and Halarae Foundation, hired by the JICA Project Team for assistance in the implementation of the micro programs, carried out the following activities in the four villages.

- 1) Selection of community members who participate in the micro program and organization of beneficiaries' groups;
- 2) Determination of visions and missions of the beneficiaries' groups and selection of the key members (i.e., leader, vice leader, and core members);
- 3) Conduct of exposure visits/study tours to the villages where similar activities have been implemented successfully; and
- 4) Development of work plans of the micro programs in a participatory manner.

Some highlights of the results of the activities are outlined below.

Group Organization and Determination of Visions and Missions of the Groups

A total of 21 beneficiaries' groups were formed by 931 communities members in the target

villages as of the end of March 2012. The beneficiaries’ groups were formed on a sub-village (aldeia) level for each micro program.

Beneficiaries’ Groups organized

Sucos	Micro program	Beneficiaries’ groups	No. of members
Faturasa	SUFP with CBSE-MP	4	160
Fadabloco	SUFP with CBSE-MP	4	160
	IG/LD-MP	4	160
Madabeno	SUFP-MP & SPTPP-MP	6	302
Talitu <1	SUFP-MP & SPTPP-MP	3	149

Note: <1 One sub-village have not determined the members of the beneficiaries’ group as of the middle of March 2012.

Each beneficiaries’ group discussed the visions/missions of the group and selected key members of the group clarifying their roles and responsibilities.



Meeting for Group Formation at Madabeno

Exposure Visits/Study Tours

In February 2012, the NGOs took a total of 247 members of the beneficiaries’ groups to four (4) villages where similar activities to the micro programs have been successfully introduced in February 2012.

Summary of the Exposure Visits

Micro program	Place of visit	Date of visit	Participants
SUFP with CBSE-MP in Faturasa & Fadabloco	Suco Umakaduak, Laçlo	Feb.28, 2012	78 persons
IG/LD-MP in Fadabloco	Suco Edi, Ainaro	Feb.21 and 22, 2012	13 persons
SPTPP-MP in Talitu & Madabeno	Suco Quintal Portugal, Aileu	Feb. 23, 2012	78 persons

Micro program	Place of visit	Date of visit	Participants
SUFP-MP in Talitu & Madabeno	Suco Behau, Manatutu	Feb. 24, 2012	78 persons

The exposure visits were good opportunities for the members of the groups to have a general idea on the micro programs prior to the implementation.



Exposure Visit/Study Tour to Suco Umakaduak

Participatory Work Planning

The NGOs held a two-day workshop for each micro program in each target village in March 2012. The beneficiaries’ groups for each micro program developed an annual work plan of the respective programs determining the schedule of the works and their responsibilities as well as others. Participatory planning was effective in getting a clear picture of the micro programs and enhancing their responsibilities for implementation.

Next Steps

In April/May 2012, the beneficiaries’ groups in the target villages will start the implementation of the micro programs according to the work plans prepared with the assistance of the NGO. The JICA and MAF Project Teams will supervise their activities to keep the micro programs on the right track. We will keep sharing the results of the micro programs as the programs progress.

For more information or any valuable comments, please contact us at: JICA Project Team, 1st Floor, Directorate Nacional das Floresta, Caicoli, Dili, Timor-Leste.
Land line: 333-1125 (Tel/Fax)

The Project for Community-Based Sustainable Natural Resource Management

This issue introduces the progress of the Project, especially the activities related to Output 1, which aims to develop a mechanism to promote CB-NRM on a village level, in the second quarter (April-June) of 2012.

Output 1:

1.1 Participatory Land Use Planning in Suco Hautoho and Tohumeta

A series of Participatory Land Use Planning (PLUP) workshops have been held in Suco Hautoho and Tohumeta to help the villages develop the future land use plans and village regulations of the villages. The outlines of the workshops held in the villages are as follows:

Workshop	Descriptions
Group formation	Organized a working group at each village.
Exposure visit	Visited Suco Faturasa with selected members.
Present land use mapping	Prepared a land use map of each village.
Future land use planning	Prepared a future land use plan of each village.
Review of the past and existing rules	Reviewed the past or existing rules in the villages.
Discussions on the regulations	Discussed and developed the village regulations
Presentation of the village regulations	Reviewed the draft village regulations

Source: JICA Project Team (2011)

(1) Group formation

A working group composed of about 20 members including Chef de Suco, Chef de Aldeia, and other members of Suco Council was formed in Suco Hautoho and Tohumeta, respectively. The communities of both villages defined the roles and responsibilities of the members of the working groups.

(2) Exposure Visit

A total of 28 members of both groups (17 from Hautoho and 11 from Tohumeta) were taken to Suco Faturasa, which has implemented the village reguillage since August 2008, so as to get a clear picture of the process and expected results of the PLUP activities. The members participated in the exposure visit were fully motivated by seeing a role model.

(3) Present Land Use Mapping

A two-day workshop was held in each village in the first week of June 2012 to help the members develop a present land use map of the village using an aerial photo map at a scale of 1/7,500. Each working group developed the present land use map of the village depicting the following information onto the aerial photo maps covering the respective villages.

- Boundaries of aldeia
- Road/river/stream
- Settlements and sacred places
- Water source
- Forests (Dense/Medium/Sparse forests)
- Coffee plantation
- Farms (permanent and shifting cultivation)
- Waste land



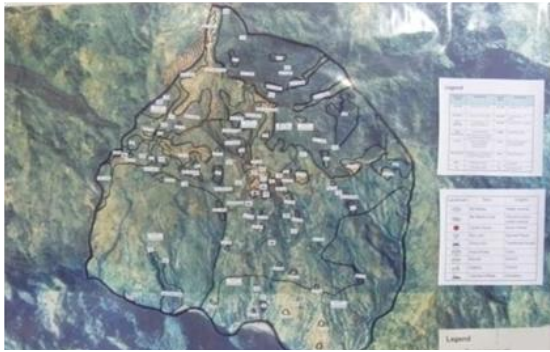
Present Land Use Mapping

(4) Future Land Use Planning

The working groups of Suco Tohumeta and Hautoho further had two-day workshops in the third week of June 2012. Having assessed the functions and values of the land uses and forests in the village, each group determined how to use and manage the lands and forests in the village in future. The future land uses proposed by the villages are shown below.

Suco	Future Land Category
Hautoho	<ul style="list-style-type: none"> - Dense Protected Forest - Dense/Medium Protected Forest - Medium Rehabilitated/Protected Forest - Coffee Plantation - Plantations (Timber / Orchard) - Permanent/Fixed Farm - Protected Water Source
Tohumeta	<ul style="list-style-type: none"> - Dense Protected Forest - Dense Rehabilitated-Protected Forest - Medium Rehabilitated-Protected Forest - Coffee Plantation - Plantations (Timber / Orchard / Coffee) - Permanent/Fixed Farm - Home Garden - Protected Water Source

Source: JICA Project Team



Future Land Use Map of Suco Tohumeta

(5) Review of Past and Existing Rules

The working groups of Suco Tohumeta and Houtoho reviewed the existing or past rules of the villages on June 20 and 21, respectively. The former revised the existing village regulations developed in August 2008, while the latter evaluated the past rules that they had obeyed in the Portuguese and Indonesian times and identified good and bad points of those rules.

(6) Discussions on the Draft Regulations

The working groups of Suco Houtoho further discussed the major body of the regulations on June 22 and 26, 2012. Briefed on the typical outlines of the regulations, the working group discussed the articles of the village regulations composed of the following chapters with the assistance of the NGO and Project Teams.

- Chapter 1: General and Definition
- Chapter 2: Objectives and Coverage
- Chapter 3: General Rules
- Chapter 4: Future Land Use in the Village
- Chapter 5: Rules on the Use and Management of Natural Resources
- Chapter 6: Rules on Management Livestock Animals
- Chapter 7: Institutional Framework for Implementation
- Chapter 8: Implementation System of the Regulations
- Chapter 9: Monitoring of Implementation and Information Dissemination to Communities
- Chapter 10: Financial management
- Chapter 11: Fines and Penalties
- Chapter 12: Final Provision and Effectiveness

(7) Presentation of the Draft Regulations

The JICA Project Team drafted the village regulations of both villages in writing based on the discussions made. The working groups in Suco Tohumeta and Houtoho agreed on the draft versions of the regulations on June 26 and July xx, respectively, having confirmed if the regulations covered all the points that they discussed in the previous sessions. It was also agreed among the members that they would

explain the draft regulations with the future land use plan to other communities of the village in the consultation meetings at each aldeia in July 2012.



Meeting with the working group

1.2 Implementation of the Micro Programs in the Four Villages

The NGOs assisted the beneficiaries' groups in the implementation of the micro programs in the four target villages. As of the end of June 2012, the following activities were carried out

- i) Hands-on training in making compost under the Sustainable Upland Farming Promotion with Community-Based Seed Extension Micro Program (SUFP with CBSE-MP) in Suco Faturasa and Fadabloco
- ii) Hands-on training in making dried sweet potato under Income Generating/Livelihood Development Micro Program (IG/LD-MP) in Suco Fadabloco
- iii) Hands-on training in establishing a community nursery under the Seedling Production and Tree Planting Promotion Micro Program (SPTPP-MP) in Suco Madabeno and Talitu
- iv) Identification and selection of potential sites for the demonstration plots for the Sustainable Upland Farming Promotion Micro Program (SUFP-MP) in Suco Madabeno and Talitu

(1) Hands-on training in making compost

A total of 500 members in Suco Faturasa and Fadabloco participated in the two-day training courses on compost making. The training courses were held for each beneficiaries' group at the demonstration plot of each group. Through the courses, each group made a wooden frame enough for about 1.5~2.5 ton of compost and piled the materials of compost in the frame in a proper manner. As a result, a total of 10 compost frames stuffed with the materials were developed at the respective demonstration plots.



Compost made by the group

(2) Hands-on training in making dried sweet potato

On June 12 and 19, the NGO with the assistance of PARCIC (a NGO working in Maubessi) conducted the first batch of training in making dried sweet potato for all the women’s groups of IG/LD-MP in Suco Fadabloco. The members of the groups learned and practices the whole process of producing dried sweet potato from processing to packaging of the products. The remaining three batches of the same training will be conducted in July and August, so that the members of the groups can fully acquire techniques of producing dried sweet potato.



Training in making dried sweet potato

(3) Hands-on training in establishing a community nursery

The beneficiaries’ groups of SPTPP-MP in Suco Madabeno and Talitu engaged in the following activities for establishment of community nurseries at aldeia level in May and June 2012.

- a. Land preparation for a nursery
- b. Installation of a watering system
- c. Building of a framework of a nursery
- d. Thatching and fencing the nursery
- e. Preparation of a seedbed
- f. Selection and preparation of seeds
- g. Selection of sources of black soils
- h. Sowing of seeds



Training in establishing a nursery

OUTPUT 2:

2.1 Technical Seminars on CB-NRM Techniques

In June 2012, the following two technical seminars were held for the members of the MAF Project Team, so as to enhance their understanding of CB-NRM and its associated techniques/skills.

Technical seminar	Date of Seminar	No. of participants
Seminar on major techniques of the micro programs (SPTPP-MP, SUFP / CBSE-MP, IG/LD-MP) and PLUP	June 8, 2012	12 persons
Seminar on overall concept of CB-NRM	June 18, 2012	14 persons

Source: JICA Project Team (2011)



Seminar on the micro programs

2.2 OJT in Monitoring and Implementation of the Project

In order to learn the process of the participatory land use planning (PLUP) as well as the procedures for the implementation of the micro programs in the villages, the members of the MAF Project Team has engaged in the following activities as a part of on-the-job training (OJT).

- a. Monitoring of and assistance in the discussions of PLUP in Suco Tohumeta and Hautoho
- b. Observation of and assistance in the operations of hands-on training in Suco Faturasa, Fadabloco, Madabeno, and Talitu

- c. Monitoring of the progress of the micro programs in Suco Faturasa, Fadabloco, Madabeno, and Talitu



OJT in field monitoring

handed over to MAF/NDF on June 14, 2012 to improve the mobility of the JICA and MAF project Teams.



Hand-over of Project Vehicles

2.3 Preparation of Draft CB-NRM Information Kit

The JICA Project Team compiled the existing techniques and skills useful for promotion and implementation of CB-NRM in the target river basins into the draft CB-NRM Information Kit. The effectiveness of the techniques and skills collected for the information kit has ever been demonstrated in Timor-Leste or other Asian countries. The information kit was submitted to MAF/NDF on June 29, 2012 for their reviews. It will be finalized in August/September 2012 after a careful review of comments from NDF/MAF.

OUTPUT 3:

3.1 Preparation for the 3rd Meeting of the Working Team

The JICA Project Team prepared the proposal for the 3rd meeting of the working team to discuss the following topics.

- Current situation of the forestry sector
- Major stakeholders in the sector and their roles
- Progress and status of the forest sector policy
- Major constraints to the achievement of the goal/objectives of the forest sector policy
- Action to be taken for achievement of the goal/objectives of the policy

The proposal was submitted to NDF and distributed to all the members of the working team on June 28, 2012 calling for a meeting with the members in August 2012.

OVERALL PROJECT MANAGEMENT:

4.1 Hand-over of Project Vehicles

Two (2) units of the project vehicles, in addition to four (4) units of motorbikes, were officially

On the same day, the JICA and MAF Project Team also exchanged the internal agreement on the use and management of the project vehicles, which recognized the exclusive utilization of the vehicles for the project purposes under the supervision of Project Manager of the Project.

4.2 Arrangement for Counterparts' Training in Japan

The MAF Project Team selected two counterparts as the candidates for the training course in Japan, which is scheduled in September 2012. The JICA Project Team helped the candidates prepare the application forms for the training course.

Next Steps

In the next quarter (July to September 2012), the Project plans to conduct several hands-on training courses for the beneficiaries' groups of the respective micro programs in the four target villages and help the village leaders of Suco Tohumeta and Hautoho finalize the village regulations and future land use plans after consultation meetings with local communities in each aldeia.

The JICA and MAF Project Teams will supervise the field activities to keep the micro programs and PLUP on the right track. The JICA Project Team also plans to arrange several technical seminars for the members of the MAF Project Team for the same period.

For more information or any valuable comments, please contact us at: JICA Project Team, 1st Floor, Directorate Nacional das Floresta, Caicoli, Dili, Timor-Leste.
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The Project for Community-Based Sustainable Natural Resource Management

We really regret that we were not able to update the information of the Project since we issued the last issue of the newsletter in August 2012. This issue introduces the progress and accomplishments made by the Project from July 2012 to March 2013.

Development of a Mechanism on CB-NRM on a Village Level (Output 1)

1.1 Participatory Land Use Planning in Suco Hautoho and Tohumeta

In Sucos Hautoho and Tohumeta, local communities engaged in the following activities with the assistance of the Project from July to December 2013.

- a. Tara Bandu ceremonies
- b. Selection of supporting programs

(1) Tara Bandu Ceremonies

Local communities in Suco Hautoho held a traditional ceremony named Tara Bandu ceremony on August 14, 2013 inviting more than 400 participants including Secretary of State for Forest and Nature Conservation, Chief Representative of JICA Timor-Leste Office, and Sub-district Administrator of Remexio. In the ceremony, the village leaders announced the enforcement of the village regulations briefing the major articles. The same was held in Suco Tohumeta on September 4, 2013 with about 70 participants including Sub-district Administrator of Laulara, District Director of MAF in Aileu, and representative of NDF.



Tara Bandu Ceremony @ Hautoho

(2) Selection of Supporting Programs

Local communities in both villages were further assisted by the NGOs in the selection of a/ priority program/s (so-called “micro program”)

among the potential ones listed by the JICA Project Team through the following workshops held in December 2012.

Workshop	Descriptions
Workshop 1	Presentation of long-listed potential micro programs and selection of preferable micro programs
Workshop 2	Evaluation of the selected preferable micro programs and selection of priority micro programs
Workshop 3	Discussion on draft scope/s of the priority micro program/s

Source: JICA Project Team (2013)

The communities agreed to implement the following programs from January 2013 to materialize the future land use plans of the respective villages.

Suco	Descriptions
Hautoho	Sustainable Upland Farming Promotion with Community-Based Seed Extension Micro Program (SUFPP with CBSE-MP)
	Income Generating/Livelihood Development Micro Program (IG/LD-MP)
Tohumeta	Sustainable Utilization of Backyard Garden/Permanent Farm Micro Program (SUBG/PF-MP)

Source: JICA Project Team (2013)



Workshop @ Tohumeta

1.2 Enforcement of the Village Regulations in the Six Target Villages

The leaders of the six (6) target villages including Sucos Hautoho and Tohumeta have periodically held the village meetings to monitor the enforcement of the village regulations in the villages. In the meetings, the leaders discussed the issues and problems that they found in the villages and figured out the possible actions to be taken to solve the problems with the assistance from the NGOs. The leaders have enhanced their governance capacity as they have settled the problems through the meetings. Consequently, the incidence of illegal activities, such as forest fires, illegal logging, and illegal animal grazing, has drastically reduced as compared to the conditions before the Project.

1.3 Implementation of Micro Programs in Sucos Faturasa and Fadabloco

(1) Sustainable Upland Farming Promotion with Community-Based Seed Extension Micro Program (SUFP with CBSE-MP)
From August 2012 to March 2013, the following hands-on training courses (or Field Farmers' Schools: FFSs) were organized in the demonstration plots in each aldeia of Sucos Faturasa and Fadabloco for the members of the beneficiaries' groups for SUFP with CBSE-MP.

- Application of bench terrace techniques
- Application of contour composting techniques
- Land preparation with compost application
- Selection of seeds
- Seeding/planting
- Preparation of liquid fertilizer
- Maintenance of farms with application of liquid fertilizer
- Planting of green manure



Training on Bench Terrace @ Fadabloco

Improved varieties of upland crops (i.e., maize, sweet potato, peanut, and cassava) supported by Seed of Life were planted in the demonstration plots so that the beneficiaries' groups could produce improved seeds to distribute to the members in the next cropping season.

(2) Income Generating/Livelihood Development Micro Program (IG/LD-MP)
Simultaneously, four (4) women groups in Fadabloco received the following hands-on training sessions for the same period to diversify the income opportunities using local resources.

- Dried sweet potato production
- Herb tea production
- Salted vegetable production
- Banana and cassava chips production
- Sewing machine utilization
- Bag making using recycle rice sacks

Aside from the hands-on training, the members of the women's group received lectures and

training on marketing, accounting, and promotion of products.



Training on Sewing @ Fadabloco

1.4 Implementation of Micro Programs in Sucos Madabeno and Talitu

(1) Sustainable Upland Farming Promotion Micro Program (SUFP-MP)

Likewise, the beneficiaries' groups for SUFP-MP in Sucos Madabeno and Talitu had participated in the same hands-on training/FFS sessions as those in Suco Faturasa and Fadabloco. In Sucos Madabeno and Talitu, only local varieties of upland crops were planted in the demonstration plots.

(2) Seedling Production and Tree Planting Promotion Micro Program (SPTPP-MP)

The beneficiaries' groups for SPTPP-MP in both villages had engaged in the following activities in the nurseries established in each aldeia as On-the-Job Training (OJT). Prior to the OJT, the NGO arranged and organized hands-on training/FFS sessions on the same techniques at each nursery.

- Mixing of soils with sands and compost
- Filling of soils into poly bags
- Transplanting of sprouts into poly bags
- Planting of teak cuttings into poly bags



Nursery Operations @ Madabeno

In addition to training/OJT in production of seedlings, the following hands-on training/FFS

courses were provided for the beneficiaries' groups for SPTPP-MP in the demonstration plots established at aldeia level.

- Delineation of contour lines (use of an A-frame)
- Staking
- Pitting
- Refilling and planting
- Maintenance of seedlings planted

After the above-mentioned hands-on training sessions except that for maintenance of seedlings, the beneficiaries' groups distributed the seedlings produced in the nurseries to the respective members so that the members could plant seedlings in their plots in accordance with the techniques that they learned through a series of training. A total of 21,139 seedlings were planted by 244 households in the individual plots in both villages.



Training in Planting Sandalwood @ Madabeno

1.5 Implementation of Micro Programs in Sucos Hautoho and Tohumeta

On the other hand, the preparatory works, namely, i) organization of the beneficiaries' groups for the selected micro programs, ii) exposure visits for core members of the beneficiaries' groups, and iii) preparation of work plans for the micro programs, were carried out in Sucos Hautoho and Tohumeta in January and February 2013. As a result, three (3) beneficiaries' groups were organized each for SUFP with CBSE-MP and IG/LD-MP in Suco Hautoho, while eight (8) groups were organized for SUBG/PF-MP in Suco Tohumeta.

