

フィリピン国
地域住民による森林管理プログラム強化計画
実施協議報告書
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1-1 フィールド調査結果 (Region3,7)

	行政区分	PO	資金源 プロジェクト	土地利用 植林活動	備考
1	Region 3 Bataan 州 Marveles 郡	名前： Mariveles Watershed farmers association (MAWAFAs) 設立： 1998 年 参加者： 168 人 M 147 F 21	FSP/ JBIC Mariveles 流域復旧サ ブプロジェ クト	CBFMA 取得： 1998 年 12 月 面積： 2000 ha <hr/> <hr/> 植林活動 Reforestation 777ha Agroforestry 382 ha Enrichment planting 564 ha Rattan 420 ha Bamboo 420 ha Bamboo management 179 ha Total 1893 ha	輸出加工区の上流に位置するため水源として重要。FSP により 1998 年から植林が行われ、1893ha の植林に 1400 万ペソが PO 支払われている。PO が所有する残金は現在 87 万 5 千ペソ。 クレイマントは、82 名で 0.5~3 ha の土地を占拠している。 PO のリーダーは選挙で選ばれ、任期は 2 年。BOD メンバーは月 800 ペソ受け取っている。BOD は 15 名その内 3 名はバランガイの代表 (元バランガイリーダー) 生計向上プロジェクトの収益は 50%が PO の資金である CFDF(Community forest development fund)に 50%が参加者に分けられる。CFDF は森林保全の資金を捻出することになっている。メンバーは入会時に 100 ペソを支払う。 PO の収入の使い分けは、15%が DENR の保留分、15%がプロジェクト管理コスト、15%が生計向上プロジェクトを形成するためのコミュニティフォレスト開発ファンドの資金、55%が植林などの費用となっている。 森林保全作業は、パトロール、植栽木周辺の除草、枯死した場合の再植栽、森林火災防止のための消化帯作りなどで、バランガイごとに分かれた 5 から 7 名からなる 7 つのワーキンググループが行う。3, 4 人で 100ha 請け負い、3 ヶ月に 600peso/ha 受け取る。 草地では牛を飼っていた占拠者もいたが、プロジェクトに協力し牛を移動させ、PO のメンバーになっている。 地域の持つテーマとしては、IP のバランガイに学校の建物はあがるが、教師がいない、下流の水資源の利用からの上流への資金の還流などがある。 IP からは森林地帯で薬草を生産したいとの希望が聞かれた。 植栽は、1998 年に植栽 1999 年に補植 一斉造林 アカシアマンギウム 5 年生大きいもので DBH10 cm程度 メリナ 15~17 cm エンリッチメント造林 4 年生 マホガニー DBH 4 cm程度 ナラ DBH 5~8 cm

					<p>ラタン 細めのものと太目のものの 2 種類が植えられている。光条件が暗いところに植えすぎ活着率は低い。SUSIMO にはラタンに関する知識は余りない模様。</p> <p>森林からは、蜂蜜や薪をとったりしているが、薪の需要は LPG が入ったので減少。野生動物の採取としては、以前鹿やイノシシを取っていたが、現在は禁止。</p> <p>周辺はエコツーリズムのポテンシャルが大きい。現在プロポーザルを作成中。</p>
2	Region 3 Bataan 州 Marveles 郡	Alas Asin CBFM association 設立 1998 年 12 月 参加者数 71 世帯約 200 人 IP なし	DENR CARP fund Marveles Watershed reforestation project	CBFMA 取得： 1998 年 12 月 CRMF (1998) 面積： 553ha 造林地 200ha 二次林 200ha パッチ状の草地 100ha	<p>住民の 80%は CBFMA 内に居住。一世帯平均 2ha 程度</p> <p>住民はキャッシュクロープとして、サツマイモ、バナナ、野菜などを育て、建設工事や漁業で生計を立てている。牛やヤギはいない。バランガイには 8 site があり、5 千 ha あり、約 4000 名が居住している。</p> <p>1988 から 89 年に植えたメリナ、アカシア、アカシアマングウム、ユーカリ、ナラ、Agojo、カシュリナの植林 200ha や 1982 年に植えたメリナの植林などがある。</p> <p>2003 年にナラ、マホガニー、ココナッツ、バナナ、マンゴーなどで造林とアグロフォレストリー造成を行った。DENR は造林に 12000 ペソ/ha アグロフォレストリーに 5000 ペソ/ha 提供。造林は 6ha アグロフォレストリーは 7.5ha。PO には資金を稼ぐ機能はない。</p> <p>その他に LGU が深井戸、PO が使う小屋の建設用の資材を提供している。</p> <p>DENR の支援で魚の池を建設。</p>
3	Region 3 Bataan 州 Bagac 郡	Small coconut farmers association 設立 1980 年代 参加者数 75 世帯 約 100 人	DENR 通常予算	CBFMA 取得： 1999 年 8 月 CSC 隣接 面積： 538ha	<p>元々 Manila Seedling foundation の土地 6000ha の一部。</p> <p>PO に資金はなく、政府 (Coconut authority) が肥料や殺虫剤などを供給している。</p> <p>2000 年に DENR からマンゴー、ナラ、マホガニーなどの苗木をもらって各農家に植栽している。</p> <p>CBFM サイトは、農地なので、土地が余っている CSC のサイトに植えている。</p> <p>CBFMA では農家一軒 3, 4 ha の土地を持つ。栽培しているのは、とうもろこし、ラディッシュ、サツマイモ、マンゴ、ココナッツ、ジャックフルーツ、カシューナッツなど。水牛やヤギも飼育。田は CBFMA の外に所有。</p> <p>PO の活動はミーティングや個人的なパトロールなどに限られている。この地域に森林火災はない。</p>

4	Region 3 Bataan 州 Abucay 郡	Bangkal upland farmer's association <hr/> <hr/> 設立 2000 年代 <hr/> <hr/> 参加者数 50 世帯 約 150 人	DENR 通常予算	CBFMA 取得： 2000 年 12 月 CSC なし 面積： 453ha（森林 300ha、低木林 100ha） CRMF 現在作成中	国立公園、CADC、バターン州立大学に隣接している傾斜地にある。 内部に CSC はないが、Forest occupancy management の時に行ったセンサスがある。 メンバーの内 10 家族が IP、15 家族が CBFM エリアの外に居住。一軒約 5 から 24ha の土地を持っている。牛やヤギを持っている人はいない。 2002 年に DENR はこの PO に苗木購入費用として 10 万ペソ提供。PO はこの資金でマホガニーを 5000 本、コーヒーを 3000 本購入し、肥料やフェンスを建設している。植栽は、CBFMA 内共有地 8ha を選んで IP のメンバーを一日 150 ペソで雇って植えている。植栽地からの収入は、PO と土地のクレイマントの間で割り勘にする予定。 CBFM サイト全体にクレイマントがいるが、CBFM は個人当りの借地権を出さないで参加意欲が湧かず、CSC をもらえるのを待っている。また、PO の年会費 100 ペソを払いたくないため PO のメンバーにならない人もいる。
5	Region 3 Pampanga 州 Mabalacat 郡	Samahang Pangkalikasana t Pangkabuhayan ng Sapang Bato 1997 年に SDA に 登録 265 世帯 1325 名 がメンバー	FSP/ JBIC SapangBato 流域復旧サ ブプロジェ クト	CBFMA 取得： 1998 年 12 月 CSC なし 面積： 2165ha <hr/> <hr/> 植林活動 Reforestation 698 ha Agroforestry 379 ha Rattan 440 ha Total 1090 ha	CBFM 地全体にクレイマントが存在し、農家一軒 2 から 17ha の土地を持っているが CSC は所有していない。造林地の選定は、農民と交渉して当てがって貰っている。 植栽は、土地のクレイマント農民に代金を払って造林を行っている。 生計向上プロジェクトができるまで 4 年かかっている。DENR 保留分を生計向上プロジェクトにまわす予定。 造林サイトでは、雑草の勢力が強く、植栽木が草に覆われてしまっている。また、ある程度の傾斜があると植栽されていないところがある。 CADC と隣接しており、CADC 内に土地を持っている農民もいる。
6	Region 3	Sapang	DENR	CBFMA 取得：	住民はピナツボ火山の噴火の後、一度避難し、1995 年に帰還。Angel 市から車で約 1 時間ほど。

	Pampanga 州 Porac 郡	Uwak MPC	通常予算	1999 年 12 月 面積： 566ha CRMF(1999)	<p>農民は各自 ISF のもとの CSC を所持しており、現在 CADT(2000ha)を申請中。</p> <p>SAC (Social Action Center) of Pampanga がこのコミュニティを支援している。約 20 万ペソの資金を提供し、組合を設立し、マーケット活動の支援、農民に農機具を提供している。1 人スタッフが 7 年以上住み込んでいる。</p> <p>農民はサトイモ、サツマイモ、アボカド、マンゴー、バナナ、パパイヤなどを栽培している。特にサトイモ生産は 6 から 8 万ペソ/ha/year の売上げが可能。</p> <p>1986 年までに 800ha の植栽を実施。DENR は 2003 年に 15ha 植栽するため、マンゴーとマホガニーの苗木(約 5000 本)を提供した。LGU は運搬に協力した。この苗木は住民が協力して 7 人の農民の土地に植えられた。DENR は 2000 ペソ/ha 支払うことになっている。2002 年には DENR からの協力は特になく、2001 年に 25000 ペソの芝刈り機を購入した。</p> <p>農民は自分たちでも、メリナ、Guyabano、バナナ、グアバなどを植えている。</p> <p>住民の中には木を植えると DENR に土地をとられるのではないかと疑うものがある。</p> <p>住民は郷土種の木を植えたいと思っている。</p> <p>日本の協力で建設された水タンクがある。</p>
7	Region 3 Pampanga 州 Porac 郡 Camiyas	Pingkaisa ng mga Aeta 1985 年設立 390 世帯 約 1000 名 コミュニティの 全員 PO のメン バー 100%アエタ人	DENR 通常予算	CSC CFSA (1989) 547 ha (林地 150ha 農地 250ha と 居住地) 農家一軒の平均 2ha	<p>ピナツボの噴火の後一度避難したが、その後帰還。</p> <p>農民はサトイモ、サツマイモ、キャッサバ、キャベツ、バナナ、ヤムなどを栽培、牛やヤギを飼育して生計を立てている。</p> <p>マホガニー、ユーカリ、マンゴー、ジャックフルーツ、カシューナッツなどが植えられている。また、1970 年代に Ipilipil が斜面の上部に植栽されている。</p> <p>コミュニティに電気なし。</p> <p>低地の移住民を村に入れたくない。木を植えて子孫に残したいと考えている。</p> <p>問題点は、学校、道路、マーケティングなど。</p>
8	Region 3 Pampanga 州	Sanahan ng mga	DENR 通常予算	CBRMA (Community	アヤラット国立公園周辺での地域住民による森林資源の利用 DENR の CBRMA のパイロットプロジェクト

	Magalang 郡	Magsasaka sa Mataas na Lupa ng Ayala 1979年設立 85世帯 No IP		based resource management agreement) 申請中 150 ha 85 件のクレイマント	DENR はクレイマントから年間 20 ペソ/ha 徴収する予定。 クレイマントの約半数の住民が CBFMA 内に住んでいる。主な生産物は、マンゴー、バナナ、パパイヤ、野菜、豆類など。ピナツボの噴火後、IP が近くに避難してきたが、その後もとの場所に戻っていった。 DENR は 1980 年代に Forest occupancy management の中でセンサスを実施している。 PO の活動はミーティングを行う程度。
9	Region 3 Tarlac 州 San Jose 郡	People's Organization for Environmental Development Association メンバー525人 約 60 % が IP(Abilin 人)	FSP/ JBIC BalogBalog 流域復旧サブプロジェクト	CBFMA 取得 : 1998 年 CSC なし CADC 申請なし 面積 : 3,535ha (700ha 延長分) <hr/> 植林活動 Reforestation 817 ha Agroforestry 300 ha Enrichment 564ha Rattan 420 ha Bamboo 420ha	PO のメンバーのほとんどは CBFMA 外に居住。CBFMA サイトまで SUSIMO から徒歩で 1 時間以上離れている。CBFMA 内では 5 件ほど農家が内部に住み着いて焼畑で陸稲やとうもろこしを生産している。牛の放牧を行っている農民がいたが、LGU の協力を得て交渉し、放牧をやめ、PO のメンバーになった。PO メンバーのうち 40 人が SUSIMO オフィスの近くに居住。 周辺の人口について 1989 年のセンサスがあるが、その後、移住民が来て人口増加した。第 2 フェーズの 700ha のアグロフォレストリーの部分には、周辺に住む農民からの要望でマンゴーが植えられている。 植林は 1997 から 98 年に行われ、植林間隔は 4 m x 4 m、帯状に 1 m 切り開いて行われる列状植栽。EP は 5mX5m 間隔で、周囲 1 m の下刈りにより行われている。植栽樹種はメリナ、ナラ、ユーカリ。 第 1 フェーズ 2000ha については PO が苗木を生産、第 2 フェーズのマンゴーは購入した接ぎ木苗である。 PO のメンバーに対するトレーニングとしては、簿記、生計、ビジネスエンタープライズ、育苗、植栽、森林火災対策などを行ってきた。森林火災対策としては乾季にはタワーに水を持って置いて消化できるようにしている。 プロジェクトの資金は今月で終了。PO は果樹を多く植えたいと考えている。竹細工のトレーニングを希望。8 月まで BOD のメンバーは PO から月に 3000 ペソほど、ビレッジフォレスターは月 6500 ペソ受け取っていた。ビレッジフォレスターは多い時で 6 名、最後は 2 名であったが、PO のメンバーではない。ビレッジフォレスターは、植栽全般の仕事を受け持っていた。

				Bamboo mgt 179 ha Total 2700 ha	<p>森林火災対策には一ヶ月 300 ペソ/ha 払っている。2003 年まで払っている。消化帯は 10m の消化帯を 35km 設置している。これにはキロ当たり 530 ペソ支払っている。</p> <p>マンゴーを植えたり、その間で耕作を行うようにすると、農民がそこに行くので森林保全になる。</p> <p>PO は、生計プロジェクトで大型トラックを所有しているが、車庫もなく余り使われていない。サリサリショップを経営しており、PO のメンバーに収入があるときは、そこで購入できるメリットがあったが、訪問時には運営されていなかった。</p> <p>CBFMA 内には 1980 年代前半に植えられたメリナ、アカシアマンギウム、<i>A. auriculiformis</i> などの植林地がある。</p> <p>植林サイトには雨季には歩いて 1 時間ほどかかるが、12 月から 5 月までの乾季には車で移動可能。</p>
10	Region 3 Tarlac 州 Gerona 郡	Camasan upland farmer's association メンバー130 人	CARP fund	CBFMA 取得 1998 年 192ha 主に CSC 40% は林地	<p>田園地帯に 1966 年以降ボーイスカウトで使われた森林が残っている。</p> <p>DENR は 10 万ペソでトレーニングセンターを建設。</p> <p>DOST の支援による木炭の製造施設を持っている。</p>
11	Region 3 Tarlac 州 San Jose 郡	Padlana upland farmer's association メンバー89 人	DENR 通常予算	CBFMA 取得 1999 年 124 ha	<p>個人所有の CSC とその周辺にある 1980 年代に ADB のローン 1 で植えた植林を含めて CBFMA にしている。</p> <p>メリナは価格が低すぎるので、製材にできるようにしてから伐採したいと考えている。</p> <p>CSC の土地にも木を植えたいと考えている。</p>
12	Region 3 Tarlac 州 San Jose 郡 Lubigan	SanJose self-help association メンバー164 人 140 名 CSC 所 有	DENR 通常予算	CBFMA 取得 2001 年 313 ha	<p>PLA(Pasture lease agreement)があったが、1998 年にキャンセルされた。</p> <p>メリナ、マホガニー、マンゴー、ナラなどを全体の約半分に既に植栽。</p>
1	Region 7 Cebu 州	Sinsin, Sudlon I and Sudlon II Farmers	FSP/ JBIC	PACBRMA 申請中	Mananga-Kotkot-Lusaran には、CBFMA はなく、Protected area community based resource management agreement (PACBRMA)を申請中。

	Cebu 市	Association, Inc. (SSSFAI) 設立: 1997 年 参加者: 264 名 M 231 名 F 名	Mananga-Kot kot-Lusaran 流域復旧サ ブプロジェ クト	植林活動 Rattan (Protection Forest) 641ha Reforestation (Production forest) 39ha Agroforestry 34 ha Bamboo 286 ha (riparian zone) Total 1000ha	サブプロジェクトエリア内に 2 つの国立公園と 3 つの森林保護区があるが、周辺を含めて Central Cebu Protected Landscape (CCPL) として管理されることが提案されている。 サブプロジェクトは、13PO からなり、総面積 4500ha、CSD の総予算は 9300 万ペソ。 現在、Metro Cebu Water District は一日に 2 万 4 千立米の水を利用しているが、この流域は一日 9 万 8 千立米のポテンシャルがあるといわれており、流域管理のために上流に資金を提供できる。 植林の方法は、Riparian zone に対して、5mx5m で竹や Mauciwita, Hambabud, Bankal などの植栽、森林地についてはラタンの植え込み、耕作地については、傾斜 45% 以上の傾斜地については、伐採を禁止し、マンゴー、ジャックフルーツ、Soursorp などの果樹を植栽している。また、45% 以下の傾斜地には果樹の植栽 (10mx10m) に加え、将来の伐採の可能性を考慮して、材木用の有用樹種を 5mx5m や 2mx3m の間隔で植え込んでいる。 農地での果樹の植栽は、農家との交渉が難しく、ほとんど現存の林地へのラタンの植え込みと沢周辺への竹の植え込みに留まっている。ラタンと竹は順調に成長している模様。 当初 1500ha あった植林予定地は、バラングイの代表との問題のため検査が行われ、疑いは晴れたものの 1000ha に削られている。
2	Region 7 Cebu 州 Cebu 市	United Farmers Multi-purpose Cooperative (UFMPC) 設立 1985 年 1991 年 CDA 登録 参加者数 約 80 世帯 115 名	FSP/ JBIC Mananga-Kot kot-Lusaran 流域復旧サ ブプロジェ クト	PACBRMA 申請中 植林活動 Rattan (Protection Forest) 160ha Reforestation (Production forest) 32ha Agroforestry	1980 年代から農協として存在。 エリア内には農地が広がり、15 クレイマントあり、1 クレイマントあたりの土地は 0.5~60ha。クレイマントの多くはこのバラングイに住んでいないが、協力メンバーになっている。 1998 年から 2000 年にかけて植栽したが、活着率 75% であり、15% の DENR 保持分を受け取らない。 メンバーに支払われたのは、苗木の植栽一本ごとで運搬、地ごしらえ、植栽の作業を含む。金額は竹が一本 5 ペソ、接木マンゴー 4 ペソ、種子からのマンゴーが 2 ペソ、樹種の苗木が 1.5 ペソである。除草、施肥については、一本 1 ペソか、一日 100 ペソで行われている。 PO とクレイマントとの合意事項としては、収穫の 90% をクレイマントと小作農、10% を PO がもらうことになっている。PO はクレイマントと小作農の間の関係は関知していないが、通常 75% を小作農が 25% をクレイマントがもらうことになっている。この場合、肥料などのインプットを小作農が、クレイマントは税金を支払う。問題が起こった時はバラングイキャプテンが解決に協力する。

				265 ha Bamboo 118 ha (riparian zone) Restoration 65ha Total 640 ha	6名のPOメンバーに対して月4000ペソが給与として支払われている。 農民は農地が小さいので(1ha程度)、マンゴーを植えると野菜の栽培の邪魔になっている。1998、99年に植栽されたMolave、ナラの木はヤギにより危害を加えられたり、周辺で野菜を栽培する時に切り込まれたりしている。 生計向上プロジェクトは、メンバーに対する貸し付け、消費者用の店舗、野菜の生産である。
3	Region 7 Cebu 州 Cebu 市	Bukid 設立 2000年代 参加者数 144名 M96名 F48名	FSP/ JBIC Mananga-Kot kot-Lusaran 流域復旧サ ブプロジェ クト	PACBRMA 申請中 植林活動 Agroforestry 530 ha Bamboo 100 ha (riparian zone) Total 630 ha	バランガイのリーダーとPOのリーダーが同一人物。 ほとんどの土地がアグロフォレストリーのマンゴーなど果樹のプランテーションになっている。 POのリーダーが土地を購入、PO自体も15haの土地の担保権を取得。 市当局との連携は非常によい。
4	Region 7 Cebu 州 Talisay 市	ARTHURS FARMERS ORG'N., INC 設立: 1982年 1991年CDA登録 設立: 参加者538名 8つのバランガイ	オスマニア 植林プロジ ェクト ADBのロー ン1など	CBFMA1999年 1374ha CSCあり 1000haがCSC で300haが植林 CRMF 2002年 地	以前ISFのモデルサイトであり、Regional Upland Training Centerであった。 1982年のForest occupation management の時からPOは設立され、1985年にISFに加わりCSCを与えられる。メンバーは0.5~5haのCSCを持っている。 POの活動としてはボランティアな森林保護、CSCサイトの開発、メンバー入会に関してバランガイとのミーティング、月一回のPOミーティングを行っている。 植林地には家族単位で植栽されたため自分の土地との意識があるので森林保護を行っている。伐採が可能になった時のクレイマント、POの間の分収の仕組みはまだ決まっていない。 CSCのサイトで等高線栽培を行っているところもある。 POの新しいメンバーに対して、DENRは森林管理に関して2週間のセミナーを行っている。内容はRUP作成、インベントリーなど。 この地域は1916年からのオスマニア植林プロジェクトのサイトになったところで古いプランテーションがある。

					<p>1987年にマホガニー、ラタン、メリナなどをADBプロジェクトで植えたが、それ以前に1960年代に植えられたマホガニー、松もある。</p> <p>CBFMAの一部はCritical watershedの一部になっている。</p>
5	Region 7 Cebu 州 Alcoy 郡	KMYLB Agroforestry Development Corporation 設立： CDA1995年 参加者 129名	Upland development project (Ford foundation) USAID/ Counterpart international UNDP など	CBFMA 1999 年 CRMF RUP 準備中 1651ha 天然林 500ha その他草地と私 有地 CSC 取得 1986 年 248ha	<p>CSC の平均は一軒 2ha ジャックフルーツ、柑橘類、アボカド、マンゴーなどの果樹、キャベツ、にんじん、豆、胡椒、Sayote などの野菜、とうもろこし、サツマイモなどが栽培されている。栽培に使われているのは CSC の土地の約半分程度。CSC 所持者の内の 10% は PO のメンバーでない。</p> <p>草地では私有地に住む人たちが牛を飼っているが、植林地にクレイメントはいない。</p> <p>1970年代に Southern Cebu Reforestation development project によりラタン植栽。</p> <p>現在 RUP の準備をしている。IEE は専門家に 6000 ペソ払って作成。</p> <p>現在計画中の RUP は 1983 から 89 年に CSC 内に植えたマホガニー、メリナ、Bagaruga、イビルイビルなど。マホガニーは 20 年で DBH30cm ぐらいになる。農民は伐採した木と同じ数の木を植栽するが、木材用樹種をマンゴー、ジャックフルーツ、カカオなどの果樹に植え替えることも考えている。</p> <p>伐採後 16 ペソ/Boardfeet ほどで立ち木で 7 ペソ/Boardfeet になる。将来木材加工をしたいと考えている。</p> <p>この PO は、村の水資源を管理しており、UNDP のプロジェクトにより郷土木を植栽。</p> <p>PO の 2001 年の収入は年 160 万ペソで収入源はサリサリショップ、植林などプロジェクトと野菜の栽培などである。</p> <p>Counterpart International という NGO の技術者が月 10 日ほどこの村を訪れる。CEBU Biodiversity conservation も協力。</p> <p>農家の栽培パターンはとうもろこし、豆（2ヶ月）、キャベツなどの野菜、（3ヶ月）、トマト（3ヶ月）、胡椒など（75日）、豆（2ヶ月）を経て、とうもろこしに戻る。</p>
6	Region 7 Negros Oriental 州	SUERDAI 参加者 595 世帯 958 名	FSP/ JBIC Sicopong 流	CBFMA 1998 年 CSC あり	<p>元々1 バランガイの 1 PO で始まったが、2000ha の植林目標を達成できないので、4 つのバランガイに拡大。PLA (Pasture lease agreement) が終了後その土地を植林できたので 2000ha の植林が可能になった。結果的に植栽地は 700 以上のパッチに拡大。PLA の所持者は延長を申請中であるが却下される見通し。</p>

			域復旧サブプロジェクト	<p>植林面積 Reforestation 1212ha</p> <p>Agroforestry 738ha</p> <p>Bamboo 50ha</p> <p>Total 2000ha</p>	<p>植栽は1998年から2002年まで行われ、活着率は植林が90% アグロフォレストリーが80%、竹が83%。アカシアマンギウムが広く植栽されており、植生の回復があちこちで観察される。しかしながら、アグロフォレストリーのサイトではマンゴーなどの果樹は成長が遅く家畜などの障害を受けている。対象地の80%の土地は既に農地として耕作されており、農業開発の圧力との問題がある。CSCのないところで農民により自発的に植えられたマンゴーやメリナの植林がある。メンバー958名の内、土地を持っているクレイマントは357名、1.5から5ha程度の土地を持っている(平均1.6ha)。POとクレイマントの間には合意があり、造林については、POとクレイマントで収益を割り勘、アグロフォレストリーについては20%をPOがとることになっている。営農形態は耕作地はとうもろこしや野菜などの栽培を行っている、草地は休閑地でもある。また、牛やヤギ、水牛なども飼っている。POから給料をもらっているBODのメンバーは、農地の多くを造林に提供しており、プロジェクトが終了した後、農業を再開する必要に迫られる可能性あり。マンゴーを植えたが枯れたためサトウキビ畑にした例あり。</p>
7	Region 7 Negros Oriental 州 Ayugon 郡	Association of United farmers of Ayugon (Mabato) 設立: 1998年 SEC 登録 2002年 CDA 登録 参加者 315名 M: 236 F: 79	ADB Loan2 Central Visaya Regional Project (World Bank) 1983年～ 1992年	<p>CBFMA 934 ha 1997年 CSC あり</p> <p>植林面積 Reforestation 345ha</p> <p>Assisting Natural regeneration 48ha</p>	<p>TLAが1979年に切れて、その後残った人々と移民してきた人たちの集落。ADBのLoan2で1998年から2001年の間にマンギウム植栽やアグロフォレストリーを実施。CBFMAは全体で900ヘクタール、内200ヘクタールが天然林。農地や田で米を作りながら野菜の生産を行う。POはADBのプロジェクト資金で土地を借りている。2002年に枯れ木に対して15m³まで伐採許可(RUP)を得、8m³ほどの伐採。50%製材と50%家具にして出すことで申請したが、ECCは100%家具の生産を義務付けて発行。RUPは2ヶ月のみ実行可能。材積量の調査によると、枯れ木のポテンシャルは1000m³ほどある。製材された材木は、16ペソ/board feetで約6000ペソ/m³で販売可能。ADBのLoan2で蓄えた資金により2002年 Bandsawによる製材施設を20万ペソで建設。家具の生産は、家具を作る材料の購入ができずに現在ストップしてしまっている。伐採に必要であった人件費など</p>

			Rattan 36ha Timber standing improvement 200ha Bamboo 10 ha Agroforestry 39ha Total 676ha	の支払いがあり、製材部門への他の生計プロジェクトからの新たな投資はできない。一部家具を作 って近所の人たちに販売した。 本来 Forest Charge は伐採の前に支払うことになっているが、未だ支払っていない。Forest Charge を払っていないと、運搬の許可が出ない。
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1-2 フィールド調査結果 (CAR, Region1, 2, 4, 6)

今回の現地調査では、モデル・サイト候補地である CAR、Region1、Region2、Region4、及び Region6 の 12ヶ所の CBFM サイトの PO について報告する。

調査の目的は、今後の協議及び派遣される長期専門家の参考に資するために、モデル・サイト候補地の PO の概要を把握することであり、主な調査項目は(1)対象地域の社会経済概況、(2)PO の組織、(3)住民の資源利用、(4)PO の生計活動、及び(5)PO の研修ニーズとした。現地調査には林業分野のローカル・コンサルタントが同行するはずだったが、事情により、叶わなかったため、CBFM サイトの概況、PO の森林管理活動についてもできる範囲で収集した。調査の方法は、主に質問表 (事前に配布)、キー・インフォーマント (PO 役員、CENRO/SUSIMO の CBFM 担当スタッフ) へのインタビューによって行った。また、通訳は、適宜、同行の DENR フィールド・スタッフに依頼した。

1 CAR (Cordilleras Administrative Region)

CAR はルソン島北部中央山岳地帯に位置し、Abra 州、Apayao 州、Benguet 州、Baguio 州、Ifugao 州、Kalinga 州、Mountain Province 州の 7 州から成る。Ifugao 族等の先住民族が暮らしており、世界遺産に登録されている棚田 (ライステラス) が存在する。このうち、今回の調査では、Benguet 州及び Ifugao 州において、JBIC の FSP 下に設立された PO2 箇所、通常資金プログラム下の PO 1 箇所、及び JICA 開発調査パイロット・スタディ下に設立された PO 1 箇所を訪問した。

表 6-1-a : CAR の調査 PO

行政区分	PO の名前	設立	会員数	CBFMA 取得時期	対象 面積	備考
Benguet 州 Tuba 郡	Tuba Ecological Area Management Center Inc (TEAMCI)	1998 年	184 人 男:97 女:87	2000 年	2650.77ha GSD: 2,626ha	JBIC/FSP St. Thomas 流域サブプロジェクト
Benguet 州 Tuba 郡	King Ambetta	1999 年	82 人 男:75 女:7	1999 年	36.4ha	通常予算プロジェクト
Ifugao 州 Lamut 郡	Federation of Responsive Associations for Magat Ecology (FRAME), Inc	1997 年	413 人 男:384 女:79	1997 年	1,143.6ha	JBIC/FSP Lamut 流域サブプロジェクトの PO 連合会
Ifugao 州 Asipulo 郡	HOJAP Multi-purpose Cooperative	1999 年	174 人 男:NA 女:NA	2003 年	405ha	JICA 開発調査パイロット・スタディサイト

出所: PO 役員へのインタビュー

1-1 Benguet 州と Ifugao 州の社会経済データ¹

Benguet 州及び Ifugao 州の基本的社会経済データは以下に示す通り。

表 6-1-b: Benguet 州と Ifugao 州の社会経済データ

項目	参照年	Benguet 州	Ifugao 州
面積 (km ²)	1999.1	2,655.4	2,517.8
総人口	2000.5	330,129	161,623
人口密度 (人/km ²)	2000.5	124	64
平均年間人口成長率 (%)	2000-05	2.72	2.03
一世帯当り年間平均所得 (ペソ)	2000	139,918	82,245
一世帯当り年間平均支出 (ペソ)	2000	117,354	66,284
識字率 (%)	1994	96.6	70.6
男性	1994	98.0	71.0
女性	1994	95.0	70.1
就学率(初等教育) (%)	2001-02	92.8	..
就学率(中等教育) (%)	2001-02	43.4	28.2
乳児死亡率 (出生数 1000 当り)	1995	44.6	64.6
幼児死亡率 (出生数 1000 当り)	1995	59.6	93.0

また、主要農産品に関するデータは以下の通り

表 6-1-c: Benguet 州と Ifugao 州の主要農産品のデータ

項目	参照時期	Benguet 州	Ifugao 州
豚 (頭)	2003.7	32,717	57,912
牛 (頭)	2003.7	10,213	10,511
水牛 (頭)	2003.7	12,600	8,038
ヤギ (頭)	2003.7	5,000	3,400
鶏 (羽)	2003.7	292,130	491,562
アヒル (羽)	2003.7	10,300	86,226
米生産量 (t)	2003 第 2 四半期	1,212	6,508
トウモロコシ生産量 (t)	2003 第 2 四半期	7	-
バナナ生産量 (kg)	2003 第 2 四半期	465,299	1,460,845

¹ 数値は National Statistical Coordination Board (NSCB) の Division CAR のウェブ・サイトより。

1-2 Benguet 州の TEAMCI (Tuba Ecological Area Management Center Inc.)

TEAMCI は JBIC/FSP の St. Thomas 流域サブ・プロジェクト下、1998 年に設立された PO である。CBFM 対象地域はクリティカル流域の一部である。面積は 2,650.77ha で、CBFMA は 2000 年に発行された。森林管理区分上は PENRO Benguet 州の CENRO La Trinidad の管理下にあり、行政区分上は Benguet 州 Tuba 郡の 5 村²、31 集落と重なる。主要民族は Ibaloi、Kankanaey、Ilocano、Kalanguya である。主生業は農業で野菜・果樹栽培が中心である。

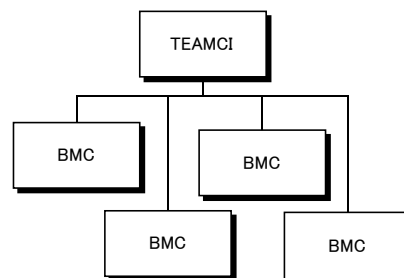
(1) PO

① 参加者

TEAMCI は JBIC 支援の FSP のコミュニティ組織化活動によって 1998 年 5 月に設立された。当初の参加者は 100 人だったが、2003 年 8 月現在のメンバー数は 184 人（男 97 人、女 87 人）に増加した。当初、プロジェクト対象地域は 3 村 (Tabaab Sur、Cabuyao、Twin Peaks) だったが、プロジェクトの成果をみて、2 村 (Tabaan Norte、Poblacion) が新たに加わったためである。5 村の総人口は約 1,500 人であり、すべての住民が TEAMCI に参加しているわけではない。PO 役員によれば、PO への入会基準は CBFM 地域に区画（慣習的所有権主張地）を「所有」していることであり、関連村の住民には CBFM 地域外に土地を「所有」している者もいるため、参加しない住民もいるのだという。

② 組織

TEAMCI の下部組織として村落運営委員会 (BMC: Barangay Management Committee) が置かれている。TEAMCI はプロジェクト全体の計画・実施・モニタリング・評価を担当し、BMC が村落・集落レベルの活動の実施に責任をもっている。TEAMCI は 5 村から成るが、この中 2 村は一つの BMC を構成しているため、4 つの BMC が設置されている。



PO 役員は会長(President)、副会長、書記、出納役、監査役、ビジネス・マネージャー、他 9 人から成り、うち 1 人 (財務) が女性である。理事会は、各 BMC の委員長 (合計 4

² Tabaan Sur 村、Tabaan Norte 村、Twin Peaks 村、So. Cabuyao 村、Poblacion 村

人)、PO 会長、書記、出納役の 7 人から構成される。また、PO は総合的開発計画管理のために、技術スタッフを雇用してきた（現時点ではフォレスター1名）。役員会は月 1 回開催され、総会は年 1 回開催される。現在、役員には月約 1,000 ペソの謝金(honorarium)が支払われている。当初は毎年役員選挙が行われる予定だったが、SUSIMO 及び支援専門家の助言により、会則を改正して役員任期は無期限（必要に応じて選挙を行う）になっている。（SUSIMO によると、現在の役員が非常にコミットメントが高いため、彼らに代って欲深い者が役員となって PO を自分の利益のために使うことを恐れたため、任期を無期限にすることを助言したという。特定人物が無期限で役職につくことの弊害については、もしそのような事態があればリコールできるので問題はないとの説明だった）。PO と BMC の連携を保つため、PO 役員は BMC の月例総会にも参加する。PO の財務的透明性を確保するため、BMC 総会において、出納役は PO の通帳を廻覧することになっている。PO 同様に、すべての BMC は、今後組合として登録する予定である。

③ CBFM 参加動機

TEAMCI は JBIC 支援の FSP のコミュニティ組織化活動によって組織されたが、地域にはプロジェクト以前からインフォーマルな農民自治組織が存在し、それが母体になっている。PO 役員によれば、まず、村から住民に対し、CENRO が CBFM について説明にくるという伝達があり、その後、1998 年 2 月から、Agro-Communities Development Center, Inc (ACIDI) という NGO が約 2 年にわたるコミュニティ組織化・強化(Community Organizing :CO)活動が開始された。当初、現メンバーの多くは、焼畑を取り締まる DENR が「彼らの所有地」を奪いにきたのだと警戒した。しかし、ACIDI による IEC によって、CBFM プログラムを理解し、参加を決めた。参加の動機は、植林事業による所得向上（労賃・アグロフォレストリー対象地へ植えた果実からの利益）、大部分が草地（荒廃地）である土地の回復、インフラ整備等である。ACDCI は、PO 設立後も、組織管理、プランテーション設立・保護に関する技術支援を行った。ACDCI の契約完了後は、別の NGO(Orient Integrated Development Center, Inc.)から、支援専門家(Assisting Professional)1 名が雇用され、PO の組織化・組織強化・生計活動に関する支援を行った。

(2) PO と森林資源

① 土地所有

CBFM 地域は分散した多数の区画から成る 2,650.77ha で（模式図参照）、そのほとんどは土地所有権主張者（クレイマント）の存在する慣習的私有地である。

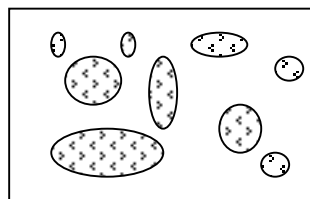


図 6-1-a : CBFM 地域の模式図

これらの所有権主張者は、各自の慣習的私有地について、郡に対して「納税宣言 (tax declaration)」を行い、土地税を納めている。SUSIMO の説明によれば、この「納税宣言地」は法的には所有権を確保するものではないが、所有権の主張をする際に有利に働くといい。(CAR では農村部の土地はほとんどが傾斜地にあり、私有地としての所有権を認められる A&D の条件を満たさない。このため、「納税宣言」が土地所有権主張の一つの方法として広く使われているという)。

② 土地/資源利用

CBFM 前

プロジェクト開始前、対象地の大部分は草地・灌木林であり、主として薪・住宅用建材採取、焼畑耕作、放牧が行われていた。

CSD

JBIC プロジェクトにより、1998～2003 年にかけて、対象地域 2,650.77ha 中、2,626ha³に対して植林を含む CSD 事業が実施された。事業は TEAMCI が請け負い、総契約費は 46,610,495.34 ペソであった。コンポーネント別の事業面積は以下に示す通り。

表 6-1-d: コンポーネント別の CSD 事業面積

コンポーネント	面積 (ha)
1. 植林	567.5
2. アグロフォレストリー	414
3. 天然更新補助	730.5
4. 二次林保護	896
5. 水土保全	18
合計	2,626

出所：TEAMCI 提供資料

CBFMA/CRMF

CBFMA は 2000 年 4 月に発行された。調査時点で CRRMF は作成中であった⁴。

CBFM 後

薪は枯れ枝のみを採取し、住宅用建材は採取しなくなった。焼畑も行わなくなった。ただし、アグロフォレストリー部分において植林した果樹の間に換金作物を植えている。放牧もやめ、牛はつないで飼っているという。中には牛を売払った者もいるという。

³ CSD 対象地域は当初、2,126ha だったが、2001 年 500ha が追加されて 2,626ha となった。

⁴ JBIC サイトでは CRRMF 作成は CSD 終了後に作成される。調査に同行した NFDO の担当者の説明によれば、プロジェクト期間に PO が植林・維持管理活動が責任をもって行えるかどうか見極めた上で長期的に管理を任せられるかどうかを判断するためだという。

③ 森林の維持管理

JBIC プロジェクトにより、警戒塔が 4 基設置され、交替で森林火災の監視にあたっている。ただし、基本的には各区画の「所有者」が区画の維持管理には責任をもち、パトロールも行う。再植林等の維持管理経費も「所有者」の責任である。火事が起った際には地域住民がともに消火にあたる（Aduyon と呼ばれる伝統的相互扶助システムである）。なお、プロジェクト終了後に支払われる予定の retention fee の一部を森林保護活動に使う予定である。

④ 便益分配

CBFM 地域はクリティカル流域に属していることから木材伐採は許可されず、木材利用による利益は得られない。アグロフォレストリーについては、利益は区画の「所有者」に帰することになっている。

⑤ その他

JBIC プロジェクトのインフラ整備事業として、マーケット道路（2 箇所、合計 2.8km）及び給水システムが建設された。（総事業費は 18,400,000 ペソ）。

(3) 代替生計活動

PO 及び BMC はフィージビリティ・スタディに基づき、マイクロ金融を行っている。農業投入材購入目的であり、返却期間は 6 ヶ月、金利月 2% である。融資を受ける資格は BMC の会合への参加である。3 回以上続けて休むと資格を喪失する。BMC の融資は各 BMC の PO メンバーに限られるが、PO の融資は PO メンバーにも融資を行うことが可能である。2003 年 8 月現在で、260 万ペソの基金を有し、TEAMCI のマイクロ金融は成功例であると考えられている。他地域からも視察に訪れるほどだという。また、Tabaan Sur 村の BMC はマイクロ金融以外に養鶏を実施したが、これは、フィージビリティ・スタディや管理ガイドラインがなかったため、失敗に終わったという。

