

Attachment-B

Final Evaluation of PPMO

Attachment B: Final Evaluation of PPMO (1/9)

Area	PPMO upon the start of JICA Pilot (May 2002)	Activities/Inputs	PPMO Today (July 2003)	Factors Affecting the Change/Stagnation		Recommendation
				Facilitating Factors	Hindering Factors	
Establishment of PPMO	DENR was requested to issue special order for the establishment of PPMO and assign personnel.	<ul style="list-style-type: none"> - JICA Study Team raised and discussed the issue at the Regional Steering Committee meeting and sent a letter to the Secretary through the Regional Director. Secretary issued special order for the establishment of the PPMO - The Secretary sent an instruction letter to the RO, and the RED instructed PENROs and CENROs. Then PENROs and CENROs sent a request letter to LGUs. 	<ul style="list-style-type: none"> - 4 PPMOs were established in all four sites, one for each province with full staff complement. However, setting-up of some PPMO was delayed. - Some of the assigned PPMO members were quite apprehensive to report to PPMO. 	<ul style="list-style-type: none"> - Existence of Minutes of Meetings to the commitment entered into between JICA Study Team and Philippine Government through DENR for counter parting in the implementation of the project. 	<ul style="list-style-type: none"> - Lack of personnel to be deployed by LGU and DENR. The qualifications of some personnel to perform responsibilities in the Pilot Project are inadequate - Full time involvement could not be rendered for some DENR persons due to lack of financial support (per diems and transportation allowances) - DENR personnel who are assigned to a special project as the Pilot project will be evaluated by a project manager who would have less decision making authority over the promotion. DENR personnel tends to prefer to be assigned in a regular project supervised by PENR Officer or CENR Officer so that they will have more chances for promotion. 	<p>DENR and LGU shall augment qualified manpower as needed. Personnel component of the PPMO should have the qualifications set by Study Team</p> <p>PPMO members who are supposedly on full time basis with the PPMO should relinquish present job to the CENR office.</p> <p>Establish a system where the personnel assigned to a special project will be evaluated accordingly.</p>

Attachment B: Final Evaluation of PPMO (2/9)

Area	PPMO upon the start of JICA Pilot (May 2002)	Activities/Inputs	PPMO Today (July 2003)	Factors Affecting the Change/Stagnation		Recommendation
				Facilitating Factors	Hindering Factors	
	<ul style="list-style-type: none"> - DENR was asked to coordinate with LGU for the assignment of PPMO personnel - DENR was requested to secure funds for the PPMO operation. - PPMOs did not have office space, necessary equipment to execute their work especially Monitoring and Evaluation 	<ul style="list-style-type: none"> - Coordination with the LGUs made by the PPMOs regarding need of a LGU representative in the PPMO set-up. LGU representatives of B and D, assisted PPMO and PRRM during meetings/seminars of PO. All LGU representatives were participants of training during the Pilot Project. - JICA Study Team raised the issue at a meeting with FASPO and sent a letter to the Secretary requesting arrangement of the necessary budget (April 30, 2002). - PPMO were tasked to prepare an office space and necessary maintenance systems for the PPMO equipment provided by JICA. JICA Study team provided each PPMO: one desk top computer, one table, one GPS, one compass, and one motorcycle 	<ul style="list-style-type: none"> - The four PPMOs were provided with LGU representative, with LGU representatives on on-call basis. PPMOs were provided with LGU representatives; 2 for A, 4 for B, 1 each for C and D. they seldom visit the PPMO, unless officially requested. - FASPO released funds for 2002 operation. No fund released yet for 2003, thus PPMO per diems and allowances for 2003 not yet released - PPMOs of C and D were provided with limited working area; A and B were provided with adequate office space. 	<ul style="list-style-type: none"> - Willingness of the three LGUs to participate in the CBFM program as indicated by the issuance of the special order; proactive commitment of the on-call representative even if there was no special order from the head office. - Intervention of JICA Study Team which assisted in the preparation of 2002 Work and Financial Plan for 4 PPMOs - Conditionality placed on the CENROs by the Study Team that the team would not provide equipment unless they prepare an office for PPMO. 	<ul style="list-style-type: none"> - The designated LGU representatives have regular duties and responsibilities on top of their special assignment to the PPMO. In most cases, their regular functions are given priority because it is their performance in the regular functions that matters when career development is concerned. - Late submission of budget proposal (work and financial plan) despite the extension provided by the DENR central office. - Limited working area available at the CENR office. 	<ul style="list-style-type: none"> DENR and LGU should exchange Memorandum of Agreement (MOA) to ensure accountability of commitment and responsibilities. Allocation of funds must be included to traveling expenses and per diems. LGU representatives' special assignments should be officially included in their performance evaluation . The CENRO shall regularly monitor the activities of the PPMO and reminded them always of the scheduled deadlines for submission of Work and Financial Plans. The Supervisor should set policy regarding use of equipment and establish sanctions for violations committed in the use of equipment./property.

Attachment B: Final Evaluation of PPMO (3/9)

Area	PPMO upon the start of JICA Pilot (May 2002)	Activities/Inputs	PPMO Today (July 2003)	Factors Affecting the Change/Stagnation		Recommendation
				Facilitating Factors	Hindering Factors	
	<ul style="list-style-type: none"> - PPMO did not know their roles and responsibilities as PPMO staff. 	<ul style="list-style-type: none"> - A series of PPMO orientations were conducted on the Operation Manual for the Pilot Project. Technical Assistance provided by the JICA Study Team. 	<ul style="list-style-type: none"> - All PPMOs were provided with set of equipment by the Study team. Motorbike of PPMO A is no longer serviceable after it had an accident. It was noted that PPMOs do not maintain records of use and maintenance of the equipment. Project equipment is utilized in none-related activities. - PPMO staff was informed of their roles and responsibilities. However, their understanding seem to be limited at some PPMO based on the observation. 	<ul style="list-style-type: none"> - Orientation briefings enhanced their understanding of their roles and functions in PPMO. Formulation of Operation Manual facilitated the process. 	<ul style="list-style-type: none"> - Costmary practice of "privatization" of office equipment. - Parochial mentality of some PPMO Staff in some project sites. This is a behavior manifested by a particular PPMO staff who does not perform his job with the notion that he will not be involved during the implementation of Master Plan. 	<p>The PPMO Manual of Operation should be considered the bible in the discharge of the duties of all PPMO members, so as the delegation of authority would be practiced.</p>
Preparatory Work and Planning	<ul style="list-style-type: none"> - All PPMOs have perimeter maps of CBFM area, but still uncertain if the survey were conducted on the ground. 	<ul style="list-style-type: none"> - JICA Study Team requested the conduct of perimeter survey of the CBFM area . 	<ul style="list-style-type: none"> - PPMO C and D completed the perimeter survey. Monumenting of the boundary was done by the NAMRIA Survey Team that conducted the delineation of Forestland and A & D. Boundary delineation of CBFM in PPMO E was done on the map as a consensus of Barangay council members. PPMO F delineated CBFM area based on the Barangay map. All surveys were delayed. 	<ul style="list-style-type: none"> - Assistance of PO, PRRM and Study Team. 	<ul style="list-style-type: none"> - Took time to find technical descriptions of some CBFM areas. In one project site, the intersecting point was incorrectly ascertained so when the boundary was relocated, the concerned CBFM area was not in the desired and true location. This was attributed to the fact that the delineation of area was completed on the map without conducting actual ground survey. 	<p>Actual ground survey must be conducted to avoid overlapping of boundaries.</p>

Attachment B: Final Evaluation of PPMO (4/9)

Area	PPMO upon the start of JICA Pilot (May 2002)	Activities/Inputs	PPMO Today (July 2003)	Factors Affecting the Change/Stagnation		Recommendation
				Facilitating Factors	Hindering Factors	
	<ul style="list-style-type: none"> - Some PPMO members have minimal knowledge on the use of survey instruments - All PPMOs did not have a complete list of CBFM area occupants - Most PPMO had a limited experience in consensus building among CBFM occupants 	<ul style="list-style-type: none"> - Tutorial on the use of GPS conducted by the Study team - Interview survey of potential CBFM occupants. Collaboration and coordination with PO and Barangay Council. - POCB Team facilitated the consensus building and encouraged PPMO to participate. All the PPMO participated in the CBFM orientation and campaign conducted by the POCB Team. Some PPMO members serve as the resource speaker in the orientation and reorientation of the CBFM Program . 	<ul style="list-style-type: none"> - Some PPMO members increased knowledge on the use of survey instruments, but still unable to use it. Other PPMO members learned the use of survey instruments. - Among the 6 pilot projects, only Banila, Balligui, Nunhabatan completed the master listing of all forest occupants. However, master list of Banila has not been validated on the ground. At Macate, Haliap, and Dapiz, master listing is still to be finalized because the forest occupants residing outside of the barangay. - Most PPMOs increased experience in consensus building among LGU and CBFM occupants. 	<ul style="list-style-type: none"> - Survey instruments provided by Study Team gave PPMO opportunity to have hands-on practice on its use. - Support of most of the community members, and PPMO facilitated the generation of the master list. - Their opportunity to be part of the consensus building process. 	<ul style="list-style-type: none"> - Lack of interests of some PPMO staff members on the use of instrument. - Inaccessibility of some areas caused some difficulties in validating information for the master list. A number of forest occupants within the CBFM area are residing in other barangays, thus difficult to trace/follow where these particular groups are located. - Forest occupants are not fully identified at the beginning of the Pilot Project. Some PPMO staff fundamentally lacks general conflict resolution skills. 	<ul style="list-style-type: none"> - Provide training on GPS to those who need the skill - Avail adequate time and resources for master listing. - More training and hands-on experiences shall be given to DENR personnel on consensus building among forest occupants.

Attachment B: Final Evaluation of PPMO (5/9)

Area	PPMO upon the start of JICA Pilot (May 2002)	Activities/Inputs	PPMO Today (July 2003)	Factors Affecting the Change/Stagnation		Recommendation
				Facilitating Factors	Hindering Factors	
	<ul style="list-style-type: none"> - PPMO of A and B had difficulty in the surveying and designing of road rehabilitation. - There are PPMOs who had limited experiences in making a detailed reforestation cost estimate and technical specifications of this degree. - Most PPMOs had limited experiences in making a detailed POCB Terms of Reference of this degree. - Most PPMO members have limited knowledge on community appraisal 	<ul style="list-style-type: none"> - PPMOs requested LGUs/DPWH to conduct the survey and designing. - JICA Study Team formulated the cost estimate and technical specifications and explained it to PO and PPMO. - JICA Study Team created Terms of Reference. Some PPMO staff, especially COSU joined the work of POCB Team. - Conduct of Community Appraisal in Haliap, Asipulo, Ifugao and in Macate, Diffun, Quirino by POCB Contractor 	<ul style="list-style-type: none"> - Some members of PPMO A and B learned minimal knowledge and skills in road survey and design. The design was delayed. - Some PPMO members gained knowledge in preparing a detailed reforestation cost estimate and technical specifications of this degree but cannot prepare yet. - Some COSU members were exposed to POCB work that might be useful for them to formulate TOR in the future - The COSU of PPMO B and D increased knowledge in Community Appraisal. 	<ul style="list-style-type: none"> - Follow up of PO and some PPMO members for the survey and designing of road rehabilitation by LGUs. - Validation of JICA Study Team on the design made by LGUs. - Presence of some PPMO members during negotiation of Contract with POs wherein the detailed reforestation cost estimate and technical specifications were explained. - Accommodation of POCB Team - Participation of the COSU B and D in community appraisal conducted by POCB Contractor. 	<ul style="list-style-type: none"> - PPMO A and B basically have no engineering capability in road designing. - The limitation of LGU/DPWH capability. - PPMO was not given the opportunity to actually prepare the reforestation cost estimates and technical specifications. - The Study Team had to do it to fast truck preparation. - No participation or involvement of PPMO into the TOR formulation - Insufficient time allocated to community appraisal activates. 	<ul style="list-style-type: none"> - Staff to be assigned should possess the necessary knowledge and skills of a civil engineer and/or geodetic engineer. When not available, request LGU to provide one. - The PPMO should be provided sufficient time to learn the rigors of preparing the reforestation cost estimate and technical specifications through hands-on training. - The guidelines for formulation of POCB TOR shall be created. - Plan at least one month to allocate for participatory community appraisal

Attachment B: Final Evaluation of PPMO (6/9)

Area	PPMO upon the start of JICA Pilot (May 2002)	Activities/Inputs	PPMO Today (July 2003)	Factors Affecting the Change/Stagnation		Recommendation
				Facilitating Factors	Hindering Factors	
	<ul style="list-style-type: none"> - PPMOs of B, C and D had limited expertise in assisting the formulation of Community Resource Management Framework (CRMF) and community action planning (Annual Work Plan), signified by the poor quality of existing AWP and CRMF. 	<ul style="list-style-type: none"> - All PPMOs participated in the CRMF reviewing/revising and community action planning (AWP) conducted by the POCB Team. - Little time was allocated for the preparation of AWP, and the assessment and analysis of the various land use options was executed promptly. 	<ul style="list-style-type: none"> - Some PPMO members gained additional knowledge in assisting the formulation of CRMF and AWP. In terms of content and substance of CRMF prepared by PPMO B and D, they still lack many contents needed. 	<ul style="list-style-type: none"> - Technical assistance of POCB Team and JICA Study Team. The CAP methods and land use diagramming provided by the Study Team were particularly useful. - Opportunity given to some PPMO members in facilitating the CRMF formulation. 	<ul style="list-style-type: none"> - Opportunity was not provided to the PPMOs to facilitate the preparation of AWP since the POCB Team has assumed the responsibility. - The CRMF and AWP could not be easily understood by ordinary PO members because of their technicalities, unless it will be translated in the local dialect and explained painstakingly. 	<p>Substantial time should be allocated to CRMF and AWP preparation to allow a thorough analysis of the various land use options most appropriate to the site. This includes species-site matching, among others, which must come from updated/verified/validated data.</p>
Technical Assistance and Quality Control	<ul style="list-style-type: none"> - All PPMOs had enough technical knowledge in the procurement of quality seedlings and handling of planting stocks. - All PPMOs had enough technical expertise in assisting in plantation establishment, maintenance and quality control. 	<ul style="list-style-type: none"> - Provision of technical assistance to PO by PPMO in the procurement of quality seedlings and handling same. - PPMOs were given the opportunities to provide technical assistance and execute Quality Control in plantation establishment. 	<ul style="list-style-type: none"> - All PPMOs possess knowledge in the procurement and handling of seedlings. - PPMO became more exposed to providing a higher quality and right timing of technical assistance in plantation establishment, maintenance and quality control. However, lack of technical expertise (e.g., on trimming) is still observed. 	<ul style="list-style-type: none"> - Technical and financial assistance from the Study Team. Presence of Manual of Operations for the PPMO. - Previously acquired skills and experiences. Close monitoring and supervision of JICA Study Team. 	<ul style="list-style-type: none"> - Limited seedling stock in the nurseries near project areas. - Lack of traveling allowance affected the mobility of PPMO staff to provide technical assistance to POs 	<p>Technical support by the PPMO must include proper and timely planning of activities of the PO. Over the long term, the Pos must be encouraged and trained to produce their own vseedling requirements in their own nurseries.</p> <p>PPMO staff should be provided with traveling allowance.</p>

Attachment B: Final Evaluation of PPMO (7/9)

Area	PPMO upon the start of JICA Pilot (May 2002)	Activities/Inputs	PPMO Today (July 2003)	Factors Affecting the Change/Stagnation		Recommendation
				Facilitating Factors	Hindering Factors	
	<ul style="list-style-type: none"> - PPMO B and D had appropriate technical knowledge in SALT. PPMO C had technical expertise in the establishment of silvo pasture farm. - All PPMOs have insufficient experience in providing technical assistance and executing the quality control on the multi-purpose building (MPB) construction. - Some PPMO members have limited knowledge in technical assistance and quality control of Community Organizing and PO formation - Some PPMOs had insufficient experience in providing technical assistance and quality control in PO capacity building at the standard set by the Study Team. 	<ul style="list-style-type: none"> - JICA Study Team provided training on silvo pasture to PPMO staff in C. - PPMOs were given the opportunities to conduct technical assistance and quality control on the MPB construction. - Community Organizing Training conducted by POCB Team. Also, some PPMO members participated to the assistance provided by POCB Team. - PPMOs were able to observe the quality control done by the JICA Study Team. PPMOs were given the opportunities in working with POCB Team. 	<ul style="list-style-type: none"> - No change. Although some DENR personnel are experts in SALT and silvo pasture, there are still rooms for improvement. They also seems to lack skills in sharing their knowledge with PO members with low educational attainment. - All PPMOs gained minimal knowledge in technical supervision of building construction. - Most PPMO members have increased their knowledge on Community Organizing and PO formation, but still lack actual experiences, which unable them to provide appropriate technical assistance and quality control. - Some PPMOs increased in minimum level experience in providing technical assistance and quality control in POCB. Other were disinterested. 	<ul style="list-style-type: none"> - JICA Study team assistance - JICA Study Team provided the detailed design and program of work for the Multi-Purpose Building. Willingness of PPMO to learn new skills. - Support of POCB Team to PPMO. Interests of some PPMO staff on CO work. - Mentoring/coaching type of acquiring skill in Capacity Building. - Some PPMO's willingness to participate in the conduct of quality control on POCB. 	<ul style="list-style-type: none"> - PPMO's perception that they already know everything. - Some PPMO staff members have reservation to learn about the civil engineering. - Lack of academic background in community organizing. - DENR as a whole organization still lacks expertise, know-how and on-the-job training mechanisms in this field. - Simultaneous implementation of POCB activities and site development prevented some PPMO staff to participate in POCB activities. 	<ul style="list-style-type: none"> - Continuous education for DENR personnel on SALT and silvo pasture. - Civil engineers should be assigned to the supervision of building construction. - Hire workers with background of sociology, anthropology, rural development, education, management and other social sciences. - Training on CO Team building shall be encouraged to the PPMO and CO must be conducted prior to plantation establishment. Allocate longer time for POCB.

Attachment B: Final Evaluation of PPMO (8/9)

Area	PPMO upon the start of JICA Pilot (May 2002)	Activities/Inputs	PPMO Today (July 2003)	Factors Affecting the Change/Stagnation		Recommendation
				Facilitating Factors	Hindering Factors	
Progress Control	- Some PPMOs had limited experience in developing, understanding and explaining a detailed work schedule of area development.	- JICA Study Team drafted the detailed work schedule and explained to PPMO.	- Some PPMO staff members increased understanding a detailed work schedule of area development through the participation to the Pilot Project, while other did not.	- Technical assistance from JICA Study Team. Interests and willingness of some PPMO staff to learn and share new ideas.	- Involvement of some PPMO staff to the Pilot was at a minimal. Lack of commitment to apply acquired knowledge and skills because of the perception that they will not be assigned in the implementation of the Master Plan.	Qualified and active PPMO personnel involved in the pilot projects shall be assigned to the implementation of Master Plan.
	- Some PPMOs had limited experience in controlling the progress of PO's work on area development.	- Detailed work schedule was created by Pos with assistance from the JICA Study Team at Ad hoc meetings as a basis of progress control. Operation Manual which illustrates the procedure of progress control was created by the Study Team and explained to PPMO	- Some PPMOs still do not practice the progress control.	- Technical assistance of the Study Team. Availability of motorcycle and operation budget (year 1). POs' effort to prepare reports for PPMO to have information needed for progress control.	- Limited operational budget of PPMO during the 2nd year. Even with the budget during the year 1, some PPMOs failed to execute progress control with unknown reasons.	Sufficient budget support should always be made available. Aside from the lack of operation fund, the reason why some DENR personnel do not execute the progress control shall be investigated in depth.
	- Some PPMOs had limited experience in executing appropriate inspection and validation for billing with actual field inspection due to the lack of mobility.	- PPMOs executed inspection and validation of billing request from POs. The Study Team provided technical assistance	- Some PPMOs still do not practice actual field inspection for validation of billing. Validation is still done on the table (if it is called validation)	- PPMO operations manual provided the procedures of inspection and validation.	- Limited operational budget of PPMO during the 2nd year. Even with the budget during the year 1, some PPMOs failed to execute field inspection and validation with unknown reasons. Some sites of area development is far and require many climbing.	Sufficient budget support for field validation of billing request should always be made available. Additional incentives shall be given to inspectors. The remote development sites shall have a sleeping quarter for inspectors.

Attachment B: Final Evaluation of PPMO (9/9)

Area	PPMO upon the start of JICA Pilot (May 2002)	Activities/Inputs	PPMO Today (July 2003)	Factors Affecting the Change/Stagnation		Recommendation
				Facilitating Factors	Hindering Factors	
Reporting	- All PPMOs had insufficient experience in preparing appropriate Weekly and Monthly Accomplishment Report on time.	- Operation Manual which illustrates the formats and procedure of weekly report was created by the Study Team and explained to PPMO. The Study Team regularly requested the submission of report.	- Most PPMOs are still unable to submit their reports on time. Some PPMOs submit their Weekly Reports with Monthly Report. PPMO A has submitted all its weekly report except for June 2003, though late. PPMO C has never submitted Weekly Report. PPMOs C and B submitted the Monthly Report significantly late since the month of February and March 2003. In terms of quality of report, most reports contained necessary quantitative information but lack the description of quality of POs' work. This is signified in the poor descriptions in the narrative part of Weekly and Monthly Report.	- Effort of POs to prepare their report, which is the basis of PPMO reports. Existence of PPMO operations manual and computer units. Some PPMO staff's realization of usefulness of such report writing practice to improve project operations.	- No administrative sanction is given to non or late submission of reports. Most often only one staff in the PPMO is computer literate. Reports from POs tended to arrive late. Many DENR personnel are not trained in writing.	Administrative sanctions should be strictly enforce. Appropriate rewards should be given to deserving PPMO staff whose performance has been exemplary and consistent.

Attachment-C

PO Assessment (May 2002 - July 2003)

Attachment C: PO Assessment (May 2002 - July 2003) (1/41)

Name of PO : Banila Community-based Cooperative

Location :Barangay Banila, Dupax del Sur

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
I. FINANCIAL CAPABILITY STRENGTHENED						
<p>1.1 Fund Raising</p> <p>>The Coop had experience in planning and conducting fund raising activities such as benefit dance, raffles and project proposal making. The net proceeds were added to the capital of the coop.</p>	<p>>Continuous reiteration of the importance of implementing the coop plan, particularly fund raising activities.</p> <p>>Coaching thru informal discussion regarding the importance/purpose of fund raising to individual members/leaders.</p> <p>>Assistance to coop in publicizing the fund raising activities which include 2 raffle promotions and 4 benefit dances. > Technical assistance such as preparation, solicitation of minor prizes from politicians and private individuals, and selling of tickets for the raffle promo.</p>	<p>>The Coop generated net proceeds amounting to 10,730 pesos from the benefit dances and raffle promo >The coop's consumer store used the 10,730 pesos to buy agricultural inputs and rice which the members availed of on credit.</p> <p>>The purpose and utilization of the fund raising activities were fully understood by the members, as shown by their active participation during the benefit dances and raffle promos.</p> <p>>Fund raising activities were not sustained because the cooperative members prioritized the completion of their area development and enterprise projects and targets.</p>	<p>>The technical assistance provided by the CDO, such as identification of appropriate fund raising activities (raffle tickets and benefit dance), facilitation of the fund raising plan and continuous dissemination of information to members during formal and informal meetings, was appropriate to the needs and capacity of the coop leaders.</p> <p>>Members and leaders cooperated in the raffle promos since they were excited about the prizes. They also participated in the benefit dances since this was a venue and time for community togetherness (bonding) and for relaxation after hard labor.</p>	<p>>Because of the comprehensiveness of the area development project that should be completed in a short period of time, the leaders put less emphasis on the other existing projects.</p> <p>>The coop did not clearly assign a working group/committee to implement the fund raising plan.</p> <p>> The amount raised for the conduct of benefit dances is minimal (for every conduct of benefit dance, the coop raised an amount of not more than 1,200.00 - 1,500.00 pesos only.</p>	<p>>Fund raising activities should be appropriate to the needs and capacity of the community. For example, the conduct of benefit dances and raffles are effective ways of raising funds because these are adaptable to the Banila community.</p> <p>>The support of coop members in any undertaking is very important to achieve good results.</p> <p>>The formation of a working group/committee to implement and look after the fund raising activity is crucial in an organization that has many activities/projects.</p>	<p>>The coop should review/assess the fund raising plan quarterly to identify strengths and weaknesses, including a cost-benefit analysis. It can also identify other potential fund raising activities.</p> <p>>The results of the quarterly assessment should be reported to the coop members so that 1) information is transparent, 2) decisions can be made wisely and 3) the members are motivated to support the plan.</p> <p>>The PO should establish a separate book of accounts where sources and uses of funds are recorded (also for purposes of audit).</p>

Attachment C: PO Assessment (May 2002 - July 2003) (2/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
			<p>>The participation of majority of leaders and some members in the formulation of the fund raising planning and socialization have influenced the member's interest and high level of cooperation to meet the fund raising targets.</p> <p>> The coop has experience and knowledge in the holding of raffle promos and benefit dances since it has been the practice of the community and the coop for many years.</p>			

Attachment C: PO Assessment (May 2002 - July 2003) (3/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>1.2 Collection of membership fees, dues and share capital <u>Membership fees</u> (100 pesos per member) >Membership fees were paid after approval of application for membership. >The coop collected a total amount of 7,700 pesos from the 77 members.</p>	<p>>Continuous reiteration of information on the policy of membership fee collection through formal and informal meetings and individual and group consultations. >Provision of guidance to coop leaders to strictly enforce the collection policy. >Assistance in the formulation of membership application form</p>	<p>>All 91 members (old and new) have each paid the membership fee of 100, amounting to 9,100 pesos. For the pilot project duration, the PO had collected 1,400.00. >Members pay their membership fee by allowing the treasurer to deduct the amount from their wages derived from the implementation of the area development projects. >Most members fully pay their membership fees upon approval of their membership application.</p>	<p>>The members knew how the funds from their paid membership fees were utilized because the treasurer presented annual financial reports. The reports assured them that the fees were utilized properly and this encouraged them to pay their fees. >The members had the capacity to pay their membership fees because they received wages from the JICA pilot project. >New members fully pay their membership fees because of 1) enhanced membership application process and 2) the orientation given by the coop BOD regarding membership policies.</p>	<p>>The coop treasurer neglected to collect individual dues because of her many positions in the community such as barangay council member, collector in the neighborhood association, and member of Saint Vincent Cooperative.</p>	<p>>It is necessary that the coop provide sufficient orientation to new members, stressing the financial responsibilities of members to the organization.</p>	<p>>The coop should continue its practice of implementing the policy on the collection of fees. >The coop officers should regularly monitor and supervise the collection, proper recording and updating of payments made by members.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (4/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Collection of membership dues</u> (10 pesos per month per member) >The system of collection of dues is not clear to new PO members and some old members.</p>	<p>>Provision of guidance to coop leaders to strictly enforce the collection policy. >Continuous explanation to individual members of the importance of the payment of dues.</p>	<p>>The coop has collected monthly dues from individual members amounting to 2,320 pesos. >Some coop members pay their membership dues directly to the treasurer/collector. Other members allowed the treasurer to automatically deduct their membership dues 1) from the wages they receive from area development projects or 2) from the annual patronage refund and dividends.</p>	<p>>The members paid their dues because the amount will be added to their individual share capital which will enable them to avail of bigger loans. > The labor wages of individual coop member who participated in the area development project facilitated the payment.</p>	<p>>The members prioritized the payment of share capital instead of the membership dues so that they will be able to avail of bigger loans. > Because of the many obligations/positions of treasurer in the community such as barangay official member and neighborhood officer, she was not able to prioritize the collection of monthly dues from the individual coop members.</p>	<p>>It is very important to the coop to give emphasis on the development of second line leaders, particularly for the key positions of bookkeeper, treasurer and manager.</p>	<p>>The coop should plan the identification and training of second line leaders, particularly the key positions of treasurer, bookkeeper and manager for the proper management and operation of the cooperative.</p>
<p><u>Collection of share capital</u> (86,000 pesos of 77 coop members) >Collection of share capital was on installment basis.</p>	<p>>Provision of guidance to coop leaders to strictly enforce the policy on the collection of share capital. >Continuous explanation to individual members of the importance of the payment of share capital</p>	<p>>The coop collected capital shares from individual members amounting to 135,330.64 pesos. This amount was used by the coop to purchase fertilizers, farm tools and rice that may be loaned to the members. >Some members have not yet fully paid up their share capital.</p>	<p>>The members paid their share capital because this will enable them to avail of agricultural loans from the cooperative. >The target number of individual shares was realistic for the coop members to achieve. >The payment of share capital upon membership in the cooperative is a mandatory requirement to be an eligible member.</p>	<p>>There is no updated information regarding the benefit sharing to individual members of the income incurred from the coop operations.</p>	<p>>It is necessary that the coop provide sufficient orientation regarding the proposed use of the share capital of the members. >Individual statements of account regarding each member's contributions such as share capital, membership fees and dues and the interest gained annually should be issued to the member.</p>	<p>>The coop manager should make an annual update of each member's dividends and patronage refund >The coop officers should sustain the annual financial status reporting to the members to motivate them to attain the maximum amount of share capital.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (5/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>1.3 Income Generation <u>Consumer store</u> >The coop had insufficient capital to sustain its consumer store (sale of agricultural inputs/supplies) project. >The coop practiced simple project management in the sale of consumer/agricultural inputs sale. >There was a low repayment rate of loans from the consumer store by the members.</p>	<p>>Continuous house-to-house visits to members to reiterate compliance with the payment of dues to generate additional capital for the consumer project (sale of agricultural inputs). >Facilitation of the creation and enforcement of collection policy on past due loans. >Training and coaching/mentoring on financial management and bookkeeping >Training and coaching on entrepreneurship.</p>	<p>>The coop applied the established policies, structures and plan to its existing consumer store project. >The coop formulated a business plan for the consumer store project. >The coop was able to generate 10,700 pesos as additional capital for its consumer store (sale of agricultural inputs) project. >Out of 91 coop members, 77 members have completed the payment of 10 shares each of share capital as required by the coop. As such they are able to avail of loans to purchase fertilizers and rice.</p>	<p>>There was high volunteerism among management staff. >The coop fared well in the implementation of area development projects because they had past similar experiences. >The formation of a working group that led the income generating activities facilitated the accomplishment of area development.</p>	<p>>Members are not able to pay their loans from the consumer store because they prioritize other household expenses over the payment of loans.</p>	<p>>The following are important considerations in ensuring smooth financial operations and income generation: transparency of records and reports; regular conduct of BOD meetings; periodic review and reformulation of policies; proper recordkeeping; monthly conduct of audit and inventory. >The formation of working groups or committees is effective in ensuring the direct management of the different livelihood activities/projects of the cooperative. >Proper recording/documentation of the progress of livelihood activities is necessary so that the officers have information for making decisions regarding the projects.</p>	<p>>The coop officers should enforce the relevant policies to ensure proper financial management and recording. In addition, they should schedule regular auditing and financial reporting to the general membership. >The coop officers, together with the concerned working groups, should regularly assess existing projects and identify innovative projects that can provide better and higher revenues. >The working group leader/committees should keep a separate record regarding the development/progress of livelihood projects assigned to it. This will facilitate project monitoring and evaluation.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (6/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
		<p>>Each of the 14 new members who were able to pay for 5 shares are allowed to avail of loans for only 25 kilos of rice or for farm tools and implements.</p> <p>>Only 50% (39 members) of the total number of members with outstanding loans can regularly pay the amount in their account balance.</p> <p>>The bookkeeper and treasurer maintained proper records.</p> <p>>The coop maintained organizational records on income generation and loans.</p> <p>>The cooperative managed the project budget and was able to raise/gain savings amounting to 140,000 pesos in the phase 1 project.</p> <p>>Plans were implemented and the BOD held regular meetings to discuss problems/issues in the livelihood activities of the cooperative.</p> <p>>The coop working group leaders lack skills particularly in the proper documentation of the progress of the livelihood projects.</p>				<p>>As the PO membership increases, it should continue and enhance its income generation activities to provide members with better services and benefits.</p> <p>>The coop should implement the formulated business plan for the consumer store to determine its continued profitability.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (7/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Swine dispersal and fattening</u></p> <p>>The coop implemented a swine dispersal project (2 piglets).</p> <p>>The coop had insufficient capital to expand its swine dispersal project.</p>	<p>>Assistance in the monitoring of pig dispersal through formulation of monitoring forms</p> <p>>Continuous house-to-house visits to members to solicit their support to the proposed expansion of the existing swine dispersal project.</p>	<p>>The coop manages 6 swine dispersed to 6 coop members according to a set of policies and agreements on proper care and management and on the sharing of benefits. The qualifications and selection criteria of the member-recipients of swine was discussed in a meeting.</p> <p>>The coop lacks funds for the purchase of additional piglets for dispersal to other interested coop members.</p> <p>>The coop acquired a 50,000-peso grant from DAR for its swine fattening project which they used to purchase NUMBER OF swine.</p> <p>>After the selling of the 1st batch of 11 piglets, the coop was able to gain an amount of over 3,000 pesos within 4 months.</p> <p>>The PO livelihood committee used the monitoring form for updating the status of the swine dispersal project.</p> <p>>Although the project is PO-owned, the care and management of the swine was tasked to 1 member. One problem he encountered was disease infestation.</p>	<p>>Most of the coop members have personal experience and knowledge on the care and management of swine.</p> <p>>The funds granted by DAR for swine fattening were used to expand/increase the number of the heads of swine.</p>	<p>>Income from swine fattening incurred by the 6 swine raisers was not optimized because the swine raisers need knowledge, skills and practice regarding swine health management, e.g., vaccination treatment, deworming and disease control.</p>	<p>>The formation of a capable and trained committee is necessary to ensure that a livelihood project owned by the PO is directly managed and monitored.</p> <p>>A PO may start with a small livelihood project and expand it if the members' participation is present and if funds are spent wisely. >Complete and proper documentation and recording of a project's progress will provide enough information to coop members.</p>	<p>>The coop should access the technical expertise of the DA in the Municipality of Dupax del Sur to provide the 6 swine raisers and other interested coop members with skills training on livestock health management, particularly vaccination, deworming and disease control.</p> <p>>The cooperative should identify outlets/buyers within the municipality or province for the marketing of their swine.</p> <p>>The coop should formulate a business plan for the swine fattening project to assess its profitability and to determine the necessary resources (e.g., funds, manpower) for the project's sustainability.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (8/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Cottage Industry</u></p> <p>>The PO planned to establish an anthurium farm and start a handicraft making enterprise.</p> <p>>Most members have their own individual anthurium production and handicraft production projects like soft broom making and basket weaving.</p>	<p>>Reiteration and encouragement to pursue the plan for anthurium and handicraft production that are based on the community action plan.</p> <p>>Facilitation of the conduct of the training on anthurium production and soft broom making.</p> <p>>Facilitation of a workshop to formulate a business plan for anthurium production and soft broom making.</p> <p>>Assistance in networking and accessing technical assistance for anthurium production.</p> <p>>Assistance in the formulation of policies and management scheme for anthurium production.</p> <p>>Facilitation of the formation of working groups for the PO IGPs.</p>	<p>>The PO has a 2-hectare tiger grass plantation; another 2 hectares are to be developed for tiger grass planting</p> <p>>Based on the PO plan, 2 units of greenhouse have been built as part of the establishment of the anthurium farm. Funding support came from the pilot project.</p> <p>>The PO assigned 10 members who have been trained as anthurium farm workers to compose the anthurium committee and manage the anthurium production project.</p> <p>>Business plans were formulated for the anthurium and tiger grass production enterprises after actual project activities.</p>	<p>>The PO identified and started on anthurium production as an enterprise because there is 1 member who has engaged in a similar enterprise.</p> <p>>The area meets the climatic (temperature) and soil requirements for anthurium production.</p> <p>>Existence of flower producers in the community and because of their success people are interested in the project.</p> <p>>Based on financial analysis by the POCB Livelihood Specialist, anthurium production is profitable.</p>	<p>>The production of soft brooms was less preferred by the PO due to the lack of materials (e.g., plastic strips); thus the PO shifted to the production and selling of tiger grass panicles to soft broom makers at Sta. Fe.</p>	<p>>For micro-enterprises such as handicraft making and anthurium production to be profitable and viable, in depth feasibility studies should be prepared before project implementation.</p> <p>>Technical trainings and other preparatory activities (e.g., business planning, identification of market/buyers) are necessary for a PO that will undertake a relatively new enterprise.</p> <p>>Project sub-committees should be formed and tasked to directly supervise different projects.</p>	<p>>The PO, through the working group, should closely supervise and monitor the anthurium farm operation. The working group should be coached on how to properly document progress and problems in the implementation of the project.</p> <p>>The PO should coordinate with the municipal and provincial LGUs and local government agencies in the identification of and linking with potential markets for anthurium cut flowers.</p> <p>>The DENR should ensure that the anthurium project working group and the farm workers are trained on pest and disease management and on the packaging/flower arrangement of the anthurium cut flowers.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (9/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
		<p>>The coop has contacts with Prof. Fanuncio of NVSIT who has been mobilized to extend technical assistance for the anthurium farm. The coop also communicates with Prof. Joe Boteng of BSU in La Trinidad, Benguet, for the source anthurium suckers.</p> <p>>The PO has identified market outlets in the municipalities of Bambang (market), Bayombong (market) and Solano (market) for anthurium flowers and Sta Fe (the handicraft stores along national highway) for the sale tiger grass panicles.</p> <p>>The coop plan to engage in basket weaving production was not prioritized because based on the financial analysis it is not profitable. Another reason is the lack of equipment for the weaving of basket and raw materials.</p>				