Development of the Stakeholders' Capacity for CB-NRM (Output 2)

2.1 Technical Seminars on CB-NRM Techniques

From August 2012 to March 2013, the following technical seminars were held for the MAF

Project Team to enhance their understanding of CB-NRM and its associated techniques/skills.

Technical seminar	Date	No. of CPs
Facilitation skills	Oct. 8, 2012	14 persons
Major techniques and skills of the micro programs	Nov. 9, 2012	13 persons
PRA	Jan. 22, 2013	13 persons
Participatory planning, monitoring and evaluation	Feb. 11, 2013	14 persons

Source: JICA Project Team (2013)



Seminar on Facilitation Skills

2.2 OJT on PRA

The JICA Project Team organized the OJT of the members of the MAF Project Team in conducting PRA sessions in Suco Fahisoi on January 23 and 24, 2013 so that they could practice the key PRA sessions in the field. A total of 15 members were involved in the preparatin of field sessions, operations of PRA, and report making in the course of the sessions.



OJT on PRA

2.3 OJT in Monitoring and Implementation of the Project

The members of the MAF Project Team have been involved in the following activities as part of OJT to enhance their capacity to implement a CB-NRM project in future.

- a. Observation of and assistance in the conducts of hands-on training courses programmed in the micro programs
- b. Monitoring of the progress of the micro programs

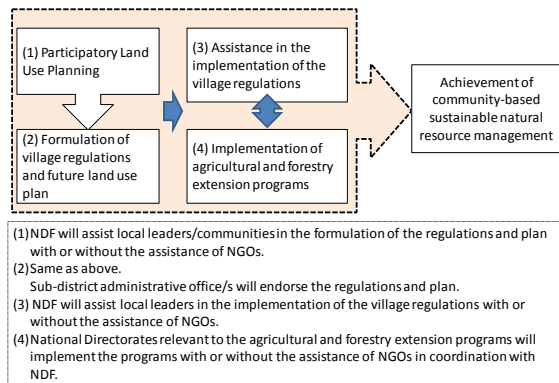
- c. Participation in monthly meetings to assist the leaders in the enforcement of the village regulations

Development of Policy Framework for Promotion of CB-NRM (Output 3)

3.1 Discussions of a Draft Framework of CB-NRM with the Working Team

The JICA and MAF Project Teams had the 4th meeting with the working group of NDF on January 15, 2013 to discuss the forest sector policy, forest management bill, and proposed mechanism on CB-NRM on a village level.

Through the meetings, the members confirmed that i) promotion of CB-NRM could contribute to the achievement of the objectives of the forest sector policy and ii) PLUP that the JICA CB-NRM Project has demonstrated in the target villages would be the key activity for Community Forest Management Agreement (CFMA) defined in the forest management bill. In the end, the members of the working team developed a draft framework of a mechanism to promote CB-NRM on a village level as follows.



Mechanism on CB-NRM on a Village Level

OVERALL PROJECT MANAGEMENT

4.1 Mid-term Review of the Project

A mid-term review of the Project was jointly conducted by MAF and JICA in February 2013. The mid-term review team made the following recommendations to the MAF and JICA Project Teams to make the Project more sustainable.

- a. Clarify the specific roles of the stakeholders
- b. Review the capacity development plan
- c. Develop an operational manual, technical manuals and policy recommendations
- d. Development of simplified methodology
- e. Information sharing among the project sites
- f. Awareness building for high officials

- g. Determination of the indicators of the PDM
- h. Monitoring of the indicators of the PDM

4.2 JCC Meetings

The JICA and MAF Project Teams assisted NDF in the organization of the 3rd and 4th JCC meetings in October 2012 and March 2013, respectively. In the former meeting, the members discussed the progress of the Project and approved the annual plan of operation (APO) of the Project for 2013, while the results of the mid-term review of the Project were the main topics discussed in the latter.



Third JCC Meeting © Dili

Next Steps

We believe that the Project is facing the turning point from the stage which focuses on demonstrating the effectiveness of CB-NRM activities in the field to the stage that aims to institutionalize mechanisms on introduction and promotion of CB-NRM not only at the village but also at the government level.

In 2013, we will, therefore, try to: i) help village leaders manage natural resources in a proper manner by using the village regulations; ii) help all the members apply the CB-NRM techniques introduced by the micro programs in their own farms/plots using the traditional collaborative working system; iii) develop the technical and institutional capacities of NDF to promote CB-NRM; and iii) draft policy recommendations with a new policy document for promotion of CB-NRM in the target river basins.

For more information or any valuable comments, please contact us at: JICA Project Team, 1st Floor, Directorate Nacional das Floresta, Caicoli, Dili, Timor-Leste.
Land line: 333-1125 (Tel/Fax)

The Project for Community-Based Sustainable Natural Resource Management

Greetings for the new year!!

We are happy to share with you the progress of the Project and some accomplishments that the Project has made from April to November 2013. More details of the progress of the Project are described in Progress Report (3) submitted to MAF/NDF in December 2013.

Development of a Mechanism on CB-NRM on a Village Level (Output 1)

1.1 Enforcement of the Village Regulations in the Six Target Villages

The village committees of the six (6) target villages, Sucos Madabeno, Talitu, and Tohumeta in Laulara Sub-district and Sucos Faturasa, Fadabloco, and Hautoho in Remexio Sub-district, have held the committee meetings on a monthly or bi-monthly basis to periodically monitor the implementation of the village regulations with the assistance of the NGOs.



In the meetings, the village leaders discussed the problems that they found at aldeia level and figured out the possible actions to solve any pending issues. Major issues and problems found in the target villages from April to November 2013 are summarized below.

Suco	No. of cases and issues related to NRM		
	Wildfire	Illegal cutting	Animal grazing
Talitu	0	0	2
Madabeno	0	4	7
Tohumeta	0	2	3
Fadabloco	2	1	4
Faturasa	6	2	1
Hautoho	2	0	0

Source: Progress Report (3), JICA CB-NRM Project (2013)

Although the incidence of the environmental destructive cases has been reduced since the

village regulations were in place in the villages, there were still cases of wildfire, illegal exploitation, and crop damage caused by free grazing as shown in the above-mentioned table. Accordingly, almost all the wildfires occurred in the areas along the borders with the neighboring villages, which have been used as common spaces for animal grazing by the surrounding villagers. It is therefore essential to come up with a scheme where the target villages could address the wildfire issue in collaboration with the neighboring villages to reduce the incidence of wildfires in the common use areas.

1.2 Implementation of Micro Programs

The following micro programs have been implemented in Sucos Faturasa, Fadabloco, Madabeno and Talitu since April 2012. The beneficiaries' groups for the micro programs of the sucos have gone through the 1st year's FFSS relevant to the respective micro programs from April 2012 to March 2013.

Sucos	No. of members
Faturasa	Sustainable Upland Farming Promotion with Community-Based Seed Extension Micro Program (SUFP with CBSE-MP)
Fadabloco	Ditto Income Generating/Livelihood Development Micro Program (IG/LD-MP)
Madabeno	Sustainable Upland Farming Promotion Micro Program (SUFP -MP) Seedling Production and Tree Planting Promotion Micro Program (SPTPP-MP)
Talitu	SUFP-MP SPTPP-MP

Source: JICA Project Team (2013)

On the other hand, Sucos Hautoho and Tohumeta have just started the first year curriculum of the following micro programs from April 2013.

Sucos	No. of members
Hautoho	SUFP with CBSE-MP IG/LD-MP
Tohumeta	Sustainable Use of Backyard/Permanent Farm Micro Program (SUB/PF-MP)

Source: JICA Project Team (2013)

(1) SUFP with CBSE-MP in Sucos Faturasa & Fadabloco

a. Results of FFSS in 2012

In April 2013, the beneficiaries' groups harvested maize and peanut planted in the demonstration plots in November/December 2012 and collected seeds (improved) for cropping in 2013.

Sucos	No. of members	Maize	Peanut
Faturasa	162 members	825 kg	60 kg
Fadabloco	153 members	380 kg	94 kg
Total	315 members	1,205 kg	154 kg

Source: USC-CTL (2013)

b. Organization of a Harvesting Ceremony

The NGO organized a harvesting ceremony at Suco Fadabloco on April 9, 2013 with the assistance of SoL inviting around 450 guests including Secretary of State for Forest and Natural Conservation, District Director of Aileu District MAF, Representative of JICA Timor-Leste Office, and experts from Seeds of Life and Worldbank.



Harvesting Ceremony @ Fadabloco

b. FFSs in 2013

A two-step training approach was adopted in the 2nd year's curriculum to disseminate the techniques among the members. Hence, the members have engaged in i) FFSs on all the techniques at the demonstration plots and ii) FFSs on the selected key techniques at the sub-group demonstration plots. The aim of the approach is to use the traditional collective working system (so-called “Halosan”) in the villages, in which families living close have worked together cooperatively. As the sub-group demonstration plots belong to the core members of the respective sub-groups, the NGO has encouraged them to help each other apply the techniques, which the members practiced in FFSs in the sub-group demonstration plots to the individual plots following the halosan system.

As of the end of November 2013, the following FFSs have been handled in the respective levels.

FFSs in the main demonstration plots

- a. Compost making
- b. Maintenance of compost
- c. Identification of a place for animal pen
- d. Installation of animal pen
- e. Clearing of weeds

- f. Cultivation with application of compost
- g. Selection of seeds
- h. Sowing/planting

FFSs in the sub-group demonstration plots

- a. Compost making
- b. Maintenance of compost
- c. Delineation of contour lines
- d. Application of contour compost
- e. Cultivation with compost application



Training in making compost

As of the end of November 2013, all the 315 members have applied all the key techniques demonstrated in FFSs in the sub-group demonstration plots.

(2) IG/LD-MP in Suco Fadabloco

Simultaneously, four (4) women groups composed of 40 women in Fadabloco have engaged in the following FFSs.

- Pickled vegetable production
- Clothes making
- Cassava chips production

The members have continuously practiced cassava chips production to improve the quality of the product. As a result, they have become able to produce quality cassava chips which can be sold at markets in Dili.



Training in making cassava chips

The NGO together with the JICA Project Team contacted an NGO named Kor-Timor, which has operated the local product promotion program of

MAF to promote cassava chips produced by the women’s groups. In November 2013, Kor-Timor started selling the products at its antenna shop on a trial basis.



(3) SUFF-MP in Sucos Madabeno & Talitu
Likewise, the two-step training approach was adopted in SUFF-MP in Sucos Madabeno and Talitu. As of the end of November 2013, the following FFSs have been conducted in the respective levels.

FFSs in the main demonstration plots

- a. Compost making
- b. Maintenance of compost
- c. Cultivation
- d. Application of compost
- e. Selection of seeds
- f. Sowing/planning

FFSs in the sub-group demonstration plots

- a. Compost making
- b. Maintenance of compost
- c. Delineation of contour lines
- d. Application of contour compost
- e. Cultivation with compost application



As a result of the two-step training, more than 200 members or about 90 % of the members have applied the techniques demonstrated in the sub-group demonstration plots to their own plots.

(4) SPTPP-MP in Sucos Madabeno & Talitu

In 2013, the beneficiaries’ groups decided to : i) newly establish three (3) additional nurseries to enhance the members’ participation in the nursery operations and ii) produce Rambutan, Longan, Citrus, Sandalwood, Clove, Mahogany, Teak, and Casuarina in the nurseries. A total of 14 beneficiaries’ groups composed of 295 members in the villages have engaged in the following activities so far.

- a. Establishment / rehabilitation of nursery
- b. Collection of soils and sands
- c. Sowing seeds
- d. Mixing of soils, sand, and other medium and filling of mixed soils into polybags
- e. Transplanting of sprouts
- f. Maintenance of seedlings



At the end of November 2013, about 31,000 seedlings including those left in the nurseries in 2012 were being raised in the nurseries.

The members have also learned how to prepare for planting seedlings through FFSs on the following topics:

- a. Compost making;
- b. Delineation of contour lines and sticking;
- c. Pitting; and
- d. Refilling with compost application.

(5) SUFF with CBSE-MP in Sucos Hautoho
The beneficiaries’ groups composed of 120 members have undergone the first year’s curriculum in the demonstration plots. As of the end of November 2013, the following hands-on training courses have been conducted in the respective demonstration plots.

- a. Compost making
- b. Maintenance of compost
- c. Cleaning of the plot
- d. Delineation of contour lines using A-frames
- e. Application of contour compost and bench terrace

- f. Cultivation
- g. Application of compost
- h. Selection of seeds
- i. Sowing/planting



Training in Making Compost

In general, almost all the members have actively participated in the training sessions listed above.

(6) IG/LD-MP in Sucos Hautoho

As of the end of November 2013, the women’s groups of the micro program have learned how to produce i) salted vegetables, ii) dried sweet potato, iii) herb tea using daleta and avocado/lime leaves, and iv) cassava chips through hands-on training and OJT. In particular, the core members have been able to produce quality products, although they have not sold any of their products.



Training in Making Salted Vegetables

The women’s groups will be given more opportunities to learn other skills, such as chips making and clothes making, in the coming months.

(7) SUB/PF-MP in Sucos Tohumeta

Like in the case of Suco Hautoho, the members of the beneficiaries’ groups have undergone the first year’s curriculum in the demonstration plots of the respective beneficiaries’ groups. As of the end of November 2013, the following FFSs have been arranged at the demonstration plots.

- a. Compost making

- b. Maintenance of compost
- c. Cleaning of the plot
- d. Delineation of contour lines using A-frames
- e. Application of contour compost
- f. Installation of compost basket
- g. Cultivation
- h. Application of compost
- i. Selection of seeds
- j. Sowing/planting

Despite the fact that the “two-step training approach” has not been introduced in Suco Tohumeta, the members of the beneficiaries’ groups have helped each other introduce the techniques that they learned in their own farms at their own initiatives. As of the end of November 2013, all the 86 members have applied the key techniques, such as compost production, contour compost, compost application, to their own farms.



Training in Application of Soil Conservation Measure (Contour Compost)

Development of the Stakeholders’ Capacity for CB-NRM (Output 2)

2.1 Technical Seminars for the MAF Project Officers

From April to November 2013, the following technical seminars have been held for the MAF project officers to enhance their understanding of CB-NRM and its associated techniques/skills.

Technical seminar	Date	No. of CPs
Terms of reference (TOR)	Jun. 7, 2013	2 persons <1
Major techniques and skills of the micro programs	Jun. 17 & 18, 2013	15 persons
Facilitation skills	Jul. 15, 2013	12 persons

Note: The seminar on TOR targets only the central NDF officers.
Source: JICA Project Team (2013)

2.2 Seminars for Other MAF Officers

The MAF Project Team held the following seminar and cross visit for the officers in the MAF District Offices concerned with the Lacro and Comoro river basin, namely Ermera, Liquica, and Manatutu.

Events	Date	Participants
Seminar on PLUP@ Liquica	Jul. 29, 2013	25 persons
@ Manatutu	Oct. 1, 2013	27 persons
@ Ermera	Oct. 11, 2013	33 persons
Cross visit to Suco Madabeno	Nov. 13, 2013	10 persons

Source: JICA Project Team (2013)

The MAF project officers arranged the above-mentioned seminar and cross visit in coordination with the respective district offices. In the events, they acted as presenter, note taker, and back supporter together with the JICA Project Team. The events were effective in not only giving an initial idea on CB-NRM to the MAF staff in the MAF District Offices concerned but also enhancing a sense of ownership among the the MAF project officers.



Seminar on PLUP @ MAF Ermera

2.3 OJT in Monitoring and Implementation of the Project

The MAF project officers have been involved in the following activities as part of OJT to enhance their capacity to implement a project similar in nature to the CB-NRM Project in future.

- Observation of and assistance in the conducts of hands-on training in the field
- Monitoring of the progress of the micro programs
- Participation in monthly meetings to assist the leaders in the enforcement of the regulations



OJT in Checking Soil Acidity

Development of Policy Framework for Promotion of CB-NRM (Output 3)

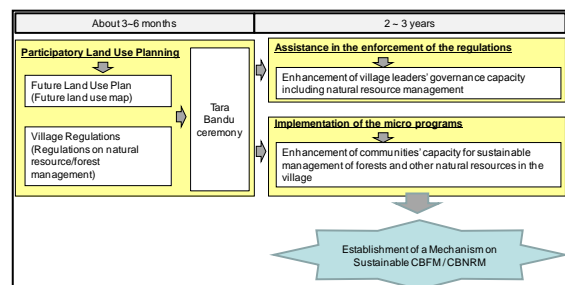
3.1 Discussions of the NDF Working Team for Policy Making on CB-NRM

The JICA and MAF Project Teams had the 5th and 6th meetings with the NDF working team on June 25 and October 22, 2013, respectively to discuss i) the effective process of introduction of the CB-NRM mechanism at suco level, ii) the proposed implementation system to promote the CB-NRM mechanism, iii) the major players in the implementation system and their roles/responsibilities, and iv) the necessary interventions to be considered for NDF/MAF to promote the mechanism effectively.

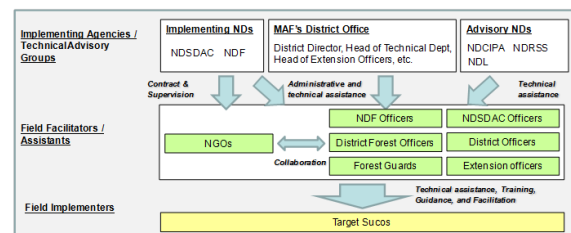


5th Meeting of the Working Team

As a result of the meetings, the Project Teams and the working team drafted and agreed on the following process and implementation system for introduction and promotion of the CB-NRM mechanism.



Process of Introduction of CB-NRM at Suco Level



Implementation System to Promote CB-NRM



It was also agreed among the participants in the 6th meeting that the following interventions/arrangements should be considered for NDF/MAF to scale up the CB-NRM mechanism to a watershed level in the future.

- a. Employment of NGOs
- b. Development of a new policy to scale up the CB-NRM mechanism
- c. Creation of a new department or special unit for promotion of CB-NRM
- d. Budget allocation of promotion of CB-NRM
- e. Capacity development of the staff
- f. Arrangement of transportation means
- g. Procurement of materials/tools/devices necessary for promotion

3.2 Submission of the Draft Operational Manual on Introduction of CB-NRM

The JICA Project Team submitted the first draft of the Operational Manual on Promotion of the CB-NRM Mechanism to NDF and other MAF officers concerned on October 31, 2013. The manual describes the entire process of and procedures for introduction of the CB-NRM mechanism on a village level. The Tetun version of the same was also submitted to the same offices in December 2013 so that the draft manual could be read by as many officers in NDF and other national directorates concerned as possible.

The JICA Project Team also plans to hold a/ workshop/s in January/February 2014 to introduce and explain the operation manual to the staff of MAF at central and district levels.

OVERALL PROJECT MANAGEMENT

4.1 Training in Japan

Two (2) MAF Project Officers participated in the training course in Japan from August 25 to September 11, 2013. They observed several activities for sustainable forest management including utilization of non-timber forest products in Japan. In the end of the course, they prepared the action plans which indicated how they would utilize the knowledge that they learned/gained in the course for sustainable forest/natural resource management in Timor-Leste.

4.2 Reports submitted

As of the end of November 2013, the JICA Project Team has submitted the following project reports to NDF/MAF.

- a. Tetun version of Annual Completion Report (2012/2013) in April 2013
- b. English and Tetun version of Bi-monthly Progress Report (April-May 2013) in July/August 2013
- c. English and Tetun version of Bi-monthly Progress Report (June-July 2013) in August/September 2013
- d. English and Tetun version of Bi-monthly Progress Report (August-September 2013) in October/November 2013
- g. English Version of Progress Report (3) in November 2013

Next Steps

The Project will continue the curriculum of the micro programs in the six (6) sucos to enable the members acquire the techniques of the respective micro programs and also realize a certain benefit from the activities. Besides, the JICA and MAF Project Teams together with the NGOs will discuss how to share the responsibilities for implementation of the micro programs in Sucos Faturasa, Fadabloco, Madabeno, and Talitu as the micro programs in the four (4) sucos will be handed over to NDF/MAF in the middle of 2014. The Project Teams will try to come up with a phase-out/phase-in plan so that the beneficiaries' groups in the sucos can continue the activities in 2014/2015.

Under Output 2, the JICA Project Team will i) help the NDF and District project officers develop work and budget plans for the project activities in 2015 and ii) prepare the 1st draft of technical manuals on CB-NRM.