生計活動はコミュニティ森林開発ファンド（Community Forest Development Fund:CFDF）を運用して実施されている。CFDF は CSD 支払いのうち労賃の 15% を貯蓄したものであり、その 3 割は PO の CFDF にメンバーの出資金として納められ、残りの 7 割は各 BMC の CFDF にメンバーの出資金として納められる。各メンバーは出資金の通帳を保有している。

今後は、プロジェクト終了後に支払われる予定の retention fee を利用し、観光・ボトル詰飲料水製造などに従事したいと考えている。

(4) 研修

PO 役員によれば、役員にはリーダーシップ、財務管理、簿記の研修が行われた。また、メンバーに対しては、プロジェクトによって苗畑造成、プランテーション造成及び維持管理、

森林火災管理等の OJT が行われた。ただし、「St. Tomas 流域回復サブ・プロジェクト組織・プロジェクト便益評価最終報告書」によれば、PO メンバーの 35%が、プロジェクト活動に研修は含まれていないと感じている。今後の研修ニーズとしては、組合管理、生計向上活動オプションとマーケティング、マイクロ融資管理、財務管理、簿記、生態系に関する情報、林産物・非木材林産物に関する情報が挙げられた。

(5) SUSIMO

SUSIMO が 2001 年 1 月に置かれた。サイト管理担当官 (SMO) の下、サイト開発管理 (総合的開発計画事業担当)、コミュニティ組織化 (PO 担当)、確認・支払い請求、総務の 4 ユニットが置かれており、それぞれスタッフが 1 名配属されている。SUSIMO スタッフは 3 つのグループに分れ、四半期ごとに植林された区画を実際に訪れてモニタリングを行っている (1 グループあたり 70~80 区画を担当)。

1-3 Benguet 州の King Ambetta

King Ambetta は 1999 年 5 月に設立された DENR 通常予算の PO である。CBFM 地域は連続した慣習的共有林 34.6ha で、CBFMA は 1999 年に発行された。森林管理区分上は PENRO Benguet 州の CENRO La Trinidad の管理下にあり、行政区分上は Benguet 州 Tuba 郡 Ambassador 村に位置する。同村には King Solomon、Ambassador、Belong、Babattan、Tabyo の 5 つの集落が存在し、PO の名前はこれらの集落の名前を合せた略称となっている。Ambassador 村の総人口は 3,262 人、人口密度は 96 人/km² で主要民族は Kankanaey、Ibaloi、Kalanguya、Ilocano である。主生業は農業で、米 (自家消費用)、野菜 (豆、キャベツ、ペチヤイ、サヨテ等で換金用) が生産されている。

(1) PO

① 参加者

2003 年 8 月現在のメンバーは 82 人 (男性 75 人、女性 7 人) である (戸数不明)。

② 組織

King Ambetta は SEC に協会 (association) として登録されている。運営事務に当る役員には会長 (President)、副会長、書記、出納役等があり、会長は Ambassador 村の現村長が兼任している。しかし、村長は自分が PO 会長であることを失念していたくらいで、PO が組織として機能しているとは言い難い。定期的な PO 役員会は開かれず、総会は年 1 回、村創立記念日の行事に合わせて開催されるだけである。また、PO としての資金も活動予算もなく、植林活動に必要な苗木は郡など LGU から調達する予定である。CRMF のドラフトは 1999 年に作成されたが、出席者は CRMF の存在について、最初、思い起こせなかったほどである。ただし、組織的な活動は不活発だが、有志により、森林保全活動は行われている。

③ CBFM 参加経緯

King Ambetta の母体は戦前から地域に存在した Ambassador 村のインフォーマル・グループである。彼らは、CBFM 対象のコミュニティ・フォレストは、盗伐などから森林資源が減少傾向にあり、このままでは将来の世代に森林を残せないのではないかとの危機感をもっていた。乾季には水不足も問題となっていた。そんなところへ、1998 年に CENRO スタッフが CBFM プログラムについて説明に現れた。CBFMA を取得すれば、コミュニティ・フォレストを保護する法的権利を得られ、森林の状況が改善されるだろうと思い、PO として登録をすることにしたという。

(2) PO と森林資源

① 土地・資源所有/利用

CBFM 前

CBFM 対象地域は Baguio 市北東から 18 キロの Ambassador Proper に在るコミュニティ・フォレスト 36.4ha であり、Mountain Province 州に通じる Halesna 国道下の斜面に位置している。木材利用可能地(timber land)に分類されており、Benguet Pine、Alnus などが生えている。Benguet Pine は、コミュニティによって伝統的な樫の材料採取に利用されてきた重要な資源である。また、コミュニティ・フォレスト内には飲料水源となる泉・小川も存在する。しかし、近年、盗伐などにより森林資源が減少し、一部は灌木林となり、土壌浸食も起っていた。CBFM 参加以前から、KingAmbetta の母体となったインフォーマル・グループは森林保全を試みてきた。郡の青少年活動プログラム等を通じて植林が行われたこともある。1980 年代には DENR から苗木の提供を受けてコーヒーを試験的に栽培してみたが不成功に終わったという。

CBFMA/CRMF

1999 年 5 月に CBFMA を取得し、同年 12 月に CRMF が作成された⁵。しかし、インタビューに現れた PO メンバーのほとんどが、PO 会長も含めて、CRMF の存在について忘れており、当然ながら、CRMF に基づいて作成される年間作業計画も作成されていないようなので、PO として CRMF を実行しているとは言い難い。ちなみに CRMF の戦略的資源管理ビジョンは以下の通り。

Box 6-1-a: King Ambetta の CRMF 戦略的資源管理ビジョン (仮訳)

A. コミュニティ管理ビジョン

1. 持続的生計プロジェクト及び追加的な所得源をもつ。
2. 生態的安定性を、改良とはいわずとも、維持し、資源及び生計プログラムの能力のあるマネー

⁵ King Ambetta の CRMF は別添 6-c 参照。

ジャーとなる。

B. コミュニティのゴールと目的

B1. ゴール

- 1.1 34ha のコミュニティ林を復旧する。
- 1.2 経済的に実行可能で社会的に受容される所得創出プロジェクトにより、コミュニティの貧困問題を緩和する。
- 1.3 コミュニティの経済状況を改善するため政府・非政府機関との連携を確立する。

B2. 目的

- 2.1 環境：コミュニティの持続的木材ニーズを満たすために既存の森林資源を改善・保護・維持し、住民の家庭内飲料水及び農業灌漑水として必要な水資源を増加する。
- 2.2 社会：環境の重要性に関する社会的意識を強化する。

C. コミュニティ森林地利用及び資源利用分配

地域は既存の植生のある木材地域 (timber land) に分類されるので、Benguet Pine や Alnus のエンリッチメント・プランティングが行われる。

D. 資源利用・採取評価

森林資源採取は非常に限られている。木の採取は、コミュニティが樞材として、また Canao 等の伝統的行為に利用するときのみ許可される。

E. CBFM 戦略

コミュニティは森林保護隊 (forest protection brigade) を設立・組織化すべきである。森林保護隊は DENR によって訓練され、地域の保護を確保する。木材伐採時のガイドとなるよう、伐期の、または既に伐期を過ぎた木のインベントリーを行うべきである。

F. コミュニティの提案する環境・社会経済インパクト、実績モニタリングの指標

1. 農業・飲料水用に十分な水がある。
2. コミュニティ・メンバーが CBFM 地域の保護に積極的に参加する。
3. 森林資源の重要性及び持続的開発についてコミュニティのメンバーが十分に情報提供される。
4. 既存森林資源からの原材料を利用した生計プロジェクトが確立する。

G. コミュニティの提案する財政的戦略及び資金源へのアクセス

1. 年会費及び入会費の徴収
2. 森林生産物の販売益からの毎月/毎年の貯蓄の決定
3. 政府・非政府機関の支援を得るためのプロジェクト・プロポーザル作成

H. コミュニティの提案するマーケティング戦略

地域・近隣地域において、Benguet Pine の木材及び薪材の需要が高いことを考慮すると、樞材として

使われた木材の余剰分は製材され、建材・家具材製造のために売られるべきである。また、枝は放置して腐らせるより、薪材として販売し、コミュニティの追加的所得とすべきである。

CBFM 後

CBFM 参加後、PO メンバー有志による自発的な活動は行われており、たとえば、野生の苗木を利用して柁材用にマツが植えられた。さらに、土地銀行から苗木の提供を受けてグワバを植えたこともあるが、乾季に森林火災が起り、壊滅したという。また、土壤保護を目的として、CENRO 苗畑からユーカリ、アルナス、メリナの提供を受け、植林をしたことがある。これらの樹種は、PO や DENR が調査の上、選んだわけではなく、苗畑で入手可能だったため植林したという。CBFM 対象地に関する法的権利が確定したこともあり、現在は盗伐はなくなったという。

② 森林維持活動

CRMF によれば、森林保護隊を結成することになっているが、PO として盗伐・森林火災防止のためのパトロール活動は行われておらず、メンバー各自がその責任を担っている。CBFM 地域は国道下斜面に位置するため、監視は容易だからだという。もし、盗伐等遺法行為があった場合は村の長老評議会（平和秩序評議会）に報告し、罰則を課すことになっている。盗伐した分の本数を再植林させるのである。また、小規模な火災があれば、メンバーがバヤニハンで消火に向う。また、コミュニティ・フォレストの境界を明確にするためにフェンスを作ることが重要だとの意見がある。さらに、土壤浸食が起っているため、なんらかの措置を講じたいと考えているが、方策も技術も知らず、具体的な計画はないという。

(3) 生計活動

CRMF には生計プロジェクトの実施が挙げられているが、PO としては生計活動を行っていない。地域には集落ごとに多目的組合や女性グループが存在するので、PO を組合化し、新たに生計活動を行う必要を感じないからだという。これらの既存組織は組合開発機構(CDA) や NGO に支援を求め、生計活動を行っている。その主なものはサンダル・スリッパ製造、鶏糞を利用した肥料作り、有機栽培などである。切花栽培も試してみたが、温室を作る資金がなく失敗に終わったという。

(4) 研修

CBFM のための研修を DENR から受けたことはないという。(CENRO スタッフによれば、CRMF 作成ワークショップを開催したが、PO メンバーにとって「研修」ではないようだ)。PO メンバーは各自の集落では組合に加入しているが、組合員として、CDA から簿記、財務管理、養豚、切花栽培などの研修を受けたことはある。また、DENR から果樹栽培の研修を受けたこともある。今後、PO としては土壤浸食に関する研修を受けて、浸食防止につとめ

たいという意見があった。

1-4 Ifugao 州の FRAME (Federation of Responsive Associations for Magat Ecology)

FRAME は JBIC/FSP St.Lamut 流域サブ・プロジェクト下に設立された 8 つの PO から成る PO 連合会である。CBFMA は 1997 年に発行され、対象面積は 1143.46ha (分散した慣習的私有地) である。対象地域は Magat 流域保護区に属するクリティカル流域であり、現在、伐採は認められていない。森林管理区分上は PENRO Ifugao 州の CENRO Lamut の管理下にある。行政区分上は Ifugao 州 Lamut 郡及び Lagawe 郡の 13 村と重なる。

(1) PO

① 参加者

FRAME は 1997 年に組合として CDA に登録された PO であり、8 つの傘下 PO から成る連合である。傘下 PO 中 3 つは SEC に協会として登録済みであり、5 つは SEC 登録中の村落グループである。FRAME の会員数は 2002 年 8 月現在、合計 413 人 (男性 334 人、女性 79 人) である。傘下 PO の会員数は以下の通り。

表 6-1-e : FRAME の傘下 PO 別会員数

傘下 PO の名前	参加者数	備考
Bimpal Farmers Association	108	当初からの PO
Jolowon Regreeners Movement	47	同上
Nayon Muyong Savers Association	55	同上
CALUBA Muyong Dwellers Association	31	2000 年以降参加した PO
Hapid-Tupaya Upland Dwellers Association	12	同上
Payawan Ancestral Land Organization	86	同上
Piesa/Nagulon Upland Tree Planters Association	43	同上
Ponopdopan Muyong Guardians Association	31	同上
合計	413	

出所 : FRAME 役員へのインタビュー

② 組織

FRAME では政策決定は理事会 (理事は傘下 PO の会長 8 名) が行う。理事には 1,200 ペソ、理事長には 1,800 ペソの謝金が払われている。一方、運営事務は他の PO のようにメンバーから選出された役員が行うのではなく、PO の雇用する技術スタッフによってすべて行われている。技術スタッフは、2003 年 8 月現在、7 名 (プロジェクト・マネージャー、書記、出納役、サーベヤー、フォレスター (2)) 雇用されており、1 名あたり月 6,000 ペソの給料が支払われている。FRAME では、プロジェクト終了後も、メンバーが運営を行う予定はなく、引き続き技術スタッフを雇用する計画である。これらの人件費を含める

FRAME 運営経費は、プロジェクト管理費 (Project Management Cost:PMC) のリテンション・フィーから支出する予定である。なお、傘下 PO の運営は各 PO のメンバーから選出された役員がボランティアで行っている。PO の総会は月 1 回、各集落の代表を招いて行われる。PO の事務所は CENRO の敷地に在る。

FRAME は、今後の活動財源として、CSD のリテンション・フィー410 万ペソが支払われることを期待している。リテンション・フィーは、まず各参加者に配当金として全体の 50% を支払い、残りを FRAME が森林維持管理 (35%) 及び生計活動 (15%) に使う計画である。

③ CBFM への参加

Lamut 流域におけるサブプロジェクトの実施は 1997 年 4 月に始まった。当初、サブプロジェクトは Bimpal、Nayon 及び Jolowon の 3 つの村に重なる 3,027ha を CSD の対象としていた。コミュニティ組織化(CO)活動は、3 つの NGO⁶から成るコンソーシウムによって実施され、結果として、BIJOMA Ecological Federation (BIJOMA)という PO 連合が形成された。BIJOMA は各村の PO (Bimpal Farmers Association, Jolowon Regreeners Movement, Nayon Muyong Savers Association) の連合会である。NGO コンソーシウムは PO 形成、価値づけ (value orientation)、リーダーシップ、苗畑、プロジェクト・プロポーザル作成、簿記、生計活動等の研修を行った。時間的制約から CO と CSD がほぼ同時期に行われた。

ところが、NGO コンソーシウムは NGO 同士の意見の衝突等により効果的に機能せず、CO の契約期間完了 2 ヶ月前には解散してしまった。この CO 失敗及び PO への支払いが最大で 4 ヶ月間遅延したことにより、PO メンバーにはプロジェクトに対する不信感が広まった。しかし、郡長(municipal mayor)のイニシアティブにより、LGU がプロジェクトに関する情報教育キャンペーン(IEC)を行った。この結果、PO による植林は継続したが、1997 年から 2000 年の CSD 実績はターゲットを大きく下回るものとなった。

LGU の熱意により、2001 年以降の事業続行は決定されたが、ターゲット面積は下方修正された。同時に、SUSIMO が設立され、スタッフが配置された。しかし、傘下 PO のメンバーの多くはこれまでの経験から、CBFM には意欲的ではなかった。このため、SUSIMO は意欲のある住民を対象に事業を行うことにした。対象地は他の 11 村に拡大され、新たに 5 つの傘下 PO が形成された。連合の名前も、新規加盟 PO を反映させるため、BIJOMA から Federation of Responsive Associations for Magat Ecology (FRAME)に変更された。

PO 役員によれば、CBFM 参加動機には、(1)対象地域は荒廃地だったので気温が高く、植

⁶ Kiphodan di Cordillera Movements, Inc.(KCMDI)、Phillippine Rural Reconstruction Movements (PRRM)、及び Ifugao Katutudo Environmentalist Association (IKEA)

林をして気温を下げたかった、(2)水（飲料水・野菜栽培用）の確保、(3)環境改善、(4)子どもたちの世代のために土地を確保（植林することによっての所有権主張。そうでないと、いつ誰がクレームするかわからない）、(5)子どもたちに水や土地所有権という遺産を残す、(6) CBFM 地域は植林するのにお金が払われたのでいつか伐採できることを期待した、等が挙げられる。なお、2001年以降のCOは2001年1月に設置されたSUSIMOスタッフによって行われた。

(2) POと森林資源

① 土地所有

CBFM対象地域が分散した多数の区画からなる点はSt. Tomas流域のTEAMCIの場合と同様である。これらの区画はそれぞれに所有権主張者が存在する慣習的私有地である。所有権主張者のほとんどが3～4代前に移住してきた移住者の子孫であり、土地に対する慣習的権利は早い物勝ちで取得したという。TEAMCIの場合と違い、郡に対して「納税宣言 (tax declaration)」をし、土地税を納めている者は少ないという。

② 資源利用

CBFM前

地域は草地・灌木林(brass land=bush& grass land)であり、放牧、薪炭材・住宅用建材・家具材の採取（主に自家消費用だが一部は換金用）、焼畑耕作、放牧が行われていた。

CSD/CBFMA

JBICプロジェクト下、1998～2003年にかけて、CBFM地域1,143.02haに対して植林を含むCSD事業が実施された。事業はTEAMCIが請け負ったが、総契約費は46,610,495.34ペソであった。コンポーネント別の事業面積は以下に示す通り。

表 6-1-f: コンポーネント別のCSD事業面積

コンポーネント	面積 (ha)
1. 植林	936.49
2. アグロフォレストリー	121.72
3. ラタン	84.81
合計	1,143.02

出所：FRAME提供資料

その他、インフラ整備として、橋建設（2箇所）、道路復旧が行われた。

CBFMAは1997年4月に発行された。調査時点でCRMFは作成中であった⁷。

⁷ JBICサイトではCRMF作成はCSD終了後に作成される。調査に同行したNFDOの担当者によれば、プロジェクト期間にPOが植林・維持管理活動が責任をもって行えるかどうか見極めた上で長期的に管理を任せ

CBFM 参加後

CSD により植生は大いに回復した。また、薪は枯れ枝を採取するようになり、住宅用建材は採取しなくなった。アグロフォレストリーで植林した木の間に換金作物を植えた。放牧はなくなり、牛はつないで飼われている。中には牛を売った住民もいるという。

ただし、CBFM 地域内においても CSD 事業地の外では、非メンバーの地域住民によって放牧が行われているという。この問題に対して、FRAME は非メンバーにも植林をするよう働きかけているという。ただし、非メンバーがこれからメンバーになったとしても植林事業費などの財政支援は行わないため、説得が困難だという。

③ 森林維持管理活動

CSD によって植林の行われた区画（慣習的私有地）は、各「所有者」が責任をもって管理することになっている。

④ 便益分配

CBFM 対象地はクリティカル流域に属しているため、木材伐採による利益は得られない。慣習的私有地に植林されたアグロフォレストリー樹種による利益は「所有者」のものである。

(3) 生計活動

生計活動は FRAME 傘下の村落 PO がそれぞれ行っている。これまで実施された生計活動は、雑貨店経営、マイクロ金融（担保があれば 2,000~5,000 ペソまで貸付。金利は月 5%で 6ヶ月以内に返却）、農業投入材ローン（肥料などの投入材をメンバーに貸付、現金で返してもらう。金利は 5ヶ月で 20%）、ヤギ繁殖（11 頭のヤギを購入。メンバーに貸付。子どもが生まれたら 2 頭は村落 PO に渡し、残りの子ヤギと母親ヤギはメンバーが保有できる）、米の売買（米を町で 18 ペソで購入し、村で 19 ペソで売る）、苗木生産などである。

生計活動の財源は CSD の 3%を貯蓄した資本積立金（Capital Built Up:CBU）である。CBU は FRAME が管理しており、各村落 PO の生計向上活動が成功していると判断すれば、要請に基づいて、資金をさらにリリースするというシステムになっている。各村落 PO へのリリース総額は、各村落における CSD 面積によって制限が定められている。各 PO 村落では、生計活動による利益は、生計活動拡大に使う予定だという。現時点では利益が少ないのでそれ以外の活動は考えられておらず、一部を森林保全活動に使うことは考えられていないという。

(4) 研修

これまで、生計活動、リーダーシップ、簿記等に関する研修が行われたという。今後のニー

られるかどうかを判断するためだという。

ズとしては、PO がコミュニティ組織化・強化を行うための技術・方法、PRA（メンバーに関するデータを集めるため）、PO の組織強化に必要な簿記、組合管理、会計監査、書類作成、生計活動のフィージビリティ・スタディ、プロジェクト・プロポーザル作成、また、植林、GPS を使ったサーベイ（CSD の境界画定に必要なだという。標識が焼かれたり動かされたりする場合があるため）などが挙げられた。

1-5 Ifugao 州の Hojap Multi-Purpose Cooperative

Hojap は 1999 年に設立された PO で、JICA 開発調査のパイロット・スタディを通して CBFM に参加した。CBFMA は 2003 年に取得し、対象面積は 478.55ha（連続した地域だがコミュニティ内では慣習的私有地として分配済み）である。森林管理区分上は PENRO Ifugao 州の CENRO Lamut の管理下にあり、行政区分上は Ifugao 州 Asipulo 郡 Haliap 村に位置する。Haliap 村の総人口は 1,002 人（170 戸）で、8 つの集落から成る。主要民族は Ayangan 語を話す Ifugao 族である。主産業は農業で、米、トウモロコシ、スイート・ポテト、生姜、ペチャイ、バギオ豆などが耕作されている。特に、この地域は Vegetable Basin と呼ばれる野菜栽培地である。1980 年代までは米は自家消費目的に生産されていたが、その後、換金価値の高い品種を植えるようになった。その他、LGU のインフラ整備プロジェクトによる雇用も重要な所得源である。

(1) PO

① 参加者

2003 年 8 月現在の参加者は 186 人（男女比不明）である。PO に参加するには入会費 50 ペソ及び出資金最低 1,000 ペソを支払う。村落住民のすべてが Hojap に参加しているわけではない（参加率は約 5 割ではないかとのこと）。不参加の主な理由は出資金が払えないことだという。また、参加者中、約 10 人（学校教師である理事長を含めて）は CBFM 地域に区画を「所有」していない、別の村落の住民である。

② 組織

Hojap は 1999 年に組合として CDA に登録された PO だが、その母体は 1996 年に 26 人の失業した大学卒業生が消費者ストアをつくる目的で結成したインフォーマル・グループである。Hojap の意思決定機関である理事会は、理事長・副理事長・理事 3 名の 5 名から成る。理事会の他に、クレジット委員会、選挙委員会、会計監査委員会が置かれている。運営事務は運営スタッフが行う。運営スタッフは、ジェネラル・マネージャー、出納役、簿記、ローン係、ストア・キーパー、販売ボーイの 6 名である。理事会は月に 1 回、総会は年 1 回開かれる。クレジット委員会は月 2 回、選挙委員会は四半期ごとに開かれ、監査委員会及び運営スタッフの会合は月 1 回開かれる。現在、事務所は月 2,500 ペソで借りており、今後、事務所を建設する予定である。

③ CBFM 参加

2002年5月にJICA開発調査のローカル・コンサルタントであるPRFMが村落のプロファイリングを行った。PO役員によれば、組合組織がしっかりしていることがパイロット・サイト候補に選ばれた理由だという。POがCBFMに参加した主な理由は、森林改善ができ、所得も向上すると期待したからだという。(開発調査団はJICAは資金援助はしないと説明したが、JICAは植林のための資金を提供してくれると信じていたという)。

(2) POと森林資源

① 土地所有

CBFM対象地域407.4haは連続した地域である。以前、この地域は都市部に住む旧家が牧草地リース合意書(Pasture Lease Agreement: PLA)を保有していたが、1969年に流域に指定されたため、PLAがキャンセルされたという。現在は、住民の慣習的私有地として分配されており、所有権主張者が存在する。これら所有権主張者は郡に対して「納税宣言(tax declaration)」をし、土地税を納めているという。

② 土地/資源利用

CBFM対象地の大部分は草地・灌木地で、森林はパッチ状に残るだけである。残存する森林からは、木材・薪材・ラタン・果実等の非木材林産物が自家消費・換金用に採取されている。森林はムヨン・システム(Muyong System)によって管理されており、これらの木にも所有権主張者が存在する。たとえば、木材やラタンは「所有者」のみが採取可能である。薪材は「所有地」以外からも無料で採取可能だが、その土地の「所有者」の許可が必要だという。果実も「所有者」の許可が必要である。以前は、果実は「所有者」に頼めば無料で分けてもらえたが、1952~97年に道路が建設されて以来、道路際で果実が売れることがわかったので、無料で分けるという慣習は廃れてきたという。

CBFM参加以前、1994年~2000年にかけて、EU/農業省の中央コルデレリア農業プロジェクト(CECAP:Central Corderelia Agriculture Project)を通して、約30家族が苗木の提供を受け、メリナ、マホガニー等を「所有地」に植林した。労賃は支払われないが、植えた木は植えた住民のものである。申請すれば苗木の提供を受けることができたが、30家族しか参加しなかったのは、地域住民の間に「wait and see」という態度があるからだという。便益を確信して申請をしようと思ったときにはプロジェクトが終っていたのだという。

CBFMA取得後、CRMF作成作業が開始され、2003年9月現在、ドラフトが完成していた。ドラフトによれば、戦略的資源管理ビジョンは以下の通り。

Box 6-1-b: Hojap のドラフト CRMF の戦略的資源管理ビジョン（要約）

A. コミュニティ資源管理ビジョン

進歩的な Haliap 村のためにエンパワーされた HOJAP 組合に資するため、CBFM を通して森林を復旧し、生計活動に従事する。これにつき (1)生産性、(2)持続性、(3)社会的公平性の3点が重要である。

B. コミュニティのゴールと目的

B1. ゴール

- 1.1 自然資源の適切な保護・開発・利用を促進する。
- 1.2 健康的な環境に対するメンバーの権利を強化する。
- 1.3 雇用を創出し、コミュニティの社会経済状況を改善し、経済活動の果実への公平なアクセスを促進する。
- 1.4 P0 メンバーの意思決定への参加を増加させる。
- 1.5 個々人とのパートナーシップを確立し、コミュニティ資源の管理に対する技術的・財政的サポートを生み出す。

B2. 目的

- 2.1 エコロジー：地域の森林・農業開発において、適切な水土保全手段の適用によって資源を厳格にコントロール・利用する。
- 2.2 社会経済：(1)生計プロジェクトの促進と GBFMA 地域における市場価値のある財の継続的生産を通してメンバーの所得能力を向上する、(2)植林・アグロフォレストリー・天然更新補助 (ANR)・SALT・森林保護等の種々の自然資源管理に関する P0 の能力を強化する、(3)流域に影響する様々な要素に関してメンバーとコミュニティの意識を向上させる。

C. コミュニティの提案する森地利用及び資源利用分配

C1. 森林利用

保護地域（山の尾根の傾斜地）と森林地域（移動耕作が行われてきた土地）に分ける。

- 1.1 保護地域：源流地域では植林（メリナ、マホガニー、アカシア、ナラ、赤ラウアン、白ラウアン、合計 138ha）、天然更新補助 (ANR)、ギャップ植林
- 1.2 森林地域：アグロフォレストリー (Lanzones, pomelo、ランブータン、アカシア、竹など。合計約 138ha)、選択的伐採、SALT、改良シルボパストラル (カット・アンド・キャリーも実施)

C2. 資源利用分配

- 2.1 木材：生産地域の植林地・二次林の伐採のみ許可される。伐採は P0 が材木を木彫・家具等の製品に加工することができるようになって初めて行われる。
- 2.2 非木材：ラタン、ランなどの採取は DENR と LGU の規則に基づく。
- 2.3 水資源：家庭用・灌漑用の水資源利用は最大化される。あひるの飼育・魚の養殖のための小規模人工池建設も促進される。水資源分配政策のレビューと修正も行われる。

D. 資源利用・採取評価

省略

E. 資源管理戦略

1. プランテーション確立：別添の計画に基づき5年以内に植林・アグロフォレストリ・ギャップ植林・天然更新補助・SALTを行う。(推奨樹種、樹種ごとの推奨スペーシングの表つき)
2. 保護・維持
 - (1)保護：情報教育キャンペーン、病虫害管理、防火帯設置、パトロールを行う。
 - (2)維持：リング除草(ring weeding)、補植、耕作(cultivation) & 施肥、防虫剤散布
3. インフラ整備：生計活動、農業生産、市場へのアクセスを支援するインフラを整備する。道路、農業取引拠点、苗畑の屋根の建設。
4. 森林生産物の販売益からの毎月/毎年の貯蓄の決定
5. 政府・非政府機関の支援を得るためのプロジェクト・プロポーザル作成

③ 植林活動

今後5年間で116haに植林をしたいと考えている。これは土地利用計画に基づくものであり、参加者、植林樹種はもう特定した。土地利用計画自体はフィジカルな計画であり、作成段階において「所有者」には相談していないという。

④ 便益分配

便益の一部はPOに納め、残りは区画の「所有者」のものとするを考えているが具体的には考えていない。

(3) 生計活動

Hojapは、CBFM参加以前から、雑貨店経営、マイクロ金融(金利月2%)、建築資材(セメント・コンクリート、スチール、バー)ローン(金利月3%)等を行っている。このほか、郡のインフラ整備プロジェクトも請け負ったことがある。HOJAOの資産は当初は29,000ペソだったが2002年には115万ペソにまで増えた。また、村落にはLGU/DA/CECAPが実施している村落の豚繁殖プロジェクトはある。将来的には、CBFM地域から採取できる木材を加工し、家具などをつくりたいと考えている。

(4) 研修

これまで、パイロット・スタディを通して、CBFMに関する情報教育キャンペーン、プロジェクト・プロポーザル作成、リーダーシップ、生計向上活動のFSに関する研修を受けた。プロポーザルは3つ作成し、現在、資金協力先を探している最中である。今後、苗畑管理、組合管理、プロジェクト・プロポーザル作成の研修が必要だと感じている。

2. Region I (イロコス地方)

RegionI はルソン島北西部に位置し、Ilocos Norte 州、Ilocos Sur 州、La Union 州、Pangasinan 州の 4 州から成る。このうち、今回の調査では Pangasinan 州と La Union 州において、JBIC の FSP 下に設立された PO 1 箇所(協会)、DENR の通常資金プログラム下に設立された PO 1 箇所、及び世銀の SECAL(Sectoral Adjustment Loan)プログラム下に設立された PO3 箇所を訪問した。

表 6-2-a : RegionI の調査 PO

行政区分	PO の名前	設立	会員数	CBFMA 取得時期	対象 面積	備考
Pangasinan 州 San Nicolas 郡	SAFEWATER	1997 年	706 人 男 474 女 226	1998 年	1,769ha	JBIC/FSP Lamut 流域サブプロ ジェクトの PO 連合
Pangasinan 州 Sison 郡	Northern & Southern Inmalus Spring Asc.	1993 年	114 人 男 52 女 62	2002 年	50ha	DENR 通常予算プロ ジェクト
La Union 州 Pugo 郡	Palina Forest Improvement Association	1992 年	120 人 男 : 85 女 : 35	1997 年	63.25ha	旧世銀/SECAL プロ ジェクト PO (現在 は DENR 通常予算)
La Union 州 Pugo 郡	Cares Environmental Association	1993 年	98 人 男 57 女 41	1997 年	31.7ha	旧世銀/SECAL プロ ジェクト PO (現在 は DENR 通常予算)
La Union 州 Pugo 郡	Ambangonan Agrarian Reform Council	1996 年	126 人 男:71 女:55	1999 年	40ha	旧世銀/SECAL プロ ジェクト PO (現在 は DENR 通常予算)

出所 : PO 役員へのインタビュー

2-1 Pangasinan 州と La Union 州との社会経済概況⁸

Pangasinan 州はマニラの北約 170 キロに位置し、バギオ市の南東 59 キロに位置する。2001 年 6 月現在、州は 4 市、44 郡、1,364 村から成る。州の主要経済は農業である。農地の 44%以上が穀物生産に利用されている。フィリピンの米生産の中心の一つであると同時に、ココナツ、マンゴー、ナスの主要生産地でもある。農業・漁業以外にも、Pangasinan 州は木彫りの家具・竹家具、ラタンの生産地としても有名である。また、風光明媚なスポットが存在し、観光業も伸びつつある。乾季は 11 月～4 月で、雨季は 5 月～12 月である。年間平均気温は 27.6 度で平均月間雨量は 153.77 ミリである。

La Union 州は 2001 年 6 月現在は、1 市、19 郡、575 村から成る。州の約 35%が農業

⁸ 数値は National Statistical Coordination Board Regional Division I による。

生産に使われている。62%は山間部だが 21%しか森林が残っていない。Pangasinan 州は有数のタバコ生産地であり、他の主要農産物には米、バナナ、ココナッツ、マンゴーが挙げられる。州の乾季は 12～4 月で雨期は 5 月～11 月である。平均雨量は 183.3 ミリで、平均気温は 25.2 度である。

La Union 州及び Pangasinan 州の基本的社会経済データは以下に示す通り。

表 6-2-b: La Union 州及び Pangasinan 州の社会経済データ

項目	参照年	Pangasinan 州	La Union 州
総人口	2000. 5	2, 434, 086	657, 945
人口密度 (人/km ²)	2000. 5	453. 4	440. 7
平均年間人口成長率 (%)	1995-2000	2. 41	2. 09
一世帯当り年間平均所得 (ペソ)	2000	115, 952	123, 379
一世帯当り年間平均支出 (ペソ)	2000	90, 545	99, 781
貧困発生率 (%)	2000	30. 90	33. 70
一人当たり年間貧困ライン (ペソ)	2000	12, 471	13, 121
就学率(公立初等教育) (%)	2001-02	94. 10	89. 30
就学率(公立中等教育) (%)	2001-02	77. 35	71. 31
乳児死亡率 (出生数 1000 当り)	1995	45. 3	45. 2
妊婦死亡率 (出生数 100000 当り)	1995	147. 0	194. 2

また、主要農産品に関するデータは以下の通り

表 6-2-c: Pangasinan 州と La Union 州の主要農産品のデータ

項目	参照時期	Pangasinan 州	LaUnion 州
米生産量 (t)	2003 年第 1 四半期	126, 200	16, 042
トウモロコシ生産量 (t)	200 年第 1 四半期	73, 436	7, 855
魚生産量 (t)	2003 年第 1 四半期	9, 636	1, 899
豚 (とさつ数)	2003 年第 1 四半期	82, 390	34, 487
牛 (とさつ数)	2003 年第 1 四半期	5, 456	2, 664
鶏 (とさつ数)	2003 年第 1 四半期	1, 633, 841	1, 172, 466

2-2 Pangasinan 州の SAFEWATER (San Felipe Watershed Management)Asc, Inc

SAFEWATER は JBIC の San Roque 流域サブ・プロジェクト下に設立された PO である。CBFM 地域は 1,769ha (うち CSD 事業は 1,683ha) で、San Roque ダムを支える流域である。森林管理区分上は PENRO Pangasinan の CENRO: Urdaneta City の管轄下にあり、行

政区分上は Pangasinan 州 San Nicolas 郡の 2 つの村⁹と重なる。地域住民の多くは移住者である。

(1) PO

① 参加者

会員数は、2003 年 8 月現在、706 人（男 474、女 226）、141 戸である。PO 役員によれば、非活発なメンバーが約半数いるという。その理由は、CSD と同時期に San Roque ダム建設が始まり、CSD の日当が 130 ペソだったのに対し、ダム建設の日当が 250 ペソと 2 倍近いものだったため、CSD よりダム建設に従事した会員が多かったからだという。PO に参加するには入会費 20 ペソを支払う。出資金は必要がない。

② 組織

PO の運営事務にあたる役員は、会長・副会長・書記・財務・出納役・監査役、他 2 人の合計 8 人である。このうち 1 人（財務）が女性である。PO の活動分野に応じて 8 つの委員会（生計向上、植林地設立、植林地維持・保護、苗畑、選挙、情報教育キャンペーン、コンフリクト管理、インフラ）が設置されている。また、技術スタッフとしてフォレスターを 1 人雇用している。PO 役員会は月 1 回開催され、総会は年 1 回される。役員はボランティアではなく、現在、活動した日数に応じて謝金が支払われている（会合 1 日 300 ペソ、準備 1 日 150 ペソなど）。JBIC プロジェクト終了後は、謝金なしで運営していく予定だという。また、PO で雇用しているフォレスターについては、偶々 PO メンバーと結婚して自身も PO メンバーとなったため、プロジェクト終了後は、無償で技術サポートを提供するとのことである。PO は現在、SEC に登録した協会である。組合化については、町の組合で破産した例を伝え聞いており、慎重になっているとのことである。

③ CBFM 参加

1996 年後半～1997 年前半、Sustainable Technical Eastern Pangasinan (STEP) という NGO がコミュニティ組織化・強化 (CO) を行い、CBFM に関する情報教育キャンペーンを実施した。メンバーが CBFM に参加した動機としては、(1)土地に対する法的権利の確保、(2)植林による山の安定（ダム建設による環境への悪影響を恐れた）、(3)水源の確保（飲料水は深井戸からとっているが、それらの水源は流域に在る。また灌漑の水源でもある。④マンゴー、ラタンなどの植林木からの利益による所得向上、(5)CSD の契約金（雇用）による所得向上、が挙げられた。実際、プロジェクトによる植林後、水の供給量が増加し、現在は乾季でも水を十分得られるようになったという。また、特にカバヤナワサン集落 (IP 地域) は大変貧しかったが、雇用によって所得が飛躍的に増加したという。時間的制約から CO と CSD がほぼ同時期に行われたため、CO が十分ではなかったとの意見もある。

(2) 資源利用

⁹ San Felipe East 村、San Felipe West 村

① 土地所有状況

CBFM 地域は慣習的共有地（コムン）であった。

② 資源利用

CBFM 前

ほとんどの地域は裸地・草地で、わずかに小川沿いには木が生えていた程度だったという。森林劣化の主な理由は山火事（以前、近くに放牧地があり、野焼きの火が飛び火して度々延焼したという）、遺法伐採（木材及びタバコの葉を乾燥させる薪材として伐採が行われた）、農地としての利用等である。

CSD

JBIC プロジェクトにより、1998～2003 年にかけて、対象地域 1,7697ha 中、1,683ha に対して植林を含む CSD 事業が実施された。

CBFM 後

プロジェクト参加後、放牧はストップし、遺法伐採は少なくなったという。火事は以前は毎年全域が火事だったが、現在は一部だけにとどまっている。共有林内に放牧地をもっていた者（一人）はコミュニティのプレッシャーにより、牛を売って養豚にシフトした。薪・炭ともに枯れ枝を使うようになった。放牧を営んでいた者は、代替生計活動として畜産、川での漁などを行っている。CSD やダム建設の労賃で得た資金を投資したようである（PO が代替生計活動としてアレンジしたわけではない）。

また、アグロフォレストリー地域 145ha のうち、約 105ha を希望メンバー128 人に「非公式所有権（Internal Property Right:IPR）地」として 分配した。残りの約 40ha は引き続き慣習的共有地として PO が管理している。アグロフォレストリー地域には CSD 事業としてはマンゴーが植えられたが、IPR 保有者には、自分の好みの樹種（コーヒー、アボカド、グアヤバナ、バナナ、ジャック・フルーツ、ココナッツ、レモンなど）を植えた者もいる。これらの樹種の苗木は自分の庭に生えているものや野生のものを使ったという。IPR 保有者になるためには 1 年間に 120 日以上作業に参加し、実際に IPR 区画に植林し、維持管理をしなくてはならない。IPR は永続的な権利ではなく、区画に植林しない場合は 2 年間の猶予期間を与えた上で他人に保有権を与えることになっている。実際、IPR 地の方が生存率が高い（80%）。ちなみに PO が管理している土地は生存率が約 60%だそうである。

③ 森林維持管理活動

- パトロール：アグロフォレストリー地域は IPR 保有者が交代制で行う（無報酬）。共有地は 6 地区に分け、それぞれにパトロール・チーム（8 人）を任命。11 月～5 月の乾季には毎日回る。1 日 150 ペソ支払う。プロジェクト後は有志がバヤニハンで行う予定である。3 チームが週 2 回巡回する計画である。
- 苗畑づくり：コミュニティ苗畑づくりを考えている。現在プロジェクトの苗畑を継

続したい。しかし、年間苗畑1つあたり5,000~10,000ペソくらいしか割けない。これには再植林・補植するのに十分ではない。そのためには生計向上活動による所得向上が必要だと考えられている。

④ 便益分配

- アグロフォレストリー地:アグロフォレストリー樹種からの収益の75%をIPR保有者、25%をPOで分配する計画がある。間作した換金作物はすべてIPR保有者のものである。
- 木材樹種:まだ決めていない。