Attachment C: PO Assessment (May 2002 - July 2003) (10/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>Anthurium production</p> <p>>Some PO members have individual experience in backyard anthurium planting.</p>	<p>>Technical assistance in the preparation for anthurium production, including facilitation in the conduct of training and formulation of business plan.</p> <p>>Assistance in linking with the NVSIT and BSU to access technical expertise in the setting up of the anthurium project.</p> <p>>Provision of funding by JICA for anthurium establishment for phase 1 and phase 2.</p> <p>>Assistance in the formulation of policies/management scheme for anthurium production.</p>	<p>>15 coop members (10 coop members and 5 potential members) participated in the anthurium production training.</p> <p>>The 15 participants led the establishment of a 200-square meter anthurium farm, working from November 2002 until February 2003 during phase 1. The area was planted with 1,150 anthurium suckers.</p> <p>>During phase 2, the PO established a second anthurium farm with an area of 200 sq.m. adjacent to the first farm. Work started in June 2003 and was completed in July 2003. An additional 1,100 anthurium suckers was planted.</p> <p>>The PO has identified market outlets in the municipality of Bambang (e.g., market) for the sale of tiger grass panicles.</p>	<p>>The expertise tapped from specialists/persons in the academe contributed to providing correct and appropriate technology in the establishment of the anthurium farm.</p> <p>>The experience of successful local flower producers in the community, some of whom are coop members themselves, motivated the coop to engage in anthurium production.</p> <p>>The local climate was appropriate to the required temperature for anthurium farming.</p>	<p>>low participation 1) of the short period of time with which to complete the establishment of the anthurium farm and 2) the coop members prioritized their own individual economic activities as well as other coop activities/projects.</p>	<p>>The length of time, and month of project establishment must be considered by the funding agency so that the coop can properly schedule project work to coop members and work of coop members in their own farms and households.</p> <p>>For projects requiring full time working arrangements, the allocation of greater budget for administrative costs should be considered to help PO leaders cope with their economic needs.</p>	<p>>The PO should continue to access information on anthurium production technologies from local producers and from the DENR.</p> <p>>The PO should start to contact and make transactions with buyers of cut anthurium flowers.</p> <p>>The DENR should formulate a work plan to assist the anthurium production and marketing project of the PO. It should also consider the investment plan of the province for cupflower production.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (11/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
		>The PO leaders lack technical skills like preparation of financial statements, pest and diseases management in anthurium and fruit tree plantation and formulation of business plan. >There was insufficient administrative cost allocated for PO compensation and for operating expenses. >Training and exposure trip to BSU, La Trinidad Benguet anthurium farms were undertaken with the concerned coop members where they learned strategies in the proper management of the project.				

Attachment C: PO Assessment (May 2002 - July 2003) (12/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Reforestation project</u></p> <p>>The coop implemented a reforestation project in a 225-hectare area funded by the ADB.</p>	<p>>Technical assistance to the PO leaders on the formulation of policies on financial management and on the utilization of the 6% administrative cost.</p> <p>>Provision of funding by JICA in the 45 has. reforestation and 20 has. fruit tree plantation</p>	<p>>The coop formulated administrative policies for the utilization of the 6% administrative cost.</p> <p>>The BOD conducted regular meetings to review/update and enhance the policies regarding the reforestation project.</p> <p>>The coop established reforestation projects: 45-hectare plantation of forest trees (i.e., Gmelina and mahogany); 20-hectare plantation of fruit tree such as ponkan, pomelo and guyabano.</p>	<p>>The coop has basic knowledge in the implementation of reforestation projects because of their experience in a previous 225-hectare reforestation project funded by the ADB.</p> <p>>The provision of incentives to the coop leaders motivated them to perform actively in the establishment/implementation of the project.</p> <p>>Since the coop had funds to accommodate the emergency cash advances/advance payment, the members were motivated to participate in the refo project implementation.</p>	<p>>The time duration to complete the projects (reforestation and fruit tree plantation) is too short considering the economic activities of coop members.</p> <p>>The coop leaders did not expect the bulk of work and reports required by the JICA Study Team, thus, they felt pressured to complete the reports on time.</p> <p>>Some working group leaders have difficulty in preparing reports because of their low educational attainment.</p>	<p>>For projects requiring full time working arrangements, provision of greater amount of administrative costs should be considered to help PO leaders cope with their economic needs.</p>	<p>>The coop should consider sustaining the provision of incentives or honoraria to the working group leaders.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (13/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
		<p>>The coop immediately acted on problems and issues encountered during project implementation to facilitate project completion with good work performance and quality standards.</p> <p>>The coop learned how to propose and communicate revisions of project designs with justifications.</p> <p>>A working group was created for the completion of area development activities.</p> <p>>The manager, the working group leader for the anthurium project, together with the livelihood specialist of the POCB Team, identified potential market outlets for anthurium flowers at Bambang, Bayombong and Solano.</p> <p>>In the second quarter of this year, the PO harvested 8 dozens of anthurium flowers from the 1st farm. The flowers were priced at 20 pesos/dozen (small size).</p>				

Attachment C: PO Assessment (May 2002 - July 2003) (14/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Revenues and savings</u> from the JICA contract were expected.</p>	<p>>Facilitation of the creation of policies on the utilization of 6% Admin Cost of PO and other financial management policies to regulate excessive spending and to accumulate savings & revenue from the JICA project.</p> <p>>Coaching of the working groups in the canvassing and purchasing activities, particularly in the identification of suppliers that provide quality materials/supplies at lower prices.</p> <p>>Technical assistance specifically on financial/fund management and bookkeeping systems.</p> <p>>Motivating coop members to provide labor counterpart.</p> <p>>Regular monitoring/checking of coop books of accounts.</p>	<p>>The coop generated a fund balance of 140,000 pesos from the Phase 1 contract. This amount was added to the coop's capital and deposited to its bank account. (This does not account Phase 2 fund balance.) From this amount, the PPMO sourced funds to augment its operating expenses.</p> <p>>The coop learned to comply with its policy on the appropriate allocation of financial resources and on fund utilization.</p> <p>>The coop officers were disciplined to regulate excessive spending.</p>	<p>>The formation of the canvassing group, purchasing group and audit and inventory group ensured that there were members directly assigned to carry out the tasks.</p> <p>>The provision of incentives to the coop leaders motivated them to actively lead and direct the implementation of the project.</p>		<p>>The officers and management of a relatively mature coop are key to the proper enforcement of its policies on financial management and revenue generation, given its substantial experience in managing income generating activities.</p> <p>> In a project that employs counterparting, it is important for each party to ensure the timely availability of counterparts in cash and in kind. For labor counterparts by coop members, the schedule of their economic activities should be considered in programming the project activities.</p>	<p>>The coop should continue its savings generation activities. It should also think of other resource mobilization activities in order to rapidly increase their capital build up.</p> <p>>The PPMO should ensure that the timely delivery of inputs/funds necessary to the project.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (15/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>1.4 Regular Accounting</p> <p>>The coop performs monthly financial records/reports.</p> <p>>The coop manager, bookkeeper and treasurer have basic knowledge and skills in financial recordkeeping.</p> <p>>There are no second liners to the treasurer and bookkeeper.</p>	<p>>Assistance in the preparation of monthly financial reports.</p> <p>>Training and coaching on financial management and bookkeeping.</p> <p>>Identification and coaching of second line treasurer.</p> <p>>Facilitation in the creation of standard policies on financial management.</p>	<p>>The coop bookkeeper is able to prepare monthly financial reports with minimal assistance.</p> <p>>Monthly financial records are properly prepared.</p> <p>>Two second liners to the treasurer and bookkeeper have been identified and coached .</p> <p>>Financial records are presented by the manager and bookkeeper during PO and general assembly meetings.</p> <p>>The financial management procedures of the coop have improved as evidenced by proper documentation of coop transactions.</p>	<p>>The long experience of the coop in managing funds has provided its officers with the discipline and practice of financial recordkeeping.</p> <p>>The coop abides by its financial and accounting policies because of the need to clearly account for the big amount of funds of its many projects and report this to the membership.</p> <p>>Most of the management staff completed high school and attended formal training on basic financial skills.</p>	<p>>The coop treasurer and bookkeeper are members of other organizations where they also hold key positions (e.g., barangay kagawad, religious leader), thus, they tend to prioritize their tasks in these organizations.</p>	<p>>A period of time (approximately one year) is needed to enable coop management staff on proper bookkeeping and accounting procedures especially if most staff have not completed high school. Enabling them will mostly require formal training and coaching/mentoring.</p> <p>>In the identification and development of second liners to financial management staff, particularly treasurer, bookkeeper and auditor, the coop should 1) agree on the criteria for selection of second liners, 2) access the assistance of a financial management specialist and 3) allocate resources for the training of the second liners.</p>	<p>>The coop should include in its plan the identification and capacitating of qualified PO members/second liners on financial management and bookkeeping.</p> <p>>To improve coop financial control, the following should be considered : 1) hiring of staff with high school degree and with knowledge on simple bookkeeping, 2) presentation of the approved budget to all members of the cooperative, 3) sufficient time (at least one year) for training and coaching and 4) the formulation of effective policies based on accepted accounting principles.</p> <p>>The coop should maintain effective financial recordkeeping since this is an important criteria considered by external agencies in extending financial or technical aid.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (16/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>1.5 Internal Auditing</p> <p>>The audit and inventory committee conducted quarterly auditing.</p> <p>>The coop hired external auditor to conduct audit as per CDA requirement for the submission of financial report annually.</p>	<p>>Actual coaching of auditors in the conduct of monthly audit by the POCB Financial Management Specialist.</p> <p>>Assistance to the coop auditors by suggesting guidelines and procedures for the PO internal audit.</p>	<p>>The coop finances were audited monthly by the coop auditor. The JICA monthly audited report was integrated to the latest external year-end audit of the cooperative financial statement. The audit results were submitted to the CDA.</p> <p>>The coop auditor has acquired basic skills in auditing and has learned the purpose of audit as a form of internal financial control.</p> <p>> The coop submitted financial report to CDA thru the assistance of external auditor.</p> <p>>Financial status of the cooperative presented during meetings/general assembly to remain transparent to coop members.</p>	<p>>Financial status of the coop remained transparent to all members.</p> <p>>Established clear information regarding the financial position of the cooperative.</p>		<p>>Internal and external audit is an effective tool to check the financial standing of the cooperative thus create transparency among members and encourage better participation towards cooperative development.</p>	<p>>The coop should continue to practice monthly auditing.</p> <p>>The coop should comply with CDA reporting requirements</p>

Attachment C: PO Assessment (May 2002 - July 2003) (17/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
2. ORGANIZATIONAL STRUCTURE IMPROVED						
<p>2.1 Amendment of By-laws</p> <p>>The coop has its own by-laws.</p> <p>>Some of the members are not yet aware of the coop by-laws.</p> <p>>The coop by-laws were largely based on the pro forma coop registration form of the CDA.</p> <p>>Some provisions in the by-laws were found inappropriate to the current situation of the PO.</p>	<p>>Facilitation in the review and amendments of by-laws.</p> <p>>Information dissemination of the coop by-laws through general assembly meeting and during regular BOD meetings.</p> <p>>Technical assistance provided specifically on the facilitation of amendment of the by-laws, presentation of amended by-laws during two (2) consecutive BOD and one (1) general assembly meeting.</p> <p>in the amendment and socialization of by-laws to members.</p> <p>>House-to-house visits to familiarize the members with the coop by-laws were not effective in a situation where most members are involved in the implementation of the area development project within a limited time duration.</p>	<p>>The coop reviewed and revised its by-laws based on its present need, status and projects, with improved organizational policies and systems. The amended contents of the coop by-laws are under 1) Article V, section 37, "Other Committees: That by majority vote of all its members, the BOD may form other committees or working groups as may be deemed necessary for the operations of the cooperative"; 2) Article VII, section 47, "Continuous Capital Build-up: That every member should pay 10 pesos/month to be added to the individual share capital".</p> <p>>Majority (50) of the coop members have knowledge of the coop by-laws.</p>	<p>>The present coop officers and BOD were the pioneer members of the cooperative and their familiarity with the by-laws as well as with the coop's status facilitated the review and amendment of the by-laws.</p>	<p>>The low educational attainment level of some members limited their understanding of the coop by-laws.</p> <p>>The membership process did not include an orientation on the coop by-laws</p>	<p>>It is important to constantly review coop by-laws so that it will be relevant and appropriate to the situation, status and plans of the organization.</p> <p>>The amendment of by-laws should be based on the actual needs and conditions of the organization.</p>	<p>>The PO should explain the amended by-laws to its members by 1) holding a general assembly with the discussion of the amended by laws as priority agenda; 2) including an orientation on the by-laws for new/applying members.</p> <p>>The CENRO office that will assist in the formulation/amendments of PO by-laws should not only copy and adopt the generic by-laws provided by the CDA, SEC or DOLE. It should ensure that the formulation or amendment of by-laws will be supportive of the coop plan and project plans.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (18/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
		<p>>Coop activities and plans are guided by the by-laws.</p> <p>>More leaders and members follow the by-laws such as the criteria for membership recruitment, schedule of meetings, process of meetings, roles and responsibilities of officers and members and process of election, among others.</p> <p>>The coop leaders have the capability to disseminate the by-laws with limited assistance from the POCB.</p> <p>>New members are not yet fully aware of the content of the by-laws.</p> <p>>Household visits to explain the by-laws to the coop members were not sustained because the members were busy with the implementation of the area development component.</p>				<p>>The capability of the CENRO staff in facilitating the preparation of organizational-by laws is deemed necessary in the organizing CBFM PO.</p> <p>>Copy of PO by-laws and policies should be printed with larger icons that will be posted in a billboard located in front of the PO building for the PO members to take a look.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (19/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>2.2 Creation of Policies and Operations Manuals</p> <p>>Policies necessary for PO/project management and operations were insufficient/inadequate.</p> <p>>Policies formulated were not fully implemented.</p> <p>>Policies are known only by the PO leaders.</p>	<p>>Facilitation in the formulation of PO policies on the use of the budget for administrative cost for the JICA pilot project, on benefit sharing and on the MOA for the anthurium project.</p> <p>>Reiteration to PO leaders on the proper implementation of formulated policies.</p>	<p>>The coop has written policy guidelines for the JICA Pilot project, especially regarding the utilization of the funds for 6% administrative cost. These policies were approved by the general assembly.</p> <p>>Majority of the members are aware of and adhere to the newly created policy guidelines.</p> <p>>The presence of the policies have helped the officers and members to observe more discipline.</p> <p>>The formulated policies provided direction to the leaders to become more effective managers.</p> <p>>Adequate understanding of the policies is limited to the management staff, BOD and working group leaders who are the key leaders in the coop's operations and who are responsible for disseminating the information on the policies to the general membership.</p>	<p>>The members have a common interest and a high level of cooperation in enforcing their policy guidelines since they were guided by a project plan and were committed to targets and expected outputs.</p>		<p>>It is important for coop leaders and members to fully understand and accept organizational policies for effective plan implementation.</p> <p>>It is important to constantly review policies so that these will be relevant and appropriate to the situation, status and plans of the organization.</p>	<p>> The PO leaders should follow/monitor the strict implementation of PO policies.</p> <p>>House to house visitation and through formal and informal venues for the socialization of policies to new members.</p> <p>>Continues information dissemination of polices to general membership.</p> <p>>Continues review and updating of PO policies by the BOD members.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (20/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>2.3 Re-establishment of working groups</p> <p>>The coop officers included a Chairperson, Vice Chairperson, Secretary, Treasurer and Auditor.</p> <p>>The coop had the following committees: Education, Livelihood, Election, Credit, Audit, CARP, and Musical Instruments.</p> <p>>The coop organizational structure was based on the nature and needs of the projects and activities that the cooperative undertook.</p>	<p>>Assistance in the review of PO structure</p> <p>>Assistance in the selection of the coop manager and in the formation of the working groups on Monitoring and Evaluation, Livelihood, Infrastructure, Reforestation, and Purchasing and Canvassing for the various components of the JICA pilot project.</p> <p>>Coaching of working group leaders on the performance of their roles and responsibilities.</p>	<p>>An appropriate and improved organizational structure to run the affairs and project of the PO were put in place.</p> <p>>The formation of the working groups facilitated the completion of area development</p> <p>>The roles and responsibilities of the committees/working groups were clearly defined and understood by the leaders as evidenced by their continued leadership in project and coop activities.</p> <p>>The coop leaders refer major decisions such as selection of project sites, incentives of working groups, use of savingsto the general assembly.</p> <p>>The coop leaders have identified 5 potential second liners.</p> <p>>With basic knowledge of working group on the management of anthurium starting from planting and management and reforestation management from planting, re planting, fertilization, brushing and preparation of plantin</p>	<p>>Because of the long project management experience of the coop that resulted in its high level of maturity, the officers and leaders demonstrate willingness, commitment and enthusiasm to learn in the performance of their tasks toward coop objectives.</p> <p>>The working groups/committees competently perform their roles in the pilot project because they receive incentives.</p>	<p>>Some working group members tend not to perform their tasks without the incentive.</p>	<p>>The proper selection of leaders using appropriate criteria should be observed and constantly practiced.</p> <p>>The practice of giving incentives to project team leaders should be studied in terms of its effects on the motivation of leaders as well as members.</p> <p>>Reviewing and reorganizing the coop structure is necessary as this may be a venue for qualified members to hold key positions in the cooperative.</p>	<p>>The coop should regularly assess/evaluate leaders' performance.</p> <p>>The coop should make a plan to develop the leaders and members of the working groups in terms of further technical training on facilitation, documentation and monitoring and evaluation, as this might be a source of coop officers, technicians or specialists in the future.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (21/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>2.4 Advocacy (e.g., Brgy. Ordinances)</p> <p>>The coop had a previous plan to formulate the barangay ordinances for the protection and preservation of the environment.</p> <p>>The coop has experience in advocacy work with government agencies such as DENR specially regarding the apprehension of timber poachers in the community.</p>	<p>>Assistance to the coop and Barangay Council in the formulation of the barangay ordinance on forestland management.</p> <p>>Technical assistance in the review and finalization of the barangay ordinance, integrating the comments of the Sangguniang Bayan and DENR.</p> <p>>Facilitation in the conduct of Forestry Law orientation session.</p>	<p>>The barangay ordinance on forestland management has been drafted and approved and is being enforced.</p> <p>>The coop and the barangay council jointly undertake forest protection activities in Banila.</p> <p>>The implementation of the barangay ordinance has reduced timber poaching and slash-and-burn activities.</p> <p>>Community members are aware of the Barangay Ordinance since it was thoroughly explained during a community assembly.</p> <p>>Community members from adjacent barangays that have no forest protection ordinances are those involved in timber poaching and uncontrolled burning.</p>	<p>>The positive working relationship between the barangay council and the coop arises from the common interest to improve the management and protection of the CBFM area.</p> <p>>The common desire to eliminate timber poaching in the community triggered the creation and enforcement of the ordinance.</p>		<p>>Even with barangay level ordinances, a higher level of legislation (i.e., municipal, provincial, national) is needed to guarantee the comprehensive protection of forest/CBFM areas.</p>	<p>>The coop and the barangay council should jointly lobby the councils of adjacent barangays as well as the municipal LGU to legislate the protection of forest/CBFM areas in their territories. The coop can offer assistance in the social preparation and formulation of ordinances or resolutions.</p> <p>>The coop and the barangay council should jointly enforce and monitor the strict implementation of the barangay ordinance.</p> <p>>The DENR should also lobby the concerned LGUs to enact ordinances supportive of CBFM.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (22/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
3. MANAGERIAL CAPABILITY DEVELOPED						
<p>3.1 Managerial Training <u>Bookkeeping and Financial Management Training</u></p> <p>>The coop lacked proper policies and procedures on financial recording system as manifested by the absence of accounting forms and incorrect entry and charging in the books of accounts and financial statements. >The coop bookkeeper, treasurer and manager have basic knowledge in bookkeeping.</p>	<p>>Training and coaching on Bookkeeping and Financial Management. >Follow-through assistance in the creation and enforcement of standard policies on financial management.</p>	<p>>The manager, treasurer, secretary, purchaser, bookkeeper, 2 audit committee members and 1 credit committee member attended the training. >The following were the observed changes: 1) improved financial systems and policies and 2) proper recording/charging and bookkeeping system. >Transactions are properly recorded and financial reports are prepared on a monthly basis. >Financial status reports are presented by the manager and treasurer during meetings. >Books of accounts including transactions are properly documented and are made available by the bookkeeper for the inspection of any members. >As a result of the improved financial systems, the excessive spending of the coop has been regulated, thus savings were generated from the JICA pilot project. >The incentives provided to the financial management staff are very limited and do not compensate</p>	<p>>Most of the management staff completed high school and attended formal training on basic financial skills. >The management staff are dedicated to perform their functions well since they aspire for additional benefits from the coop for their own selves and for the other members. >The provision of incentives, however minimal, to the management staff motivated them to satisfactorily perform their tasks.</p>		<p>>The criteria for the selection of coop management staff, especially the manager, treasurer, bookkeeper and auditor, should include educational attainment, trainings attended, integrity and demonstrated commitment to the tasks and to the coop. >One-one-one coaching and mentoring with financial management staff should complement any formal skills training on bookkeeping and accounting.</p>	<p>>The coop should invite financial management experts/practitioners from other coops or organizations or from government agencies to continue coaching and mentoring the coop's financial management staff. >The coop BOD should consider increasing the incentives of the management staff in relation to their performance and to the increase in resources of the coop.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (23/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
	<p>>Facilitation of the conduct of the Training on Basic Leadership with emphasis on the roles and functions of members and leaders.</p> <p>>One-one-one discussions and tactic sessions with the leaders to suggest ways and means in the performance of their roles</p>	<p>>The manager, treasurer, secretary, purchaser, bookkeeper, 1 audit committee member, 13 regular coop members and potential members attended the training.</p> <p>>Leadership skills have improved as manifested by the following: - improved facilitation skills: Leaders are able to evoke ideas and allow deliberations among members before arriving at a decision. During meetings, leaders have a clear agenda and expected decision points.</p>	<p>>Most of the coop officers and staff satisfactorily performed their duties since they already possess favorable leadership characteristics, e.g., integrity, trustworthiness, commitment, respect by members, experience and education.</p>	<p>>There is a limited number of leaders identified and trained to respond to the growing demand of projects needing effective leaders.</p> <p>>The present set of officers are hesitant to develop second liners due to a negative notion that the latter might gain more authority.</p>	<p>>The coop members should be aware that before any election and appointment of leaders and management staff, they should seriously consider the following traits: leadership style, dedication to work, interest, trustworthiness and expertise.</p>	<p>>The coop leaders should seriously consider identifying and training second liners since PO projects are expanding. This will also ensure that the goals and directions of the coop are sustained. >The coop should formulate and invest in a leadership development plan.</p>
<p><u>Basic Leadership Training</u></p> <p>>The elected leaders have limited knowledge and skills in managing the affairs of the cooperative.</p>		<p>- participation and consensus in decision making.</p> <p>- improved problem solving skills: Leaders appreciate the need to first identify and analyze the problem.</p> <p>>The leaders recognize their critical role in sustaining the organization, thus their commitment to serve the PO has increased.</p> <p>>They have better capacities in leading the organization and its projects.</p> <p>>They have increased confidence as effective leaders.</p> <p>>The coop leaders and staff perform heavy functions in addition to their own personal livelihood/economic activities.</p>				

Attachment C: PO Assesment (May 2002 - July 2003) (24/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Environmental Education Training</u></p> <p>>The coop has basic knowledge and capability in environmental protection and preservation.</p> <p>>The coop has initiated tree planting and rehabilitation of the denuded parts of the community. They have also helped establish fire lines.</p> <p>>The DENR facilitated orientation seminars particularly on CBFM acquisition and management.</p>	<p>>Facilitation of the training on environmental education and value formation.</p>	<p>>Eight PO leaders and 10 PO members participated in the training.</p> <p>>The environmental awareness of coop members was enhanced as evidenced by their active participation in government programs promoting environmental rehabilitation and protection.</p> <p>>The coop has committed to take the lead in forest protection in the community as manifested by a pledge of commitment signed by 18 members to protect and rehabilitate the forest area in their community. >The slash-and-burn practice of some coop members was minimized.</p>	<p>>The community has witnessed the effects of illegal logging, resulting to a higher level of awareness of the coop members on the causes and effects of deforestation in the area.</p>	<p>>The lack of funds of the coop hinders the production and distribution of IEC materials like billboards.</p>	<p>>Training and advocacy on environmental protection should not only involve directly organized members of an organization/coop but should reach out to the other community residents.</p>	<p>>The coop should undertake an information, education and communication (IEC) campaign within their barangay and in other adjacent barangays so that their environmental protection efforts are supported and supplemented by other groups.</p> <p>>The DENR should launch a campaign on forest protection in barangays without CBFMP.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (25/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
>Residents of adjacent barangays engaged in timber poaching and were suspected of setting fire to the coop's ADB funded reforestation project.		>The coop leaders communicated with the Barangay Officials of Barangay Carolotan to inform them of the established reforestation projects and their policies on environmental protection for the CBFM area.				
<p><u>Cooperative Management Training</u></p> <p>>The coop has basic knowledge in managing the affairs of the cooperative such as the roles and functions of officers and management staff.</p> <p>>The functions of management staff and BODs frequently overlap.</p>	>Facilitation of the conduct of the training on cooperative management.	<p>>The manager, chairman, secretary, treasurer, audit and inventory committee members, livelihood committee members, 5 BOD members and 14 coop members attended the training.</p> <p>>The coop officers and staff gained additional knowledge on the principles and systems of cooperative management, including the delineation of roles and functions. This increased their confidence in managing the affairs of the coop.</p> <p>>A more appropriate cooperative structure was put in place.</p>	<p>>The participants have basic experience in cooperative management which facilitated their learning.</p> <p>>The mastery of the resource speaker on the subject matter, as well as his use of visual aids, examples and sharing of experiences of other cooperatives, facilitated the interest and learning of the participants.</p>	<p>>Lack of time due to participants residents are far from the training venue, and resource speaker came from bayombong that he 's departure from the area was early.</p> <p>>No available training venue that is conducive to the participants.</p>	<p>>The use of training methods (e.g., exposure visit, case study, sharing of experiences) that demonstrate real experiences in cooperative management are effective in delivering lessons to the participants.</p>	<p>>The coop should communicate with the CDA and other concerned government and non-government agencies for the accessing of advanced cooperative management training.</p> <p>>The coop should ensure that learning in the training are shared with the other members especially those who are assigned heads of committees/working groups.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (26/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Entrepreneurship Training</u></p> <p>>The entrepreneurship experience of the coop is limited to the selling of goods through its consumer store.</p>	<p>>Facilitation of the conduct of the training on entrepreneurship.</p> <p>>Facilitation of business development planning.</p> <p>>Assistance to leaders in identifying market outlets.</p> <p>>Facilitation in the formulation of enterprise management policies and mechanisms.</p>	<p>>The training participants were able to relate their actual experience with the training inputs on business development planning.</p> <p>>The coop leaders were able to prioritize the identification of market outlets to sell its products.</p> <p>>The coop management created relevant policies and mechanisms to effectively manage its existing enterprises.</p>	<p>>Because of the perceived feasibility of engaging in anthurium production and soft broom making, the coop leaders were motivated to plan for and undertake these small enterprises.</p> <p>>The coop has members who have personal experience in undertaking small enterprises that the coop is interested to implement.</p>	<p>>There is an insufficient number of leaders with exhibited capability in enterprise management.</p>	<p>>In starting and running an enterprise, it is important that skills, business planning and supportive structures and policies are present.</p>	<p>>The coop and DENR should monitor the operation and financial progress of the small enterprises through documentation of processes/activities and through recordkeeping.</p> <p>>The DENR and coop should undertake capability building activities for the officers and management staff particularly regarding enterprise planning and development, marketing and organizational development.</p> <p>>The coop should be more proactive in the marketing of its products.</p> <p>>The coop should access training and orientation on social enterprise and entrepreneurship development.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (27/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Monitoring and Evaluation Training</u></p> <p>>The coop practices simple project monitoring (e.g., verbal reporting, simple documentation, identification of problems and issues in project implementation).</p>	<p>>Facilitation of the training on PO monitoring and evaluation.</p> <p>>Facilitation of the creation of a M&E working group tasked to monitor project status.</p> <p>>Coaching of working group leaders involved in project monitoring.</p>	<p>>The chairman, bookkeeper, 1 audit and inventory committee, treasurer and 1 member attended the training.</p> <p>>Monitoring forms and other pertinent documents were kept properly by the secretary.</p> <p>>The working groups were tasked with monitoring and evaluating the projects assigned to them, with the guidance of the manager and BOD chairperson.</p> <p>>The coop formulated M & E forms to be used in their reforestation and livestock dispersal projects.</p>	<p>>Because of the coop's experience in simple project monitoring, they easily applied the use of monitoring forms in their various projects.</p>	<p>>Some working group leaders still have difficulty in filling up monitoring forms because of low educational attainment.</p>		<p>>The coop leaders should sustain coaching and mentoring the working group leaders in project M&E.</p> <p>>The M&E training design should include a workshop/writeshop where the participants will draft M&E forms that are readily applicable to the actual projects of their organizations.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (28/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>3.2 Monitoring and Evaluation of the Area Development Project</p> <p>>The coop has basic knowledge in project monitoring and evaluation.</p>	<p>>Coaching of working group leaders in the monitoring of coop projects through proper record keeping and documentation of progress.</p>	<p>>The coop was able to monitor the progress of the following project activities:</p> <ul style="list-style-type: none"> - establishment of 45 has. of reforestation project planted with Gmelina and mahogany seedlings and 20 has. of fruit tree plantation of ponkan, pomelo and guyabano. - establishment of 400-square meter anthurium farm. - road rehabilitation and improvement located at Sitio Abuang. - construction of the second floor of the coop building. - formation of working group to manage the implementation of the project. <p>>The coop leaders did not expect the bulk of work and reports required by the JICA Study Team, thus, they felt pressured to complete reports on time.</p>	<p>>The coop has previous experience in implementing a reforestation project.</p> <p>>The project's technical specifications provided guidance to the coop leaders in delivering the work properly.</p>	<p>>There were too many projects (reforestation, agroforestry plantation, anthurium farm, road rehabilitation and construction of second floor building) scheduled simultaneously in a given period of time.</p> <p>>Some working group leaders have difficulty in preparing reports.</p> <p>>The absence of the technical expert/engineer during the road rehabilitation activities resulted in the poor quality of accomplishments.</p>	<p>>To aid in proper monitoring and evaluation, the leaders should level off on the project/activity plan and specifications.</p> <p>>For projects of a technical nature, the organization will need technical specialists to assist and guide project implementation, monitoring and evaluation.</p> <p>>For projects requiring full time working arrangements, administrative costs should include the payment of honoraria to enable participating members to cope with their economic needs.</p> <p>>The JICA Pilot Project gave the coop leaders and members with experience in applying rigor to project management.</p>	<p>>The coop should assess the affectivity of forming a working group for each particular project activity. The working group leaders and members should be trained in terms participatory project monitoring and evaluation.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (29/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
3.3 Strategic Planning and Restructuring >The contents of the CRMF of the coop have not been disseminated to the members >The CRMF formulation was not conducted through a participatory process.	>Facilitation of the review of the CRMF document. >Facilitation of the strategic planning workshop and the review and approval of the plan by the general assembly. >Facilitation of the documentation of the by the coop leaders.	>The coop formulated long-term goals and plans based on the CRMF and the strategic plan. >The coop also planned to conduct fund raising and networking activities to mobilize external financial assistance for the implementation of its strategic plan.	>The participatory process employed in the strategic planning workshop provided the opportunity to all members to contribute to the process. >The coop members who participated in the planning workshop were motivated by the vision of a strong and progressive cooperative that would contribute to the upliftment of the socio-economic condition of the members and the community.		>The visioning and targeting exercise in the planning workshop motivated the members to participate in plan implementation with less external support.	>The planning process and content should give more focus to land use planning. >The coop should be more proactive in its resource mobilization work to ensure the implementation of its strategic plan.