Furthermore, the JICA and MAF Project Teams together with the NDF working team will try to draft the policy recommendations including a new policy document on promotion of CB-NRM in February/March 2014.

We hope we could share the fruitful results in the next issue of Project Newsletter.

For more information or any valuable comments, please contact us at: JICA Project Team, 1st Floor, Directorate Nacional das Floresta, Caicoli, Dili, Timor-Leste.
Land line: 333-1125 (Tel/Fax)

The Project for Community-Based Sustainable Natural Resource Management

In this issue, we would like to introduce the following two (2) activities that the Project has focused its efforts on to make the CBNRM approach widely applicable and more sustainable.

- i) Development of the policy recommendations
- ii) Formation of the watershed management council of the Noru river catchment

The former is one of the key outputs that the Project with the National Directorate of Forestry (NDF) has engaged in since July 2011, while the latter is the new attempt that the Project has worked on with the partner NGO, RAEBIA-Timor Leste, since May 2014.

1. Draft Policy Recommendations for Scale-up of the CBNRM Mechanism

1.1 Background

The JICA and MAF Project Teams have had a series of discussions with the NDF working team for policy formation on the following topics since July 2011.

- ◆ Current situation of the forest sector in Timor;
- ◆ Key stakeholders in the forest sector;
- ◆ Major constraints on implementation of the forest sector policy;
- ◆ Effectiveness of CBNRM approaches in the achievement of the goal of the forest sector policy and forest management decree;
- ◆ Process of the introduction of the CBNRM mechanism at suco level;
- ◆ Proposed system to introduce the CBNRM mechanism at suco level;
- ◆ Roles and responsibilities of key stakeholders for introduction of the CBNRM mechanism; and
- ◆ Necessary interventions/arrangements for scaling up the CBNRM mechanism.

The Teams drafted the operation manual for establishment of the CBNRM mechanism at suco level in October 2013. In 2014, they further drafted the policy recommendations for scaling up the CBNRM mechanism, which consisted of the following six (6) chapters.

- Chapter 1 Background and Introduction
- Chapter 2 Current Conditions of Forests
- Chapter 3 Constraints to Promotion of CBNRM

- Chapter 4 Goal and Objectives
- Chapter 5 Policy Recommendations
- Chapter 6 Monitoring and Evaluation

1.2 Discussions of the Draft Policy Recommendations

On August 6, 2014, the Project Teams had The 7th meeting with the working team to discuss the draft policy recommendations. In the meeting, the Teams introduced and explained the draft policy recommendations emphasizing on the contents of the following recommended actions:

- 1) Issuance of a new policy document for promotion of the CBNRM mechanism;
- 2) Introduction of the CBNRM mechanism as planned in the Forest Conservation Plan;
- 3) Formation of a new department for CBNRM / CBFM;
- 4) Enactment of the forest management decree;
- 5) Building of NDF/MAF’s capacities;
- 6) Use of NGOs;
- 7) Ensuring of administrative and financial support to the field officers; and
- 8) Integration of the CBNRM approaches into the process of the village planning.

It was agreed in the meeting that the Teams would revise and finalize the draft policy recommendations based on the suggestions given by the members of the working team.



Meeting with the NDF Working Team

2. Formation of the Noru Watershed Management Council

2.1 Background

The idea on the formation of the watershed management council came with the aims of i) establishing a platform where relevant sucos can collaboratively work on issues and concerns (e.g., forest fires) happening along the borders of sucos; and ii) developing a model to promote the CBNRM at the watershed level. The experiences

of the EU-funded project in the Raumoco watershed, which has formed the same organizational set-up, were fully referred when the Project initiated the trial.

It is noted that this is the collaborative action with other MAF Development Patners who have intended to develop a community-based rural development model on a watershed level. In fact, Seed of Life (SoL), one of the projects supported by the Government of Australia, has tried to introduce the process of the CBNRM mechanism in the Raumoco watershed where the watershed magement council has been already formed, while the JICA Project has tried to form the watershed management council in the watershed where the CBNRM mechanism has been already introduced.



Study tour to Suco Fadabloco

2.2 Process of the Formation

Towards this end, the JICA and MAF Project Teams with the partner NGO has arranged and held the following meetings with relevant stakeholders.

- ◆ Initial consultation with leaders of sub-district administrative offices and sucos concerned with the watershed;
- ◆ Formation of a working team;
- ◆ Introduction of the CBNRM Project;
- ◆ Study tour to Sucos Fadabloco/Hautoho;
- ◆ Study tour to the Raumoco watershed;
- ◆ Stakholder analysis;
- ◆ Selection of the members of the council and determination of roles and responsibilities;
- ◆ Visioning;
- ◆ Discussion of vision, missions, objectives, and functions of the council; and
- ◆ Discussion of the draft by-law.



Visioning Workshop

2.3 Watershed Management Council

As a result of the discussions, the stakeholders decided to form the watershed management council with the following strcuture.

Position	Name of organization
Chair person	Sub-district administrator of Remexio
Vice Chair person	Sub-district administrator of Liquidoe
Council members	Chiefs of village of 12 sucos in Remexio and Liquidoe Representative of District Office of ND of Environment Representatives of Sub-district branches of ND of Water Supply
Secretariat	NDF /District MAF

Source: JICA Project Team (2014)

The members of the coucil have finalized the by-laws of the council and compiled them as the reslutions in August 2014. The resolutions with the signatures of all the members will be submitted to District Administrator and NDF for their approval/endorsement soon.

3. Next Steps

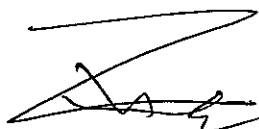
In October 2014, the Project Teams with the NDF working team will hold a seminar in Dili to introduce the revised policy recommendations to relevant ministries and national directorates.

The Teams and the partner NGO will assist the council in: i) convening the 1st regular council meeting to discuss the risk of forest fires in October 2014; and ii) preparing a watershed management plan of the Noru watershed in the following month. The watershed management plan is expected to be used by the council as a basis for seeking assistance from the GoTL and other funding sources in future.

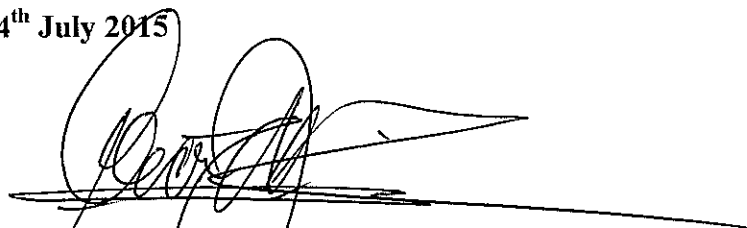
For more information or any valuable comments, please contact us at: JICA Project Team, 1st Floor, Directorate Nacional das Floresta, Caicoli, Dili, Timor-Leste.
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**REPORT OF THE JOINT TERMINAL EVALUATION
ON THE PROJECT FOR COMMUNITY-BASED SUSTAINABLE NATURAL
RESOURCE MANAGEMENT
IN THE DEMOCRATIC REPUBLIC OF TIMOR-LESTE**

Dili, 14th July 2015



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Annex 5: Results of Evaluation based on DAC Five Evaluation Criteria

Annex 6: Final Draft of Policy Recommendations for CB-NRM Expansion (extraction)

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Abbreviation

CBFM	Community-Based Forest Management
CB-NRM	Community-based Sustainable Natural Resource Management
CBSE	Community-Based Seed Extension
DAC	Development Assistance Committee of OECD (Organisation for Economic Co-operation and Development)
DFAT	Department of Foreign Affairs and Trade (Australia)
DG	Director General
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmer Field School
FY	Fiscal Year
GoTL	Government of Timor-Leste
IG/LD	Income Generating/Livelihood Development
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
m/m	Man Months
MAF	Ministry of Agriculture and Fisheries
MP	Micro Program
NDF	National Directorate for Forestry
NDFC	National Directorate for Forest Conservation
NDFWM	National Directorate for Forest and Watershed Management
NDEDAC	National Directorate of Extension and Development of Agricultural Communities
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OJT	On-the-Job Training
PARCIC	PARC Interpeoples' Cooperation
PC	Personal Computer
PDM	Project Design Matrix
PLUP	Participatory Land Use Plan
PO	Plan of Operations
R/D	Record of Discussion
RECOFTC	Center for People and Forests
SPTPP	Seedling Production and Tree Planting Promotion
SUPF	Sustainable Upland Farming Promotion
SUB/PF	Sustainable Use of Backyard/Permanent Farms

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1. Introduction

1-1 Purpose of Joint Terminal Evaluation

The purposes of the Joint Terminal Evaluation are outlined as follows:

- (1) To verify the accomplishments of the project activities, outputs and implementation processes, in comparison with the plans as PDM and Plan of Operations (hereinafter referred to as "PO");
- (2) To identify factors both positively and negatively affected the project;
- (3) To evaluate the project in terms of the five evaluation criteria, i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability;
- (4) Based on the evaluation results, to make recommendations to be considered during the remaining project period and after the project completion;
- (5) To consolidate lessons learned for formulation and implementation of future projects in the similar field and nature.

1-2 Members of Joint Terminal Evaluation Team

(1) Japanese Side

Name	In Charge	Position and Organization
Mr. Kazuhiro Goseki	Team Leader	Executive Technical Advisor to the Director General, Global Environment Department, Japan International Cooperation Agency (JICA)
Ms. Satomi Tanaka	Evaluation Planning	Technical Advisor, Nature Conservation Team 1, Forestry and Nature Conservation Group, Global Environment Department, Japan International Cooperation Agency (JICA)
Mr. Tomoo Mochida	Evaluation Analysis	Managing Director, OPMAC Corporation

(2) Timorese Side

Name	Position and Organization
Mr. Cesar Jose da Cruz	Expert, MAF
Mr. Jacinto Soares	Manager, Agroforestry, Department of Reforestation and Urban & Community Forestry, MAF
Mr. Mario Soares	Chief, Department of Monitoring & Evaluation, MAF

2. Outline of the Project

2-1 Background of the Project

The latest assessment revealed that, in Timor-Leste, about 13,000 ha of forests had disappeared between 2003 and 2012 and about 171,000 ha of dense forests had been degraded to sparse forests for the same period. The same assessment indicates that the total forest coverage became about 59 % of the whole country (about 869,000 ha) in 2012. Deforestation has further caused soil erosion, land slide and flash floods, which eventually affected the lives of people residing within river basins. But ironically, it has been reported that deforestation

has been mainly caused by human activities, such as i) forest fires, ii) tree cutting for firewood collection, iii) shifting cultivation, and iv) uncontrolled illegal logging. Furthermore, what made this problem difficult to solve was that the said activities were mainly undertaken by poor upland farmers who subsist on forest and farm products collected/produced by such activities.

In order to promote sustainable forest management in the country, the Government of Timor-Leste (GoTL) developed the Forest Policy in 2007, which aimed at achieving sustainable management of forest resources in the country. It has been however difficult for MAF and NDF to apply the necessary measures against issues that cause forest degradation due to the undeveloped legal system on forest management, insufficient institutional set-ups, and lack of human resources in MAF and NDF quantitatively and qualitatively. As the financial situation of the country has improved thanks to the continuous revenue from the oil production in Timor Sea, the country has had an increased need for developing the capability of MAF/NDF and establishing a framework for forest management in the country, so as to promote sustainable forest management in the country.

Under such circumstances, the GoTL agreed with the Japan International Cooperation Agency (JICA) on the conduct of a Development Study named “The Study on Community-Based Integrated Watershed Management in Lacleo and Comoro River Basins” in 2004. In accordance with the agreement, JICA had carried out the Development Study with the implementation of pilot projects focusing on the participatory land use planning, tree planting, agricultural extension, and livelihood development in the target river basins, from November 2005 to March 2010. As a result of the study, a community-based integrated watershed management plan for the said river basins and watershed management planning guidelines were developed and submitted to the GoTL.

Having confirmed the effectiveness of the activities (sub-programs) proposed in the community-based integrated watershed management plan through the implementation of the pilot projects, the GoTL further requested JICA to assist itself in the establishment of an implementation mechanism and development of the capabilities of the government officials for community-based natural resource management. Japanese Government approve the proposed project, and JICA conducted a Detailed Planning Survey from November – December 2009. Finally, Both Japanese and Timorese sides agreed to jointly implement a technical cooperation project named “The Project for Community-Based Sustainable Natural Resource Management” (hereinafter referred to as “the Project”) as described in the Record of Discussions (R/D) concluded in August 2010.

2-2 Summary of the Project

(1) Name of the Project

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The Project for Community-based Sustainable Natural Resource Management

(2) Cooperation Period

December 2010 – October 2015 (58 months)

(3) Target Area

Areas in and around the Comoro and Lacro Watersheds

(4) Project Sites

Six selected *sucos* (villages) in the target area (namely Talitu, Madabeno, Faturasa, Fadabloco, Tohumeta and Hautoho)

(5) Target Group

Relevant personnel of National Directorate of Forestry (NDF) and District Directorates of MAF in the target area, and the local residents in the Project sites

(6) The Project Purpose

An operational mechanism of CB-NRM at suco level is developed.

(7) Overall Goal

Community-based sustainable natural resource management (CB-NRM) is practiced in the Target Area.

(8) Super Goal

Watershed management is introduced in the major river systems in Timor-Leste

(9) The Outputs

Output 1: Land use plans are agreed upon and implemented by local residents in accordance with relevant *suco* regulations.

Output 2: The staff of the implementing agency and relevant stakeholders are trained to support CB-NRM.

Output 3: Effective processes with roles of stakeholders to support CB-NRM are identified.





(10) Activities

- 1-1 Organize initial meetings in the Project sites.
- 1-2 Conduct participatory village profiling in the Project sites.
- 1-3 Conduct participatory land use planning with formulation of relevant *suco* regulations.
- 1-4 Facilitate local residents in the Project sites to implement the micro programs prioritized in line with the land use plans.
- 1-5 Monitor and evaluate CB-NRM in the Project sites.
- 1-6 Organize field seminars and/or workshops for information sharing among the target *sucos* and technical dissemination to local residents in the neighboring *sucos*.
- 1-7 Establish the watershed management council of the Noru watershed as a platform where the relevant *sucos* can work on CB-NRM for sustainable watershed management.
- 2-1 Gather and compile useful CB-NRM practices and technologies applicable to the situation of the target area.
- 2-2 Plan and conduct the training on CB-NRM for the technical staff of the implementing agency and relevant stakeholders.
- 2-3 Organize planning seminars on CB-NRM.
- 2-4 Organize feedback seminars on CB-NRM.
- 2-5 Prepare technical manuals on CB-NRM.
- 3-1 Prepare an operational manual on the processes to support CB-NRM with roles of stakeholders, reflecting the results of monitoring and evaluation of CB-NRM, including the micro programs implemented in the Project sites.
- 3-2 Develop draft policy recommendations.
- 3-3 Organize a workshop to present the recommendations to relevant institutions and stakeholders.

3. Methodology of Terminal Evaluation

3-1 Data Collection Method

The Team made interviews with the Timorese Project Personnel and the Japanese Experts engaged in the Project, and collected information through questionnaires from the concerned personnel. The Team also conducted a field survey.

3-2 Items of Analyses

- (1) Accomplishment of the Project

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The accomplishment of the Project was measured in terms of the Inputs, the Outputs and the Project Purpose in comparison with the Objectively Verifiable Indicators of PDM as well as the plan delineated in the R/D.

(2) Implementation Process

The implementation process of the Project was reviewed to see if the Activities have been implemented according to the schedule delineated in the latest PO, and to see if the Project has been managed properly as well as to identify obstacles and/or facilitating factors that have affected the implementation process.

(3) Evaluation based on the Five Evaluation Criteria

(a) Relevance : Relevance of the Project was reviewed to see the validity of the Project Purpose and the Overall Goal in connection with the needs of the beneficiaries and policies of Timor-Leste and Japan.

(b) Effectiveness : Effectiveness was analyzed by evaluating the extent to which the Project has achieved and contributed to the beneficiaries.

(c) Efficiency : Efficiency of the Project implementation was analyzed focusing on the relationship between the Outputs and Inputs in terms of timing, quality, and quantity.

(d) Impacts : Impacts of the Project were forecasted by referring to positive and negative impacts caused by the Project.

(e) Sustainability : Sustainability of the Project was analyzed in institutional, financial and technical aspects by examining the extent to which the achievement of the Project would be sustained and/or expanded after the Project is completed.

4. Summary of Accomplishment and Implementation Process of the Project

4-1 Accomplishment of the Project (Details are described in Annex 3)

(1) Inputs (Details are described in section (1) of Annex 3)

Summary of Inputs is shown in the tables below.

Table 1: Summary of Timorese Inputs

Allocation of Project Personnel	20 persons (as of May 2015)	Allocation of running expenses	17,717 US\$ (As of Oct 2015 including
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Facility	Office space at NDF, MAF	the budgets to be allocated budgets for M & E)
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Table 2: Summary of Japanese Inputs

Dispatch of Experts :	5 persons (90.73m/m) (as of Oct 2015 including inputs expected from June to October 2015)	Provision of Equipment:	7.3 million JPY (As of May 2015)
Project Personnel Trained in Japan or Thailand:	10 persons (9 in Japan and 1 in Thailand)	Disbursement of local cost:	167.6 million JPY (as of Oct 2015 including the budgets allocated for 2014/15)

(2) Outputs (Details are described in section (2) of Annex 3)

Output 1 : Land use plans are agreed upon and implemented by local residents in accordance with relevant *suco* regulations.

(Indicator 1a) Achieved:

By September 2012, in all the target *sucos* (6 *sucos*), participatory land use plans (PLUPs) with the *suco* regulations were developed and the implementation and enforcement of the *suco* regulations were announced through the traditional ceremonies (Tara Bandu).

(Indicator 1b) Nearly achieved:

According to the reports at the *suco* regulation committees, it was found that the number of forest fires and damages on agricultural products by free animal grazing had been increased in 2014 if compared with that in 2013 (no relevant data are available at/before the Project started in 2010). According to the forest guards, MAF district officers, *suco* leaders interviewed during the terminal evaluation, such incidences were caused by the local people outside the target *sucos*. Not all the behaviors of the people can be controlled with *suco* regulations, particularly if they are not from the *suco* where the regulations are applied. Furthermore, it was heard at the interview with villagers during the terminal evaluation that the number of forest fires, illegal cuttings, and crop damages caused by free grazing animals had been reduced after the introduction of the *suco* regulations.

(Indicator 1c) Likely to be achieved:

In lieu of the registered beneficiaries' perceptions on livelihood improvement, the analysis was made on the number of the beneficiaries who had applied the techniques they learned to individual farms/plots in the first or second rotation of the training. Based on the records, it was found that a cumulative total number of 2,162 participants

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applied the techniques they learned at their individual farms/plots.

Based on the above observations, Output 1 is expected to be achieved by the end of the Project cooperation period.

Output 2: The staff of the Implementing agency and relevant stakeholders are trained to support CB-NRM.

(Indicator 2a) **Achieved:**

All the 10 topics listed in the capacity development plan were handled at technical seminars by March 2013.

(Indicator 2b) **Achieved:**

As of the end of December 2014, a total of 15 technical seminars were conducted by the Project. On average, about 76.2% of the target members participated in the seminars. The participants of the seminars gave more than 4 points each for the three evaluation criteria.

(Indicator 2c) **Achieved:**

The project officers, who participated in the feedback and planning workshops held in January and February 2015, judged that their understanding of the topics relevant to CB-NRM was, on average, higher than the middle level on a three-point evaluation scale.

(Indicator 2d) **Achieved:**

The project officers have been assisted in preparation of their annual operation and budget plans for FY 2012-2015. The plans were submitted to NDFWM and Aileu MAF District Office. As a result, a certain amount of budgets for monitoring of the Project activities is expected to be allocated in FY 2015.

(Indicator 2e) **Likely to be achieved:**

In July 2015, a workshop is scheduled to be held at Dili, inviting key officials working at the relevant technical national directorates of MAF, especially NDEDAC, in order to obtain their opinions and suggestions on the draft technical manuals and finalize them. At the time of the terminal evaluation, it is desirable to hasten completion of review works of Tetun version of the manuals.

(Indicator 2f) **Achieved:**

The two NGOs, which have been engaged in the Project, have substantially developed their capacities for introduction and promotion of the CB-NRM. Although the criteria

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mentioned in Indicator 2f have not been set by the Project, it is considered that they could fulfill the roles and responsibilities defined in the draft operational manual. In fact, the main facilitators of the NGOs were engaged in helping two (2) other local NGOs conduct the PLUP activities in another watershed.