(3) 生計活動

トラック・トラクター・精米機の貸し出しサービスを行っている。しかし、トラックは故障したままメンテが行われておらず、現在は利用されていない。SUSIMOではトラックを売却して別の生計活動を行うよう助言しているという。マイクロ金融については、恐らく返済に問題が起るだろうと考えており、実施していない。生計活動はコミュニティ回転基金(Community Revolving Fund: CRF)を運用して行われることになっていた。

その他、DENRのERDS(Ecosystem Research Development Service)からティラピア養殖のため稚魚を無料で提供された。しかしエル・ニーニョ現象による旱魃で池が干上がり全滅したという。さらに、無料でヤギ28匹(27匹メス、1匹オス)の提供を受けたが交配に問題があり、これも全滅したという。

今後の生計活動としては、米の売買(米を低価格のときに貯蔵し、高価格のときに売る)、ヤギの繁殖を希望している。また、retention feeが入ったら、低コストのフランチャイズに加盟し、ガソリンスタンド経営をしたいと考えている(近隣の町であるSan Nicoloasにはガソリンスタンドがないので、十分な利益が得られると考えている)。

(4) 研修

これまでに受けた研修としては育種技術、苗畑設置、リーダーシップ、組織管理、簡単な簿記、植林等が挙げられた。研修ニーズとしては生計向上活動、ビジネス管理、POが恒常的に情報教育キャンペーンを行うための研修、IPRの境界画定のためのサーベイ・地図作成技術が挙げられた。またPO役員は毎年の選挙で代るので、プロジェクトで受けた研修が引き継がれないという問題が指摘された。

(5) イシュー

1. 森林地の植林の生存率が低い(60~70%、20%)。多くの木が1997年に植林されたが、土壌は砂が多いので多くの水が必要だったにも関わらず、1997年は雨量が少なかった。また北東モンスーンによって土壌がさらに蒸散した。プロジェクト活動で除草をしたことが、木の周りの水を蒸散させることにもなったという。また、当初、苗木を植林地か

ら離れたところで作っていたため、植林地まで運搬する途中で苗がダメージを受けた。また、樹種選定も誤っていた。マホガニーは土壌に鑑み、間違った樹種であり、マツは火事に弱く、メリナは高地には向かない。このため、2002年にメリナをユーカリに植え替えた（ユーカリは酸性土壌に強い）。樹種選定は評価チームによって行われ、最終的には DENR/PO が相談して決めたという。しかし、PO 役員の意見では、樹種の問題は後になってわかったことであり、事前には予測はできなかつたであろうという。

2. 生存率が低いので retention fee がもらえるかどうか不明である。(PO ではもらえると期待しており、retention fee を生計活動、森林維持管理、苗畑づくりなどに使う計画がある)。

2-3 Pangasinan 州の Northern & Southern Inmalus Spring Asc, Inc

Northern & Southern Inmalus Spring Association は 1993 年に設立された PO である。CBFM 対象地域は 50ha で CBFMA は 2002 年 6 月に発行された。森林管理区分上は PENRO Pangasinan の CENRO Urdaneta City の管轄下であり、行政区分上は Pangasinan 州 Sison 郡 Inmalog 村に位置する。地域住民の主要民族は Ibaloi で、主産業は農業である。米、野菜などが生産されている。

(1) PO

Northern & Southern Inmalus Spring Association は 1993 年にコミュニティの源泉開発を目的に設立され、SEC に登録された PO である。2003 年 8 月現在の参加者は 114 人（男性 52 人、女性 62 人）である。入会するには入会費 100 ペソ及び出資金 500 ペソが必要である。また、現在、組合登録のための手続き中だとのことである。

(2) PO と森林資源

(現) CBFM 対象地域には飲料水源となる泉が存在しており、自分たちがお金を出して泉から水道をひいた。PO の目的は泉の保護、(水源保護のための) 森林管理である。CBFM 前は植林地と天然林が混じっている。1999 年には国家予算の植林プロジェクトを請負った。現在、約 75%が森林地であり、メリナ、マンゴー、ランカなどの果樹が生えている。CRMF は 2002 年 7 月に CENRO に提出し、現在、承認を待っている段階である。今後、50ha 中、48ha を森林地、2ha をアグロフォレストリー地とする予定である。

2-4 La Union 州の Palina Forest Improvement Association

Palina Forest Improvement Association (以下、Palina) は世銀の SECAL(セクター調整ローン)の植林プロジェクト下、1992 年に設立された PO である。CBFM 地域 63.25ha は慣習的共有林と分散した慣習的私有地(納税宣言地)から成り、CBFMA は 1996 年に発行され

た。森林管理区分上は PENRO La Union の CENRO San Fernando City の管轄下にあり、行政区分上は La Union 州 Pugo 郡 Palina 村に位置する。

(1) PO

① 参加者

PFIA は 1992 年に世界銀行の SECAL の Decanay 植林プロジェクト下に設立されたが、昔からのインフォーマル・グループが基盤になっている。2003 年 8 月現在の参加者は 120 人（男 85、女 35）、95 戸である。参加する際には入会費 10 ペソ及び出資金 1~50 ペソを支払う。管轄 CENRO によれば Palina 村の総戸数は 175 戸であり、PO への参加率は 54% となる。PO 役員によれば、不参加者の主な理由は対象地に所有権主張地（納税宣言地）が存在せず、関心がないのだという。参加者には対象地に所有権主張地を持たない者も存在するが、彼らは植林地からの利益ではなく、SECAL 時に導入された生計活動に関心があるのだという。

② 組織

PO 役員は 7 人で、うち 4 人が女性である。ボランティアで役員を務めており、謝金は支払われていない。PO 役員会は月に 1 回、総会は年 1 回開催されるという。Palina は現在、SEC に登録された協会だが、今後、資本金（一人当たり 100 ペソ）が集まれば、組合として CDA に登録したいと考えているそうである。

③ CBFM への参加

CBFMA 取得により、CBFM 地域（特に「納税宣言地」という曖昧な状況にある慣習的私有地）に対する法的権利を確保することが CBFM への参加動機である。

(2) PO と森林資源

① 土地所有状況

CBFM 対象地 63.25ha は慣習的共有林 10ha と分散した慣習的私有地（納税宣言地）53.25ha から成る。

② 資源利用

SECAL 前

SECAL の植林プロジェクト前は灌木林・草地であり、一部ではカインギン（焼畑）、放牧、薪炭材採取が行われていたという。また、飲料水源として利用される泉が存在したが、乾季は水不足が深刻だった。土壌浸食も起っていた。SECAL への参加動機は、土壌浸食防止、植林による水不足解消のほか、プロジェクトによって実施されるインフラ整備や生計活動であった。また、共有林の外で行われる農業支援も魅力的であった。

SECAL 時代（1992~1999）

- 共有林：PO がプランテーション樹種（マホガニー、ジメリナ、ナラ等）を植林した。ただし、約 1/4 は 1999 年頃の火事で焼失し、再植林されていない。
- 慣習的私有地：各区画の「所有者」が、果樹（マンゴー、レモン、スター・アップル、ジャック・フルーツ、コーヒー、アボカド、カシュー等）を植えた。これらアグロフォレストリー地域では、木と木の間、キャッサバ等の間作を行った。

SECAL による植林が始まって以降、放牧は行われていないが、薪・果実採取は引き続き行われている。また、一部の慣習的私有地では移動耕作（休耕期間 3～5 年）が行われているが焼畑（カインギン）は行われていないという。

CBFMA/CRMF

PO は CBFM 制度が導入された翌年の 1997 年に CBFMA を取得した。その後 CRMF も作成されたが、PO 会長を始めとする役員は、CRMF の存在を忘れており、同行の CENRO 職員に説明を受けて、ようやく思い出した。PO として年間作業計画は作成しているが、CRMF に基づいたものではないとのことである。（CRMF の中身は覚えているので実質的には CRMF に基づいているようなものだと説明が PO 会長からあった）。

③ 森林維持管理活動

- 共有林：SECAL 終了後は、PO として特に維持管理活動は行わず、メンバーが自発的に行っている。森林維持管理に必要な経費も PO の予算には計上されていない。1999 年頃の火災が起きたときはコミュニティが自発的に消火に当たった。火災で植林地の 4 分の 1 がダメージを受けた後も、再植林は行われていない。共有林からの利益が減少することになるが、メンバーの多くは CBFM 地域の慣習的私有地に植林をしており、そちらで頑張るのだという。また、慣習的私有地を持たないメンバーも、PO への参加の主な動機は生計活動なので、共有林からの利益が失われても打撃を受けないのだという。もし、今後、維持管理のために苗木・フェンスの材料等などが必要になった場合も、PO の予算から支出するのではなく、無料で提供してくれる政府機関や NGO を探す予定である。
- 慣習的私有地：「所有者」が各自の責任で行う。

④ 便益分配

- 共有林：便益分配についてはまだ定められていない。
- 慣習的私有地：利益はすべて「所有者」のものである。

(1) 生計活動

SECAL 時代にマイクロ金融（金利月 2%）、養豚などを開始した。雑貨店経営も始めたが、会員が商品代金を支払わないなどの問題がありストップしている。

(2) 研修

SECAL 時代には、農業・森林管理・簿記・会計など、思い出せないくらい多種多様な研修を受けた。今後の研修ニーズとしては生計向上活動(適切な生計向上活動、食肉加工、竹製バスケット作り、竹民芸品作り等)、森林火災防止が挙げられた。

2-5 La Union 州の Cares Environmental Association

Cares Environmental Association (以下、CEA) は世銀の SECAL 植林プロジェクト下、1993 年に設立された PO である。CBFM 地域は 31.7ha であり、CBFMA は 1997 年 11 月に発行された。同地域は森林管理区分上は PENRO La Union の CENRO San Fernando City の管轄下にあり、行政区分上は La Union 州 Pugo 郡 Cares 村に位置する。主要民族は Ibaloi、Kankana-ey、Bago である。主生業は農業であり、米、トウモロコシ、スイート・ポテト、ガビ、ウベ等が生産されている。

(1) PO

① 参加者

CEA は 1993 年世界銀行支援の SECAL の Dacanay 植林プロジェクトへの参加時に設立された PO だが、昔からのコミュニティのインフォーマル・グループが基盤となっている。2003 年 8 月現在の参加者数は 98 人である。PO への入会費 20 ペソで出資金を支払う必要はない。PO 役員によれば、非参加の主な理由は商業・公務員などで森林に依存していないことである。

② 組織

PO は SEC に登録された協会である。村にはすでに多目的組合があるので、組合化は考えていないという。理事会は理事 8 人 (女性 6 人) 及び PO 役員 6 人 (会長、書記、出納役、他 3 人。このうち 5 人が女性) の合計 14 人から成る。理事・役員に女性が多数である理由については、女性が熱心であること、男性は農作業等が忙しくて役員を務める時間がないことなどが挙げられた。PO 役員会は月 2 回開催され、総会は年 1 回開催されることになっている (しかし、2003 年は総会は行われず、理事会が開かれたただけであった)。

③ CBFM 参加

PO が CBFM プログラムに参加を決めた動機は、森林を保護・維持することにより、伐採時に経済的利益が得られることを理解したからだという。

(2) PO と森林資源

① 土地所有状況

CBFM 対象地 31.7ha は連続した慣習的共有林 (コムン) であり、地域住民の間に慣習的所有権を主張する個人 (クレイマント) は存在しない。

② 資源利用

SECAL 前：SECAL の植林プロジェクト前は、ほとんど木のない草地であり、土壌浸食も起っていた。主として放牧、薪採取（現金収入である炭焼きのため）に使われていた。また、コミュニティの水源の一つでもあるが水不足が問題だった。対象地の一部ではカインギンが行われていた。SECAL への参加理由は、対象地の植生改善による飲料水の水源確保のほか、インフラ整備、生計向上活動である。

SECAL 時代（1992～1998）以降

プランテーション樹種（マホガニー、メリナ、ナラ等）、及びアグロフォレストリー樹種（シトラス、マンゴー、ジャック・フルーツ、コーヒー、スター・アップル、アボカド、カシュー等）を植林した。生存せずにオープンなままの箇所（5～10ha）もあるという。SECAL による植林が始まって以降、対象地で放牧・焼畑は行われていない。ただし、炭焼きのための薪用として、メンバーの一部に、木の枝を刈ることを許可している。炭焼きのために木の枝を刈ったメンバーは、植林をしなくてはならないことになっている。

CBFM/CRMF

CBFM には 1997 年に参加し、CBFMA を取得した。CRMF は 2001 年 7 月に承認されたが、PO 役員は CRMF が承認されたことを覚えていなかった。従って、CRMF に基づく資源管理は行われていない。しかし、一部のメンバーは自発的に植林をしたという（植林した木は PO に属する）。また、年間作業計画のオリエンテーションは受けたが、作成していないという。

③ 森林維持管理活動

PO メンバーの 18 人がローテーションを組んで CBFM 対象地のパトロールを行っている。また、防火帯（fire line）を自分たちで設置した。

④ 便益分配

まだ決めていない。ただし、アグロフォレストリー樹種（果実）については、PO が一括して売り、費用をさしひいた後はメンバー個人に平等に分配することも考えている。

(3) 生計活動

SECAL 時代にマイクロ金融、雑貨店経営、衣服縫製、ウベ加工等を実施した。マイクロ金融は借りた住民が返さないという問題があり、今では機能していない。衣服縫製及びウベ加工については、市場がなく、失敗に終わった。雑貨店経営は続いている。生計活動による利益は森林保全活動には使われていない。

(4) 研修

SECAL 時代に、農業・森林管理・簿記・財務管理など様々な種類の研修を受けた。ニーズとしては PO の組織強化に必要な会計監査、簿記、会計、リーダーシップ育成、及び生計活

動強化に必要なビジネス管理、マーケティング、が挙げられた。

2-6 La Union 州の Ambangonan Agrarian Reform Council Multi-Purpose Cooperative, Inc

Ambangonan Agrarian Reform Council Multi-Purpose Cooperative, Inc (以下、Ambangonan) は世銀の SECAL 植林プロジェクト下、1996年に設立された PO である。CBFM 地域は 40ha であり、CBFMA は 1999年に発行された。同地域は森林管理区分上は PENRO La Union の CENRO San Fernando City の管轄下にあり、行政区分上は La Reunion 州 Pugo 郡 Ambangonan 村に位置する。

(1) PO

① 参加者

Ambangonan は 1996年に世界銀行の SECAL プロジェクト下に設立された PO である。2003年8月現在のメンバーは 126人(男性 71人、女性 55人)、99戸である。参加者は会費月 30ペソ、及び出資金 500ペソを支払う必要がある。CENROによれば村の総戸数は 145戸なので、参加率は 62%になる。PO 役員によれば、不参加者の主な理由は会費・出資金が支払えない(支払いたくない)ためだという。

② 組織

PO の運営事務にあたる役員は会長、書記、出納役、及び生計担当 4人(マイクロ金融、養豚、雑貨店、キャッサバ生産)の合計 7人である。役員中 4人が女性である。役員への謝金はない。役員会は半年に 1回開催され、総会は年 1回開催される。組合の事務経費は組合員費・出資金をもとにしたマイクロ融資基金の利益から捻出される。

③ CBFM への参加

PO メンバーにとって、CBFMA は SECAL では得られなかった土地に対する法的権利を確保するシステムであり、また、追加的植林を行いたいと考えたときに LGU や NGO に苗木の提供を求めるときの公的根拠ともなる。また、CBFMA があれば、SECAL で植林したマホガニーが伐期に達したときに経済的利益を得られることも重要な動機である。

(2) PO と森林資源

① 土地所有状況

CBFM 対象地は 40ha の慣習的共有林(コムン)である。

② 土地/資源利用

SECAL 前

グアバ、マンゴーなどの雑木の灌木林・草地であり、主として放牧、薪・果実採取に使わ

れていた。また、コミュニティの水源の一つでもある。農地は別にあり、対象地では農業は行われていなかった。対象地は当初、SECAL プロジェクトに含まれていなかったが、村を通して DENR にプロジェクトに含めてもらうよう要請した。SECAL への参加理由は、対象地の植生改善のほか、インフラ整備、生計向上活動、コミュニティ回転基金のシード資金である。

SECAL 時代（1996～2002）以後

共有林のうち 5ha にプランテーション樹種（マホガニー、ジメリナ、ナラ等）を植林した。ただし、台風でマホガニー植林地はダメージを受けている。残りの 35ha はアグロフォレストリーとして果樹（マンゴー、アボカド、スター・アップル等）が植えられた。アグロフォレストリー地域では、木と木の間に、PO の許可を得て、会員個人がキャッサバやウベの間作を行った。場所取りは早いもの勝ちである。ただし、土地はあくまでもコミュニティのものであり、間作に使用している区画に対する占有権は認められない。SECAL による植林が始まって以降、対象地域で放牧は行われていないが、薪・果実採取は引き続き行われている。

CBFMA/CRMF

SECAL に参加した 3 年後の 1999 年に CBFMA を取得した。CRMF はまだ作成されていないが、今後、さらにマホガニーを植えたいと考えている。

③ 森林維持管理活動

CBFM 対象地は裏山なので特にパトロール要員は配置しておらず、近くの組合員が随時監視している。森林保全に関する活動予算は計上されていない。苗木・フェンス等の維持管理に必要な材料は無料で提供してくれる政府機関や NGO を探す予定である。実際、フェンス設置費として、村議会が、30,000 ペソを支出した。

(3) 生計活動

マイクロ金融、豚繁殖、雑貨店経営が行われている。

- マイクロ金融：金利は月 1%。当初は 5%であったが、高いと不評で徐々にひきさげられた。基本的には出資金額の 2 倍まで借りられる。マイクロ金融基金の財源は (1)SECAL 植林事業時の労賃からの 2%の貯蓄 (sweat fund と呼ばれている)、(2) 組合費、(3)出資金、(4)利息から成る。基金総額は現在 55,080 ペソである。
- 養豚：42,000 ペソで始めた。7 ヶ月ごとに 10 人の会員に豚購入資金を貸し出す。5 年後の現在 44,000 ペソになっている
- 雑貨店経営：18,000 ペソで始めた。5 年後の現在は 28,000 ペソ。

(4) 研修

SECAL 時代には農業・森林管理・簿記・会計など様々な種類の研修を受けた。

3 Region II (カガヤン・バレー地方)

Region II はルソン島北東部に位置し、Batanes 州、Cagayan 州、Isabela 州、Nueva Vizcaya 州、Quirino 州の 5 州からなる。このうち、今回は Quirino 州において、GTZ/KFW のコミュニティ・フォレスト・プロジェクト(Community Forest Project in Quirino: CFPQ)¹⁰下に設立された PO を 1 箇所を訪問した。

3-1 Quirino 州の TUCOD Kiphodan Multi-Purpose Coop

TUCOD Kiphodan Multi-Purpose Coop (以下、TKMC) は、1999 年 6 月に設立された PO (組合) である。CBFM 地域は 5,237ha¹¹から成り、CBFMA は 2001 年 7 月に発行された。森林管理区分上は PENRO: Quirino/ CENRO: Diffun の管轄下であり、行政区分上は Quirino 州 Cabarroguis 郡 Tucod 村に位置する。2001 年の村の総人口は 1,647 人 (274 戸) で、主要民族は Ifugao である。主生業は農業で米、トウモロコシ、バナナ、柑橘類が生産されてきた。ただし、バナナについては病害のため、コミュニティ全域のプランテーションが壊滅的被害を受け、所得源としての重要性は現在失われている。

(1) PO

① 参加者

2003 年 8 月現在のメンバーは 126 人 (男性 87 人 女性 39 人)。メンバーになるためには入会費 200 ペソ、及び出資金 1,000 ペソを支払う (分割可能)。村落の総戸数中の参加率は 50%以下だろうとのことである。不参加の理由には理解が足りないこと、出資金 1,000 ペソを払えないこと、不法行為に従事していることが挙げられた。

② 組織

意思決定機関である理事会は理事長、モニタリング、教育研修、植林、会計監査&在庫調査、インフラ、農業、クレジット、選挙担当。うち女性 2) から成る。組織の運営事務はスタッフ 6 人 (GM、簿記 2、出納役、書記、店番。うち男性 1) によって行われる。スタッフには月 400 ペソの手当が支払われている。総会は四半期ごとに行われ、理事会は月に 2 回開かれる。

¹⁰ CFPQ は GTZ/KFW の支援の下、1988 年 11 月に開始され、2003 年 12 月終了予定のプロジェクトである。協力パートナー (共同実施機関) は DENR、Quirino 州政府、及び Quirino 州の LGU である。2003 年 4 月現在、プロジェクトを通して、19 の PO が設立され、12 の CBFMA が発行された。CFPQ は、対象地域に持続的管理を適用し、生態系に優しくかつ生産的な山間部農業システムを促進するプロジェクトであり、PO が天然の生産林からの持続的で小規模な木材利用、農業技術の改善その他のコミュニティ活動によって追加的所得を確保し、それを森林管理・農業投資やインフラ整備の財源とすることを目標の一つとしている。また、CENRO 及び LGU (郡・州) が PO の土地利用計画・天然資源管理を支援できるための組織強化も行われた。

¹¹ CENRO 資料 (2003 年 9 月作成) による。ただし、TKMC の "Medium-term Forest Management Plan" によれば 4,900ha である。

(2) PO と森林資源

① 土地/資源利用

CBFM 対象地は昔は天然林に覆われていた。80年代半ばにルソン伐採会社によって商業伐採が行われた。伐採の影響度は場所によって、また伐採後の焼畑農業及び過去からの不法伐採の程度によっても違うが、天然林はかなり残っている。森林の主要樹種は Tanguile, Red Lauan, Mayapis, Pangnan, Bitanghol, Apitong である。

CFPQ の植林事業を通して、1999～2001 年にかけて約 530ha (共有地) にマホガニー、ジメリナ、ナラ、ラタンが植えられた。2002～2003 年は維持管理及び育苗活動を行っている。CFPQ では、植林事業と同時に私有地 (A&D) を対象とした個人農地開発事業を実施し、1999～2000 年にかけて、農地 24ha に柑橘類、ランブータン、食用ラタン等が植えられた。これらの植林地にはカモテ、ガビ、ウビ、ヤム、パイナップルなどの作物が間作された。

TKMC は、地域を保護林ゾーン、生産林ゾーン (生産林及び植林地)、及び農業・居住ゾーン (アグロフォレストリー、混合単年作物、Perennial crops、水田) に分けて土地を利用する計画である。中期森林管理計画(2003～2012)によれば、土地利用計画¹²⁾は下表の通り。土地利用計画の三次元モデルが、コミュニティ・シェッドに展示されている。

表 6-3-d : TKMC の土地利用計画

分類	現況 ¹³⁾ (ha)	土地利用計画(ha)
保護林	586.24	606.92
生産林	1,948.30	1,980.63
植林地	506.01	1,108.40
灌木林	1,373.96	0
アグロフォレストリ	5.24	1,463.51
混合単年作物	231.15	397.67
Perennial crops	9.18	58.34
灌漑水田	270.65	245.62
裸地・草地	930.36	0
居住地	6.74	6.74

出所 : TKMC の中期森林管理計画

このうち、生産林ゾーンの森林については、伐採を計画しており、資源利用計画(Resource Use Plan: RUP)作成のためのインベントリーを実施中である。伐採した木材は、家具・木彫りなどに加工したいと考えられている。ただし、PO 会長によれば、自分たちはまだ伐

¹²⁾ CBFM 対象地を含む村全体の土地利用計画である。

¹³⁾ 2001 年 7 月の衛星写真をもとに解析した面積。

採/木材利用を実施できる段階にないと考えているようだ。その主な理由は(1)科学的・持続的な伐採方法、木材利用方法を知らない、(2)伐採に必要な機械や運搬用トラックなどの機材がない、(3)林道が整備されていない、である。

② 森林維持管理活動

CFPQ との契約金の 20%を貯金（組合信託基金）しており、それを再植林の費用に使う予定である。ただし、メンバーの主生業は農業であり、農作業との兼ね合いがあって、除草・補植活動に時間を割くことは困難だという。そこで、PO では、乾季の前に、メンバーに責任箇所を割り当て、除草を行いたいと考えている。森林火災防止については、防火帯を作ることを考えている。森林火災の原因はたばこの火、子どもの火遊びであるという。CBFM 後、カインギンはほとんど行われておらず、火災の原因とはなっていない。

③ 便益分配

木材利用による便益分配についてはまだ決めていない。

(3) 生計活動

- 雑貨店経営：CBU を元金に運営。純益の 20%を店番にインセンティブとして渡し、残りは元の基金に収める。PO の収益は配当金としてメンバーに還元するほか、事務所経費に使われる。
- 農業投入材ローン運営：肥料・殺虫剤の現物を貸し出す。利息は 5 ヶ月で 3%。延滞はあるが、問題なし。収益は PO の回転基金に収める。
- 個人農地開発回転基金運営：PO が全体プロポーザルを作成する。グラントを PO がもらい、個々の農家に農機具・苗木を貸し出し、現金で返却。金利は年 2%。モニタリングは理事会のモニタリング委員会が行い、個々の農家を訪問している。

(4) 研修

これまで、プロジェクトを通して、PO 役員は簿記・会計・記録・財務管理等の研修を受けた。また、PO はメンバーとなる住民に対して入会前教育セミナー (Preliminary Membership Education Seminar) を行っている。セミナーでは、CBFM とはなにか、PMES の目的、組合とは何か、会則などを説明している。今後の研修ニーズとしては、効果的な PMES 実施方法、病虫害管理、施肥、柑橘類栽培管理（新種の導入、プロパゲーション、加工、マーケティング）、家具づくり、木彫り、組織管理、財務管理、マーケティング、組合管理（現在は水牛で村まで運び、村からジープで市場まで運ぶ）、木材利用・科学的伐採方法が挙げられた。

(5) その他

LGU との連携が確立されている。たとえば、事務所の建設に関して、PO は労働力と予算の一部を提供し、LGU 及びプロジェクトが予算の一部と技術支援を行った。

4. RegionVI（西ビサヤ地方）

RegionVI は、シブヤン海とビサヤ海に挟まれたフィリピン諸島中央部ビサヤ諸島西部の Aklan 州、Antique 州、Capis 州、Iloilo 州、Quimaras 州（以上パナイ島）、Negros Occidental 州の 6 州からなる。このうち、今回の調査では Iloilo 州において JBIC の FSP 下に設立された PO1 箇所、通常資金プログラム下の PO1 箇所を訪問した。

表 6-4-a : RegionVI の調査 PO

行政区分	PO の名前	設立	会員数	CBFMA 取得時期	対象 面積	備考
Iloilo 州 Massin 郡 Alimodian 郡 Janieuey 郡	KAPAWA	1997 年	1,579 人 男 : 986 女 : 593	2002 年 12 月	3,415.92ha CSD : 2,685ha	JBIC/FSP Massin 流域サブプロジェクトのサイト
Iloilo 州 Dingle 郡	NISSAFI Development Cooperative	1992 年	約 40 人	2000 年	537.27ha	DNER 通常資金サイト (旧 ISF サイト)

出所 : PO 役員へのインタビュー

4-1 Iloilo 州の社会経済データ¹⁴

Iloilo 州は 2002 年 12 月現在、2 市、42 郡、1,901 村から成る。Iloilo 州の基本的社会経済データは以下に示す通り。

表 6-4-b: Iloilo 州の社会経済データ

項目	参照年	Iloilo 州
面積 (km ²)	2000	4,719.40
総人口	2000.5	1,925,002
人口密度 (人/km ²)	2000.5	334
平均年間人口成長率 (%)	2000.5	2.1
一世帯当り年間平均所得 (ペソ)	2000	139,918
一世帯当り年間平均支出 (ペソ)	2000	117,354
10 歳以上人口の識字率 (%)	1994	92.9
男性	1994	91.6
女性	1994	94.2
総就学率 (公立初等教育) (%)	2001-02	108.3
総就学率 (公立中等教育) (%)	2001-02	81

¹⁴ 数値は National Statistics Coordination Board -Region VI のウェブサイト による。

推定乳児死亡率（出生数 1,000 当り）	2001	11.86
推定幼児死亡率（1～4 歳人口 1,000 当り）	2001	1.61
推定妊産婦死亡率（出生数 100,000 当り）	2001	38.05

また、主要農産品に関するデータは以下の通り

表 6-4-c: Iloilo 州の主要農産品のデータ

項目	参照時期	Iloilo 州
豚（頭）	2003. 1	469,943
鶏（羽）	2003. 1	4,637,687
米生産量（t）	2003 年上半期	207,798
トウモロコシ生産量（t）	2003 年上半期	32,669
ココナツ生産量（Kg）	2003 年上半期	36,783,043
マンゴー 生産量（Kg）	2003 年上半期	22,485,657

4-2 KAPAWA (Katilingban sang Pumuluyo nga naga – Atipan ssa Watershed sang Massin)

KAPAWA は JBIC/FSP の Massin 流域サブプロジェクト下、1997 年 8 月に設立された PO 連合会で、合計 16 村の 16PO から構成される。CBFMA は 2002 年 12 月に取得した。CBFM 地域は 3,415.92ha（ほとんどが慣習的私有地）で、森林管理区分上は PENRO Iloilo / CENRO Iloilo の管轄下であり、行政区分上は Iloilo 州 Massin 郡、Alimodian 郡、Janieuey 郡の合計 8 村と重なる。また、Massin 流域は Iloilo 市及び近隣 4 郡の水源であり、クリティカル流域に指定されている。主産業は、農業で、米、トウモロコシ、野菜、根菜などの作物、竹・コーヒー・ココナツ・アバカ・バナナその他の果樹が生産されている。また、畜産（水牛・牛・ヤギ・豚）や、竹製品加工も行われている。

(1) PO の概容

① 参加者

2003 年 9 月現在、KAPAWA のメンバーは 1,579 人（男 986、女 593）、1,232 戸である。ただし、KAPAWA 傘下の 16 村の PO 中、CBFM 地域と重なり、CSD 事業が行われた村（仮に CSD 村とする）は 8 村だけであり、CSD 村の PO メンバーは合計 1,188 人（789、399）で、KAPAWA 全体の 75%である。CSD 村の総人口は 7,553 人（1,266 戸）で、住民全員が PO メンバーではない。しかし、PO 役員によれば、CBFM 地域内にクレームのある者は皆メンバーだという。残りの 8 村（非 CSD 村）のメンバーはかつて CBFM 地域に慣習的私有地を有していたが、流域保護を理由に FSP 以前に地域外に移転した人々である（後述）。流域保護のために移転したのであり、プロジェクトから受益すべきだという考え

から、PO を設立して KAPAWA に参画したのだという。CSD 事業には労働者として参加した。

表 6-4-d: KAPAWA 傘下 PO 別の参加者数

	村	郡	男性	女性	合計	備考
1	Ganawillan	Janiuey	68	13	81	CSD 村
2	Trangka	Maasin	119	55	174	CSD 村
3	Bugang	Alimodian	169	92	261	CSD 村
4	Bolo	Maasin	115	43	158	CSD 村
5	Umingaan	Alimodian	127	65	192	CSD 村
6	Bagsakan	Alimodian	52	20	72	CSD 村
7	Dao	Alimodian	33	44	77	CSD 村
8	Dagami	Maasin	106	67	173	CSD 村
9	Sta. Rita	Maasin	52	10	62	非 CSD 村
10	Linab	Maasin	27	9	36	非 CSD 村
11	P. Alimodian	Alimodian	18	16	34	非 CSD 村
12	Nagba	Maasin	54	36	90	非 CSD 村
13	Daja	Maasin	6	37	43	非 CSD 村
14	Abay	Maasin	19	44	63	非 CSD 村
15	Buntalan	Maasin	6	26	32	非 CSD 村
16	P. Maasin	Maasin	15	16	31	非 CSD 村
			986	593	1,579	

出所：SUSIMO 提供資料、及び PO 役員へのインタビュー

② 組織

KAPAWA の意思決定機関である理事会 (BOD) は各村 PO の会長 (President) 16 人から構成される。運営事務にあたる役員は理事の中から互選で選ばれる。役員は 7 人で、議長 (Chairperson)、副議長、書記、会計、オーディター、ビジネス・マネージャーから成る。2003 年 9 月現在、役員中 3 人 (議長、書記、会計) が女性である。選挙 2 年ごと実施され、再選は可能である。KAPAWA の役員会は月 1 回開催され、総会は年 1 回開催されている。役員の謝金は、CSD 村出身の役員には 150 ペソ、非 CSD 村出身の役員には 250 ペソが支払われる。CSD 村の役員の謝金が非 CSD 村の役員より少ないわけは、CSD 村 PO の会長は、CSD 事業マネージャーとして月 1,500 ペソの手当を受け取っているからである。KAPAWA の資金は各村 PO からの出資金 1,000 ペソである。各村 PO の資金は入会費 10 ~ 30 ペソである。また、各村 PO は CSD 契約金から 1% を資本積立金 (CBU) として貯蓄している。

③ CBFM 参加動機

KAPAWA 役員によれば、CBFM に参加した主な理由は、飲料水確保のための森林保護である。プロジェクト以前は森林劣化により、水が欠乏していた。プロジェクト開始時の IEC により、Massin 流域は政府の土地であること、水の供給源であることを理解した。また、都市部では Massin 川の氾濫による洪水もおこっていたが、その原因も流域が劣化していることを学んだ。(同時期、州政府も、このままでは 2003 年には水がなくなるというキャンペーンを行っていた)。その上、プロジェクトに参加すれば、雇用・インフラ整備を含む資金援助があるとわかった。資金援助がなければ、いくら流域保護のためとはいえ、参加はしなかつたろうとのことである。

(2) PO と森林資源

① 土地所有

CBFM 対象地 3,415.92ha は Iloilo 市の北西 34 キロに位置している。元々、Bukidnon という山岳先住民族が住んでいたが、スペイン統治時に平野部の住民が移住を始め、アメリカ統治時にも居住地は拡大した。1923 年にアメリカ政府が流域を Iloilo Watershed Reservation に指定した。流域に居住していた住民は移転を求められ、7 年後には全員が移転した。1928 年、ダムが完工し、フェンスも作られた。流域へ足を踏み入れることは禁じられた。このため、流域の植生は回復した。しかし、第 2 次世界大戦時、流域はゲリラ戦士の隠れ家となり、また州政府の指示により、住民の疎開地ともなった。これらの人口を支えるため、森林は再び農地に転換された。戦後、疎開者は都心部に帰ったが、多くの住民、特にアメリカ統治時に強制的に移転させられた住民の子孫は流域内に留まったという。

現在では、CBFM 地域のほとんどが、近隣 8 村 (CSD 村) 住民の慣習的私有地である¹⁵。このうち 4 村¹⁶の 4 集落が CBFM 地域内に存在し、155 家族が居住している。

② 資源利用

CBFM 前：戦中・戦後、森林は農地として開墾され、劣化した。さらに、1970 年代に「よそ者」が林道を作り、商業伐採を行った。このため、山頂部をのぞいてほとんどが裸地・草地・灌木林であった。農地では焼畑農業 (根菜、トウモロコシ、米などを耕作。休耕約 3～4 年) が行われ、共有林 (天然林) からの薪炭材採取の採取も盛んであった。牛の放牧も行われていた。また、飲料水源となる泉・小川もあったが、水不足が深刻であった。

CSD：プロジェクトの CSD 事業により、以下のように植林が行われた。CSD 事業地は多数の分散した区画から成り、そのほとんどが慣習的私有地である。

¹⁵ 連合会役員の一人名によれば、誰にもクレームされていない土地はあったが、共有林といった性格ではなかつた模様である。

¹⁶ Trangka 村、Umingan 村、Bagsakan 村、Dagami 村

表 6-4-e : コンポーネント別の CSD 面積

コンポーネント	目標面積 (ha)	実施面積 (ha)	達成度 (%)	生存率 (%)
植林	1,000.0	1,042.8	104.28	94.7
アグロフォレストリー	1,164.0	1,320.1	113.47	91.8
ラタン	161.0	200.1	93.67	93.0
竹	300.0	281.0	124.31	70.1
川沿いの土地保全	60.0	61.8	103.03	81.4
合計*/平均**	*2,685.0	*2,905.76	**108.0	**90.6

出所: Massin Watershed Subproject 紹介パンフレット

CBFMA は CSD 事業地を含む 3,415.92ha を対象として、2002 年 12 月に発行された。2003 年 7 月には CRMF も作成された。

CBFM 後 : CSD 事業により、植生が回復したので、雨が降っても洪水が 1 日でひくようになったという。野生生物も増えた。現在、慣習的私有地における放牧は減った。放牧にはペナルティを課すことになっている。また、木材伐採・焼畑・炭焼きはストップしたという。焼畑に従事していた農民は、慣習的私有地の森林地域に、コーヒー、バナナ、果樹、ココナッツ、アボカド等を自己資金で間作したという。フィリピン・ココナッツ協会や農業省から苗木の提供を受けたケースもある。薪材も流域の外から採取するようになった。

共有地については、KAPAWA では、区画割をして PO メンバーに割り当て、PO 内部の所有権 (Internal Property Right : IPR) を付与する計画を有している。

③ 森林維持管理活動

CSD 事業地の維持管理は、各 CSD 村の PO が担当する。このうち、慣習的私有地は「所有者」の責任であり、共有地は PO の責任である。ただし、共有地についても、IPR 保有者を特定し、保有者に維持管理を行わせる予定である。IPR 保有者候補のいない区画は PO が責任をもって維持管理を行うことになる。また、CSD 村の PO では、男性メンバーの中から、ローテーションで、3~5 人から成るフォレスト・ガード隊を組んで、パトロールや除草などの維持管理を行っている。フォレスト・ガード隊は乾季の間だけ生まれ、1 日 100 ペソの謝金を支払っている。一月あたり約 9,000~1,5000 ペソの人件費である。ただし、森林火災が起きたときには、Aduyon (相互扶助) でコミュニティ住民総出で駆けつけ、消火にあたることになっている。今後、共有地に IPR が発行され、権利者が確定すれば、維持管理は権利者の責任になる。

非 CSD 村の PO は CSD 事業地に権利をもたないため、維持管理責任は免除されている (そ

の代わり、事業地からの便益も分配されない。

④ 便益分配

クリティカル流域であり、木材伐採は許可されないので、アグロフォレストリーからの便益だけが分配されるが、まだ正式には決まっていない。PO 役員の間では、「私有地」については、収益の 50%を PO に収め、残りの 50%を「権利者」が得ることが考えられている。

「共有地」についても、IPR 保有者が特定できた区画については、50%を PO に収め、残りの 50%は IPR 保有者に分けることが考えられている。

(3) 生計活動

KAPAWA では、米の売買、トラックのリース、バイク・ローンを行っている。また、各村 PO ではサワリ（竹製品）生産・販売、豚飼料生産、養豚、マイクロ金融などを行っている。マイクロ金融については返却率が悪く成功とはいえないという。

KAPAWA の CFDF は総額 160 万ペソである。CSD 事業を達成したため、プロジェクト終了後にリテンション・フィーの 680 万ペソが入る予定である。リテンション・フィーの用途は (1) 森林維持管理、除草、パトロール、苗畑維持(20%)、(2) PO メンバーへの配当金(29%)、(3)生計活動(15%)、組織(25%)、建物(11%)、非常用(5%)である。KAPAWA の計算では、リテンション・フィーは 16 ヶ月で使いきってしまうので、生計活動を成功させて、資金を増やす必要があるのだという。今後の生計向上活動としては、KAPAWA は竹（製品）、アバカ（繊維のとれるバナナのような植物）の販売、アグロフォレストリー作物の販売。そのほか「農民から農民への研修(Farmers to Farmers Training)の実施などを考えている（プロジェクトで得た森林管理の知識・経験を他地域の農民に知らせたい）。←「農民から農民への研修」については、NISFFAI Development Coop を参照。

(4) 研修

これまで、プロジェクトを通して、資源地図・CRMF 作成研修、苗木生産、植林、財務管理、簿記、ビジネス・プラン等に関する研修を受けた。また、プロジェクト以外からも、DENR の研究センターから養蜂、商業工業省から竹細工、FIDA からファイバーに関する研修を受けた。今後の研修ニーズとしては、生計活動オプション、FS の研修（これまで FSP では竹製品の FS に関する研修を受けたのでそれ以外のオプションについて）、財務管理などが挙げられた。さらに、自分たちが得た植林地管理の経験を他地域に伝えるために「農民から農民への研修」を実施したいと考えており、そのための研修を受けたと考えている。

(5) イシュー

1. CBFM 地域内居住者のうち、CSD で収入を得たので地域外に土地を買って移住した者もある。伐採ができないので植林地から収入を得られないことを知っており、お金ができれば CBFM 地域外に移住する方がよいと考えているからである。その場合、KAPAWA の会則により、CBFM 地域内の土地に対する慣習的権利（crop right）は興味のあるメンバ