Attachment C: PO Assessment (May 2002 - July 2003) (30/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>3.4 Meetings and Assemblies</p> <p>>The coop conducted regular meetings and general assemblies prior to the JICA pilot project. Majority of the members were active.</p> <p>>The coop secretary lacked sufficient skills in the proper documentation of the minutes of meetings.</p>	<p>>Assistance in the enforcement of coop by laws particularly in the holding of meetings & assemblies.</p> <p>>Facilitation in the conduct of PO meetings and special general assemblies.</p> <p>>Coaching of coop leaders in preparing the agenda and facilitating meetings.</p> <p>>Coaching of the coop secretary in the proper documentation of meetings.</p>	<p>>Regular PO meetings were conducted monthly. Officers met as the need arises. These meetings were held to update the members on the status of the coop, projects, plans and activities. Decisions were made and conflicts were resolved during these meetings.</p> <p>>In all the meetings conducted, the quorum on the number of attendees was met.</p> <p>>Monthly BOD meetings were conducted with proper documentation of the minutes by the secretary.</p> <p>>General assemblies were held annually and emergency and special meetings were conducted specifically to review and approve policies for the implementation of projects.</p> <p>>The coop leaders have developed their confidence in facilitating meetings and assemblies.</p> <p>>Weekly church gatherings (Saturdays and Sundays) were used as a venue in announcing coop schedules.</p> <p>>Forest occupants from Sitio Abuang and Narra attended some meetings/assemblies despite the long distance traveled to reach the venue of meetings.</p>	<p>>Meetings were relatively successful because the quorum during was met.</p>	<p>>The scheduled office site training workshop on documentation for PO secretaries did not push through due to the time constraints of the participants.</p> <p>>The low educational attainment level of some PO members hindered their active participation during meetings.</p>	<p>>The coop's recognition of the importance of meetings have increased as manifested by the frequency of meetings conducted, high attendance during meetings, good outputs generated after the meetings, closer relationship among leaders and members, more improved organizational management of PO.</p>	<p>>The coop should sustain the regularity and frequency of their meetings.</p> <p>>The coop should access a training workshop on proper documentation to further improve the officers' skills in documenting minutes of meetings.</p>

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POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
		>Some participants were still hesitant to speak out and participate during meetings/assemblies. >The coop secretary still has insufficient skills in documenting meetings.				
4. PARTICIPATION AND NETWORK ENHANCED						
4.1 Master listing of forest occupants >No completed and final master list has been prepared.	>Conduct of master listing. >Presentation of the master list to the sector kagawads, barangay officials and PO leaders for validation.	>The master list was completed, with 430 forest occupants, 268 of whom reside in Barangay Banila. One hundred sixty-two (162) reside in the adjacent barangays in Dupax del Sur, Dupax del Norte, Aritao and Quezon towns as well as in the provinces of Benguet and Baguio but who are CBFM holders in Banila. These holders allow occupants to maintain and develop their areas. >Out of the 430 forest occupants, 58 are members of the cooperative while 33 are farm workers inside Barangay Banila. >From the master list, the coop officers have determined the targets for membership recruitment.	>The support of the coop officers and barangay council members facilitated the master listing conducted by the POCB and the PPMO staff. >The familiarity of the sector kagawads with their constituents facilitated the master listing and validation.	>Ground validation of the master list is incomplete due to the difficulty in the access to some of the households of forest occupants. Also, the number of forest occupants is too large to validate within the required time period.	>The master list should indicate the residency of the forest occupant (if s/he resides in the barangay or in other barangays/municipalities/provinces) and the names of tenants or farm workers that reside in the CBFM area but who are not CBFM holders. >Master list becomes more complicated to undertake and validate especially if the area is large and the listed forest occupants are not residing within the community.	>The coop, with the assistance of DENR, should continue the annual updating of the master list of forest occupants. >The coop should make use of the master list as basis for membership expansion and IEC campaigns.

Attachment C: PO Assessment (May 2002 - July 2003) (32/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>4.2 Recruitment and expansion of membership</p> <p>>The coop has 77 existing members based on the payment of membership fees and share capital.</p> <p>>The coop has plans to expand its membership, targeting the other forest occupants.</p>	<p>>Assistance in the recruitment and expansion of members from among the forest occupants.</p> <p>>Coaching of leaders/members on how to effectively recruit new members.</p>	<p>>Coop membership has increased from 77 to 91. The 14 additional members came from Sitios Narra, Centro Banila and Abuang.</p> <p>>All 91 members have paid their membership fees and share capital.</p> <p>>Majority are active and regularly attend meetings and trainings.</p> <p>>The BOD members initiated the recruitment process.</p> <p>>The new members fully understood their responsibilities and benefits in joining the cooperative.</p> <p>>Only 58 out of the 430 forest occupants are members of the coop. The other 33 members are farm workers who reside in the barangay but are not named as CBFM holders.</p>	<p>>The new members were motivated to join the coop because they saw the good performance/track record of the cooperative.</p> <p>>The benefits obtained from the area development project implementation facilitated the recruitment and expansion of members.</p>		<p>>In order for an organization to motivate new members, it should have good track record, stable projects, good services for members, good and active leaders, high cooperation of members and with finances/fund to sustain its organizational activities.</p>	<p>>Continue recruitment/expansion of members based on criteria stipulated in the by-laws.</p> <p>>Leaders should take more effort in membership recruitment.</p> <p>>The coop should not be limited to the master list in its recruitment plan; it should also consider the forest occupants/tenants not named in the list but who actually reside and work within the CBFM area.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (33/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
4.3 CBFM Campaign >The coop members and forest occupants were not fully aware of the CBFMP.	>Facilitation of CBFMP orientation in meetings, assemblies, informal meetings and gatherings.	>Majority of the coop members are knowledgeable on the CBFM Program. >The coop leaders are able to conduct the program orientation with minimal assistance from the POCB. >Forest occupants are aware that there is a CBFM program in their locality. >There is increased support from the members to the CBFMP implementation.	>Previous DENR campaigns on the CBFMP contributed to the forest occupants' high level of awareness about the program. >The assigned DENR personnel in the area have the capability to explain the CBFM to the local community people with the use of visual aids on craft paper. >CBFMP campaigns are being integrated during meetings and special assemblies.	>Forest occupants especially those residing outside the barangay were not adequately reached by campaign activities.	>It is not only enough that CBFMP orientation sessions are conducted. It is more importantly to motivate the community members to join the coop and support program implementation directly or indirectly.	>Continues conduct of CBFMP campaigns to fully orient forest occupants about the program and enjoin them to participate in coop projects and activities. >The DENR should provide IEC materials such as posters for the coop to post in strategic places (e.g., barangay hall, church, sari-sari store, school).

Attachment C: PO Assessment (May 2002 - July 2003) (34/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>4.4 Networking</p> <p>>The multi-awarded cooperative has built linkages only with its funding agencies/institutions like DENR and DAR. It did not actually identify and perform networking/linking activities with other institutions. In most cases, the agencies (e.g., Land Bank of the Philippines, World Bank) are the ones coming in and offering their loan programs. However, considering their status, the cooperative officers were hesitant to accept their offers.</p>	<p>>Assistance in identifying possible institutions for resource mobilization in support of the current project.</p> <p>>Coaching of leaders on strategies and tips in networking.</p> <p>>Assistance in the preparation of requirements/documents required by agencies (e.g. project proposal writing).</p> <p>>Facilitation of linking with the Benguet State University (BSU) and NVSIT to access technical assistance in anthurium production.</p>	<p>>The coop obtained the following support through its networking activities:</p> <ul style="list-style-type: none"> - 50,000-peso grant from the DAR for livestock dispersal project. - the use of heavy equipment (bulldozer) of the municipal LGU for the rehabilitation of the feeder road. <p>>The coop has formulated a long term plan integrating networking and linking as important strategies toward coop goals and objectives.</p> <p>>The coop leaders exerted personal time and effort in networking. However, only the BOD chairman and the coop manager are exposed to networking activities.</p>	<p>>Government agencies recognize the coop's track record and accomplishments in sustainable upland resource management.</p> <p>>The awards received by the coop from different agencies have helped establish the coop's credibility.</p> <p>>Concrete gains obtained from networking provided more motivation to leaders to sustain networking activities.</p>	<p>>Being preoccupied with their own economic activities as well as with project tasks, the other coop officers and members did not have the chance to undertake networking activities.</p>	<p>> It is easier for an organization to mobilize external support from agencies if it has a good track record if its officers and managers exhibit competence in their tasks.</p> <p>>An organization should include/integrate networking and external resource mobilization as major strategies in its long term development plan.</p>	<p>>The coop should strengthen its linking and networking efforts to be able to ensure that external assistance/resources supplement their internal assets.</p> <p>>The DENR should assist the coop in identifying other community issues needing external assistance and identify agencies which can provide such assistance.</p> <p>>The coop should include the processes and results of their networking activities in its report to the general assembly. This documentation can also be shared with other POs/coops as a model.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (35/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
>Networking and linking activities are done as need arises. >The leaders have capability to perform networking activities.		>The coop mobilized external support from the municipal LGU for the use of bulldozer for road rehabilitation. >Improved skills in networking and linkage building. >The cooperative did not actually function in identifying and in performing networking/linking activities with other institutions.				>Based on its strategic plan, the coop should develop an action plan specifically for networking, indicating the targets agencies and amount of resources to be mobilized, among others.
5. TECHNICAL CAPABILITY DEVELOPED						

Attachment C: PO Assessment (May 2002 - July 2003) (36/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>5.1 Technical Trainings <u>Environmental Education</u></p> <p>>The general membership of the cooperative has a common interest in protecting the forest areas, thus mobilization of members on environment-related projects is not difficult. >The coop has previously implemented reforestation and tiger grass plantation projects.</p>	<p>>Facilitation of training on environmental education and value formation.</p>	<p>>The coop was able to relate project activities with relevant environmental principles. This motivated the officers as well as more members to be more active in advocating forest protection among community members.</p>	<p>>The existence of reforestation projects became a motivation for the coop to augment its forest protection activities.</p>	<p>>Threats to the environmental projects of the coop are present since other residents within the barangay as well as those from other barangays did not have the opportunity to participate in the orientation and training on environment.</p>	<p>>Environmental education should target adult participants as well as the youth who will be the future managers of the CBFM area.</p>	<p>>The coop should ensure that the training on environment should be followed up with IEC activities targeting community members and other barangays who did not participate in the training. >The coop should link up with the local public school officials and advocate for the inclusion of environmental education, particularly the CBFMP, in the elementary and high school subjects on Social Studies, Science and Christian Living, among others.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (37/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Fire Prevention and Control Management Training</u></p> <p>>Leaders and members have a common interest to protect the CBFM area primarily the plantation and reforestation projects.</p> <p>>The coop members regularly establish fire lines and maintain firebreaks in the old reforestation sites.</p>	<p>>Facilitation of the training on fire prevention and control management.</p> <p>>Assistance in the coop campaign on controlled burning.</p>	<p>>The training participants learned techniques in fire suppression.</p> <p>>The coop has established patrol work schedules implemented by patrol teams which include women members.</p> <p>>Women members immediately and successfully responded to a small forest fire which occurred in some portions of the ADB reforestation site.</p> <p>>The coop continues to maintain fire lines and firebreaks.</p> <p>>No campaigns on controlled burning have been done in adjacent barangays with no reforestation projects.</p> <p>>The fire patrol teams including women members are conscientious and vigilant in the observance of their regular patrol schedules.</p>	<p>>The training emphasized the important role of women members in fire prevention and management.</p>	<p>>Threats to the reforestation sites exist in that community members from adjacent barangays are not diligent enough in observing controlled burning.</p> <p>>The coop has not undertaken any campaigns on controlled burning in adjacent barangays.</p> <p>>There is poor implementation of government policies on controlled burning and kaingin-making especially in areas without CBFMP.</p>	<p>>With the active role performed by women members in putting off the fire, it is not proper to conclude that fire suppression is a work designed for males but females too.</p> <p>>Especially for areas without reforestation projects and without community consciousness on environmental protection, massive education campaigns and advocacy work on government policies regarding controlled burning and kaingin-making is necessary to support areas with CBFM.</p>	<p>>The coop should pursue the formation of fire fighting crews per sitio and to task point persons in fire prevention and control.</p> <p>>The training participants should echo the fire prevention training to other members of the coop and to the community residents in general. The cooperation of the barangay council should be solicited in this activity.</p> <p>>The coop and the DENR should jointly perform advocacy work among barangay and municipal LGUs in further supporting controlled burning and kaingin-making through legislation and resource allocation.</p> <p>>The coop and the DENR should jointly perform education work among other organizations and cooperatives in further supporting controlled burning and kaingin-making.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (38/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Anthurium Production Training</u></p> <p>>The cooperative has a previous plan to engage in anthurium production.</p>	<p>>Facilitation of the training on anthurium production.</p> <p>>Linking with a professional expert to provide technical assistance</p> <p>>Facilitation in the creation of policies, mechanisms and working groups responsible in managing anthurium project.</p> <p>>Facilitation of cross visit to anthurium farms at Benguet State University (BSU) including an orientation on the proper establishment and management of anthurium plants.</p>	<p>>The manager, treasurer, bookkeeper, 1 audit and inventory committee, 7 members of the coop and 5 non-member attended the training.</p> <p>>The coop was able to establish 2 anthurium farms at 200 sq m. each.</p> <p>>The use of a lot for the anthurium farm was made possible through a memorandum of agreement signed by the coop and the lot owner.</p> <p>>The coop formed a working group with defined roles and functions and clear benefit sharing agreement.</p> <p>>Technical assistance from the NVSIT and BSU was accessed regarding anthurium production and marketing.</p> <p>>The working group needs skills training on pest and disease management for the anthurium farms.</p> <p>>The use of plastic sheets underneath the soil surface was diagnosed as the cause of wilting and yellowing of anthurium leaves according to anthurium expert from NVSIT.</p>	<p>>The method of cross visit enabled the participants to personally observe and learn from actual anthurium production practices and techniques.</p> <p>>Some members have experience in backyard anthurium production which provided the coop with in-house knowledge, skills and information.</p>	<p>>The working group lacks skills on pest and disease management for anthurium farms</p>	<p>>Cross visits to demonstration sites or actual farms gives the training participants the opportunity to exchange tips, techniques and lessons with different practitioners. This method should complement training lecture and reading materials.</p>	<p>>The DENR should ensure that specialized training on integrated pest and management is provided to the coop's working group on the anthurium production project.</p> <p>>The coop may facilitate the holding of a conference among local anthurium producers, buyers and sellers as a venue to exchange experiences and build market linkages.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (39/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Basket weaving training</u></p> <p>>Some members of the coop have basic skills in basket weaving but have very limited knowledge in making designs.</p>	<p>>Facilitation of the training and demonstration on basket weaving.</p>	<p>> The bookkeeper, 7 coop members and 1 non-member attended the training.</p> <p>>The coop members gained improved skills in basket weaving and making designs.</p> <p>>The basket weaving project was deferred by the coop.</p>	<p>>The coop members who are basket weavers were challenged to improve their basket weaving and designing skills after the demonstration.</p>	<p>>There exist legal issues (e.g., approval of a resource use plan) on the use of raw materials for basket weaving in relation to forest resource extraction.</p> <p>>Basket weaving is not a priority project of the cooperative due to the lack of raw materials.</p>	<p>>Despite the income potential for basket weaving and other handicraft production projects, an approved RUP needs to be awarded to the concerned organization to legalize the extraction of raw materials in the CBFM area.</p>	<p>>The coop should seek the advise of the DENR regarding the possibility of extracting raw materials without an approved resource use plan (RUP). Otherwise, the coop should plan for the acquisition of a RUP if it decides to pursue the basket weaving project.</p>
<p><u>Soft broom Making Training</u></p> <p>>Some coop members have basic skills in soft broom-making.</p>	<p>>Facilitation of the training and demonstration on soft broom making.</p> <p>>Facilitation in the identification of potential market outlets for tiger grass panicles.</p> <p>>Assistance in creating the financial analysis to determine the profitability of engaging in the sale of tiger grass panicles.</p>	<p>>While the training helped improve the skills of the participants in soft broom making, the coop decided to defer the implementation of the soft broom making project because of low financial and market feasibility as well as low demand. Instead, it decided to concentrate on the selling/ marketing of tiger grass panicles since this will provide them with higher income.</p> <p>>The coop conducted financial and market feasibility analysis on the sale of tiger grass panicles. In addition, it has also identified market outlets to sell tiger grass panicles.</p>	<p>>There is high interest among the members in improving their skills in soft broom-making since they can apply the skills for their personal income generation.</p>	<p>>Other materials needed for soft-broom-making (e.g., plastic strips which are sourced in Baguio City) are not locally available.</p> <p>>Banila soft broom designs are more suitable for souvenir items and not for domestic use.</p> <p>>The marketing of finished souvenir-item soft brooms is more difficult than marketing tiger grass panicles.</p>	<p>>Conducting initial business planning and feasibility analysis will contribute to deciding whether to continue with an income generating project or not.</p>	<p>>The coop should sustain its practice of initial business planning and feasibility analysis/study as reference in deciding about enterprise development.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (40/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p>5.2 Cross Visit To watershed management projects</p> <p>>The coop has basic knowledge/information on managing projects related to watershed management.</p>	<p>>Facilitation of the cross visit to Busol Watershed Project in Baguio City.</p> <p>>Assistance in echoing the learning from the cross visit to the other coop members.</p> <p>>There was a delay in the conduct of the cross visit because area development had already started.</p>	<p>>The coop developed a strong determination to replicate the learning acquired from the cross visit.</p> <p>>The cross visit participants were exposed to different places and organizations with successful histories on watershed project management and anthurium farms.</p>	<p>>The successful watershed project in the cross visit area provided the participants with tips and technologies in watershed project management.</p> <p>>Most of the cross visit participants have the capability to echo the learning to the other coop members.</p>	<p>>Resource constraints limited the number of cross visit participants to only a few leaders.</p>	<p>>It is easier to mobilize participants for cross visits/field trips than for trainings because apart from personally witnessing actual projects and exchanging learning with other practitioners, they also enjoy visiting other places and meeting other people.</p> <p>>The proper selection of venues/sites to visit is crucial in effecting the learning of participants. Visits to successful projects will provide learning in effective management strategies and techniques; visits to failed projects will also be an opportunity to analyze the factors for the failure.</p>	<p>>The DENR and the coop leaders should jointly plan for the conduct of field trips and cross visits for information exchange and experience sharing regarding other projects.</p> <p>>The coop should follow up on the plan generated by the participants during the field trip/cross visit.</p>
<p>To citrus plantation sites</p> <p>>The coop was interested to engage in citrus production but lacked the basic skills.</p>	<p>>Facilitation of the cross visit to the citrus plantation in Malabing, Kasibu, Nueva Vizcaya.</p> <p>>Assistance to the leader participants in echoing the outputs of the cross visit.</p>	<p>>3 participants attended the cross visit to Malabing Valley, Kasibu, Nueva Vizcaya.</p> <p>>The participants acquired information on the experiences, struggles and success stories of the Malabing Valley Cooperative which could serve as inspiration for the coop in undertaking a citrus plantation project.</p> <p>>The participants shared the outputs of the cross visit with other coop members during a meeting.</p>	<p>>Approval of POCB Team allowing Banila PO leaders to join Dapiz PO to their cross visit.</p> <p>>The successful citrus plantation in Malabing provided the participants with tips and technologies in citrus production.</p> <p>>The cross visit participants have the capability to echo the learning to the other coop members.</p>	<p>>Participants were only limited to a few leaders.</p>	<p>>Cross farm visits are an effective way of promoting interactive learning between the host and the visitor and should be implemented more often than a one-way input-oriented teaching process between an expert and a target-adopter.</p>	<p>>The coop should plan for the conduct of field trips and cross visits to improve knowledge and skills of selected members on different project technologies. This can serve as an incentive to well performing leaders and members.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (41/41)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the changes/stagnation		Synthesis of lessons learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Hosting cross visits</u></p> <p>>The coop has admirable stories to share with other organizations.</p> <p>>The coop has not experienced hosting a cross visit by other organizations.</p>	<p>>Assistance to the coop in preparing the program for the PO cross visit attended by 5 POs in other JICA pilot project sites.</p> <p>>The coop presented and shared their experiences and stories to the representatives of the 5 POs to inspire them to improve their own organizational and project management approaches.</p>	<p>>The coop leaders gained experience in being farmer-instructors, trainers and facilitators.</p> <p>>The coop leaders were not able to produce and distribute materials describing the coop organizational profile.</p>	<p>>The coop officers, staff and members were certain that they will be able to impart lessons and success stories to the cross visit participants since they had awards to prove their track record.</p>	<p>>The PO lacked preparations for hosting of the cross visit because the PO leaders were busy in the implementation of area development activities.</p>	<p>>Materials (e.g., brochures, posters, photo exhibit) showing the coop organizational profile and activities should be prepared for exhibit or distribution to visiting organizations.</p>	<p>>The coop should evaluate its performance in their initial hosting of a cross visit. From the evaluation results, they should plan out their activities for hosting succeeding cross visits.</p> <p>>The coop leaders should prepare materials that will show their organizational profile and activities, not only for the benefit of other POs but also for visiting government agencies and funding institutions.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (1/23)

Name of PO: Balligui Community Forestry Development Cooperative, Inc.

Location: Barangay Balligui, Maddela, Quirino

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
Financial Capability Developed						
> PO's have insufficient capital, entrepreneurial skills and mechanisms to establish/maintain the revenue generation activities of the PO (e.g. PO business and fee collection).	> Assistance and support for PO fund raising. > Sharing to PO the importance of fund raising in support to PO activities and projects.	>The PO has no implemented fund raising activity. Only passing of solicitations and resolutions for accessing of materials for the project was done with the intension to minimize expenditure and generate savings or PO funds from the project.	>Networking capability of PO was enhanced through passing of resolutions/solicitation to LGU officials. >Possible networks were identified by PO leaders. >PO leaders were generally active in networking.	>PO leaders still lack concern to implement fund raising activity due to prioritization and focus of activity on area development under the pilot project. >No clear/defined purpose of fund raising activity of PO due to late formulation of business plan. >Solicitations were still on-going and being followed-up by PO leaders.	>There must be a clear and defined purpose of fund raising activity of PO since the start of the project. Strategic plan and business plan should have been formulated at the early start of pilot project for PO to have good basis for fund raising and membership support. Planning for fund raising must be based on the approved business plan to invite the support of PO members.	>PO to formulate a concrete plan for fund raising in support to its business plan. Fund raising plan must be understood & supported by members. >PO to expand networking among potential agencies.

Attachment C: PO Assessment (May 2002 - July 2003) (2/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
> No specific plans for collection of membership fees, dues and share capital including collection of previous loans	> Assistance in the establishment of collection policy and enforcing of fee collection > Assistance to PO Treasurer in the collection and recordkeeping of collected fees > Assistance in the collection of previous loans of members	>PO with initial collection amounting to Php. 4,300 membership fees from 43 new recruited members mostly coming from CBFM occupants within the duration of JICA pilot project. >PO with initial collection of approximately Php. 21,473.64 capital share from new members and CBFM forest occupants. >The existing membership fees and share capital of PO before the pilot project remained as loan collectible despite initiating of loan restructuring and follow up of members >PO Treasurer keeps records of fee collection.	>The forest occupants have internalized & understood importance of joining the cooperative through meetings and assemblies which encouraged them to pay their fees. >The provision and payment of labor cost to individual occupants from the pilot project became source of individual payment for fees. >Appropriate collection scheme enforced by the PO through deduction from the labor payment of PO members who participated under the area development project. >PO initiated loan restructuring of previous loans, sent notices to members with existing loans, conducted consultations and household visitations but still these members lack the interest to pay outstanding loans.	>No clear & immediate plan for the utilization and investment of the collected fees created at the moment except as start up capital for its business plan. Business plan was formulated late. >Difficulty in collecting unpaid balances of previous PO members drawn from previous membership fees and share capital loaned out to former PO members due to poor enforcement of loan policy during the previous operation.	>Cultural characteristics of forest occupants and level of literacy must be considered in dealing with them especially on collection of fees and recruitment. The purpose of fee collection must be clear and understood by members through intensive informal and formal meetings and discussions. Transparency of the fees collected must be enforced.	>PO to utilize or invest the collected fees for business to generate revenues/income with appropriate guidance by assisting agencies. >Sustain transparency of the fees collected to members through presenting the records during regular meetings and assemblies. >PO to review, reformulate & enforce appropriate strategy for collection of existing fees loaned-out to members.

Attachment C: PO Assessment (May 2002 - July 2003) (3/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
	>Assistance on the review and reformulation of existing PO policy on loan collections.	> PO with established list of existing members (before the JICA pilot project) with outstanding loans. There was poor repayment of existing loans. No loans approved and granted yet to new members.	>Policy on collection of the existing loans were reformulated by BOD and initially implemented. >Willingness of PO leaders to retrieve unpaid balances of PO members from previous loans.	>Non-compliance of members on the policy for loan repayment & collection initiated by BODs. >Members with existing loans are now inactive. >The activity of PO leaders were mainly focused on implementation of area development under JICA pilot project with less attention in settling organizational and financial problems of PO in the past. >Inadequate assistance for this specific activity.	> Loan policies must be clearly established and approved by members and strict enforcement is necessary to retrieve the repayment. >Existing loans must not be taken for granted by PO leaders since it will discourage new members to sustain savings activity.	>PO to enforce loan collection policy to existing members with loans. Determine culturally appropriate strategies on loan collection approved by general assembly.
>Revenues and savings from JICA contract were expected.	>Facilitation on the creation of policies on the utilization of 6% Admin Cost of PO and other financial management policies to regulate excessive spending of fund and accumulate savings & revenue from JICA project. >Coaching of canvassing and purchasing working groups of PO to identify potential suppliers that provide quality materials/supplies but of lesser prices/quotations.	>No cash savings left from the Phase-1 of JICA Contract. Savings were utilized to pay honorarium and compensation of PO officers who worked during the preparatory phase of JICA Pilot Project. Other savings were used to purchase office tables/cabinets, supplies and materials, survey equipments, kitchen utensils, mobility (horse) and installation of electricity of PO building.	>PO has implemented the pilot project within the budgetary requirements. >Interest of PO to generate savings to purchase office facilities and improve monitoring of area development.	>Savings from the JICA project is yet to be determined after completion of the contract. >High cost of PO funds was utilized for administrative cost. Overexpenditure on administrative cost was incurred (e.g. preparatory activities) >The activities of the project requires full-time PO work.	>Administrative cost must have been adjusted based on the geographical location of the project and project requirements. The involvement of the community or consultation of the PO/community related to the design & cost estimate of activities of the project is necessary prior to the finalization of project cost estimate in order to meet the desired result of project implementation.	>Implementing agencies to conduct consultation and validation of project cost estimates to the community. PO or community must be involved in the project design. >Increased allocation of administrative cost based on community situations and project requirements.

Attachment C: PO Assessment (May 2002 - July 2003) (4/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
>No specific plan for business enterprise	>Facilitation in the development of Business Plan. >Conducted survey's and interviews in the community. >Presented and validated draft business plans to PO members. >Provided deeper analysis and potential recommendations to PO to make business operation gain profits/revenues.	>2 micro-enterprises were identified such as consumer store for rice and agricultural supplies, and cattle breeding. >1 out of 2 identified enterprises with business plans created (consumer store for rice and agricultural supply >PO gained experience in making business plans. >Other than the cattle breeding, PO has no technical training on livelihood project management.	>The PO business plan was based on the existing consumption of the PO/community. >The PO business planning was actively participated by PO members. >Participatory approach in the facilitation of planning.	>Insufficient PO fund to utilize as capital for business plan implementation. >Late formulation of business plan due to late conduct of strategic planning and prioritization of area development project and other POCB activity.	>The business planning must have been conducted earlier in order to encourage and provide direction to PO for savings and fund raising activity. Fund raising & business plan must complement.	>Assistance to PO for the implementation of business plan. >PO leaders to increase networking to agencies related to fund raising & business plan implementation. >Continuous information dissemination of PO business plan to PO members.
PO has no previous livestock breeding project	>Assistance to feeding plan formulation >Facilitation for livestock policy formulation >Assistance for consensus building on what animal type and management scheme suitable for PO. >Assistance for networking to access assistance in support to PO livestock breeding project.	>PO with livestock dispersal management policy and agreement formulated. The livestock dispersal is still on-going activity of the PO. 15 individual PO member/ caretaker were finally identified and became interested. >PO built consensus on the type of animal type, feeding system and management scheme to employ for the dispersal project. >PO acquired technical assistance to concerned agencies in support to its livestock breeding project.	>Presence of existing traditional practices on livestock contracting acceptable in the community as reference during the formulation of management policies. >Livestock breeding & dispersal experiences shared by technical personnel from CV-UPROS (DA) specialized on cattle breeding facilitated the formulation of culturally acceptable policy. >Coordination effort rendered by field staff. >Technical, financial support & commitment of LGU and CV-UPROS to the project.	>Delayed livestock dispersal due to difficulty of PO in complying with the technical requirements of the project. >There were many revisions and changes in the dispersal scheme of the PO due to insufficient financial & technical capability. >Lack of prepared technical & financial feasibility study for cattle breeding project. >Most of the identified candidate caretakers are PO member non-CBFM forest occupants since they are the ones who can comply with the necessary project requirements..	>Technical & financial feasibility of the livestock breeding project must have been conducted earlier based on the capacity of the area and the PO. >The establishment of linkages and networks are very necessary for the success of the project. >Selection criteria for caretakers must have been established.	>Assisting agencies to conduct proper feasibility study on livelihood project prior to implementation. >Determine the necessary livelihood technology support among the forest occupants. >Strict enforcement of the formulated policy on livestock breeding project by the PO. >Establishment of proper monitoring system of the project and continuous networking and coordination with the support agencies by the PO.

Attachment C: PO Assessment (May 2002 - July 2003) (5/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
> PO raised backyard animals without due consideration of feed availability	>Assistance in the formulation, preparation and planning for livestock feeding plan	>PO with formulated feeding plan and initially established livestock forage development area. The implementation of the feeding plan is still on-going activity.	>Coordination effort with PO, PPMO and the technical staff from CV-UPROS and LGU. >Commitment and technical support from the Department of Agriculture (e.g. CV-UPROS and LGU) >Technical assistance from PPMO in terms of design & execution of the plan. >Intensive supervision from JICA study team and counterpart. >Availability of planting materials from nearby town such as CV-UPROS.	>Delayed implementation of the livestock development plan due to prolonged drought. Unfavorable weather for establishment of forage garden. >Changes of PO dispersal scheme from collective to individual due to lack of technical and financial capability of PO. The scheme was found not feasible that resulted to delayed reformulation of plan and implementation. >Delayed allocation & provision of budgetary cost for forage garden establishment.	>The assurance of feedstuff source for livestock is very crucial factor for the success of the livestock project. The establishment of year round feed source will eventually ensure the nutrient requirements for cattle breeding. Thus the establishment and development of forage garden must be prioritized before the provision of livestock to PO. These preparatory strategies employed are effective. >Technical training for silvo-pasture establishment must be provided beforehand.	>Implementing agency to allocate funds for the establishment of forage area specific to livestock dispersal project. PO to render labor counterpart. >Continuous monitoring and technical assistance in the implementation of feeding plan and development of forage area. >PO to conduct expansion of forage area.

Attachment C: PO Assessment (May 2002 - July 2003) (6/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>>PO lacks proper policies and procedures on financial recording and bookkeeping system manifested by lack of appropriate book of accounts (transactions/collecti ons were just written in a piece of paper). The organization is likewise in poor financial position because it does not have financial mobilization activity and assets except the collectibles.</p>	<p>>Training on Bookkeeping and Financial Management. >Facilitation in the creation of standard financial management policies and procedures. >Identification and coaching of second liner bookkeepers. >Facilitation in the conduct of PO Financial management workshop.</p>	<p>>PO with initially established financial management system and procedure. Presence of trained staff in charge on financial recording. Proper bookkeeping of financial transaction is observed. With clear delineation of tasks and functions among trained financial staff. Policies related to financial transactions in place and initially followed. However, PO encountered difficulty in establishing and sustaining proper recording and financial management due to non-continuity of work done by the appointed and trained staff.</p>	<p>>Policies and guidelines were established. >On-site & off-site coaching performed by FMS-POCB team. >Favorable educational attainment of the Management staff with appropriate guidance. >Availability of initial & immediate financial compensation for management staff from the project.</p>	<p>>Non-continuity of proper recording of PO because trained management staff for financial recording & management went abroad, others seek for a greener pasture and opportunity outside of the community including the second liners identified and initially trained. >Inadequate time to train newly appointed bookkeeper and management staffs. >Management criteria for the proper selection and appointment of appropriate management staffs were not established. >Uncontrolled decisions of management staffs to resign from their positions and seek for a greener pasture.</p>	<p>>The establishment of proper recording and financial management of PO depends on the willingness, volunteerism and interest of management staff to learn the skills. Criteria for the selection of appropriate management staff in-charge on financial management must have been established and enforced. >Management procedure & decision-making on financial matters must have been properly established before the implementation of the project.</p>	<p>>The PO should enforce the proper financial management and operating procedure. Appointment of management staffs must be based on proper selection criteria set for financial staffs. >PO to hire for a capable and skilled personnel to perform proper financial recording in case of project with available fund if there are no capable PO member. >Continuous coaching of newly appointed bookkeeper and staffs. Monitoring of the implementation and application of the proper financial management procedure. >Sustain transparency of records and finances to PO members. Book of accounts must be clear.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (7/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
Organizational Structure Improved						
> By-laws were not known to many members. In some cases, the contents of the by-laws were inappropriate.	> Facilitation in the review and reformulation of by-laws through GA and other formal and non-formal meetings	> By-laws reviewed, amended and socialized to members. Understanding of the by-laws and policies is still limited to almost 75 % of the active PO members.	>Active attendance & participation of PO CBFM occupants during meetings & PMES orientation. >Informal discussion among forest occupants regarding basic roles & responsibilities & cooperative policy. >New members were interested to know on the cooperative policy.	>Inadequate time and effort to socialize by laws and policies to all PO members. >Long process of understanding & internalization of the by-laws among CBFM forest occupants due to low level of literacy. >Most previous PO members have not undergone pre-membership seminar on cooperative.	>Priority provision of Pre-membership and education training must have been conducted to all members at the early stage of pilot project in order to be aware of their roles & responsibilities and policies of the cooperative. Informal discussion will follow after the formal orientation. Intensive reiteration of the PO by-laws is necessary among CBFM occupants. >Education committee of the cooperative must have been trained and mobilized in disseminating the by-laws & affairs of the cooperative and facilitate PMES among new PO members.	>Strengthening of the Cooperative education committee. Build their capability in the dissemination of PO policies among members. Continuous conduct of PMES and socialization of PO by-laws to all PO members through formal and non-formal meetings.