(Indicator 2g) **Achieved:**

Although the criteria mentioned in Indicator 2g have not been set by the Project, it is considered that the capacities of *suco* leaders in the target *sucos* have been enhanced substantially through a series of dialogues in PLUP and periodical *suco* meetings and that they could fulfill the roles and responsibilities defined in the draft operational manual based on the current performance of them.

Based on the above observations, Output 2 is expected to be achieved by the end of the Project cooperation period.

Output 3 Effective processes with roles of stakeholders to support CB-NRM are identified.

(Indicator 3a) **Likely to be achieved:**

The operational manual will be finalized in July 2015 based on the results of the trail run in the field as well as feedbacks and suggestions given by the participants in consultation with relevant organizations including NDEDAC in March and April 2015.

(Indicator 3b) **Likely to be achieved:**

The policy recommendations, including a recommendation of an issuance of a government resolution or a ministerial order, are scheduled to be finalized in July 2015 based on the comments obtained in the consultation seminars.

Based on the above observations, Output 3 is expected to be achieved by the end of the Project cooperation period.

(3) Project Purpose (Details are described in section (3) of Annex 3)

An operational mechanism of CB-NRM at *suco* level is developed.

(Indicator a) **Likely to be achieved:**

The operational manual will be finalized in July 2015 and submitted to DG of MAF for approval in August 2015.

(Indicator b) **Likely to be achieved:**

The technical manuals will be finalized in July 2015 and submitted to DG of MAF for approval

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in August 2015.

(Indicator c) Likely to be achieved:

The draft policy recommendations will be endorsed by DG of MAF in August 2015 for approval by the Minister of MAF.

(Indicator d) Achieved:

In March 2015, eleven (11) active Project officers conducted their evaluation ratings in terms of the crucial points of key CB-NRM techniques and more than 80 % of the officers got higher than the second best accuracy rate (higher than 60 %).

Based on the above observations, the Project Purpose is expected to be achieved by the end of the Project cooperation period.

4-2 Implementation Process of the Project (Details are described in Annex 4)

Overall, the Project has been implemented as planned.

Development of operational mechanism of CB-NRM at *suco* level has been carried out as scheduled under the Project. The key principle of CB-NRM is not to apply the pre-determined framework to the local settings but to develop a framework/mechanism through a series of interactions with local communities. The mechanism embodied the process of preparing PLUP and *suco* regulations to manage forest and other natural resources in a *suco*, of institutionalizing the *suco* regulations within a *suco*, and of selecting and implementing micro programs (such as reforestation, sloping agriculture/agro-forestry, alternative livelihood and so forth) to realize the land use plan. The micro programs aimed to strengthen the mechanism by helping local people improve land productivity, change types of land use, and introduce new/additional livelihood options based on the available natural resources. The extension services were implemented by use of various tools such as two-phased approach of technology transfer from establishment of main as well as sub-demonstration plots with FFS, study tours and M&E activities. Capacity of the staff at NDFWM and MAF district offices has been developed. Draft policy recommendations have been prepared to support and promote CB-NRM in the Target Area (areas in and around the Comoro and Laclo Watersheds for achievement of introducing watershed management in the major river systems in the country.

Specific features and issues relevant to the implementation process are highlighted below:

Contributing factors:

- a. Because the majority of the local people lives far from the center of *suco* or sub-*suco*

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- (*aldeia*), establishment of a sub-demonstration plot at least at an *aldeia* level helped farmers organize FFSs at the plot and then, apply new techniques to individual farms.
- b. The Project made use of traditional customs and practices such as Tara Bandu (a traditional ceremony concerning ritual prohibitions and sanctions) in ensuring *suco* regulations and paid close attention to Halosan (reciprocal labor exchanges) in introducing laborious farming works.
 - c. The Project employed national NGOs for extending support to local communities, NGOs assigned their staff to stay at the *suco* and to let them monitor and report the Project activities even at the individual farm level. Although it is costly to maintain local staff at the respective *sucos*, deployment of local staff at the *sucos* contributed to prompt support to farmers and at the same time, building-up of trustful relations with local communities.
 - d. Through weekly meetings, seminars and training courses, interactions with NGOs, etc. the Project officers have enhanced their knowledge and understanding of the framework of CB-NRM mechanism. Through regular meetings, *suco* leaders in the target *sucos* have been able to enhance their capacity to govern the *sucos*. NGOs were instructed to make every effort to have close dialogues with villagers and make decisions together with them.
 - e. The Project shouldered the expenses for operation of the regular activities. The expenses include per diem to cover transportation costs for the Project officers for their field visits and meetings at the project office, costs for foods and drinks at the *suco* meetings, expenses for operation of Noru Watershed Management Council. Although it is not certain if they continue to be engaged in the activities without having financial support from the Project, the financial support to cover regular activities contributed to increased involvement of the Project officials, Government officials and villagers in the Project.
 - f. Establishment of Noru Watershed Management Council¹ was added to one of the Project activities in order to establish a platform where the relevant *sucos* can work on CB-NRM for sustainable of Noru sub-watershed. The Council holds a quarterly meeting. The Project assisted the Council to prepare a watershed management plan in 2015. At the regular meeting held in March 2015, the members decided to request to MAF for support of seedlings to rehabilitate forests for preventing landslides. They are also scheduled to conduct a traditional ceremony to enforce regulation on forest

¹ Enforcement of the *suco* regulations only in one *suco* does not necessarily eliminate the causes of forest degradation, such as wild fires, illegal cutting, and animal grazing, since some of them were caused by communities living in the neighboring *sucos*. Thus, the Project recognized a need to form a platform where the target as well as the neighboring *sucos* could have dialogues and take necessary action for sustainable natural resource management at the sub-district or watershed level to reduce illegal cases in the border areas between/among *sucos*. Furthermore, the JICA Project Team considered that an institutional framework to scale up the CB-NRM mechanism from the *suco* level to the sub-watershed level should be introduced/established so as to protect watershed environment of the concerned river basins using the CB-NRM mechanism. The council was established at the first regular meeting in September 2014 as a platform for local government units (i.e., sub-district administrators and *chefs de suco*) and other relevant parties concerned with the Noru watershed.

protection in July 2015 at *sucos* where forest fires took place in 2014.

Impeding factors:

- g. Participation of the local people in the Project has not necessarily been high in some of the target *sucos* due to implementation of other programs by the Government and other donors, other events that villagers need to attend and so forth.
- h. Poor access to some of the Project areas due to road conditions and remoteness of the locations made it difficult to provide local communities with equal training opportunities.
- i. Insufficient policy supports, insufficient legislative framework and organizational set-up, and shortage of budgets for promotion of CB-NRM hindered smooth operation of the Project.
- j. There have been organizational and personnel changes in the main implementing agency. Personnel transfer of Project officials has been also observed.
- k. The Project officers have enhanced their knowledge and understanding of the framework of CB-NRM mechanism through weekly meetings and other Project activities. However, they have fewer opportunities and experiences in making trials in the field and in preparing work and budget plans in an integrated manner. They are involved in the Project on a part-time basis. Lack of local budgets and transportation means hindered the Project from enhancing the Project officers. These issues may not be solved only with capacity development of the Project officers.

5. Summary of Evaluation based on the Five Evaluation Criteria

5-1 Relevance (Details are described in Section 1 of Annex 5)

The Overall Goal and the Project Purpose are consistent with the organizational needs of the NDF/MAF and the needs of the relevant personnel of NDF and District Directorates of MAF in the target area. This is because NDF is tasked to prepare the forestry policy and attend, implement, and supervise the policy, forest guards of MAF district offices are tasked to protect forests, forest products and forests from forest fires and raise public awareness of forest functions and extension workers are expected to promote the development of the agriculture and forestry, involve farmers in the development of the agriculture and forestry, etc. They are relevant with the needs of local people in the Target Area because the majority of people depends their livelihood either directly or indirectly on the natural resources.

They are consistent with the Strategic Development Plan of Timor-Leste as well as Official Development Assistance (ODA) policies of Japan. Introduction of the CB-NRM mechanism is also proposed in the Forest Conservation Plan prepared under Japan's Grant Aide Project named "Forest Preservation Programme" (2011-2013). Japanese technical

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advantage has been confirmed as JICA jointly with MAF carried out the Development Study on Community-Based Integrated Watershed Management in the Target Area of the current Project, with implementation of pilot projects focusing on the participatory land use planning, tree planting, agricultural extension, and livelihood development, from 2005 to 2010.

Selection of the target areas and *sucos* was appropriate because the areas in and around Comoro and Lacro watersheds were identified as the areas where forest degradation progressed despite the fact that Comoro watershed has a source of the domestic water for Dili City in its area while Lacro watershed is the catchment of one of the largest irrigation systems in the country. Meanwhile, Bemos and Noru sub-watersheds are located within Comoro and Lacro watersheds and prioritized in the short-term management plan under the Development Study. In the light of less developed transport infrastructure in Timor-Leste, identification of the target *sucos* from *sucos* less scattered in the sub-watersheds was also found adequate.

Community-based natural resource management approach adopted by the Project is found appropriate since one of the key approaches proposed in the Forestry Sector Policy is community participation in protection of forests. The approach of the Project is characterized with various measures such as preparation of PLUP coupled with institutionalization of *suco* regulations by making use of the traditional customs, regular monitoring meetings at *suco* and *aldeia* levels, selection and implementation of various micro programs by the participants in the programs, which are expected to contribute to both forest conservation and livelihood development, technology transfer through FFS with a two-phased approach (FFS at main demonstration plots and sub-demonstration plots), and use of local NGOs by assigning local staff at the *suco* level.

5-2 Effectiveness (Prospect) (Details are described in Section 2 of Annex 5)

Judging from the achievement level of the Outputs, progress has been made in achieving the Project Purpose. Prospect of the achievement of the Project Purpose is high by the end of the Project cooperation period as an operational manual of CB-NRM, technical manuals on CB-NRM micro-program related techniques, and policy recommendations are scheduled to be finalized in July 2015 and approved and/or endorsed by DG of MAF towards the end of the Project cooperation period.

Outputs 1 to 3 are expected to contribute to achievement of the Project Purpose. Logical relation between Outputs and the Project Purpose is found adequate.

5-3 Efficiency (Details are described in Section 3 of Annex 5)

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Progress has been made in producing Outputs, judging from the achievement level of its Indicators as well as the progress of the activities. In general, the Inputs have been appropriate in producing the Outputs in terms of timing, quality and quantity. Efficiency is considered moderate with the following specific remarks:

Assignment of Experts and MAF Officials, and Activity Schedule:

- Experts have been mobilized as planned. With relatively small team structure, the works have been efficiently carried out.
- At the time of the terminal evaluation, 20 MAF officials at MAF, NDFWM and Aileu District are engaged in the Project, but their involvement in the Project is somehow limited.
- The Project mobilized local NGOs mainly for implementation of the activities at the *suco* level. Their field staff stationed at the *sucos* in order to closely monitor and report the Project activities for prompt actions to be taken.
- Preparation of manuals and policy recommendations was originally planned in the final year of the Project cooperation period. However, timing of preparation was changed from the final year to 2013 based on the recommendation at the mid-term review in order to incorporate consultation process with relevant personnel and organizations before finalization of them.
- Noru watershed management council was established in September 2014, one year before the Project is completed. It might be more functional if it were established earlier. However, it was only in 2014 when the concerned personnel of the Project realized necessity of setting-up a platform for discussions over natural resource management including both target *sucos* and non-target *sucos*. Although it was one year before the Project completion, it could pave the ways to provide a tool to manage the entire sub-watershed by involving in the activities of the council all the *sucos* and relevant parties within the sub-watershed.
- Costs and FacilityThe amount of local operation costs per *suco* can be calculated at four (4) million JPY per year. The amount is considered relatively high. However, the amount could be justified when taking into consideration various points specific to the Project: pilot nature of the Project, extensive mobilization of local NGOs throughout the target *sucos* while hands-on support was not usually expected from the Government services, and high transport costs required for implementation of the Project activities in mountainous areas.
- Office space for JICA experts and Project activities has been made available at NDF office. Local expenses to cover transportation costs, allowances for the Project officers, expenses for meetings and workshops are not covered due to budget constraints. Transportation costs for the Project officers, expenses required for meeting at villages,

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meeting expenses of Noru Watershed Management Council, etc. have been covered by the JICA side.

- The Project made effective use of traditional customs in the implementation process of the Project activities. Revival and/or application of the traditional customs have contributed to reduction of costs while maintaining effectiveness of the operations.

Use of the Outputs of the Previous Cooperation

- The Project made use of outputs of the projects supported by Japan: JICA's Development Study on Community-Based Integrated Watershed Management in the Target Area of the current Project (2005-2010); and Japan's Grant Aid Project "Forest Preservation Programme" (2011-2013).

Coordination with Other Organizations

- The Project coordinated with other projects/organizations: "Seeds of Life", a project of MAF supported by DFAT and Australian Center for International Agriculture Research; and a Japanese NGO active in the Target Area (i.e. PARCIC); and RECOFTC (Center for People and Forests).

5-4 Impacts (Details are described in Section 4 of Annex 5)

Impact at overall goal level:

It is still early to assess the likelihood of achievement of the Overall Goal. However, some positive impact of the Project is expected to be observed. Attention should be paid to the following points:

- The *suco* leaders at the target *sucos* have observed reduction of the number of forest fires, illegal cutting and free grazing practices, which used to be caused by villagers within their *sucos*. This situation is likely to continue to prevail after completion of the Project because according to the interview conducted at the villagers during the terminal evaluation, the people in the *sucos* have found it economically beneficial to maintain CB-NRM mechanism.
- Most of the registered beneficiaries continue to be engaged in the micro programs. According to the observations of villagers interviewed, their productivity has been surprisingly increased due to application of composts and construction of terraces.
- Nature of CB-NRM is also considered suitable to maintain impacts of the Project since both *suco* regulations and micro-program techniques are not likely to disappear after the termination of supports from the Project.
- Noru Watershed Management Council was established in 2014 in order to form a platform where the target as well as the neighboring *sucos* could have dialogues and take necessary action for sustainable natural resource management at the sub-watershed level. It is also considered to provide an institutional framework to

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scale up the CB-NRM mechanism from the *suco* level to the sub-district or sub-watershed level so as to protect watershed environment of the concerned river basins using the CB-NRM mechanism. Thus, the Council could possibly contribute to implementation of CB-NRM activities at new *sucos* and reduction of illegal activities.

Other impacts:

- One of the women groups assisted with income generating activities has established a saving and credit system in a group by making use of part of the benefits from sales of their products. The group saving and credit system is able to help the members improve their access to financial resources.
- Two (2) NGOs have gone through all the processes of and procedures for implementation of CB-NRM at the *suco* level. They have been able to give guidance to other NGOs who conducted PLUP in the watershed other than the target area.
- No negative impacts have been observed.

5-5 Sustainability (Forecast) (Details are described in Section 5 of Annex 5)

Policy and Institutional aspects:

CB-NRM mechanism has been developed and promoted by the Project in line with the strategies of the Forest Sector Policy (2008), such as “Forest Protection”, “Community Participation”, and “Watershed Conservation”. Under the policy objective set in the community and private participation in forestry development, it is considered that effective community participation is expected to provide a lasting basis for forestry sector development.

CB-NRM mechanism has been developed by aligning it with the Forestry Sector Policy. Revising works of the said policy have been initiated by FAO. According to MAF, the policy relevant to the community participation in the forestry development is likely to remain unchanged.

There is no legal basis for NDFWM to promote CB-NRM so far. Under the Project, a ministerial order for promotion of the CB-NRM mechanism has been drafted, aiming at providing the guidelines and procedures for dissemination of the CB-NRM mechanism developed and demonstrated by the Project.

Many villagers expressed their willingness to observe *suco* regulations. As micro programs have generated some tangible benefits, villagers are willing to continue the micro programs, which support realization of the land use plans in the Project.

Organizational aspects:

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Organizational strategy for continuous implementation and expansion of the CB-NRM after completion of the Project is not clear at the time of the terminal evaluation. There is no specific organization or department, especially responsible for CB-NRM in NDFWM and NDFC at present. As one of the policy recommendations is to establish a new department for CB-NRM/CBFM in NDFWM, NDFWM/NDFC and MAF may take into account establishment of a new department.

Financial aspects:

A budget constraint is a major concern for the sustainability of the Project. So far, costs for the Timorese Project Personnel for field visits and the meetings outside their respective District have been born by the Japanese side upon request by the Timorese side. In addition, during the Project cooperation period, costs for field activities, including lunch costs for villagers to participate in the trainings and meetings for participatory land use planning, *suco* regulation monitoring, etc. are supported by Japanese side because of the pilot nature of the activities.

One of the policy recommendations drafted under the Project recommends enactment of the Forest Management Decree as an essential legal basis for MAF/NDCFMW/NDFC and other key stakeholders to pursue CB-NRM/CBFM (Community-Based Forest Management) with budgetary allocations.

On the other hand, one of the two NGOs having been engaged in the Project supported *sucos* with additional funds from other sources in order to continue its support to target *sucos*.

There are donor agencies that show their interests in applying CB-NRM to their projects as well. Possibility to collaborate with donors and NGOs should be sought to ensure the financial sustainability of the Project.

Technical aspects:

Technical capacity of the Timorese project personnel has been enhanced. It is not certain, however, if the project personnel are able to maintain sufficient skills, knowledge and experiences after completion of the Project. The techniques transferred/introduced through the Project as well as the deliverables, including an operational manual of CB-NRM and technical manuals on micro-program related techniques, are expected to be relevant with the local needs and technical levels. Since the techniques are found economically viable and affordable based on observation of application of the techniques at their own field, likelihood of continuous utilization and dissemination of techniques is expected.

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6. Conclusion

Since the commencement of the Project in December 2010 up until date, both the Timorese and Japanese sides have been working together to develop an operational mechanism for CB-NRM in the target area.

Based on the results of the implementation mentioned above, steady progress has been made so far towards achievement of the indicators of Outputs and the Project Purpose, although some of the achievement levels of the indicators are yet to be fulfilled at the time of the terminal evaluation. They are, however, likely to be achieved.

Results of analysis of the Project can be summarized as follows based on five evaluation criteria. The details are mentioned above.

Evaluation Criteria	Results
Relevance	High
Effectiveness (Prospect)	High
Efficiency	Moderate
Impact	Some positive impacts are expected to be observed.
Sustainability (Forecast)	Sustainability is yet to be ensured sufficiently although it is expected on some aspects.

7. Recommendations

7-1 Recommendations to the Project

(1) Preparing user friendly manuals

The Project has drafted/ will draft outstanding manuals such as the technical manual, the operational manual, and a manual on establishment and operation of watershed management council. For the purpose of wide use of these manuals by Timor-Leste sides, the Project should develop the simple summaries of these manuals by the end of the Project. In addition these manuals themselves shall be more usefulness for practitioners of CB-NRM by showing various difficulties the Project has been faced and substantial solutions to overcome them, by the same time.

(2) Development of public relations materials

The project has developed the operation mechanism of CB-NRM at *suco* level in the six (6) target *sucos* successfully. For the purpose of public relations targeting peoples in the Target Area and other watersheds, as well as stake holders such as related Timor-Leste government organizations, donors, and NGOs, the Project should develop the public relations material of the mechanism such as pamphlet by the end of the Project.

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(3) Development of a manual on establishment and operation of watershed management council

The Project has facilitated to establish the watershed management council of the Noru sub-watershed which was organized by the main members such as administrators of Remexio and Liquideo sub-district offices, and leaders of twelve (12) *sucos*. For the purpose of expansion of the operation mechanism of CB-NRM at *suco* level in the other sub-watersheds, the Project should develop a manual on establishment and operation of watershed management council by the end of the Project.

7-2 Recommendations to Ministry of Agriculture and Fisheries (MAF)

(1) Realise policy recommendations

The Project prepared the draft policy recommendations to support and promote CB-NRM in the Target Area. These recommendations shall be realized in the next few years.

(2) Monitoring of CB-NRM practices in the target *sucos*

Forest guards of MAF conduct the monitoring of implementation of CB-NRM in the target *sucos*, such as enforcement of the *suco* regulations and implementation of micro programs. To confirm the sustainability of CB-NRM practices in the *sucos* and feed-back the lessons-learned in further extension and development of the operational mechanism of CB-NRM, Timorese side should continue the monitoring after the termination of the Project.

(3) Monitoring of the watershed management council of the Noru sub-watershed

The watershed management council of the Noru sub-watershed shall be continuously monitored after the termination of the Project and evaluate and analyze necessity and effectiveness of the council with in the coming one (1) year, since it has not well been examined yet.