一に売却可能。ただし、会則を無視して、非メンバーに権利を売却するケースもある。非メンバーには CBFMA を遵守する義務がないので、彼らの行動の規制が問題である。

2. 焼畑農業をやめたため、今では外部からトウモロコシ・米を買うようになった。このため、農業収入は減ると同時に食費が増えたという。ただし、プロジェクトのインフラ整備によってマーケット道路ができたので、農産物等の販売が容易になった側面もある。また、竹・サワリ作りで代替収入を得た者もいる。PO 役員によれば、プロジェクト期間中は CSD による労働賃もあり、問題にはならなかった。また、数年後にはアグロフォレストリーからの収入も期待できるので問題にはならないだろうという。
3. CBFM は Maasin 流域全体をカバーしていない。このため、CBFM 地域外では規制が及ばないという問題も存在する。
4. 流域保護による水源確保について、DENR と水道局で水使用料に関する合意書を交わした。水道局は年間最低 1,000,000 ペソを DENR に支払うことになっていた。2000 年は支払われたが水道局長が交代し、以後は支払われていない。RENRO と水道局の間で交渉が続いている。RENRO は水利用料算出の科学的根拠を提出できないでいる。この算出には大規模な調査が必要。RENRO/PENRO では、水利用料の算出を含め、流域全体の総合管理計画作成の必要を感じている。(PENRO は開発調査に関心を示している)

4-3 NISFFAI (Nazumi Farmers Association, Inc.) Development Cooperative

NISFFAI は ISF 下、1992 年に協会として登録され、99 年に組合として再登録された PO であり、現在は DENR 通常予算プロジェクトである。CBFMA は 2000 年に発行された（しかし、PO には授与されておらず、PO メンバーは承認されたことを知らなかった）。CBFM 地域は 537.27ha（慣習的共有林 10ha と分散した慣習的私有林-CSC 地 - 53.25ha）から成る。森林管理区分上は PENRO Iloilo / CENRO Baratac Nuevo の管轄下であり、行政区分上は Iloilo 州 Dingle 郡 Nazumi 村（7 箇所の集落）と重なる。地域の主生業は農業だが、CSC 植林地からの木材も重要な所得源である。

(1) PO の概要

① 参加者

2003 年 9 月現在、NISAFI のメンバーは CSC 保有者約 40 人である。設立当初は村の CSC 保有者 169 人が参加していたが、1999 年の CBFM 参加過程で、組織を協会から組合に移行した時点で、参加を見合わせたメンバーが約 120 人いる。彼らは、参加を見合わせた主な理由としては、CBFM について「wait and see」という態度であること、組合化に際しての出資金（500 ペソ）を払うのをしぶる者がいること、などが挙げられた。2000 年に発行された CBFMA の授与がこれまで行われておらず、本調査団の訪問日まで、住民が CBFMA の承認について知らなかったことも、参加率が低かった一因であると思われる。CENRO では本調査団訪問の翌週にも、CBFMA 授与のセレモニーを行い、村落・キャプ

テンとともに CBFM 参加キャンペーンを行う予定であるという。出資金が払えないなどで組合への参加は約 4 分の 1 に留まった。CBFMA が発行されると増えるだろう。

② 組織

PO の運営事務に当たる役員はマネージャー、書記、出納役、及び理事 5 人から成る。理事会/役員会は月に 1 回開催され、総会は年 1 回開催される。役員に謝金は支払われていない。入会費は 25 ペソで、出資金は最低 500 ペソ（合計の 25%を超えない）である。各集落にキー・リーダーを特定し、理事会への情報伝達・普及などを行っている。

③ CBFM への参加動機

個人ではなくコミュニティ対象であることを知った。これまでのプログラムを統合するのだと知った。CSC 地域なので木材利用による収益がえられることを知っていた。

(2) PO と森林資源

① 土地所有

CBFM 地域は分散した慣習的共有林 8 箇所（約 60ha）及び分散した CSC 区画 169 箇所（約 480ha）から成る。

- CSC 地：ISF によって、PO メンバーが 1984 年～97 年に段階的に取得したもので、合計 169 区画存在する。
- 共有林：コミュニナル・ファーム・フォレスト 22.6ha（6 箇所）とバランガイ（村落）・コミュニティ・フォレスト約 47ha（1992 年に村が造林契約を請け負って 2 箇所造林）がある。

② 資源利用

ISF プロジェクトによって CSC が発行されるまで、地域は灌木林・草地であり、カインギン（焼畑）、放牧、薪炭材（自家消費と販売）採取などが行われていた。CSC 以降、土地利用は変わった。共有林における薪炭材採取は枯れ枝と切り枝に限られ、放牧はなくなった。CSC 地域においては、木材の選択的伐採が行われ、間伐材は炭焼きに使われている。

CSC 地域（慣習的私有地）

ISF 植林地。1992 年に Nazuni 村に Center for People Empowerment in Upland として地域研修施設が設立されて以降、ASPEXT（Agroforestry Strengthening Program in Extension and Training）（フィリピン大学ロス・バニョス校アグロフォレストリー研究所/フォード財団）等の支援を受けて多様なアグロフォレストリー・システムが導入された。

（同時にファーマーズ・トレーナーになる研修も受けた）。CSC 地からは業者に委託しての伐採も始まっており、CSC 保有者にとって重要な収入源となっている。契約業者は伐採だけでなく、製材、概算評価を行う。たとえば、15～20 年のマホガニー 1,000BF（m³）は経費をさしひいたあと、業者が 40 ペソを取り、個人は 10 ペソ受け取るという。

共有林(1)コミュニアル・ファーム・フォレスト

ISF 植林地。1992 年に PO が請け負って 6 箇所に造林した。主要植林樹種はマホガニー、メリナ、イピイピなど。各造林地には慣習的所有者がいたが、便益分配システム（後述）に合意し、土地を PO に「贈与」した。PO による選択的伐採が計画されている。

共有林(2)バランガイ（村落）・コミュニティ・フォレスト：Loan 1 の植林地。1992 年に PO ではなく村が植林を請け負い、チークなどを植えた。PO による選択的伐採が計画されている。

共有林の木材伐採には、資源利用計画(RUP)を作成する必要があるが、作業は来年行われる予定である。

③ 森林維持管理

特にパトロールは行っていない。森林火災は、コア・グループを決めて消火活動に当ることになっている。再植林が必要になったとき苗木は野生のものである。

④ 便益分配

CSC 地

便益は 100%、CSC 保有者のものである。

コミュニアル・ファーム・フォレスト

慣習的所有者から植林地を提供されるときに便益分配システムを定めた。便益は PO (50%)、旧慣習的所有者(20%)、DENR (20%)、村議会 (10%) で分けられる。この分配は CRMF にも明記されているとのことである。

バランガイ（村落）・コミュニティ・フォレスト

まだ CBFMA が発行されていない（と思っていた）ので、便益分配を考えていない。

(3) 生計活動

生計活動としては、トラック・サービス、雑貨店（組合ショップ）経営のほか、地域研修施設を利用した研修を行っている。アグロフォレストリー、コミュニティ組織化・開発、リーダーシップ、自動貯金グループ、農地植林などのコースを開催してきた。以前は研修費として一人当たり 1 日 200 ペソを徴収していたが、現在は 300 ペソを徴収する。ただし、遠隔地にあり、施設に来るまでの交通費がかかること、アクセス道路が不備なことから、研修施設における研修は減っている。現在は LGU 主催の研修に講師を派遣している。生計活動の結果、組合の資金は 2000 年の 8,600 ペソが現在では 60,000 ペソになっている。（協会時代の資本蓄積金は、組合への移行時にメンバーに返却したという）。

(4) 研修

ISFP でアグロフォレストリーに関する様々な研修を受けた。また、FAO の「**Farmer Approach in Training and Extension for Upland Development Program**」によって、各種の研修を受けた。また、今後のニーズとしては、マーケティング、マンゴーのポスト・ハーベスティング、組合管理、これまで受けたアグロフォレストリー技術の再研修（ファーマー研修を続けるために）が挙げられた。

**REPORT ON FIELD VISITS IN RELATION TO JICA'S
PREPARATORY STUDY ON ENHANCING CBFM PROGRAM
IN THE PHILIPPINES
(JUAN M. PULHIN-JICA CONSULTANT)**

INTRODUCTION AND ORGANIZATION OF REPORT

This report highlights the field observations and analysis of the Consultant during the field visits conducted in JBIC and non-JBIC funded CBFM sites located in several Regions in the Philippines. The visits were conducted in support of a preparatory study conducted by a team of Japanese consultants in relation to the technical cooperation for the *Enhancement of Community-Based Forest Management Program (CBFMP) in the Philippines*, organized by the Japan International Cooperation Agency (JICA). The field visits participated by the Consultant covered a period of more than two weeks although the entire study lasted for about five weeks.

The report is divided into four parts. The first and second parts present the socioeconomic and forest management situation in the different CBFM areas visited in Regions 7 and 3, respectively. Key socioeconomic and technical issues confronting the CBFM implementation are also discussed. The third part simply enumerates the CBFM areas visited by the other two Filipino Consultants, Mr. Vic Ramos and Dr. Ernesto Guiang. Detailed discussions of these areas are not presented in this report since they are contained in separate reports prepared by these consultants. Finally, the last part attempts to provide a synthesis of the key observations of the three Filipino Consultants by focusing on strategies to ensure sustainability of CBFM and the implications of these strategies for JICA's support. Detailed profile of the different projects visited by this Consultant is also included in this report as an Appendix.

PART I: SITES VISITED IN REGION 7

A. JBIC-FUNDED SITES

MANANGA-KOTKOT-LUSARAN WATERSHED SUBPROJECT

Overview

The Mananga and Kotkot-Lusaran watersheds are among the seven proclaimed watershed forest reserves in Region 7. The Mananga River was proclaimed as a watershed reserve by virtue of Proclamation No. 581 dated May 29, 1990 while the Kotkot and Lusaran River, through Proclamation No. 932 (dated June 29, 1992) as amended by Proclamation No. 1074 issued on September 2, 1997. The combined watershed forest reserves have a total land area of 20,944 hectares: 6,823 ha for Mananga and 14,121 ha for Kotkot-Lusaran.

Considering their immense socio-economic and ecological value, the Mananga and Kotkot-Lusaran watersheds are included among the priority critical watersheds in the country as identified by the Department of Environment and Natural Resources (DENR). The watersheds support the social, economic, commercial and industrial infrastructure in the province of Cebu – the central economic development zone of Visayas. They play a vital role in the sustainability of water supply in Metro Cebu and nearby communities for domestic and commercial uses needed by the growing population and booming industrialization. The watersheds are also home to thousands of upland occupants providing them land-based goods and services for their livelihood. Moreover, they contain the remaining natural forest in Cebu province with high level of biodiversity that is most adjacent to the metropolis.

Recognizing the above values of the Mananga and Kotkot-Lusaran, the watersheds were chosen as one of the Subproject sites under the loan package from the Japan Bank for International Cooperation (JBIC). The Mananga-Kotkot-Lusaran Watershed Subproject covers a total area of 4,585.79 ha with a total contract amount of Php 93,910,788.20 involving 13 People's Organizations (POs). The Subproject lies in 123° 47' 25.15" to 123° 00' 50.17" latitude and 10° 19' 47.49" to 10° 23' 42.77" longitude. It is located within five municipalities (Compostela, Minglanilla, Lilo-an, Consolacion and Balamban) and three cities (Talisay, Danao and Cebu).

Below are some geographical and biophysical descriptions of the site.

Accessibility and Visibility

The Mananga-Kotkot-Lusaran watershed is accessible from the Cebu City by vehicles through the Transcentral Highway and barangay road network. A better view of the entire area is possible after a 30-minute vehicle ride passing through the said highway at Sitio Cantipla, Tabunan, Cebu City. All sites are visible from the highway and barangay roads.

Climatic Conditions

The subproject site falls under Climatic Type 3 with no pronounced dry and wet season. However, it is observed to be relatively dry from November to March and rainy from April to October. Data shows an average rainfall of 1,620 mm. per year, evenly distributed throughout the province. Typhoons are not prevalent in the area and August and March are the reported wettest and driest months, respectively. The average temperature of the province is 27.3°C.

Geology and Soil Properties

Limestone composed the parent material of soils in the watershed. There are five soil types present in the site: Mandaue clay, Mandaue silt loam, Baguio clay, Bolinao clay and Faraon clay. Soil depth ranges from 1.0 meter to 2.5 meters. Soil moisture conditions are fairly constant throughout the year. Soil is extremely acidic (4-4.5 pH).

Elevation and Topography

The area has a rolling to rugged mountainous terrain. It has an elevation ranging from 80 to 800 meters above sea level. The three major landforms in the subproject site are: 1) alluvial; 2) hilly; and 3) mountainous. Its physiography, steep slopes and landforms make the soils very susceptible to soil erosion.

Water Systems and Drainage Characteristics

The several sub-catchments of Mananga watershed drain into the Mananga River. The Kotkot River and the Lusaran River are the two sub-catchments of the Kotkot-Lusaran watershed. Both rivers flow towards the sea coasts of the cities of Cebu, Danao, and the municipalities of Balamban, Compostela, Consolacion and Liloan.

Sites Visited

The following sections provide a brief overview of the socio-economic and the biophysical/technical conditions of the three JBIC sites visited by the Consultant. For each site, an overview of the PO is presented, followed by a brief description of the barangay/s where the PO is located. This is followed by a brief discussion on current forest management and the socio-economic and technical issues confronting the project.

Site 1: Sinsin, Sudlon1 and Sudlon2 Farmers Association Incorporated (SSFAI)

The PO

Established in 1997, SSFAI has 264 member-beneficiaries as of August 2003. Of these, 91% or 241 members are male. Farming is considered as the major economic activities of the members but the farmers also engaged in livestock production, driving, carpentry, sari-sari store and trading to augment their needs.

The PO was organized under the JBIC project through a Community Organizing contract entered by the DENR and the VALUES Incorporated – a non-government organization based in Tacloban, Leyte. Aside from facilitating the organization of the PO, VALUES Inc. also conducted information, education and communication (IEC) activities about the project, and provided trainings on nursery establishments and surveying. The PO leaders interviewed perceived the NGO to be helpful at the beginning of the project especially in the initial tasks that it had undertaken to organize the community. Later on, however, as will be discussed below, the NGO was claimed to have contributed to some problems that have posed threat to successful project implementation.

In addition to the NGO support, the Community Environment and Natural Resources Office (CENRO) of Cebu City, provides the PO technical assistance in the various phases of Comprehensive Site Development Project. Other NGOs also extend their support in terms of community organizing and training on surveying.

Barangays Sinsin, Sudlon 1 and Sudlon 2

The three barangays covered a total area of 5,160 hectares; Sudlon 2 being the largest (2,613 has.) followed by Sudlon 1 (1,347 has.) and Sinsin (1,200 has.). They are about 24 kilometers away from the main road.

Brgy. Sinsin has nine hamlets while Sudlon 1 and Sudlon 2 have 13 and 15 hamlets, respectively. Residing these hamlets are about 6,730 individuals. Majority of the residents depends on farming as source of income. Most of them are Roman Catholic.

Development projects supported by different government agencies and international organizations include the following: Clean and Green; Tony and Tommy Health Program; renovation of brgy. hall; building of day care, health center, and basketball court; road construction; and improvement of the irrigation/water system.

The projects of SSSFAI attuned with the activities of the existing groups, agencies, and organizations within the area covered.

Current Forest Management of SSSFAI

SSSFAI claimed to have completed the development of 1,000 ha as stipulated under its revised target. It has reforested 248 parcels in the Agroforestry, Production, Riparian, Strict Protection Under-stock and Strict Protection Fully-stock Components. Based on the PO records, the following physical development has been accomplished:

Zone	Description	Accomplishment (ha)
Protection		
• Under stocked area	• Planted with mangium, molave, jackfruit and banana	• 227.58
• Fully stocked	• Planted with rattan	• 413 ha
Production zone		
• Brushland	• Planted to molave	• 1.69 ha
• Grassland	• Planted to molave, cacao and mangium	• 37.58
Agroforestry		
• Diversified cropland	• Planted to jackfruit, molave, kakawate, cacao, banana	• 15.6
• Corn plantation/contour	• Planted to kakawater as hedgerows	• 3.72
• Coconut plantation	• Planted to cacao and guyabano	• 17.82
Riparian zone		
	• Planted to robles, pangantoon, and	• 35.85

	himbabalod • Planted to bamboo	• 250.00
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Regardless of zone classification, a combination of forest and fruit trees is planted in the area. This could be explained by the fact that almost all of the areas are claimed, hence the PO has to negotiate with the claimants as to the preferred species they want to plant in their respective claimed areas.

Based on the final evaluation of the physical accomplishments done by the Cebu Unit for Sustainable Water Foundation, Inc., SSSFaAI has a planted a total area of 882.41 ha. The overall weighted average survival rate (WASR) for all five zones is 88% which is considered above standard. Low survival rate in some zones was due to lack of maintenance activities for the plantations and lack of moisture in the soil. Steep slopes and rocky condition affected the maintenance.

Aside from forest management, tree planting and agroforestry projects, the PO members also engage in livelihood and income generating activities like rice and corn retail, compost production and chicken trading. Moreover, 25 PO members are also involved in forest protection.

Key socio-economic and technical issues

1. Credibility and accountability of assisting organization

While PO officers recognize the initial assistance provided to them by the VALUES, Inc. in community organizing, the same assisting organization has contributed to major problems that beset the SSSFaAI. These accordingly include the feeding of wrong information by the NGO staff to the barangay captains that they are entitled to a monthly honorarium of P3,000.00. Upset barangay officials who were not given the said honorarium by the PO claimed the project to be a “ghost project” resulting to a Congressional inquiry on the matter that in turn adversely affected the project operations. Another problem mentioned by the PO leaders is the P380,000.00 worth of land use mapping contracted to the NGO that produced wrong site locations making the PO output questionable. Accordingly, the NGO staff had also borrowed P50,000.00 from the PO and another P50,000.00 from the local sari-sari store which they failed to settle even after the end of CO contract. This experience raises the issue of devising appropriate mechanism within DENR to ensure that only credible NGOs will be hired and to ensure that they will be accountable to the local communities and higher authorities in case of non-performance.

2. Conflict between LGU at the barangay level and the PO

The absence of appropriate coordination and good working relationship between the PO and the Brgy. LGU has resulted to misunderstanding of the project leading to Congressional investigation that negatively impacted its image and accomplishments.

Said investigation resulted to delayed billing of project accomplishments hence salaries and wages of PO Officers and members were not paid for about 9 months. As a result, some established plantations were not maintained and protected resulting to an estimated loss of close to P1 million. Also, PO Officers were compelled to avail of P300,000.0 loan at a high interest rate to continue some of the critical project activities leaving them indebted until the present time. Moreover, the situation resulted to the reduction of the contract area from 1,520 has. to 1,000 ha which is perceived by the PO as a great loss for them.

3. *Organizational capability*

Institutional assessment of the PO indicates that no election has been conducted yet since the start of the project operation. Since most of the organizational and leadership trainings conducted by the NGO and DENR may have been largely confined to the current PO officers, a second-line leaders may not be available to sustain the project activities once the present leaders have been changed. This calls for technical support for organizational capability building which may be taken on by the JICA project.

4. *Sustainable livelihood activities*

Present livelihood activities of PO members are yet confined to rice trading and trucking. Income from these activities is still very minimal and may not even be sufficient to support the salaries of the PO Officers after the project ends. The 15% retention fee to be received by the PO has to be channeled into some productive and profitable livelihood activities that could help lessen the pressure to open up more areas for cultivation.

5. *Tenurial security and resource use rights*

While the planned issuance of PACBRMA may indeed provide tenurial security to the PO members, experiences in most CBFMA areas in the Philippines show that issuance of such an instrument does not guarantee resource use rights in the part of the community. Implementing rules and regulations of PACBRMA should clarify which areas should be subjected to utilization by the local communities to avoid false hopes and disillusionment among them. Also, considering that PACBRMA is a new tenurial instrument, the implications of its issuance need to be discussed and clarified to the different stakeholders in the area such as the claimants, tenants, barangay LGU, and the PO members to avoid confusion and misunderstanding among them.

6. *Appropriate agroforestry and sustainable farming practices*

The adoption of appropriate farming techniques such as the contour hedgerows in sloping areas seems to have been missed out in the project. While the farmers have to be encouraged to move from short-term crops to perennial products like fruit trees, it is likely that most household will remain to depend on the former for their food and additional cash requirements and hence agroforestry practices is still of paramount importance.

7. *Continues forest protection*

In the absence of immediate and continuing incentives, there is doubt whether the 25 PO members will continue to do forest protection especially after the end of the JBIC support.

Site 2: United Farmers' Multipurpose Cooperative (UMFPC)

The PO

UMFPC, which was established in 1991, composed of 115 regular members (50 male, 65 female) and 235 associate members. The associate members are mostly those who participated under the JBIC CSD activities but are yet to complete the requirement of the Cooperative such as attendance to pre-membership seminar and payment of membership fee. Claimants who agreed to have their area planted under the project are also automatically considered as associate members.

UMFPC has been functioning as a cooperative before the JBIC project started. It was registered in 1991 under the Cooperative Development Authority. At present, the Cooperative has a total of 350 beneficiaries. Among the major economic activities of the members include farming, vegetable and livestock production, and small business (buy and sell), carpentry and *habal-habal* (motor cycle) driving.

UFMC participated in the JBIC-funded CSD project by contracting 640 ha for physical development with a total contract amount of P10,081,149.67. The Cebu Resources Management Organization Incorporated was contracted by DENR to do community organizing activities to strengthen the Cooperative and prepare it socially and technically for the task of sustainable resource management of the area. The NGO also assisted the Cooperative in IEC and in encouraging the claimants to allow their areas to be planted under CSD. As an expression of genuine support to the Cooperative, the NGO provided a 50% counterpart funding in the establishment of its bunk-house.

On the other hand, the CENRO of Cebu City supports the PO through training on book-keeping, financial management, plantation establishment and other technical assistance. In addition, another NGO, the Philippine Business for Social Progress (PBSP), also provides assistance to the Cooperative by providing low interest loan for farm inputs, and support for the construction of multipurpose building, and provision of leadership training. More importantly, PBSP was able to provide marketing assistance to the Cooperative by establishing linkage with MACRO Cebu that guaranteed the marketing of vegetables produced by the Cooperative and its members.

In addition to vegetable production, the Cooperative also earns from its micro lending and consumer store. The Coop is able to support the monthly salary of its six staff amounting to P18,000.00 from its various income generating activities. From January to July 2003, the Coop has recorded an income of P276,000.00

Barangays Tabunan and Tagbao

Two out of three covered barangays include the Tabunan and Tagbao in Cebu City. Both were 34 kilometers away from the main road. The former has an area of 1,506 hectares with five hamlets while the latter covered 915 hectares with ten hamlets.

Tabunan has around 1,020 residents divided into 212 households, whereas Tagbao has a population of 1,464 with 288 households. Both barangays, however, have an average of five members per household. Farming is the major economic activity of the residents and most of them were Roman Catholic.

Major community groups aside from UFMPC that exist in the area include Parent-Teacher's Association, Samahang Kabataan (Youth Group), Tagbao Farmers' Association, and Tagbao Mothers' Group. These local groups worked closely with UFMPC and other government agencies and international organizations in the following projects: construction of brgy. hall, brgy. road, sports complex and high school building; deep-well installation; and water system improvement.

Current Forest Management of UFMPC

CSD of the 640 ha contract area involves the planting of fruit trees and forest trees in the following identified zones:

- Protection under-stocked - 12.31 ha
- Protection fully-stocked - 70.14 ha
- Restoration zone - 2.06 ha
- Riparian - 78.24 ha
- Production - 129.7 ha
- Agroforestry - 379.82 ha

Eight species were planted in the agroforestry component, namely, mango, cacao, jackfruit, molave, mangium, pangantoon, kakauate and narra. The other components used a combination of two or more of these species except in the riparian and strict protection fully-stocked area where solely bamboo and rattan were planted, respectively.

Of the total 640 ha contracted to UFMPC for development, only 545.10 hectares were evaluated to have been developed. The computed overall WASR based 150 reforested parcels is 73%, which is below the required 80% standard of survival rate. Majority of the parcels has low survival rate and was being maintained but not fully replanted. PO members attributed the damage in the plantation to drought and the reverting back of the plantation to intensive agricultural cultivation by parcel stakeholders. Stray animals was also claimed to contribute to plantation damage.

All of the areas devoted for physical development are said to have claimants. Most of the claimants have tax declaration to support their claim in the area while few have titles. In

order to convince the claimants to have their area planted, the PO paid them to develop their own areas either on a per activity basis (e.g. seedling production, site preparation and maintenance, etc.) or on a daily basis at the rate of P100/day. Also, the following agreements were forged by the PO and the claimants in terms of sharing the produce from the plantations developed through the project:

- For claimed areas developed within timber land – 10% of the gross production for the Cooperative and 90% for the claimant for a period of 25 years.
- For areas developed within A & D land - 10% of the gross production for the Cooperative and 90% for the claimant for a period of 5 years; all produce from the land after 5 years will be solely for the claimant

Key socio-economic and technical issues

1. Coop managed by close relatives

The management of the Cooperative is being questioned by the CDA because majority of the Officials are close relatives which violates the cooperative rule regarding the prohibition of relatives up to the second degree of consanguinity in the same Board. Mechanism should therefore be instituted to encourage more people in the area to run for a position in the Board during the Coop elections. Appropriate exposure and training on cooperative management to people outside the present Board members and Officers is likewise necessary and could be facilitated by the DENR personnel.

2. Inability of PO to do effective protection and maintenance

Gauged from the Coop income and its ability to support its current officers, the Officers are able to manage the Cooperative well, but not the comprehensive site development. This can be gauged by the poor protection and maintenance of the established plantations as reflected in their poor survival rates. As a result, the Cooperative will not be able to receive its retention fee which is about P1.5 million. The issue raises doubt whether the Coop can ensure the sustainability of the established plantations especially after the support from JBIC has ended.

3. Too many land-dependent claimants

The PO leaders interviewed indicated that practically all the areas covered by the CSD including the strict protection fully-stocked zone have claimants. One of the identified reasons for low survival rates is that these claimants are reclaiming their areas through planting of agricultural crops or for pasturing their cattle. With the land in the area becoming scarce and alternative sources of livelihood limited, the pathway to sustainable forest management will be a long and tortuous one.

4. Tenancy issue and sharing of benefits

Tenancy prevails in the area even within classified forest land. While appropriate sharing arrangement has been forged between the Cooperative and the claimants, the future of the

tenants in the current arrangement is still unknown. The impacts of the present arrangement to the local socioeconomic structure will largely influence the future of forest management in the area, and hence should be ascertained at this time.

5. *Assurance of resource use rights*

Considering the site is a protected area and the present conservative stance of the DENR Regional Office in terms of forest utilization, uncertainty exists whether PO would be allowed in the future to utilize the forest resources which they helped developed and managed. An assurance is needed at present from the DENR that the future resource use rights by the PO will be ensured especially specially considering that the PACBFMA may still take sometime to be issued. In the absence of such assurance, DENR cannot expect the PO to invest its time and resources in doing continues forest protection and maintenance.

Site 3: Barangay Unity Key to Integrated Development Multipurpose Cooperative (BUKID-MPC)

The PO

The municipality of Balamban organized the Barangay Unity Key to Integrated Development Multipurpose Cooperative (BUKID-MPC) in 2000 through its Municipal Agriculture Officer in response to opportunities such as the JBIC-assisted comprehensive site development in forest land. The MAO conducted training on Coop Pre-Membership Education Seminar and provided assistance in processing Coop permit in cooperation with the DENR.

The history of the PO dates back in 1994 when the PO named REGROW was organized in the area. In 1996, the PO was renamed to Magsaysay Young Farmer's Association (MAYFA), which entered into a 50-hectares family contract reforestation with the DENR through the initiative of the Balamban municipality.

In March 2000, BUKID-MPC was established with membership coming mostly from the already inactive MAYFA. At present, the PO is composed of 144 members (96 male, 48 female) but with 576 beneficiaries. Farming and livestock production are the major economic activities of the members. The PO also manages a Cooperative Store that sells basic items to the barangay members.

The PO is currently Chaired by the Barangay Captain of Magsaysay with the Barangay Kagawad acting as Vice-Chair. Because of the political influence of its leaders, the PO is able to borrow the service truck of the Balamban municipality that transports the goods bought by the PO from the municipal market to the Cooperative Store one.

The PO Officers interviewed during the visit estimated that of the 144 PO members, about 60-70% are member-claimants while the rest are non-member claimants. Accordingly, there are very few tenants in the area.

As of 2002, the PO has a total asset of P1.4 million. It has recorded an income of P766,736.00 in the same year. As part of the CSD project, the PO has generated a total capital build-up of P185,000.00 from its plantation establishment activities.

Out of the savings generated from the CSD activities, the PO has bought a 15 ha land for P150,000.00 which have been planted to mangoes. In addition, it is also managing another 15 ha which was mortgaged to the Coop and is currently planted with mango and ampalaya.

In preparation for the termination of the JBIC support, the PO plans to conduct a once a week *bayanihan* (voluntary labor) for the maintenance and protection of the CSD area. As an incentive to this, the PO has developed a sharing arrangement with the claimants whose area were planted with forest and/or fruit trees. The agreement stipulates that 2% of the net income will go the PO while the bulk of the share (98%) will be enjoyed by the claimants.

Aside from the expansion of the consumer store, the PO planned to develop other livelihood activities such as the hog fattening, poultry and abaca production. It also plans to venture on the production of mineral water from a nearby spring.

There are quite a number of local community organizations and non-government organizations (NGOs) in the watershed that provide support to the PO in the form of technical assistance, conduct of seminar, sponsorship to trainings, construction of building, and provision of needed materials. These local community organizations and institutions include the Philippine Business for Social Progress (PBSP), Bureau of Fisheries and Aquatic Resources (BFAR), Municipal Agricultural Offices (MAO), and also the local government units (LGUs).

Although there was internal organizational problem among PO members regarding their attitude to work and their willingness to share their area for planting purposes, there was a unified willingness to cooperate for the success of the project.

Barangay Magsaysay

BUKID-MPC is under the administrative division of Brgy. Magsaysay, Balamban, Cebu. The site is seven kilometers away from the main road with a total area of 19.20 km². It has 28 hamlets with a total population of 2,106 (903 male, 1,203 female). The total number of households is 448 averaging to five persons per household. Farming remained the major economic activity of the community and Roman Catholic, as the dominant religion, since the time the barangay was established in 1957.

Besides the existing PO, there were other community groups like the Parents-Teachers Association (PTA) and the Sangguniang Kabataan (SK) that were also active in the implementation of their respective projects. Government agencies and international organizations such as the National Irrigation Administration (NIA), Sub-project Site Management Office (SUSIMO), Japan Bank for International Cooperation (JBIC), and the Department of Environment and Natural Resources (DENR) also support several development activities.

Generally, the projects of BUKID-MPC accord and complement the activities of other existing group in the community.

Current Forest Management of BUKID-MPC

The total forest area managed by the PO is 675 hectares. Of these, BUKID-MPC has reforested 215 parcels in the Agroforestry and Riparian Components in the Brgy. Magsaysay, Balamban within the Kotkot-Lusaran Watershed Forest Reserve (LWFR). Reports indicate that out of the 675-ha area planted, around 611 hectares yielded after deducting non-plantable portions. Overall weighted average survival rate (WASR) is 87%.

The PO record indicates the following species were planted under the agroforestry and riparian components:

Agroforestry

• Grafted durian	-	140 ha
• Grafted mango	-	180 ha
• Non-grafted mango	-	45 ha
• Coffee	-	120 ha
• Guyabano	-	30 ha
• Marang	-	20 ha
• Jackfruit	-	10 ha
• Santol	-	20 ha
• Sineguelas	-	<u>10 ha</u>
Total		575 ha

Riparian

• Bamboo/rattan	-	90 ha
• Balete/rattan	-	5 ha
• Mansanitas	-	<u>5 ha</u>
		100 ha

Evaluation results indicate that actual areas planted is f 524.7 ha for agroforestry and 86.58 ha for the riparian zone.

The high survival rate in the areas was attributed to good maintenance of majority of the parcels during the early phases of the plantation establishment. The BUKID-MPC has become more aware of the importance of maintaining plantations, since the payments of billings greatly depend on the land area reforested and the survival of the plantations. Also, they expect to benefit from the plantations especially in the agroforestry areas since all these areas are planted to fruit trees.

Most of the farmers participated in the forest management and livelihood and income generation activities being implemented by the DENR and other local community organizations.

Key socio-economic and technical issues

1. Cooperative Chaired by Barangay Captain

While the Barangay Captain's chairing of the PO has a number of advantages, the same makes the Cooperative vulnerable to political manipulation and influence. For instance, the members of the PO informed the Consultant during the field visit that about 100 ha of the 675 areas developed by the PO under the project are claimed by or owned by the Barangay Captain. Also, the election of a new Barnagay Captain may result to new political dynamics that could affect the Cooperative management.

2. Pressure of land buying in the area

Considering the accessibility of the area to Cebu City and the increasing demand for settlement, agriculture and other purposes, land speculation and buying mounted in the area despite its forest zone classification. In order to address this, the local Barangay Development Council passed a resolution that prohibits selling of land to people outside the barangay. The ultimate success of forest rehabilitation in the place will depend on how buyers and speculators could be prevented from purchasing/claiming lands and converting them to other non-forest uses. This would require partnership between the DENR and the LGUs at the municipal and barangay level that will jointly monitor land disposal/speculation in the place. Likewise, mechanism should be developed that would prevent the LGU to issue tax declaration certificates to people who buy land within forest zone.

3. Equity issue in resource management

It appears that the JBIC project has exacerbated local inequity with about 14.8% of the area developed belonging to the PO Chair who also happened to be the present Barangay Captain. Mechanism to check similar practice should be installed in the future project. Social equity and social justice considerations should be among the important concerns that should be addressed in any CBFM projects.

SICOPONG WATERSHED SUBPROJECT

Overview

The Sicopong Watershed Subproject is one of the priority areas for rehabilitation in Region 7. It plays a vital role in the economic development and sustainability of Negros Oriental. The significance of this watershed becomes more critical with the expansion of irrigation services and the planned construction of additional irrigation structures by the National Irrigation Administration.

The watershed is located in barangays Pal-ew and Sto. Niño, municipality of Tanjay and Sitio Tacalan, Barangay Sab-ahan of Bais City, all in the Province of Negros Oriental.

Covering a total area of 540,230 hectares, the watershed lies between 9° 29' 47" and 9° 33' 21" latitude; and 122° 59' 7" and 123° 00' 24" longitude.

Accessibility and Visibility

The subproject site is accessible through two major routes – one via Tanjay involving 14 kilometers of dirt road and the other through Bais City involving eight (8) kilometers of the same type of road. Especially during dry months, as there are no regular passenger vehicles in these routes, the farm traders accessed the area using their private vehicles. A full view of the site can be seen from the barangay roads six kilometers away from the area.

Climatic Conditions

Sicopong Watershed is under the 3rd Climatic Type described as no pronounced dry and wet season. It is relatively dry from November to April and rainy from May to October. Driest period usually starts on February and ends on April. According to the nearest PAGASA weather station, the average annual rainfall during the previous years is 81.88 mm.

The watershed can be revegetated with trees without fear of the plantations being blown by strong winds since the probability of typhoon occurrence in the area is only about 7% per year. The average monthly temperature ranges from 26.8 to 28.6 degrees. April, which is considered the warmest month which, has also the lowest relative humidity (75.3%) while December has the highest (80.3%). The mean annual relative humidity is 78.4%. The condition of the site in terms of rainfall, temperature and relative humidity makes it favorable for the establishment of forest and agroforestry plantations.

Geology and Soil Properties

Faraon Clay generally makes up the soils in the subproject site. The top soil in the watershed is shallow and eroded which indicates an acidic condition with pH ranging from 5-6.4. This situation, however, is not a constraint to the revegetation of the watershed because the recommended species are tolerant to a wide range of soil pH conditions.

Elevation and Topography

The subproject site is slightly rough and rolling with an elevation ranging from 300 to 900 meters above sea level. The slope classification of the watershed shows that about majority of the area are within rolling and sloping category while the rest are moderately sloping to flat.

Water Systems and Drainage Characteristics

Sicopong River and its tributaries drain towards the coast of Sta. Catalina, Negros Oriental. Some residents shared that the river discharge is significantly low during summer unlike before when the watershed was still forested. Several springs can be observed in the

watershed which served as the major source of potable water for the communities. Surface-runoff is very high in open and denuded areas during rainy season.

Profile of the People's Organization and Concerned Barangays and Current Forest Management and Related Issues

Sicopong United Ecological Rehabilitators for Sustainable Development Association, Inc. (SUERSDAI)

The PO

The Sicopong United Ecological Rehabilitators for Sustainable Development Association, Inc. (SUERSDAI) is a non-stock corporation responsible in carrying out the specific activities necessary for the rehabilitation of the watershed as embodied in the comprehensive development (CSD) plan for the site. Organized by PHILGRO through a Community Organizing contract with DENR in 1997, it has 15 original incorporators with main office located at Sito Tyopan, Brgy. Pal-ew, Tanjay, Negros Oriental. It is composed of 922 regular members and 36 horary members with 1,510 beneficiaries.

Interview with PO leaders revealed that the assisting NGO, PHILGRO was very helpful not only in organizing the PO but also in the implementation of its CSD contract. The NGO assigned nine (9) full-time staff in the area to assist the PO in various activities. They conducted seminars (team building and group building, leadership, basic accounting, etc.); introduced livelihood consumer store, piggery, trucking; assisted in negotiating/meeting with claimants; conducted information drive; and assisted in the formation of the four core groups.

SUERSDAI was awarded a CSD contract by DENR in October 8, 1997, a day after its registration to the Securities and Exchange Commission. The CSD contract entitled the PO to develop 2,000 ha of forest land for reforestation, agroforestry, and bamboo plantation establishment. In March 24, 1998 the PO has been awarded CBFMA covering a total area of 2,000 ha.

Farming, buy and sell of vegetables, and sari-sari store operation are the major economic activities of the SUERSDAI members. CENRO office of Dumaguete City supports the PO by through the provision of technical assistance. Other agencies and organizations have also been supportive of the different activities of the PO.

The major issues of PO related to CBFM are lack of capital to finance the entire needed farm inputs like seeds, fertilizer and working animals.

The Community

Sab-ahan, Mansangaban, Sto. Niño and Pal-ew are the barangays administratively under the Sicopong Watershed Subproject. The total population in all the four barangays is 17,807 and total number of households is 3,303. The Aetas/Negritos are the major ethnic groups residing

in the area. Roman Catholic seemed to be the major religion while farming remains the most important source of livelihood.

There were a number of development projects/activities supported by the government sectors, international agencies, and NGOs. These projects harmonize with those of the SUERSDAI initiatives.

Current Forest Management of SUERSDAI

The project site was a former logging area in the 1970s. A person named Victoriano Mapa accordingly opened a concession and established a band-mill about 6 kilometers from the present PO Office. With the cancellation of the TLA, local people engaged in furniture making such as tables, sala sets, bed, divider, door and window jams from illegally cut timber. In 1980s, DENR introduced the ISF project in the area. Two Sitios involving some of the project participants were issued CSCs under the project.

Total forest area covered by the CBFMA is 2,000 hectares. SUERSDAI had to establish plantations outside of its originally identified CSD contract area to meet its target. This is because some of the areas subjected earlier under Survey Mapping and Planning which became the basis of CSD target have been developed by the claimants. Also, there were many claimant-cultivators who were not willing to have their parcels planted with the species stipulated in the plantation establishment work and financial plan. As a result, additional sites adjacent to original CSD sites were included that resulted to the expansion of the area coverage of the project to the adjoining barangays. The situation also led the assisting NGO to form additional three Core Groups to promote representation in they expansion barangays.

The reforestation component of the project involves the planting of mangium and mahogany with a spacing of 2m x 2m. Total accomplishment under this component is 1,319.91 ha as of August 2003. On the other hand, the agroforestry component is composed of high-value mango, jackfruit and coffee plantations. About 25 ha are also planted to gmelina while intercropping of kalamansi is done in 4 ha. A total of 809.78 ha have been planted under the component. Bamboo plantation has also been established covering 51 ha. Total accomplishment under the three project components (reforestation, agroforestry and bamboo plantation) is recorded by the PO at 2,178.21 ha. These are distributed into more than 700 parcels which make it difficult to monitor the survival and growth rate.

Forest management activities include replanting, patrolling of the area, and maintenance and protection. To generate income, consumer store and trucking services were the priority livelihood projects.

In preparation for the future, the PO and claimants have come up with a written agreement in sharing the produce from the CSD area. For agroforestry, 80% of the gross income will go to the stakeholders while 20%, to the PO. For the reforestation component, the sharing arrangement is 50% for the claimants/stakeholders, 25% for DENR and 25% for the PO.