Attachment C: PO Assessment (May 2002 - July 2003) (8/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
> Policies necessary for PO management and operations were inadequate or absent	> Facilitation of the formulation of PO policies on financial management procedures, use of admin cost of JICA pilot, benefits sharing, MOA between PO and caretakers, etc.	> PO with established policies on project management and implementation, financial management procedures, utilization of administrative cost under JICA pilot, benefit sharing and livestock management policy. These policies formulated were socialized through general assembly and other formal and informal meetings. However, still needs follow-up discussions and reiteration to individual CBFM occupants.	>Provision of guidelines from JICA study team. The conduct of weekly and monthly POCB meetings as venue for leveling-off on the necessary policy needed for the PO to implement and sustain the pilot project. >Active participation of PO leaders and CBFM forest occupants in the formulation and approval of the policies.	>The PO leaders and members have difficulty and long process on adjustment and adoption of the policies due to lack of experience in proper project management. >The CBFM forest occupants are new member of the cooperative under the pilot project with low level of understanding on policies.	>Establishment of PO policies necessary for CBFM project implementation must have been formulated before the start of the project. Monitoring of the application , socialization & refinement will be done during the implementation phase. PO leaders and members will have enough time to adjust & adopt the policies. Policy formulation must not be simultaneous with the implementation of area development.	>Early formulation of PO management & operation policies prior to project implementation. >Continuous monitoring, reiteration of the approved PO policies and adoption.

Attachment C: PO Assesment (May 2002 - July 2003) (9/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
>No BODs representing Upper part of Balligui (Purok 6 &7), existing management staff had completed their term of office, no working groups/committees formed to lead in pilot project implementation.	> Assistance in election of BOD and officers > Establishment of working groups and committees	> PO with new set of elected BOD's. With appointed management staff and committees. With established working groups related to project management such as canvassing group, purchasing group, environment WG, infrastructure WG, livelihood WG and project monitoring. Their roles and responsibilities were delineated and defined.	> PO Officers recognized the need for improving the PO structure to suit to current status. >More CBFM forest occupants were newly elected as BODs. >Elected PO officers and selection of working group members were based on geographical location of the projects. >Voluntary filing of candidacy for BOD among the PO member and CBFM occupants.	>Difficulty of the new set of officers to adjust & comply with the project requirements due to low level of literacy. >Some members of working groups did not function at the early stage due to lack of incentives and difficult job expected of them. >The election of BODs and changed in management positions were not in good timing with the implementation of pilot project. >Difficulty in the development of new set of leadership to effectively implement the project management functions.	>Criteria for the elective positions and selection of working group members must have been established and clear to members and leaders before the election and appointment of the positions. The changed of PO leadership during the mid-project implementation affected the PO efficiency in implementing project. Establishment of functional working group to implement the various components of project is very important.	>Continuous capacitating and strengthening of the elected PO leaders and working groups. >Establish M&E system and skills of the members of the WG. >Reiteration on their roles and responsibilities is necessary.

Attachment C: PO Assessment (May 2002 - July 2003) (10/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
>PO has no local policies on forest protection, but PO members are actively participating in forest protection and involved themselves in patrolling works at DENR checkpoint.	Facilitation of review and formulation of ordinances in relation to CBFMP.	>No ordinance formulated by PO. However adoption and implementation of the national forestry laws were actively participated by PO leaders jointly with barangay LGU and DENR since before the pilot project. PO leaders with initial orientation on related forestry laws. The PO have decided to adopt and implement the related forestry laws through application for deputization as forest officers. The application for deputization still on the process.	>Initial level of understanding of the forest occupants on CBFMP through formal and non-formal orientation have made them realized the need for implementing forest protection laws. >Some PO leaders were forestry graduates with familiarity on related laws. >Presence of DENR personnel in the area. >Coordination effort made to LGU and DENR.	>Delayed application for deputization of PO due to long process of understanding and acceptance of the CBFM forest occupants on the CBFM policies and related forestry laws. >Discouragement of some PO members to proceed with deputization due to some alleged political influence over the implementation of forestry laws in the area.	>Increasing awareness of the community on the benefits from CBFMP and continuous discussion of related laws through formal and informal ways are effective strategies. Long process of CO intervention is necessary focusing on advocacy on CBFMP and related environmental laws.	>Assisting agency to ensure the deputization of PO leaders to implement the environmental laws within the CBFM area. >Conduct specialized paralegal training & intensive follow-up to PO leaders. >Establish environmental education committee within the PO when necessary to sustain advocacy on CBFMP and related environmental laws.

Attachment C: PO Assessment (May 2002 - July 2003) (11/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
Managerial Capability Developed						
>Inadequate leadership, lack of facilitation/mediation skills or inappropriate management styles were observed. > PO was divided into tribal clusters and lack managerial leverage	> Training on Leadership roles and responsibilities of officers and members > On the job coaching on leadership development > Expansion of leadership	> Existing PO leaders and newly elected BODs among CBFM occupants started to develop the leadership skills from authoritarian style to consultative. Participatory approach and consensus building in making decision related to the affair of the cooperative are observed. . > Leadership development were limited to core leaders.	> Appropriate guidance to BOD members with an average level of educational attainment > Favorable educational attainment of some leaders or presence of technical skills and besides some leaders are of "single status" who could share most of their time in project management > Some CBFM occupants/tribal groups are active leaders > Favorable characteristics of some PO leaders with appropriate guidance	> Inadequate time and effort for leadership development and participation > Diverse cultural practices and norms, seasonal economic activities, different level of literacy and understanding of leaders, varying geographical situation of CBFM sites. >Uncontrolled negative thinking and characteristics of some CBFM/forest occupants with high influence to other members > Inadequate time and effort to motivate some members among CBFM occupants.	>Specialized managerial training must have been conducted prior to the implementation of the project. >Follow-up and coaching must be done during the implementation phase. >Leadership development track must have been established based on the needs of CBFMP.	> Development of more leaders among forest occupants >Continuous social investigation, motivation and facilitation of dialogues among tribal groups >Established leadership development track.

Attachment C: PO Assessment (May 2002 - July 2003) (12/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
>PO has previous experience in project management but funds of project were mismanaged (under special project of DENR- together with members from Jose Ancheta) and led to lost of trust of members to their leaders.	> Project management experience under JICA Pilot > Control of sub-contracting	> Although project management was designed and explained to PO/forest occupants, still having difficulty in the implementation of the project management design. > Individual performance of work or "sub-contracting" were still uncontrolled among CBFM/forest occupants. >PO with established project management working group and policy.	>Regular monthly meetings and assemblies related to pilot project implementation have established initial level of trust and understanding between tribal groups, PO leaders and CBFM occupants. >JICA pilot project as training ground for skills and leadership development of the young and educated PO in project management. >Networking & negotiation skills of PO leaders were enhanced through the implementation of the pilot project.	>Lack of involvement or consultation of the CBFM forest occupants and community in the preparation of project management design. >PO leaders have not expected on the heavy project contract requirements and activities as compared with previous project undertakings >Uncontrolled subcontracting and individual performance of work due to diverse traditional practices and seasonal economic activities.	>Awareness building through orientation about the project. Project objectives, operation and management must be clear and understood by the community. Culturally sensitive project management and operation must be determined.	>Implementing agency to involve the participation of the community or forest occupants in designing a culturally acceptable project management and operation schemes. >Determine the combination of a traditional contracting & individual performance or execution of work for implementation of area development project.
> PO lacks proper financial management and bookkeeping capability.	>Training and coaching on financial management & recording.	>15 PO leaders, management staff and members were trained for 2 days. Participants have appreciated the financial management procedure. PO have established different books of accounts open for members to validate . PO with certain level of financial transparency thru presentation of financial status & expenditures during general assemblies.	>Favorable educational attainment of some trained management staff. >PO leaders are interested to learn financial management.	>Difficulty of some PO leader participants to understand the training due to low level of literacy. >Non-continuity of recording activity of the trained staff due to resignation to seek for better work opportunity abroad. >Limited compensation for this specific function. >Management staff in-charge in financial bookkeeping are new and started to be trained. >Inadequate time for coaching of the newly appointed staff.	>In a project with available fund for administrative cost, hiring of capable staff in preparing PO records of finances is necessary and more economical than training a PO member with no assurance of tenure of service to the cooperative. The trained PO member has the right to economic upliftment which is uncontrolled situation.	> Regular presentation of PO financial status/ expenditures to members. >PO to establish and determine criteria for selection of bookkeeper and policy on hiring of financial staff.

Attachment C: PO Assessment (May 2002 - July 2003) (13/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>>PO have limited knowledge and skills in project monitoring.</p> <p>>Monitoring activities were usually externally driven by project implementers.</p> <p>>Leaders and most members have limited appreciation on monitoring and documentation activities.</p> <p>>PO specifically the leaders do not have any knowledge in developing M& E indicators and tools.</p>	<p>> Conduct of M & E Training</p> <p>> On the job coaching on M&E of JICA pilot.</p> <p>> Creation of M&E working group to undertake project monitoring of JICA pilot project.</p>	<p>>PO with project monitoring group created. Initial project monitoring system is employed by the PO specific to area development projects under JICA pilot. PO started to appreciate the importance of project monitoring.</p>	<p>>PO leaders perform project monitoring and supervision based on the demand of the project.</p> <p>>Available project monitoring forms.</p> <p>>Allocation of administrative cost to fund project monitoring activity.</p>	<p>>Monitoring forms were formulated by external agencies not the PO itself.</p> <p>>Project monitoring is externally driven.</p> <p>>Sustainability of project monitoring is uncertain after pilot project especially that PO has no funds to sustain its projects.</p>	<p>> The importance of project monitoring for PO benefits should have been inculcated to PO since start of JICA pilot project. Development of PO-friendly project monitoring schemes is necessary.</p>	<p>>Continuous strengthening and coaching of the PO project monitoring group.</p> <p>>Establishment of PO-based monitoring system.</p> <p>> BOD to develop policy to institutionalize project monitoring as part of PO regular activity.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (14/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
>Low level of knowledge and skills of PO leaders and members on the basic management roles & functions. Overlapping of functions of PO leaders in cooperative management.	>Training and coaching on cooperative management.	>PO leaders were trained on basic cooperative management. They became aware on the basic management roles & responsibilities of the BODs and manager and the membership rights, duties & responsibilities. Started to follow the proper management functions. In some cases , BODs are still dependent from the authority of manager in the implementation and execution of the pilot project due to high project requirements.	>Active participation and attendance of PO leaders and few members. >High level of knowledge & experience of the resource person on cooperative management.	>Most of the PO leader participants are newly elected BODs & lack experience in cooperative management. >PO leaders/BODs are too much dependent from educated management staff. >Late provision of training on cooperative management to PO members. Inadequate time for follow-up and coaching.	Managerial training must have been provided before the project implementation. Management system & should be done during the actual execution of the project.	>Assisting agencies to conduct follow-up PO application of the proper management. >Continuous reiteration of the management authority and responsibility of the leaders and members.
>PO has a level of knowledge on the causes and effects of forest destruction but lacks commitment to conserve the environment.	Training & follow-up of environmental education & value formation.	>PO member CBFM forest occupants with increased awareness on environmental conservation and management manifested by the result of the PO strategic planning participated by them specific to the development of CBFM area.	>High level of motivation of participants on film showing on the state of Philippine environment and inter-active discussion related to the existing cultural practices. >The conduct of follow-up PO cross visit further increased their awareness on the importance of the environment. >The used of clear visual aid and local dialects facilitated learning of participants.	>Long process of internalization of learning and understanding due to low level of literacy. >Despite the recognition to conserve the environment, forest occupants have difficulty to accept environmental values and principles due to lack of alternative livelihood options.	>Film showing of the actual environmental situation and cross visit to a successful sites with community initiatives on environmental conservation and economic development are effective strategies in motivating forest occupants with low level of literacy.	>Sustain film showing, use of visuals and cross visits in motivating and increasing awareness of CBFM occupants.

Attachment C: PO Assessment (May 2002 - July 2003) (15/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>>PO has existing CRMF but contents not known to members. >CRMF formulation not done through participatory process.</p>	<p>>Facilitated the review of CRMF document. >Facilitated the conduct of Strategic Planning Workshop through participatory approach. >Facilitated approval and adoption process of PO strategic plan results >Facilitated the creation of Community maps.</p>	<p>>PO formulated its strategic plan through participatory process using land use diagram as tool in coming up with appropriate land use strategies. >PO gained/acquired knowledge in creating community resource maps and land use map. >Activity plans per strategy were formulated by PO as basis for future implementation. >PO became aware of the existence of CRMF and its content.</p>	<p>>Majority of the PO participants to the strategic planning are direct CBFM forest occupants. >The planning workshop was conducted on-site. >Participatory approach in the preparation of the plan was appreciated by participants. >Appropriate technical assistance and guidance from JICA study team and PPMO. >Use of different base-maps facilitated the land use planning.</p>	<p>>Limited time for the conduct of planning workshop due to far distance and difficult geographical location of CBFM site. >Long time processing of discussion and consensus building among participants due to nature & characteristic of forest occupants. >Late conduct of PO strategic planning.</p>	<p>>Conduct of mapping & validation and baseline information necessary for the actual planning must be conducted earlier prior to planning. On-site planning workshop is more realistic. >Strategic planning workshop must have been conducted before the implementation of the project in order to define development needs of the CBFM area, community and PO and assist them in the initial implementation of the plan.</p>	<p>>Assisting agency to facilitate conduct of PO strategic planning prior to project implementation. >Monitoring and follow-up of the implementation of the strategic plan for BCFDCI. >Continuous strengthening of networking capability of the PO leaders related to the implementation of the plan.</p>
Participation and Network Enhanced						
<p>>No completed and final master list ever prepared.</p>	<p>> Master listing of forest occupants based on the perimeter survey of CBFM area.</p>	<p>> Forest occupants within the CBFM area has been identified. Fifty nine (59) forest occupants were enlisted in the master list and were validated. Forty (40) out of 43 new PO members are CBFM occupants.</p>	<p>> Active participation of forest occupants and PO leaders in master listing. >Master listing and validation was conducted on-site among the forest occupants through formal and non-formal meetings. >Availability of initial data secured from PPMO.</p>	<p>>Difficulty was encountered during the master listing of forest occupants due to far distance and difficult geographical location of CBFM area.</p>	<p>>Masters listing activity should have been conducted before pilot project implementation, so that PO has basis in membership recruitment during pilot project phase.</p>	<p>>PO to conduct continuous updating of master list of forest occupants and recruit them to join PO.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (16/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
>Many community members were not informed about the CBFM program, PO activities, benefit and purpose of the PO	>Assistance on CBFM campaign to forest occupants >Tapped respected barangay leaders to help in CBFM campaign	> 40 out of 59 CBFM forest occupants informed about CBFMP and have started to join PO. The level of awareness of PO member CBFM occupants increased specific to their roles, responsibilities and benefits from CBFM. > PO leaders has level of capability to conduct community campaigns	>Conduct of both formal and informal orientation and discussion on CBFMP. >Integration of CBFM campaign during PO trainings, meetings and assemblies. >Coordination effort with PPMO and LGU in the mobilization of forest occupants. >Active attendance & participation of CBFM forest occupants during formal meetings and trainings and started to become assertive. >Some PO leaders and LGU officials helped explain the concept of CBFMP and in campaigning the program to the forest occupants.	>The level of understanding and awareness of PO member-CBFM occupants are still limited to the benefits and responsibilities due to low level of understanding & internalization. >Unfavorable and negative characteristics of some inactive CBFM forest occupants.	>On-site conduct of orientation and campaign on CBFMP among tribal groups facilitated active participation of the forest occupants to speak out their views and issues about the program. Issues and concerns related to CBFM are clearly presented & discussed through informal and inter-active discussions.	>Continuous follow-up of the campaign and informal consultation on CBFMP. >Strengthen education committee of the PO to sustain information campaign on CBFMP during meetings, assemblies and gatherings.

Attachment C: PO Assessment (May 2002 - July 2003) (17/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>> Many forest occupants were not members of CBFM PO's . These forest occupants were not even identified.</p>	<p>> Assistance on membership recruitment of forest occupants. > Assistance in the creation of membership list > Conduct of Pre-membership education seminar to PO members.</p>	<p>> 43 forest occupants were recruited and joined the PO. 3/43 new members were non-CBFM occupants. >86/117 PO members were profiled. > PO is aware who among the members are forest and non-forest occupants. > Significant number of recruitments from among forest occupants during the pilot project.</p>	<p>>Majority of the forest occupants who joined the PO are the direct participants of the pilot project. >Regular monthly recruitment & reiteration of forest occupants on the importance and benefits of joining the PO. >Forest occupants voluntarily joined the cooperative because of interest to be elected PO leaders to manage the CBFM area. >Intensive conduct of meetings and active participation of CBFM occupants made them realized the importance of joining the PO. >Conduct of pre-membership and education seminar have encouraged CBFM occupants to join PO.</p>	<p>>There was difficulty in the recruitment of forest occupants to join the PO due to some gaps and influences of tribal clusters. >Some joined PO because they were motivated by the presence of project. >The training and education committee of the PO is still weak in performing their task.</p>	<p>>Intensive explanation of the importance and benefits from joining CBFM-PO through informal and formal discussions among identified tribal and religious leaders is good strategy in recruitment of forest occupants. >In-depth social integrations are necessary in doing recruitment. >Regular follow-up and visitation are essential to convince forest occupants to join PO.</p>	<p>>Strengthening and establishment of functional PO education and training committee specific to the conduct of pre-membership and education seminar to newly recruited members. Coaching is necessary. >Continue conduct of PO profiling and validation and recruitment of the CBFM forest occupants.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (18/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>>Meetings and general assemblies were conducted prior to the JICA pilot project but not regularly. Most membership were inactive. No PO documentation of minutes of meetings prepared.</p>	<p>>Assistance during meetings and assemblies > Facilitation in solving of organizational problems/issues.</p>	<p>>The PO leaders/BODs have established regular and special monthly meetings for the discussion and decision-making of plans and issues related to the implementation of the pilot project. Special monthly meetings and general assemblies are conducted as need arises with prepared agenda to tackle. >More than 50% of the new PO member CBFM occupants are active in attending PO meetings and assemblies. While the existing PO members before the JICA pilot who are non-CBFM occupants became inactive in attending meetings. PO with established documentation of the proceedings of meetings and assemblies. Order of the meetings started to improve.</p>	<p>>Consensus building in making decisions among PO leaders and members are being observed during meetings. >Appropriate scheduling & dissemination of information of meetings among CBFM forest occupants. >Order of meetings are being followed . >High level of attendance of forest occupants during meetings was noted. Forest occupants started to articulate and assert their rights and opinions.</p>	<p>>Long time processing of discussion of issues and difficulty in arriving into consensus decision among participants due to nature & characteristic of forest occupants. >Existing PO members are inactive in attending meetings because major agenda are mainly focused on pilot project concerns related to JICA pilot project implementation within the CBFM area. >Mobilization and participation of CBFM occupants are still dependent from the CDO. >Inadequate skills of PO leaders in facilitating meetings and winning participation.</p>	<p>>PO leaders must have been equipped with proper facilitation, participatory development skills, and proper documentation of meetings. Appropriate approach and handling of meetings are necessary among forest occupants with low literacy and level of understanding. Setting of rules and of-off before the meeting are effective to avoid conflict among the participants and facilitate management of time . >The site and venue of meeting must be based on the purpose and target participants.</p>	<p>>Provision of basic skills training on facilitation and proper documentation to PO leaders is necessary. >Sustain the high level of participation and attendance among forest occupants during meetings and assemblies.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (19/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
>Networking is mainly limited to DENR	> Facilitation of networking among PO's and external organization > Importance of networking was inculcated to PO leaders.	>PO leaders with relatively high level of networking capability with line agencies and LGU up to the provincial level in relation to the implementation of the pilot project. Some of the results of networking are the following: 1) Municipal LGU , accessed of technical & financial assistance regarding preparation of designs and technical supervision of the road improvement project under JICA pilot project and use of equipments, technical supervision of the construction of PO building, accessed of CBFMP fund allocation and technical supervision for the livestock dispersal project sustainability.	>The provision of fund from JICA for infrastructure project mobilized PO leaders for networking activities, >Favorable characteristics of some PO leaders relative to networking with appropriate guidance & assistance.	>Few among the PO leaders are capable in networking. >Non-continuity and delayed conduct of networking activities related to the project implementation due to changed in leadership of PO. Difficulty in adjustment and adoption to the activity and task for the implementation of pilot project was encountered by PO leaders.	>CBFM area development project component must have been defined properly and finalized in order to identify and plan out for networking activity based on the approved project. Networking and accessing of resources from the LGU must have been conducted earlier for better scheduling and allocation of resources.	>Strengthening of PO networking capability and expansion of network and linkages among agencies based on the needs of the PO. >Establishment of proper protocol for the implementation of the project with the LGU and line agencies in order to facilitate PO networking and follow-up so that target time frame of project is met. >PO leaders to sustain networking activities related to implementation of strategic plan and development of CBFM area.

Attachment C: PO Assessment (May 2002 - July 2003) (20/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
		<p>2) Office of the Congressman and DPWH, accessed of technical assistance and use of equipments for the road improvement project.</p> <p>3) DA-CVUPROS, accessed of free technical assistance and veterinary supplies or biologics, planting materials for forage development project and sustainability of livelihood dispersal project.</p> <p>4) Provincial Cooperative Affairs Office (PCAO). Accessed of training on allocation of net surplus and patronage refund.</p> <p>5) Provincial Board Member/political leaders. Passing of resolutions for the access of construction materials for the improvement and expansion of PO building.</p>				
Technical Capability Developed						
<p>5.1 Technical Training</p> <p>>PO lack technical knowledge on soil and water conservation measures.</p> <p>>PO not aware of concept and importance of the SALT technology.</p>	<p>>Training on Sloping Agricultural Land Technology (SALT)</p> <p>>Assistance in the actual demonstration of the SALT demo farm.</p> <p>> Monitoring of status of SALT demo farm</p>	<p>> There was high level of learning and appreciation of CBFM participants to the SALT technology. Some started to adopt/applied learning specifically the use of A-frame and establishment of contour.</p>	<p>> Actual demonstration facilitates learning experience of some CBFM occupants/participants</p> <p>> Appropriate technical assistance</p>	<p>> Most of the CBFM occupants have difficulty in adopting the whole package of SALT technology due to complicated management and capital requirement.</p>	<p>>Field visit & exposures are necessary to facilitate high level of learning & motivation among PO CBFM occupants to adopt SALT.</p>	<p>> Determine the appropriate level of technology that could be easily adopted by forest occupants that will compliment to the existing practices.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (21/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>>Limited knowledge on the forestry laws of the Philippines</p> <p>>PO not fully aware of its critical role in forest protection of the CBFM area.</p>	<p>>Training on forest protection and fire prevention.</p> <p>>Reiteration of the roles and responsibilities of PO over the protection of the CBFM area.</p> <p>>Encouragement to PO leaders to sustain their active participation to LGU and DENR in the conduct of forest protection through checkpoint activities.</p>	<p>> PO/CBFM forest occupants were initially informed on related forestry laws</p> <p>> PO sustained its active participation with LGU/DENR on forest protection</p> <p>> PO started to push LGU/DENR to implement forestry laws without bias between ordinary people and the influential one and refrain from being influence by politicians.</p>	<p>>Existing PO participation in forest protection activity of DENR and LGU.</p> <p>>Most participants to the training are forest occupants.</p>	<p>>In some cases, DENR and LGU are protecting influential politicians allegedly involved in timber pouching activities.</p> <p>>Timber pouching activities are still noted in Barangay Balligui despite the presence of DENR checkpoint.</p>	<p>>Actual field visit and informal lecture and discussion of important environmental laws will facilitate learning and motivation of forest occupants.</p> <p>> Fair implementation of forestry laws should be promoted in the area to win support of forest occupants.</p>	<p>> Continuous information dissemination on related forestry laws. DENR to assist the PO leaders for deputization.</p> <p>>Provision of paralegal training to PO leaders on forest protection.</p> <p>> Follow up forest occupants to continue their application for deputization to DENR. DENR to strictly enforce forest protection laws without bias to all people regardless of economic and political standing in the society.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (22/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
>PO has limited technical knowledge on cattle breeding and fattening	>Facilitation in feeding plan formulation. >Assistance in forage area validation. >Training on Livestock Care and Management. >Facilitation in the creation of Dispersal Contract and Policies. >Facilitation in the creation of livestock working group.	>Improved technical know how on livestock feeding, breeding and care and management of cattle. >PO created feeding plan for cattle breeding. >More familiarity on the type of forages available in the community. >Dispersal contract and policies created and enforced. >Livestock working group created with defined roles and functions.	>Highly expertise of livestock specialist/resource speaker with sufficient familiarity and experiences in management of large cattle breeding. >Proper coordination effort with the resource person from CV-UPROS. >The use of appropriate visual aids and sample demonstration materials facilitated learning of participants. >Commitment and support from the CVUPROS to the PO project were ensured.	>Originally, fattening scheme of cattle production was proposed but less preferred by PO members. >Cattle breeding would not provide immediate revenues to PO. >The sustainability of PO livestock breeding production is uncertain after JICA Pilot Project.	>Without support and social acceptability to proposed PO projects, failure in management is likely to occur, thus consensus building and proper consultation must be observed. >It is easier to mobilize participants for trainings with tangible benefits (cattle).	>Continuous networking of PO for technical assistance to the project. > Reiterate to PO the importance of monitoring the cattle breeding project.

Attachment C: PO Assessment (May 2002 - July 2003) (23/23)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>5.2 Cross Visit >PO has limited knowledge and information about project management similar to CBFM project. >PO has interest to engage in citrus production but limited knowledge about the technology.</p>	<p>>Cross visit to Busol Watershed, Baguio Dairy Farm and BSU Anthurium farm. >Cross visit to Banila Community Based Cooperative (BCBC) in Banila. >Cross visit to Citrus farms at Malabing Valley, Kasibu.</p>	<p>>Participants realized the need to replicate the good quality of leadership of Banila. They appreciated the relevant strategies acquired at Busol watershed to keep effective management of the watershed >PO Officers' sharing was effective way of disseminating actual PO experiences and struggles. >Appropriate selection of organizations to visit > Proper/adequate preparation of host PO to handle the activity. > PO participants acquired skills in citrus production technology. Increased interest to engage into citrus production as enterprise project.</p>	<p>>Actual visit of areas with successful projects facilitated the increase in awareness of PO in project management and environmental protection. >The expertise of the resource persons facilitated the participant's learning process. >POs learned to relate their situation to the experiences of Busol watershed Banila Cooperative.</p>	<p>>The number of participating PO members were limited due to financial limitations. >Delayed conduct of PO cross visit, it was only done at the last months of each project phase .</p>	<p>>Cross visit is an effective way of providing PO members with experiential and actual or tangible demonstration of the things relevant to project management and environmental protection. > Participants enjoyed with full of inspiration to adopt learning acquired from the cross visits on their own CBFM projects and organizations.</p>	<p>>Sustain cross visit activities to facilitate the learning and increase of awareness of POs. >Participants should be assisted to apply the learning acquired from the cross visits/filed trips. >Conduct cross visit at the earlier part of project implementation to have greater opportunity of participants to apply learning during the course of project implementation.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (1/24)

NAME OF PO : Ayangan-Dapiz Agroforestry Development Association (ADAFDA)

LOCATION : Sitio Dapiz, Barangays Mapalad, Bautista and Sto. Nino, San Agustin, Isabela

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
FINANCIAL CAPABILITY DEVELOPED						
1.1 Fund Raising >The PO has never engaged in any fund raising activities.	>Explanation of the importance/purpose of fund raising to individual members/leaders through meetings and assemblies. >Facilitation by the EDO and CDO of the formulation of fund raising plan based on the CAP during a PO leaders meeting >Continuous reiteration of the implementation of the PO plan on fund raising. >Provision of technical assistance (e.g. suggested strategies and means) in the preparation of raffle tickets, preparation of prizes, selling of tickets, conduct of raffle draw and collection of bottles.	>The PO was able to generate net proceeds of 6,060 pesos out of a target of 10,000 pesos through the conduct of the raffle draw. >Most members participated in the raffle draw. >The collection of empty bottles from individual members did not materialize. >PO was not able to formulate a business plan that will determine the utilization of the raised fund.	>The purpose of fund raising activity was clear to majority of the members because they were involved in the planning. In addition, information about the plan was disseminated to other members during meetings. >The members were able to purchase the raffle tickets because the payments were automatically deducted from the wages they received from the project. >Leaders and members were actively involved in the raffle draw because of the prizes at stake. >The Finance and Development Committee Chairman actively led the implementation of the raffle draw.	>The collection of bottles did not materialize because; (1) the leaders and members prioritize the implementation of the integrated activities of the pilot project, and (2) the identified bottle collection center was too far from the residences of the members. >No fund raising was conducted in Phase 1 because it was only in Phase 2 that a fund raising plan was formulated as a result of the mid-term assessment of the CAP. >Majority of the members do not yet appreciate the importance of PO fund raising because they received more immediate and personal benefits from other activities of the pilot project. > Although the POCB recognized the need for business development planning after the mid-term assessment, it did not materialize due to the unreadiness of the PO.	>The objective (e.g. establishment of a business enterprise) for fund raising should be identified by the members to motivate them and gain their support for the activity. >The CAP should integrate a business development/ investment plan. >The POCB team should develop its own capacity for social enterprise development.	>The DENR should assist the PO in building its capability (e.g., skills and resources) for business development. >The intervening agency should have or build its own capability for business development. >The CAP should be enhanced to include key result areas and strategies for resource mobilization (or fund-raising) and business development/ investment planning. >The PO should link up/network with concerned agencies such as DOST, TESDA, and DTI for the conduct of training on business development and enterprise management. >The PO should continue its implementation of fund raising activities and identify alternative ways of raising funds.