(4) Utilization of Japan's Grant Aid Project "Forest Preservation Programme"

The provided equipment such as vehicles, plotter and PCs etc. by Japan's Grant Aid Project "Forest Preservation Programme" (2011-2013) should be made available for appropriate utilization in the Project activities.

(5) Improvement of the CB-NRM mechanism

The Project established the CB-NRM mechanism successfully. However, it seems rather difficult to be applied by the Timor-Leste government, other donors, and NGOs, since full implementation of it is time-consuming. For the purpose of rapid and wider extension of the CB-NRM mechanism to other sub-watershed and watershed, composition and/or sequence of it should be improved with maintaining its significant effectiveness.

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(6) Support of the Noru sub-watershed council

As mentioned in 4-2 f, the neighbouring *sucos* of the target *sucos* are also beginning to interest in CB-NRM and requesting MAF for support of seedlings. Timorese side should give the proper support to them to increase such motivations.

(7) Awareness raising of local residents in the Target Area

Timorese side should conduct raising awareness of residents in the Target Area, utilizing the public relation materials mentioned in 7-1 (2) above, so that they may become to practice CB-NRM.

8. Lessons and Learned

(1) Utilization of NGOs for disseminating impacts of the Project

The Project well utilized NGOs as the facilitation agencies, and, as mentioned in 5-4 (Impacts), their capacity has been improved through the Project implementation, so that they can become to guide another NGOs to implement PLUP practice. The impact has produced since these NGOs have such nature that radically share their experiences with other organizations through their own networks.

Utilization and, if it is necessary, capacity building of such NGOs should be considered in designing the other project when dissemination of introduced technology is expected, examining their own and networks' current and future financial, organizational, and technical capacities and potentials, as well as necessity of active or passive intervention of the project.

(2) Utilization of NGOs in countries under developing capacity of government institution

Timor-Leste was independent just a decade ago and its government institutions are still under developing. Though, in many other countries, sustainability of results of projects are secured by financial, technical, and organizational capacity of the government institutions and, thus, projects are implemented with government counterparts expecting to strengthen their capacities.

However, while designing the other projects in the rather young and under constructing countries, utilization of the other agencies, such as NGOs in this project, should also considered as the second best solution, for securing actual and short-term effectiveness of project operation, though contribution to ensure long-term sustainability may be limited.

(3) Importance of preliminary studies

Many of unique features of the Project, which highly contribute to produce Outcomes and realize Project Purpose successfully, such as utilization of capable NGOs, integration of traditional customs and systems, and application of cascade training methods, etc. were

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designed based on the findings of the Development Study (see 2-1). Without utilization of the results of such preliminary studies, the Project would have spent a lot of times for finding the better implementation ways and the outputs would be limited.

For designing future products, it is important to identify the best implementation ways exactly suitable for each target areas, through carefully examining results of preliminary implemented studies in the specific areas, as long as they are available.

(4) Selection of NGOs that have financial capacity

Two NGOs were employed under the Project. Both of them are national NGO, but the first one started as a local representative of an international NGO and later became independent as a national NGO. Through the selection process of NGOs, it was considered that this NGO had capacity to raise funds and relatively higher financial capacity, which could possibly lead to sustainable assistance to target groups during and even after completion of the Project.

As one of the Project activities, the Project, in partnership with the first one, supported a group of farmers to establish a demonstration plot and assisted the group with upland farming techniques including compost-makings. Although the Project was ready to support the group members with animal pens upon request from the group, they had a policy not to provide farmers with domestic animals. Having known the Project policy, this NGO decided to provide a group of farmers with cows, which would be rotated among the members. The main purpose of providing the group with animals was to let the group collect cow dungs and exercise compost-makings out of them. In case of the second NGO, whose financial capacity was considered not as strong as that of the first one, this type of complementary assistance has not been observed.

When capacity of NGOs is evaluated for employment under a project, assessment of their financial capacity, including their fund-raising abilities, should be included in the evaluation criteria. Employment of financially capable NGOs could possibly lead to enhancement of synergetic effects at a farmer level during and after the project period.

(5) Establishment of a platform for watershed management including non-target villages of the project

The Project supported to establish the Watershed Management Council of the Noru sub-watershed as a platform where the relevant *sucos* can work on CB-NRM for sustainable watershed management. As mentioned in 4-2 f, the non-target *sucos* in the Council have already began to actively working together with the target *sucos*.

To accelerate dissemination of the concept of natural resource management to neighboring villagers of the target village of projects, establishment of such platform would be considered in the other projects.

(6) Enhancement of efficiency of the Project activities by making use of traditional

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customs and practices

In the target areas of the Project, a traditional ceremony concerning ritual prohibitions and sanctions used to be practiced, but were no longer being exercised at the time when the Project started. The Project revived and incorporated the ceremony into one of the steps, which would lead to preparation of PLUP for natural resource management. The Project helped villagers institutionalize the ceremony by codifying regulations with local resident's knowledge, which had been prepared and agreed at the *suco* meetings, and by facilitating processes of monitoring and reporting illegal activities for villagers. It was found that the institutionalization of the local rules with the traditional ceremony would be effective in orienting rural communities toward the sustainable forests and natural resources management.

The Project also paid close attention to reciprocal labor exchanges, which have been traditionally practiced in the target areas of the Project. Such traditions are used when laborious farming techniques are applied and implemented at individual farms.

To enhance efficiency of projects, use of the traditional customs and practices should be considered in the other projects.

(7) Effectiveness of utilization of local material

In the implementation of micro program such as reforestation programme, the Project used the local material such as bamboo, palm leaves, woods for construction of nursery in the demonstration plots. At the result, local residents were easy to start the individual plot such as nursery using the local material.

Utilization of local material shall be considered in designing effective extension of the demonstration activities to individuals.

(8) Existence of staffs of facilitating agencies in remote target villages

In the implementation of micro program in the target *suco*, NGO staff stayed in the *suco* for setting the demonstration plots such as terrace farming and supported villager for implementation of activities. Smooth monitoring for practices of villagers and timely supports within the *suco* produced the excellent outputs, since existence of such staffs can encourage the participants of the Project.

Advantage of allocation of such close focal points in project sites should be well considered when designing implementation system of future projects.

End of Document

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Annex 1: The Latest Project Design Matrix (PDM) with Revisions (Ver. 3)

Project Title: The Project for Community-Based Sustainable Natural Resource Management
Implementing Agency: National Directorate of Forestry (NDF), Ministry of Agriculture and Fisheries (MAF)
Target Area: Areas in and around the Comoro and Lacio Watersheds
Target Group: Relevant personnel of National Directorate of Forestry (NDF) and District Directorates of MAF in the target area, and the local residents in the Project sites
Super Goal: Watershed management is introduced in the major river systems in Timor-Leste

PDM ver. 3 (approved on Jul 23, 2015)

Duration: Five (5) years from the date of the first dispatch of expert(s)

Project Site: Six selected *sucos* in the Target Area (*1)

Project Site: Six selected *sucos* in the Target Area (*1)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal Community-based sustainable resource management (CB-NRM) is practiced in the Target Area.</p>	<p>Project Purpose An operational mechanism (*2) of CB-NRM at <i>suco</i> level is developed.</p>	<p>a. Annual reports of NDF and district directorates of MAF b&c Record of the <i>suco</i> regulation committee meetings d Monitoring report kept by MAF</p>	<p>* There is no drastic change in the direction of the policies of the government related to the natural resource management.</p>
<p>a. CB-NRM activities following the operational mechanism developed by the Project are implemented in at least 5 new <i>sucos</i> in the target area by the end of 2018. b. In all of the new <i>sucos</i>, cases of forest fires, illegal cutting, and illegal grazing are found to be decreased compared with the time without the regulations according to the observation of the respective <i>suco</i> regulation committees c. In all of 6 <i>sucos</i> of the Project sites, cases of forest fires, illegal cutting, and illegal grazing are not increased compared with the time of the Project completion according to the observation of the respective <i>suco</i> regulation committees. d. In all of 6 <i>sucos</i> of the Project sites, more than 70 % of the registered beneficiaries at the end of 2018 engage in the micro program activities, such as sustainable upland farming and reforestation.</p>	<p>a. By the Project end, an operational manual of CB-NRM for the Target Area, which clarifies the procedures for implementation of CB-NRM at village level as well as roles/responsibilities of the stakeholders, is approved by Director General (DG) of MAF b. By the Project end, technical manuals on CB-NRM micro program related techniques for the Target Area are approved by DG of MAF c. By the Project end, the draft policy recommendations to support and promote CB-NRM in the Target Area are endorsed by DG of MAF for approval by Secretary of State for Forest and Nature Conservation d. By the Project end, on average, more than 75 % (three-quarter) of the Project Personnel of NDF and MAF reach at least the second best level of five (5)-level evaluation rating set by the Project for the items identified in the respective capacity development plans, which are in line with their roles/responsibilities in CB-NRM</p>	<p>a. Date of approval of the manual b. Date of approval of the manual c. Date of endorsement of the recommendations of Results assessment made by the Project</p>	<p>* NDF makes efforts to further expand CB-NRM through the operational mechanism developed by the Project. * The Implementing agencies and relevant stakeholders continue to support the CB-NRM in the target area.</p>
<p>Outputs 1. Land use plans are agreed upon and implemented by local residents in accordance with <i>suco</i> relevant regulations. 2. The staff of the implementing agency and stakeholders (*3) are trained to support CB-NRM.</p>	<p>1a By September 2012, in all target <i>sucos</i>, participatory land use plans (PLUPs) with the <i>suco</i> regulations are agreed by the respective <i>suco</i> regulation ceremonies 1b At the Project end, in all target <i>sucos</i> where the <i>suco</i> regulations are introduced, annual number of forest fires, illegal cutting, and crop damage made by free grazing are found to be decreased according to the observation of the respective <i>suco</i> regulation committees 1c At the Project end, in all target <i>sucos</i>, more than 80% of the registered beneficiaries of reforestation, sloping agriculture/agroforestry, and alternative livelihood activities each under the micro programs in the second-rotation of training consider that the concerned activity has contributed to their livelihood improvement. 2a All of the topics related to CB-NRM, identified through the training needs assessment, are covered by the training, including technical & planning seminars, and on-the-job training. 2b On average, the technical seminar participants give 4 points on a five-point scale about "understandability of materials", "clearness of explanation", and "relevancy of topic" of the concerned seminars 2c At the Project end, on average, the Project Personnel of NDF and MAF evaluate their understanding about the training topics as at least middle on three-point scale. 2d Annual work plans to support and promote CB-NRM in the Target Area are formulated by the concerned NDF and MAF district officers for the years 2013- 2016. 2e By June 2015, final draft of the technical manuals on CB-NRM for the Target Area are developed in consultation with the relevant technical National Directorates of MAF 2f By the Project end, the facilitating agencies in the Target Area involved in the Project</p>	<p>1a Project Records 1b Progress report of each micro program 1c Record of the <i>suco</i> regulation committee meetings 1d Results of evaluation of each micro program 2a Training records 2b Results of post-training evaluation 2c Results of self-assessment at feedback seminar 2d The plans submitted to NDF 2e Date on the final draft submitted to NDF 2f Results of assessment made</p>	<p>* The trained personnel continue working in the Project sites. * There is no drastic change in the organizational structures of MAF district directorates.</p>

	become able to assume roles/responsibilities clarified in the operational manual of CB-NRM according to the criteria set by the Project. 2g By the Project end, all the <i>suco</i> regulation committees of the target <i>suco</i> s become able to assume roles/responsibilities clarified in the operational manual of CB-NRM according to the criteria set by the Project.	by the Project 2g ditto
3. Effective processes with roles of stakeholders to support CB-NRM are identified.	3a By June 2015, final draft of the operational manual of CB-NRM for the Target Area is developed in consultation with NDSACD 3b By June 2015, the draft policy recommendations to support and promote CB-NRM in the Target Area are developed in consultation with the relevant stakeholders	3a Date on the final draft submitted to NDF 3b Date of submission of the draft to NDF

Activities		Inputs		Important Assumptions
1-1	Organize initial meetings in the Project sites.	Timor-Leste Side	Japanese Side	<p>* There is no unpredicted conflict among the local residents in the Project sites that hampers the implementation of the Project activities.</p> <p>* The local government administrations are supportive to the Project activities.</p> <p>* Serious natural disasters or drastic climatic problems do not occur in the target area.</p> <p>Pre-Conditions</p> <p>* There is no security problem in Timor-Leste, particularly in the target area of the Project.</p> <p>* The local residents in the Project sites are willing to participate in the Project activities.</p>
1-2	Conduct participatory village profiling in the Project sites.	- Project Director	- Dispatch of Experts	
1-3	Conduct participatory land use planning with formulation of relevant <i>suco</i> regulations	- Project Manager	a. Chief Advisor	
1-4	Facilitate local residents in the Project sites to implement the micro programs (*4) prioritized in line with the land use plans.	- Supporting staff	c. Experts in the relevant fields such as:	
1-5	Monitor and evaluate CB-NRM in the Project sites.	- Project Office at NDF	*Participatory Management	
1-6	Organize field seminars and/or workshops for information sharing among the target <i>suco</i> s and technical dissemination to local residents in the neighboring <i>suco</i> s	- Operational costs	* Natural Resource Management	
1.7	Establish the watershed management council of the Noru watershed as a platform where the relevant <i>suco</i> s can work on CB-NRM for sustainable watershed management.		* Agro-forestry/Sloping Agriculture and other relevant fields	
2-1	Gather and compile useful CB-NRM practices and technologies applicable to the situation of the target area.		- Training of project personnel in Japan and/or the 3rd country	
2-2	Plan and conduct the training on CB-NRM for the technical staff of the Implementing agency and relevant stakeholders.		- Machinery and equipment	
2-3	Organize planning seminars on CB-NRM		* Vehicle(s)	
2-4	Organize feedback seminars on CB-NRM.		* Computer(s)	
2-5	Prepare technical manuals on CB-NRM.		* Machinery, equipment and materials for CB-NRM and training activities	
3-1	Prepare an operational manual on the processes to support CB-NRM with roles of stakeholders, reflecting the results of monitoring and evaluation of CB-NRM, including the micro programs implemented in the Project sites.		- Operational cost (when needs arise)	
3-2	Develop draft policy recommendations			
3-3	Organize a workshop to present the recommendations to relevant institutions and stakeholders.			

Notes:

*1: Project sites are the *suco*s (the lowest local government units) where the activities for the Output 1 are carried out.

*2: Operational mechanism is embodied in the endorsed and practiced-manual on the processes with roles of stakeholders to support CB-NRM, technical manuals on CB-NRM, and the policy recommendations. Capacity of the staff of NDF and District MAF to support and promote CB-NRM is integral part of the mechanism.

*3: Personnel of the relevant national directorate-of MAF, district office of MAF in the target area and other facilitating agencies, such as NGOs working in the target area.

*4: The micro programs are the specific activities undertaken by the local residents to support realization of the land use plans in the Project sites, such as reforestation, sloping agriculture/agro-forestry, alternative livelihood and so forth.

Annex 2: The Latest Summary of Plan of Operations (PO) (Ver. 3.1)

Version: 3.1 as of July 23, 2015

Project Title: The Project for Community-Based Sustainable Natural Resource Management

Overall Goal: Community-based sustainable natural resource management (CB-NRM) is practiced in the Target Area.

Project Purpose: An operational mechanism of CB-NRM at *suco* level is developed.

Project Period: Five (5) years from the date of the first dispatch of expert(s)

Activities	TFY2011				TFY2012				TFY2013				TFY2014				TFY2015			Responsibility
	10	JFY2011			JFY2012			JFY2013			JFY2014			JFY2015						
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
Output 1: Land use plans are agreed upon and implemented by local residents in accordance with relevant <i>suco</i> regulations.																				
1-1 Organize initial meetings in the Project sites.																				MAF CP (NDF and District), FA, JE
1-2 Conduct participatory village profiling in the Project sites.																				MAF CP (NDF and District), FA, JE
1-3 Conduct participatory land use planning with formulation of relevant <i>suco</i> regulations.																				MAF CP (NDF and District), FA, JE
1-4 Facilitate local residents in the Project sites to implement the micro programs prioritized in line with the land use plans.																				MAF CP (NDF, District and other NDs), FA, JE
1-5 Monitor and evaluate CB-NRM in the Project sites.																				MAF CP (NDF, District and other NDs), FA, JE
1-6 Organize field seminars and/or workshops for information sharing among the target <i>sucos</i> and technical dissemination to local residents in the neighboring <i>sucos</i> .																				MAF CP (NDF, District and other NDs), FA, JE
1-7 Establish the watershed management council of the Noru watershed as a platform where the relevant <i>sucos</i> can work on CB-NRM for sustainable watershed management.																				MAF CP (NDF, District and other NDs), FA, JE
Output 2: The staff of the Implementing agency and relevant stakeholders are trained to support CB-NRM.																				
2-1 Gather and compile useful CB-NRM practices and technologies applicable to the situation of the target area.																				MAF CP (NDF and District), JE
2-2 Plan and conduct the training on CB-NRM for the technical staff of the Implementing agency and relevant stakeholders.																				MAF CP (NDF and District), FA, JE
2-3 Organize planning seminars on CB-NRM.																				MAF CP (NDF and District), JE
2-4 Organize feedback seminars on CB-NRM.																				MAF CP (NDF and District), JE
2-5 Prepare technical manuals on CB-NRM.																				MAF CP (NDF and District), JE
Output 3: Effective processes with roles of stakeholders to support CB-NRM are identified.																				
3-1 Prepare an operational manual on the processes to support CB-NRM with roles of stakeholders, reflecting the results of monitoring and evaluation of CB-NRM, including the micro programs implemented in the project sites.																				NDF Staff, JE
3-2 Develop draft policy recommendations.																				NDF Staff, JE
3-3 Organize a workshop to present the recommendations to relevant institutions and stakeholders.																				MAF CP (NDF), JE

MAF: Ministry of Agriculture and Fisheries

District: MAF District Office

JE: Japanese Expert(s)

CA: Chief Advisor, Co-CA: Co-Chief Advisor, UFT/LD Ex: Upland Farming Technologies/Livelihood Development Expert,

A/R Ex: Afforestation/Reforestation Expert, PC: Project Coordinator, Local PC: Local Project Coordinator

NDF: National Directorate for Forestry

CP: Counterpart personnel

FA: Facilitating Agencies

Other NDs: Other relevant National Directorates of MAF

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Annex 3. Accomplishment of the Project

1. Inputs

1-1 Input by the Japanese side (Planned and Actual)

The planned inputs indicated in PDM (Version 3) and actual inputs provided by the Japanese side are shown in the table below. All planned inputs were provided during the Project cooperation period.

Item	Planned	Actual
JICA Experts	<ul style="list-style-type: none"> - Chief Advisor - Administrative Coordinator - Experts in the relevant fields such as: Participatory Natural Resource Management Agro-forestry/Slope Agriculture Soil and Water Conservation and other relevant fields. - 	<ul style="list-style-type: none"> - Chief Advisor/Rural Development/Sloping Agriculture/Agroforestry - Co-chief Advisor/Natural Resource Management/Soil Conservation - Afforestation/Reforestation - Upland Farming Technologies/Livelihood - Coordinator/Assistant in Afforestation and Rural Development <p>Total: 90.73 m/m (as of Oct 2015 including inputs expected from June to October 2015)</p>
Machinery, equipment	<ul style="list-style-type: none"> - Vehicle(s) - Computer(s) - Machinery, equipment and materials for CB-NRM and training activities 	<ul style="list-style-type: none"> - GPS (1), Software (1), Copy Machine (1), Personal Computer (1), Projector (1), Generator (1), Vehicle (2), and Motorbikes (4): 7.3 Million US\$
Training of counterpart personnel in Japan and/or the third country	<ul style="list-style-type: none"> - Training of project personnel in Japan and/or the third country 	Total: 10 participants in the trainings in Japan (9 persons) and Thailand (1)
Operational cost (When needs arise)		Total amount: 167.6 million JPY (as of October 2015 including the budgets allocated for 2014/15.)

The total number of inputs by JICA experts has been increased by 6.73 m/m if compared with the original plan, mainly due to preparation for consultation meetings on draft manuals and policy recommendations and support for establishment of a watershed management council. Comparison between planned and actual inputs of JICA experts is shown in the table below.