Key socio-economic and technical issues

1. *Training of new leadership*

With the taking over of a new set of leadership by the end of the project, there is need to conduct leadership training and continuing organizational capability building to ensure the smooth operation of the PO.

2. *Benefit sharing*

According to the “Institutional and Project Benefit Assessment” report, majority of the PO members do not own land parcels. There is therefore the need to clarify to everyone the benefits that will accrue to these members vis-à-vis those who have their claims developed under the project. Likewise, the PO has to prepare a long-term plan to provide opportunities and incentives to those who have no parcels.

3. *PO’s capability to effectively managed additional 8,000 ha*

The PO has the current application to expand its CBMA coverage to enclose all the more than 700 individual parcels established under the CSD. Whether the current PO has the capability to manage this area remains to be seen especially considering the limited resources available to it after the termination of the project.

4. *Resolution of the case of FLGLA No. 17*

Portion of the area developed by the PO is under the former FLGLA of Mr. Tirambulo. He has a pending application for the renewal of the agreement and DENR CENRO Dumaguete has already collected application fee for it although the applicant has not submitted yet all the required documents. Despite this, Mr. Tirambulo accordingly maintain few heads of cattle in the area. The earlier resolution of this case is necessary to avoid future conflict especially by the time the plantations established would have been ready for utilization.

B. OTHER CBFM SITES VISITED (NON-JBIC SITES)

**AGRI-BASE RURAL TECHNOLOGY ON HILLY AND UPLAND RESOURCES
(ARTHUR) UPLAND DEVELOPMENT PROGRAM**

Overview

Agri-base Rural Technology on Hilly and Upland Resources (ARTHUR) Upland Development Program is located in the Brgys. Guindarohan, Cuanos, Vito, Camp 7 and Manduan, Minglanilla, Manipis, Camp IV, and Tapul, Talisay City. It lies in 10° 18' 00" latitude and 123° 47' 70" longitude. The program covered a total of 1,374.12 hectares. It was a formerly Integrated Social Forestry (ISF) Model Site then proclaimed as Regional Upland Training Center/Integration of GAD to be Community-based project. The area was awarded CFMA last December 13, 1999.

Profile of the People's Organization and Concerned Barangay and Current Forest Management and Related Issues

ARTHUR's Farmer's Organization Incorporated

The PO

The Agri-based Rural Technology on Hilly and Upland Resources (ARTHUR) Multi-Purpose Cooperative, Incorporated otherwise known as ARTHUR Farmer's Organization, Inc., was first established in 1982 as Manipis Farmer Organization under the then Forest Occupancy Management Program – a forerunner of the Integrated Social Forestry Program (ISFP). From 1982 to 1988, an ISF project was implemented in Barangay Manipis involving training on soil and water conservation and issuance of CSC. In 1988, the PO participated in the family approach to reforestation implemented by the DENR under the contract reforestation program. More than a year later, the original name was changed to ARTHUR Farmer's Organization, Inc., with the expansion of the membership to eight barangays.

The PO has 538 members from the municipalities of Talisay and Minglanilla. Production of mango, tubers, vegetable, corn, fruits and livestock were the major activities of the members. CENRO of Cebu City supported the PO through a technician permanently assigned in the area. He was responsible in organizing and training the people in cattle dispersal, nursery establishment, and tree plantations maintenance. Cebu Chamber of Commerce and Cebu Lumber Association and other NGOs and private companies also provided technical and financial assistance to the PO.

With the devolution of ISF sites, DENR decided to retain the area as one of the Centers for People's Empowerment in the region to serve as training ground for other farmers on agroforestry, soil and water conservation, and other related training needs. A training hall was constructed with DENR support which also serves as the PO's meeting place. At present, there are a few PO leaders who could serve as farmer trainers. Because of its potential, the PO has been chosen by the DENR as the Regional Training Center for all ISF areas in the region although this has never been realized at present due to the absence of budgetary support from the government.

The PO has stringent requirement for membership. Applicants has to attend a 2-week seminar on soil and water conservation, agroforestry and other technical aspects of forest management as well as about the cooperative before they are accepted as members. Some farmer leaders also take part in conducting on-the-job training to new members especially on using the A-frame and the establishment of contour farms, etc.

Barangay Manipis

Barangay Manipis, one of the seven barangays covering the project area, is 15 kilometers away from the main road, covers 515.999 hectares. It has a total population of 1,855 with a total of 351 households. Farming remained the major economic activity of the people since it

was established in 1964. Aside from the Arthur's Farmer's Organization Inc., there were also other organizations like the Talisay Local Women's Council, Couples for Christ, and Gender Development Program of the DSWD that also assisted in the different development activities of the community.

Current Forest Management of ARTHUR's Farmer's Organization Inc.

The PO managed a total forest area of 1,374.12 hectares. The entire area is covered with CBFMA issued on December 20, 2000. The PO leaders estimated that there are about 1,000 ha covered with CSC. The PO has already completed its CRMF and AWP. Current activities of the PO include a monthly meeting, protection of tree plantation, development of CSC areas and attendance in barangay meetings to inform the barangay constituents of the PO activities.

The PO is currently preparing its resource use plan to be able to harvest its mature plantations. Twenty-eight members of the PO have been sectorally assigned to do forest protection with the hope that they would benefit from harvesting the timber. No policy on benefit sharing has been developed between the PO and the claimants of the area.

Key socio-economic and technical issues

1. Declaration of part of the area as watershed reservation

Part of the CBFMA area covering 76 ha has been declared as watershed reservation in 1989, about two years after plantation establishment. This means that the PO cannot harvest this area even if part of it was established with support from the Cebu Lumber Association and Cebu Chamber of Commerce with the arrangement that they will serve as the sole buyer of the lumber.

2. Sharing arrangement

About 45 ha of plantation was financed by local NGO/business associations on the condition that they will be the sole buyer of timber harvested from this area. At present, it is still unclear from the PO whether they have to repay these groups for the cost of plantation establishment and other related expenses. Also, there is yet no arrangement developed by the PO in relation to the sharing of benefits from plantations with claimants. This is crucial especially considering the PO is already working for its resource use permit and hence, looking forward to harvest mature plantations.

3. Utilization of the site as RTC

The site was selected by DENR as the Regional Training Center to serve as training ground of the farmers on CBFM. This has yet to be realized considering the absence of funding from the government. Considering the initial investment of DENR on the training hall and on equipping farmer trainers, operationalizing the idea of the RTC should be a priority.

ALCOY UPLAND DEVELOPMENT PILOT PROJECT

Overview

Sitio Bulalacao is the original site of Upland Development Program (UDP) of Central Visayas. UDP project area is 357 hectares. It was jointly funded by Ford Foundation and the defunct Bureau of Forest Development now Forest Management Bureau. UDP started its implementation in 1985 and the funding support of Ford Foundation gradually ended last 1995. Since then, the funding support of the project was taken from the regular funds of the DENR.

The Alcoy Upland Development Project/Community Forestry Project Site lies in 9° 43' 6.2" latitude and 123° 27' 19.5" longitude. It covers an area of 1,651.50. It was awarded the CBFMA on May 15, 1999.

Gauged from its accomplishment and impacts, the project is considered as one, if not the most successful CBFM in the entire Region 7. It has active PO, well-developed agroforestry farms and plantations, effective forest protection, secured land tenure, well-managed cooperative store, good financial management, and established linkages with government and NGOs and academic institutions. The learning experience and lessons generated from the project serve as vital input in crafting CBFM policies and in designing manuals on community organizing, community profiling and the framework for the sound implementation of the CBFM program.

Profile of the People's Organization and Concerned Barangay and Current Forest Management and Related Issues

KMYLB Agroforestry Development Cooperative

The PO

The Kapunungan sa mga Mag-uuma sa Yutang Lasangnon sa Bulalacao (KMYLB) Agroforestry Development Cooperative has a total of 129 members. The PO was organized through the UDP Program through the DENR Community Organizers assigned in the area. The PO was first registered with the Bureau of Rural Workers of the Department of Labor and Employment (DOLE) and later on, with the Securities and Exchange Commission. The PO decided to form a cooperative in 1995 which was renamed KMYLB Agroforestry Development Cooperative. The PO managed a Consumer's Cooperative Store

About 90% of the PO members are farmers engaged in planting of vegetables and cash crops and livestock raising. As of 2001, the PO has generated a total asset of P1.6 million coming from reforestation, communal work on vegetable farming, consumer store, and cash donation. Counterpart International and Cebu Biodiversity Conservation Foundation Inc., and many other agencies and organizations supported the initiatives of the PO.

Barangay Nug-as

Barangay Nug-as, which is 18 kilometers away from the national highway, covers a total of 2,500 hectares. Around 4,000 people resided in the nine hamlets of the barangay. Although there was no indigenous group in the area, Cebuano was considered the major ethnic group. Nug-as and the adjacent barangays of Alcoy are regarded as the vegetable bowl of the Cebu Province. However, the people also engaged in backyard livestock production, carpentry, and sari-sari store. Nug-as benefited from the significant assistance provided by different government and non-government institutions.

Current Forest Management of KMYLB Agroforestry Development Cooperative

The PO managed 1,651.5-ha forest area. Land uses of the area are composed of forest land (512 ha), plantation (515 ha including 162-ha rattan), grassland (371.4 ha), agriculture land (210 ha), and agroforestry (30 ha). Aside from the CBFMA, 115 CSCs were issued to the local people covering an area of about 248 ha. Ninety-two of the CSC beneficiaries are residing within the CBFMA area while the remaining 23 live outside the project site.

The PO has already formulated its CRMF and AWP and currently in the process of preparing its RUP to avail of timber utilization permit to harvest mature plantations. Current forest management activities are in line with the AWP which include forest protection, training on inventory, vegetable production in CSC areas, and planting of endemic species (bitaog) in a 15-ha area with support from the UNDP Small Grant

Key socio-economic and technical issues

1. Marketing support

The PO leaders expressed that they need assistance from DENR and/or other institutions in marketing the timber harvested from plantations.

2. Timber processing for added value

PO members are interested to upgrade their skills in furniture making to have added value from the timber harvested from their CSC areas. This would require training, working capital, and assistance from the DENR and other relevant agencies.

3. Maximizing the utility of the project as a learning site

Since the project is considered as one of the CBFM success story, DENR should maximize its use as a learning/training site for farmers which is really its intention having chosen as one of the region's Center for People Empowerment in the Upland. The PO should therefore be encouraged and supported in its plan to further develop its training center. Moreover, continues capability building both in the organizational and technical aspects should be provided to better equip the present farmer trainers to train their fellow farmers.

4. Timber utilization in CSC areas outside CBFMA

The present policy requires that timber utilization permit can only be issued subject to the PO's completion of CRMF, Annual Work Plan, Initial Environmental Examination and timber inventory. This poses difficulty for farmers who are not members of the PO or for those whose CSC areas with harvestable plantations are located outside the CBFMA boundary.

5. *Technical training for RUP issuance*

The DENR staff admitted that they have very little experience in conducting community training in preparation for the issuance of the Resource Use Permit. Of the three personnel who attended this type of training conducted by the DENR, only one is can provide assistance to the PO since the other two have been assigned with other responsibilities.

MABATO-CANDAANAY COMMUNITY FORESTRY PROJECT

Overview

Mabato-Candaanay Community Forestry Project is located in Brgy. Mabato and Candanaay, Ayungon, Negros Oriental. The project site is a former area of the social forestry component of the World Bank-supported Central Visayas Regional Development Project which was implemented from 1983 to 1992. With the implementation of the Forestry Sector Project (Loan 2), the local people were organized to be able to implement CSD in the area. In Septemebr 5, 1997, the PO signed a CSD contract with the DENR to develop 675.83 ha through reforestation, assisted natural regeneration (ANR), rattan plantation establishment, timber stand improvement, establishment of bamboo plantation, and agroforestry. Total amount of contract amount is P2,616,000.00.

Profile of the People's Organization and Concerned Barangay and Current Forest Management and Related Issues

Ayungon Forest Management Org. Inc. (AFMOI)

The PO

The Ayungon Forest Management Org. Inc. (AFMOI) has 351 members: 236 male and 79 female. The PO was organized by the Association of United Farmer's of Ayungon, Inc. (AUGFAI) through a CO contract signed on January 16, 1997 under the ADB – Forestry Sector Program Loan II. The PO was officially registered under the Securities and Exchange Commission on August 15, 1997. After five years of operation, AFMOI decided to take the form of a Cooperative, hence registered under CDA on October 2, 2002.

Farming and hired labor are the major economic activities of the members. Implementation of the different PO activities is supported by CENRO Ayungon, AUGFAI and other

government agencies. Major issues of the PO related to CBFM alteration in the proposed plan concerning the Timber Recovery Permit (TRP), financial auditing of PO by the Municipal Government, and marketing of the recovered wood through TRP.

Barangay Mabato

Barangay Mabato covers an area of 1,025.36 hectares. It is 16 kilometers from the main road. About 2,894 reside in the barangay with a total of 70 households. The major ethnic groups in the area were Cebuano and Ilongo, whereas the most common religions were Protestant and Catholic. Farming, hired labor, buy and sell, and broom-making were the major economic activities of the people in the barangay. LGU, NIA, DECS, DOH and other agencies provide services to the barangay constituents including the PO members.

Current Forest Management of AFMOI

AFMOI manages a total area of 934.36 hectares covered with CBFMA which was awarded on January 31, 1998. Present land uses consist of forestland, grassland, agriculture land, and tree plantation.

The project area forms part of the logging area of the Philippine- American Timber Company (PATIC) whose license was cancelled in 1979 together with the other Timber License Agreements (TLAs) in the province. Subjected to frequent forest fires after the cancellation of the TLA, the area abounds in standing and fallen dead trees which can still be salvaged for commercial utilization.

The PO has demonstrated a good tract record in its CSD contract by being able to satisfy the 80% survival and at least one meter height of established plantation. It has also effectively channeled its CSD retention fee to various livelihood activities including cattle, goat and swine production; poultry and carabao raising; duck egg production; consumer store; rice production; and marketing of livestock. Part of the earnings from these livelihood activities are also used to provide honorarium to PO members doing forest protection.

AFMOI dreamt of operationalizing an small-scale integrated wood processing area hence invested about P200,000.00 for the establishment of a mini-saw mill. In support of this, the Negros Oriental PENRO issued a Timber Recovery Permit to the PO covering the period of June to July 2002 and October to November 2003 to be able to commercially utilize standing and fallen dead trees that abound in the area. Each TRP allows for the extraction of 15 cu m each. Extraction from the first permit was used for building construction to house the mini-sawmill and the PO officer in-charge of the operation. The second permit was intended for commercial purposes particularly furniture making.

Current forest management activities in the area include forest protection and development and maintenance of individual agroforestry area. Some livelihood activities are also being continued such as cattle and swine production, carabao raising, rice production and marketing of livestock.

Key socio-economic and technical issues

1. Limited capital to finance processing of recovered timber

Due to limited capital, the PO had difficulty in complying with the ECC requirement that all the wood products from the TRP have to be in processed form before they are sold. First, cutting, hauling and sawing of extracted timber requires capital. Processing them into furniture also requires paid labor. Second, forest charge amounting to P23,000.00 has to be paid before permit to transport can be issued. Moreover, the PO has no ready market so the product cannot be easily disposed.

2. Low morale of PO Officers and members

The inability of the PO to immediately convert the recovered lumber into furniture and then to cash, resulted to delay in the payment of the PO members involved in the timber utilization as well as the other officers of the Coop. As a result, some of the members have lost their interest on the project. Also, the PO had to use its savings to settle its account to its members. This has in turn reduced the capital being used to finance some livelihood activities. The low morale of some PO members resulted to their non-involvement in forest protection activities in the absence of financial incentive.

3. Improving communication channel and conflict resolution strategy

There is a need to improve the communication channel within and outside the PO to avoid misinformation and misunderstanding among the different stakeholders. Accordingly, due to the problem in the PO cash flow emerging from the timber recovery operation, some members had the suspicion that the Officers misused the fund. These members complained to the Ayungon Mayor that prompted him to have an LGU audit of the project. There is thus the need to improve communication channel and the PO's public relation as well as enhance the capability of the officers on conflict management.

4. Urgency of DENR assistance

Obviously, there is the urgency for DENR assistance before the problem of the PO worsened. Among the immediate things the DENR can do include:

- a) For the CENRO and PENRO to seek representation from the RED to allow the PO to implement its original plan of disposing 50% lumber and 50% furniture from its TRP. Sales from lumber will allow the PO to have working capital to process the remaining 50% to furniture.
- b) Assist in the marketing of the wood products.
- c) Help clarify the issue of fund mismanagement with the PO members and municipal LGU by facilitating a dialogue among these stakeholders.

PART II: SITES VISITED IN REGION 2

A. JBIC-FUNDED SITE

BALOG-BALOG WATERSHED REHABILITATION SUBPROJECT

Overview

One of the critical watersheds in the country that needs immediate rehabilitation is the Balog-Balog Watershed. Its vegetative cover is fast depleting; watershed value is depreciating significantly. Unless the situation changes for the better, its economic and agricultural significance in terms of electric power and water supply potential will be affected.

The urgency of restoring the watershed's productivity and economic potential has prompted DENR Region 3 to strongly endorse the Balog-Balog Watershed Subproject to the OECF/JBIC for funding and immediate rehabilitation. With the National Irrigation Administration's plan of building, a Multi-Purpose Dam in the area, the subproject was expected to boost the watersheds water yield for the economic benefit in San Jose, Tarlac.

It covers 2000 hectares which have been fully planted with forest and fruit trees. Because of the accomplishment of Balog- Balog Watershed Subproject it was given an additional 700 hectares expansion site. The CBFM Agreement was awarded on December 16, 1998 and the CRMF was affirmed in 2000.

Location and Area

The subproject site is located in Sitios Derita and Tangan-tangan, Barangay Maamot, Municipality of San Jose Province of Tarlac. It is specifically located at geographical coordinates 15° 20' latitude and 120° 17' to 120° 22'. It is about 6.5 km from the barangay Poblacion where the elementary school, church and health center are located.

Situation before the project

Before the project started, the medium of community interaction was during special barangay occasions like feasts, wedding ceremonies, barangay meetings and other social gatherings. Some community members were engaged in illegal cutting activities of commercial tree species like guiyo (family Dipterocarpaceae) for additional source of livelihood. Accordingly, big time illegal loggers from other places used to be escorted by armed men. The main source of income, however is palay cultivation, until the present. Other sources of income include corn cultivation and making sawali (use for walling) from boho.

Profile of the People's Organization and Concerned Barangay and Current Forest Management and Related Issues

People's Organization for Environmental Development Association, Inc.(POEDAI)

The PO

The organized PO is People's Organization for Environmental Development Association, Inc. (POEDAI) registered with the Securities and Exchange Commission (SEC) on February 18, 1998. The PO has a total of 521 individual member headed by Mr. Arturo Tolentino. About 70% of the members belong to the Indigenous People called *Aetas*. Palay and corn cultivation, sawali making from boho (used for walling) and seedling production were the major economic activities of the PO members.

The first NGO, called "PLANTERS" conducted a house-to house visit and told the barangay members about the JBIC project to be implemented in their area. The NGO accordingly mentioned that local people will be involved in seedling production. The NGO also told them that the project will foster unity among community members. However, there was problem with the first NGO that assisted the PO. According to the present PO President, the first NGO dictated and attempted to control everything including the activities of the PO and management of the project instead of just assisting it. This has resulted to the split of the PO into two groups: one favored by NGO and the other, not. The contract of the first NGO was eventually cancelled. When the second NGO took over, a PO election was held to unify the two groups. The recognized PO is now headed by the former Barangay Captain with memberships from two groups which were separate before.

Among the motivating factors identified by the PO members for joining the project include:

1. Potential livelihood projects/activities since the local people in the area are poor.
2. Economic benefit from project activities such as seedling production
3. Project will enable them to be more confident and be able express themselves in public
4. Project will benefit not only them but also their children both in terms of economic and environmental services
5. NGO communicates very well about the project and its benefits so they were encouraged to join.

The land being farmed by the PO members ranges from about 1-3 hectares. Before, farm owner used to avail of "bayanihan" (communal labor system); however, with the increasing scarcity of labor, owners now hire laborer to work on their farms). Rice fields are located below or within the periphery of the CBFM area but not inside it.

In preparation for the termination of the JBIC support by the end of the year, have outlined the following plan:

1. Develop/improve livelihood to be able to continue the operation of CBFM including forest protection
2. Stop providing honorarium to PO Officers until the livelihood projects are already earning
3. Encourage voluntary work among the PO members for activities that need to be done like forest protection

Barangay Maamot

There are about 380 households in Brgy. Maamot dependent on the watershed. The barangay has seven sitios. Based on the municipal records of San Jose, Tarlac, there are about 1,685 persons in the area. Most of them engaged in farming (palay and corn cultivation), livestock production, mushroom production, sari-sari store, money lending, sawali making from boho, and seedling production as a source of livelihood.

With NIA's plan for the construction of a Multi-Purpose Dam to improve agricultural productivity, electric power generation and water supply for domestic use the watershed's economic significant is expected to be enhanced.

Some government institutions provide social services to the barangay. For instance, the Department of Health provides medical mission; established Health Center and assigned Barangay Health Worker in the area. Similarly, the Department of Agriculture provides technical assistance to the farmers through its field technician assigned in the area. However, this support was stopped since the 1990s.

Current Forest Management of POEDAI

The PO currently manages 2,700 ha covered under existing CBFMA. Forest management involves the following activities: restoration of forest vegetation, protection and maintenance of established plantations, and patrolling the area. Other PO members focused on watershed development activities such as planting trees including narra, *E. camaldulensis*, gmelina, mango, papaya, kiling/buho, camus spp. and mahogany. PO members were also engaged in agroforestry activities such as seedling production, planting of fruit trees and forest trees, and establishment of soil conservation measures like planting of kakawate (hedgerows) and banana (firebreak). Members are also involved in livelihood activities including goat dispersal, poultry raising, mushroom production, mini-cono, goat breeding, sari-sari store, money lending, corn production, sawali making, palay trading.

The following positive effects have been noted by the PO members as a result of project implementation in the area:

1. Wildlife presence in the CBFMA area becomes more evident with the restoration of forest vegetation and forest protection
2. Creeks which used to dry up during dry season now produce continues supply of water

In addition, he PO members expect to benefit a lot from the 300 hectares mango plantations planted with 30,000 trees which they anticipate to start bearing fruit in 5 years. Provided there will be continues unity among the PO members, the financial prospect of mango plantation for the PO members is believed to be very high.

Key socio-economic and technical issues

1. *Social equity in decision-making and benefit sharing*

There is a feeling among some of the Aetas that the migrants control the PO and that they are not well represented in the decision-making process since most of them are uneducated. If indeed 70% of the people in the project site are IPs, then the present JBIC project has yet to address the issue of social equity/social justice which is one of the major objectives of CBFM.

2. *Operationalizing the user's pay principle*

There is a concern among some PO members that water users (such as the farmers of irrigated areas) should pay some amount for their protection activities. This "users' fee" principle should be considered for implementation in the JICA supported model project.

3. *Pest control on mango plantation*

The PO observes that the mango plantation is being attacked by some insects that threatens its fast growth and productivity. Appropriate and immediate assistance should be provided by DENR considering that the PO has put high hopes in terms of the economic potential of mango production in the area.

B. OTHER CBFM SITE VISITED (NON-JBIC SITE)

STO NIÑO 3RD CBFM PROJECT

Overview

In the late 1970's the forestland in Brgy. Sto. Nino 3rd was covered with a pasture lease agreement owned by a certain Mr. Mabutol. After its cancellation, the area was left unattended and cogon, talahib and alibangbang species dominated the area and the land became unproductive.

In the 1980's, the site was selected as an ISFP project since there were lot of people cultivating portions of the area using crude agricultural practices. The area was then awarded to the local residents through the issuance of CSC to 250 beneficiaries covering a total of about 350 hectares. The provision of CSC aims to provide land tenure security to the local people to motivate them to develop and rehabilitate their claims through planting of forest and fruit trees.

In December 1998, the ISF project was converted to a Community Based Forest Management Program by the DENR through the issuance of a CBFMA covering a total area of total area of 631.39. The issuance of CBFMA entrusted the People's Organization (PO) the management, rehabilitation and development of the adjacent and formerly open access to forest resources aside from the CSC areas.

Profile of the People's Organization and Concerned Barangay and Current Forest Management and Related Issues

Sto. Nino Upland Farmers Cooperative

The PO and the Community

The CBFM project is located in Sitio Paraiso, Sto Niño, San Jose City, Nueva, Ecija. Existing project profile of DENR Region 3 indicates that based on the record of National Statistics Office (NSO), barangay Santo Niño has a total population of 99,709. Of these, 51,340 are male and 48,369 are female. The number of families is 20,082 while the average family size is 5.

Farming is the major occupation of the local people. Other source of income includes backyard vegetable production, basket weaving, food processing, raising of animal and mushroom culture.

The Sto. Niño III Multi-Purpose Cooperative was organized by DENR staff through the ISF project. With the devolution of ISF projects to the LGU in the early 1990s, the DENR decided to retain the area as Center of People' Empowerment in the Uplands to serve as a farmer training center in the province of Nueva Ecija. As a CPEU training center, the PO developed a 1.2 ha model site which they planted with mango, jack fruit and vegetable. Nursery was also established both for demonstration purposes but also to meet the seedling requirements of the PO. A cooperative store was also constructed in the area as well as the small water-water impounding system (SWIS).

The PO was registered with the Community Development Authority (CDA) on February 16, 1996. It has 80 participants, mostly CSC holders. Other than managing a cooperative store, its members also venture on vegetable production, soap-making, goat raising, and milk production from carabao. The has linkage with the provincial LGU which provides 26 heads of carabaos and the Philippine Carabao Center where they sold the carabao milk for further processing. The PO earns an average of P4,000.00 per month from carabao milk production and P3,000.00 per month from vegetables.

Current Forest Management of Sto. Nino Upland Farmers Cooperative

The PO manages a total area of 631.39 hectares under CBFMA. Of this, about 97 hectares are devoted to tree plantation composed of mahogany, gmelina and eucalyptus species. On the other hand, 37 hectares were developed for agroforestry areas and were planted with fruit trees like jackfruit and atis intercropped with vegetables and other short-term agricultural crops. Development of tree plantation and agroforestry area was provided by DENR from its regular funds. At present, the PO continues to do forest protection through a 10-man team deputized as forest officers by the DENR.

A main motivation for doing forest protection is future benefit they can get from harvesting the existing tree plantation. About 50 ha of plantation which was established in 1990 are already ready for harvest. The

Issues/Concerns Identified by PO Leaders

The PO leaders present during the JICA Team visit identified the following issues/concerns in relation to their management of the CBFMA area:

1. Additional training on livelihood, cooperative management, and technical aspects of forest management and utilization and marketing
2. Peace and order condition prevents the PO members from going to the reforestation area
3. Some plantation trees are harvestable. PO needs assistance to be issued harvesting permit and permit to transport. Training on low impact logging may also be needed.
4. Farm to market road is needed for the farmers to be able to sell their produce.
5. Additional SWIS are needed since the present one can irrigate only 15 hectares of 150 hectares available for irrigation.

PART III: SITES VISITED BY OTHER CONSULTANTS

In addition to the sites discussed in Parts I and II of this report, the other two Filipino consultants, Mr. Victor O. Ramos and Dr. Ernesto S. Guiang, also visited the following projects:

- Sto. Tomas Watershed Rehabilitation Sub-project in Baguio, Cordillera Autonomous Region
- KING AMBBETA CBFM in Tublay, Benguet, Cordillera Autonomous Region
- SECAL CBFM Site in Pugo San Fernando, LA Union, Region 3
- Inmalog, Sison CBFM in Urdaneta, Pangasinan, Region 3
- San Roque Watershed Subproject in Urdaneta, Pangasinan, Region 3
- Lamut Watershed Subproject in Ifugao, Cordillera Autonomous Region
- Haliap, Asipulo CBFM Project in Ifugao, Cordillera Autonomous Region
- RP-German CBFM Project in Quirino, Region 2
- Maasin Watershed Subproject in Iloilo, Region 6

Field reports on these sites are contained in a separate report submitted to JICA by the other two consultants. The contents of their reports will therefore not be repeated here. Instead, a synthesis of the different field observations of the three consultants is provided in the next section in relation to the issue of sustainability of CBFM these sites. Possible areas for JICA support are also briefly discussed.

PART IV: SYNTHESIS OF THE SITE VISITS

A. STRATEGIES TO ENSURE SUSTAINABILITY OF CBFM

The state of the different CBFM projects visited highly varied in terms of their socioeconomic effects/impacts to the local communities and the development and management of their forest resources. This can be explained by the highly diversified biophysical, socioeconomic, cultural and political context by which they are implemented as well as the nature, scope and approaches of different project interventions introduced in these areas. Specifically, level of PO development varies from those which are able to manage their internal organizational affairs, generate some income from livelihood, able to establish linkages with other organizations outside DENR (e.g. Sto. Tomas Watershed Rehabilitation Sub-project, Maasin Watershed Subproject and Alcoy Upland Development Project) and protect their forest resources, to those which still need a lot of social preparation and training to enhance their managerial, organization and technical capabilities and skills. Similarly, the level of forest development also varies from newly established plantations and agroforestry areas, to those which are ready for harvesting if issued the resource use permits. Level of forest protection also differs. Some POs which have generated some resources managed to be active in forest protection activities on the hope that they can benefit from the resources they are protecting. On the other hand, cash-strapped POs, even if they recognize the value of forest protection are constrained to do so in the absence of financial incentives to support the activity.

Considering the highly varied situation of the different sites, approaches to promote sustainable forest management by local communities in these areas will differ significantly. In general, however, the following strategies are deemed important to achieve the sustainability goal in these areas:

1. *Enhancing organizational capacity*

- Conduct a continuing IEC to build awareness, appreciation, commitment, and support of members in the implementation of CBFM
- Follow-up trainings for PO members and officers on financial management, leadership, and livelihood to enhance their skills and capabilities in handling and administering the activities of the organization. Specifically, PO members and officers should undergo intensive trainings, with hands-on experience, in accepted procedure of formal accounting, and in the analysis of financial conditions not only to enhance the capabilities of the officers but also to increase the viability of the organization's financial undertakings
- Strengthen communication and coordination with the various LGU levels and increase the participation of PO members in decision making
- Install a workable conflict management/resolution mechanism to address internal and external conflicts relevant to CBFM implementation
- Build of social capital among members and other stakeholders through CO and related approaches
- Facilitate the reinvigoration of the PO CBFM Federation by providing appropriate logistic support

2. *Ensuring benefit flow and equitable cost and benefit sharing*

- Conduct feasible projections of the income that can be derived from the different income-generating projects to serve as basis whether to proceed or not with existing livelihood projects
- Make feasibility studies of more profitable business operations with a shorter payback period to sustain forest management operations. Identified livelihood projects should have available market.
- Focus on pursuing other profitable livelihood activities considering the under utilized resource in the community
- Link with the private sectors and NGOs in marketing forest/livelihood products
- Provide credit facilities to finance livelihood projects
- Install mechanism for a regular external auditing of PO's financial transaction
- Design equitable and transparent sharing arrangement of CBFM benefits, mutually agreed upon by the PO members

3. *Providing appropriate institutional support*

- Create mechanism to foster harmony and participation of different stakeholders in CBFM activities
- Extend PO membership to all interested residents of the community
- Establish linkage with relevant government, NGOs, private and academic institutions to mobilize their support
- Provide continues DENR support even after the termination of the project by assigning well-trained and properly motivated CBFM staff.
- Foster good working relationship with all levels of LGUs to avoid conflict and gain their commitment and support
- Create a multi-sectoral CBFM Facilitating Group at the CENRO and Regional level involving the LGUs that will promote participatory monitoring and evaluation and provide appropriate policy and logistic support to all CBFM areas
- Educate all the constituents of the DENR to have appreciation on the philosophy, concepts and practices of CBFM

4. *Continuing public education and awareness building*

- Educate watershed residents to increase their awareness on watershed protection, biodiversity conservation, wildlife conservation and appropriate upland farming technologies
- Conduct continues IEC to inform the public about the CBFM philosophy and the progress of its implementation

5. *Promoting the forest and ecosystems health and vitality*

- Promote the adoption of soil and water conservation technologies through farmer-to-farmer extension strategies and other extension approaches

- Maintain several soil erosion control structures in various erosion-prone areas especially along water channels in the watershed
- Conduct continuing trainings on agroforestry, soil and water conservation, CRMF and AWP preparation, timber inventory, low impact harvesting techniques, and other technical aspects
- Allow selected and sustainable harvesting of forest products to provide incentives for forest development and protection

B. SOME POSSIBLE AREAS FOR JICA SUPPORT

1. For JBIC Sites

- a. Since the JBIC sites have received considerable amount of support, the role of JICA would be mainly to ensure that the JBIC initiatives will be sustained at the local level. In general, this would require trainings on cooperative management like leadership training, financial management, value orientation, networking, and sourcing out funds and additional support from various agencies like LGUs, DA, etc.
- b. Trainings on technical forestry should also be conducted specifically on aspects of CRMF and AWP preparation, timber inventory, low impact logging and related technical aspects.
- c. Livelihood should also be enhanced through trainings on feasibility study and learning-by-doing type of activity or hands-on training that focuses not only on the production aspect but also on processing and marketing of CBFMA produce and other related products.
- d. Specialized trainings based on site specific needs should also be conducted like pest control in mango plantation, etc.
- e. The JICA project should likewise train the DENR and LGUs as service providers to better capacitate the POs.
- f. Mechanisms for participatory monitoring and evaluation at the local level should also be created to ensure sustainability of the different activities and benefits in the different project sites.

2. For Non-JBIC Sites

- a. Obviously, there is where more inputs and potentially more impacts could be achieved by the JICA-supported CBFM.
- b. In addition to items a to e, enumerated above, JICA could provide some minimal inputs like small working capital which may be used by the POs to implement their action plans which should form part of the training modules. To implement this, there is a need for site specific training needs assessment which will be the basis for designing the training module. A joint training for PO members and the concerned DENR and LGU staff may be conducted, the output of which is an action plan to be jointly implemented by the team with the technical and, where possible, modest financial assistance from JICA.
- c. Where plantations are already mature and in areas where the issuance of Timber Recovery Permit is possible, JICA could assist in developing technology for

integrated wood processing including the construction of mini-saw mill and small-scale kiln drying plant strategically located in a given area to increase the value of the product.

3. Training of DENR personnel on CBFM philosophy
 - a. Some DENR personnel at the field level have yet limited understanding and appreciation of the CBFM philosophy. Training of these personnel on CBFM concepts and philosophy, value orientation, and the role of different agencies in support of CBFM should be provided under the JICA project.
4. Role for Different Stakeholders
 - a. The JICA project has a good potential to facilitate the communication among the different stakeholders at the field level to define their respective roles and implement these roles in support to CBFM. Appropriate mechanism that will actively involve LGUs and the other stakeholders should be created at the field level to support CBFM implementation on the ground. This will certainly require capability building of specific persons in the LGUs like the Municipal Agricultural Officer and the Municipal Environment and Natural Resource Officer with blessings from the local officials to serve the needs of CBFM areas.
5. Operationalizing Criteria and Indicators for Sustainable Community-Based Forest Management
 - a. A number of studies have been conducted in the Philippines to come up with Criteria and Indicators for Sustainable CBFM. The JICA can synthesize the results of these studies, the output of which should be used in monitoring and evaluating the progress of the different CBFM model sites supported by JICA. Once tested and proven to be useful, JICA can then help facilitate the institutionalization of the CBFM C&I for all CBFM sites in the country using participatory methodologies.
6. Research Support
 - a. Considering the challenging task of enhancing CBFMP in the Philippines, a strong research support may be included. An action-research type of implementation that will document the process of the project implementation but will also provide important inputs to support implementation may be one area that JICA wish to explore. To maintain neutrality, the research component, specifically for the implementation of the model sites, can be contracted to an academic institution like the Department of Social Forestry and Forest Governance, College of Forestry and Natural Resources, U.P. Los Baños. Outputs of the research may also be incorporated in output 2 of the proposed JICA project, that is, “updated information and experiences related to CBFM implementation become available to people concerned”.

Appendix 1. Profile of the Different CBFM areas Visited

Site 1: Sinsin, Sudlon1, Sudlon2, Farmers Association Inc. (SSSFAI)

GENERAL INFORMATION

Name of project	Mananga-Kotkot-Lusaran Watershed Subproject
Location - Forest division - Administrative division	PENRO: PENRO Cebu CENRO: CENRO Cebu City Province: Cebu Municipality/City: Cebu City Barangay: Sinsin, Sudlon1, Sudlon2
Geographical coordinates	
Area covered	1,000 ha
Contract amount	PhP 26,684,236.85
Date when the CBFM was awarded	

SOCIO-ECONOMIC INFORMATION

PO Profile

Name of PO	Sinsin, Sudlon1, Sudlon2, Farmers Association Inc.
Year of establishment	1997
No. of members as of August 2003	a) Total: 264 b) Male: 231 c) Female: 33
Ratio of the member household to the total household (%)	3, 412 households (as of 2000) Sinsin – 468 Sudlon1 – 403 Sudlon2 – 2541
No. of beneficiaries	264
Major economic activities of members	Farming, livestock production driving (jeepneys, truck), carpenters, business (sari-sari store) trading (buy and sell)
Name of responsible person and his/ her age	Felipe Cabarrubias 49
Budget of PO (Yr 2002)	P2,814,758.80 (CSD only)
Income (Yr 2002)	P2,193,112.85 (CSD only)
Expenditure (Yr 2002)	P2,192,654.25
Support given by CENRO	Technical assistance in CSD (nursery establishment, spacing, species to be planted, establishment and maintenance), monitoring and evaluation
Support provided by NGO's	VALUES Incorporated (based in Tacloban, Leyte) –

etc. (list the names of organizations and their major supports)	Community Organizing; IEC, nursery establishment; training on surveying, cross visits
Major issues for PO related to CBFM	<p>8. Political conflict/jealousy of Brgy. LGUs – Barangay Captain said that it was a “ghost project”t but investigation revealed it was real.</p> <ul style="list-style-type: none"> – 9 months was not paid by DENR (about P1 million) in terms of their billing, involving plantation establishment and maintenance. – COA discovered that there are planted areas but low survival. <p>9. Change in RED – revised contract resulted to the reduction of area from 1,520 has. to 1,000 has. When the issue emerged, PO has completed the 1,000 but was asked by RED to just limit contact to 1,000 has.</p> <p>10. Delayed billing due to investigation</p> <ul style="list-style-type: none"> - some officials (13 officers) not paid with salary (P6,000/officers) - about P1 million unpaid salary/wages - had to borrow at 10% interest rate to be able to do maintenance and protection (P300,000.0 loan) - balance loan (P48,000.00)

Barangay Profile 1

Name of Brgy.	Sinsin
Distance from the main road	21 km
Total area	9.07 km ² (1,200 has.)
Number of hamlets	9
Population	Total: 2,230 (as of 2000) Male: Female:
Total no. of households	468 (as of 2000)
Major ethnic groups	
Major religions	Roman Catholic
Year of establishment of Brgy.	
Major economic activities	Farming (mango, coconut and cut flowers)
Major community groups besides PO (women’s groups, coops, etc.) and their activities	
Development projects/activities supported by government agencies and international organizations	<ul style="list-style-type: none"> - Clean and Green - Renovation of Brgy. Hall (proposed for this year) - Building for Day Care (proposed for this year)
Development projects/activities supported	

by NGOs, churches, etc.	
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Barangay Profile 2

Name of Brgy.	Sudlon 1
Distance from the main road	27 km
Total area	1,347 has.
Number of hamlets	13
Population	Total: 1,959 (as of 2000) Male: Female:
Total no. of households	403 (as of 2000)
Major ethnic groups	-
Major religions	Roman Catholic
Year of establishment of Brgy.	1989
Major economic activities	Farming
Major community groups besides PO (women's groups, coops, etc.) and their activities	Jaime Monkado (religious group)
Development projects/activities supported by government agencies and international organizations	<ul style="list-style-type: none"> - Tony and Tommy Health Program - Road concreting - Construction of road - Asphaltting - Installation of artesian wells - Construction of health center building - Construction of basketball court - Water system
Development projects/activities supported by NGOs, churches, etc.	

Barangay Profile 3

Name of Brgy.	Sudlon2
Distance from the main road	23 km.
Total area	2,613 has.
Number of hamlets	15
Population	Total: 2,541 (as of 2000) Male: Female:
Total no. of households	521
Major ethnic groups	
Major religions	Roman Catholic
Year of establishment of	1989

Brgy.	
Major economic activities	Farming
Major community groups besides PO (women's groups, coops, etc.) and their activities	
Development projects/activities supported by government agencies and international organizations	Irrigation system (NIA)
Development projects/activities supported by NGOs, churches, etc.	