Attachment C: PO Assesment (May 2002 - July 2003) (2/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>1.2 Collection of membership fees and annual dues</p> <p>>No membership fees and annual dues were collected since PO membership was not formalized and only existed on paper.</p>	<p>>Continuous reiteration on the implementation of membership policy according to the organizational by-laws.</p> <p>>Facilitation of the enforcement of fee collections.</p> <p>>Continuous coaching and assistance to the PO treasurer regarding strategies in the collection of membership fees and annual dues.</p> <p>>Continuous information dissemination to individual members during meetings and assemblies on the importance and purpose of fees and dues.</p>	<p>>The PO collected membership fees totaling to 3,850 pesos from all the 77 members. Of this amount, 3,000 pesos was used to pay back the wages and expenses of PO members who worked during the preparatory activities for the JICA pilot project.</p> <p>>Only 44 out of the 77 members paid their annual dues (150 pesos per member) totaling to 6,600 pesos. Receipts were provided by the treasurer for all the payments made by the members.</p> <p>>33 members who do not actively participate in area development have not paid their annual dues.</p> <p>>The treasurer collected the membership fees upon the filing and approval of the membership application.</p> <p>>The treasurer collected the annual dues through automatic deduction from the wages of individual members who participated in the area development.</p>	<p>>By-laws and policies on the payment of fees and dues were properly disseminated to the members and implemented by the treasurer.</p> <p>>The members who participated in area development agreed to the system of automatically deducting their annual dues from the wages they receive.</p> <p>>The treasurer reported how the fees and dues were utilized.</p>	<p>>It was difficult to obligate the 33 members to pay the annual dues because they were not able to participate in area development and thus did not receive wages.</p>	<p>>Proper dissemination and strict enforcement of by-laws and policies on the collection of fees and dues of members, and follow-up of inactive members are important to have higher rates of collection.</p> <p>>There is a need to identify strategies and means to collect the annual dues of members, specifically those who did not participate in the area development activities.</p> <p>>PO members may become dependent on project wages to be able to pay membership dues.</p>	<p>>The PO leaders should lead the strict implementation of the by-laws and policies on membership fees/dues.</p> <p>>Collected fees and dues should be properly utilized by the PO.</p> <p>>PO leaders should follow up members who have not paid their annual dues and encourage them to pay by explaining to them the importance and utilization of their fees.</p> <p>>This practice does not necessarily build the commitment and discipline of the members to contribute to the organization's resources.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (3/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>1.3 Income Generation <u>Livestock Breeding Project</u></p> <p>>ADAFDA has no income generation activities ever conducted since it was organized in 1999.</p>	<p>>Facilitation of the identification of livestock (cattle, swine, carabao) production and dispersal project in the community action plan (CAP).</p> <p>>Facilitation of the formulation and finalization of the feeding plan and policies for the livestock/cattle project based on the community action plan (CAP), together with the resource speaker from DA-LGU.</p> <p>>Coordination with DA-LGU for the conduct of lecture and training on Livestock Care and Management, particularly on cattle breeding, including projected income.</p>	<p>>The PO gained basic skills on the proper management of livestock/cattle production project and able to formulate a feeding plan to support the project.</p> <p>>The PO formulated and approved the policies and contract between the PO and recipient-members to govern the livestock project and ensure income generation.</p> <p>>The PO assigned the care and management of 1 head of cattle to each of 15 members (11 from the lowland and 4 from the upland) selected based on the policies. From project funds, the 15 members completed the requirements for cattle production such as the building of cattle shed and establishment of forage garden/feed lot.</p> <p>>From the 15 members, the PO assigned 2 working group leaders to supervise the livestock project.</p> <p>>The PO decided to cancel the plan for swine and carabao production because they foresee more difficulties (e.g., more expenses).</p>	<p>>The PO was motivated to implement the cattle production and dispersal project because they learned about the potential income that can be generated from the project by the recipients and the PO as a whole.</p> <p>>Some members, especially from the lowland area, have experience in cattle production and livestock dispersal projects by the DA.</p>	<p>>There was little participation from the members from the upland because they could not fully comply with the many requirements and policies. They prefer the livestock breeding practices that they have been used to (e.g., no forage garden, no shed, free grazing).</p>	<p>>From other previous project experiences, there is a tendency by recipients to claim ownership of the dispersed livestock after project withdrawal especially if the implementing agency will not closely monitor the project.</p> <p>>Since members from the lowland area are more exposed to government projects, they are more open to abide by requirements and policies. Also, since the members from the upland area are less exposed to development projects, they are less able to comply with project requirements.</p> <p>>Close technical and monitoring assistance by the concerned government agency (e.g., DA, DENR) is necessary for POs with newly established economic enterprises to ensure that policies are properly implemented by the PO and the recipients and to address any needs or problems in the project.</p>	<p>>The PO should ensure that the policies established for the livestock project are followed by the recipient-members by regularly monitoring the progress of the individual projects.</p> <p>>The 2 working group leaders should regularly and personally visit the cattle production projects of the recipient-members and report any progress or problems to the PO officers.</p> <p>>In turn, the PO officers should promptly address any problems (e.g., seek assistance from the DA).</p> <p>>After project withdrawal the DENR should properly monitor the livestock project of the PO with technical assistance from DA-LGU.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (4/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
Expected savings from the Area Development Component of the JICA Pilot Project	<p>>Facilitation of the creation of policies to generate savings from the utilization of the 6% administrative cost of the project .</p> <p>>Coaching of the working groups to generate savings from the implementation of the Area Development component, especially from the canvassing and purchasing activities</p>	<p>>The PO generated a fund balance of 52,707.67 pesos from Phase 1 of the pilot project. After deducting the expenses, the expected savings will amount to 33,000 pesos sourced from 1) the proper execution of canvasses and purchases of materials, 2) share of the PO from individual labor wages at 2.50 pesos per day per individual, and 3) savings from the 6% administrative cost.</p> <p>>The savings was deposited in the bank. The PO plans to invest the amount for a possible livelihood enterprise in which all members would benefit.</p> <p>>The PO is planning to further save from the Phase 2 project in accordance with the contract agreement and the policies formulated.</p> <p>>The formulation of business plan which will serve as basis for the investment of their savings was not undertaken due to the unreadiness of the PO.</p>	<p>>The PO was able to generate savings because of the project feature that allowed the PO to directly manage the project fund.</p> <p>>The PO learned to directly transact with the bank and commercial suppliers (forestry and hardware) because of the project feature that allowed the PO to directly manage the project fund.</p> <p>>The PO was motivated to produce savings because they see the saved amount as capital for a PO-managed livelihood enterprise.</p>		<p>>For a relatively new PO, managing project funds is an opportunity for skills training. Capability building activities on effective financial management will further enhance their skills and knowledge.</p> <p>>The presence of implementation policies is needed to guide the PO in generating savings from project funds.</p>	<p>>The PO should collectively formulate a business plan for the utilization of the accumulated savings.</p> <p>>The DENR should ensure the PO receive capability building intervention in the areas of project management, business planning, financial management, budgeting and quality management.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (5/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>1.4 Regular Accounting and Financial Monitoring</p> <p>>The PO has no knowledge on bookkeeping and financial management.</p> <p>>Records of expenses for the preparatory activities were just written in a piece of paper.</p> <p>>The PO has no assigned bookkeeper.</p> <p>>The PO has no proper documentation and accounting of transactions.</p> <p>>The PO has no policies and systems on financial management.</p>	<p>>Facilitation of the training on Bookkeeping and Financial Management</p> <p>>Regular coaching of financial management staff, particularly the treasurer and bookkeeper</p> <p>>Facilitation of the formulation of financial management policies and monitoring of its implementation</p> <p>>Facilitation of the formulation of policies on the utilization of 6% administrative cost and monitoring of its implementation</p> <p>>Assistance in the monthly review and preparation of financial report.</p> <p>>Facilitation of the conduct of the financial assessment workshop.</p>	<p>>The PO has financial records with complete book of accounts.</p> <p>>The PO has elected its Treasurer, Bookkeeper, President and Auditors to undertake financial management functions.</p> <p>>The treasurer and bookkeeper have gained knowledge on the recording of transactions and the preparation of financial reports but still need technical assistance.</p>	<p>>The PO was guided by financial management policies approved by the general assembly.</p> <p>>The officers performed their assigned tasks because financial records were open to all members for scrutiny and clarification. In addition, the financial statement was presented to the GA during assembly meetings.</p>	<p>>The PO has difficulty in sustaining financial management functions because of the fast turn-over of staff for the positions of treasurer and bookkeeper. Staff resigned perhaps due to their unreadiness in performing difficult tasks.</p>	<p>>The financial staff of the PO have critical roles in the stability of the organization. The absence of a competent bookkeeper/treasurer affects the smooth financial flow of the PO.</p>	<p>>The PO leadership should be conscious of supporting and ensuring the training of its financial management staff. It should plan out the capability building especially of the bookkeeper and treasurer.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (6/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>1.5 Internal Auditing</p> <p>>The PO has no knowledge on internal auditing.</p> <p>>They have limited money to audit.</p>	<p>>Facilitation of the formation of a PO audit and inventory committee</p> <p>>Participation in the conduct of the PO internal audit, together with representatives from the JICA counterpart and the PPMO.</p> <p>>Facilitation of the preparatory activities for the PO internal audit including the establishment of house rules, presentation of the steps of audit and explanation of the purpose and objective of the audit.</p> <p>>Coaching of the PO audit and inventory committee in the conduct of the PO internal audit.</p>	<p>>The PO created an audit and inventory committee chaired by one of the BOD members. Apart from this, the 2 CBFM sub-groups selected their own auditors.</p> <p>>Based on the audit conducted, there were some lapses on the part of the PO, e.g., not strictly following financial policies, exceeding the budget, unapproved realignment of funds.</p> <p>>The PO finance officers, the BOD chair and the audit and inventory committee chair were able to learn the processes and requirements of internal auditing as well as the importance of audit to determine the financial standing of the PO.</p> <p>>During the audit, an argument resulted among the present PO leaders caused by questions on fund management.</p>	<p>>The PO were obliged to conduct internal audit because it is part of the requirements of the JICA pilot project.</p>	<p>>Lapses encountered in the audit were due to a misconception by the officers and members that only the officers should make decisions on financial matters.</p> <p>>There was a minor argument during the audit because the PO officers have not experienced undergoing an internal audit exercise.</p>	<p>>No matter how minimal the funds of an organization are, regular audit sessions are necessary to determine if current financial management practices are consistent with the policies and systems agreed upon by the organization.</p> <p>>Transparency of the financial status of the organization encourages better participation from the members. Feeding back the audit results to the members will keep them well-informed of the organization's financial standing.</p>	<p>>The DENR should ensure that the concerned PO audit and inventory committee will be trained in audit procedures and to undertake regular auditing.</p> <p>>The PO officers and audit committee should promptly feed back the audit results to the members.</p> <p>>The DENR should ensure that the PO board members, officers and members are oriented on the purpose and process of audit.</p> <p>>The general assembly should assert and practice its authority over the officers and board particularly in financial matters.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (7/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
ORGANIZATIONAL STRUCTURE IMPROVED						
<p>2.1 Reformulation of By-laws and Socialization of By-laws</p> <p>>The PO has its by-laws patterned after the DOLE pro-forma by-laws.</p> <p>>Many PO members were not familiar with the by-laws.</p> <p>>In some cases, the contents were inappropriate to the actual situation and needs of the PO.</p>	<p>>Facilitation of the review and reformulation of by-laws.</p> <p>>Dissemination and socialization of by-laws through general assemblies and other formal and informal meetings.</p>	<p>>The PO has reformulated its by-laws to suit its current condition and need. The articles and sections that were amended are on the following; a) payment of 100 pesos annual due, b) payment of membership fee of 50 pesos, c) adequate representation of each barangay in the organizational structure, d) the formation of working groups, e) inclusion of associate members, f) setting of 50% + 1 from the regular and active members as proper quorum, and g) assignment of a bookkeeper to record financial transactions.</p> <p>>Majority of the members who attended meetings and assemblies became familiar with the contents of the by-laws and these were generally followed.</p> <p>>The reformulated by-laws have not yet been submitted to the DOLE.</p>	<p>>The organizational requirements in the implementation of the JICA pilot project prodded the PO to review and amend its by-laws.</p>	<p>>Direct dissemination of information on the by-laws was a big task for the leaders especially with members who reside in the remote upland areas where access is difficult.</p> <p>>Some members experience difficulty in understanding the content of the by-laws because of low educational attainment levels.</p>	<p>>Reformulation of by-laws should be based on the current conditions of the PO.</p> <p>>Awareness of the content of the by-laws by all members contributes to their active participation in organizational activities and meetings.</p>	<p>>The PO should continuously maximize formal and informal meetings to explain and clarify the by-laws. Using some popular methods (e.g. individual explanation through the local dialect) in informing those who have low educational attainment levels should be provided with the assistance of the DENR.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (8/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
2.2 Creation and Socialization of PO Policies >There were no policies necessary to guide PO management and operations.	>Facilitation of the formulation of policy guidelines on: 1) the MOA on the sustainability of pilot projects, 2) the utilization of the 6% administrative cost of the JICA pilot project, 3) financial management and 4) the livestock project implementation. >Dissemination and socialization of formulated policies to PO leaders and members.	>The PO has written policies formulated and approved by the general assembly for implementation. >Majority of the members became aware of the policies created. Copies of the policies were provided to PO leaders and some members. Copies of the notarized MOA for the sustainability of the pilot projects were provided to the individual recipients.	>Requirements for the implementation of the different projects for area development caused the PO to establish appropriate policies and systems.	>Direct dissemination of information on the policies was a big task for the leaders especially with members who reside in the remote upland areas where access is difficult. >Some members experience difficulty in understanding the content of the policies because of low educational attainment levels.	>Policies on project management and operations are necessary to guide the PO in the proper implementation of project.	>The PO should review its policies and amend these as needed in the implementation of other projects in the future.

Attachment C: PO Assessment (May 2002 - July 2003) (9/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>2.3 Re-establishment of committees and PO structure</p> <p>>The organizational structure (e.g. officers and committees) did not function.</p> <p>>Working groups were not established as there were no projects to implement and monitor.</p> <p>>The roles and responsibilities of the leaders and members were not clearly defined.</p>	<p>>Assistance in the election of the BOD and officers and in the composition of committees and working groups.</p> <p>>Facilitation of the conduct of problem census and consultation meetings.</p> <p>>Establishment of 2 CBFM groups and management committee to represent the barangays covered by the PO.</p> <p>>Reiteration of the roles and responsibilities of the BOD, officers, management committee, sub-groups, working groups and committees.</p> <p>>Some PO leaders exhibit inappropriate attitudes (e.g. selfishness, autocracy) towards PO development.</p> <p>>The performance of functions of some leaders overlap.</p>	<p>>The appropriate structure for PO management and operations was put in place with a complete set of officers, BOD, 4 committees, 5 working groups, 2 CBFM sub-groups and the Management Committee.</p> <p>>Roles and responsibilities were clearly defined and understood by the PO leaders, committees and working group leaders.</p>	<p>>Requirements for the implementation of the different projects for area development caused the PO to upgrade its organizational structure.</p>	<p>>There was not enough time and resources to capacitate the new PO leaders with better leadership skills and values.</p> <p>>At this point, the cultural diversity among the indigenous groups in the 4 barangays have not yet been optimized to facilitate organizing and mobilization.</p>	<p>>Appropriate organizing and mobilization strategies should be employed in a target community that covers more than one barangay.</p> <p>>The intervening agency should facilitate a participatory and in-depth baseline study of the target community especially if different indigenous groups are residing in the area.</p>	<p>>The DENR should continue to assist the PO in the review and design of an appropriate organizational structure that will encourage the cooperation and participation of all the members.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (10/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>2.4 Advocacy (e.g., Brgy. Ordinances on Forestland Management)</p> <p>>There are no local environmental ordinances.</p> <p>>National environmental laws were not known to the community members, forest occupants and the PO.</p> <p>>There is a perceived lack of concern of the LGU on environmental matters particularly on CBFMP.</p>	<p>>Facilitation of coordination among the Barangay LGUs and the PO in the formulation of relevant environmental ordinances.</p> <p>>Facilitation of the formulation of a joint resolution between the barangay council and PO for the adoption of ordinances on forestland management.</p> <p>>Assistance in the information dissemination of the environmental ordinances to community members and forest occupants.</p> <p>>Assistance in the implementation of the joint environmental ordinances.</p>	<p>>A joint resolution between the PO and barangay LGU for the adoption of national environmental ordinances were formulated and initially implemented. The 4 ordinances made were on kaingin farming, slash-and-burn, grazing and protection of second growth forest. Appropriate penalties for any violation of these ordinances were incorporated in the joint resolution.</p> <p>>Information on the ordinances were disseminated to the community members and forest occupants during barangay regular monthly meetings and informal meetings</p> <p>>A penalty was imposed by the PO and barangay LGU on a slash-and-burn violator of the ordinance within the CBFM area. The penalty was imposed by the PO and LGU to the violator to serve as a lesson for other potential violators.</p>	<p>>The environmental consciousness of the Barangay LGU of Bautista was instrumental in the enactment of the joint resolution for the protection and development of the CBFM area.</p>	<p>>The Barangay LGU of Sto. Nino shows little support for the project particularly through the formulation of environmental ordinances to protect the forest area in its territory which is estimated to be two-thirds of the total CBFM area. This may be due to the fact that there were limited number of direct project beneficiaries in Barangay Sto. Nino and council members are not project beneficiaries.</p>	<p>>It is important to gain the support of LGU in the implementation of environmental ordinance at the barangay level.</p> <p>>One factor that contributes to the success of environmental programs is the good relationship and cooperation between the LGU and PO.</p>	<p>>The PO-LGU partnership should be strengthened in terms of joint planning, resource mobilization and legislation towards the proper implementation of environmental ordinances and projects for the benefit of their communities/ barangays.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (11/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
MANAGERIAL CAPABILITY DEVELOPED						
3.1 Managerial Training <u>Bookkeeping and Financial Management Training</u> >PO has no or poor financial management and bookkeeping capability.	>Facilitation of the training on Bookkeeping and Financial Management. >On-site coaching of the financial management staff. >Conduct of the workshop on the actual preparation of financial reports, records and documents using the different books of accounts.	>Ten (10) participants attended the 2-day training. >The PO has established financial management and bookkeeping systems and policies with clear delineation of task and responsibilities. >Monthly transactions are regularly recorded including the creation of financial reports with the assistance of the FMS. >Financial statements are presented to all members by the treasurer during general assembly meetings and book of accounts are properly documented and open to all members for scrutiny. >The treasurer and bookkeeper need support in terms of training and developing second liners.	>Treasurer and bookkeeper were willing to learn proper bookkeeping and financial management.	>Second liners to the bookkeeper and treasurer have not yet been identified due to the low educational attainment levels of most members.	>The financial staff of the PO have critical roles in the stability of the organization. The absence of a competent bookkeeper/treasurer affects the smooth financial flow of the PO.	>The DENR should solicit the support of other government and non-government agencies to assist the PO in the proper implementation of financial management and accounting policies and systems. >The PO leadership should invest in training its financial management staff and second liners.

Attachment C: PO Assesment (May 2002 - July 2003) (12/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p><u>Basic Leadership Training</u></p> <p>>The PO was inactive and dormant with no formal leaders.</p> <p>>The PO was formed solely for the purpose of CBFM implementation.</p> <p>>There is a low level of awareness among the leaders and members of the purpose of the association and roles and functions.</p>	<p>>Facilitation of the training on Basic Leadership with topics on the roles and functions of members and leaders.</p> <p>>Identification of potential leaders to take over leadership responsibilities through the conduct of background investigation with community members</p>	<p>>Twenty (20) participants attended the 2-day training.</p> <p>>The training participants acquired basic leadership skills such as problem-solving, conflict management, facilitation, decision-making, communication and networking.</p> <p>>Leaders have improved skills in facilitating meetings as demonstrated by their clear purpose/agenda and expected decisions points in the meeting.</p> <p>>Authoritarian style of leadership by the PO president still exists though other PO leaders and members were now aware that this is not proper.</p> <p>>The PO has formed CBFM sub-groups and the management committee to fairly represent the members of different clusters in the decision-making processes.</p>	<p>>The training design included structure learning exercises and workshops which were effective in the self-reflection of the participants.</p>	<p>>The different cultural/tribal background, interests and economic status of leaders from the different barangays has not yet been optimized to identify and develop more leaders.</p> <p>>The leaders' performance of their functions is hindered by the difficult access to remote sitios, peace and order problems and seasonal economic activities.</p> <p>>Community leaders in Bgy. Sto. Nino were allegedly influenced by leftist elements to refuse to cooperate with the pilot project .</p>	<p>>Development and capacitating of leaders should be a priority concern before the implementation of PO projects. Continuous leadership coaching should be provided to leaders.</p>	<p>>The DENR should ensure the continued capacitating of existing leaders as well as develop a pool of leaders and second liners to sustain PO leadership.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (13/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p><u>Environmental Education and Value Formation Training</u></p> <p>>The PO has a high level of awareness on the causes and effects of forest destruction but their level of knowledge on relevant values and practices relative to environmental conservation is very limited.</p>	<p>>Facilitation of the training on Environmental Education and Value Formation.</p> <p>>Facilitation of the cross visit to Malabing Valley to observe environmental protection and conservation practices.</p>	<p>>Nineteen (19) participants attended the 1-day training</p> <p>>The PO members actively participated in re-greening the environment thru their involvement in the planting of fruit and forest trees in the CBFM area.</p> <p>>The PO fully supports the implementation of forestry laws/local ordinances.</p> <p>>The cross visit participants learned that economic activities (e.g. planting of high value crops and other cash crops) will not prosper if the watershed areas are denuded.</p>	<p>>The participants internalized the importance of preserving the environment because of the various methodologies employed such as lecture, discussion, use of visual aids, film showing and actual visitation.</p>	<p>>The results of the training and cross visit were not echoed to other members due to the difficult access to remote sitios and peace and order problems in the area.</p> <p>>Forest occupants who are heavily dependent on forest resources have a tendency to resist forest protection projects/activities especially if these are not effectively made clear to them.</p>	<p>>The training and campaign on environmental education should be provided on a continuous basis to forest occupants for them to be aware of the relevant values and practices toward environmental conservation.</p>	<p>>The CENRO and PO should jointly conduct continuous environmental education campaigns to forest occupants using appropriate and popular IEC materials (e.g., comics, posters, photos)</p>

Attachment C: PO Assessment (May 2002 - July 2003) (14/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p><u>PO Monitoring and Evaluation Training</u></p> <p>>The PO has no experience in any project monitoring and evaluation activities.</p>	<p>>Facilitation of the training on PO Monitoring and Evaluation.</p> <p>>Facilitation in the formation of working groups to conduct monitoring activities.</p> <p>>Actual coaching on the proper recording of the result of monitoring activities through the use of monitoring tools and indicators provided by JICA Study Team.</p>	<p>>Ten (10) participants completed the 2-day training.</p> <p>>The knowledge gained from the training was utilized by the PO in the monitoring of the Area Development component of the pilot project.</p> <p>>Working group leaders still experience difficulty in filling-up the monitoring tools provided by the JICA.</p> <p>>The PO leaders still have difficulty in developing their own M&E system.</p> <p>>Working group leaders from Bgys. Bautista and Sto. Nino did not function well since they prioritized their individual economic activities. Another factor is their low educational attainment level.</p>	<p>>The monitoring tools/forms provided by the JICA Study Team for the use of the working groups facilitated the monitoring and reporting activities. The forms supplemented the verbal reporting that the members are used to.</p>	<p>>The local peace and order problems hindered the leaders from personally going to and monitoring the project activities in different sites in the CBFM area.</p>	<p>>The M&E training provided was not enough for the PO to develop its own M&E system. On site coaching is necessary for PO leaders to better appreciate the concept and practice of M&E.</p> <p>>The monitoring forms that the PO uses can be revised and adopted for future projects.</p>	<p>>The DENR should conduct follow-up training on M&E and provide on-site coaching for the PO to practice popular and participatory M&E technologies.</p>
<p><u>Team Building</u></p> <p>>The PO members lacked understanding on their roles and responsibilities towards the development of the association.</p>	<p>>Facilitation of the conduct of team building activities that include self-reflection exercises and group workshops.</p>	<p>>PO participants learned the attitude and culture of their co-participants towards the development of the PO. They started to understand their roles and functions as member and leader of the association through the group exercises.</p> <p>>The PO recognized that mutual trust and effective teamwork are important in building effective teams/organizations.</p> <p>>There is an improved level of interpersonal relationships among the PO members and leaders.</p>	<p>>The use of SLEs facilitated the internalization of learning by the participants'.</p>	<p>>Other target participants who were identified to have some negative attitudes were not able to attend the activity.</p> <p>>The conduct of the team building activity was delayed.</p>	<p>>Team building activities should be done at different stages of PO development to ensure that problems on interpersonal relationships are always addressed and potentials are further strengthened.</p>	<p>>The PO should invest resources in the regular conduct of team building or group development exercises.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (15/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>3.2 Monitoring and Evaluation of Area Development Project</p> <p>>The PO was formed around the CBFM program but without any projects to manage and monitor.</p>	<p>>Facilitation of the formulation of policies for the implementation of the area development component of the project as basis for the monitoring and evaluation of projects.</p> <p>>Mobilization of PO members to participate in the area development work.</p> <p>>Assistance to the JICA Study Team, PPMO and PO in the actual monitoring of project progress.</p>	<p>>The PO has largely completed the area development projects under Phase 1 while implementation of projects under Phase 2 are ongoing. Maintenance activities for the completed projects are also being done.</p>	<p>>The projects' technical specifications was a learning tool for the working groups to closely monitor the progress of their outputs.</p> <p>>The formation of a working group for each project to help in the implementation and monitoring of activities.</p>	<p>>Limited time of the PPMO in the monitoring and supervision of PO projects due to financial constraints >PO has difficulty in implementing integrated projects considering their status.</p> <p>>Inadequate time and effort to motivate members and forest occupants to participate in the implementation of projects.</p> <p>>The PO counterpart for labor is too high (50%) causing other members to engage in other economic activities with higher wage.</p> <p>>There exists an insurgency problem in the area.</p> <p>>At this point, the different cultural backgrounds and interests of PO members have not yet been optimized to contribute to organizational development.</p>	<p>>There is a need to improve first the level of consolidation of the PO before it will engage to implementation of projects, more so that the project is integrated.</p>	<p>>DENR should continue to assist the consolidation processes of the PO while sustaining the maintenance of the different area development projects that were completed. > Necessary financial support should be allocated to implementing agency (DENR) for them to deliver their services for the PO effectively and efficiently.</p>
				<p>>The PO experiences difficulty in following the project design and technical specifications of the project.</p> <p>>PO members chose to work individually instead of the "ammuyo system" or group work because of cultural differences and the cash-for-labor system.</p>		

Attachment C: PO Assessment (May 2002 - July 2003) (16/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>3.3 Strategic Planning Workshop</p> <p>>The PO has existing CRMF and AWP but the contents are not known to the members.</p> <p>>The CRMF and AWP were not formulated through participatory means. The contents are not validated on the ground. These were formulated merely for the PO to be able to acquire the CBFM Agreement.</p>	<p>>Facilitation of the review of the CRMF document by the PO.</p> <p>>Facilitation of the Strategic Planning Workshop through participatory approach.</p> <p>>Facilitation of the approval and adoption process of the PO strategic plan.</p> <p>>Facilitation of the creation of community maps.</p>	<p>>The PO formulated its strategic plan through participatory processes using the land use diagram as a tool in coming up with appropriate land use strategies.</p> <p>>The PO acquired knowledge in creating community resource and land use maps.</p> <p>>Activity plans per strategy were formulated by the PO as basis for future implementation.</p> <p>>The PO became more familiar with the CRMF document and its contents.</p> <p>>The PO learned of the conflicting land uses practiced by the forest occupants within CBFM area and the effects on forest denudation/degradation.</p>	<p>>The participatory and popular approaches employed in the community resource and land use mapping activities facilitated the analytical thinking of the participants.</p> <p>>The use of the land use diagrams and reference maps facilitated the mapping and planning activities.</p> <p>>The technical assistance of the Study Team in using the Land Use Diagram contributed to the learning of the participants.</p>	<p>>The insurgency problem in the area was a factor in the delayed conduct of the strategic planning workshop.</p>	<p>>Strategic planning opens up the minds of PO leaders and members in visualizing the future scenario of their community and its resources based on their current practices. It also makes them realize the importance of resource mobilization to ensure that the plans are implemented.</p>	<p>>The PO should be assisted in the formulation of tactical plans based on the strategic plan. Also, the PO leaders should continue to disseminate the content of the plan to all members.</p> <p>>The PO should draft a resource mobilization plan that will identify key activities and target sources of financial and technical support.</p> <p>>The PO should formulate an organizational development plan that will strengthen its managerial capabilities to fully implement the plan.</p>
		<p>>The PO recognized the importance of having a strategic plan to provide the officers and members with a clear direction after the withdrawal of the JICA Pilot project.</p> <p>>Conflicts arose between the PO and the forest occupants in the identification of appropriate land use strategies.</p>				
PARTICIPATION AND NETWORK ENHANCED						

Attachment C: PO Assessment (May 2002 - July 2003) (17/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>4.1 Master listing of Forest Occupants</p> <p>>There is no master list of forest occupants.</p>	<p>>Conduct of house-to-house visits and community interview for the creation and validation of an initial master list of CBFM forest occupants.</p>	<p>>The master list of CBFM occupants was created and finalized. There are 88 forest occupants in the 116 lots surveyed by the PPMO. The breakdown of the number of forest occupants in the 4 barangays is as follows: 24 in Bautista, 11 in Mapalad, 2 in Bannawag and 51 in Sto. Nino.</p> <p>>Most of the forest occupants within the 487-hectares CBFM site are not yet included in the master list.</p> <p>>Some of the forest occupants have 2 to 3 lot parcels each within the CBFM area.</p> <p>>Forty-two (42) of the 88 master listed forest occupants joined the PO.</p>	<p>>The results of parcellary survey by the PPMO facilitated the validation of the master list.</p> <p>>Community members gave their support in the interview and validation.</p>	<p>>Most of the forest occupants are not members of the PO and have a low level of awareness on the CBFM Program.</p>	<p>>Adequate parcellary survey and the clear delineation of the CBFM area on the ground is very important in the identification of forest occupants in the area.</p> <p>>The nature of social relations in the community may facilitate or hinder the process of master listing and validation.</p>	<p>>The CENRO should continue to conduct parcellary survey of lots in order to complete and finalize the master list of forest occupants.</p> <p>>The PO should continue the master listing activities and update the list on a regular (e.g., annual) basis.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (18/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>4.2 Recruitment of membership</p> <p>>There were 67 PO members who were not aware of their obligations such as the payment of membership fee and filling-up of membership application form. Membership was based on the attendance during the PO formation for CBFMA application and on the PO's registration document.</p> <p>>The by-laws and membership policies are not clear among the members.</p>	<p>>Facilitation of the review of the by-laws and policies on membership during meetings and assemblies. The roles and functions of members were also explained.</p> <p>>Assistance to the PO in the recruitment of members during meetings and house-to-house visits.</p> <p>>Assistance in the drafting of the membership application form and membership profile.</p>	<p>>The seventy-seven (77) members who were recruited filled-up the membership application forms and paid their membership fees. The breakdown of the number of members is as follows: 30 from Mapalad, 22 from Bautista, 7 from Bannawag and 18 from Sto. Nino.</p> <p>>Of the 77 members, 46 are regular members (i.e., members who occupy lots in the CBFM area and who are direct participants in the JICA project activities). Thirty one (31) are associate members (i.e., members who are not directly involved in the JICA project activities).</p> <p>>Of the 77 members, 73 are males and 4 are females.</p>	<p>>The interest in participating in and benefiting from the project activities motivated the new members to become PO members.</p>	<p>>The occupants in the upland CBFM areas are not exposed to development interventions and programs by the government, thus requiring more time and effort in reaching out to them and explaining the importance of becoming members of the PO.</p>	<p>>The study and analysis of community history, dynamics and culture are critical preparatory activities that development agencies need to undertake through participatory means.</p>	<p>>The PO leaders should invest more time and effort in reaching out and recruiting forest/upland occupants.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (19/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
4.3 CBFM Campaign >Community members, especially forest occupants, were not fully aware of the CBFMP. A one-time campaign regarding the program was limited during the formation of the CBFM PO.	>Facilitation of CBFMP orientation during formal and informal PO meetings and assemblies, barangay assemblies, group discussions and house-to-house visits. >Provision of CBFM orientation kits to participants during orientation sessions. >Coaching of the PO leaders to orient their members on the CBFMP.	>Most of the identified forest occupants were informed about CBFMP. Less than 50% of them appreciated the importance of the CBFMP and joined the PO. >PO has increased knowledge about the CBFMP concept and the benefits that can be derived from the program..	>The PPMO and POCB Team explained the CBFMP in the local dialect.	>The CBFM orientation kits that were distributed among the participants were written in English. Understanding the information proved to be difficult especially for the forest occupants with low level of educational attainment. >Some forest occupants were allegedly influenced by rebels not to participate in the program and pilot project.	>The form and content of CBFMP information campaigns should consider the level of comprehension of the forest occupants.	>The PO and DENR should jointly sustain the conduct of campaign and orientation on CBFMP with the use of appropriate IEC materials. >The DENR should produce IEC campaign materials that are popularized to facilitate comprehension by target forest occupants. >The PO and DENR should network with the local schools for the inclusion of CBFMP campaign in elementary and high school education, stressing on the role of students in the protection of the CBFM area as well as in the sustainability of the PO strategic plan.

Attachment C: PO Assesment (May 2002 - July 2003) (20/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>4.4 Meetings and Assemblies</p> <p>>A limited number of meetings and assemblies was held with no clear agenda and target participants.</p> <p>>The PO has no secretary to document the minutes of meetings and assemblies.</p>	<p>>Assistance in the dissemination of information on PO activities, meetings and assemblies through posting of notices in strategic places and house-to-house visits.</p> <p>>Assistance to PO leaders during meetings</p> <p>>Assistance in the preparation of minutes of meetings.</p> <p>>On-the-job coaching of the secretary in the proper documentation of minutes and filing of documents.</p> <p>>Coaching of leaders on the techniques and tips in running effective meetings and assemblies.</p>	<p>>Regular monthly meetings of PO Officers and the BOD were scheduled and conducted. Special meetings and assemblies were also conducted.</p> <p>>In all the meetings conducted, the set quorum based on the by-laws were met. The order of business in running assembly meetings were followed by the presiding officer.</p> <p>>Minutes of meetings were prepared by the PO secretary.</p>	<p>>The project requirement for community participation and delivery of target outputs effected the holding of regular meetings with documentation.</p>	<p>>In some cases, meetings and assemblies were postponed due to the absence of quorum.</p> <p>>The resignation of 2 secretaries hindered the smooth documentation of meetings and other secretarial tasks.</p>	<p>>Meetings and assemblies should be representative of the general membership and should be utilized for the resolution of organizational problems and for other organizational development purposes.</p>	<p>>The PO should sustain the schedule of regular meetings and ensure that participation is representative of all the communities involved in the project.</p> <p>>The PO leaders should assist the secretary on proper documentation and filing.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (21/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
4.5 Networking >The PO had inadequate legislative and political support from the municipal LGU and other agencies for the management of the CBFM. Only the DENR provided technical support (e.g., PO formation and registration with DOLE) to the PO.	>Assistance in identifying possible institutions for resource mobilization. >Assistance in the networking activities of the PO with LGUs and local agencies.	>The barangay LGUs of Mapalad and Bautista donated lots for the 2 MPB projects of the PO with a waiver of rights. >The municipal LGU through the DA provided technical assistance to PO trainings on the livestock dispersal project. >The PO and the barangay LGU of Bautista formulated and signed a joint resolution for the adoption of environmental ordinances in support of the CBFM area. >The networking and linking tasks were centered on a few leaders.	>There is favorable and positive support from the barangay and municipal LGUs and agencies concerning the implementation of the project. >The PO leaders were patient and diligent enough to undertake networking activities in support of the Pilot Project implementation.	>The networking activities of the PO leaders were limited to a few agencies because they concentrated on the implementation of the pilot project.	>A networking and advocacy plan should be formulated and carried out by the PO in support of its projects, activities and strategic plan.	>PO should sustain its networking effort to agencies to mobilize external assistance. >Train/coach other leaders particularly officers of sub-groups in networking.
TECHNICAL CAPABILITY DEVELOPED						

Attachment C: PO Assessment (May 2002 - July 2003) (22/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>5.1 Technical Training <u>SALT Training</u></p> <p>>The PO members lacked technical knowledge on soil and water conservation measures such as the SALT.</p>	<p>>Facilitation of the training on Sloping Agricultural Land Technology (SALT).</p> <p>>Assistance in the actual demonstration of the SALT demo farm.</p> <p>>Monitoring of the status of the SALT demo farm</p>	<p>>There were 35 participants who attended the 3-day training.</p> <p>>The PO gained knowledge on the basic steps in establishing a SALT farm such as the use of A-Frame in locating the contours of the land and the use of hedgerows as a soil and water conservation measures.</p> <p>>Most PO members adopted the contour plowing in their individual farms as a means of soil and water conservation.</p>	<p>>The hands-on practicum of building and using an A-frame in contouring effectively transferred the skill to the training participants.</p> <p>>The resource person was well-versed on the SALT.</p> <p>>The PO is aware that the SALT demo farm to be established would serve as a learning center for the community members.</p>	<p>>The training participants are not too motivated to employ the SALT because of the intensive use of labor. They are also financially constrained to shift their present farming practice to SALT.</p>	<p>>The training may lack in actual examples and cost-benefit analysis to show the long term economic returns and the positive ecological effects.</p>	<p>>The DENR should continue to educate the PO members, especially the forest occupantson the technology. It should also popularize the results of the assessment of the technology in terms of social, economic and ecological aspects.</p> <p>>The DENR should consider cross visits to successful SALT farms for the PO to more fully appreciate the technology by seeing tangible outcomes and by gaining information from SALT practitioners.</p>
<p><u>Forest Protection and Fire Prevention Training</u></p> <p>>The community and PO members have little to no knowledge on the forestry laws of the Philippines.</p> <p>>The PO is not fully aware of its critical role in forest protection within the CBFM area.</p>	<p>>Facilitation of the training on forest protection and fire prevention.</p> <p>>Orientation/campaign on controlled burning through community assemblies and informal meetings.</p> <p>>Reiteration of the roles and responsibilities of PO over the protection of the CBFM area.</p>	<p>>Thirty-five (35) participants were trained on forest protection for 1 day.</p> <p>>Participants learned the provisions in the PD 705 or the Revised Forestry Code of the Philippines and other environmental protection laws such as controlled kaingin-making and slash-and-burn, grazing and protection of second growth forests.</p> <p>>The PO learned that controlled burning is one measure of fire revention and control.</p> <p>>The PO members realized their active role in forest protection and fire prevention and control management.</p>	<p>>The resource persons were well-versed on the topics.</p>	<p>>The dissemination of information to the occupants in the upland CBFM areas on the laws on forest protection requires more time and effort.</p> <p>>Despite the training on forest protection and fire prevention and the campaign on controlled burning, there are still forest occupants who do not practice the proper means of putting out fire in their farmlands.</p>	<p>>Most of the forest occupants and community members have little or no knowledge on the different forestry laws as well as on different ways and measures of protecting the forest.</p> <p>>Due to cultural practices on burning to facilitate land preparation and reduce farm expenses, it is difficult to convince forest occupants to observe the regulations on controlled burning.</p>	<p>>The PO and DENR should continue to jointly disseminate information on forestry laws toforest occupants and community members. They should also sustain campaigns on controlled burning.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (23/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p><u>Livestock Care and Management and Livestock Breeding</u></p> <p>>The knowledge of PO members on the proper care and management of livestock are based on their personal experiences and practices.</p> <p>>Local livestock breeders and producers do not practice the cut-and-carry method of livestock feeding nor have they established feedlots or private forage gardens.</p>	<p>>Facilitation of the training on Livestock Care and Management and Livestock Breeding which introduced the cut-and-carry method and private forage garden/feedlot establishment.</p>	<p>>The PO learned new ways of livestock care and management, specifically on livestock breeding and feeding.</p> <p>>The recipients in the cattle dispersal project were convinced of the need to each establish a 2,500square meter feedlot as supplemental source of feeds.</p> <p>>Free napier cuttings were accessed from the DA-LGU in support of the PO livestock project.</p>	<p>>The resource persons were well-versed on the topics.</p> <p>>The training involved PO members who were not recipients of the initial livestock dispersal project since they were interested in learning how to improve their practice on the care and management of livestock.</p>		<p>>Without complete information and orientation, communities perceive that attendance in such training automatically qualifies an individual to be a recipient in the livestock dispersal project.</p>	<p>>The DA-LGU should continuously provide technical assistance (e.g., livestock vaccination, treatment of diseases, artificial insemination) to the PO livestock dispersal project.</p> <p>>The PO should follow up the DA assistance and ensure the delivery of such.</p> <p>>The DENR should encourage livestock recipients to manage well their feedlot even after pilot project withdrawal.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (24/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>5.2 Cross Visit</p> <p>>The PO has limited knowledge and information about any project similar to their CBFM project.</p> <p>>The PO members' experience is limited to the planting of corn, rice and banana.</p>	<p>>Facilitation of cross visits to: Busol Watershed, Baguio Dairy Farm, BSU Anthurium farm, Banila Community Based Cooperative (BCBC) in Dupax del Sur and Malabing Valley, Kasibu.</p>	<p>>Four (4) PO leaders participated in the cross visits to 3 projects (Busol watershed, BSU anthurium farm and dairy farm). They shared their learnings with the other members and have initially applied these learnings in the relevant components of the pilot project.</p> <p>>Fourteen (14) participants attended the cross visit to Banila. They learned that the success of an organization will not only depend on the educational attainment of leader but on the activeness and willingness of these leaders to lead, accompanied by the participation and unity among members.</p> <p>>Twenty (20) participants attended the cross visit to Malabing Valley, Kasibu. A highlight learning point of the cross visit participants was that citrus plantation would not be possible without the protection and maintenance of watershed areas</p>	<p>>The cross visits to areas with successful projects facilitated the exchange of information, experiences and technologies among the hosts and the visitors.</p> <p>>The expertise of the resource persons facilitated the participant's learning process.</p> <p>>The projects in the selected sites were similar to the projects of the visitors. As such, they were able to relate their situation to the experiences in Busol, Dairy Farm, Banila and Malabing Valley.</p>	<p>>The number of participating PO members was limited due to financial limitations.</p>	<p>>Cross farm visits are an effective way of promoting experiential learning; this should complement the input-oriented teaching process between an expert and a target-adopter.</p> <p>> it is easier to mobilize participants for cross visits than for trainings because apart from witnessing actual projects and exchanging learning with other practitioners, they also enjoy visiting other places and meeting other people.</p> <p>>The proper selection of sites is crucial to effective learning. Visits to successful or failed projects will provide learning in effective management strategies and techniques and in the analysis of factors.</p>	<p>>If opportunity and resources permit, the PO leadership should allow other PO members to participate in cross visits; this will also serve as incentive to well performing members.</p> <p>>The PO leaders and the DENR should assist cross visit participants in applying the learning they acquired.</p> <p>>The PO leaders should plan cross visits at relevant stages in project implementation to optimize the learning opportunity.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (1/24)

Name of PO: Nunhabatan Greeners Livelihood Association Inc.