Planned and Actual Inputs of JICA Experts

Unit : m/m

No	Professional Area	Planned			Actual ^{Note}			Difference		
		Field	Jpn	Ttl	Field	Jpn	Ttl	Field	Jpn	Ttl
(1)	Chief Advisor/Rural Development/Sloping Agriculture/Agroforestry	27.00	0.20	27.20	33.80	0.35	34.15	6.80	0.15	6.95
(2)	Co-chief Advisor/Natural	30.20	0.10	30.30	28.13	0.10	28.23	-2.07	0.00	-2.07

	Resource Management/Soil Conservation									
(3)	Upland Farming Technologies/Livelihood	12.20	0.00	12.20	13.17	0.00	13.17	0.97	0.00	0.97
(4)	Afforestation/Reforestation	7.00	0.00	7.00	4.80	0.40	5.20	-2.20	0.40	-1.80
(5)	Coordinator/Assistant in Afforestation and Rural Development	7.30	0.00	7.30	8.53	1.45	9.98	1.23	1.45	2.68
	Total	83.70	0.30	84.00	88.43	2.30	90.73	4.73	2.00	6.73

Source: Project Office

Note: Total inputs including those expected by the end of the project

Nine (9) participants participated in the training in Japan. The following table shows the schedule, number of participants and their affiliations, and titles of the training courses.

Training in Japan

No.	Schedule	Affiliation and number of participants(Persons)	Title of the Training Course
1	Nov 27 to Dec 21, 2011	NDF(1), MAF DO(District Officer 1)	Natural and forest-related resource management through the development and implementation of regional forest management plan
2	Nov 29, 2012 to Dec 22, 2012	NDF(2)	Natural and forest-related resource management through the development and implementation of regional forest management plan
3	Aug 25 to Sept 11, 2013	MAF DO (Forest Guards:2)	Forest conservation and management for the sustainable natural resource management and its relevant techniques
4	Aug 31 to Sept 8, 2014/Aug 24 to Sept 17, 2014	NDF(3)	Forest and Natural Resource Management through Formulation and Implementation of Forest Management Plan

Source: Project Office

The following shows the disbursement of local activity costs by period as well as by expense item.

Disbursement of Local Activity Costs

Local Activity Cost by Period

Period	Amount (1,000 JPY)
Jan 2011-Mar 2012	28,264
May 2012-Mar 2013	46,954
May 2013-Mar 2014	55,828
May 2014-Oct 2015	43,808
Total	174,854

Local Activity Cost by Expense Item

Expense Item	Amount (1,000 JPY)
Suco profiling survey	3,558
PLUP	8,696
Implementation of Micro Program	116,472

Operation costs	35,112
Purchase of Project equipment	7,257
Arrangement of training in Japan	3,759
Total	174,854

Source : Project Office

Note : The expenditures in 2014/2015 are not the actual expenses but the budgets allocated for the respective items.

1-2 Input by Timorese side (Planned and Actual)

The planned inputs indicated in PDM (Version 3) and actual inputs provided by the Timorese side are as follows.

Item	Planned	Actual
Counterpart assignment	Project Director Project Manager Counterpart personnel Supporting staff	Project Director Project Manager Project Coordinator Technical Personnel at NDF (3), Aileu District (14) Total: 20 persons as of May 2015
Facility	Project Office at NDF, MAF	Office space for the Project
Local expense	Operational costs	Total: 17,717 US\$ as of October 2015 including budgets for M & E

Source: Project Office

There have been several changes and replacements according to the personnel reshuffle in MAF and restructuring of the organization. The number of Project officers assigned as of May 2015 is 20, out of which two are female. The following shows their positions and affiliations of the Project officers.

Project Officers assigned to the Project as of May 2015

Position and Affiliation	Number (Persons)
Management (MAF, NDFWM)	3
Technical (NDF)	3
Technical (Aileu District)	14 ^{Note}
Technical (Emera District)	0
Administration	0
Total	20

Source : Project Office

Note: The number include four forest guards, two sub-district extension coordinator and four extension officers.

Aside from the Project officers, a working team, which consists of 20 members, was established at NDFWM in order to collaborate with JICA experts and Project officers for realization of Output 3 (policy recommendations).

The annual local budgets for the Project are shown in the table below. In FY 2015, NDFWM plans to secure the amount for the monitoring and evaluation of the Project.

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Local Budgets for the Project

Period	Amount (US\$)
TFY 2011	1,025 ^{Note1}
TFY 2012	0
TFY 2013	0
TFY 2014	15,192 ^{Note2}
TFY 2015	1,500 ^{Note3}
Total	16,217

Source: Project Office

Note 1 : The budget is equivalent to the costs for 2 file cabinets, 3 office desks, and 7 chairs.

Note 2: The amount is from the Community Development Fund. The Community Development Fund is a special fund provided from MAF/GoTL to communities for forest protection activities including seeding production.

Note 3 : The expenditures in TFY 2015 are not the actual expenses but the budgets allocated for the monitoring and evaluation..

1-3 Activities (Planned and Actual)

The planned project activities to be implemented in order to produce Output 1, 2 and 3 and the actual activities implemented during the project period are summarized as follows.

Planned	Actual
Activities on Output 1 (Land use plans are agreed upon and implemented by local residents in accordance with relevant <i>suco</i> regulations.)	
1-1 Organize initial meetings in the Project sites.	The initial consultation meetings with <i>suco</i> leaders and local communities in the target <i>sucos</i> were held in February 2011 at 6 <i>sucos</i> (Fadabloco, Faturasa, Talitu, Tohumeta, Madabeno and Hautoho). It was therefore important to clearly explain the objectives and major activities of the project, roles and responsibilities of communities, and expected outputs from the project, so as to minimize their unnecessary. Clear explanations made by both NDF/MAF and NGOs with the JICA Project Team resulted in reducing the misconception of the project among <i>suco</i> leaders.
1-2 Conduct participatory village profiling in the Project sites.	The village profiling survey, which consists of PRA and household interview survey, was carried out in the respective target <i>sucos</i> from February to March and in November 2011. The results of the village profile survey showed a clear picture of the respective target <i>sucos</i> and identified potential micro programs, which could be implemented in the <i>sucos</i> . However, the survey required 2 to 10 days to complete and this might have forced local communities to bear additional burden in addition to PLUP. This is because many other events and/or projects were implemented in the <i>sucos</i> so that some villagers found it difficult to respond to the request from the Project.
1-3 Conduct participatory land use planning with formulation of relevant <i>suco</i> regulations.	Participatory land use planning (PLUP) composed of the 10 steps was conducted in the relevant target <i>sucos</i> in the first batch of the target <i>sucos</i> (4 villages) from June to August 2011 and in the second batch of the target <i>sucos</i> (2 villages) from May to September 2012. All the target <i>sucos</i> developed the future land use plans and <i>suco</i> regulations in writing through the sessions held in PLUP. As PLUP was carried out in a proper and participatory manner in the target villages, the future land use plans and <i>suco</i> regulations were

Planned	Actual
	<p>developed with the full consent of <i>suco</i> leaders and other communities in the <i>sucos</i>. Close guidance and coaching were needed and provided by JICA experts since the NGOs had no experience in PLUP before, particularly at the initial stage.</p>
<p>1-4 Facilitate local residents in the Project sites to implement the micro programs prioritized in line with the land use plans.</p>	<p>After PLUP, communities in the target <i>sucos</i> selected one or two micro programs, which aimed to help them materialize the future land use plans. The following micro programs have been implemented in the respective target <i>sucos</i>:</p> <p><u>Sucos that started MP in 2012</u> Faturasasa: SUFP with CBSE-MP Fadabloco: SUFP with CBSE-MP and IG/LD-MP Talitu and Madabeno: SPTPP-MP and SUFP with CBSE-MP</p> <p><u>Sucos that started MP in 2013</u> Tohumeta: SUB/PF-MP Hautoho: SUFP with CBSE-MP and IG/LD-MP</p> <p>In the course of the micro programs, a series of hands-on training courses/Farmers' Field Schools (FFSs) had been arranged for communities so that they could acquire necessary skills and techniques on the respective topics.</p> <p>Implementation of the micro programs contributed/is contributing to the materialization of the future land use plans developed in PLUP. The importance of the <i>suco</i> regulations has also been heightened as communities planted seedlings and developed their permanent farms in the course of the micro programs. Integration of the traditional collective working system (so-called "halosan" system) with FFSs of SUFP-MP, SUFP with CBSE-MP, and SUB/PF-MP was effective in encouraging communities to help each other apply the upland farming techniques to their own farms.</p> <p>Extension officers should be involved in the workshops for selection of the micro programs, so that they could realize their tasks. Expansion of the farming techniques demonstrated in a demonstration plot to other members' farms require a certain scheme to encourage communities to help each other introduce the techniques, since some are rather laborious as compared to their traditional practices.</p>
<p>1-5 Monitor and evaluate CB-NRM in the Project sites.</p>	<p><i>Suco</i> leaders of the respective <i>sucos</i> have had meetings on a regular basis (basically on a monthly basis) with the assistance from the NGOs and the Project Teams to discuss any illegal issues happening in the <i>sucos</i> and solve any issues/problems using the <i>suco</i> regulations. In addition to the regular meetings on the <i>suco</i> regulations, communities who took part in the micro programs (members of the beneficiaries' groups of the micro programs) also had a monitoring, evaluation, and planning workshop on a yearly basis. Through such regular meetings, <i>suco</i> leaders in the target <i>sucos</i> have been able to enhance their capacity to govern the <i>sucos</i>. However, the Project shouldered the expenses for food and drink in the meetings. It might be difficult for the <i>sucos</i> to have such meetings on a monthly basis without financial support from the project.</p>
<p>1-6 Organize field seminars and/or workshops for information sharing among the target <i>sucos</i> and technical</p>	<p>The following field seminars were held to exchange information and experiences between / among communities in the target <i>sucos</i> and their neighboring <i>sucos</i> as well.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Harvesting ceremony at Fadabloco in April 2014 <input type="checkbox"/> Harvesting ceremony at Tohumeta in March 2015 <p>Field seminars/workshops were found effective in enhancing a</p>

Planned	Actual
dissemination to local residents in the neighboring <i>sucos</i> .	sense of ownership or self-esteem among communities in the target <i>sucos</i> , especially host communities. However, poor road conditions hindered many communities from participating in the seminars.
1-7 Establish the watershed management council of the Noru watershed as a platform where the relevant <i>sucos</i> can work on CB-NRM for sustainable watershed management.	Noru watershed management council was established in September 2015 as a platform for local government units (i.e., sub-district administrators and <i>chefs de suco</i>) and other relevant parties concerned with the Noru watershed. ¹ The council holds a quarterly meeting. The MAF and JICA Project Team in partnership with the NGOs assisted the council to prepare a watershed management plan in 2015. At the regular meeting held in March 2015, the members discussed causes of recent landslides in the areas and decided to send a request to MAF for support of seedlings. They are also scheduled to meet in July 2015 at <i>sucos</i> where forest fires took place in 2014 in order to conduct a traditional ceremony. <i>Sucos</i> where the CB-NRM mechanism has yet to be in place have often faced illegal cases (e.g., forest fires, illegal cutting and animal grazing) in the <i>sucos</i> . It is, however, difficult for the Project to help such <i>sucos</i> develop the future land use plans and <i>suco</i> regulations within the framework of the current Project. <i>Suco</i> leaders of such <i>sucos</i> might lose their interest in the watershed management council when they realize that they could not get any support from the project.
Activities on Output 2 (The staff of the Implementing agency and relevant stakeholders are trained to support CB-NRM.)	
2-1 Gather and compile useful CB-NRM practices and technologies applicable to the situation of the target area.	The JICA Project Team collected a total of 49 types of exiting technical documents, such as manuals, guidebooks, guidelines, handbooks, and other technical documents, as technical references for determination of useful CB-NRM techniques/practices applicable to Timor-Leste, especially the target areas. Having reviewed and assessed the documents collected, the JICA Project Team identified useful CB-NRM techniques/practices and drafted the CB-NRM Information Kit compiling them into a technical reference book in June 2012. An inventory of existing techniques proven effective is essential to the identification of techniques useful for CB-NRM. In general, technical references left in the country were limited. Furthermore, many documents existing in the country were written in Bahasa. Hence, it was the time consuming works to glean useful information.
2-2 Plan and conduct the training on CB-NRM for the technical staff of the implementing agency and relevant stakeholders.	The JICA Project Team carried out an assessment of training needs of the Project officers in February and March 2011 and developed a capacity development plan containing training curriculum for the respective types of the project officers. The Team has held more than 15 seminar-type training courses (so-called "technical seminars"), provided OJT in monitoring the CB-NRM activities in the field, and arranged opportunities to be resource persons in seminars. The Team has provided coaching and technical

¹ Enforcement of the *suco* regulations only in one *suco* does not necessarily eliminate the causes of forest degradation, such as wild fires, illegal cutting, and animal grazing, since some of them were caused by communities living in the neighboring *sucos*. Thus, the JICA and the NGO recognized a need to form a platform where the target as well as the neighboring *sucos* could have dialogues and take necessary action for sustainable natural resource management at the sub-district or watershed level to reduce illegal cases in the border areas between/among *sucos*. Furthermore, the JICA Project Team considered that an institutional framework to scale up the CB-NRM mechanism from the *suco* level to the sub-district or sub-watershed level should be introduced/established so as to protect watershed environment of the concerned river basins using the CB-NRM mechanism.

Planned	Actual
	<p>assistance to two (2) NGOs over the course of the project activities, such as PRA, PLUP, selection of micro programs, assistance in enforcement of the <i>sucos</i> regulations, and implementation of micro programs. The capacity development plan was revised in 2013 in order to set realistic targets of the capacity development activities following one of the recommendations by the mid-term review mission.</p> <p>Involvement of the project officers in the monitoring of the project activities in the field in addition to seminar-type training courses helped them grasp the overall process of and key techniques for CB-NRM. However, they have fewer opportunities to practice/make trials in the field due to a lack of budget allocated to NDFWM/MAF.</p>
2-3 Organize planning seminars on CB-NRM.	<p>The Project officers have been assisted by the JICA Project Team in the preparation of their annual work and budget plans since 2012. The JICA Project Team and the Project officers had feedback and planning seminars at the beginning of year for the last four (4) years to discuss Project activities, especially training courses; they took part in and Project activities planned in the following years. In April 2015, the Project officers submitted the proposals for their work and budget plans for FY 2015 and 2016 to NDFWM and District MAF Office in Aileu, respectively</p> <p>The majority of the Government officials have less experience in making a work and budget plan estimating the work quantity of each work item. In general, the plans have been made without detailed examination. Furthermore, the Project officers have not been fully involved in the preparation of work plans before. The budgets allocated to MAF, especially NDFWM have been far below than the amount it proposed for the last few years. It is necessary for them to prepare appropriate plans for the directorate and the ministry as a whole based on the necessary volume of the works and actual amount spent, etc.</p>
2-4 Organize feedback seminars on CB-NRM.	<p>The feedback seminars were held with the Project officers at the beginning of year for the last four (4) years. The Project officials have reviewed and revised the training curriculum after assessment of their level of understanding of the key topics of CB-NRM. It was sometime difficult for the Project officers to assess their understanding level correctly as many of them have limited understanding of their tasks and duties in general.</p>
2-5 Prepare technical manuals on CB-NRM.	<p>Based on the results of the micro programs implemented in the target <i>sucos</i>, the JICA Project Team drafted the technical manuals on CB-NRM composed of the following three (3) volumes in April 2014:</p> <ul style="list-style-type: none"> Vol. 1: Seedling Production and Tree Planting Vol. 2: Sustainable Upland Farming Vol. 3: Income Generating/Livelihood Development <p>The draft technical manuals were introduced to the offices in NDF/NDEDAC and the MAF District Offices concerned with the Lacle and Comoro river basins in June and October/November 2014, respectively.</p> <p>The technical manuals are scheduled to be finalized in July 2015 and introduced to the officers of the national directorates of MAF, especially the NDFWM and NDEDAC. Manuals prepared on the basis of field trials would be more useful and helpful for field workers.</p>
Activities on Output 3 (Effective processes with roles of stakeholders to support CB-NRM are identified.)	
3-1 Prepare an	The JICA Project Team prepared technical guidelines for the NGOs

Planned	Actual
<p>operational manual on the processes to support CB-NRM with roles of stakeholders, reflecting the results of monitoring and evaluation of CB-NRM, including the micro programs implemented in the Project sites.</p>	<p>(for PLUP, selection of micro programs, monitoring of <i>suco</i> regulations, etc.). The Team reviewed the guidelines based on the results of the field application by the NGOs and compiled them into the standard procedures for establishment of the CB-NRM mechanism. In parallel with these activities, the JICA and MAF Project Teams and the NDF Working Team have had a total of nine (9) meetings by the end of May 2015 and discussed the forest sector policy and the forest management bill, framework of CB-NRM and roles/responsibilities of key actors, scope and mechanism of CB-NRM, draft policy recommendations, a draft ministerial order for promotion of CB-NRM and so forth.</p> <p>The CB-NRM Operational Manual was drafted in October 2013 referring to the results of the field trials in the target <i>sucos</i> and discussions with the NDF Working Team. The draft manual had been introduced to relevant stakeholders since then. In particular, it was discussed with key stakeholders at both district and central levels in the consultation seminars held in March and April 2015.</p> <p>If the Forest Management Bill is officially approved and in place, the process of establishing the CB-NRM mechanism may be mainstreamed as one of the tasks of NDFWM/MAF since it can be synchronized with the process of granting Community Forestry Management Agreement (CFMA) stipulated in the Forest Management Bill. Meanwhile, the Forest Management Bill will be possibly prepared as a decree to a future Forest Law. Review works of the Forestry Sector Policy (2008) have been just initiated and after review works of the Policy, preparation of the Forest Law is expected to be followed. Therefore, it may take some time before a Forest Management Bill or Decree is issued as an implementing rule to the Forest Law.</p>
<p>3-2 Develop draft policy recommendations.</p>	<p>The policy recommendations were drafted through the discussions with the NDF Working Team. In addition to the draft policy recommendations, the Project Teams and Working Team also drafted the ministerial order for promotion of CB-NRM, so that NDFWM and other relevant offices can get policy support for expansion of CB-NRM from the GoTL. The draft recommendations with the draft ministerial order were introduced and explained to the stakeholders and discussed in the consultation seminars held in March and April 2015.</p> <p>One of the recommendations is to finalize and approve the ministerial order for promotion of CB-NRM, which specifies i) rationale of CB-NRM, ii) objectives, iii) process and procedures, and iv) roles and responsibility of stakeholders. Besides, the recommendations clarify the necessary actions to be taken for promotion of CB-NRM.</p>
<p>3-3 Organize a workshop to present the recommendations to relevant institutions and stakeholders.</p>	<p>The final presentation will be held in July 2015 after the JICA and MAF Project Teams with the NDF Working Team finalize the documents, namely i) policy recommendations, ii) ministerial order, and iii) CB-NRM Operational Manual, based on the comments and suggestions given in the consultation seminars.</p> <p>If the final version of the policy recommendations and ministerial order are introduced to the public with the presence of the Minister of MAF, a wide range of stakeholders would have interests in CB-NRM and its associated documents. On the other hand, as the top management of MAF was recently changed, it is still uncertain if</p>

Planned	Actual
	CB-NRM can get support from the Minister at the time of the terminal evaluation.

2. Achievements of the Project

2-1 Outputs and indicators (Target values and actual values achieved at completion)

Output 1: Land use plans are agreed upon and implemented by local residents in accordance with relevant *suco* regulations.

Indicators	Results
1a. By September 2012, in all target <i>sucos</i> , participatory land use plans (PLUPs) with the <i>suco</i> regulations are agreed by the respective <i>suco</i> regulation ceremonies	Achieved: By September 2012, in all the target <i>sucos</i> (6 villages), participatory land use plans (PLUPs) with the <i>suco</i> regulations were developed and the implementation and enforcement of the <i>suco</i> regulations were announced through the traditional ceremonies (Tara Bandu).
1b. At the Project end, in all target <i>sucos</i> where the <i>suco</i> regulations are introduced, annual number of forest fires, illegal cutting, and crop damage made by free grazing are found to be decreased according to the observation of the respective <i>suco</i> regulation committees	Nearly Achieved: According to the report at the <i>suco</i> regulation committees, it was found that the number of forest fires and damages on agricultural products by free animal grazing had been increased in 2014 if compared with the number in 2013 (See the table below. No relevant data are available at/before the Project started in 2010). However, according to the forest guards, MAF district officers, <i>suco</i> leaders interviewed during the terminal evaluation, such incidences were caused by the local people outside the target <i>sucos</i> . Not all the behaviors of the people can be controlled with <i>Suco</i> regulations, particularly if they are not from the <i>suco</i> where the regulations are applied. Furthermore, it was heard at the interview with villagers during the terminal evaluation that the number of forest fires, illegal cuttings, and crop damages caused by free grazing animals had been reduced after the introduction of the <i>suco</i> regulations.