CURRENT FOREST MANAGEMENT

Total forest area managed by PO	1,000 has.
Land use of the forest area	Protection Forest – 640.58 ha Production Forest – 39.27 ha Agroforestry – 34.3 ha Riparian – 285.85 ha
Existing legal and customary land tenures and land use rights (eg. CBFMA, Certificate of Stewardship Contract, etc.)	No Protected Area Community-Based Resource Management Agreement yet, pending the approval of the Protected Area Management Plan; small portion has title; majority have tax declaration
Outline of Community Resource Management Framework	CRMP shall be made by the PO after the issuance/approval of the PACBRMA.
Outline of Annual Work Plan	I. Nursery Operation II. Plantation Establishment III. Maintenance and Protection Activities IV. Construction and maintenance of infrastructure No annual work plan yet; The above is based on Comprehensive Site Development document
Major activities	Forest management: forest protection - Seedling production (used in replanting) - Ringweed/spot cultivation of planted seedlings - Replanting - Fertilizer application - Maintenance of firelines and other infrastructures - Regular patrol works

	<p>Tree planting: tree planting in protected zone, production zone, agroforestry and riparian zone</p> <p>Agroforestry: plant a combination of forest trees (jackfruit, cacao, banana, etc.) and forest trees (molave, kakawate)</p> <p>Forest Protection – patrol by deputized 25 PO members</p> <p>Livelihood and income generation:</p> <ul style="list-style-type: none"> - Rice and corn retail - Berme compost production - Rice trading – earned P15,000.00; - trucking – earned P6,000.00 (Bought 1 unit truck for P260,000.00 to haul seedlings); currently used for income generation
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Site 2: United Farmer's Multipurpose Cooperative (UFMPC))

GENERAL INFORMATION

Name of project	Mananga-Kotkot-Lusaran Watershed Subproject
Location - Forest division	PENRO: PENRO Cebu CENRO: CENRO Cebu City
- Administrative division	Province: Cebu Municipality/City: Cebu City Barangay: Tabuna, Tagbao And Taptap
Geographical coordinates	
Area covered	640 ha
Contract amount	P10,081,149.67
Date when the CBFM was awarded	PACBRMA still to be awarded

SOCIO-ECONOMIC INFORMATION

PO Profile

Name of PO	United Farmer's Multipurpose Cooperative (UFMPC)
Year of establishment	1991
No. of members as of August 2003	a) Total: 115 regular member b) Male: 50 c) Female: 65 235 associate member
Ratio of the member household to the total household (%)	1,020 – total population as of 2002
No. of beneficiaries	350
Major economic activities of members	Farming, livestock (cow, chicken) production, vegetable production, <i>habal-habal</i> (motorcycle driver)
Name of responsible person and his/ her age	Nerio Pador 35
Budget of PO (Yr 2002)	P1,490,217.06 (CSD only) Year 2002 Fund balance: 91,848.01 Receipts: 1,008,979.01
Income (Yr 2002)	P968,703.66 (CSD only) Fund balance: 25,861.81
Expenditure (Yr 2002)	P1,024,966.13
Support given by CENRO	Training/Seminar (Bookkeeping, financial management, plantation establishment, other technical aspects)
Support provided by NGO's etc. (list the names of organizations and their major	Cebu Resource Management Org. Inc. – conducted organizational strengthening; counterpart funding on bunkhouse establishment (50% of cost)

supports)	<p>PBSP – vegetable production (loan) 9%/annum (in kind – farm input); Coop 9%/yr; Coop members - 4.5%/month; marketing; link with MACRO regarding their vegetable production; submit a proposal to PBSP for construction of Multi-purpose building (worth P300,000.00)</p> <p>The vegetable produced include ampalaya, eggplant, cabbage, broccoli, cauliflower, tomatoes, eggplant, ginger, sweetcorn, and pechay.</p> <p>In MACRO, 100kg/week of ampalaya can be produced at P12-20/kg while eggplant at 50-60kg/week (P8-16/kg).</p> <p>There was also the conduct of leadership training to officers regarding financial management.</p>
Major issues for PO related to CBFM	PO officers are mostly close relatives and hence questioned by CDA

Barangay Profile 1

Name of Brgy.	Tabunan
Distance from the main road	34 km.
Total area	10.88 km ² (1,506 has)
Number of hamlets	5 sitios
Population	Total: 1,020 Male: Female:
Total no. of households	212
Major ethnic groups	
Major religions	Roman Catholic
Year of establishment of Brgy.	
Major economic activities	Farming (vegetable and spices)
Major community groups besides PO (women's groups, coops, etc.) and their activities	PTA, Cooperative, Sangguniang Kabataan
Development projects/activities supported by government agencies and international organizations	<ul style="list-style-type: none"> - Construction og Brgy. Hall - Construction of brgy. Road to Sitio Liro - Deep-well installation - Construction of Sports Complex - Construction of high school building
Development projects/activities supported by NGOs, churches, etc.	Marketing support by PBSP

Barangay Profile 2

Name of Brgy.	Tagbao
Distance from the main road	34 km.
Total area	9.61 km ² (915.0 has)
Number of hamlets	10
Population	Total: 1,464 Male: Female:
Total no. of households	288
Major ethnic groups	
Major religions	Roman Catholic
Year of establishment of Brgy.	1936
Major economic activities	Farming (vegetable)
Major community groups besides PO (women's groups, coops, etc.) and their activities	Tagbao Farmers Association – not yet registered Tagbao Mothers' Group – inactive
Development projects/activities supported by government agencies and international organizations	- Water System - Road Concreting (JBIC)
Development projects/activities supported by NGOs, churches, etc.	

CURRENT FOREST MANAGEMENT

Total forest area managed by PO	545.10 has.
Land use of the forest area	Protection Forest – 151.49 ha Production Forest – 32.0 ha Agroforestry – 265.0 ha Riparian – 96.61 ha
Existing legal and customary land tenures and land use rights (eg. CBFMA, Certificate of Stewardship Contract, etc.)	- Tax declaration - No PACBRMA yet, pending the approval of the Protected Area Management Plan
Outline of Community Resource Management Framework	CRMP shall be made by the PO after the issuance/approval of the PACBRMA.
Outline of Annual Work Plan	V. Nursery Operation VI. Plantation Establishment VII. Maintenance and Protection Activities

	VIII. Construction and maintenance of infrastructure
Major activities	<p>Forest management:</p> <ul style="list-style-type: none"> - Seedling production (used in replanting) - Ringweed/spot cultivation of planted seedlings - Replanting - Fertilizer application - Maintenance of firelines and other infrastructures - Regular patrol works <p>Livelihood and income generation</p> <ul style="list-style-type: none"> - Consumer store - Micro lending - Vegetable production

Site 3: Barangay Unity Key to Integrated Development Multipurpose Cooperative
(BUKID-MPC)

GENERAL INFORMATION

Name of project	Mananga-Kotkot-Lusaran Watershed Subproject
Location - Forest division - Administrative division	PENRO: PENRO Cebu CENRO: CENRO Cebu City Province: Cebu Municipality: Balamban Barangay: Sunog (Magsaysay)
Geographical coordinates	
Area covered	630 ha
Contract amount	P 9,109,712.07
Date when the CBFM was awarded	PACBRMA not yet issued

SOCIO-ECONOMIC INFORMATION

PO Profile

Name of PO	Barangay Unity Key to Integrated Development Multipurpose Cooperative (BUKID-MPC)
Year of establishment	March 2000
No. of members as of August 2003	a) Total: 144 b) Male: 96 c) Female: 48
Ratio of the member household to the total household (%)	32%
No. of beneficiaries	576
Major economic activities of members	Farming and livestock production
Name of responsible person and his/ her age	Jose Bebelonio T. Pepito 45
Budget of PO (Yr 2002)	P 4,381,957.30 (CSD only)
Income (Yr 2002)	P 3,848,964.59 (CSD only)
Expenditure (Yr 2002)	
Support given by CENRO	Technical assistance (nursery establishment; support during general assembly meetings; training on book-keeping and financial management); detailed a staff to provide technical assistance (nursery, plantation establishment, etc.)
Support provided by NGOs etc. (list the names of	PBSP – conducted Leadership Management Training Seminar

<p>organizations and their major supports)</p>	<p>SUSIMO – sponsored trainings on forest laws, rules and regulations and forest fire management and control; conducted Simple Worksheet and Simple Financial Statement Preparation Workshop</p> <p>BFAR – conducted training on tilapia culture</p> <p>MCDC and AP – conducted simple bookkeeping</p> <p>NFDO-TA – sponsored the FSP Reorientation Workshop and the Identification on Possible Livelihood Project Training Workshop</p> <p>MAO – organized BUKID in 2000; conducted training on Coop Pre-Membership Education Seminar; assist in processing Coop permit</p> <p>LGU – some materials for bunkhouse construction came from them; assisted in the construction of Coop building; hauling of Coop goods for sale using LGU vehicle (just provide crude oil) for one trip a week</p>
<p>Major issues for PO related to CBFM</p>	<p>An internal organizational problem but there was no major problem.</p> <ul style="list-style-type: none"> - others do not want to have their area planted because they thought that the government will take it away - others want their area to be planted but the project financial support has ended - lazy people do not want to work <p>Regarding the submission of proposal for phase 2, MAO, Mayor, Vice-Mayor, and Kagawad joined several meetings and provide food for these meetings.</p>

Barangay Profile

Name of Brgy.	Magsaysay
Distance from the main road	7 km
Total area	1,920 ha
Number of hamlets	
Population	Total: 2106 Male: 903 Female: 1,203
Total no. of households	
Major ethnic groups	
Major religions	Roman Catholic
Year of establishment of	1957

Brgy.	
Major economic activities	Farming, small-business (sari-sari store)
Major community groups besides PO (women's groups, coops, etc.) and their activities	PTA (elementary), SK- concreting of basketball court and public comfort room
Development projects/activities supported by government agencies and international organizations	<ol style="list-style-type: none"> 1. Construction of irrigation system-NIA 2. Concreting of Brgy. Road (JBIC) 3. Agroforestry Development (JBIC?DENR) 4. Electrification 5. Construction of School Building
Development projects/activities supported by NGOs, churches, etc.	University of San Jose Recoletos – site beautification for tourist attraction in the crash-site of President Magsaysay Mt. Manunngal Trek- every March 16 (LGUs, DENR, Students and mountaineering Club camp in the area)

CURRENT FOREST MANAGEMENT

Total forest area managed by PO	675.0 has.
Land use of the forest area	Agroforestry Component – 575.0 ha Riparianm Component – 100.0 ha
Existing legal and customary land tenures and land use rights (eg. CBFMA, Certificate of Stewardship Contract, etc.)	<ul style="list-style-type: none"> - Claimants with tax declaration - No PACBRMA yet, pending the approval of the Protected Area Management Plan
Outline of Community Resource Management Framework	CRMP shall be made by the PO after the issuance/approval of the PACCBRMA.
Outline of Annual Work Plan	<ol style="list-style-type: none"> IX. Nursery Operation X. Plantation Establishment XI. Maintenance and Protection Activities XII. Construction and maintenance of infrastructure
Major activities	<p>Forest management:</p> <ul style="list-style-type: none"> - Seedling production (used in replanting) - Ringweed/spot cultivation of planted seedlings - Replanting - Fertilizer application - Maintenance of firelines and other infrastructures - Regular patrol works <p>Livelihood and income generation</p> <ul style="list-style-type: none"> - Consumer store

Site 4: Sicopong United Ecological Rehabilitators for Sustainable Development Association, Inc. (SUERSDAI)

GENERAL INFORMATION

Name of project	Sicopong Watershed Subproject
Location	The project site is about 11.5 kilometers from Check Point (along the highway of Mabinay) to Tacalan office.
- Forest division	PENRO: Negros Oriental CENRO: Dumaguete City
- Administrative division	Province: Negros Oriental Municipality: Bais City and Tanjay City Barangay: Sab-ahan, Mansangaban, Sto. Niño and Pal-ew
Geographical coordinates	
Area covered	2,000 ha but with plan for additional 8,000 ha to be covered by CBFMA
Contract amount	
Date when the CBFM was awarded	

SOCIO-ECONOMIC INFORMATION

PO Profile

Name of PO	Sicopong United Ecological Rehabilitators for Sustainable Development Association, Inc. (SUERSDAI)
Year of establishment	1997
No. of members as of August 2003	958 (922 regular and 36 honorary members)
Ratio of the member household to the total household (%)	32%
No. of beneficiaries	1,510
Major economic activities of members	Farming (95%); buy and sell of vegetables; sari-sari store
Name of responsible person and his/ her age	Dionitio Visitacion 36
Budget of PO (Yr 2002)	
Income (Yr 2002)	
Expenditure (Yr 2002)	
Support given by CENRO	1) Financial assistance in relation to project implementation; 2) technical support-CSD, (nursery – plantation

	establishment and maintenance); 3) help solve PO problems – PO members dispute regarding work; 4) Skills Seminar – resource speakers/facilitators (financial support, livelihood, etc.)
Support provided by NGO's etc. (list the names of organizations and their major supports)	Philgro has 9 full-time staff in the area. They 1) did CO in the area 1997-1999, conducted seminars (team building and group building, leadership, basic accounting, etc.); 2) conducted SPM; 3) introduced livelihood consumer store, piggery, trucking; 4) assisted in negotiating/meeting with claimants; 5) conducted information drive in the area; 6) assisted in the formation of core group – used to have only 2 core groups (Tanjay side and Bais city side)
Major issues for PO related to CBFM	<ul style="list-style-type: none"> - Farm inputs – seeds, fertilizer, lack of farming animals - Lack of capital for farm inputs – if retention fee is released, there is plan to assist members to secure farm inputs - Stakeholders/claimants are convinced by PO members as to the benefits of the Project. - Uncertainty as to what will happen to tenants working on claimed areas developed under CSD

Barangay Profile

Name of Brgy.	Sab-ahan / Mansangaban / Pal-ew / Sto. Niño
Distance from the main road	7 kms. / 9 kms. / 19 kms. / 25 kms.
Total area	
Number of hamlets	
Population	17,807 (4 brgys)
Total no. of households	3,303 (4 brgys)
Major ethnic groups	Aeta/Negritos
Major religions	Roman Catholic
Year of establishment of Brgy.	
Major economic activities	Farming
Major community groups besides PO (women's groups, coops, etc.) and their activities	
Development projects/activities supported by government agencies and international organizations	<p>Watershed Rehabilitation Project – CSD and Infra (farm to market road)</p> <p>DA – conduct seminar on scientific farming, IPM, livestock production</p>

	<p>DAR – training on cooperative but CDA accredited</p> <p>DOH – medical assistance</p> <p>DSWD – seminar on food processing (sayote, squash, camote, banana, mango, pineapple)</p> <p>Philgro – community organizing (1997-99)</p> <p>Environway Foundation, Inc. – monitoring and evaluation of physical outputs (1999-2003)</p> <p>ViFARD – institutional monitoring and evaluation (2002-2003)</p> <p>O.R Sarmiento Construction – farm to market road of 9.841 km (2002-2003)</p>
Development projects/activities supported by NGOs, churches, etc.	

CURRENT FOREST MANAGEMENT

Total forest area managed by PO	2,000 ha; has application for a 10,000 ha
Landuse of the forest area	<p>Forest land – 32.84 has</p> <p>Brush/Grass land – 548.76 has</p> <p>Agricultural land:</p> <p> Cultivation – 4,410.07 has</p> <p> Sugar cane plantation – 623.199 has</p> <p> Rice field – 63.124 has</p> <p>CBCR-Sto. Niño – 133 has</p> <p>CSD – 2,008.425 has</p>
Existing legal and customary land tenures and land use rights (eg. CBFMA, Certificate of Stewardship Contract, etc.)	<p>CSC – 1 1/3 or 2 sitios</p> <p>CBFMA (2,000 has) proposed amendment to include additional 8,000 has.</p>
Outline of Community Resource Management Framework	
Outline of Annual Work Plan	
Major activities	<p>Forest management:</p> <ul style="list-style-type: none"> - Patrol

	<ul style="list-style-type: none">- Replanting- Maintenance and protection <p>Tree planting</p> <p>Agroforestry: maintenance and protection</p> <p>Livelihood and income generation:</p> <ul style="list-style-type: none">- consumer store- trucking services- piggery
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Site 5: ARTHUR's Farmer's Organization Incorporation

GENERAL INFORMATION

Name of project	
Location	CPEU Talisay, Cebu
- Forest division	PENRO: Cebu Province CENRO: Cebu City
- Administrative division	Province: Cebu Province Municipality: Talisay Barangay: Brgys. Guindarohan, Cuanos, Vito, Camp 7 and Manduan, Minglanilla, Manipis, Camp IV, and Tapul, Talisay City
Geographical coordinates	10° 18' 00" latitude and 123° 47' 70" longitude.
Area covered	1,374 ha
Contract amount	
Date when the CBFM was awarded	December 1999

SOCIO-ECONOMIC INFORMATION

PO Profile

Name of PO	ARTHUR's Farmer's Organization Incorporation
Year of establishment	1982
No. of members as of August 2003	a) Total: 538 b) Male: c) Female:
Ratio of the member household to the total household (%)	
No. of beneficiaries	538
Major economic activities of members	Mango production, vegetable, corn, livestock production
Name of responsible person and his/ her age	Leovigildo B. Togonon
Budget of PO (Yr 2002)	
Income (Yr 2002)	
Expenditure (Yr 2002)	
Support given by CENRO	Cattle dispersal; tech'l forestry support (training); technician assigned in the area to organize and train people; finance 12 has. Agroforestry – mango seedlings; 6 has. Bamboo (planting materials; 15 hectares tree plantations (planting

	materials and maintenance – mahogany, gmelina
Support provided by NGO's etc. (list the names of organizations and their major supports)	Cebu Chamber of Commerce – support the establishment of mahogany and gmelina plantation Fashion Accessories, Manufacturer and Exporter – camagong, narra, a little of Pangatooon Cebu Lumber Association – mahogany Memorandum w/ the above that they will serve as the sole buyer Tripartite Agreement – MOA between DENR, Cebu Chamber, etc., PO DENR – technical Assistance NGO/Private – Finance PO – Area development
Major issues for PO related to CBFM	1) Part of the area is a declared Watershed Reserve on 1989 – under Mananga – Brgy. Manipis and Camp 4 - cannot harvest under Family Approach – 76 has affected - planted 1987-88 – area proclaimed watershed on 1989 – has agreement already with Cebu Lumber/Chamber/Contract Reforestation 2) Secret of PO strength - well-trained - most of the people are from the area - now has basis for protection and recognized zoning – due to CBFMA

Barangay Profile

Name of Brgy.	Manipis
Distance from the main road	15 kms
Total area	515,999 has.
Number of hamlets	
Population	Total: 1,855 Male: Female:
Total no. of households	351
Major ethnic groups	
Major religions	Roman Catholic
Year of establishment of Brgy.	1964
Major economic activities	Farming
Major community groups besides PO (women's groups, coops, etc.) and their activities	- ARTHUR's Farmers Association - Agroforestry dev't - Livestock Production - Talisay Local Women's Council
Development projects/activities supported	DA – goat dispersal and chicken/Swine dispersal

by government agencies and international organizations	
Development projects/activities supported by NGOs, churches, etc.	<ul style="list-style-type: none"> - Plantation establishment - Gender and Dev't Program – introduced by the Department of Social Welfare and Development

CURRENT FOREST MANAGEMENT

Total forest area managed by PO	1,374 has
Landuse of the forest area	
Existing legal and customary land tenures and land use rights (eg. CBFMA, Certificate of Stewardship Contract, etc.)	CSC to around (1,000,000 has); CBFMA to 1,324.00 has, issued December 20, 2000
Outline of Community Resource Management Framework	<ol style="list-style-type: none"> 1) Forest Protection – construction of infrastructure, (water, tower, tower guard, billboard establishment, actual patrol works, establishment of firelines 2) Development of CBFMA area <ol style="list-style-type: none"> a. reforestation – nursery establishment, plantation establishment and maintenance b. bamboo plantation – establishment and maintenance c. rattan establishment and maintenance d. agroforestry e. ecotourism dev't – Sitio Ibo, Camp 7, through LGU support 3) Harvesting and marketing <ol style="list-style-type: none"> a. inventory b. harvesting and marketing 4) Livelihood Project <ol style="list-style-type: none"> a. harvesting and marketing b. black stone-mining 5) Development of PO – seminar/trainings, NGO-LGU Support, Policies/By-laws 6) Support/Assistance to Community needs
Outline of Annual Work Plan	<p>(Year 1)</p> <ol style="list-style-type: none"> 1. Forest Protection/Patrol 2. Construction of Tower Guard 3. Forest Inventory – scaling
Major activities	Forest Management: Disseminating of information during barangay meetings about forest protection, actual forest protection activities; Patrolling/Inspection

	<p>Tree Planting: Planting of fruit trees in CSC areas (Personal Fund)</p> <p>Agroforestry: Plant mango, jackfruit, avocado, lanzones, pomelo, tomatoes, eggplant, root crops, camote, gabi</p> <p>Livelihood & Income generation: cow dispersal (14 heads from DENR) given in year 2000; chicken and goat from LGU; Gender and Development Project– sewing garment for women</p>
Perception of local people on the surrounding natural resources	PO perceived the local natural resources to be protected but established plantations should be harvested to support livelihood activities.
Analysis on wood utilization in the CBFM area	PO preparing for harvesting of plantations especially those planted in 1987.

Site 6: Alcoy Upland Development Pilot Project

GENERAL INFORMATION

Name of project	Alcoy Upland Development Pilot Project
Location - Forest division	PENRO: Cebu CENRO: Argao
- Administrative division	Province: Cebu Municipality: Alcoy Barangay: Nug-as
Geographical coordinates	9° 43' 6.2" latitude and 123° 27' 19.5" longitude
Area covered	1,651.5 ha
Date when the CBFM was awarded	May 15, 1999

SOCIO-ECONOMIC INFORMATION

PO Profile

Name of PO	Kapunongan sa Mag-uugma sa Yutang Lasang sa Bulalacao (KMYLB)
Year of establishment	
No. of members as of August 2003	Total: 129 Male: 98 Female: 31
Ratio of the member household to the total household (%)	
No. of beneficiaries	
Major economic activities of members	Planting of vegetables, livestock raising, Consumer's Cooperative Store
Name of responsible person and his/ her age	Pablo Adlaw
Budget of PO (Yr 2002)	
Income (Yr 2002)	Total asset of P1.6 million as of 2001 – coming from reforestation, communal work on vegetable farming, consumer store, and cash donation
Expenditure (Yr 2002)	
Support given by CENRO	Technical support on forestry matters; facilitate the issuance of CBFMA and RUP, ECC; CRMP and AWP Preparation; linkaging with LGU, NGOs; and marketing of forest products.

Support provided by NGO's etc. (list the names of organizations and their major supports)	<p>1) Counterpart International-Forest Garden Demonstration Farm – shift from inorganic to organic farming, shift to short-rotation to more permanent crops; has a technical proper that visit at least 5 days a month</p> <p>2) Cebu Biodiversity Conservation Foundation Inc. – support to forest protection (training, provision of jacket, rain boots, binocular vests); intra project (rain water tank, watch tower); food for work (during planting of endemic species at P1,000/month of food); support for forest protection P350/month)-26 forest wardens divided into 8 groups.</p>
Major issues for PO related to CBFM	<p>1) During dry season – occurrence of forest fires from April to May in nearby residence outside the barangays since they do not appreciate the value of forest so they just set the area into fire. April 2003 forest fire damaged CFP 8-ha area and CBCR 3-ha area.</p> <p>2) Challenge of forest protection- eleven out of the 14 endangered wildlife species in the island of Cebu can be found in the area; pitcher plant, not found in Cebu, also thrives in the area.</p>

Barangay Profile

Name of Brgy.	Nug-as
Distance from the main road	18 km from national highway
Total area	25 sq. km or 2,500 ha
Number of hamlets	9
Population	Total: 4000+ Male: Female:
Total no. of households	4000+
Major ethnic groups	Cebuano/no IPs
Major religions	Roman Catholic
Year of establishment of Brgy.	
Major economic activities	Farming (90%) mainly vegetable production (one of the areas considered as vegetable bowl of Cebu province); backyard livestock production; carpentry; sari-sari store
Major community groups besides PO (women's groups, coops, etc.) and their activities	<p>1) Bagong alayon, Ekonomiya sa Tao (BASKET) – Consumer's Store (CBFMA holder)</p> <p>2) GMA livestock dispersal under RP German Cebu Upland Project</p> <p>3) Nug-as Rural Water System Association, Inc. (NURWASAI) – water system supported by Aku-Upland</p>
Development projects/activities supported by government agencies and	<p>DA – carabao dispersal (11); 24 cows</p> <p>DOH – monthly immunization; stay-in midwife</p>

international organizations	DECS – high school in brgy. Proper and primary school in Sitio Bulalacao LGU – public market in brgy. Proper
Development projects/activities supported by NGOs, churches, etc.	Counterpart International-Forest Garden; Cebu Biodiversity Conservation Foundation Inc.(Please see above for details)

CURRENT FOREST MANAGEMENT

Total forest area managed by PO	1,651.5 has
Land use of the forest area	Forest land: 512 ha Plantation: 515 ha Grassland: 371.40 ha Agriculture land: 210 ha Agroforestry: 30 ha Rattan component: 162 ha ANR component: 70 ha Refo component: 95 ha
Existing legal and customary land tenures and land use rights (eg. CBFMA, Certificate of Stewardship Contract, etc.)	248 has with 112 CSCs, CBFMA covering 1,651
Outline of Community Resource Management Framework	<ol style="list-style-type: none"> 1. Forest protection 2. Rehabilitation of open areas 3. Replanting pf plantation to be harvested 4. Timber harvesting and marketing 5. Development of income generating projects 6. Infrastructure development purchase of equipment (hand-held radio, building of training center) 7. Organizational development and strengthening
Outline of Annual Work Plan	CPMF but focused on activities to be held for the year: <ol style="list-style-type: none"> 1. forest protection 2. replanting of plantation to be harvested 3. timber harvesting 4. infro-development 5. organizational development
Major activities	Forest management: forest protection, training and inventory for plantation development, patrolling the area Tree planting: planting of endemic tree species – bitaag;

	<p>sourced Grant of UNDP (15 has.)</p> <p>Agroforestry: vegetable production in CSC areas, hedgerows</p> <p>Livelihood and income generation: Cooperative/Consumer Store</p>
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Site 7: Mabato and Candaanay Community Forestry Project

GENERAL INFORMATION

Name of project	Mabato and Candaanay Community Forestry Project
Location	Brgy. Mabato and Candanaay, Ayungon, Negros Oriental
- Forest division	PENRO: Dumaguete City CENRO: Ayungon
- Administrative division	Province: Negros Oriental Municipality: Ayungon Barangay: Mabato and Candanaay
Geographical coordinates	
Area covered	934.36 ha
Contract amount	
Date when the CBFM was awarded	January 31, 1998

SOCIO-ECONOMIC INFORMATION

PO Profile

Name of PO	Ayungon Forest Management Org. Inc.
Year of establishment	August 15, 1997 (Registration to SEC)
No. of members as of August 2003	Total: 315 Male: 236 Female: 79
Ratio of the member household to the total household (%)	
No. of beneficiaries	315
Major economic activities of members	Farming (80%) – corn, rice, root crops (gabi, camote, vegetables); hire labor (in rich fields)
Name of responsible person and his/ her age	Felimon M. Amaro
Budget of PO (Yr 2002)	Ends on 2001 but has remaining P100,000.00 cash on hand. Total member's capital is P1.7 million
Income (Yr 2002)	
Expenditure (Yr 2002)	
Support given by CENRO	Technical support (CRMF Preparation; AWP Preparation) Processing of Tree Recovery permit; assist in the operation of the project and in forest protection; assist in swine

	production
Support provided by NGO's etc. (list the names of organizations and their major supports)	AUGFAI – Community Organizing; Cattle production; building design and construction
Major issues for PO related to CBFM	<ol style="list-style-type: none"> 1. Forest utilization – people who harvested have not gotten their wages so PO have spent its savings and other members lose their interest; other staff have not receive their salary <ul style="list-style-type: none"> - Treasurer (P1,000), Bookkeeper (P3,000), Secretary (P1,000), Gen. Manager P1,000) - PO President (P500), Marketing (BOD) – share from income - Forest protection unit – 14 persons @ P3,000/month, Chairman (P450/month) {these positions no longer exist} 2. Member reported to the mayor that the PO should be audited <ul style="list-style-type: none"> - municipal government audited the PO - there was a report that there was misused of fund (from rice production used by officials) because they have not been conducting General Assembly (have lost the budget of P5,000/Gen. Assembly) 3. Marketing of recovered lumber

Barangay Profile

Name of Brgy.	Mabato
Distance from the main road	16 km
Total area	1,025.36 has
Number of hamlets	
Population	Total: 2,894 Male: 1,442 Female: 1,452
Total no. of households	70 households
Major ethnic groups	Cebuano, Ilongo
Major religions	Protestant, Catholic
Year of establishment of Brgy.	
Major economic activities	Farming, hired labor, broom-making, buy and sell
Major community groups besides PO (women's groups, coops, etc.) and their activities	Forest Stewardship Association (inactive)
Development projects/activities supported	LGU – road maintenance; NIA – irrigation; DECS – elementary and high school; DOH – reports 5x a week in the

by government agencies and international organizations	area
Development projects/activities supported by NGOs, churches, etc.	

CURRENT FOREST MANAGEMENT

Total forest area managed by PO	934.36 ha
Landuse of the forest area	Forestland: 415.28 ha Grassland: 437.08 ha Agriculture land: 102.0 ha Plantation (Gmelina): 30.41 ha
Existing legal and customary land tenures and land use rights (eg. CBFMA, Certificate of Stewardship Contract, etc.)	CSC – about 3-5% within CBFM area; given during the CVRP time CBMA issued January 31, 1998 covering 934.36 has
Outline of Community Resource Management Framework	<ol style="list-style-type: none"> 1. Basi Information 2. Present situation (demographic, economic, socio-political); 3. Description of CBFM area; 4. Strategic Resource Management Plan (CRM vision; goals and objectives; forest land use and resource allocation) Joint Community/DENR Assessment of Resource Usage/Extraction, Community Forest Management Strategies, Community Proposed environmental and Socio-economic indicators based on the CBFMA terms; Community Proposed Financing Strategy and Access of Funds; Community Proposal Marketing of Resources (Note: written in English)
Outline of Annual Work Plan	Similar to the above but includes only the activities to be done during the year
Major activities	<p>Forest management: forest protection (no longer active) – since no more honorarium</p> <p>Agroforestry: fruit trees (jackfruit, marong), bananas, pineapple, corn cassava, camote</p> <p>Livelihood and income generation: cattle production, consumer store, swine production, carabao raising, duck egg production, rice production, marketing of livestock</p>

Perception of local people on the surrounding natural resources	Forest resources are valuable resource and should be utilize to help support the livelihood of the PO members
Analysis on wood utilization in the CBFM areas	Standing and fallen dead trees in the area which have been inventories to amount 1,000 cu m should not be just left to rot in the area but should be allowed to be utilized by the PO to generate capital to finance livelihood activities.

Site 8: Balog-Balog Watershed Subproject

GENERAL INFORMATION

Name of project	Balog-Balog Watershed Subproject
Location - Forest division - Administrative division	Sitio Dirita and Tangan-tangan or Brgy. Maamot, San Jose, Tarlac
Geographical coordinates	15° 20' latitude and 120° 17' to 120° 22' longitude
Area covered	2,700
Contract amount	39,454,373.58
Date when the CBFM was awarded	Dec. 16, 1998

SOCIO-ECONOMIC INFORMATION

PO Profile

Name of PO	People's Organization for Environmental Development Association, Inc.(POEDAI)
Year of establishment	Feb. 18, 1998
No. of members as of August 2003	Total: 521 Male: 308 Female: 193
Ratio of the member household to the total household (%)	31%
No. of beneficiaries	521
Major economic activities of members	
Name of responsible person and his/ her age	Mr. Arturo Tolentino, PO President
Budget of PO (Yr 2002)	
Income (Yr 2002)	
Expenditure (Yr 2002)	
Support given by CENRO	Technical, organizational and administrative support through the nine SUSIMO staff assigned in the area
Support provided by NGO's etc. (list the names of organizations and their major supports)	PLANTERS – community organizing
Major issues for PO related to CBFM	Equity in resource access and participation on decision making

Barangay Profile

Name of Brgy.	Maamot
Distance from the main road	
<u>Total area</u>	
Number of hamlets	29
Population	1,685
Total no. of households	337
Major ethnic groups	Aeta
Major economic activities	Farming, livestock production, mushroom production , sari-sari store, money, lending, sawali making
Development projects/activities supported by government agencies and international organizations	DPWH – health mission, construction of Barangay Health Clinic; assignment of Rural Health Worker; DA – technical support on farming

CURRENT FOREST MANAGEMENT

Total forest area managed by PO	2,700 ha
Landuse of the forest area	Natural forest, plantation, agroforestry area, cultivated area (rice fields)
Existing legal and customary land tenures and land use rights (eg. CBFMA, Certificate of Stewardship Contract, etc.)	2,000 ha CBFMA area awarded on December 16, 1998; CBFMA amended on November 16, 2001 to include the additional 700 ha CSD expansion site
Major activities	Agroforestry, reforestation, bamboo plantation, rattan plantation, enrichment planting, protection and maintenance of forest areas, bamboo plantation Livelihood: Goat dispersal, poultry raising, mushroom production, mini cono, goat breeding, sari-sari store, money lending, corn production, sawali making, palay trading

FIELD REPORT

By Victor O. Ramos
JICA Consultant on CBFM

(These field notes cover a two-week field visit on Sept 24-Oct 6, 2003 to the Cordillera Administrative Region (CAR), Region I and Region 2 in behalf of JICA as member of a Preparatory Study Team to gather data as basis for a technical assistance for the enhancement of CBFM. The Team 2 that visited the sites was headed by Ms. Yasuyo HIROUCHI, Permanent Expert, International Development Associates Ltd.)

BAGUIO

Sto. Tomas

The Sto. Tomas Watershed Rehabilitation sub-project covers an area of 2,624 hectares located between the two main highways leading to Baguio City. The area serves as a watershed to Pugo on the west, Baguio on the north and the barangays around the mountain terrain. The area has a population of about 1,500 people, 186 of whom are members of the people's organization (PO), Tuba Ecological Area Management Center, Inc. (TEAMCI).

Funded by a loan from JBIC, the project has contracted TEAMCI to implement the following project components:

1. Reforestation covering 567 hectares
2. Agro-forestry, 412 hectares
3. Assisted natural regeneration of the forest cover, 730 hectares
4. Protection of the 2nd growth forest, 896 hectares
5. Soil and water conservation of erosion-prone areas, 18 hectares

The project has some distinct features that contributed greatly to its success.

First is the requirement that contracts with TEAMCI would involve the retention of 15% of all billings to be allocated for the Community Social and Development Fund (CSDF). A total of P2.6 million has been accumulated so far for this purpose. An additional P5.0 million is expected to accrue to the same fund by the end of the project in December 2003. These amounts have been managed for micro and macro lending, earning between 2-6% per month. The lending facility was much appreciated because it provides ready funds needed for the seasonal farm inputs of the PO members. Also, it is made available to non-members such as departing overseas contracted workers (OCWs) who are endorsed by members. Even at a higher rate of 5-6% per month, it is still lower than the locally available usurious rates of 20% per month. The CSDF has therefore

grown incrementally through the years. It also has the additional effect of binding the members to the PO by being part owners of the fund, which they perceive has grown in value.

Second, a sub-project site management office (SUSIMO) was established by the CENRO, providing real time assistance and coordination work. It has a full time staff of 6 people headed by a supervisor.

Third, the organizing of a Barangay Management Council (BMC) made contact with the PO accessible to members of far-flung sitios. The devolution to the sitio level made management of the PO much simpler. It also involved more local leaders that are known to the members. Moves to transform the BMCs into cooperatives will bring in more accountability due to reporting requirements from the Cooperative Development Authority (CDA).

Fourth, an NGO (Agricultural Community Development Center, Inc. or ACDCI) was contracted to empower the community through a community organizing (CO) process for a period of two years. This facilitated the build-up of self-confidence and self-reliance among the members.

Fifth, a consultant from another firm (OIDCI) was hired to provide accounting and financial management skills to the officers. Thus, they gained some confidence in handling their fast accumulating funds.

The PO has reached a very high level of self-governance as shown by the following indicators:

1. They have managed to raise P2.4 million in capital fund for its micro and macro-lending business unit.
2. They have shown confidence and expertise in managing their internal affairs.
3. They have internal systems of resolving conflicts quickly when they arise.
4. They meet regularly.

Notwithstanding the initial successes, some problems lurk in the horizon. According to Ms. Nelly Ballola, assisting professional who was hired in 2000 to train the PO on financial management, there is a 28% incidence of non-payment of loans on the Barangay Management Council (BMC) level. The TEAMCI is made up of 4 BMCs representing each of the member sitios. Aside from the central fund being managed by TEAMCI, every BMC manages the capital fund of its member stakeholders. Some of the stakeholders apparently entertain a pessimistic outlook on their funds. They expect that the CSDF being managed by the BMC may eventually go bankrupt, like many cooperatives they know. For this reason, they have opted to borrow and not pay for their

loans to get back the value of their capital contributions. A similar worry was voiced out earlier by the SUSIMO. Two of the BMCs were particularly hit by this phenomenon.

Other areas of improvement:

1. With more funds to manage, Ms. Ballola believes that they need to improve further financial management, instituting more transparency and accountability.
2. They can use some persuasion to convince their members to trust in the management of their funds, thus preventing more members from withdrawing their funds.
3. The CRMF can stand some improvement. With the road, it is now possible to transport more easily farm produce. For this reason, the addition of such easily grown trees as *malunggay*, *alokon*, and *catuday* – endemic vegetables usually eaten by local residents – can provide a regular daily income for the PO members. Also, fruit trees can be more intensively grown on the hills not far from the road. Similar sites and elevations have been grown well to mangoes and citrus. However, the PO will need training on soil analysis and conditioning.
4. Literacy rate is quite low at 43% compared to 98% for the region. The PO can initiate literacy improvement programs as part of future plans to strengthen its legitimacy and relevance in the community.

As a possible model site, Sto. Tomas offers the following advantages:

1. It has close proximity to Baguio City, where anything the PO produces will have a ready market. The site has good business potential. The PO is already thinking of selling its potable water supply. It is also thinking of developing its higher elevation areas into eco-tourism.
2. It is located in the same town as the future site of the University of the Philippines campus, making available technical assistance from the university in the future.
3. Because of its large area, it can showcase a wide range of ecological, small livelihood and big business lessons that other upland sites can learn from.
4. So far, the PO is managing fairly well. With additional guidance, they can truly be a model PO that others can study and emulate.
5. The community represents a good study of an evolving social structure that is being made dynamic through the intermarriage of the indigenous people with

the lowlanders. Sto. Tomas is a melting pot of various cultures (two major tribes and Christians from the lowlands).

CENRO La Trinidad

The organizational structure of the CENRO shows the following:

1. Of the total 35 employees, 10 are assigned for administration, 3 operations support, 7 lands management, 35 forestry management (12 CHARM-P, 7 SUSIMO, 10 forest protection, 2 watershed, 2 utilization permits, and 1 wildlife).
2. Servicing of the regular ISF-CBFM sites are additionally handled by the staff assigned to CHARM.
3. The CENRO is ill equipped to provide assistance to the CBFM sites, which are not receiving foreign assistance.
4. Where there is foreign funding, additional employees are employed on a contractual basis (1 for SUSIMO and 7 for CHARM).
5. The personnel complement shows a bias for community-based forestry (19) but it does not seem to suffice in providing effective assistance to the non-foreign funded CBFM communities.
6. The CENRO appears to welcome the possibility of retraining its staff to meet the new needs of CBFM areas for livelihood systems, marketing and product development, etc. The large complement for forest protection (10 forest rangers) is being considered for training of skills needed by the CBFM program.

KING AMBBETA, Tublay, Benguet

KING AMBBETA is the name of the PO that was awarded a CBFMA in Barangay Ambassador, in the town of Tublay, Benguet about 18 kilometers away from Baguio. It is the acronym of the five sitios (King Solomon, Ambassador, Belong, Babattan, and Tabeyo) where the 82 members come from. The CBFMA site is a 34-hectare hillside abutting the Halsema Highway, which connects Baguio City with the provinces of Benguet, Mt. Province and Ifugao.

The area of 34 hectares is what remains of an old mining site (King Solomon). Most of the area especially the less steep and highly mineralized portions have been legally claimed by private parties. The remaining area is important to the PO members because it is the source of water for two of the sitios (Ambbeta and Tabeyo). The pine grove still serves as the traditional source of wood used for making coffin. Dead branches from the trees are also picked up for fuel wood. It is for these reasons that they applied

for a CBFMA. It gives them tenure and usufruct (right to use) rights over the area and keeps it away from private claims.