Location: Nunhabatan, Hapid, Lamut, Ifugao

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
1. FINANCIAL CAPABILITY STRENGTHENED						
<p>1.1 Fund Raising</p> <p>>The PO had no specific plans for fund raising.</p>	<p>>Facilitation of the identification of possible fund raising activities of PO through officers meeting such as raffle promo, collection of empty bottles and bingo socials.</p> <p>>Assistance to PO in facilitating the planning session for the raffle promo and bottle collection activities.</p> <p>>Assistance in the presentation of the fund raising plan to the general assembly which approved the raffle promo and collection of empty bottles.</p> <p>>Assistance in the production of raffle tickets and selling strategies.</p> <p>>Facilitation of the identification of a business enterprise (i.e., agricultural inputs trading) within the community action plan</p>	<p>>Half of the members actively participated in the raffle promo activity.</p> <p>>The PO generated a gross income of 6,800 out of a target of 8,000 pesos from the raffle promo .</p> <p>>After deducting expenses, the PO obtained net proceeds of 2,535 pesos from the raffle promo which was added to the fund for the proposed business enterprise.</p> <p>>Although there are targets for bottle collection, there is poor collection by the members.</p> <p>>The plan to conduct bingo socials was rejected by the general assembly.</p> <p>>The PO members directly involved in the pilot project were supportive of the PO fund raising activity.</p>	<p>>The members participated in the raffle promo because it was made clear to them that the purpose of raising funds was to build capital for the PO business enterprise</p> <p>>The PO recognized the raffle promo as an effective fund raising strategy because the president presented a report on the utilization of the gross proceeds (i.e., before deducting expenses).</p> <p>>The raffle promo was relatively successful because each officer was tasked to sell 2 booklets of tickets and each member was tasked to sell 1 booklet of tickets.</p> <p>>The support of barangay and municipal LGU officials as well as the POCB team was solicited in terms of ticket selling.</p>	<p>>Some PO members did not participate in the raffle promo because they were not recipients of the pilot project and thus did not receive wages.</p> <p>>The PO was not able to continuously implement its fund raising plan because the members were preoccupied with POCB trainings/ workshops and other area development activities.</p> <p>>Some members still do not appreciate the importance of PO fund raising because of their absence during meetings where the fund raising plan was presented and discussed.</p> <p>>The collection of empty bottles was not sustained because the members prioritized the raffle promo.</p> <p>>The PO members rejected the bingo socials plan because of a similar experiences which created family problems in the community.</p>	<p>>Effective fund raising activities are those which not only generate income for the PO but also serve as socialization and consolidating activity for the PO.</p> <p>>At a time when the PO will expand its plan, it will need to develop more comprehensive resource mobilization strategies which will generate higher income levels.</p> <p>>Support of PO members in any undertaking is very important to achieve good results.</p>	<p>>The PO officers should continue to properly inform other members of the importance of fund raising to encourage their support and participation in the activity. They should also identify other effective means of disseminating information especially to inactive members.</p> <p>>The PO should sustain and institutionalize fund raising as part of its plan on capital build up. It should also try other potential fund raising strategies.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (2/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>1.2 Collection of Fees</p> <p>>There was no initiative on the part of the PO officers to collect membership fees and dues in spite of collection policies stated in the organization's by-laws.</p>	<p>>Reiteration to the members of their financial obligation (i.e., payment of membership fees and annual dues) to the association</p> <p>>Advise to the treasurer to deduct members' dues from their wages in area development project</p> <p>>Monitoring and reiteration to the PO treasurer on the regular collection of dues by deducting from the wages of members.</p>	<p>>A total of 875 pesos of annual dues was collected from 31 out of the 69 PO members.</p> <p>>A total of 3,450 pesos of membership fees was collected from 69 members at 50 pesos per member. Part of this amount was utilized for the registration of the association and expenses incurred in previous projects including preparatory activities for the JICA pilot project.</p> <p>>The PO treasurer keeps records of the payment of fees and dues by the members.</p> <p>>Fees were immediately collected upon membership of a certain person.</p> <p>>The payment of annual dues from the members is deducted from their wages derived from area development projects.</p>	<p>>The PO officers strictly implemented the policies on the collection of membership fees as provided for in the PO by-laws.</p>	<p>>There is poor collection of annual dues because 1) half of the members are not directly involved in the pilot project and do not receive wages and 2) the members earn small incomes and prioritize other expenses.</p>	<p>>Some members are more interested in receiving the benefits from the project and give less recognition to their responsibilities as members of the PO. Therefore there is the need to orient them on the equal importance of benefits and responsibilities in joining an organization/ association.</p>	<p>>The PO leaders should continue enforcing the policies on fee collection.</p> <p>>The PO leaders should properly explain the purpose and utilization of the membership fees and annual dues in relation to PO sustainability.</p> <p>>The PO should review its policy on membership recruitment and take into consideration the personal commitment and financial capacity of potential members as additional criteria in recruiting members.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (3/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>1.3 Income Generation Previous projects</p> <p>>Funds from income generating projects (sari-sari store, rice mill) were not effectively managed and were unaccounted for by the project in-charge which eventually led to bankruptcy.</p> <p>>Some members had unpaid loans from, the sari-sari store.</p>	<p>>Facilitation of the collection of loans of members and unaccounted funds from the previous persons in-charge of the sari-sari store and rice mill projects.</p>	<p>>The PO officers have partially collected 5,500 pesos from the previous persons in-charge of the 2 projects. The amount was deducted from their labor wages in the area development activities.</p> <p>>Members' loan payments were not collected.</p>	<p>>The previous persons in-charge were able to pay back the unaccounted funds because of the availability of cash income from their labor wages. They were also allowed to pay in kind.</p> <p>>The shortcomings of the members were given due consideration because most of the leaders and members are from the same clan.</p>	<p>>The presence of unaccounted funds and loans were due to the non-formulation of policies.</p> <p>>The members who were not directly involved in the JICA Pilot Project failed to pay their accounts because they did not receive wages.</p>	<p>>Retrieval of past due loans and unpaid balances of PO members could be also done through non-cash or in-kind payment; this could be an effective collection system to be promoted.</p>	<p>>The PO should strictly enforce its financial policies among members and officers.</p> <p>>The PO should strengthen and continue the collection of unpaid balances/outstanding loans of members through cash and non-cash payment.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (4/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Revenues and savings from JICA project</u></p>	<p>>Facilitation of the creation of policy on the utilization of PO funds for Administrative Cost (6% of total project cost)</p> <p>>Facilitation of the creation of other financial management policies to regulate excessive spending of fund and accumulate savings & revenue from JICA project.</p> <p>>Coaching of canvassing and purchasing working groups to generate savings by identifying potential suppliers that provide quality materials/supplies at lower prices.</p> <p>>Technical assistance specifically on financial/fund management and proper bookkeeping system.</p> <p>>Coaching of PO officers on proper implementation of financial policies.</p> <p>>Regular monitoring/checking of PO books of accounts.</p>	<p>>The PO has generated a fund balance of 22,111.51 pesos from the Phase 1 Contract with the JICA Study Team. This amount is deposited in the PO's bank account. (This does not include Phase 2 fund balance). However, this amount is still insufficient to start up the identified PO business.</p> <p>>The PO implemented its policies on fund utilization and appropriate allocation of financial resources.</p> <p>>The PO officers practiced systems to regulate excessive spending and generate savings legally.</p>	<p>>The PO implemented its policies to generate savings because it recognizes the need to maintain funds after project phase-out.</p>	<p>>A part of the savings was utilized in some activities in the area development project because of an under estimation of the cost of materials (e.g., construction of MPB).</p>	<p>>The creation and enforcement of PO financial policies on revenue generation is an effective way to increase the PO's financial assets.</p> <p>>In addition to the enforcement of savings generation policies, the commitment and sincerity of PO officers in complying with said policies will greatly contribute to the generation of savings.</p>	<p>>The PO should formulate a plan for the utilization of the savings generated from the project.</p> <p>>The PO should continue its resource mobilization activities in order to sustain its operations and to increase capital build up.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (5/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Livestock Breeding</u></p> <p>>Some individual PO members have basic knowledge and skills livestock care and management considering that they have their own backyard livestock projects.</p>	<p>>Facilitation in the networking to the LGU Lamut for technical and financial support to the PO livestock dispersal project</p> <p>>Assistance in the conduct of trainings on livestock care and management</p> <p>>Assistance in the facilitation in identifying forage sources with in the community</p> <p>>Facilitation of the formation of the livestock working group composed of a chairman, a vice chairman, a canvassing and purchasing officer and a record keeper.</p>	<p>>Sixty percent (60%) of the total number of members attended a technical skills training on livestock care and management facilitated by the municipal agriculture office.</p> <p>>Identified potential recipients for the livestock dispersal project and some interested members were familiarized with the different forage materials available in the community.</p> <p>>The PO formulated a set of criteria for the selection of the recipients in the dispersal.</p> <p>>There is a shortage of forage materials in the community especially during summer season.</p> <p>>The PO formulated policies on livestock dispersal and management.</p>	<p>>The PO members participated in the training because they assumed that they will automatically be recipients in the dispersal.</p> <p>>The PO leaders observed the strict enforcement of the policy on the selection of the recipients.</p>	<p>>Some PO members were not able to acquire livestock since they were not able to meet the requirements stated in the policy and since the funds for the livestock project were limited.</p>	<p>>Before the commencement of any PO project, feasibility studies should be undertaken regarding the project's adaptability and profitability.</p> <p>>Without complete information and orientation, communities perceive that attendance in a livestock management training automatically qualifies an individual to be a recipient in the livestock dispersal project.</p>	<p>>The PO and DENR should access additional technical and logistical support for livestock production.</p> <p>>The PO, through the working group, should diligently keep progress records on the livestock dispersal, breeding and production.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (6/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
	<p>>Facilitation of the formulation of livestock dispersal policies (e.g., criteria for the selection of recipients, terms and conditions, benefit sharing). These also included guidelines on fattening, breeding, bull management and forage demonstration garden.</p> <p>>Facilitation of the request for a private individual (General Paredes) to provide a bull for breeding purposes.</p>	<p>>The PO requested the Municipal Agriculture Office of Lamut to conduct regular supervision and monitoring and to provide financial assistance and inputs (e.g., medicines and vitamins).</p> <p>>The PO solicited from a private individual (Gen. Paredes) the breeding services of 1 cattle (bull).</p> <p>>The recipients has constructed individual cattle sheds</p> <p>>The recipients has established 2,500 square meter forage garden planted with different high nutrient content forages.</p> <p>>The PO has established 2,500 square meter demonstration forage garden.</p>				

Attachment C: PO Assesment (May 2002 - July 2003) (7/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
1.4 Regular Accounting and Financial Monitoring	<ul style="list-style-type: none"> >Assistance to the PO treasurer and bookkeeper in preparing and finalizing monthly financial reports >Identification and actual coaching of second line bookkeeper in preparing financial reports >Coaching of the treasurer and second line bookkeeper in the actual recording of financial transactions and in preparing financial reports. 	<ul style="list-style-type: none"> >The PO Regular accounting and financial recording under the JICA first contract was properly and regularly submitted by the PO to POCB. >For phase two (2) of the JICA pilot project, the PO regular accounting and financial recording was prepared by the PO president and the treasurer because of the absence of the bookkeeper. >The PO has identified a member and provided basic skills on how to keep financial record and prepare financial report through actual coaching. >The training on bookkeeping and financial management to the PO officers equipped even the president with simple financial reporting skills. 	<ul style="list-style-type: none"> >Financial accounting and monitoring in phase 2 continued from the status of the financial accounting systems in phase 1. >In phase 1 of the pilot project, the PO financial record was in place because the bookkeeper is an accountancy graduate. 	<ul style="list-style-type: none"> >The delayed coaching of the bookkeeper by the POCB delayed the preparation of the financial report. 	<ul style="list-style-type: none"> >There should be a clear delineation of financial management tasks and functions among the president, treasurer and bookkeeper. 	<ul style="list-style-type: none"> >The PO should access the assistance of an accountant or financial management expert in coaching and further training the president, treasurer and bookkeeper. >The PO should include in its organizational plan the identification and capacitating of second line treasurer and bookkeeper from among the PO members.

Attachment C: PO Assesment (May 2002 - July 2003) (8/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>1.5 Business Development and Planning</p> <p>>The PO has no specific plan for an enterprise.</p>	<p>>Facilitation in the development of a business plan.</p> <p>>Conduct of surveys and interviews in the community to determine the farm input requirements of farmers. The information will form the basis for a business plan on the sale of agricultural inputs.</p> <p>>The president presented the draft business plans to the PO members in a meeting.</p>	<p>>The PO has identified 4 micro-enterprises (marketing and trading of fruits and vegetables, agricultural supply enterprise, cattle breeding and goat raising).</p> <p>>Business plans were created for 2 enterprises (agricultural inputs sale and trading and marketing of fruits and vegetables).</p> <p>>Other than cattle breeding, the PO has no technical training on livelihood project management.</p> <p>>The PO has insufficient enterprise management experience.</p>	<p>>The PO identified 4 enterprises to undertake since these are venues for generating income as well as for consolidating the PO members.</p> <p>>The PO members were committed to the project on the sale of agricultural inputs since it will be beneficial to them and to the community in terms of 1) income generation and 2) the convenience of a local source of agricultural inputs.</p>	<p>>Some PO and community members are not confident that the PO could properly manage its proposed projects because of unfavorable experiences in 1) the management of previous PO enterprises and 2) loaning from the LBP.</p>	<p>>The inputs and insights of key members should be solicited by the PO leaders in preparing for business development and planning. This should be followed up by participatory business planning sessions.</p>	<p>>The PO should identify more innovative projects and alternative sources of funds.</p> <p>>The PO should undergo more social preparation, e.g., an orientation on social enterprise and entrepreneurship development.</p> <p>>PO to strengthen its linking and networking to agencies to access funding and managerial trainings on enterprise management.</p> <p>>There should be a training package which respond to preparation of PO with managerial skills and proper attitude on enterprise management.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (9/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
1.6 Internal Audit >The PO has an internal auditor but has not yet experienced the conduct of a financial audit.	>Facilitation of preparatory activities for the internal audit >Facilitation of the conduct of PO internal audit for phase one . >Explanation on the purpose & importance of the internal audit processes. >Facilitation of the feed backing of audit results during the general assembly.	>The PO leaders presented an accounting of the savings generated from the Pilot project. >The PO auditor learned the procedures in auditing. >The audit activity has enhanced the knowledge of PO officers about financial management systems.	>The PO officers recognized the value of conducting an internal audit. >The PO treasurer and bookkeeper were diligent in preparing the PO financial records and supporting documents.	>The PO president and some officers were not fully open and prepared for the audit. They considered the audit activity as a means to point out their faults and weaknesses as PO executives and lead project implementers.	>The openness and positive attitude of PO leaders facilitate the conduct of an internal audit. >The PO leaders and members should be made to understand that auditing is one way of developing more efficient and effective financial management.	>The PO should regularly practice internal auditing to achieve organizational purposes and to develop healthy attitudes among leaders and members. >The PO should access external auditors to provide coaching, mentoring and consultancy services.
2. ORGANIZATIONAL STRUCTURE IMPROVED						
2.1 Re-establishment of By-Laws >Members are inactive and few leaders represented the organization.	>Facilitation in the review and amendments of by laws. >Facilitation in the socialization of the by-laws in meetings and general assemblies. >Facilitation in the formulation of policies and	>The PO has a new organizational structure, with complete sets of officers, committees and working groups. >The PO has reformulated its by-laws based on existing PO condition and needs. >The PO sustained regular	>The changes and improvements in the organization's by-laws were made to suit the current needs of the PO as well as the requirements of the project.	>The low participation and comprehension of most members in the formulation of the by-laws was affected by low educational attainment levels.	>The formation of a working group for each project component ensures that specific individuals know their responsibilities and that project tasks and outputs are accomplished. Working groups are also a venue for members to	>The PO should conduct a regular (e.g., annual) review and updating of its by-laws and policies and inform the DOLE and other concerned regulatory agencies of the changes. In this process, it should ensure that the

Attachment C: PO Assesment (May 2002 - July 2003) (10/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>>The organizational by-laws, patterned after the DOLE pro-forma registration, are not known to the general membership.</p> <p>>Committees that were formed based on the by-laws have not been active since their formation.</p>	<p>mechanisms on benefit sharing, members' responsibilities and penalties.</p> <p>>Facilitation in the formulation of the PO operations manuals for the pilot project implementation.</p> <p>>Facilitation in the formation of working groups to complement JICA pilot project implementation specifically the area development component and livestock breeding.</p>	<p>>All policies were approved by the GA.</p> <p>>The PO members who were not direct project beneficiaries were not fully informed of the PO structure, by-laws and policies/mechanisms.</p>			<p>develop their knowledge and skills.</p>	<p>general membership participates and has full knowledge of the changes.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (11/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>2.2 Creation and Socialization of PO Policies</p> <p>>The PO did not observe the proper policies and procedures in financial recording and bookkeeping as manifested by the lack of books of accounts. Transactions such as records of payment collections were just written on pieces of paper.</p> <p>>The organization had a poor financial position because it only had the collectibles as its assets and did not perform any financial mobilization activity.</p>	<p>>Facilitation of the training on Bookkeeping and Financial Management.</p> <p>>Facilitation in the creation of standard financial management policies and procedures.</p> <p>>Identification and coaching of second line bookkeepers.</p> <p>>Facilitation in the conduct of the PO financial management workshop.</p>	<p>>The PO leaders observe appropriate financial systems with clear task delineations (e.g., cash advance requests, approval, disbursement and recording.</p> <p>>Financial transactions are recorded monthly and financial reports are also made monthly.</p> <p>>The PO leaders make a presentation of the financial status during meetings and assemblies.</p> <p>>The PO financial records are made available to members for their inspection and validation at anytime.</p>	<p>>The PO bookkeeper is an accounting graduate and is knowledgeable in bookkeeping and accounting.</p> <p>>Findings generated during the PO Internal Audit in Phase 1 served as relevant inputs in the creation of PO standard financial policies implemented in Phase 2.</p>	<p>>Because the bookkeeper is an accountancy graduate, the PO leaders deferred the identification and development of a second liner especially during the early stage of the pilot project.</p> <p>>Some qualified PO members are hesitant to take on the responsibility of bookkeeping because of the lack of skills and limited cash incentives.</p>	<p>>Identifying and developing second line bookkeepers as a ready replacement in the absence of the official bookkeeper should be undertaken at the early stages to allow sufficient time for training and coaching/mentoring.</p>	<p>>Sustain teaching and coaching strategies as tool in developing the managerial capability of leaders.</p> <p>>The PO should identify second line bookkeepers & finance management staff who should be tasked to train and mentor their second liners.</p> <p>>The PO should conduct a regular (e.g., annual) review and updating of its financial policies. In this process, it should ensure that the general membership participates and has full knowledge of the changes.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (12/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
2.3 Establishment of working groups >The PO did not practice the formation of working groups.	>Assistance in the review of the PO organizational structure >Assistance in forming 8 working groups and identifying the members based on the compatibility of the individuals' skills and experience to the work as required in the project.	>The formed working group facilitated the completion of projects under JICA Pilot Project >The roles and responsibilities of each working group were discussed and made clear to the members during meetings. >About 35% of the members of the working groups were not able to perform their tasks because their roles in the area development work were not clear to them.	>The formation of working groups ensured that there were members who were accountable to produce the target outputs and report these to the general assembly. >The minimal honoraria given to the working groups served as incentives for performing the tasks assigned to them.	>Despite the incentives given to the working groups and officers, there were still limitations in their capacity to perform area development tasks since they needed to prioritize their family economic activities.	>The incentive scheme practiced in the project needs to be clearly explained to the PO members in the frame of counterpart contribution and partnership building. However, such scheme needs to also consider 1) the varying levels in the economic status of the participating workers and 2) the traditional/indigenous means of cooperation that may be enhanced for community development projects.	>The PO leaders should build the capability of the working groups for participatory project monitoring and evaluation. >For future projects, the PO should innovate other means of providing incentives to its members.

Attachment C: PO Assessment (May 2002 - July 2003) (13/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>2.4 Advocacy</p> <p>>There has been no proactive advocacy work done by the PO related to environmental protection.</p>	<p>>Facilitation in the conduct of Forestry Law orientation to the barangay councils and PO officers as input in the drafting of barangay ordinances.</p> <p>>Facilitation in formulating the barangay ordinance related to environmental protection.</p> <p>>Facilitation of the dissemination of information on the contents of the barangay ordinance through cluster sitio community meetings.</p>	<p>>The barangay LGU adopted national forestry laws particularly on controlled kaingin, protection of second growth forest, protection of reforestation sites from stray animals and forest fire prevention. These formed the basis for creating the forestland management ordinance.</p> <p>>Information on the contents of the ordinance was disseminated to the residents in Sitios Nunhabatan, Mawanini, Landing and Mangandingay through community meetings.</p> <p>>Copies of the ordinance were furnished to the municipal LGU of Lamut for information purposes.</p>	<p>>The support of the barangay council was instrumental in the formalizing the PO's advocacy of protecting the CBFM project. In turn, the PO recognized the critical role of the barangay council in policy making and enforcement.</p> <p>>Another factor in the PO's commitment to protect its CBFM project is the common desire to prevent forest fires as this may affect their own kaingins/gardens.</p>	<p>>The DENR has no regular program to support the information campaign on environmental laws among the local communities.</p>	<p>>Even with minimal experience in environmental advocacy work and lobbying, an organization may effect favorable local ordinances and legislations if the key LGU officials have a basic understanding and appreciation of environmental protection.</p> <p>>It is an inherent role of a community organization to perform advocacy work among its members, the larger community and the LGU.</p>	<p>>The DENR should coordinate especially with environmental and legal rights advocacy NGOs/institutions for the conduct of paralegal training on forest protection.</p> <p>>The DENR should lead the coordination among the PNP, LGU, PO and other government agencies in the enforcement of the forestland management ordinances/laws.</p> <p>>The PO should continue and expand its advocacy work to other barangays and organizations. Linking with the officers/leaders of other POs will be an effective first step.</p>
3. MANAGERIAL CAPABILITY DEVELOPED						

Attachment C: PO Assessment (May 2002 - July 2003) (14/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>3.1 Managerial Training <u>Basic Leadership Training</u></p> <p>>PO leadership Was concentrated to A few educated people belonging to a clan.</p> <p>>The leadership style was authoritarian and majority of the members did not have a stake in planning and decision-making processes.</p> <p>>There was limited understanding of the roles and functions of leaders and members in the organization.</p>	<p>>Facilitation of training on Basic Leadership with topics on the roles and functions of members and leaders.</p> <p>>Facilitation of the conduct of PO Team Building exercises.</p> <p>>Coaching/mentoring of PO Officers/BODs.</p>	<p>>While the holding of key positions in the organization are dictated by educational level and kinship, the general assembly elected the leaders and depended on them to run the affairs of the organization.</p> <p>>The leadership style has shifted from authoritarian to a more democratic style where activities and plans are presented to the members during meetings for discussion, deliberation and consensus building.</p> <p>>Some members were elected or appointed to key positions in the organization as BOD or working group leader as a strategy to develop more leaders.</p> <p>>After the training, the leaders became more confident in organizational management.</p>	<p>>The key leaders kept an open mind in effecting changes in their leadership styles. This enhanced leader-member relationships & improved PO management & operations.</p>	<p>>Reaching out to other members for the promotion of the organization's purpose and for increasing members' involvement was given less priority especially as project activities intensified.</p> <p>>Despite the perceived changes in leadership, some members who are potential leaders still lack the confidence to take on more responsibilities in the organization, owing to their low level of educational attainment.</p>	<p>>Formal leadership development trainings should be complemented by informal means (e.g., mentoring leaders and second liners, discussions about national issues). This requires that external development agents/catalysts have a comprehensive view of leadership development within the framework of community empowerment and sustainable development.</p>	<p>>The PO leaders should continues the identification and development of second liners through coaching and mentoring.</p> <p>>The PO leaders should employ more personal and community-oriented approaches (e.g., house and farm visits, participation in religious gatherings and barangay fiestas) in motivating members to become active in PO meetings, planning exercises and activities.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (15/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Pre Membership Education and Cooperative Management Training</u></p> <p>>The PO has limited knowledge/information about forming and running a cooperative.</p>	<p>>Facilitation of the training on Pre-Membership education and cooperative management.</p>	<p>>Training participants acquired knowledge on the following: the nature of a cooperative; history of cooperativism; principles; purpose and legality; roles, duties and responsibilities of member/officers, general assembly, BOD, management and staff; obligations and benefits of each coop member.</p> <p>>The capital sharing requirement of a cooperative dampened the interest of some members in forming a cooperative due to their inability to pay capital shares.</p>	<p>>The participants became more interested to form a coop because of the promise of benefits and privileges as well as functions.</p>	<p>>Some members have not yet regained their total trust in the PO leaders. This affects the formation of a cooperative where substantial amounts of money will be involved.</p> <p>>The existing cooperative in nearby Bgy. Hapid may pose some issues in membership recruitment and area coverage.</p>	<p>>An orientation and training on cooperatives need to be followed up with more value forming sessions and cooperative management skills trainings.</p> <p>>An organization should ideally be socially and financially prepared before transforming itself into a cooperative.</p>	<p>>The interest of the PO members regarding cooperative formation should be sustained through informal discussions and obtaining stories of successful local coops.</p> <p>>The PO leaders should initiate linking and seek the assistance of the CDA and the DAR in the formation of a cooperative. Validation should also be made regarding area coverage and membership issues in relation to the presence of a coop in Hapid.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (16/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>PO Monitoring and Evaluation Training</u></p> <p>>The PO has limited experience and skills in project monitoring.</p> <p>>Project monitoring activities were usually conducted by external project implementers.</p> <p>>Leaders and most members have limited appreciation on monitoring and documentation activities.</p> <p>>The PO, specifically the leaders, does not have skills in developing M&E indicators and tools.</p>	<p>>Facilitation of the training on PO Monitoring and Evaluation.</p> <p>>Technical assistance in monitoring PO projects.</p> <p>>Coaching of PO officers/working group leaders in filling up the monitoring forms used in the JICA pilot project.</p>	<p>>The PO officers and working group leaders learned to appreciate their current activities in monitoring JICA projects.</p> <p>>The PO leaders realized the need to establish a PO-based monitoring and evaluation system in order for them to monitor the processes and progress of their projects.</p> <p>>The PO formed and assigned a M&E working group to take the lead in monitoring the status of project implementation.</p>	<p>>The training gave the participants the experience of drafting and filling out M&E forms.</p>	<p>>The participants experienced some difficulty in identifying M&E indicators.</p>	<p>>A formal M&E training should provide the framework, purpose and key principles and strategies. Learning appropriate M&E practices can be more effectively achieved through actual conduct.</p>	<p>>The DENR should ensure that the PO implements M&E activities for project implementation as well as for organizational development. It needs to provide guidance and coaching inputs especially to PO leaders in the actual conduct of M&E activities.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (17/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Environmental Education and Value Formation Training</u></p> <p>>The PO has a level of knowledge on the causes and effects of forest destruction but lacks motivation to conserve the environment.</p>	<p>>Facilitation of the training on Environmental Education and Value Formation.</p>	<p>>The PO realized that there is a need to conserve the remaining forest resources and observe sustainable resource utilization. Thus, majority of the members signed the pledge of commitment relative to forest resource conservation. Signing the pledge of commitment became an issue for other participants who are allegedly involved in timber poaching because of the threat of being restricted from obtaining benefits from the trees planted.</p>	<p>>Use of video showing was an effective tool in environmental education.</p> <p>>A workshop that discussed the actual history of environmental degradation and its effects on the lives of community members helped make the topic understandable.</p>	<p>>There was poor mobilization of training participants. PO members tended to prioritize their daily economic activities to support daily family needs.</p>	<p>>Environmental education should not be only limited to adult participants but also to the youth sector who would be the future managers of the CBFM area.</p>	<p>>The PO should continue its environmental education campaign through various means to reach out to other PO and community members.</p>
<p>3.2 Monitoring and Evaluation</p> <p>>The PO has no definite monitoring system for their area development projects.</p>	<p>>Assistance in the facilitation and explanation of the contents of the monitoring forms provided by the pilot project.</p> <p>>Monitoring of the progress of the different projects of PO under pilot project.</p>	<p>>The project working groups performed M&E tasks in the implementation of the area development work</p> <p>>The PO took care to comply with the project terms of reference through diligent monitoring although some technical specifications required by JICA were not strictly followed.</p> <p>>The PO was able to respond to problems encountered during project implementation.</p>	<p>>The project technical specifications guided the M&E tasks of the working groups.</p>	<p>>Particularly for the area development/plantation establishment working group, confusion was encountered in accomplishing the required monitoring forms because of highly technical skills required.</p>	<p>>For a project that is technical in nature, the PO should be closely assisted in the performance of its M&E work.</p>	<p>>The DENR should assist the PO in monitoring and evaluating the progress of project implementation and recommend possible improvements and interventions.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (18/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>3.3 Strategic Planning</p> <p>>The PO has an existing CRMF but the contents are not known to the members.</p> <p>>The CRMF was formulated with minimal PO participation.</p>	<p>>Facilitation of the review of the CRMF document.</p> <p>>Facilitation of the conduct of Strategic Planning Workshop with members' participation.</p> <p>>Facilitation of the approval and adoption process of PO strategic plan results</p> <p>>Facilitation of the creation of community maps.</p>	<p>>The PO members participated in the formulation of the strategic plan using the land use diagram as a tool in producing appropriate land use strategies.</p> <p>>The PO acquired knowledge and skills in creating community resource and land use maps.</p> <p>>Activity plans for each strategy were formulated by the PO as basis for future implementation.</p> <p>>The PO became aware of the existence of the CRMF and its contents.</p> <p>>Forest occupants from Mawanini also participated in the development of strategic plan. This was meant to minimize the impression that they will not be fully involved in the implementation of the strategic plan.</p>	<p>>Local knowledge and information facilitated the creation of community maps.</p> <p>>The land use diagram and reference maps provided by the JICA Study Team served as learning tools for the PO in understanding their community.</p>	<p>>Conflicting land uses between the existing and the proposed land use is widely observed.</p>	<p>>The participation of the PO and the forest occupants in planning will minimize any conflicts that may arise from differences in understanding and approaches in the implementation of strategic plan.</p>	<p>>The PO should continuously involve forest occupants and reach out to those who were not able to participate in planning activities by pursuing an information campaign on the strategic plan. Sitio-based consultation meetings in coordination with the barangay LGU may be employed towards this objective.</p> <p>>The DENR should assist the PO in project development and project proposal writing that may be submitted to different agencies for the implementation of portions of the strategic plan.</p>
4. PARTICIPATION AND NETWORKING ENHANCED						

Attachment C: PO Assessment (May 2002 - July 2003) (19/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>4.1 Master listing of forest occupants</p> <p>>Forest occupants were not identified for recruitment to the organization.</p> <p>>The PO had 56 members prior to the JICA pilot project.</p>	<p>>Facilitation on the conduct of master listing of forest occupants.</p> <p>>Validation of master list through meetings and consultations.</p>	<p>>A master list of 71 forest occupants was created and validated. Out of this number, 51 are from Nunhabatan and 20 are from Mawanini. Out 51 forest occupants from Nunhabatan, 30 are PO members that are direct beneficiaries of the JICA pilot project.</p>	<p>>The presentation of the local environmental ordinances served as entry point in identifying forest occupants from Mawanini.</p> <p>>The assistance of sector kagawads was instrumental in mobilizing and enjoining their constituents to enter their names in the master list of forest occupants.</p> <p>>Forest occupants from Mawanini are aware that their lands they occupy are within the CBFM area.</p>	<p>>Some forest occupants are not aware of the CBFM boundary and thus are unaware that the lands they occupy are within CBFM area.</p> <p>>The delayed completion of the master list affected PO member recruitment.</p>	<p>>Master listing of forest occupants should be based on the community resource maps that should also include social maps showing the households, household members, relationships and groupings in the target area. Recruitment will then be based on complete information.</p> <p>>Forest occupants should be involved during the ground survey of the CBFM area.</p>	<p>>The DENR and PO should jointly continue the updating of the master list of forest occupants to ensure that they are part of CBFM decision making, be they members of the PO or not.</p>
<p>4.2 Membership recruitment</p> <p>> of members did not have the benefit of the information from a master list since no master list was ever prepared.</p>	<p>>Recruitment and expansion of members from among the CBFM occupants.</p>	<p>>Nine (9) new members were recruited, 5 from Nunhabatan and 4 from Mawanini. The present total number of member is 69.</p> <p>>The PO based the identification of potential members for recruitment from the master list.</p>	<p>>The attendance of forest occupants during the CBFMA orientation sessions was a positive factor in facilitating recruitment activities.</p>	<p>>The motivation of some forest occupants in joining the PO was dependent on the project and the benefits they can avail.</p> <p>>The PO leaders did not have enough time to recruit members since they were preoccupied with 1) the completion of the Contract with the JICA Study Team and 2) attendance in POCB activities and trainings.</p>	<p>>The initial motivation of forest occupants for membership in the PO is the perceived benefits they will receive. This should be translated to adherence to PO goals, objectives and plans.</p>	<p>>The PO should continue to target the forest occupants for recruitment.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (20/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
4.3 Meetings and general assemblies >Meetings and general assemblies were conducted prior to the JICA pilot project but not regularly. Most members were inactive. There was no documentation of the minutes of PO meetings.	>Assistance in the enforcement of PO by-laws particularly in regularizing meetings & assemblies. >Facilitation in the conduct of PO meetings and special general assemblies. >Coaching of leaders in facilitating meetings and preparing agenda for meetings >Coaching of PO secretary in documenting the minutes of meetings.	>Regular PO internal meetings were done every month with the agenda including monthly activities in area development and PO organizational concerns. >Special/emergency meetings for officers were also held as the need arose. >Special general assemblies were also convened for matters needing the approval of the GA. >The meetings served as venues to present and discuss plans and activities and financial status, solve or settle PO conflicts/problems, create policies, and present draft policies for the approval of the members. >Minutes of meetings are documented and filed by the PO secretary. >The PO President and working group leaders learned to facilitate meetings properly with minimal guidance.	>Information on the schedule and agenda of meetings were announced during church gatherings (Saturdays and Sundays) or posted in strategic places in the community such as the storage building, PO multi purpose building stores and waiting sheds. >The quorum during meetings was met. >Forest occupants from Mawanini participated in some meetings/assemblies despite the long walking distance.	>The scheduled office site training workshop on documentation for PO secretaries did not push through due to time constraints. >Some participants during meetings/assemblies were still hesitant to speak out, thus the leaders dominated the discussion and decision making. >The PO secretary still has insufficient skills in documenting meetings. >Meetings do not start on time since participants arrive late.	>The conduct of regular meetings facilitates the consolidation and strengthening of the PO. >The regular attendance of PO members and meeting of quorum during meetings are indicators of members' commitment and interest in the association.	>The PO should sustain its regular meetings so that attending meetings on time becomes a habit and socialization activity for the leaders and members and for the community in general. >The PO secretary should be coached and given formal training on proper documentation. >The DENR can explore the possibility of integrating an adult literacy program within the CBFM program.