Output 1 has been achieved by the time of the terminal evaluation. Based on the above results, Indicator 1a was achieved since in all the target *sucos* (6 villages), participatory land use plans (PLUPs) with the *suco* regulations were developed. With regard to Indicator 1b, it was found that the number of forest fires and damages on agricultural products by free animal grazing had been increased in 2014 if compared with that in 2013 as shown in the table below.

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The number of incidents reported at the *suco* regulation committees

<i>Suco</i>	Forest Fires			
	2011	2012	2013	2014
Talitu	2	3	0	0
Madabeno	2	3	0	4
Tohumeta	na	2	0	2
Fadabloco	5	4	2	6
Faturasa	0	1	6	2
Hautoho	na	1	2	4
Total		14	10	18

<i>Suco</i>	Illegal Cuttings			
	2011	2012	2013	2014
Talitu	0	0	0	1
Madabeno	0	0	4	1
Tohumeta	na	0	2	1
Fadabloco	3	3	1	3
Faturasa	0	1	2	1
Hautoho	na	1	0	0
Total		5	9	7

<i>Suco</i>	No of crop damages caused by free grazing			
	2011	2012	2013	2014
Talitu	1	2	2	3
Madabeno	0	1	7	4
Tohumeta	na	0	3	4
Fadabloco	5	4	4	8
Faturasa	2	7	1	4
Hautoho	na	1	0	1
Total		15	17	24

Source: Project Office

Concerned personnel claimed that villagers outside the target *sucos* would be responsible for these illegal activities. For example, all the eight forest fires reported in Fadabloco and Faturasa from September to October in 2013 took place along the boundaries with the neighboring *suco*, particularly in the common lands where the neighboring villagers jointly utilized for free grazing of animals. One of the Project officers also pointed out that the data on the frequency of incidences would not show the extent of the damages caused by illegal activities. While accuracy of the data needs to be examined, it is necessary to monitor a longer term trend of illegal activities.

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As the indicator is concerned with the observations of *suco* regulation committees and they found that the illegal activities caused by the villagers had been decreased after implementation of the Project, the number of illegal activities reported from the target *sucos* is likely to decrease in 2015 from that in the previous year. However, it is not too late to postpone the judgement on the achievement of Indicator 1c until the end of the Project cooperation period in order to confirm the situation at that time.

Indicators	Results
1c. At the Project end, in all target <i>sucos</i> , more than 80% of the registered beneficiaries of reforestation, sloping agriculture/agroforestry, and alternative livelihood activities each under the micro programs in the second-rotation of training consider that the concerned activity has contributed to their livelihood improvement.	Likely to be achieved In lieu of the registered beneficiaries' perceptions on livelihood improvement, the analysis was made on the number of the beneficiaries who had applied the techniques to individual farms/plots in the second rotation of the training. Based on the records (See the table below), it was found that a cumulative total of 2,162 members applied the techniques they learned in the first or second year of the training from Year 2012 to Year 2014.

In connection with Indicator 1c, the upper half of the table below shows the number of beneficiaries who applied their techniques to their individual farms in the first or second year (rotation) of the training. On average, the ratio of the beneficiaries who applied the techniques to their own farms/plots against the number of initially registered participants is calculated at 100.4% (See Note 1 of the table below).

Unit: Persons

Micro Program	Suco	No. of participants who applied techniques at individual farms/No. of participants and year they applied.			Gross profit/ sales volume/ Survival rate	Remarks
		Year 2012	Year 2013	Year 2014		
SUIP with CBSE MP	Faturasa		162/162	312/315	promising	
	Fadabloco		153/153			
	Hautoho		Yet to apply	110/110		
SUIP-MP	Talitu		52/52	40/52	promising	
	Madabeno		158/180	145/151		
SPTPP-MP	Talitu	103/103	104/102 ^{Note1}	104/102 ^{Note1}	78.0% ^{Note2}	depending on site condition (elevation & water)
	Madabeno	146/146	250/193 ^{Note1}	152/162	97.1% ^{Note2}	
SUB/PF-MP	Tohumeta		86/86	85/85		promising
Sub-total of 4 MPs		249/249(100%)	965/928(104.0%)	948/977(97.0%)		
Sub-total of 4 MPs in 3 years		2,162/2,154 (100.4%)				
IG/LD-MP						
Canna chips	Hautoho		-	14.1 (OJT:Avg/tim)	32 bags sold in 2014 ^{Note3}	promising income source

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Micro Program	Suco	No. of participants who applied techniques at individual farms/No. of participants and year they applied.			Gross profit/ sales volume/ Survival rate	Remarks	
		No. of participants in trainings in case of IG/LD.					
		Year 2012	Year 2013	Year 2014			
				e)			
Salted vegetable			23 (training)	14 (training)	14 bags produced in 2014 ^{Note3}	depending on site condition (water)	
Sewing machine/ making cloths			-	15.5 (Training:avg/time)	Gross profit: 97\$ ^{Note3} in 2014	promising for self-consumption	
Dry sweat potatoes			19 (training)	-		promising for self-consumption	
Herb tea			23 (training)	-		depending on market	
Cassava chips	Fadabloco	/	9.4 (OJT:avg/time)	38.1 (Production: avg/time)	1,871bags delivered/Gross profit 2,637\$ by Dec 2014	promising income source	
Sewing machine/ making cloths			15.3 (Training:avg/time)	NA	5 to 25\$/Group by Dec 2014	promising for self-consumption	
Salted vegetable (Mustard)			14	16 (Production avg/time)	18 bags produced by July 2014	depending on site condition (water)	
Dry sweat potatoes			Produced by 28 members (OJT)	-	-		promising for self-consumption
Herb tea			Produced by 10 members (OJT)	-	-		depending on market

Source: Project Office

Note 1: The number of farmers who applied techniques to their own farms/plots is more than that of the initial number of participants. It was learned that farmers who did not participate in the Project at the beginning came to join the group later in the process.

Note 2: Average survival rate of seedling planted in Year 2012/2013. The survey was conducted from July to September 2014.

Note 3: Record up to October

In terms of IG/LD-MP, some products are produced for sales in the market while others are used for home consumption. The former types of products are canna chips, cassava chips and herb tea and the latter types are dry sweat potatoes and salted vegetables. Cloth-makings are the services to be provided to household members and/or neighbors. Products for home consumption tend to be produced at individual households once the production technology has been transferred. In this case, initial groups are not necessarily to be maintained. Production of herb teas has been temporarily suspended because of the necessity to discuss product standards with buyers.

Output 2: The staff of the implementing agency and relevant stakeholders are trained to support CB-NRM.

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Indicators	Results																																																																
2a. All of the topics related to CB-NRM, identified through the training needs assessment, are covered by the training, including technical & planning seminars, and on-the-job training.	Achieved All the 10 topics listed in the capacity development plan were handled at technical seminars by March 2013.																																																																
2b. On average, the technical seminar participants give 4 points on a five-point scale about "understandability of materials", "clearness of explanation", and "relevancy of topic" of the concerned seminars	Achieved As of the end of December 2014, a total of 15 technical seminars were conducted by the Project. On average, about 76.2% of the target members participated in the seminars. The participants of the seminars gave more than 4 points each for the three evaluation criteria as shown in the table below: <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Evaluation of seminars</caption> <thead> <tr> <th>Criteria</th> <th>Average score</th> </tr> </thead> <tbody> <tr> <td>Understandability of materials</td> <td>4.3</td> </tr> <tr> <td>Clearness of explanation</td> <td>4.2</td> </tr> <tr> <td>Relevancy of topics</td> <td>4.3</td> </tr> </tbody> </table> <p style="text-align: center;">Source: Project Office</p>	Criteria	Average score	Understandability of materials	4.3	Clearness of explanation	4.2	Relevancy of topics	4.3																																																								
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2c. At the Project end, on average, the Project Personnel of NDF and MAF evaluate their understanding about the training topics as at least middle on three-point scale.	Achieved The project officers, who participated in the feedback and planning workshops held in January and February 2015, judged that their understanding of the topics relevant to CB-NRM was, on average, higher than the middle level on a three-point evaluation scale (See the table below).																																																																
<p>Summary of the Results of Self-evaluation in 2015 Respondents: NDF, District Officer (Forestry), Forest Guards (Total respondents: 5 persons)</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Topics</th> <th>Understanding</th> <th>Application</th> <th>Average</th> </tr> </thead> <tbody> <tr> <td>PLUP</td> <td>2.4</td> <td>2.4</td> <td>2.4</td> </tr> <tr> <td>SPTPP-MP</td> <td>3.0</td> <td>3.0</td> <td>3.0</td> </tr> <tr> <td>SUFP-MP</td> <td>3.0</td> <td>3.0</td> <td>3.0</td> </tr> <tr> <td>LG/LD-MP</td> <td>2.0</td> <td>-</td> <td>2.0</td> </tr> <tr> <td>Facilitation skills</td> <td>2.8</td> <td>-</td> <td>2.8</td> </tr> <tr> <td>Project management</td> <td>-</td> <td>2.6</td> <td>2.6</td> </tr> <tr> <td>Average</td> <td>2.6</td> <td>2.8</td> <td>2.6</td> </tr> </tbody> </table> <p>Respondents: District Officer (Crop, Coffee, Industrial Plant), Sub-district Extension Coordinator, Extension Officers (Total respondents: 4 persons)</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Topics</th> <th>Understanding</th> <th>Application</th> <th>Average</th> </tr> </thead> <tbody> <tr> <td>PLUP</td> <td>2.8</td> <td>2.8</td> <td>2.8</td> </tr> <tr> <td>SPTPP-MP</td> <td>2.9</td> <td>2.9</td> <td>2.9</td> </tr> <tr> <td>SUFP-MP</td> <td>3.0</td> <td>2.9</td> <td>2.9</td> </tr> <tr> <td>LG/LD-MP</td> <td>2.3</td> <td>-</td> <td>2.3</td> </tr> <tr> <td>Facilitation skills</td> <td>2.7</td> <td>-</td> <td>2.7</td> </tr> <tr> <td>Project management</td> <td>-</td> <td>2.7</td> <td>2.7</td> </tr> <tr> <td>Average</td> <td>2.7</td> <td>2.8</td> <td>2.7</td> </tr> </tbody> </table> <p>Source: Project Office Note 1: Each topic was evaluated by following the 3-rating system: 3-satisfactory, 2-fair, and 1-not satisfactory</p>		Topics	Understanding	Application	Average	PLUP	2.4	2.4	2.4	SPTPP-MP	3.0	3.0	3.0	SUFP-MP	3.0	3.0	3.0	LG/LD-MP	2.0	-	2.0	Facilitation skills	2.8	-	2.8	Project management	-	2.6	2.6	Average	2.6	2.8	2.6	Topics	Understanding	Application	Average	PLUP	2.8	2.8	2.8	SPTPP-MP	2.9	2.9	2.9	SUFP-MP	3.0	2.9	2.9	LG/LD-MP	2.3	-	2.3	Facilitation skills	2.7	-	2.7	Project management	-	2.7	2.7	Average	2.7	2.8	2.7
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Average	2.7	2.8	2.7																																																														
2d. Annual work plans to support and promote CB-NRM in the Target Area are formulated by the concerned NDF and MAF	Achieved The project officers have been assisted in preparation of their annual operation and budget																																																																

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Indicators	Results
district officers for the years 2013- 2016.	plans for FY 2012-2015. The plans were submitted to NDFWM and Aileu MAF District Office. As a result, a certain amount of budgets for monitoring of the Project activities is expected to be allocated in FY 2015.
2e. By June 2015, final draft of the technical manuals on CB-NRM for the Target Area are developed in consultation with the relevant technical National Directorates of MAF	Likely to be achieved In July 2015, a workshop is scheduled to be held at Dili, inviting key officials working at the relevant technical national directorates of MAF, especially NDEDAC, in order to obtain their opinions and suggestions on the draft technical manuals and finalize them. At the time of the terminal evaluation, it is desirable to hasten completion of review works of Tetun version of the manuals.
2f. By the Project end, the facilitating agencies in the Target Area involved in the Project become able to assume roles/responsibilities clarified in the operational manual of CB-NRM according to the criteria set by the Project.	Achieved The two NGOs, which have been engaged in the Project, have substantially developed their capacities for introduction and promotion of the CB-NRM. Although the criteria mentioned in Indicator 2f have not been set by the Project, it is considered that they could fulfill the roles and responsibilities defined in the draft operational manual. In fact, the main facilitators of the NGOs were engaged in helping two (2) other local NGOs conduct the PLUP activities in another watershed.
2g. By the Project end, all the <i>sucos</i> regulation committees of the target <i>sucos</i> become able to assume roles/responsibilities clarified in the operational manual of CB-NRM according to the criteria set by the Project.	Achieved Although the criteria mentioned in Indicator 2g have not been set by the Project, it is considered that the capacities of <i>sucos</i> leaders in the target <i>sucos</i> have been enhanced substantially through a series of dialogues in PLUP and periodical <i>sucos</i> meetings and that they could fulfill the roles and responsibilities defined in the draft operational manual based on the current performance of them.

Based in the above observations, Output 2 is likely to be achieved by the end of the Project cooperation period.

Output 3: Effective processes with roles of stakeholders to support CB-NRM are identified.

Indicators	Results
3a. By June 2015, final draft of the operational manual of CB-NRM for the Target Area is developed in consultation with NDSACD	Likely to be achieved The operational manual will be finalized in July 2015 based on the results of the trail run in the field as well as feedbacks and suggestions given by the participants in consultation with relevant organizations including NDEDAC in March and April 2015.
3b. By June 2015, the draft policy recommendations to support and promote CB-NRM in the Target Area are developed in consultation with the relevant	Likely to be achieved The policy recommendations, including a recommendation of an issuance of a government resolution or a ministerial order, are scheduled to be finalized in July 2015 based on the comments obtained in the consultation seminars.

Indicators	Results
stakeholders	

Based in the above observations, Output 3 is likely to be achieved by the end of the Project cooperation period.

2-2 Project Purpose and indicators (Target values and actual values achieved at completion)

Project Purpose: An operational mechanism of CB-NRM at *suco* level is developed.

Indicators	Results																				
a. By the Project end, an operational manual of CB-NRM for the Target Area, which clarifies the procedures for implementation of CB-NRM at village level as well as roles/responsibilities of the stakeholders, is approved by Director General (DG) of MAF	Likely to be achieved The operational manual will be finalized in July 2015 and submitted to Director General of MAF for approval in August 2015.																				
b. By the Project end, technical manuals on CB-NRM micro program related techniques for the Target Area are approved by DG of MAF	Likely to be achieved The technical manuals will be finalized in July 2015 and submitted to Director General of MAF for approval in August 2015.																				
c. By the Project end, the draft policy recommendations to support and promote CB-NRM in the Target Area are endorsed by DG of MAF for approval by Secretary of State for Forest and Nature Conservation	Likely to be achieved The draft policy recommendations will be endorsed by Director General of MAF in August 2015 for approval by the Minister of MAF.																				
d. By the Project end, on average, more than 75 % (three-quarter) of the Project Personnel of NDF and MAF reach at least the second best level of five (5)-level evaluation rating set by the Project for the items identified in the respective capacity development plans, which are in line with their roles/responsibilities in CB-NRM	Achieved In March 2015, eleven (11) active Project officers conducted their evaluation ratings in terms of the crucial points of key CB-NRM techniques and more than 80 % of the officers got higher than the second best accuracy rate (higher than 60 %). <table border="1" data-bbox="686 1512 1372 1825"> <thead> <tr> <th>Items</th> <th>SPPTP-MP</th> <th>IGLD-MP</th> <th>SUFP-MP</th> </tr> </thead> <tbody> <tr> <td>No. of respondents (persons)</td> <td>11</td> <td>11</td> <td>11</td> </tr> <tr> <td>No. of respondents who scored higher than 60% (persons)</td> <td>9</td> <td>9</td> <td>10</td> </tr> <tr> <td>Ratio of the respondents who scored higher than 60% (%)</td> <td>82</td> <td>82</td> <td>90</td> </tr> <tr> <td>Average Score (%)</td> <td>70</td> <td>66</td> <td>76</td> </tr> </tbody> </table> <p>Source: Project Office</p>	Items	SPPTP-MP	IGLD-MP	SUFP-MP	No. of respondents (persons)	11	11	11	No. of respondents who scored higher than 60% (persons)	9	9	10	Ratio of the respondents who scored higher than 60% (%)	82	82	90	Average Score (%)	70	66	76
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Average Score (%)	70	66	76																		

Both the operational manual and technical manuals are scheduled to be finalized in July 2015 and submitted to Director General of MAF in August 2015 while the draft policy recommendations will

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be endorsed by Director General of MAF in July 2015 for approval by the Minister of MAF. The Project Purpose is likely to be achieved by the end of the Project cooperation period.

3. History of PDM Modification

PDM was revised once after the mid-term review. At the time of Terminal Evaluation of the Project, the revision of the third version was proposed in order to officially agree the activities concerning establishment of Noru Watershed Management Council (Activity 1-7) and to make consistent use of "micro programs" instead of "micro projects". The third version of PDM will be submitted to JCC scheduled on July 23, 2015.

D

Annex 4: Implementation Process of the Project

Overall, the Project has been implemented as planned.

Development of operational mechanism of CB-NRM at *suco* level has been carried out as scheduled under the Project. The key principle of CB-NRM is not to apply the pre-determined framework to the local settings but to develop a framework/mechanism through a series of interactions with local communities. The mechanism embodied the process of preparing PLUP and *suco* regulations to manage forest and other natural resources in a *suco*, of institutionalizing the *suco* regulations within a *suco*, and of selecting and implementing micro programs (such as reforestation, sloping agriculture/agro-forestry, alternative livelihood and so forth) to realize the land use plan. The micro programs aimed to strengthen the mechanism by helping local people improve land productivity, change types of land use, and introduce new/additional livelihood options based on the available natural resources. The extension services were implemented by use of various tools such as two-phased approach of technology transfer from establishment of main as well as sub-demonstration plots with FFS, study tours and M&E activities. Capacity of the staff at NDFWM and MAF district offices has been developed. Draft policy recommendations have been prepared to support and promote CB-NRM in the Target Area (areas in and around the Comoro and Lacio Watersheds for achievement of introducing watershed management in the major river systems in the country.

2. Key Factors Affecting Implementation and Outcomes

The project has experienced several factors in the process of implementation, which accelerated or impeded achievement of Outputs and the Project Purpose. The major factors are shown as follows.

Contributing factors:

- a. Because the majority of the local people lives far from the center of *suco* or sub-*suco* (Aldeia). Establishment of a sub-demonstration plot at least at a sub-*suco* level helped farmers organize FFSs at the plot and then, apply new techniques to individual farms. Although the approach at the sub-*suco* level increased time and costs required for the technical assistance, the approach is found effectiveness.
- b. The Project made use of traditional customs and practices such as Tara Bandu (a traditional ceremony concerning ritual prohibitions and sanctions) in ensuring *suco* regulations and paid close attention to Halosan (reciprocal labor exchanges) in introducing laborious farming works. The Project also paid close attention to reciprocal labor exchanges, which have been traditionally practiced in the target areas of the Project. Such traditions are used when laborious farming techniques are applied and implemented at individual farms.
- c. Because farmers also have their own interests to avoid damages on agricultural products by forest fires and free animal grazing, it is considered that support to establish a mechanism to

- regulate illegal activities have met needs of the farmers.
- d. Many farmers do not adopt new techniques in their own farms unless they confirm effectiveness of the techniques. The Project introduced relatively easy but effective techniques (i.g., compost-making) by taking a step-by-step approach from a main demonstration plot to a sub-demonstration plot and then, to an individual farm and by visualizing the effects of their outputs.
 - e. The Project employed national NGOs for extending support to local communities, NGOs assigned their staff to stay at the *suco* and to let them monitor and report the Project activities even at the individual farm level. Although it is costly to maintain local staff at the respective *sucos*, deployment of local staff at the *sucos* contributed to prompt support to farmers and at the same time, building-up of trustful relations with local communities.
 - f. One of the NGOs, which has better financial capacity, extended their support to villagers with their own financial resources.
 - g. Through weekly meetings, seminars and training courses, interactions with NGOs, etc. the Project officers have enhanced their knowledge and understanding of the framework of CB-NRM mechanism. Regular meetings are also introduced at Noru Watershed Management Council, which was newly established with support from the Project.
 - h. Through regular meetings, *suco* leaders in the target *sucos* have been able to enhance their capacity to govern the *suco*. NGOs were instructed to make every effort to have close dialogues with villagers and make decisions together with them.
 - i. The Project shouldered the expenses for operation of the regular activities. The expenses include per diem to cover transportation costs for the Project officers for their field visits and meetings at the project office, costs for foods and drinks at the village meetings, expenses for operation of Noru Watershed Management Council. Although it is not certain if they continue to be engaged in the activities without having financial support from the Project, the financial support to cover regular activities contributed to increased involvement of the Project officials, Government officials and villagers in the Project.