A meeting with the PO in the Barangay Hall in Ambassador revealed the weaknesses of CBFM sites without funding and purposeful assistance from the CENRO.

1. The Barangay Captain has forgotten that he is the President of the PO and signatory to the CBFMA.
2. The PO meets only once a year.
3. The members are barely aware of a document required by their tenurial right – Community Resource Management Framework (CRMF), which defines the area's resources and their responsibilities to rehabilitate and protect them.
4. While the CBFM site is the source of their water supply, they have allowed the dumping of garbage on the upper portion beside the highway and close to the Barangay hall.
5. The trees planted on their area were determined by availability rather than on the requirement of the terrain and type of soil.
6. Many of the members have been trained for various livelihood projects from the CDA but most have not been sustained. This indicates a lack of social preparation that is so important in integrating various interests and cultural groupings into a cohesive and working organization.

PUGO, LA UNION

Pugo is a small town in La Union with a population of 15,000. It is better known as the gateway to the Marcos Highway leading to Baguio City. It has three barangays that were granted CBFMAs. These barangays are typical of ISF and CBFM sites in Region 1. They are located not on mountaintops, like in the Cordilleras and elsewhere in the country, but at the foot of hillsides in the lowland. The inhabitants look at the mountains not for habitation but as an additional area for planting to augment their incomes and food supply.

Ambangonan Agrarian Reform Council (ARC) Multi-purpose Cooperative, Inc.

The CBFM site is a 40-hectare hill that used to be the communal forest of the town. It is adjacent to the Dacanay Reforestation Area, one of the first reforestation projects of the defunct Bureau of Forestry. With the tacit permission of the LGU, the 31 members of the PO applied with the DENR for a CBFMA on the communal forest. This was granted in 1999. The PO eventually evolved into an Agrarian Reform Community (ARC) and finally as a coop.

Their main interest is to improve their watershed and ensure the year-round supply of water for the barangay. They also planned to develop 35 hectares for agro-forestry – making the area available for any of the residents to plant their vegetables, root crops and even fruit trees. The remaining 5 hectares will be a forest plantation, which they hope to harvest when fully matured.

Today, there are 126 members. Ninety-one households, out of a total of 145, are members of the AARCMPCI. They have well-established livelihood systems. A sari-sari (coop) store started business with a capital of P18,000 five years ago. The capital has now grown to P28,849. A hog-fattening project was started with a revolving fund of P42,000, benefiting 10 families every 7 months as recipients of the hog dispersal program. A gabi-growing project has turned in P5,000. A micro-lending project started with a capital fund of P11,000. It has been augmented for five years from “sweat funds” of 2% deductions from their labor wages and P500 share capital from membership fees.

There is a close relationship between the PO and the barangay. Conflict resolutions and access to government agencies are done through the barangay. They managed to get funding of P30,000 from the municipality for a fence to help solve one of their recurrent problems – roaming animals that destroy their vegetables and root crops.

They got other forms of assistance for their community. The SECAL provided them with the road to their barangay. Good Roots, an environmental project of Caltex and Methodist University in the US, provided free mahogany seedlings. A politician representing the farming sector also funded their gabi production with a grant thru the Dept. of Agrarian Reform (DAR) of P5,000.

Lessons: Of the three CBFMA beneficiaries in Pugo, the Ambangonan PO appears to be the best managed. The apparent reason is a good bench of local leaders, including a young woman who is also a member of the barangay council. The PO president is a bit old at 72 but still alert and knows what is going on. The previous president who is now the Barangay Captain appears to work well with him.

The community benefits from its being an agrarian reform community (ARC), providing a continuous flow of livelihood assistance.

Palina Forest Improvement Association

Given a CBFMA in 1997, the PO has 120 members coming from 99 households or 57% of the total households in the barangay. The area totals 63.25 hectares, 10 hectares of which is a communal forest and 35.25 hectares are agro-forestry areas. Unlike the other CBFMA sites in Pugo, Palina is mostly made up of patches of small claims. That’s why the main issue is the prevalence of tax declarations over the agro-forestry site. By their inclusion in the CBFMA area, they admit in principle that their private claims are located on a forestland and not on an A&D land. It must be due to this factor that

there is an apparent lack of ownership of the communal forest in their CBFMA area. For instance, the area burned previously has not been replanted.

The area has developed from an ISF site to a SECAL project and now a CBFM area. The PO has benefited from training in the use of the A-frame to develop terraced farms. Condura, an agro forestry training center of a local protestant church, provided the training.

SECAL has given them a seed capital of P60,000, which is now worth P126,000 through micro lending. A coop store was started but eventually closed.

Lessons: In view of the greater interest in individual ownership instead of the common ownership of the forest area, there is need for more social preparation to establish more community-centeredness among PO members. They are going through the motions of managing some assets from SECAL, but they are not concerted in their efforts. What is going for them at the moment is the presence of some dedicated leaders, like one of the lady officers who attended the meeting.

Cares Environmental Association (CEA)

CEA is an example of a PO that has done well initially because of good leadership but faltered for lack of a system of transparency and accountability in its internal systems. With an initial capital of P60,000, the fund increased to P583,647 as per reports to the DENR. Today, they do not know how much money they have. The only project that continues is the coop store, which works with a revolving fund of P10,000. An arrangement was made with a PO member to share the profits of the coop store, with 60% going to the storekeeper and 40% to the PO.

The scuttlebutt is that the previous president of the PO ran away with some of the money when she went to Italy as an OCW. But there are no papers to show any accountability, so they could not file legal charges against her.

The PO has 98 members coming from 87 households. Their CBFMA covers an area of 31.75 hectares, 26.75 hectares are forestland with patches of grass and brush land; 5 hectares have been allocated for agro-forestry. They have planted narra and teak in the forest plantation and fruit trees (citrus) within their agro-forestry areas.

They embarked on the processing of ube but this failed when they could not sell the increased volume. They also went into garments production, which also failed. Their micro-finance, which started well, turned sour when they instead channeled the money to go into the mango-spraying business. The insecticide re-lending was not able to pay back the initial capitalization of P38,000.

Lessons: All these failures pointed to weak management systems. Auditing was weak; those trained did not understand the actual mechanics. They have to depend on someone from the outside to make audits. Another weakness is the lack of business

training of the PO officers. They have gone into businesses without knowing fully what it would take to succeed in them. In sum, there is need for a stronger social preparation. With cohesion in the community, strengthen their capabilities to make sound business decisions. And finally put in place a system of transparency and accountability – more importantly when they start to accumulate large amounts of money.

PANGASINAN

Inmalog, Sison

The PO, Northern & Southern Inmalog Spring Association, Inc., was first organized for a spring development on the 50-hectare hill where their water supply comes from. They have invested on a 2-km. pipeline connecting the spring to their homes. They applied for a CBFMA to protect their domestic water source.

Since their CBFMA has just been approved and they are in the process of preparing their CRMF, they have plans to classify and segregate their 50-hectare area into three land uses: 75% forest plantation and 25% for intensive agriculture and agro-forestry.

They have some problems with 5 squatters doing shifting agriculture on their area. But they believe that eventually these people will tire out and leave the area. If they don't, they plan to invite them in as members and if they refuse kick them out of the area.

The PO President is an old man who is past his useful years. But the PO vice president and concurrent barangay captain appears to be the natural leader in the group.

Lessons: The community needs to go through a CO process to bind the multi-cultural group of indigenous people and local residents. Because of the distance of their homes from their CBFMA site, they should be encouraged to develop their agro-forestry site to ensure their continued presence in the area. Thus, protection of the communal areas and a sense of ownership can be enhanced.

CENRO URDANETA

The CENRO serves the towns of Eastern Pangasinan, which lie at the foot of the Caraballo mountain range. The Caraballo connects the Cordillera with the Sierra Madre – the two largest mountain ranges in Luzon. For these reasons, CENRO Urdaneta has a representative mix of upland and forestry clients (CBFM), lowland communities (land titling) and a city (urban environment). The staffing pattern reflects this broad service coverage.

They have a total complement of 88 employees, both regular and contractual. Twenty-six are assigned to administrative services, 5 CENRO and staff, 1 environmental management, 1 protected areas, 17 lands management/surveys and 35 forestry. Of the 35, only 3 are full time for regular CBFM and an additional 4 are already detailed to the SUSIMO.

The situation in the CENRO reflects the current problems of front-line officers of the DENR in providing assistance to the non-foreign-funded CBFM sites.

1. The CENRO has only 4 vehicles: two are full time with the JBIC projects, leaving only two for the whole organization. No vehicle is assigned for CBFM despite the problems of accessibility of their upland clientele.
2. They have meager funds. Only about P30,000 are allocated for CBFM in Urdaneta for the whole year! There is not much leeway for improvement because the whole Region 1 has only an allocation of P282,000 for CBFM, 90% apportioned to all the CENROs and PENROs while only 10% stays in the region.
3. They are understaffed. The 3 fulltime CBFM staff can manage to visit old sites only twice a year. New sites are visited at least 8 times to prepare the POs for CBFM.

This situation reflects the fiscal constraint being experienced by the whole DENR. Since 1998, the agency has seen a continuing reduction in budget. Today's budget has seen a reduction by as much as 63% in real terms compared to five years ago.

But the CENRO and her CBFM staff believe that with proper training, they can convince potential partners from the LGUs, NGOs and the private sector to provide the logistics that the office cannot afford because of budget constraints.

San Roque Watershed Subproject

The San Roque dam on the lower Agno River straddles the towns of San Manuel and San Nicolas in eastern Pangasinan. The San Roque Watershed Subproject, situated on barangays San Felipe East and West in San Nicolas, covers an area of 1,638 hectares.

After the Philippine government decided to build the dam, concern was aired about the denuded hills on both sides of the Agno River. For this reason, it was decided to contract the reforestation of this area to a local PO, San Felipe Watershed Management Association, Inc. (SAFEWATER), Inc. It has a total of 584 members. The CSD contract involved a total amount of P28,866,955.52, funded from a loan from JBIC.

The project covered the following components:

1. Three nurseries
2. Reforestation
 - Benguet Pine 392 hectares
 - Narra 365
 - Mahogany 117
 - Gmelina 505

- | | |
|------------------------|-----|
| 3. Agro Forestry | 145 |
| 4. Enrichment Planting | 104 |
| 5. Firebreaks | |
| 6. Bunkhouses | |
| 7. 3 Look-out towers | |
| 8. 1 Office building | |

A 10% sampling in March 2003 of the planted areas showed a low (20.22%) survival of the planted trees. Previous estimates ranged from 66% to 77%, all below the 80% requirement for the PO to receive its incentive retention fee of P4 million.

Various reasons were responsible for this poor survival rate:

1. The planting started late in 1997, the worst El Nino year in recent history, causing prolonged drought.
2. The project management was too ambitious in its first year goals. They had to import seedlings from another province to meet the demand, causing possible mishandling and stress on the seedlings.
3. The trained PO members preferred to work in the dam construction because it paid more (P250 vs. P150 in the refo). They had to hire from other barangays to plant.
4. The choice of some species was not suitable to certain fire-prone sites.

While the physical indicators were poor, the social indicators showed a cohesive and well-organized PO. They meet monthly and have well-distributed tasks of patrolling and protecting the plantation. Their organization includes a committee of elders that settles internal conflicts. During the visit, they were being trained to take over the roles now performed by the SUSIMO.

Their business ventures were not outstanding. Their coop store stopped operations because the revolving fund was borrowed to pay the salaries of workers. It was supposed to be returned but was not. The goat raising livelihood project also failed due to problems of inbreeding. The tilapia fishpond also did not prosper because it was started during the drought. They have a bias for investments in machines and equipment: a truck, mini-tractor, rice thresher and a power sprayer for mangoes. But the incomes from these were minimal due to the high operating costs. For instance in 2002, the truck turned in only P23,801 out of gross rentals of P142,030. Meanwhile, their capital assets are beginning to show wear and tear. They have shunned micro lending because, according to them, it usually fails as observed from similar ventures in the town.

Some lessons learned:

1. The PO suffered from the initial poor project management of the plantation due to its insistence to continue planting despite the onset of El Nino. The choice of species could have been better planned.

2. The conceptualization of the internal property rights (IPR) was innovative. It provided the framework for allocating the agro-forestry sites to deserving PO members according to the number of hours (at least 120 days during the year) worked in the project. The IPR avoided future conflicts on territorial boundaries of their private plantations.
3. Income from their investments in machines and equipment does not look sustainable. Whatever cash flow they now have should be invested in a business that is smaller but manageable.
4. If they do not get their retention fee of P4 million, which is likely, they should source other funding to replant the areas in the plantation with low survival. Some funding is available from debt-reduction arrangements of the national government but which are being focused on upper Agno. The CENRO was advised to get a share of these funds.

IFUGAO PROVINCE

Lamut Watershed Subproject

The Magat reservoir that supports a hydroelectric plant and lowland agriculture has been running below its expected capacities due to lack of water. The problem is the poor state of its watershed areas, particularly the portion on Ifugao province. This area was predominantly grassland and traditionally used by a few rich families as their pastureland. For this reason, the area was singled out for rehabilitation and included in the Forestry Sector Project (FSP) of the DENR, funded by a loan from JBIC.

It was started in April 1997 initially covering 3 barangays with a targeted area of 3,027 hectares for comprehensive site development (CSD). From the beginning, the project has been set back by problems. The biggest mistake was a decision by regional officials to force the three parties bidding for the CO component to band themselves into a consortium and run the project together. It did not work out. They could not work together, so they left the PO without a proper social preparation. The physical accomplishments for Phase I (1997-2000) was below targets.

Because of these poor results, the DENR was expected to cancel the project. But it got a new lease on life with the interest shown by the local Mayor to keep the project alive. For its part, the DENR decided to assign a subproject site management office (SUSIMO) to assist the PO. The project was given extension up to June 2003. It has a total budget of P38,143,896.

With exceptional leadership, the SUSIMO was able to catch up with the required targets. In fact, they exceeded by 74.5 hectares their target for reforestation (936.5 hectares vs. target of 862). So was the target for rattan plantation (84.8 has. Vs. target of 83). For agro forestry, the PO delivered the expected target of 121.72 hectares. All the infrastructure components were also delivered: 2 footbridges, a road rehab, a lookout tower and 4 bunkhouses.

The livelihood projects are all on going with only two of the 14 barangays somewhat below performance.

Some lessons learned:

1. The design of the project was innovative for bringing in the concept of the “muyong” – well-tended landholdings in forestlands customarily owned by clans and planted to both forest trees and agricultural crops. It was due to the muyong system in upper Ifugao province that the 3,000-year old rice terraces were preserved. The system ensured the continuous flow of water to the terraces. In allocating the project sites to specific families and clans, the old muyong tradition was allowed to take root. The initial failures of the project were partly saved by this feature in the project design.
2. As important as the project design, the SUSIMO came in just in time to resuscitate the failed project. The personal leadership of the subproject management officer (SMO), Joseph Buccahan, was key to this success. Faced with apathy when he came in, he focused on those who were willing to cooperate. With his initial success with a small group, the old disgruntled members came back and they worked in earnest to recover lost ground.

Haliap, Asipulo, Ifugao

An hour away from Lamut, Haliap looks like a timeless village of rice terraces bordered by forests on the mountain slopes. It is a typical village of “muyongs”, family plots planted with trees and agricultural crops that are customarily owned by clans. It is also host to the Hojap Multi-purpose Cooperative that was granted a CBFMA over 404.6 hectares of forestlands.

26 young professionals from the barangay started the coop in 1997. They were new graduates but without immediate employment. So, they decided to pool their resources together and started with an initial capital of P29,000. With the money, they started a coop store that sold basic provisions to the barangay. They expanded into construction and financing of other contractors for their hardware requirements. Because of the latter activities, the coop has built up a current capital asset of P1.15 million.

The DENR granted the CBFMA in May 2003. The coop is still in the process of preparing its CRMF but they have already mapped their area with the help of the Philippine Rural Reconstruction Movement (PRRM), an NGO hired by JICA to help with community organizing. The plan is to provide seedlings of various fruit trees to the muyongs and make the barangay a major supplier of fruits to the local markets. The issue that still stumps them is how to share with the muyong owners the benefits of future harvests.

What is peculiar with this CBFM holder is its membership. It is open to all, including outsiders from other barangays. In fact, its current president is not from Haliap.

Their primary interest in applying for a CBFMA, in spite of the legally accepted customary ownership of muyongs, is to access additional support for their barangay.

Lessons: The coop is more interested in business development. Perhaps it is due to the fact that the ecosystem of the barangay is really not under much threat. But their plan to disperse a multiple choice of fruit seedlings will not give them the business advantage of having a major product from the barangay. Various fruit species may have diversity but they will not give the barangay a market advantage of being a major supplier of a fruit in which they have better control on both price and supply.

CENRO Lamut

The CENRO has a total personnel complement of 58 people assigned as follows:

- Administration 6
- Land management 6
- Protected Areas 1
- Forest management 45

Of the 45 assigned in forestry work, 9 are involved with CBFM: 6 with the SUSIMO, 1 servicing 2 JICA sites and 2 covering 5 regular sites. With the end of the JBIC-funded project, all six from the SUSIMO will go back to the CENRO and beef up the staff for CBFM.

The CBFM staff does mostly monitoring activities, which they manage to do twice a month per site. The CENRO has only 8 CBFMAs.

What is the prospect of retraining most of the forestry staff into CBFM professional advisers? According to them, all will welcome the training except that 15 are above 51 years old. They may not be as open as the younger ones.

Like the other CENROs, the officials raised the same issue of lack of funds for mobilization. It is the culture of the place that when a government agency calls for a meeting, they have to provide food.

QUIRINO PROVINCE

Tucod Kiphodan Multi-Purpose Cooperative, Inc. (TKMPC)

Barangay Tucod, shaped like an open handclasp in the Sierra Madre, lies at the eastern boundary of Quirino and Nueva Vizcaya. It is about 18 kilometers from the town of Cabarroguis, Quirino. The barangay has a total land area of 6,200 hectares with the following land profile: 30% grassland, 23% second-growth forest, 15% primary forest, 15% agricultural land, 13% plantation and 3% residential. It is populated by 1,647 (274 households) migrants of Ilocano and Ifugao stock.

The TKMPC was registered as a cooperative in June 1999 with 126 members (now 130). The PO was awarded its CBFMA in July 26, 2001 with an approved area of 5,237. The coop started with a share capital of P69,600, which they have parlayed into a total asset base of P1.2 million. In 2002, they declared an income of P227,724.

The maturity of this PO cannot be seen from its financial assets but in their grasp of what they want to do with their land. The PO president briefed the visiting team in fluent English and presented a papier-mâché replica of their village. “Every one of us took part in making this map. We know every corner of this land and it is reflected in this contour map with ten various land-use classifications. We have also indicated the areas that we want to develop for future projects,” he said with a lot of confidence.

Indeed, they were so sure of themselves that when informed that they can qualify for a resource use permit (RUP) to cut from the natural forest, they politely turned down the offer from the DENR Regional Office. “We are not ready. We do not have the needed competence and the linkages to market the production,” they said.

Without exception, the TKMPC has shown the best indicators of self reliance and self-governance among all the POs visited.

Some lessons learned:

1. More than 4 years of continuous CO work has done wonders for this barangay. They were well prepared to assert their sovereignty over their village affairs.
2. The introduction of a practicable technology package in the culture of various citrus species has animated the involvement of the PO members. Their proximity to the citrus growing Malabing Valley in the adjoining Nueva Vizcaya province provided this technology linkage. They have very advanced knowledge about the various citrus species and the required caring regimen for each.
3. The GTZ/KFW introduced an innovative individual farm development (IFD) incentive of providing certified seedlings of citrus and other fruit trees. The PO members are expected to pay for these seedlings not to GTZ/KFW but to the PO, which in turn lends the money to other beneficiaries.
4. A framework for evaluating the future impact of the land-use mix as to their sustainability was introduced by the GTZ/KFW project team. It allows the team to slowly impress upon the PO to either reduce or increase certain land uses to ensure the sustainability of their ecosystem.
5. A well-run and funded project management team was largely responsible for the successful maturation of the POs in the project sites.
6. The GTZ/KFW project in Quirino benefited from an unusually strong commitment from the provincial leadership. This was due to the following reasons:
 - The design of the project involves the final turnover of the area to the LGU. They were involved from the start.
 - The consistent successes of the project attracted political support.

- The project covers more than half of the province, providing critical impact.
7. Both the province and the project adopted an innovative area management concept, a departure from the sectoral support concept, in managing all upland communities.
 8. Innovative use of participatory mapping of the CBFM site using papier-mâché strengthened the planning process for the community.

SUMMARY OF FINDINGS:

1. The practice of retaining a percentage of the contract fees for a capital buildup to be used for sustainable livelihood systems has strongly complemented the CO process to bond incipient communities in the uplands.
2. The CO process should be allowed to go through its complete process from initiation to maturation. It should not be pegged to a specific period of say two years, which seem inadequate. Most of the POs of the JBIC and SECAL-funded projects went through only two years of social preparation. They were also more biased for infrastructure investments, providing only limited social preparation of POs.
3. The successful CBFM sites prove that the community-based approach to bringing stability to the forest ecosystems is a valid and workable strategy. This comment should be read in the light of some abuses in the issuance and use of RUPs and CBFMAs.
4. The greatest need today is the capacity of the mix of institutions involved with CBFM to meet the new needs of the upland communities. For the DENR, it is one of logistics. It has a paltry sum for every CENRO for CBFM. Another is the lack of core competences of its CBFM staff in all levels to meet the needs of the communities. Basically, this is the competent “listening of the land and its people” as basis for sustainable ecosystems and livelihood. Still another is how to work best with other support groups: LGUs, other government agencies, NGOs, donor communities, etc.
5. The three regions present enough mix of representative CBFM sites (according to levels of self-governance and livelihood patterns) for potential model sites. They will serve as a good laboratory for experimenting with various types of assistance and strategies.
6. Training required basically is of three types.
 - Those needed by the DENR staff in all levels to implement CBFM more effectively and bring in more partners to raise the necessary support for the communities,
 - Those needed by the communities to achieve self-reliance and self-governance
 - And those required by the land and ecosystems to move to a cycle of sustainability in CBFM sites.

7. Co-management with LGUs should be the direction of all strategies for CBFM. It will pay well to study closely the Quirino model, which has achieved an ideal cooperation between DENR and LGU.
8. There is basic lack of manuals and information on CBFM. Most of the personnel working for CBFM still refer to the old “green manuals” produced in the late 1980s to reflect the lessons learned from the Upland Development Program (UDP). The lessons learned on the CO process and community mapping may still be valid, but we are missing the many lessons from the SECAL and JBIC sites, particularly the process of building up livelihood funds, IPR, and other innovations.
9. DENR line managers need to be more involved in the CBFM process, from policy development to assessment of project implementations. Most often CBFM matters are left to the focal persons. The present set-up must be enhanced to tap the wisdom of the seasoned line managers like the PENROs and REDS on CBFM matters.

1-5 ワークショップ結果 (Region3)

本調査団は、2003年8月15日、Region3のTarlac州San Jose Maamot村においてJBICのBalog-Balog流域復旧サブ・プロジェクトのPOのEnvironmental Development Associationを対象に現地ワークショップを開催した。ファシリテーターはローカル・コンサルタントのSuki Feliciano氏である。ワークショップの記録は以下の通り。

参加者

People's Organization for Environmental Development Association (POEDA)の役員・メンバー23人が出席。このうち19人が男性で4人が女性。現在、POには500人のメンバーがいる。

議題

議論は4部に分けて行った。

1. JBICプロジェクト前のコミュニティ、特に2,700haの状況はどうだったか。
2. コミュニティ住民はどのようにJBICプロジェクトに参加したか。
3. JBIC実施中の経験はどうだったか。
4. 2004年にJBICプロジェクトが終了した後はどうなるのか。

I. Balog-BalogはJBIC前どうだったか?

お互いの関係

- お互い長い間知っている。毎年町のフィエスタ(1月14日、15日)をともに計画し、祝う。ダンスや社会活動も行う。医療関係のコミュニティ総会もときどき開く。
- 村はいつも活発で、活動はPO会長となった村長によって始められた。

森林状況 土地利用

- JBIC前、不法伐採があった。コミュニティ住民が農業からの少ない収入や基本的ニーズをみたすためにやったケースもあり。
- 斃れた木は近隣の村やTarlac町のバイヤーによって売られた。
- JBIC前には(Tarlac)からのよそ者が不法伐採を行った。彼らはトラック一杯の木材を伐採した。一度は軍隊が25,000ボード・フィーとの木材をconfiscateした。村長がみつくて軍に通報した。
- これらの不法伐採は近隣の住民にも目撃された。しかしこれらの活動を通報はしていない。そこで村長が通報した。
- 木は選択して切られた。narra, guijoなどの良い木は通常住宅建設に使われる。
- 遺法に伐採された木材の一部はTarlac州境を超えて運ばれる。

I. Balog-Balog は JBIC 前どうだったか (続き)

主生業

- サワリ織が住宅の壁に使われる (竹の一種の buho が原材料)
- サワリ織は乾季に行われる。原材料乾燥が行われる
- サワリの原料は今でも豊富。竹も入手可能。
- サワリ以外の生計手段は農業：米やトウモロコシは町で売られる。
- PO 会長以外、全員の主生業は米とトウモロコシ生産。
- PO 会長は 1990 年代以降、村で行われた様々なプロジェクトで DENR に雇われた。
- 農地は相続かローンのコラテラルとして取得された。
- 田は平均 1～3 ha で、3ha 以上の田を所有する者はいない。
- 所有地を耕作しているもの、他者のために収穫の一部を得るという約束で働いている者もいる。
- 現在の田植えシステムは、労働者かヘルパーを雇う必要があるが、昔はバヤニハンでやっていた。現在、労働者は雇われるか支払われたときのみ仕事をする。
- 他村の労働者も農作業の迅速化のために雇われることがある。
- 農地は CBFM 地域の外、隣接地。

他機関との関係

- DENR は PO 会長以外には知られていなかった。
- 参加者は村によってコーディネートされた軍隊の医療部隊等について知っていた。
- 喘息、肺炎、マラリア、胃痛、寒い天候によって引き起こされる病気がよく診療される。
- 農村健康ユニットが 1 ヶ月に 1 回訪れ、妊婦と乳児をチェックする。
- 村のコーディネートする他機関は、特に農業については農業省であり、技術者が苗木・肥料を提供した。1988～1989 年に PO 会長が村長だったころのこと。以降、技術者による訪問・支援はない。
- 他の参加者は、技術者の名前を思い出せた一人をのぞいて農業支援に気づいていなかった。
- メンバーは現在の郡の農業担当官の名前を思い出せなかった。
- メンバーは、農業担当官に一度支援を頼んだ。1992 年に農地がバッタの被害にあったときである。
- 集落は虫害を受けた地域にバヤニハンで殺虫剤をまいた。

II. JBIC はどのように開始されたか？誰が参加しあなたはどのように参加したか？

JBIC 前のコミュニティのプロジェクト

- JBIC は村の最初の大きなプロジェクトである。1958～1992 年に植林プロジェクトがあり、一部の住民は労働者として雇用された。
- 労働者は農業と植林活動を調整し、農業がおろそかにされないようにした。

組織化・組織への参加の経験

- 参加者はどのような方法でプロジェクトを知り、プロジェクトに参加したのか語った。彼らの経験・感想の一部は以下の通り。
 - PO 会長は前村長である。彼はプロジェクトについて DENR が測量にきたときに知った。作業は LEP が請け負っており、PLANTERS も組織化を請け負った。
 - 全参加者は組織化担当者が家から家を廻ってプロジェクトの重要性に関する IEC を行ったことを覚えていた。ほとんどの参加者がプロジェクトは、自分たちのためだけでなく将来の世代にも役に立ち、生活の良い糧となると評価した。
 - 一部の参加者は苗木生産について教わり、家庭訪問により苗木生産について学んだ。
 - 会合が開かれ、オーガナイザーはよりよい生活に関する確かなアイデアを与えた。
 - PO 副会長は一部のオーガナイザーが彼の家に住んでいたため、彼はプロジェクトの便益を知り、参加することに興味をもったと述べた。
 - 支援 NGO が PO が組織となる支援をした、会合が開かれ、オーガナイザーは住民に組織化されるというよいレガシーを残して去った。
 - 当初、PLANTERS が住民を socialize、歌などのイベントを開き、組織化された。それから苗木生産の研修を受け、苗木を植林するまで続いた。
 - 会合には同じ数の男女が参加した。
 - オーガナイザーは住民にプロジェクトは彼らと子どもたちの所得を増やすことになることと明確に伝えた。
 - プロジェクト前、アップランドでの苦しい生活を送っていた住民が多かった。食べるものがないこともあった。しかし、プロジェクトのおかげで生活は改善された。
 - 参加者の一人は、プロジェクトの前には孤独で恥ずかしがりだったが、プロジェクト活動の経験により、オーガナイザーと対処できるようになり、他人を助け、恥ずかしがり屋な側面を克服した。
 - 当初、彼らはなぜ苗木生産を教えられるのかわからなかったが、オーガナイザーが所得手段を改善する説明をした。
- JBIC プロジェクトは米作という現在の生計手段に追加的な所得機会を提供した。プロジェクトはプロジェクトの要求する追加的な作業に対して賃金を支払った。
- 参加者は植林活動は以前の他の生計手段の incremental だと認めた。
- 参加者はほとんどの集落住民は PO メンバーになったと報告した。

III. JBIC プロジェクト実施中になにが起ったか

PO の期待は実現したか?

- 参加者は PO メンバーとしての期待がどのように実現したかについて意見や感想を述べた。
 - 一人の参加者は彼女の期待は実現したと述べた。なぜなら彼女は現在、メンバーがミッションのユニティにより一つになったからである。彼らは組織として活動することに成功し、ユニティは物事の行われ方を容易にした。
 - 別のメンバーによると期待は実現したが、もっと実現されうることがあると感じており、追加的活動が実施されることを望んでいる。
 - 一人の参加者は彼の期待は実現したと感じている。苗木生産について学んだからである。以前はこのことについてはまったく知らなかった。今度は、マンゴーのグラフについて学び、農業・植林をどう改善するかを学ぶべきである。
 - 別の参加者は彼の期待は実現するだろうと感じている。CBFM 地に植林したマンゴーが果実を实らせ始めたので、彼は近い将来期待が実現することを望んでいる。
 - 一人の参加者は植林に必要な活動（土壌整備、苗木、植林、保護など）を学んだと感じている。植林努力の向こうには美しい未来がみえることを期待している。
 - 一人の参加者は彼は植林について学んだが、期待に対する評価を述べることは困難だと述べた。
 - 別の参加者は米の販売・マーケティングは今でも問題だと感じている。

PO 組織の分裂の経験

- PO 会長は PO が二つの派閥に分かれた経験、意見とプロジェクト方向性に関する違い、州知事と DENR にアプローチし、どちらが DENR に認められたグループなのか明確にするよう求める必要性について説明した。
- 現メンバーの一人はかつて「別の」グループであり、彼の置かれた状況、なぜ彼が別のグループを去り、現在の PO に参加したのか説明した。現在の PO は彼を暖かく歓迎し、今では理事会のメンバーに選出されている。
- 参加者はこの分裂は彼らにとって困難な経験であったと合意した。
- PO 会長は外部者を雇わなくてはならないと説明した。彼はまた PO 活動に労働者の参加を促すために魅力的な支払いスキームを提供せねばならなかった。

プロジェクトは外部者をひきつけた

- 参加者はプロジェクトの機会と便益は Zambales や近隣の郡の住民をひきつけたと述べた。彼らの一部は PO メンバーとなったが、一部はいまだに季節労働者として雇用されている。現在のシステムでは、PO メンバーは季節的に外部労働者を雇用する。

森林との関係

- 参加者は PO メンバーとしての森林との関わりに関する意見と感想を述べた。
 - PO 会長は、以前は見ることができなかった幾種類かの野生生物が、植林後、生息地に戻り、その数が増加しているとの観察を述べた。また、以前は干上がっていた小川も流れるようになった。彼はこれは森林保護のおかげだとした。
 - PO 会長は、植林に関してもっと学ぶことがあるとのメンバーの感情について確認した。彼は彼らの成功は 5 段階の 3 であり、他の機関の支援により、成功の達成は容易となるだろうと評価した。
- アグロフォレストリー活動は CBFM 地域で行われ、30,000 のマンゴーが植えられた。3 年目である。

III. JBIC プロジェクト実施中になにが起きたか (続き)

所得向上プロジェクトの現況

- マンゴー
 - PO 会長はマンゴーはねずみの被害にあったので毒を置いたと述べた。
 - メンバーはマンゴーを育て、その潜在的生産性を改良することにもっと自信をつけるために、さらなる技術支援が必要だと感じている。また、彼らは必要な支援を提供する機関には働きかけていないと主張した。
 - メンバーの一部はマンゴーの生長管理や他の生計管理の知識をさらに得るために研修が必要だと感じている。
- ヤギ飼育
 - メンバーの一人は、ヤギ飼育は一人の住民によって管理されており、現況を伝えられる人物は出席していないと説明した。
- 雑貨店 (Sari-sari store)
 - PO 出納役は、雑貨店はコーヒー、砂糖、牛乳、タバコなどが主力商品であると報告した。
 - 信用払いも許されるが、給料日に自動的に差し引かれるようにしている。
- サワリ
 - メンバーの一人の説明によると、サワリは季節的な生産品であるだけでなく、競争に打ち勝たなくてはならず、バイヤーは他の定期的な供給者を確保しているので、買い手がつくのは定期的な供給者が供給に失敗したときになる可能性がある。
 - サワリを壁以外の用途に使う可能性について聞かれたとき、PO 会長はその可能性を追求すると述べた。
- サッソー養鶏
 - PO 会長は、養鶏を試みたが、鶏が病気(avian flue)にかかって成功しなかったと述べた。彼は同じ病気にかかった地元の鶏は回復したと付け加えた。
 - サッソー養鶏は、生計活動の可能性として単に試してみたいという PO メンバーのアイデアから始まった。彼らはサッソーは非常に敏感なブリードで、この地域には適してないと悟った。
- ミニ・コノ (移動式精米機)
 - ミニ・コノは今でも機能している。メンバーの一人は、彼の収穫米のために借りようとしたと報告したが、それは家庭消費用であり、販売用ではない。移動式機械の有利さは強調された。特に自家消費用の米を町の中心まで運ぶ必要がないからである。しかし、販売用の米は現在でも町に運ばれている。
 - 一人のメンバー以外には、他のメンバーは機械を借りたと報告しなかった。
- 金貸し
 - 一人のメンバーは、彼は殺虫剤・肥料を買う緊急のニーズがあったときに金貸しサービスを試したと報告した。彼にとっては有益だった。
- トラック
 - トラックは動いている。ただし、ロードの維持管理が問題である。PO 会長は道路が通行可能になるようお互い協力し、ビジネスに道路を使う者からお金を徴収していると述べた。
- 米の売買
 - PO 会長は生計委員会委員長はやるが多すぎ、米の分類について限られた知識しかないので、自分が周りにいるときは協力していると説明した。
 - 会長は PO の米倉庫を町に作り、米の売買を容易にしようという計画について語った。

- 会長は生計プロジェクトの分配スキームによってはプロジェクト活動に参加した者のみが裨益すると付け加えた。
- きのこと
 - 一人のメンバーは、きのこと栽培は、需要もなく、住民もマッシュルームについてよく知らないので、推進されたことはないと報告した。

IV JBIC 後には何が起るか

計画

- PO 会長は JBIC 後、PO は生計プログラムを改善し、CBFM 地域を維持・保全するために、PO の管理を促進し、所得創出からの資金を生計プログラムへの追加的投資として分配する。
- PO 会長によると、PO のマンゴーが実を結んでおらず、生計プログラムについてまだ計画していないことを認めた。

所得創出による森林の持続性

- PO 会長は、生計プロジェクトが所得を創出していないので、役員の謝金は一時的に中止され、ボランティアで務めると述べた。植林地の作業員もバヤニハンを通して集団的努力を捧げることになる。
- PO 会長は PO の所得分配スキームについて明確にした: 所得の 30% は植林地維持に分配され、40% は組織の運営基金として残される。40% は組織の生計活動に使われる。
- 一人のメンバーは、CBFM 地域に植えられたマンゴーが実を結んだとき、個々人が販売するのではなく、PO の所得スキームを通すのが最良だと表明した。PO は売買を管理し、メンバーの労働量に応じて便益を分配しなくてはならない。

他機関との連携

- PO は村の役人や村の活動と積極的に連携していない。一人の参加者はこれは、村役所と CBFM 地域（ほとんどのメンバーが住んでいる）との距離のせいだと説明した。

議論の終りに、参加者による質問が行われた。

参加者からの質問
<p>JBIC と JICA</p> <ul style="list-style-type: none"> 参加者の一人は JBIC と JICA の違いについて知りたがった。JICA 調査団長の堀氏はミッションと目的の違いを、JBIC は投資のための資金を提供し、JICA はプロジェクト参加者の能力強化のための技術サポート、情報、研修を提供すると強調して、説明した。
<p>健康に関するニーズとプログラムの資金援助</p> <ul style="list-style-type: none"> 参加者の一人は JICA プロジェクトが健康に関する資金協力も含むのか尋ねた。一部の PO メンバーはマラリアにかかっており、治療が必要だからである。彼女はマラリア予防のためには毛布と蚊帳が必要だと提案した。堀氏は問題はプロジェクトに間接的に関連しているかもしれないが、プロジェクト・コンセプトの特定事項には含まれていないと説明した。 これらの問題の対処に関する可能性が話し合われた。 PO 会長はマラリア治療の薬は入手可能であり、村のヘルス・ワーカーである彼の妻によって投与されてきたと伝えた。彼はマラリアの住民は医療補助のため彼の妻に会うよう求めた。 彼はマラリア予防のために衛生と周りを清潔に保つことの重要性を強調した。
<p>灌漑用水使用料</p> <ul style="list-style-type: none"> PO メンバーの一人は、PO を強化し、PO が所得を創出する可能性の一つの方法は PO が農業灌漑用水の使用料を取ることで提案した。堀氏は JICA はそのような可能性を直接的に支援できないと説明した。（Balog-Balog が JICA プロジェクトに選ばれた場合）PO が支援を求めてコンタクトできる関係機関と専門家を特定できるかもしれない。 参加者の中で、ただ一人が、彼と仲間の農民が灌漑を使っていることを認めた。その他の参加者は雨水を利用していると答えた。

ワークショップは JICA 調査団と PO 参加者が交流の機会への感謝の意を表明して閉会した DENR の中央・地方職員のサポートも認められた。

Key Issues on the Organization and Implementation of CBFM **By Victor O. Ramos**

CURRENT SITUATION

CENRO

The **CENRO** is the primary unit in the DENR responsible for implementing the CBFM program. Its staffing complement follows the dominant needs of the area being served. For instance, the Cordillera CENROs have more people assigned to forestry than lands management. CENRO La Trinidad has 19 people assigned to the CBFM program while CENRO San Fernando has only 3!

Staffing and training problems

The CENRO identifies the upland areas that are occupied with IPs or migrants. It makes an appraisal of each area, introduces the concept of CBFM, helps the community organize and meet the requirements of the CBFM program. For CENRO Urdaneta with only three staffers servicing the needs of 14 sites, they manage only one or at most two visits per site a year. A new site with a PO preparing for the requirements of CBFM needs at least 8 visits, according to the CBFM focal person in CENRO Urdaneta. Clearly, they are ***understaffed***.

Where funding is available, the CENRO assigns a full-time community organizer to help empower the community toward self-reliance and self-governance. In IP areas, they reinforce customary laws and practices that help conserve the ecosystem.

In the case of JBIC-funded projects, the CENRO assigned a full-time staff to help manage projects through an on-site sub-office. As many as 4-6 staffers were assigned to the Sub-project Site Management Office (SUSIMO), depleting further the regular staff available to service the non-foreign-funded projects. Normally, the SUSIMO staffers are also the most experienced in the group.

Related to the problem of understaffing is under-training. For instance, CENRO Trinidad has enough people for CBFM (19) but they do not have the requisite training to provide technical advice or prepare the POs for self-governance.

Funding problems

Next to the problem of understaffing is the ***problem of lack of funds and logistics***. CENRO Urdaneta has only P30,000 available for its CBFM projects or P2,142 per site per year! CENRO Diffun has more than twice that amount for CBFM, but still insufficient at P72,000 per year for its 21 CBFM sites. Since January 2003, they have not been able to pay their CBFM staff their P1,250 gas allowance/mo. to run their motorcycles and P1,500 traveling allowance.