Attachment C: PO Assessment (May 2002 - July 2003) (21/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
4.4 Linking and networking >The PO has a level of capacity to perform linkages/networking. However, NGLAI does not have any definite thrust for linking & networking.	>Assistance to the PO in its networking activity with the DA-LGU of Lamut, CECAP and other private individuals and agencies. >Facilitation in the formulation of the strategic plan where networking is integrated. >The BOD was tasked to take the lead in the networking activities of the PO. >Regular reiteration of the importance of networking to access external assistance and support.	>The PO leaders have an improved level of capacity in networking and building linkage building. >The PO performed needs analysis and identified possible external support from agencies (e.g., DAR). >The support of the barangay council was solicited in the creation of the barangay ordinance on forest management to protect the CBFM area. >The PO was able to get the commitment and support of the DA-LGU and a private individual (Gen. Paredes) for their cattle breeding/fattening project. >The PO was also able to access office tables, filing cabinet and weighing scale from the CECAP.	>The Chief Executive of the Lamut LGU is very supportive of PO projects. >The interest of Gen. Paredes to upgrade cattle breeds in the locality motivated him to lend his bull to the PO.	>Only few leaders have the capability in writing resolutions, PO requests and project proposals. >The rigid requirements of government and funding agencies on project proposals and PO resolutions does not motivate the PO to pursue networking and linking. >The PO has a negative notion that their networking efforts would not likely produce tangible results.	>PO networking is pro-active, i.e., anchored on the PO's immediate needs. >Despite constraints and limitations, the PO has learned to appreciate networking as a resource accessing strategy.	>The DENR should consider endorsing PO requests, resolutions and project proposals to target agencies to increase chances of approval.

Attachment C: PO Assessment (May 2002 - July 2003) (22/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
5. TECHNICAL CAPABILITY DEVELOPED						
<p>5.1 Technical Trainings <u>Fire fighting and prevention training</u></p> <p>>The PO members are aware that forest fires are likely to occur during summer. However, both leaders and members do not undertake any actions to control or stop the possibility of fire.</p>	<p>>Facilitation of the training on fire fighting and prevention.</p> <p>>Assistance in the formation of the fire fighting crew.</p> <p>>Monitoring and constant reiteration of the responsibilities of the fire fighting group.</p>	<p>>The PO has organized a fire protection crew and appointed a fire boss and members to be primarily in charge of fire suppression.</p> <p>>The PO training participants acquired basic skills in forest fire suppression which they could apply during fire occurrences.</p> <p>>Patrol work for 3 months during the summer season has already been scheduled.</p> <p>>The fire patrol group was able to immediately respond to a fire that occurred near the agroforestry site without destruction to the project.</p> <p>>Forest occupants who are PO members became more careful in setting and controlling fires.</p> <p>>Despite the training on fire fighting and prevention and the existence of forestland management policy, there are still PO members/forest occupants who do not practice controlled burning.</p>	<p>>The need to protect the agroforestry project under the JICA project motivated the individual members to support the creation of a fire fighting crew.</p> <p>>Fire protection is included as a responsibility of the individual agroforestry caretakers as stipulated in the PO policies and the MOA on the agroforestry project that was awarded to them.</p> <p>>There is a continuous campaign on controlled burning during formal and informal group meetings.</p>	<p>>Information dissemination on the forestland management policy has not reached other forest occupants.</p> <p>>Not all forest occupants underwent the training on forest fire prevention.</p>	<p>>Following are some important considerations in reducing or controlling the occurrence of forest fires: 1) the cooperation and discipline of forest occupants, 2) massive campaign on controlled burning and on the forestland management ordinance and 3) creation of functional forest fire control teams.</p>	<p>>The PO leaders should closely guide and coach the new fire boss. Their tasks should be properly coordinated with the work of the existing forest brigade.</p> <p>>The fire fighting group should regularize its work especially during prolonged dry seasons.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (23/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Silvo-pasture technology training</u></p> <p>>The concept of silvo-pasture technology was not known and introduced to community members.</p>	<p>>Facilitation of the training on silvo-pasture technology.</p> <p>>Technical assistance in the establishment of silvo-pasture demonstration farm.</p> <p>>Proper explanation on the purpose of silvo-pasture demonstration farm as seed bank for forage plants and for replication purposes.</p>	<p>>Leaders and members who failed to attend the lecture part of the training took the opportunity to learn the technology during the establishment phase of the demonstration farm.</p> <p>>Majority of the members who witnessed the farm establishment have acquired basic knowledge on silvo-pasture technology.</p> <p>>The demonstration farm is currently managed by the landowner.</p> <p>>The participants applied their acquired skills in silvo-pasture in the establishment of individual feedlots for cattle.</p> <p>>The model feedlot/forage garden was established behind the PO building. Policies on garden management and future use were agreed upon.</p> <p>>PO understood the purpose of silvo-pasture demo farm.</p>	<p>>The expertise of the resource person facilitated the participants' learning process.</p> <p>>Presence of technical specifications provided by PPMO/JICA Study Team</p> <p>>Financial assistance provided by JICA Study Team in feedlot establishments.</p> <p>>Availability of planting materials in the locality.</p> <p>> No replication of the technology from people who have no support from JICA project</p>	<p>>Some PO members experienced difficulty in land preparation during the establishment of individual feedlots. Establishment was also delayed to wait for the rains to come.</p> <p>>The technology was newly introduced to the community thus there was difficulty in the replication.</p>	<p>>Social acceptability of any technology is important to encourage community members to adopt and replicate.</p> <p>> The introduction of new technology coupled with the provision of livestock was an effective means of technology promotion.</p>	<p>>Silvo Pasture demonstration farm should be sustained by PO as show window for the community and nearby barangays</p> <p>>Continue technology promotion to include adjacent barangays.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (24/24)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of February 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p><u>Livestock care and management training</u></p> <p>>The PO has limited technical knowledge on cattle breeding and fattening</p>	<p>>Facilitation in feeding plan formulation.</p> <p>>Assistance in forage area validation.</p> <p>>Facilitation of the training on Livestock Care and Management.</p> <p>>Facilitation of the formulation of the livestock dispersal contract and policies.</p> <p>>Facilitation in the creation of the livestock working group.</p>	<p>>The participants gained improved technical know-how on livestock feeding, breeding and care and management of cattle. They also learned the types of forages that are available in the community.</p> <p>>The PO drafted a feeding plan for cattle production and breeding.</p> <p>>The livestock dispersal contract and policies were created and enforced.</p> <p>>The livestock working group was formed with defined roles and functions.</p>	<p>>DA-livestock technician exhibited a high level of expertise in cattle production.</p>	<p>>The cattle fattening scheme was less preferred by PO members.</p> <p>>Cattle breeding would not provide immediate revenues to PO.</p> <p>>The sustainability of the PO livestock breeding production is uncertain after the JICA Pilot Project.</p>	<p>>Without support to and social acceptability of the proposed PO projects, failure in management is likely to occur. This requires consensus building and proper consultation.</p> <p>>Participants are more interested to participate in trainings with perceived tangible benefits (e.g., cattle).</p>	<p>>The DENR should assist the PO in linking with the DA-Municipal Agriculture Office to ensure the continued provision of technical inputs for the livestock breeding project.</p> <p>>The PO leaders should ensure the strict enforcement of the livestock dispersal contract and the observance of relevant policies.</p>
<p><u>5.2 Cross Visit To Busol Watershed Project, Baguio City</u></p> <p>>The PO has limited knowledge/information/functional strategies on watershed management.</p>	<p>>Facilitation of the PO field trip to Busol Watershed in Baguio City.</p>	<p>>The PO participants were exposed to different places and organizations with successful histories on project management.</p> <p>>The PO participants would like to adopt and replicate the innovative strategies and practices they learned from the 3 projects they visited, e.g., involvement of school pupils in the rehabilitation and protection of CBFMA by means of adopting certain area within the CBFM as their "muyong" (forest area).</p>	<p>>The expertise of the resource speaker facilitated the participants' learning process.</p> <p>>Coordination with the different agencies and organizations that were visited was effective.</p> <p>>Participants enjoyed the cross visit and had the opportunity to establish working relationships with other CBFM PO participants.</p>	<p>>The delay in the schedule of the PO Cross visits did not provide the PO with adequate time to process and apply their learning in the JICA Pilot Project implementation phase.</p>	<p>>It is easier to mobilize participants for cross visits/field trips than PO trainings.</p> <p>>Participants learn and enjoy more from attending field trips/cross visits than from formal training.</p> <p>>Field trips/cross visits are an effective way of acquiring relevant information to improve the project management skills of the PO.</p> <p>>The proper selection of appropriate venues for PO cross visits is crucial and should be based on a criteria that may include the PO's current project and training needs.</p>	<p>>Follow up the plan generated by PO during the field trip. Help PO formulate suitable strategies for the sustainable management of their projects.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (1/19)

Name of PO: Macate Watershed Economic & Development MPC I

Location: Barangay Macate, Diffun, Quirino

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
PO REORGANIZED FOR CBFMP						
1.1 CBFM Orientation and Campaign to LGU >LGUs and other agencies operating in the area were not fully aware of the CBFMP as well as their role in CBFMP implementation.	>Facilitation of CBFMP orientation/campaigns with LGUs and other agencies. >Invitation of LGUs and other line agencies during POCB trainings and meetings.	>Nineteen (19) representatives from LGUs/agencies attended the orientation, understood the CBFMP concept and were familiarized with the JICA master plan. Their roles and responsibilities as stakeholders were clearly defined. >LGUs extended technical support as resource person in trainings and facilitators during the CRMF formulation. They also prepared the endorsement paper for CBFMA acquisition. >Participating LGUs/agencies expressed commitment and support to the CBFMP in terms of technical expertise required by the program.	>There was close coordination among the POCB staff, the PPMO-COSU and LGU partners. >The municipal and provincial LGUs and agencies such as the PNREO, MPDO, MAO and PCAO actively participated and attended the major activities in the area related to CBFM acquisition.	>The level of support and assistance of the LGUs and agencies is still limited to technical (e.g., preparation of endorsement paper for CBFM acquisition, facilitation of the CRMF, CBFMA awarding and as resource person for the cooperative management training). There are as yet no financial commitments. Most of the time they are observers during meetings and other activities such as the PO assessment, PRA, review and reformulation of by-laws and policies and CBFM orientation/campaign at the community level. >The PPMO methodology in the conducting of the CBFM orientation was limited to input and discussion with limited visual aids.	>The involvement of the LGUs and agencies will ensure that their programs will complement and support the CBFM implementation. >The use of pictures, video documentation and other campaign materials should be considered in the CBFM orientation sessions and campaigns.	>The DENR should conduct a comprehensive CBFM orientation to the barangay, municipal and provincial LGUs and provide them materials for reference. >The formation and strengthening of local watershed management councils should be considered by the DENR and the LGUs to oversee and ensure proper coordination among the different LGUs and agencies during CBFMP implementation.

Attachment C: PO Assessment (May 2002 - July 2003) (2/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>1.2. CBFM Area Identification and Delineation</p> <p>>The coop has insufficient knowledge on CBFMP application.</p> <p>>The coop did not have documents necessary for CBFM acquisition.</p> <p>>The coop has very little funds for expenses in the processing of the CBFMA application.</p> <p>>Adjacent barangays were not aware about the overlapping boundaries.</p>	<p>>Assistance in the identification, survey and delineation of potential CBFM areas such as scheduling and conduct of consultation meetings, formation of working groups for the conduct of the survey by the PPMO.</p> <p>>Coordination and scheduling of the execution of the survey.</p> <p>>Arrangement and scheduling of consultation meetings between and among the adjacent barangays of Ifugao Village and Calaocan regarding boundary claims.</p>	<p>>The identified CBFM perimeter area was surveyed and delineated with an approximate area of 571 hectares, divided into 2 parcels. The FLMA area previously awarded was excluded from the perimeter of the CBFM area.</p> <p>>The survey and delineation activities were participated in by the coop and community leaders.</p> <p>>The CBFM Area Map was validated in the community.</p> <p>>The community leaders became familiar with the barangay boundaries.</p>	<p>>Technical assistance from PPMO-IU and surveyor.</p> <p>>Coordination effort rendered by POCB and PPMO-COSU.</p> <p>>Barangay LGU concerned were supportive in settling the issue on boundary conflict.</p> <p>>Active involvement of provincial LGU through PENREO and municipal LGU through MPDO in the validation of the CBFM area MAP.</p> <p>>Regular supervision and assistance by JICA study team.</p> <p>>Coordination effort and consultations made by POCB.</p>	<p>>The survey and delineation and finalization of CBFM area in the MAP was delayed due to conflict on the boundaries between A&D and forest zone and the political boundary conflict between Macate, Diffun, Ifugao and Baguio Village and Calaocan, Cabbaroguis.</p> <p>>Absence of concrete legal documents and political legislations as reference in resolving the political boundary conflict.</p> <p>>Inaccurate survey instruments and unreliable monuments on forest zone and A&D boundary previously conducted in the community by DENR.</p>	<p>>Conflicting claims and issues related to boundary must be prioritized and resolved prior to the conduct of survey and delineation of CBFMP area.</p> <p>The consultation and involvement of adjacent community leaders prior and during the delineation are necessary to resolve problems.</p> <p>>Legislative documents and existing maps are necessary in settling the above conflicts.</p> <p>>Conflict identification and resolution as a priority activity for CBFM acquisition in order to facilitate the immediate execution of other related activities necessary for the completion of CBFMA acquisition.</p>	<p>>Continuous validation of the CBFMP Area Map with the community and adjacent area.</p> <p>>Secure legislative support from higher LGU for CBFM area and settle political boundary.</p> <p>>PO and community to work out on the concrete settlement of the political boundaries based on CBFM boundaries using natural boundaries considering previous survey result of the municipal LGU on delineating the A & D.</p> <p>>Seek for a legislative support from political leaders.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (3/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
		<p>>In the conduct of the activities to delineate the CBFM area, it was learned that there was no official delineation of political boundaries between Calaoacan, Cabarroguis and Macate, Diffun.</p> <p>>Based on DENR maps, the CBFM boundaries within Bgy. Macate overlapped with the CBFM boundaries of the adjacent Bgys. Ifugao Village and Baguio Village; this issue was consequently resolved after the ground perimeter survey which involved the PO and community leaders, the DENR and the POCB.</p> <p>>The officials of the 2 barangays (Calaoacan and Macate) and the PO leaders formulated and signed an agreement on the boundaries for the purpose of CBFMA acquisition by the coop in Macate.</p> <p>>The conflict on the boundaries of the forest areas and A&D lands was settled together with affected occupants.</p> <p>>Affected occupants in the A&D areas still request the settlement of the dispute directly in the area in order to facilitate the titling of their lands.</p>	<p>>Willingness of the community leaders in resolving boundary conflict for CBFMP purposes.</p> <p>>Delineation of boundary between Calaoacan and Macate was determined for CBFM purposes.</p> <p>>Presence of land classification map of the municipality as initial reference.</p>	<p>>Existing delineation of political boundary between Macate and Calaoacan was still unresolved.</p>		

Attachment C: PO Assessment (May 2002 - July 2003) (4/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>1.3 CBFM Campaign at Community Level</p> <p>>The only DENR program that the coop members are aware of is the ISF/SECAL. They have very limited information about CBFMP.</p>	<p>>Facilitation of the conduct of a series of CBFMP orientations and consensus building sessions through formal and informal meetings for community and PO members.</p> <p>>Invitation of barangay/municipal LGU officials during the CBFMP campaigns.</p> <p>>Provision of CBFMP handouts to the PO officers for distribution to members</p> <p>>Integration of CBFM campaigns and discussions during trainings and meetings.</p>	<p>>Community members were informed about the orientation on the CBFMP and the JICA master plan but some forest occupants and old coop members were unable to attend and are thus not familiar with the program.</p> <p>>There were also those forest occupants with limited knowledge and understanding of the CBFMP because they were only recently identified and invited in the last few meetings and POCB activities. Thus, their level of awareness about the program is still low.</p> <p>>Active participants became aware of their roles, responsibilities and benefits and have a high level of acceptance of the CBFMP. Some leaders and members can now discuss basic information about the CBFM.</p>	<p>>The provision/distribution of CBFM IEC materials to the community helped the coop members to understand the program.</p> <p>>The use of the local dialect in the formal and informal CBFM orientation sessions and consultations facilitated the exchanges among the resource persons and the community and coop members.</p> <p>>The integration of CBFMP consultation and campaign in every meeting and POCB activity facilitated the understanding and acceptance of CBFMP by the active participants.</p>	<p>>The CBFMP orientation and campaign activity conducted by the PPMO was done only once or twice. The CBFMA awarding ceremonies was not maximized to further campaign for the CBFM.</p> <p>>Some forest occupants lost their trust in DENR due to lack of consultations on the awarded FLMA which included portion of their lots without their knowledge.</p> <p>>Limited knowledge and understanding of some forest occupants on CBFMP was due to the delayed identification and completion of the master list of target participants. The conduct of informal discussions and information dissemination was insufficient for them.</p>	<p>>The use of other means/strategies of campaigning about the CBFMP needs to be explored. These may include the distribution of campaign materials, launching of a contest on designing a logo that depicts the CBFM concept, film and video documentation.</p> <p>>The conduct of informal meetings and discussions by tribal cluster/purok among forest occupants (e.g., groups of Ifugao, Igorots, Bisaya, is a more effective strategy to facilitate the participation, learning and understanding of forest occupants regarding the CBFMP.</p>	<p>>Continued CBFM orientation and campaign/information dissemination and consistent discussion and consensus building sessions with the identified forest occupants should be done by the DENR.</p> <p>>The DENR should keep the forest occupants informed especially about programs affecting their lives and livelihood by inviting them during meetings.</p> <p>>The DENR should consider assisting the group of forest occupants whose lots were included in the private FLMA so that their claims will be recognized by the FLMA holder.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (5/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
		>The coop documents the minutes of meetings/assemblies for the CBFM campaign. >There is an observed increase in the number of forest occupants who attend the POCB trainings and activities. >Some forest occupants changed their negative impression (because of a previous case where a person residing outside Macate was awarded a FLMA which included portions of their lots without first consulting them) about DENR programs and started to regain their trust in government forestry programs.				

Attachment C: PO Assessment (May 2002 - July 2003) (6/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>I.4 Structural Reform</p> <p>>The organization is inactive.</p> <p>>The coop does not hold regular meetings. Leaders do not perform their roles and responsibilities.</p> <p>Planning & decision making are performed by only a few leaders or by the manager.</p> <p>>The committees were non-functional. For instance, the education committee did not program and conduct any training.</p> <p>>There is an audit committee but no audit has been done.</p> <p>>There are no collection and repayments of loans .</p>	<p>>Facilitation of the conduct of PO/organizational assessment.</p> <p>>Facilitation of the scheduling of GA, election of BODs and officers (manager, secretary and treasurer) and formation of working groups necessary to facilitate the acquisition of the CBFMA.</p> <p>>Reiteration of the qualification and disqualification, roles and responsibilities of elective and appointive positions based on the PO by-laws.</p> <p>>Scheduling of regular meeting as part of reactivating the PO.</p>	<p>>The coop members became aware of the strengths, weaknesses and problems/issues of the previous operation of the cooperative.</p> <p>>The coop has a new set of officers and BOD. The newly elected BOD members function as core leaders for the reactivation of the organization and for CBFMA application.</p> <p>>Management staff were properly selected and appointed by the BODs based on the criteria and qualification set in the by-laws as approved by the general assembly.</p> <p>>The roles and responsibilities of the BOD, officers and members are clearly defined and understood; however, application still needs follow through.</p>	<p>>The coop members expected the pilot project to help them reactivate their dormant organization.</p> <p>>The results of the coop assessment challenged the leaders to revitalize their coop, full of hopes that they can still overcome and reactivate their coop by learning from their unfavorable experience.</p> <p>>The gathering of baseline data and the conduct of PO assessment with greater participation of members are effective entry activities towards long-term intervention.</p>	<p>>The formation of committees and the selection of heads and members was not undertaken due to the following reasons:</p> <p>1) There were too many agenda items laid for discussion during assemblies pertaining to CBFM, leaving no time for the formation of committees.</p> <p>2) The coop preferred to develop criteria for identification of leaders based on the roles and functions stipulated in the by-laws and also to assess and identify capable/qualified people to fill in the positions.</p> <p>3) The election and strengthening of leaders (BODs and management staff) were prioritized so that a core group can focus on the re-organization and on CBFMA acquisition.</p>	<p>>Reactivating an organization needs more than a year (i.e., 1 year and 8 months, at the minimum) of social investigation and integration to have an indepth understanding on the development potentials of the area and to be familiar with their practices. This will help define the kind of development intervention that would be appropriate in that community. Thereafter, a core group will need to be developed.</p> <p>>The identification of leaders of newly reactivated/re-organized organizations may prove to be difficult especially if the reason for the organization's inactivity has to do with financial mismanagement since the loss of trust is a serious issue.</p>	<p>>The DENR and PO should jointly plan for the continuous leadership development and membership expansion among the forest occupants and tribal groups.</p> <p>>The PO should form the appropriate management staff and committees/working groups that are necessary for the implementation of the CBFMP.</p> <p>>The DENR should continue to provide guidance to PO leaders on proper project management structure and systems, planning, implementation and monitoring systems and the establishment of policies for CBFMP implementation.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (7/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
		<p>>No members were assigned to the regular committees such as audit & inventory, credit, election and education & training committees. Only the working group for the delineation & perimeter survey activities was formed.</p> <p>>PO leaders are still dependent on external guidance in planning, facilitating, formulating of policies, organizing and control.</p>				

Attachment C: PO Assessment (May 2002 - July 2003) (8/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>1.5 Formulation of By-laws and Policies</p> <p>>The projects were mismanaged because of poor enforcement of policies on management and operation.</p> <p>>PO by-laws were externally driven (formatted and done by external agency) and not known to many members.</p> <p>>Most of the members have a low level of awareness on the importance and purpose of the cooperative.</p> <p>>The coop loan policy was not strictly enforced. Records and documents on loans were missing.</p>	<p>>Assistance on the review and reformulation of the coop by-laws and organizational policies.</p> <p>>Socialization of by-laws through meetings, assemblies and informal discussions</p> <p>>Assistance in the retrieval and establishment of loan records.</p> <p>>Assistance in the review, reformulation and restructuring of loan policies.</p>	<p>>The coop by-laws & policies were revised and the information provided to the members through general assembly meetings. However, the revised by-laws has not yet been submitted to the CDA.</p> <p>>The coop policy on the collection of outstanding loans was reformulated to help the coop retrieve the previous loans of members. The initial records of members' loans were also reestablished.</p> <p>>The coop leaders became initially aware of the necessary policies to be formulated and established based on the by-laws.</p> <p>>Some members initially regained their trust in the leaders and the cooperative as manifested by their active participation in PO meetings, special assemblies and trainings.</p>	<p>>Members with loans honestly revealed the amount of loans they got from the cooperative; this helped in establishing part of the loan records.</p>	<p>>Loan records are missing as these were not kept properly by the concerned officers, thus a concrete restructuring plan for outstanding loans could not be made.</p>	<p>>Promoting participation and consensus building among members on the review and reformulation of PO by-laws and policies facilitated awareness, acceptance and adoption by members.</p>	<p>>The coop should formulate a loan restructuring plan followed by the formulation of appropriate credit system and policies to improve future collection rate. The members should be involved in the formulation and should approve and accept the new policies.</p> <p>>The DENR, CDA or PCAO should assist the coop in the establishment of appropriate financial management system and procedures.</p> <p>>The PO should practice centralizing and proper PO filing of important PO documents such as by-laws and policies, loan records, PO profiles etc.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (9/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>1.6 Membership Recruitment</p> <p>>Members actively attended meetings, trainings and other activities of the coop under the ENR-SECAL project. Any community member from the barangay and nearby barangays such as Rafael Palma who participated in project implementation were recruited to become members.</p> <p>>Membership fees were automatically deducted from the wages.</p> <p>>After project turn over to the LGU, members started became inactive and did not attend meetings and other activities of the coop.</p> <p>>No recruitment and development of leaders took place after the turn over.</p>	<p>>Provision of information on the names of potential members from among the occupants</p> <p>>Facilitation of meetings about the CBFMP and coop membership.</p>	<p>>No recruitment of members took place. Preparatory activities (e.g., retrieval of existing list of members, identification of forest occupants, structural reform) for membership recruitment were prioritized.</p> <p>>The coop has the list of potential members and forest occupants for recruitment.</p>	<p>>The master list of forest occupants provides the needed information for recruitment/expansion of membership.</p> <p>>Most forest occupants showed interest in joining the coop as manifested by their attendance and participation during meetings/assembly, PRA and CRMF formulation and Basic Leadership Training.</p>	<p>>No recruitment of members was done due to the delayed identification of forest occupants who are potential members. There was inadequate time for recruitment since the re-activation of the previous members was prioritized.</p>	<p>>The delineation of CBFM area and completion of master list of forest occupants is important to identify potential members for recruitment. It should be done prior to recruitment/expansion of membership. Explanation on the role and benefits of the coop from the CBFMP must be clear and understood by forest occupants.</p>	<p>>During formal and informal meetings, the coop leaders should inform non-members about the cooperative and about the CBFMP.</p> <p>>There must be an office for cooperatives where inquiries can be made and support can be accessed.</p> <p>>The coop should base its recruitment plan on the forest occupants list.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (10/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>1.7 Conduct of Master listing</p> <p>>There was no baseline information on forest occupants prior to the delineation of the CBFM area.</p>	<p>>Conduct of master listing of forest occupants during coop/community assemblies and barangay council meetings.</p>	<p>>The completed master list shows 92 forest occupants (14 from Ifugao Village, 2 from Calaocan, 1 from Campamento and 75 from Macate). Only one forest occupant is residing inside the CBFM area while the rest are residing outside the area of occupancy.</p> <p>>The initial list of forest occupants secured from barangay officials and coop leaders was validated through coop/community assembly and FGDs among forest occupants who participated in the meetings.</p> <p>>No ground validation of the identified forest occupants has yet been done.</p>	<p>>Most barangay/purok officials who were also coop leaders contributed to generating the basic information about the forest occupants.</p> <p>>Focus group discussions with forest occupants per cluster during coop/assembly meetings facilitated the generation of the master list.</p>	<p>>No ground validation of master list of forest occupants due to the following: 1) delayed completion of master list; 2) delayed delineation & survey of the CBFM perimeter as basis for master listing and 3) inaccessibility of the area.</p> <p>>The PPMO provided little support in the actual conduct of master listing. They depended too much on the CDO for the completion of the master list. They were not aware of their roles specifically in the establishment of the master list.</p>	<p>>Following are effective strategies in master listing: community/purok meetings/assemblies; FGDs with forest occupants and tribal groups; secondary data gathering from concerned agencies like the DENR, PNREO and barangay LGU.</p>	<p>>The DENR and PO should jointly conduct ground validation to finalize the master list. This master list should be regularly updated. Copies of the master list should be kept by the DENR, coop and barangay LGU for record and information purposes.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (11/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>1.8 Membership Profiling</p> <p>>The coop did not keep membership profiles. Members' names and payment of membership fees were just written in a notebook.</p>	<p>>Conduct of PO profiling through retrieval of PO documents, interview with PO leaders and assisting agencies such as PCAO, Municipal Agriculture Office (MAO) and previous ENR-SECAL staff.</p>	<p>>Upon validation, the coop profile included 39 members. Twenty-six (26) are forest occupants. One member is residing in Rafael Palma while the rest are from Macate.</p>	<p>>Coop leaders and personnel from PCAO and MAO plus the former staff of ENR-SECAL were the source of information on the names of members and on the coop financial status including loans and payments of membership fees and capital share.</p> <p>>The establishment and finalization of the membership profile was done during meetings/assemblies and trainings.</p>	<p>>There were difficulties in establishing the coop profile because of the following reasons: 1) the PO leaders were hesitant to provide the information because the purpose of the pilot study was not yet fully understood or explained by the POCB; 2) the agencies concerned (PCAO, MAO, ENR-SECAL staff) have no complete listing of members of the coop.</p>	<p>>A complete organizational profile is another reference document that will be useful for program/project development, networking and resource mobilization activities, among others.</p>	<p>>The coop should commence and sustain quarterly updating of its profile specifically the list of members.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (12/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
PO JOINED CBFMP						
<p>2.1 CBFM Application</p> <p>>The coop lacks sufficient knowledge on CBFMP application.</p> <p>>Absence of required documents.</p> <p>>Lack of PO fund for processing of application.</p>	<p>>Assistance in the preparation of documents such as letter of application to DENR, LGU endorsement, list of officers and members, certificate of PO registration, as requirements for CBFMA application.</p> <p>>Assistance in the submission of CBFM application to DENR.</p> <p>> Mobilization of coop leaders to forward and follow-up the application and endorsement from LGU to DENR.</p>	<p>>Coop documents such as PO profile, application letter and maps were prepared, endorsed by the barangay and municipal LGUs to the provincial LGU, approved by DENR and awarded to the PO.</p> <p>>The CBFM application of the coop was submitted to the DENR with the endorsement of LGUs from barangay, municipal and provincial levels. PO leaders became familiar with the process of CBFM application.</p> <p>>The agreement content of the CBFMA was not discussed during the awarding ceremony. CBFMA was only handed over minimal explanation.</p>	<p>>The PPMO-COSU and CDS closely coordinated and mobilized the coop and its leaders.</p> <p>>The LGUs appreciated the importance accorded to their involvement in the CBFM application by the coop, unlike previous CBFMA applications.</p>	<p>>Difficulties in the preparation and filing of the CBFM application were encountered due to: 1) absence of documents in the coop's possession; 2) lack of skills of the coop leaders in the preparation of the coop profile and the letter of request; 3) lack of coop funds for the meal and transportation expenses of coop leaders in the filing of the CBFMA application; 4) settling of boundary conflicts (e.g., boundary of A&D and forest land, political boundary of Macate, Diffun, and</p> <p>>The submission of the CBFM application by the coop was delayed due to problems on boundary disputes which were prioritized.</p> <p>>The program design/schedule in the awarding ceremony did not allocate time for the explanation of the CBFMA specifically the roles and responsibilities of the coop in the management of CBFMA.</p>	<p>>The role of LGUs is not only to endorse an organization's CBFMA application but also to lead the resolution of boundary conflicts.</p>	<p>>The DENR, CDA and/or PCAO should assist the coop leaders in the preparation of resolutions and documentations.</p> <p>>The DENR should facilitate the establishment of protocol with supporting MOA/MOU, stating the responsibilities of the LGUs and agencies in the CBFMP application and acquisition.</p> <p>>The coop should regularly coordinate and establish linkages with concerned LGUs and agencies.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (13/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
2.2 Conduct of Community Appraisal >The cooperative has limited baseline data about the community	>Facilitation of community appraisal through establishment of data employing various PRA tools such as templates on historical trending, NR resource management and utilization, decision making on NR resources, Leadership structure, seasonal calendar, wealth distribution, development interventions and mapping (slope, community resource and current land use maps) as baseline for future planning purposes.>Arrangement and coordination of the conduct of community appraisal among agencies and community.	>Established community profile/baseline such as: Historical map, NR Management and Utilization, Conflict Management Practices, leadership structure, seasonal calendar, seasonal calendar and mapping of development actors. > Developed community's resource map, current land use map and slope map as reference in the formulation of Community Resource Management Framework. > Participants learned the process of community appraisal. > Strengths/weaknesses and development potentials of the area were determined > Participant became aware on the past and current situation community's systems and practices. > PPMO observed and learned the process of PRA.	>Participatory and consensus building process involved in the conduct of PRA facilitated gathering of information and completion of the activity. >Active participation of both PO members and barangay LGU in providing data also facilitated accomplishment of the activity. >Participation of different agencies as stakeholders in providing information likewise facilitated the activity.	> The community appraisal tool that was used was new for the community and other stakeholders. > Time constraint especially in mapping. > Conflicting information and data gaps were observed.	> Community Appraisal was an effective means/tool of mobilizing stakeholders participation in providing more relevant information. > Employing PRA team to conduct the PRA in three months period is important to established community profile. It is necessary at the start of CBFM implementation. > Community feed backing and validation are important to fill in data gaps and resolve conflict information. > Gathering of secondary data should also be considered as reference in the conduct of community appraisal	>LGU officials to make use of the PRA results during barangay planning and budgeting sessions. > LGU to continuously update its community profile using the PRA framework. > Make use of PRA result in validating the accomplishments and progress of CBFM application.