Impeding factors :

- j. Participation of the local people in the Project has not necessarily been high in some of the target *sucos* due to implementation of other programs by the Government and other donors, other events that villagers need to attend and so forth. As the local people used to receive cash incentives from the Government projects, it became difficult to keep the motivation of local communities to work for the Project.
- k. Poor access to some of the Project areas due to road conditions and remoteness of the locations made it difficult to provide local communities with equal training opportunities.
- l. Insufficient policy supports, insufficient legislative framework and organizational set-up, and shortage of budgets for promotion of CB-NRM hindered smooth operation of the Project.
- m. There have been organizational and personnel changes in the main implementing agency. Personnel transfer of Project officials has also taken place..

n. The Project officers have enhanced their knowledge and understanding of the framework of CB-NRM mechanism through weekly meetings and other Project activities. However, they have fewer opportunities and experiences in making trials in the field and in preparing work and budget plans in an integrated manner. They are involved in the Project on a part-time basis. Lack of local budgets and transportation means hindered the Project from enhancing the Project officers. These issues may not be solved only with capacity development of the Project officers.

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Annex 5: Results of Evaluation based on DAC Five Evaluation Criteria

1.1 Relevance

The relevance of the project is judged to be high because of the following reasons.

(1) Necessity

The Overall Goal and the Project Purpose are consistent with the organizational needs of the NDF/MAF and the needs of the relevant personnel of NDF and District Directorates of MAF in the target area. This is because NDF is tasked to prepare the forestry policy and attend, implement, and supervise the policy, forest guards of MAF district offices are tasked to protect forests, forest products and forests from forest fires and raise public awareness of forest functions and extension workers are expected to promote the development of the agriculture and forestry, involve farmers in the development of the agriculture and forestry, etc. They are relevant with the needs of local people in the Target Area because the majority of people depends their livelihood either directly or indirectly on the natural resources.

(2) Priority

The Overall Goal and the Project Purpose are consistent with the Strategic Development Plan of Timor-Leste as well as Official Development Assistance (ODA) policies of Japan. Introduction of the CB-NRM mechanism is also proposed in the Forest Conservation Plan prepared under Japan's Grant Aide Project named "Forest Preservation Programme" (2011-2013). Japanese technical advantage has been confirmed as JICA jointly with MAF carried out the Development Study on Community-Based Integrated Watershed Management in the Target Area of the current Project, with implementation of pilot projects focusing on the participatory land use planning, tree planting, agricultural extension, and livelihood development, from 2005 to 2010.

(3) Appropriateness of the Project approach and design

Selection of the target areas and *sucos* was appropriate because the areas in and around Comoro and Lacro watersheds were identified as the areas where forest degradation progressed despite the fact that Comoro watershed has a source of the domestic water for Dili City in its area while Lacro watershed is the catchment of one of the largest irrigation systems in the country. Meanwhile, Bemós and Noru sub-watersheds are located within Comoro and Lacro watersheds and prioritized in the short-term management plan under the Development Study. In the light of less developed transport infrastructure in Timor-Leste, identification of the target *sucos* from *sucos* less scattered in the sub-watersheds was also found adequate.

Community-based natural resource management approach adopted by the Project is found appropriate since one of the key approaches proposed in the Forestry Sector Policy is community participation in protection of forests. The approach of the Project is characterized with various

measures such as preparation of PLUP coupled with institutionalization of *suco* regulations by making use of the traditional customs, regular monitoring meetings at *suco* and sub-*suco* levels, selection and implementation of various micro programs by the participants in the programs, which are expected to contribute to both forest conservation and livelihood development, technology transfer through FFS with a two-phased approach (FFS at main demonstration plots and sub-demonstration plots), and use of local NGOs by assigning local staff at the village level.

1.2 Effectiveness

The effectiveness of the project is judged to be high because of the following reasons.

(1) Achievement of Project Purpose

Judging from the achievement level of the Outputs, progress has been made in achieving the Project Purpose. Prospect of the achievement of the Project Purpose is high by the end of the Project cooperation period as an operational manual of CB-NRM, technical manuals on CB-NRM micro-program related techniques, and policy recommendations are scheduled to be finalized in July 2015 and approved and/or endorsed by DG of MAF towards the end of the Project cooperation period.

(2) Causal relationship

Outputs 1 to 3 are expected to contribute to achievement of the Project Purpose. The core part of CB-NRM consists of land use plans and *suco* regulations in Output 1. While the *suco* regulations regulate illegal activities and promote use of lands in accordance with the land use plans, implementation of micro programs is assisted to realize the land use plans. Output 2 aims to train the staff of the Implementing agency and relevant stakeholders including NGOs to support implementation of CB-NRM. Output 3 is to identify effective process with roles of stakeholders to support CB-NRM. These three Outputs contribute to development of operational mechanism of CB-NRM. Logical relation between Outputs and the Project Purpose is found adequate.

(3) Important Assumptions

The Assumptions for the Project Purpose in the PDM are "The trained personnel continue working in the Project sites" and "There is no drastic change in the organizational structures of MAF district directorates". Some of the trained personnel have been transferred to other sections and organizational changes of NDF also took place. However, it is considered that effects of the changes are not the extent to which the Project Purpose is unlikely to be achieved.

1.3 Efficiency

The efficiency of the project is judged to be moderate because of the following reasons.

Progress has been made in producing Outputs, judging from the achievement level of the Indicators as well as the progress of the activities. In general, the Inputs have been appropriate in

producing the Outputs in terms of timing, quality and quantity. Efficiency is considered moderate.

(1) Production level of Outputs

Output 1 is likely to be achieved by the end of the Project cooperation period after confirming that Indicator 1b has been fulfilled. Output 2 is expected to be achieved by the end of the Project cooperation period because a workshop is scheduled to be held in July 2015 with participation of key officials at the relevant technical directorates of MAF, especially NDEDAC, to obtain their opinions and suggestions on the draft manuals. Output 3 is also expected to be achieved since the policy recommendations are scheduled to be finalized in July 2015 based on the comments obtained in the consultation seminars.

(2) Important assumption

The Assumptions for the Outputs in the PDM ("There is no unpredicted conflict among the local residents in the Project sites that hampers the implementation of the Project activities.", "The local government administrations are supportive to the Project activities.", "Serious natural disasters or drastic climatic problems do not occur in the target area." have been satisfied so far.)

(3) Inputs of Japanese side

(a) Experts

The team consists of six experts in five professional fields (two experts being involved in a single professional field). All the experts have been dispatched on a short-term basis and almost all the assignments have been carried out in Timor-Leste. Most of the experts, including Chief Advisor and Co-Chief Advisor, have previous working experiences in the Target Area. With this relatively small team structure, the voluminous works have been efficiently carried out.

The following changes affected the schedule of the assignment of the experts:

- a) Preparation of manuals and policy recommendations was originally planned in the final year of the Project cooperation period. However, timing of preparation was changed from the final year to 2013 based on the recommendation at the mid-term review in order to incorporate consultation process with relevant personnel and organizations before finalization of them.
- b) Noru watershed management council was established in September 2014, one year before the Project is completed. It might be more functional if it were established earlier. However, it was only in 2014 when the concerned personnel of the Project realized necessity of setting-up a platform for discussions over natural resource management including both target *sucos* and non-target *sucos*. Although it was one year before the Project completion, it could pave the ways to provide a tool to manage the entire sub-watershed by involving in the activities of the council all the *sucos* and relevant parties within the sub-watershed.

(b) Training in Japan and the 3rd country

Nine trainees took part in the training in Japan for about 10 to 20 days while one joined the regional forum for people and forests in Thailand. Out of nine participants in the training in Japan, six persons continue to be involved in the Project as Project officers. They include the current Project Manager and forest guards in MAF Aileu District Office.

(c) Equipment

Except GPS and a generator, all the equipment is frequently used (almost every day). It is always possible to use all the equipment.

(d) Local activity costs

Two national NGOs were contracted by the JICA Expert Team to carry out village profiling survey, PLUP and micro programs. The amount of local activity costs per *sucos* can be calculated at about four (4) million JPY per year. The amount is considered relatively high. However, the amount could be justified when taking into consideration various points specific to the Project: pilot nature of the Project, extensive mobilization of local NGOs throughout the target *sucos*² while hands-on support was not usually expected from the Government services, and high transport costs required for implementation of the Project activities in mountainous areas. On the other hand, the Project made effective use of traditional customs in the implementation process of the Project activities. It is considered that revival and/or application of the traditional customs have contributed to reduction of costs while maintaining effectiveness of the operations.

Transportation costs for the Project officers, expenses required for meeting at *sucos*, meeting expenses of Noru Watershed Management Council, etc. have been covered by the JICA side.

(4) Inputs of Timor-Leste

(a) Project personnel

At the time of the terminal evaluation, 20 MAF officials at MAF, NDFWM and Aileu District Office are engaged in the Project. Five of them are not active with various reasons. Their involvement in the Project is limited as their assignments to the Project are on a part time basis. Their technical level and experiences are limited and their capacity of facilitation and communication is not sufficient. Five extension workers are assigned to six target villagers, but they rarely visit the *sucos* except one extension worker who is a resident of one of the six *sucos*. On the other hand, it has been observed that through attending weekly meetings or involvement in other Project activities, their understandings on the Project activities have been increased.

(b) Building and Facility

Office space for the Japanese experts and Project activities has been made available at NDF office in Calcoli since the beginning of the Project.

² Their field staff stationed at the *sucos* in order to closely monitor and report the Project activities for prompt actions to be taken.

(c) Local expenses

Local expenses to cover transportation costs, allowances for the Project officers, expenses for meetings and workshops are not covered due to budget constraints. In Fiscal Year 2014, however, budgets were secured from the Community Development Fund, a special fund provided by MAF/GoTL, to communities for forest protection activities including seedling production. In Fiscal Year 2015, MAF planned to secure the budgets for monitoring and evaluation of the Project activities.

(5) Use of the Outputs of the Previous Cooperation

The Project made use of outputs of the projects supported by Japan: JICA's Development Study on Community-Based Integrated Watershed Management in the Target Area of the current Project (2005-2010); and Japan's Grant Aid Project "Forest Preservation Programme" (2011-2013).

(6) Coordination with Other Organizations

The Project coordinated with other projects/organizations: "Seeds of Life", a project of MAF supported by DFAT and Australian Center for International Agriculture Research; and a Japanese NGO active in the Target Area (i.e. PARC Interpeoples' Cooperation: PARCIC). Collaboration was also made with RECOFTC (Center for People and Forests). In November 2012, a mission from RECOFTC visited the Project to assess the training/capacity development needs of the member of the MAF Project team. The team drafted a capacity development program. In February 2014, under the arrangement of RECOFTC, personnel concerned with the Project and MAF (five from DNF and four from MAF District offices) paid a visit to South Sulawesi in Indonesia in order to observe clove and coffee plantation, etc.

1.4 Impact

Some positive impact of the Project is expected to be observed.

(1) Prospect for achieving Overall Goal

The current status of Overall Goal based on the indicators is as follows.

Overall Goal: Community-based sustainable natural resource management (CB-NRM) is practiced in the Target Area.

Indicators	Results
a. CB-NRM activities following the operational mechanism developed by the Project are implemented in at least 5 new <i>sucos</i> in the target area by the end of 2018.	This indicator was revised from PDM Version 1. The information on this indicator was not collected since the achievement of indicator should be decided based on the situation at the time of 2018 when the achievement of Overall Goal is set out.
b. In all of the new <i>sucos</i> , cases of forest fires, illegal cutting, and illegal	This indicator was revised from PDM Version 1. The information on this indicator was not collected since

Indicators	Results
grazing are found to be decreased compared with the time without the regulations according to the observation of the respective <i>suco</i> regulation committees	the achievement of indicator should be decided based on the situation at the time of 2018 when the achievement of Overall Goal is set out.
c. In all of 6 <i>sucos</i> of the Project sites, cases of forest fires, illegal cutting, and illegal grazing are not increased compared with the time of the Project completion according to the observation of the respective <i>suco</i> regulation committees.	This indicator was added to PDM Version 1. The information on this indicator was not collected since the achievement of indicator should be decided based on the situation at the time of 2018 when the achievement of Overall Goal is set out.
d. In all of 6 <i>sucos</i> of the Project sites, more than 70 % of the registered beneficiaries at the end of 2018 engage in the micro program activities, such as sustainable upland farming and reforestation.	This indicator was added to PDM Version 1. The information on this indicator was not collected since the achievement of indicator should be decided based on the situation at the time of 2018 when the achievement of Overall Goal is set out.

Impact at overall goal level:

It is still early to assess the likelihood of achievement of the Overall Goal. However, some positive impact of the Project is expected to be observed. Attention should be paid to the following points:

- The *suco* leaders at the target *sucos* have observed reduction of the number of forest fires, illegal cutting and free grazing practices, which used to be caused by villagers within their *sucos*. This situation is likely to continue to prevail after completion of the Project because according to the interview conducted at the villagers during the terminal evaluation, the people in the *sucos* have found it economically beneficial to maintain CB-NRM mechanism.
- Most of the registered beneficiaries continue to be engaged in the micro programs. According to the observations of villagers interviewed, their productivity has been surprisingly increased due to application of composts and construction of terraces. The table below shows the input-output ratio of the total volume of sow seeds and the total harvest volume at main- or sub-demonstration plots at respective *sucos* in 2013. The harvest volume is greatly affected by climate and soil conditions. The volume of compost applied and timing of sowing of seeds also make differences. Although it is not so much obvious to see the significant increase in the harvest volume, the production of maize at Tofumeta suggests high productivity potentials (the input-output ratio of maize is 1:126, which is significantly higher than the national average yield (1:50)).

Input-Output Ratio of Total Volume of Sow Seeds and Total Harvest volume at Main- or Sub-demonstration Plots at Respective *Sucos* in 2013

<i>Suco</i>	MP	Demonstration	Maize (Improved variety)	Peanuts (Improved/Local variety) ^{Note1}	Red Bean (Local variety)

		plot (Main or Sub-plot)	Volume of Sow Seeds (Kg)	Harvest Volume (Kg)	Input-O utput Ratio	Volume of Sow Seeds (Kg)	Harvest Volume (Kg)	Input-O utput Ratio	Volume of Sow Seeds (Kg)	Harvest Volume (Kg)	Input-O utput Ratio
Fatur asa	SUFP with CBSE- MP	Main	12.4	437.0	35.2	10.0	27.0	2.7	9.0	74.0	8.2
Fatur asa	SUFP with CBSE- MP	Sub	25.0	742.0	29.7	12.0	5.0	0.4	15.0	107.6	7.2
Fadab loco	SUFP with CBSE- MP	Main	7.5	414.2	55.2	8.0	145.1	18.1	4.0	98.0	24.5
Fadab loco	SUFP with CBSE- MP	Sub	16.2	662.8	42.1	16.0	153.0	9.6	16.0	256.0	16.0
Hauto ho	SUFP with CBSE- MP	Main	6.7	526.5	78.6	5.5	104.0	18.9	3.0	66.0	22.0
Talitsu	SUFP- MP	Main	1.0	35.0	35.0	nil	nil		0.5	nil	
Talitsu	SUFP- MP	Sub	4.0	90.0	22.5	4.0	nil		2.0	nil	
Mada beno	SUFP- MP	Main	5.0	192.0	38.4	5.0	5.0	1.0	2.0	NA	
Mada beno	SUFP- MP	Sub	16.0	708.0	44.3	16.0	32.0	2.0	8.0	nil	
Tohu meta	SUB/P F-MP	Main	8.0	1,010.0	126.3	8.0	19.0	2.4	8.0	8.0	1.0
Total			101.8	4,837.5	47.5	84.5	490.1	5.8	67.5	609.6	9.0

Source: Project Office

Note 1: Improved varieties were used at Faturasa, Fadabloco and Hautoho while local varieties were used at Talitsu, Madabeno and Tohumeta.

- Nature of CB-NRM is also considered suitable to maintain impacts of the Project since both suco regulations and micro-program techniques are not likely to disappear after the termination of supports from the Project.
- Noru Watershed Management Council was established in 2014 in order to form a platform where the target as well as the neighboring *sucos* could have dialogues and take necessary action for sustainable natural resource management at the sub-district or watershed level. It is also considered to provide an institutional framework to scale up the CB-NRM mechanism from the *suco* level to the sub-district or sub-watershed level so as to protect watershed environment of the concerned river basins using the CB-NRM mechanism. Thus, the council could possibly contribute to implementation of CB-NRM activities at new *sucos* and reduction of illegal activities.

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(2) Other examples of project impact

Other impacts:

- One of the women groups assisted with income generating activities has established a saving and credit system in a group by making use of part of the benefits from sales of their products. The group saving and credit system is able to help the members improve their access to financial resources.
- Two (2) NGOs have gone through all the processes of and procedures for implementation of CB-NRM at the suco level. They have been able to give guidance to other NGOs who conducted PLUP in the watershed other than the target area.
- No negative impacts have been observed.

1.5 Sustainability

The sustainability of the Project is yet to be ensured sufficiently although the policy to promote community participation is expected to continue, village regulations at target sucos are likely to be maintained and likelihood of continuous utilization and dissemination of techniques at the field level is expected.

(1) Policy and institutional aspects

CB-NRM mechanism has been developed and promoted by the Project in line with the strategies of the Forest Sector Policy (2008), such as "Forest Protection", "Community Participation", and "Watershed Conservation". Under the policy objective set in the community and private participation in forestry development, it is considered that effective community participation is expected to provide a lasting basis for forestry sector development.

CB-NRM mechanism has been developed by aligning it with the Forestry Sector Policy. Revising works of the said policy have been initiated by FAO. According to MAF, the policy relevant to the community participation in the forestry development is likely to remain unchanged.

There is no legal basis for NDFWM to promote CB-NRM so far. Under the Project, a ministerial order for promotion of the CB-NRM mechanism has been drafted, aiming at providing the guidelines and procedures for dissemination of the CB-NRM mechanism developed and demonstrated by the Project.

Many villagers expressed their willingness to observe *suco* regulations. As micro programs have generated some tangible benefits, villagers are willing to continue the micro programs, which support realization of the land use plans in the Project.

(2) Organizational aspect

Organizational strategy for continuous implementation and expansion of the CB-NRM after completion of the Project is not clear at the time of the terminal evaluation. There is no specific

organization or department, especially responsible for CB-NRM in NDFWM.NDFC at present. As one of the policy recommendations is to establish a new department for CB-NRM/CBFM in NDFWM, NDFWM/NDFC and MAF may take into account establishment of a new department.

(3) Financial aspect

A budget constraint is a major concern for the sustainability of the Project. So far, costs for the Timorese Project Personnel for field visits and the meetings outside their respective District have been born by the Japanese side upon request by the Timorese side. In addition, during the Project cooperation period, costs for field activities, including lunch costs for villagers to participate in the trainings and meetings for participatory land use planning, *suco* regulation monitoring, etc. are supported by Japanese side because of the pilot nature of the activities.

One of the policy recommendations drafted under the Project recommends enactment of the Forest Management Decree as an essential legal basis for MAF/NDFWM/NDFC and other key stakeholders to pursue CB-NRM/CBFM (Community-Based Forest Management) with budgetary allocations.

On the other hand, one of the two NGOs having been engaged in the Project supported *sucos* with additional funds from other sources in order to continue its support to target *sucos*.

There are donor agencies that show their interests in applying CB-NRM to their projects as well. Possibility to collaborate with donors and NGOs should be sought to ensure the financial sustainability of the Project.

(4) Technical aspect

Technical capacity of the Timorese project personnel has been enhanced. It is not certain, however, if the project personnel are able to maintain sufficient skills, knowledge and experiences after completion of the Project. The techniques transferred/introduced through the Project as well as the deliverables, including an operational manual of CB-NRM and technical manuals on micro-program related techniques, are expected to be relevant with the local needs and technical levels. Since the techniques are found economically viable and affordable based on observation of application of the techniques at their own field, likelihood of continuous utilization and dissemination of techniques is expected.

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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 NDFMW.”

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.

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- 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

“Use competent NGOs as field facilitators to assist MAF and NDFWM/NDNC in the effective and smooth introduction of the CB-NRM mechanism in the field.”

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.

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