Attachment C: PO Assesment (May 2002 - July 2003) (14/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
2.3 CRMF Formulation >Absence of CRMF.	>Assistance to the PPMO in the facilitation and validation of the CRMF using the community appraisal results and the basic land use diagram provided by the JICA Study Team. >Introduction of the Land Use Diagram to come up with the envisioned land use and identify appropriate land use alternatives.	>The coop members actively participated in the formulation of the CRMF. >The DA-LGU, MPDO, barangay council members and the DENR staff learned the use of PRA (the resource map, current land use and slope maps). >The same agencies and LGU members also identified and recognized the technical and financial support that they should extend to the PO. >Participating coop members became initially aware of the process of CRMF formulation. >Participating coop members learned what the CRMF is and its importance to them as CBFM holders. >The PPMO staff learned how to prepare the CRMF using the maps and the basic land use diagram provided by JICA Study Team.	>The LGU actively participated since they were already informed about their roles and responsibilities in support of the CBFMP during the CBFM orientation with the LGU and with the community/coop members and forest occupants. >The land use diagram introduced by the JICA study team facilitated land use planning for the CBFM area.	>The PPMO staff are not familiar with the use of the basic land use diagrams as a tool in the conduct of CRMF specifically in defining the envisioned land use and in identifying alternative land uses. >The process of CRMF formulation has weaknesses in terms of the logical sequence of activities. Prior to the identification of the support from DENR and agencies, the vision and strategies should have been formulated. >The PRA results were not utilized in preparing the CRMF documents.	>The basic land use diagram developed by JICA study team as a tool in defining the envisioned land use and identifying land use alternatives is very important.	>The DENR and coop should optimize/utilize the results of the PRA and land use diagram in the conduct of CRMF. >The DENR should sustain community participation in the drafting and formulation of the CRMF in the program community.

Attachment C: PO Assessment (May 2002 - July 2003) (15/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
PO's EFFECTIVENESS ENHANCED						
3.1 Disposal of Defaulted Loans >Membership loans from payment of share capital and PO savings generated from previous ENR-SECAL program were uncollected.	>Assistance in the retrieval of documents and establishment of records of existing members' loans. >Facilitation of the formulation of loan collection policy. >Assistance in the preparation and issuance of statement of accounts to individual members indicating the amount of loan, mode of payment and the terms and conditions of loans.	>The coop initially established the list of members with outstanding loans amounting to 59,559 pesos receivable from 33 (out of 39) members. The coop encountered difficulty in the retrieval of the list and amount of loans due to lack of records thus resulting in a low collection rate within the time duration set in the approved collection policy. >The coop has decided to extend the grace period for the repayment and re-structuring of loans. Collection strategies now include the issuance of accounts to individual members, house-to-house visits and conduct of meetings. >The coop designated a person responsible for the loan collection. >The coop identified a potential bank for opening a coop account; it also named the signatories from among the officers. >The finalization of the policy and activity for the collection was only done for the month of August.	>Leaders and members were willing to undertake the collection of existing loans as manifested by their active participation in the formulation of the policy and approval. >Members are willing to pay their loans during harvest season and on installment basis. >Written PO policy are now being documented to serve as reference. The collection policies are now becoming clear to members and leaders.	>The delayed implementation of the collection policy of the existing loans were due to the following reasons: 1) difficulty in the establishment and the long process of retrieval of the record of members' loans; 2) absence of a bank accounts in the name of the coop where to loan repayments can be deposited; 3) no responsible person designated for collection; 4) inadequate guidance in the implementation of policies due to the prioritization of major activities with the POCB and for CBFM acquisition.	>Policies and plans related to collection of defaulted loans must be well established and strictly enforced. The consensus of members in the formulation of collection policies and strategies is very important for easy information dissemination among members.	>The coop leaders should enforce the strategies identified for the effective collection of loans. They should closely monitor the implementation of the loan collection policy. >The coop should formulate credit policies and elect the members of the credit committee based on the qualifications set in the by-laws. >The coop should draft a comprehensive plan for credit and loan availment.

Attachment C: PO Assesment (May 2002 - July 2003) (16/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>3.2 Meetings and Assemblies. >Members did not attend meetings and assemblies due to the mismanagement of coop funds by the leaders during the previous project of the cooperative. >Many PO members are not informed of the PO activities.</p>	<p>>Assistance in the scheduling of activities with PO leaders >Mobilization of participants during meetings/assemblies.</p>	<p>>The schedule of regular monthly meetings/assemblies related to CBFMP acquisition and coop re-organization have been established. Fifty percent (50%) of the members participate in these activities. >Some PO members and forest occupants became active in attending meetings and orientations. >Some members with previous loans remained inactive in attending meetings although there is an increasing number of members who participate in the discussions and deliberations which the leaders always tended to dominate.</p>	<p>>Meetings were scheduled to accommodate the personal schedules of the coop leaders and members. >The leaders have high educational attainment thus they always tend to dominate discussions.</p>	<p>>Members usually entrust the coop's decisions to the leaders. Some members assume that the leaders can make better decisions for them and the organization. Some members with low educational attainment levels and the members who lack of trust in the leaders tend not to participate during discussions. >The leaders have high educational attainment thus they always tend to dominate discussions.</p>	<p>>At least two weeks are needed to schedule and prepare for an activity, follow up the target participants and confirm the schedule. >Communications regarding scheduled activities can be through formal means or through informal dissemination of information by church leaders during Sundays in their churches and through the regular sessions of barangay officials.</p>	<p>>The coop leaders should sustain their meetings and mobilize more members to participate through house-to-house visits. >The coop leaders should establish effective communication and information dissemination system by assigning a purok representative to disseminate the information. >Assisting agencies should ensure the continuous participatory development approach and consensus building in making decisions among the coop and community numbers.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (17/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
3.3 Training on PO Management >PO leaders with previous leadership training from ENR-SECAL still have inadequate leadership skills such as facilitation, running effective meetings, effective communication, problem solving, conflict management, networking and negotiations.	>Facilitation of the training on leadership with topics on the roles and functions of leaders and leadership skills >Coaching of newly elected leaders.	>Coop leaders acquired more appropriate skills like running effective meetings, facilitation and conflict resolution. However, they still need assistance in conflict management, proper documentation and monitoring and evaluation. >Coop leaders are more confident in facilitating meetings. >Coop leaders as well as members became more familiar with their roles and functions	>The coop leaders exhibit high interest in building their capability for more effective leadership.	>Some members still do not have the confidence that their leaders can effectively manage the organization. >There was minimal support provided by the PPMO because of its lack of mobility to reach the area at the scheduled date.	>Encouragement of leaders, moral support by members and adequate assistance and coaching of leaders are very important to fully motivate and develop the leaders and for the to gain confidence.	>Assisting agencies should provide more on-site leadership trainings and facilitate cross/exposure visits to other CBFM POs and sites. This may help the coop leaders to fully develop their confidence. >The coop leaders have to regain the trust of their members through the practice of participation, consensus and transparency.
3.4 Cooperative Management >PO with basic cooperative management training in the past but still have limited knowledge and skills to effectively run a cooperative. They still have limited knowledge on cooperative management functions and financial recording	>Training on basic cooperative management specific to management roles and responsibilities and basic financial procedures and rules. >Coordination with PCAO or provincial cooperative affairs office as resource person.	>Some leaders were refreshed on proper cooperative management specifically on the basic roles and functions of BOD and management staff. But still need adequate assistance and coaching on management functions. > PO leaders recognized the need to have dedication and full understanding on cooperativism to succeed. > There were still members who have not regained their trust to the cooperative due to previous mismanagement experienced	> Active participation of PO leaders and some members with Interest to reactivate the cooperative. >Some PO leaders have realized the importance of re-activating the Cooperative in relation to CBFMP implementation.	> Some members with previous loans may not cooperate.	> More inputs of cooperative management coupled with field trips and cross visits to successful cooperative could be effective strategies to acquire better knowledge on managing cooperative operations. > Regaining trust of members would take a long process (a year) of exercising participation, consensus building, transparency.	> More cooperative management training on site > Continues support of barangay LGUs (CDA) in terms of providing training to the cooperative until it is fully strengthened and revived.

Attachment C: PO Assesment (May 2002 - July 2003) (18/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
<p>3.5 Awareness Raising on Environment</p> <p>>The PO has level of knowledge on the causes and effects of environmental degradation but lacks the commitment to conserve the environment.</p>	<p>>Facilitation of the training on Environmental Education and Value Formation.</p>	<p>>There is a noted increase in the awareness of participants on the causes and effects of environmental degradation. There is also an increased commitment to participate in the rehabilitation and protection of their environment through the CBFMP.</p> <p>>Participants gained knowledge on resource conservation and sustainable resource utilization. They learned relevant values and principles towards effective resource conservation.</p>	<p>>Showing an environmental film facilitated the participants' internalization of the actual condition of the environment since they were able to visualize the effects of environmental destruction. With the use of the film, they can relate with the story since some of the depicted activities were closely related with their activities such as the slash-and-burn practice, carabao logging and charcoal making. They learned the causes and effects of environmental degradation.</p> <p>>Actual experiences of community pertaining to environmental degradation also facilitated their awareness on the importance of preserving the environment.</p> <p>>Participants believe that the lack of proper discipline and concern to the environment are contributing factors to continuous environmental degradation.</p>	<p>>The lack of alternative livelihood as source of income for the community influenced/forces them to depend and exploit the remaining forest resources as additional source of income specially the forest occupants.</p> <p>> Lack of government (the LGU, DENR and DA) livelihood support to community.</p> <p>> PO/forest occupants are not aware on how to process other forest resources (like grasses into handicrafts) for the product for added value in order to minimize too much dependency to forest resources.</p>	<p>> Environmental conservation would take place in a community where people are well organized (cooperative), and responsible in managing the forest, and develop and extend alternative sources of income to members.</p>	<p>>Sustain environmental education using film showing, picture visualization and discussion using visual aids.</p> <p>> Enforcement of environmental laws through formulation of local ordinance is needed to penalize people degrading the environment.</p>

Attachment C: PO Assesment (May 2002 - July 2003) (19/19)

PO Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (As of July 2003)	Factors Affecting the Change/Stagnation		Synthesis of Lessons Learned	Recommendations
			Positive	Negative		
3.6 Field Trip >The coop leaders have not participated in cross visits to successful sites and cooperatives implementing CBFM programs/projects.	>Facilitation of the PO cross visit to Banila, Dupax del Sur.	>Fourteen (14) coop leaders and members participated in the cross visit in Banila, Dupax Del Sur. They became aware of the strategies employed by the cooperative. They were inspired by the honesty and dedication of the leaders as well as by the unity of the members in following the by laws, rules and policies of the cooperative.	>The coop members who participated in the cross visit exhibited a high level of interest in and appreciation of the Banila coop's experiences and struggles.	>There was inadequate time to follow-up the activity and assess the effects of the cross visit to the participants.	>PO cross visits are effective ways in inspiring and challenging PO members to keep on working to achieve its long term goals and objectives.	>The DENR should assist the coop in sustaining the conduct of cross visits in the future especially to sites and organizations with newly acquired CBFMA.

Attachment C: PO Assessment (May 2002 - July 2003) (1/11)

Name of PO: Hojap Multi - Purpose Cooperative

Location: Haliap, Asipulo, Ifugao

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
PO REORGANIZED FOR CBFM						
<p>1.1 Campaign for CBFM Program to the LGU and Other Organizations</p> <p>>LGUs and other agencies operating in the area were not fully aware of the CBFMP.</p> <p>>The Certificate of Ancestral Domain Claim and Certificate of Ancestral Land Title promoted by the Indigenous Peoples Rights Act (IPRA) is the most familiar land tenure instrument for LGUs in Ifugao.</p> <p>>LGUs and other agencies are not aware of their role in CBFMP implementation.</p>	<p>>Facilitation of a series of CBFMP orientation/campaigns with LGUs and other agencies.</p> <p>>Invitation of LGUs and other line agencies to POCB trainings and meetings.</p>	<p>>The LGU officials and line agency representatives at the barangay, municipal and provincial levels who attended the CBFM orientation learned about the CBFMP and its difference from IPRA.</p> <p>>Participants from the LGUs and other agencies present during the CBFM campaigns/orientation were clarified of their critical role in CBFMP implementation.</p> <p>>The LGU officials expressed their support to the acquisition by the POs of CBFMA by endorsing PO application documents to the concerned agency.</p> <p>>Some LGU participants and agencies continued to assist in the promotion of CBFMP; the others maintained their attendance in POCB activities (e.g., community appraisal and CRMF formulation) and PO trainings.</p>	<p>>There was adequate preparation and timely and invitation to the target participants before the orientation program.</p> <p>>There was proper identification/selection and mobilization of target participants from LGUs and line agencies.</p> <p>>The resource person clearly presented the CBFM program.</p>	<p>>Some participants expressed the opinion that the IPRA & the CBFMP are conflicting government programs.</p> <p>>The lack of LGU financial resources constrained them to fully perform their roles and responsibilities on the CBFMP in their areas of jurisdiction.</p>	<p>>Development agencies should not assume that information on government programs fully and clearly reach local government units and agencies.</p>	<p>>CBFMP information campaigns for the education of LGUs and line agencies should be sustained.</p> <p>>A forum to elaborate on, discuss and critique the IPRA, CBFMP and other environmental laws relevant to the municipality/province may be conducted for the better understanding of LGUs, agencies, POs and NGOs.</p> <p>>The CBFM units of DENR should coordinate with LGUs and agencies for the integration of CBFMP into related LGU/agency programs.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (2/11)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
1.2 CBFM campaign for Coop Members >The coop and community members do not know anything about CBFMP.	>Facilitation of the conduct of a series of CBFMP orientations for the target community and coop members with the participation of the JICA Counterpart, PPMO and POCB. >Invitation of barangay/municipal LGU officials to the CBFMP campaigns.	>The coop members who attended the orientation are now aware of the CBFMP. >The coop members were all supportive of the acquisition by the coop of a CBFMA. >Members understood the benefits they could acquire from CBFM primarily in providing them better land tenurial security over the lands they have cultivated and occupied for many years. >The coop officers and some members understood its roles and responsibilities in CBFMP implementation. >There were some residents who preferred to acquire land tenurial instrument through the NCIP by virtue of the IPRA. >The community is aware of both the IPRA promoted by the NCIP and the CBFMP promoted by the DENR but prefer the former (IPRA) since they consider it as more appropriate to their situation as an IP community.	>The coop members were interested in acquiring a CBFMA because they have high expectations that it will provide them with land tenure security and livelihood opportunities. >The members were willing to accept government programs that recognized and promoted IP rights over their lands. >Educated coop leaders helped explain the concepts of CBFM to members with low educational attainment levels.	>The low educational attainment level of some members affected their understanding of the CBFMP. >Other community members were not able to participate in the orientations and meetings.	>There is a need for a greater understanding of the CBFMP in relation to the IPRA as a means of providing land security to upland forest dwellers who are also indigenous people.	>The DENR should sustain its promotion of the CBFM program to the community and coop members even after the coop has already acquired its CBFMA. >The DENR should provide campaign materials regarding the CBFMP written in the local dialect for distribution to the community. >A forum to elaborate on, discuss and critique the IPRA, CBFMP and other environmental laws relevant to the municipality/province may be conducted for the better understanding of LGUs, agencies, POs, coops and NGOs.

Attachment C: PO Assessment (May 2002 - July 2003) (3/11)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
1.3 Consensus Building >The coop and community members have not built any consensus to apply for CBFMA agreement.	>Conduct of a series of coop meetings and consultations to build consensus on CBFMA acquisition. >Mobilization of local community leaders, both barangay officials and elders, who exert strong influence and are trusted by the coop members to assist in consensus building.	>The coop members agreed to apply for a CBFMA after recognizing the benefits they can obtain towards improved land tenure security.	>Educated and trusted coop and community leaders were instrumental in the consensus building processes. >The absence of land tenure security motivated the coop members to acquire a CBFMA.	>Members with low educational attainment level were largely influenced by the leaders and elders in supporting CBFMA acquisition.	>For communities with low educational attainment levels, the wisdom and influence of leaders should be instrumental in explaining development interventions, government programs and laws for the good of the community especially if it is an IP community.	>The DENR should intensify its campaign on the CBFMP especially among the forest occupants. >The DENR should produce and provide campaign materials written in the local dialect to facilitate information dissemination. >The community leaders should sustain consensus building processes to get the involvement and decision of members on critical issues.
1.4 Identification of CBFMA Area >The community has a cadastral survey map by the DENR delineating Bgy. Haliap from adjacent barangays and defining the forest zone and alienable and disposable lands in the barangay.	>Assistance to the coop in following up their request for survey by the DENR Office >Assistance to the PPMO in relocating the boundary monuments. >Assistance to the PPMO in securing the technical description in the cadastral survey map from the DENR-CAR Regional Office	>The CBFMA area was delineated in the map using the DENR cadastral survey and the technical description provided by DENR-CAR Regional Office >The CBFMA area has a total land area of 404.6896 hectares.	>The cadastral survey map and technical description facilitated the delineation of the CBFMA area and in locating and validating boundary monuments. >The following facilitated the validation of the CBFMA area: 1) survey instruments provided by the JICA and 2) the joint efforts of the Barangay Council and the survey team of the PPMO.	>The survey was not immediately conducted due to the delayed retrieval of cadastral survey technical description from the DENR-CAR Regional Office.	>Delineating the CBFMA area in a single barangay did not create major problems such as boundary conflicts. >The DENR should take the lead in securing relevant official/government documents (e.g., cadastral survey) to facilitate the implementation of the CBFMP in target barangays.	>The DENR should assist the coop in securing the important documents/maps and in making several copies to be furnished to different offices such as the barangay/municipal LGU.

Attachment C: PO Assessment (May 2002 - July 2003) (4/11)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>1.5 Community Appraisal</p> <p>>The cooperative has limited documentation of baseline data about the community.</p>	<p>>Facilitation of community appraisal as baseline for future planning purposes.</p> <p>>The PRA results were presented to and validated by the PO through meetings.</p>	<p>>The participants to the community appraisal exercises established the community profile/baseline data including: historical map, resource management and utilization map, wealth distribution, conflict management practices, map of development actors, community seasonal calendar and leadership structure. Relevant community maps were also produced:</p> <p>>The participants became more familiar with community systems and histories.</p> <p>>The participants gained knowledge and skills in conducting community appraisal.</p> <p>>The strengths and potentials of the community were determined.</p>	<p>>The involvement of various CBFM stakeholders facilitated the completion of the community appraisal.</p> <p>>Representatives from the barangay council provided useful data on decision making, leadership structure and conflict management.</p> <p>>The participation and technical inputs of the Asipulo LGU facilitated the completion of the different maps.</p> <p>>The community elders who have resided in the community for long shared information about the history of the community that contributed to the validation and filling up of data gaps.</p> <p>>The participation of representatives from the Asipulo LGU and the barangay council provided more substantial data about the community which are very useful in CRMF formulation.</p>	<p>>The novelty (newness) of community appraisal and mapping as a data gathering tool took up more time than expected.</p> <p>>Thirty percent (30%) of coop members and forest occupants who were present during the community appraisal activities were not able to attend the validation meeting.</p>	<p>>Mobilizing various stakeholders is necessary for this kind of activity to generate comprehensive and relevant primary information about the area.</p> <p>>In data gathering, it is necessary to conduct community validation to gain an appreciation of the different perspectives and insights in the community and thus generate more concrete data and information.</p>	<p>>The barangay officials should present the PRA results during barangay planning and budgeting sessions.</p> <p>>The barangay should continuously update its community profile using the PRA.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (5/11)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
<p>1.6 Master listing of Members</p> <p>>There is no master list of forest occupants.</p>	<p>>Facilitation of master listing of forest occupants.</p> <p>>Tapping of coop and barangay officials to assist in the master listing activity.</p>	<p>>The 184 forest occupants within Haliap were identified, but the land holdings of each forest occupant have not yet been determined. Out of the 184 forest occupants, 81 of them are members of the coop.</p> <p>>The coop based its target for membership recruitment on the master list.</p>	<p>>The barangay census provided by the barangay council facilitated the listing of forest occupants within the CBFM area.</p>	<p>>The land holding of each forest occupant within the CBFM area has not been included in the master list since no parcellary survey has yet been conducted.</p> <p>>Residents in other barangays occupy lands in the CBFM area; it is thus difficult to obtain information about them.</p> <p>>The inaccessibility of the location of the forest occupants caused some difficulty in generating information for the master list.</p>	<p>>The results of the barangay census or the minimum basic needs (MBN) survey that are regularly conducted are useful and reliable basis for the listing of forest occupants within the CBFM area.</p>	<p>>Conduct of parcellary survey to individual lots/forest occupation to determine the landholdings per individual forest occupant.</p> <p>>Create a committee within PO to work on master listing of forest occupants residing outside Haliap.</p> <p>>Continues updating of master list of forest occupants.</p>
<p>1.7 Initial Recruitment</p> <p>>The coop has 171 members some of whom are forest occupants.</p>	<p>>Assistance in the recruitment of members from among the forest occupants.</p> <p>>Assistance in the creation of a master list to identify targets for membership recruitment.</p>	<p>>With the recruitment of 13 new members from among the forest occupants, the present total coop membership is 184.</p>	<p>>The coop became more proactive in its recruitment especially from among the forest occupants due to its acquisition of the CBFM.</p> <p>>Though there are many forest occupants who are not coop members, their family members and relatives are coop members.</p>	<p>>There was a delay in the completion of the master list which was a basis for determining potential coop members.</p>	<p>>The delineation of the CBFM area will serve as a determinant for the recruitment of potential members</p>	<p>>In recruiting new members, proper explanation of the responsibilities and benefits of joining the PO should be well understood and accepted.</p> <p>>The quality and dedication of members to be recruited are better criteria to be considered rather than quantity but uncertain commitment of members.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (6/11)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
1.8 Formulation of by-laws >The cooperative by laws have not yet been reviewed since the formation of the coop.	>Facilitation of the review and reformulation of the cooperative by-laws.	>The BOD adapted the cooperative by-laws to the objectives of the CBFMP. >The BOD recognized the need to constantly review the cooperative by-laws to suit the current needs and conditions of the coop activities and its members.	>The newly elected BOD gave priority to the review and reformulation of the cooperative by-laws and policies after recognizing the need to conduct said review.	>The review and reformulation of the coop by-laws was scheduled during the time when the coop was in the process of electing a new BOD. The previous BOD members suggested that the review of the by-laws be tasked to the new BOD. There was also difficulty in convening the old BOD.	>There is a need to constantly review a cooperative's by-laws to suit the current needs and conditions of the coop activities and its members.	>The proposed amendments to the cooperative by-laws still have to be presented by the BOD for approval by the coop general assembly prior to adoption.
2. COOP JOINED THE CBFMP						
2.1 Drafting of CBFM Application >The coop leaders were not skilled to prepare the required documents and proceed with the CBFMP application.	>Facilitation in the drafting of CBFMP application. >Assistance in securing the CBFMA Application Form.	>The PO officers learned how to prepare and process their CBFMA application with the DENR, with the authority of the general assembly. >The coop leaders secured and prepared the following documents for the CBFMA application: Official List of Members and their Spouses; Cooperative Development Authority Registration; Resolution Authorizing the BOD to Process CBFMA Application with DENR. These documents were properly prepared and forwarded to the barangay LGU for its endorsement to the municipal, provincial and regional DENR offices.	>The talents of the educated leaders in the coop who are capable of drafting the CBFMA application contributed to the completion of the application processes. >The existence of sample application documents provided guidance to the coop leaders in preparing the coop's own application documents. >Information on the CBFMA application requirements were provided to the coop during the CBFMP campaigns.	>The coop leaders who are employed needed to file leaves of absence and do overtime work to have adequate time to prepare the application requirements. >The time spent by the coop leaders in securing sample application forms and other pertinent documents from the DENR office removes them from coop tasks and personal livelihoods/employment.	>Allowing PO to do the work by themselves is an effective way of on-the job training and coaching.	>The DENR should produce and provide POs/coops with guidelines and procedures on applying for CBFMA. >To reduce time and expenses, the DENR CBFM unit should have readily available application forms to distribute to interested CBFMP applicants.

Attachment C: PO Assessment (May 2002 - July 2003) (7/11)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
>The coop did not have information on the proper steps in the processing of the CBFMA application at different levels of the LGU and the DENR.	>Facilitation in the processing of the coop CBFMA application. >Coaching of leaders on the proper procedures/steps of filing and processing the coop's CBFMA application.	>The coop acquired a CBFM Agreement covering a land area of 404.6896 hectares, signed by the PENRO-Ifugao last March 25, 2003.	>Proper tasking arrangement among the assisting institutions (POCB Team and PPMO) and the coop facilitated the processing of application at all levels. >The coop has stable financial resources to use in the processing of application. >Barangay officials who are coop officers also facilitated the quick submission and approval of application papers. >There were no problems regarding boundary conflicts in the delineation of the CBFM area. The delineation between A&D lands and forest lands were clearly defined in the technical description of the cadastral survey.	>The delay in obtaining the cadastral survey technical description, a document necessary for the DENR survey team to facilitate the delineation of the identified CBFM area, caused the deferment in conducting the perimeter survey. This also delayed the processing and approval of the application by DENR.	>Important government documents should be kept properly as these may serve as reference for government programs in local communities.	>DENR Ifugao should prioritize POs with CBFMA for technical and funding support.
2.2 Awarding of CBFMA	>Assistance in preparations for the CBFMA awarding: informing the coop members of the schedulable and program of awarding; preparation and sending of invitation letters to concerned LGUs, JICA and line agencies; appointment with the PENR Officer for the awarding.	>The CBFM Agreement was awarded to the coop. >The reading and elaboration of the CBFM Agreement were made by the PENRO representative. The presentation was not able to provide sufficient information to the forest occupants regarding their roles and responsibilities in the CBFM area.			>In giving awards on such programs and projects, the DENR representatives should provide a deeper explanation and emphasis on the contents of the program, especially the roles of the recipient.	>There should be a deeper explanation of the whole content of the contract by the awarding agency in order to emphasize the roles, responsibilities and benefits of the PO.

Attachment C: PO Assessment (May 2002 - July 2003) (8/11)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
>Absence of CRMF	>Facilitation of the formulation and validation of CRMF. >Facilitation of the use of the Land Use Diagram to come up with appropriate land use alternatives.	>The coop formulated its community resource management framework, defining its long-term vision and goals through participatory processes. >Appropriate land use strategies were determined through the use of the Land Use Diagram introduced by the JICA Study Team. >The DENR was mobilized to facilitate during the CRMF formulation workshop.	>The results of community appraisal served as basis in the formulation of the CRMF. >Interest of PO to acquire projects from concerned agencies and develop CBFM area motivated their active participation during the actual workshop.	>The barangay LGU has insufficient data and information (e.g., demographic data) needed in the CRMF. >The workshop raised expectations that the JICA Study Team would finance the CRMF implementation. >The DENR personnel needs assistance in the facilitation of CRMF formulation. >The PPMO staff tasked to prepare the CRMF document claimed an honorarium because she was not aware that the preparation and writing of the document was included in her on-the job training under the pilot project. >Information from the community appraisal was not optimized in the CRMF formulation.	>Planning without assured funding support may serve to demoralize the organization. The plan should immediately be supported by a resource mobilization plan targeting priority projects/investments, amount of finances required and agencies/institutions and individuals as sources of financial and technical support.	>The DENR should assist the coop in sourcing funding support for the realization of its CRMF. >The priority projects/activities in the CRMF can be packaged into project proposals for funding assistance. >The DENR should be proactive in building and enhancing the capability and commitment of its staff. >Some PPMO staff were not familiar with their tasks under the pilot project. They are dependent on the POCB team to perform the work in their behalf instead of trying to do the work by themselves and improve their personal and work skills.

Attachment C: PO Assessment (May 2002 - July 2003) (9/11)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
3. PO EFFECTIVENESS ENHANCED						
<p>3.1 Trainings <u>Cooperative and financial management training</u></p> <p>>Trainings related to cooperative and financial management were concentrated to only some of the officers</p>	<p>>Review of trainings to be provided to PO based on the JICA program through consultations with the coop officers.</p> <p>>Tapping of resource speakers for trainings on cooperative management and officers training.</p>	<p>>The coop BOD's, committees and management identified the training needs: cooperative management, cooperative officers training workshop.</p>	<p>>The venue for the review of trainings previously identified facilitated the revisions of trainings needed by the coop.</p>	<p>>Although the protocol in dealing with the different line agencies for the pilot project was observed, the roles and responsibilities of line agencies in the pilot project were not clear (e.g., resource speakers from DAR expected honoraria).</p>	<p>>Training needs assessment should be thoroughly conducted and analyzed in order to appropriately design the training including its evaluation.</p>	
<p><u>Cooperative management</u></p> <p>>Skills was concentrated to some officers of the Cooperative.</p>	<p>>Facilitation of the conduct of the training on cooperative management.</p>	<p>>The coop officers and members acquired basic knowledge and skills in cooperative management.</p> <p>>The coop members understood the different duties and responsibilities of the general assembly, the board of directors, the committees, the management and the staff.</p> <p>>The cooperative has respected, trusted and educated leaders.</p>	<p>>Giving concrete examples and cases in each topic was an effective teaching and learning methodology.</p> <p>>The conduct of the training on-site allowed the voluntary attendance and participation of both members and non-members.</p> <p>>The resource speaker was well-versed and had mastery of the training topics.</p>	<p>>The cooperative management staff failed to complete the whole day training session to attend to their work at the cooperative store.</p> <p>>Most of the officers and committee members employed in government offices failed to attend the training.</p>	<p>>Despite HOJAP's long presence in the community, members still have very limited knowledge about proper cooperative structure and management. This shows the need for sustained intervention by the concerned agencies (e.g., PCAO, CDA) to cooperatives after their formation.</p>	<p>>The DENR, CDA and PCAO should continue to assist the coop BOD, committees and management staff in monitoring the coop's progress.</p>

Attachment C: PO Assessment (May 2002 - July 2003) (10/11)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
Project proposal writing workshop >The PO officers have some knowledge and skills in project proposal writing.	>Facilitation of the training workshop on reject Proposal Writing. >Assistance in the finalization of draft project proposals generated during the writeshop.	>The coop developed 3 project proposals adopted from the CRMF document. These proposals are ready for submission to different agencies.	>Basic knowledge of some participants contributed to the completion of 3 project proposals.	>Participants raised the expectation that funding for the implementation of the proposed projects would follow right after the CBFMA acquisition phase.		>Project proposals made during the training should be finalized and immediately submitted to concerned agencies. >The coop should write project proposals following a general format. The write-up can be easily modified/revised according to the requirements of target agencies/founders. >The DENR and other agencies should provide technical skills to the PO in developing project proposals in support of their newly acquired CBFM.
<u>Environmental Education and Value Formation Training</u> >The coop has indigenous knowledge on the causes and effects of environmental degradation but demonstrate limited commitment to conserve its natural resources.	>Facilitation of the conduct of the Environmental Education and Value Formation Training.	>The training participants gained knowledge on resource conservation and sustainable resource utilization. >They expressed increased commitment to participate in the rehabilitation and protection of the environment through the CBFMP.	>The film showing facilitated the participants' internalization of the actual condition of the environment, and learned the causes and effects of environmental degradation. >Actual experiences of community pertaining to environmental degradation also facilitated their awareness on the importance of preserving the environment.	>The target number of participants was not met due to the community's prioritization of their own economic activities.	>Environmental awareness campaign should not only for CBFM holder but should reach out to the other community residents.	>The DENR and the coop should jointly sustain environmental education using various means for both adult and youth sectors such as film showing in different schools. >The DENR should facilitate the review of barangay and municipal ordinances related to environmental laws.

Attachment C: PO Assessment (May 2002 - July 2003) (11/11)

POs Before JICA Pilot (As of May 2002)	Activities and Inputs	PO Today (as of July 2003)	Factors Affecting the Change/ Stagnation		Synthesis of Lessons Learned/Conclusion	Recommendations
			Positive	Negative		
3.2 Cross visits >The PO has limited idea on projects and activities undertaken by CBFM POs.	>Facilitation of the conduct of the cross visit to Bgy. Banila, Dupax Del Sur.	>The cross visit participants became familiar with the activities and projects undertaken by CBFM POs. >They became more interested in accessing projects to acquire experience in managing their CBFM program. >They were inspired by the struggles and success stories of the Banila coop in the implementation CBFM programs.	>The Banila coop has admirable experiences and stories to share which could serve as inspiration and motivation for other CBFM POs to replicate.	>Unfavorable weather conditions prevented the participants from visiting the reforestation projects of the Banila coop. >The time allotted for the cross visit was too short considering that the Banila coop has various projects related to the CBFM program.	>Cross visits are an effective way to inspire and challenge organizations/coops and their members in pursuing its long term goals and objectives.	>The coop should plan the conduct of cross visits especially to organizations with newly acquired CBFMA.