Logistics

Seldom is there a CENRO with a spare vehicle for the CBFM staff even if they clearly are the most needy to reach their far-flung clientele. At most, some motorcycles from previously funded projects are left for the staff to use. But even with vehicles, they would not have the money to run them properly. CENRO Diffun has 8 motorcycles from the Debt for Nature Swap-funded sites and another 8 from the GTZ project.

Because of the GOP's fiscal constraints, all government agencies have suffered dramatic reductions in their budgets during the last five years. The DENR has seen a reduction by as much as 63% in real terms since 1998. The fiscal situation is not expected to improve in the medium term.

PENRO

The CENRO reports to the PENRO.

The **PENRO** evaluates and approves the accomplishment reports of the CENRO. The PENRO acts as a "roving manager" between field implementation in the CENRO level and the policy directions and technical support from the Regional Environment and Natural Resource Office (RENRO). Because of its role as a liaison, it normally has a much smaller staff than the CENRO. But it keeps the "power of the purse". It has the authority to process and approve requests for payments from the CENRO. For CBFM, the PENRO has a focal person assigned to assist on matters related to the program like payments to CBFM contractors. Aside from salaries for the CBFM staff, it normally does not have any program funds for CBFM.

The PENRO has a key role in establishing good working relations with the provincial Governor and legislative council. He plays an advocacy role for CBFM. Unfortunately, the PENRO is seldom involved with CBFM except for ministerial duties like reviewing reports and approving payments. He certainly needs to be more involved if he needs to be an effective voice for CBFM.

A PENRO in Region I also raised the issue that many of them are not fully informed on what is going on in CBFM sites.

RTD FORESTRY - RENRO

The **Regional Technical Director (RTD) for Forestry** coordinates the total CBFM program for the region. Next to the CENRO, he is a key person in the *implementation* of CBFM. He has a staff of two or more focal persons. For instance, Region I has a total budget for CBFM of P282,000. Most of it (90%) goes to the CENROs. It keeps only 10% or P28,200 for the whole 2003! This is not enough because the DENR central office normally asks the regional staff to make site appraisals, necessitating vehicles and travel expenses to carry out the tasks.

In the case of the JBIC-funded projects, a special focal person in the RENRO is assigned primarily to take care of the requirements of the project in the regional office, like processing of payments for the project sites. The budget funds for the foreign-funded projects are normally lodged in the region.

REGIONAL EXECUTIVE DIRECTOR (RED)

The RTD reports to the **Regional Executive Director (RED)**, who is the CEO of the region and head of the **Regional Environment and Natural Resource Office (RENRO)**.

The RED coordinates the implementation of the agency's total programs and resolves conflicts between the different programs and policies. The RENRO is responsible for developing changes in policy based on the experiences in the field. It provides the technical expertise required in the implementation of programs. It consolidates reports on all CBFM sites as required by the Central Office. Its staff provides training to CBFM personnel on the CENRO level. It also selects the persons to be sent for training.

UNDERSECRETARY FOR FIELD OPERATIONS

The RED reports to the **Undersecretary for Field Operations** in the Central Office. He is the Chief Executive Officer of the DENR, responsible for the implementation of the agency's programs. About 75% of the total DENR personnel are under his wing.

DIRECTOR, FOREST MANAGEMENT BUREAU

The FMB director is effectively the main point person for CBFM. He is responsible for policy development, monitoring and evaluation of programs related to his sector. As a staff bureau, the FMB advises the **DENR Secretary** on all matters related to forestry, like CBFM. It has a full staff (22) primarily for the CBFM program. It evaluates reports and status of projects, reviews policy recommendations from the field, recommends to the FMB Director amendments on such policies and strategies on the long-term direction of the program. They make the final evaluations and recommendations on the CBFMAs before approval. They also develop training modules on CBFM, in coordination with the HRD-training division in the central office.

The FMB director works closely with the RTDs Forestry even if they do not report to him. The RTD Forestry is encouraged to confer freely with the Director and the CBFM staff on policy and sectoral matters. To avoid red tape, the FMB may get information directly from any level in the field offices without going through the lines of authority.

RECOMMENDATIONS

1. Re-organize CENRO CBFM section

Of the various levels involved with CBFM, the most critical is the CENRO. In the far-flung mountain areas, they represent the face of government. This face-to-face contact with the upland poor is equivalent to what is called in business as the “moment of truth”. They either give hope or despair. For this reason, the CBFM staff must be reorganized to provide that capacity to bring hope to the poor.

There must be at least one CBFM person per site. I recommend the redeployment of the forest rangers, log scalers and foremen and other similar personnel to be retrained for social forestry. Many of them are registered foresters.

The goal for this reorganization is to transform the CBFM staff into well-trained advisers to POs. Every CBFM staff must be able to do the following:

- Conduct community organizing and prepare a PO for self-governance.
- Provide advice on practicable farm practices that are sustainable in the uplands to make them self-reliant in food.
- “Read the land” and determine what needs to be done for it to provide a sustainable ecosystem for the community.
- Provide a menu of options on viable livelihood systems that POs can choose from.

In other words, they will become problem solvers. Even without a budget for CBFM, they can make things move on the ground as advisers. I suggest that this reorganization be tested in all CENROs where model sites are situated. If viable, DENR can replicate it in the other CENROs.

2. Process documentation of all model sites

For us to learn and replicate the successful practices in CBFM, the process must be documented. The insights from the various experiences of POs will then be the basis for new manuals and guidebooks on CBFM. The need is urgent for two reasons:

- New practices, like the retention schemes popularized by the SECAL-funded projects and improved by the JBIC-funded projects, seemed to have enhanced the impact of the CO process. The dynamics of these two activities must be documented so that modules can be developed for training purposes and replication.
- No process documentation on the DENR’s social forestry work has been conducted since the late 1980s. And yet the practice of social forestry has moved to more sophisticated levels. For instance, what is the impact of practicable technology packages like the culture of citrus in Quirino on the ecosystem and the self-reliance of the POs? In what ways can these new technologies be introduced without losing the strength of endemic practices?

To conduct this documentation, I suggest a contract with the academe. During the infancy of social forestry in the late 1980s, the Ford Foundation provided the funding for process documentation. It contracted the services of faculty members from Dela Salle University and the Ateneo. What was learned from the process became the basis for the breakthrough policies in the ‘80s that ushered in the institutionalization of CBFM in 1995 as the primary strategy to turn back the degradation of the Philippine uplands.

3. Linkages with funding sources (new FMB staff role?)

Since JICA provides technical assistance, not investment funds like JBIC, the project to enhance CBFM must build up a team that will linkup with all possible sources of funds (e.g. small grants) for the CBFM sites. They must be able to do the following:

- Keep an updated folder of all CBFM sites that have reached levels of self-governance and therefore ready to handle external assistance.
- Help the POs prepare proposals in line with the priorities of the donor agencies.
- Link up every community with the necessary expert or adviser to help with more advanced entrepreneurial needs, like mass or niche marketing, product design or options for distribution.

4. Local coordinating and support committee

The future of CBFM lies with the local government. They have the mandate of the people and have a self-perpetuating system of replacing itself. It therefore has the stability not available with the bureaucracy where community organizers or PMOs get reassigned to other posts, or are promoted elsewhere.

Where JICA model sites are chosen, the LGUs must be involved from the start. I suggest a mechanism that involves them in the design, planning, and implementation of CBFM in the model sites. This will hopefully get their support. Many successful CBFM sites enjoyed the full support of the LGUs. In Lamut, Ifugao, the Mayor saved a flagging CBFM project from being cancelled by the DENR. In Quirino province, the Governor not only provides advice and political will but also staffs and budgets. The Mayor of Pugo, La Union similarly provided money for the fencing of a CBFM site in his municipality. In sum, when approached properly from the start the LGUs can make a big difference.

I suggest a Local Coordinating and Support Committee for this purpose. Chair is the Mayor with the CENRO as co-chair. Members: CBFM responsible, his counterpart from the provincial office, NGOs involved or potential supporters of the project, technical advisers from JICA or DENR, representative from the process documentation team.

The objective of this committee is to coordinate the total support to the model site and monitor the progress of the work in line with the annual work plan.

5. Regional coordinating and support committee

The purpose of this committee is to evaluate the lessons learned from the model sites and translate them to improve existing policies or develop new ones. Chair: RED, vice chair: RTD Forestry, members: PENRO, CENROs where CBFM model sites are located, JICA advisers, process documentation team. The project site managers will make presentations on their projects. The regional CBFM staff acts as the secretariat, with responsibility to draft the new policy proposals. These proposals will be submitted to the Joint Coordinating Committee in the central office.

The other purpose of this mechanism is to involve more deeply all the key field officials on CBFM. This solves the issue that was raised that some of the PENROs and even CENROs do not know what is happening in the CBFM sites.

6. Need for a radio program to reach out to upland farmers about best practice.

The lessons learned from the best practices of CBFM communities should be shared widely with other communities. The best medium is radio. Farmers wake up early to catch the early morning farm broadcasts. But none are related to CBFM. Most of the topics refer to lowland agriculture. I believe this is a missed opportunity to bring together this community of upland dwellers in a cycle of information about matters that determine their survival and well being in the country's most fragile ecosystems.

The project should fund the development of such a radio program. The impact is not only informational. It puts together a culture of self-reliance among the largest sector of ultra poor in the country. Most importantly, the broadcasts on successful lives and practices will provide HOPE.

7. Advocates for CBFM

The success stories can also be used to bring in more support from local groups, like the Rotary and other civic groups. But to deliver these stories effectively, there is a need to train a corps of advocates for CBFM. The corps should include the CENROs, PENROs and others involved with the project. They must be able to persuade others to be involved. They shall act as missionaries of the cause for the upland poor and the sustainability of the uplands.

A training module on persuasion and making presentations will be useful. The necessary equipment to make this effective to other groups should be part of the project's investments.

1-7 フィリピン共和国 CBFM 強化計画にかかる独立事前調査レポート
(JICA) フィリピン事務所コンサルタント

JAPAN INTERNATIONAL COOPERATION AGENCY
Philippines Office

Forestry, Environment
& Rural Development

The Preparatory Study
Mission for CBFM
Enhancement Project
August - September 2003

**An Independent
Preliminary Study Report
for the
Project for Community-Based Forest Management
(CBFM) Enhancement
in the Republic of the Philippines**

By: **Engr Rey GERONA**
In-house Consultant, JICA-Philippines

September 5, 2003

This Report is INDEPENDENT from the Reports of the Study Team members and locally-hired consultants. The views and opinions contained in this Report DO NOT NECESSARILY REPRESENT those of the Study Team and JICA.

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INTRODUCTION

Background of the report

In response to the request of the GOP, JICA dispatched to the Philippines the Preparatory Study Team for the proposed CBFM Enhancement project of the DENR from August 10-September 24, 2003. The team conducted various meetings with concerned government authorities as well as field observations in some CBFM sites. The Preparatory Study Team was dispatched to (i) analyze the CBFM and its practices, and (ii) examine the natural and socio-economic conditions in targets sites. The study team was also tasked to discuss with the DENR counterparts the possible framework of the technical cooperation project and initially identify the selection criteria for possible pilot sites of the project.

Table 1
Composition of the Study Team

	Name, Organization and Position	Role in the study
1	Mr Masahiko HORI, Deputy managing Director, Forest & Natural Environment Department, JICA	Team Leader
2	Mr Satoru SHIMAZAKI, Auditor, National Forest Department, Ministry of Agriculture, Forestry & Fisheries	Member
3	Ms Yoko MAEDA, Forestry & Environment Div., Forestry & Natural Environment Department, JICA	Member
4	Ms Yasuyo HIROUCHI, Consultant, International Development Associates Ltd (IDeA)	Member (socio-economic aspect)
5	Mr Wataru YAMAMOTO, Consultant, RECS	Member (forestry aspect)

In analyzing the CBFM and in examining socio-economic conditions in some of the CBFM sites, JICA hired 4 local consultants to assist the study team achieve its mission. Mr Rey Gerona, an In-house Consultant of JICA-Philippines was requested to join the team by Mr Kobayashi, overall coordinator of the team's activities at the JICA Philippine office, following the request of Ms Ibaraki-Mutsuyoshi of the Forestry and Natural Environment Department of JICA-Tokyo. Mr Gerona joined the study team's discussions with government authorities including field observation activities from August 11 to 16, 2003, and with Mr Yamamoto's CBFM on-site activities from August 25 to September 3, 2003.

Table 2
Names of Locally Hired Consultants

	Name & organization	Focus
1	Mr Victor Ramos, former Secretary of DENR	Forest management issue
2	Mr Ernesto Guiang, Consultant, Development Alternatives,	Forest management issue

	Inc. (DAI)	
3	Mr Juan Pulhin, Professor, UP-Los Banos	Forest management issue
4	Ms Suki Feliciano, Planning moderator/trainer	1 workshop facilitator (?)

Table 3
Technical assistance from JICA Philippine Office

	Name & position at JICA	Focus
1	Mr KOBAYASHI, Assistant Resident Representative	Overall coordination of mission's activities at JICA Philippine office
2	Mr Shoshi TANAKA, JICA expert at DENR	Provision of technical assistance to the study team
3	Mr Rey GERONA, In-house Consultant, JICA-Philippines	Provision of technical assistance to the team, especially the socio-economic aspect of the study, from August 11-16 and August 25-September 3, 2003 in Region III

Mr. Hori, Mr. Shimazaki and Ms Maeda stayed in the Philippines for the study from August 10-17, 2003. Mr Yamamoto and Ms Hirouchi continued the field surveys in Region III, Region II, CAR, Region VI and Region VII until September 24, 2003. Mr Gerona was involved in the field survey activities of Mr Yamamoto in Region III.

Purpose of the report

Mr Gerona was requested to write a "different kind of perspective" on CBFM based on his practical views¹. This REPORT therefore IS INDEPENDENT from that of the study team. But this can be a reference to the study team in its drafting of the final project documents. This Report may also serve as an information material of JICA Philippines together with the reports of locally-hired consultants about the proposed CBFM enhancement project.

BACKGROUND OF THE PROJECT AND THE REQUEST

The effort to institutionalize CBFM as national strategy to re-forest

With the diminishing forest cover of the Philippine islands, the DENR had, from time to time, invented and tried approaches to gain back the natural forests. Because forest resources issue cannot be separated from landlessness issue, the DENR had devise tenurial instruments too

¹ As briefly explained by Mr Kobayashi (JICA Philippines) to Mr Gerona, September 3, at JICA office.

many times, many of which are not anymore officially effective primarily because of the total log ban policy of the government. Some of these instruments include the Forest Occupancy Management (FOM), timber license agreement (TLA), certificate of stewardship contract (CSC), the certificate of ancestral domain claims (CADC) and beginning in 1995, the community-based forest management agreement (CBFMA)². Largely popularized by ODA support, DENR's most commonly known programs include the community-based resource management (CBRM), the integrated social forestry (ISF) and until recently, the community-based forest management (CBFM). DENR obtained loans from ODA sources, such that some ISF areas had been supported by the ADB (FSP) and later some CBFM areas by JBIC (also FSP). In 1992, the ISF, as a program, was devolved to local government units (LGUs) and since then DENR excluded ISF in its annual agency budget. DENR however did not devolve to LGUs the ISF areas, which were supported by ODA sources. For a while thereafter DENR concentrated on CADC as part of the national government's Social Reform Agenda (SRA). But the SRA involved too many implementing actors that credits to successful stories may not be claimed exclusively by DENR, so that in 1995, it invented the term, CBFM, and subsequently declared it as a national strategy to reforest the mountains.

The efforts to seek technical assistance from Japan³

In 2001, the DENR-FMB conceptualized a project proposal seeking assistance from GOJ in enhancing the CBFM capabilities. This project concept was submitted to NEDA and a copy of which was shared to JICA. In February 2002, JICA sent to the Philippines a Program Formulation Study Team for the CBFM capability enhancement. In June 2002, JICA again dispatched to the Philippines a Project Formulation Study Team on Sustainable Forest Management. With the visitation of and consultations with these two teams, DENR was able to expound its previous proposal concept. In July 2002, DENR submitted to NEDA a revised project concept incorporating thereon the points previously raised by NEDA, JICA and EOJ. In August 2002, NEDA formally endorsed the proposal ("concept") to the DFA, which in turn, officially endorsed the project request to the GOJ through the EOJ. In November 2002, DENR

² This Report does not elaborate the provisions of these tenurial instruments because they are anyway readily available at DENR and the study team.

³ Source: Mr Domingo Bacalla, Chief, Community-Based Forest Management Division, DENR, with some background inputs of Ms Emiko Ibaraki-Mutsuyoshi of JICA-Tokyo through e-mail.

briefed the DFA-ASPAC about the project proposal for the purpose of including this in the diplomatic agenda of President Macapagal-Arroyo in her state visit to Japan. In December 2002, President Arroyo included in her "talking points" with PM Koizumi the project proposal of DENR in her official state visit to Japan. In March 2003, Ms Ibaraki-Mutsuyoshi of JICA Tokyo was dispatched to the Philippines to examine the background and contents of the DENR's proposal and set the initial steps of JICA's appraisal processes.

ANALYSIS OF THE CBFM AND ACTUAL PRACTICES⁴

Practical Understanding on the Community-Based Forest Management Program (CBFM)

Political and socio-economic background

The natural forest cover of the Philippines has been diminishing over time. For common and ordinary people, the government has to be blamed for the balding mountains. As early as 1940s, selling logs and lumber domestically or overseas has been a very good business. Those who had the financial capacities and who normally held political power and government connections began cutting natural forest trees and sells logs or lumber at domestic markets or overseas. Forest protection laws had been coming out too slow as against the rapid pace of cutting forest trees. To the ordinary people in the mountains, it was the "government" that benefited from the forests and therefore should be held responsible for the thinning forest areas. Now that the forests are almost gone, the government is crazy finding for appropriate ways to convince people in the mountains to plant trees they once destroyed.

On the other hand, the unstable peace and security, injustices, landlessness and massive poverty in the lowlands continue to drive people to the highlands where freedom to till and quietness of life could be guaranteed. With poverty as the common characteristic, both highlanders (indigenous peoples) and lowlander-migrants in the forests co-exist albeit dynamically. Upland farming, through slashing and burning trees, were common features of forest living. Eventually, spotty groups of houses (mostly relatives) at forest-hills became barangays (the lowest unit of local governments). Old logging pathways were made permanent roads and basic infrastructure facilities of a town center were erected. This political unit

⁴ The contents of this section of the report rely heavily on the information informally gathered by Mr Gerona from the DENR counterparts and members of the CBFM peoples organizations during the field observation activities in Region III. This section also relies on the actual experiences of Mr Gerona being once a slash-and-burn farmer in the forest areas of Bukidnon province in Mindanao in the 1970s.

formation radiates further uphill creating more local governments and more politicians. Unused to lowlanders' way of living, more IPs were pushed further upwards in the remaining but thinning forests, claiming that government had "illegally" encroached their ancestral lands (*this was expressed strongly by a PO member in Camias, Porac, Pampanga, he belongs to the Aeta tribe*). Based on this different kind of perspective, minority groups of people in the mountains had thought only one option to gain power: strengths in numbers, and therefore produce as many people as possible (*the field survey results in Region III areas revealed that family sizes of PO members are normally big, ranging from 6 to 12 members per family*).

Table 4
Family sizes of some PO members in some CBFM areas in Region III

Name of PO member	Number of children in the family	Name of PO	CBFM site
Ms Melanie de los Santos (lowlander), age: 20	9	Mariveles Watershed Rehabilitation Subproject (JBIC site)	Sitio Camaya, Balon-Anito, Mariveles, Bataan
Mr Bob (Aeta), age: around 50	8	Samahang Pangkalikasan at Pangkabuhayan ng Sapang Bato	Sitio Adhuan, Marcos Village, Mabalacat, Pampanga (JBIC site)
Ms Catalina Cruz (lowlander), age: 53	4 children but adopted another 10 grandchildren	Samahan ng mga Magsasaka sa Mataas na Lupa ng Ayala	Barangay Ayala, Magalang, Pampanga (non-JBIC site)
Mr Roger Agustin (mixed lowlander and Aeta), age: 40	8	Peoples Organization for Environment Development Association	Barangay Maamot, San Jose, Tarlac (JBIC site)

Source: Results of interviews conducted by Mr Gerona with PO members at CBFM sites, August 2003

The CBFM as a strategy to gain back lost forests

As a strategy, the CBFM wishes to respond to 2 main issues: (i) poverty alleviation or re-distribution of economic activities in rural areas thereby spurring economic activities in the countryside, and (ii) reforest mountainous public lands. The first issue complements with the national poverty reduction strategy of creating "1 million jobs" a year, which is being advocated by the Department of Agriculture (DA), by undertaking agro-forestry activities in the public forest lands through the organized citizens who, afterall, actually till or claimed farm lots within the forest areas or public lands. The second issue has been the plight of the DENR since time immemorial. DENR wishes to take advantage of the time while the national government's policy on total log-ban is still in effect.

According to Assistant Secretary Camat of DENR, there are more than 4,000 CBFM sites all over the Philippines. Under the DENR national strategic plan for CBFM, about 9 million hectares of forest-lands are allocated for the local communities to protect, develop and manage following the community-based forest management strategy. However, there is no comprehensive DENR report yet as to the statuses of these CBFM areas and on how much of the targeted 9 million hectares are actually reforested.

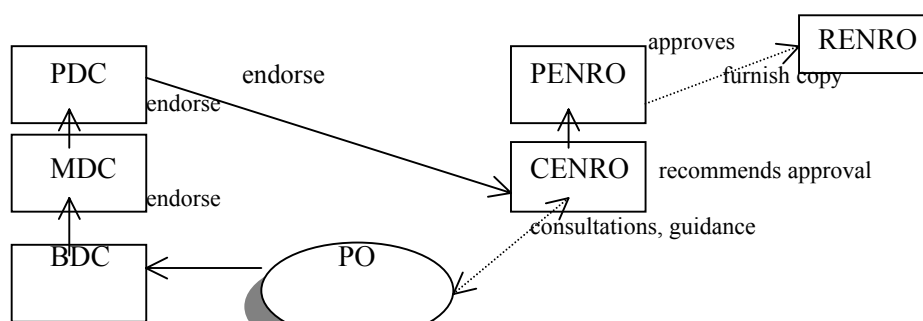
There are 2 important factors for the success of CBFM as a strategy to effective reforestation: (i) communities and (ii) forest management technologies. Simply understood, under the CBFM, forests are managed by communities. Communities here are referred to as "peoples organizations (PO)." PO members do not necessarily refer to all the residents living in barangays where CBFM sites are located. Ideally, persons or families living or actually farming or claiming farms lots within the identified CBFM areas are organized to become PO, which is a pre-requisite in facilitating the CBFM agreement that provides for the authority of the PO to protect, develop and manage forest resources within a period of 25 years. If Asec Camat's feedback is to be believed, there should have been more than 4,000 CBFM POs nation-wide corresponding to the number of CBFM sites all over the country. But again, there is no comprehensive DENR report yet as to the actual statuses of these CBFM POs in all CBFM sites in the Philippines. Forest management technologies are not new in the Philippines. There had been experiences of forest management using indigenous and foreign-injected technologies over time as there were operations of big logging concessions and small or medium scale tree-cutting and log-selling. DENR and other government agencies, such as the DA, had been carrying out regular training programs on planting and harvesting trees, forest protection, contour farming, cattle raising and hog dispersal programs, soil erosion control and prevention techniques, among others. The DENR, as the proponent of the project proposal apparently failed to justify the technology issue that it passes on to JICA mission the difficult task of finding out what forest management technologies could be transferred to Philippine counterparts⁵.

⁵ DENR insisted that "JICA has more than a decade of global experiences in community-based projects, and that those experiences may be of assistance for DENR to pursue new initiatives on CBFM." A NEDA representative however during one of the mission's meetings cautioned JICA to clarify the kinds of new technologies on forest management it could impart to Philippine counterparts such that it would not be the Filipino counterparts imparting Philippine technologies on forest management to Japanese experts. This is a

How CBFM areas are identified? Using "old maps", DENR identifies areas (public lands, mostly classified as forest lands) for CBFM. Many of these sites are categorized as "critical areas" because they provide support to other development systems, such as how a watershed area supports other life systems. Through the PENRO and CENRO staff, DENR normally conducts survey-mapping activities primarily meant to identify actual farmers or land tillers in the areas, whom the DENR described as "illegal occupants."

How CBFM Agreement processed? The CENRO and PENRO staff then encourages surveyed people to organize themselves and get their organizations registered with government-registering agencies (e.g., SEC, etc.). With filled up application documents from CENRO, the PO then requests the Barangay Development Council (BDC) for favorable endorsement to the Municipal Development Council (MDC). The MDC then requests for favorable endorsement from the Provincial Development Council (PDC), which favorably endorses the same to the CENRO. After which, the CENRO recommends for approval to the PENRO. The PENRO approves the application and furnishes the RENRO a copy of the approved CBFMA (Community Based Forest Management Agreement).

Figure 1
Processes of getting CBFMA done



Source: As explained by Mr Edwin Millano, CENRO-Tarlac city, September 1, 2003

critical point in the development of the Terms of References (TOR) for short and long-term JICA experts for this project.

What are the roles of DENR, POs and LGUs? According to the CBFMA, the DENR will provide technical and financial assistance to the PO. Under the regular funding of DENR, it allocates an approximate amount of Pesos: 10,000.00 per hectare⁶ for plantation establishment (to buy seedlings, fertilizers, materials e.g., fencing materials, etc.). With this estimate, DENR therefore needs at least P500 million to facilitate reforestation in all 4,000 CBFM areas. The POs are responsible for the protection, development and management of the CBFM areas, while local government units (LGUs) are also expected to provide technical as well as financial assistance to POs particularly in their livelihood activities, including the provision of police assistance for forest patrol activities of the PO members.

What is the sharing scheme between the government (DENR) and the POs? According to the DENR-NFDO staff, for plantation (forest) products, 75% of the harvests will go back to the government (DENR) while 25% will go to the PO. For watershed or other critical areas, POs are not allowed to cut trees but are allowed to harvest fruits (agro-forestry). In this case, 100% of the harvest goes to the PO and nothing will accrue to government. Until at present however, DENR does not have a comprehensive report yet as to actual plantation harvests and actual implementation of the sharing scheme as espoused by the CBFMA.

Practical Understanding on Actual CBFM Practices⁷

CBFM identification and tenurial instruments

The DENR, through its PENROs and CENROs, identifies the areas for CBFM coverage. It then facilitates the processes of surveying actual occupants or farmers in the identified areas. The DENR-PASU and local government units (e.g., barangay and municipal governments through its ENRO) are normally consulted. The barangays are particularly consulted or asked in identifying actual farmer-occupants.

There are cases, except for areas long before declared as national parks, that actual farmers or occupants possess tenurial instruments in the form of CSC (certificate of stewardship contract) or Tax Declaration Certificate by which farmers pay taxes to municipal governments every year to hold their claims on the farm lots they till in the public lands. There are also cases

⁶ According to Mr Edwin Millano, CENRO-Tarlac city.

⁷ This section of the Report largely relies on the observations of Mr Gerona in CBFM sites in Region III.

where farmer-occupants do not possess any tenurial instrument of any form but continue to claim or till forest public lands.

People's understanding about CBFM⁸

People's awareness about CBFM is generally limited. In JBIC and non-JBIC sites, members of People's Organizations (POs) look at CBFM as both a program of the government and a tenurial instrument. As a program, CBFM is about planting trees in the forest, and protecting planted trees from "illegal cutters" and stray animals. CBFM is also about planting fruit-bearing trees and cash crops in their farm lots and harvest these plants for livelihood. As a tenurial instrument, CBFM is understood as an agreement between the DENR and the POs, which allows PO farmer-members to develop forest lands for their livelihood by planting agro-forest trees and plants for a period of 25 years, renewable for another 25 years.

In JBIC sites, CBFM is about employment. PO officers and some members are employed in the project management offices and are receiving salaries or "allowances" monthly. PO member-families are paid to plant trees (both forest and agro-forestry), and even paid in conducting patrols in the forest. POs also receive bonuses such that JBIC and the DENR provide POs with funds for off-farm livelihood projects (e.g., hog-raising, farm trading equipment & machinery, etc.).

In non-JBIC sites, CBFM is nothing but a permit from the government for the POs to continue farming forest lands on regulated basis: what and how to plant trees in proper spacing, and no cutting of forest trees. CBFM is also understood as an area where DENR provides tree seedlings for planting by the PO members.

For non-PO members in the barangays of CBFM sites, CBFM is not a popular term. But like the PO members, awareness on the need for reforestation is relatively high. This awareness however is not attributed to CBFM program of the DENR, but largely brought about by past experiences of adverse economic effects to communities of natural calamities, such as long droughts and disastrous floods.

From the DENR's point of view, CBFM is all about forest production at this time. The economic perspective of CBFM is in the meantime bent on agro-forestry development which accrues direct economic benefits to individual CBFM farmers. Forest management therefore is meant for forest tree production and protection and not yet on timber sales and marketing.

Peoples Organizations (POs) are normally taken to mean an important formal requirement to get a 25-year lease agreement in lieu of other tenurial instruments such as the CSC. Although, organizational awareness in JBIC sites is relatively fair such that POs are understood to mean an effective strategy to get government attention and assistance. But, until this time, there is no medium-term comprehensive organizational and project development plans in all CBFM areas (both JBIC and non-JBIC sites).

Actual tree planting and farming practices

In the CBFM sites, farmers or PO members are taught to plant trees and protect the forest (watch forest and apprehend "illegal tree-cutters"). Normally, farmers are provided with seeds (or seedlings) by DENR and are supervised or monitored in planting trees in grasslands and bald mountains. Popular tree species provided by DENR include mahogany, G-melina, acacia, and teak trees, depending on natural soil conditions. Most of the forest lands in Region III were not adversely affected by the lahar (volcanic debris) brought about by the Mt Pinatubo eruption in early 1990s.

Planting sites are determined (in proper spacing e.g., 2x2 meters, depending on tree specie and mountain slope), cleared from bushes in relatively big circles; and dug (normally 2 feet deep), where tree seedlings are planted. Growth of planted trees is monitored from time to time (especially in JBIC sites, where fund releases to POs are based on tree survival rates). Monitoring activities include re-planting and clearing of bushes within and around the vicinity of planted trees. These activities (planting and monitoring) are normally undertaken by PO members as a group (communal activities).

⁸ These observations are limited only to the 3 JBIC-assisted sites in Bataan (Mariveles Watershed Rehabilitation), Pampanga (Sapang Bato Watershed Rehabilitation) and Tarlac (BalogBalog Watershed Rehabilitation), and visited non-JBIC sites also in the provinces of Bataan, Pampanga, Tarlac and Nueva Ecija.

Farming practices in the agro-forestry sites within the CBFM are usually individually undertaken. But seedlings are provided by DENR such as jack fruit, mango, tamarind, cashew, etc. Natural grown trees include native bananas, bamboos, rattan, coconut; etc. Farm lots are usually intercropped such that peanuts, sweet potato and varieties of vegetables are planted in between coconut trees. Farmers are also taught about farming technologies such as SALT (Sloping Agricultural Land Technology or contour farming) to prevent soil erosion. In the uplands, rice and corn are not grown in plantation sizes, but normally planted on spotty small sizes for home consumption only. Although most farmers possess farm animals, e.g., cattle goats and native buffalos (carabao), these are not raised in big volumes (so edible grass abound within forest and agro-forest areas).

Sharing scheme of forest and farm products as espoused by CBFMA had not been so far applied both JBIC and non-JBIC sites.

Some non-JBIC CBFM sites possess potentials for eco-tourism (in Gerona Tarlac and Alasin Bataan), but POs had not taken advantage and maximize these potentials as yet (like transforming these areas into community-managed eco-tourism areas).

NATURAL AND SOCIO-ECONOMIC CONDITIONS IN CBFM SITES⁹

CBFM areas in Region III visited by the study team

The study team visited the 3 JBIC sites in Region III, namely: the (i) Mariveles Watershed Rehabilitation project, (ii) Sapang Bato Watershed Rehabilitation project in Pampanga, and (iii) Balog-Balog Watershed Rehabilitation project in Tarlac. Randomly, the field survey team (Mr Wata Yamamoto and Mr Rey Gerona), together with PENRO, CENRO and SUSIMO counterparts, chose some non-JBIC CBFM sites for visitation within the provinces of Bataan, Pampanga and Bataan from the list of CBFM areas provided by the DENR to the study team.

Table 5
CBFM sites visited by the study team in Region III-Central Luzon

Province		Name of CBFM	Name of PO	Total PO members (HH)	CBFM area (hectares)	CENRO covering	Remark
Bataan	1	Bangkal CBFM project	Bangkal Bataan Upland Farmers Association	50	453	Pilar	NonJBIC (university site)
	2	Parang CBFM area	Small Coconut Farmers Organization	75	583	Bagac	NonJBIC
	3	Mariveles Watershed Reforestation project	Alas-asin CBFM Association	71	553	Bagac	NonJBIC (eco-tourism potential)
	4	Mariveles Watershed Rehabilitation	Mariveles Watershed Farmers Association (MAWAFAs)	168	1,893	Bagac	JBIC
Pampanga	1	Ayala CBFM project	Samahan ng mga Magsasaka sa Mataas na Lupa ng Ayala	85	150	Maimpis	NonJBIC
	2	Camias CBFM project	Pinagkaisa ng mga Aeta	390	567	Maimpis	NonJBIC (very angry at govt)
	3	Sapang Uwak CBFM	Samahan ng mga Katutubong Aeta ng Sapang Uwak	85	640	Maimpis	NonJBIC
	4	Sapang Bato Watershed Rehabilitation project	Samahang Pangkalikasan at Pangkabuhayan ng Sapang Bato	265	2,176 (1,090 planted)	San Fernando (Maimpis)	JBIC
Tarlac	1	Padlana CBFM project	Padlana Upland Farmers Association	89	124	Tarlac	NonJBIC
	2	CAMASAN CBFM project	CAMASAN Upland Farmers Association	130	162	Tarlac	NonJBIC (eco-tourism potential)
	3	Lubigan CBFM project	Lubigan Upland Farmers Association (San Jose SELF-Help association)	146	381	Tarlac	NonJBIC (tourism project by province)
	4	BalogBalog Watershed Rehabilitation project	Peoples Organization for Environment Development Association	521	3,535 (2,700 planted)	Tarlac	JBIC
Nueva Ecija	1	Sitio Paraiso, Sto Nino ISF project	Center for People Empowerment in the Upland	80	632	San Jose city (Munoz)	NonJBIC (milk producing PO)

Source of data: Field notes of Mr Gerona, August-September 3, 2003

Land features

CBFM areas are usually mountainous (18% slope and above), and reachable only by pathways and treks. They are classified as forest (public) lands, but are actually tilled (in some cases, occupied) by farmers. Grasslands abound, young forest and agro-forest trees are grown.

⁹ Limited only to JBIC sites in Region III and visited non-JBIC sites in the provinces of Bataan, Pampanga, Tarlac and Nueva Ecija.

Natural-grown forest trees (teak, acacia, other indigenous species) are also available, especially in areas declared as national or natural parks. Most of the CBFM areas were once the areas of logging concessionaires which “destroyed” the natural forests. Many of the CBFM areas were actually ISF areas, which development was devolved to LGUs (local government units) beginning in 1992 when the 1991 Local Government Code took effect.

Most CBFM areas are situated adjacent to areas covered by NIPAs (national integrated protected areas) or areas declared as national parks and where most “critical areas” e.g., watershed, are located. CBFM areas are also situated close or adjacent to areas under CADC (certificate of ancestral domain claims), and indeed, some portions of CBFM areas are being overlapped with CADC areas. Normally, below the mountain ranges where CBFM areas are situated and where agro-forestry activities of CBFM are undertaken, lands are declared ARCs (agrarian reform communities) where usually “mother land titles” called CLOA are issued to groups of actual farmer-tillers. With these rather competing programs and tenurial instruments, it is not surprising that one PO member in a CBFM area is also a member of many associations meant to undertake developments under NIPAs, CADC and ARCs.

Most PO members do not live in the CBFM areas. They reside in the nearest barangays usually in the lowlands. But many of the PO members have established small farm houses in the farm lots (within the agro-forestry sites). PO members who reside with their families in the forestry sites are normally IPs (Aetas in Region III).

Basic infrastructure facilities

The plantation sites of the CBFM areas are usually not reachable by vehicles. They are reached by long hours of walking using mountain treks and pathways. Roads (made of earth and gravel) stop at the center of the barangays (villages), usually a lowland, where most of the PO member-families live.

In the center of the barangay (nearest to the CBFM site), the basic infrastructure facilities are available albeit far inferior from those established in town centers: level II or III water supply, electricity, health referral clinic (barangay health station), public elementary schools (and

sometimes, high schools), a baranagy government office; and in most cases, telecommunications (cellular phones).

But the actual CBFM areas (agro-forestry and forestry sites) do not have these facilities: there is no road passable by vehicles, no signals for cellular phones; no electricity; schools or health clinics. Water supply systems are not available except for natural springs, creeks and rivers.

Peace and order

Most of the CBFM areas are relatively peaceful compared to crime rates in the urban centers. But these areas are actually prone to safe-nesting by NPA guerrillas¹⁰ because of their being inaccessible to police and military forces. Normally not reached by government services, people living in the CBFM areas become easy targets for leftist indoctrination against the government.

The PO members in the CBFM areas visited by the field study team opined that as long as there is no presence of military outposts, the CBFM areas will remain calm and peaceful. Otherwise, CBFM areas will become war or “conflict” zones.

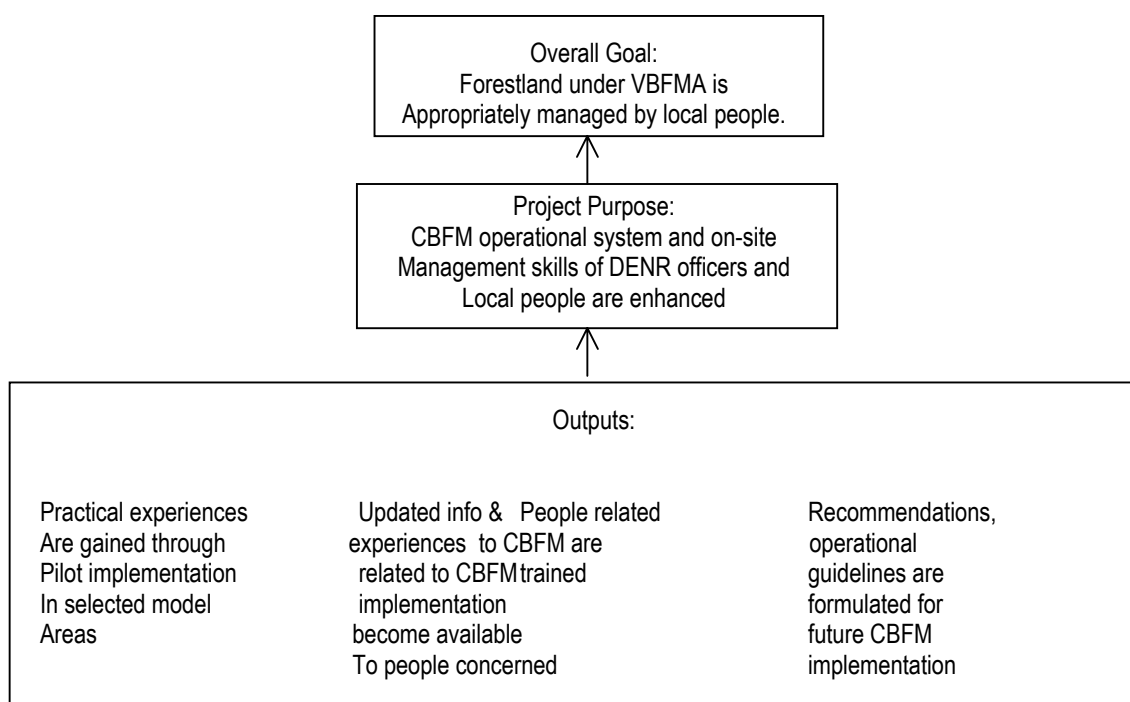
¹⁰ NPA: New Peoples Army, the armed wing of the Communist Party of the Philippines.

PROPOSED FRAMEWORK OF TECHNICAL COOPERATION

Project's overall goal, purpose and outputs¹

The overall goal of the project is that forestland under CBFMA is appropriately managed by local people. The project purpose states that the CBFM operational system and on-site management skills of DENR officers and local people are enhanced. This project purpose is achieved when the following project outputs are delivered effectively: (i) practical experiences are gained through pilot implementation in selected model areas, (ii) updated information and experiences related to CBFM implementation become available to people concerned; (iii) people related to CBFM are trained; and (iv) recommendations and operational guidelines are formulated for future implementation of CBFM.

Figure 2
Logical Project Framework



¹ Taken from the Preliminary Draft PDM prepared by the study team, August 2003

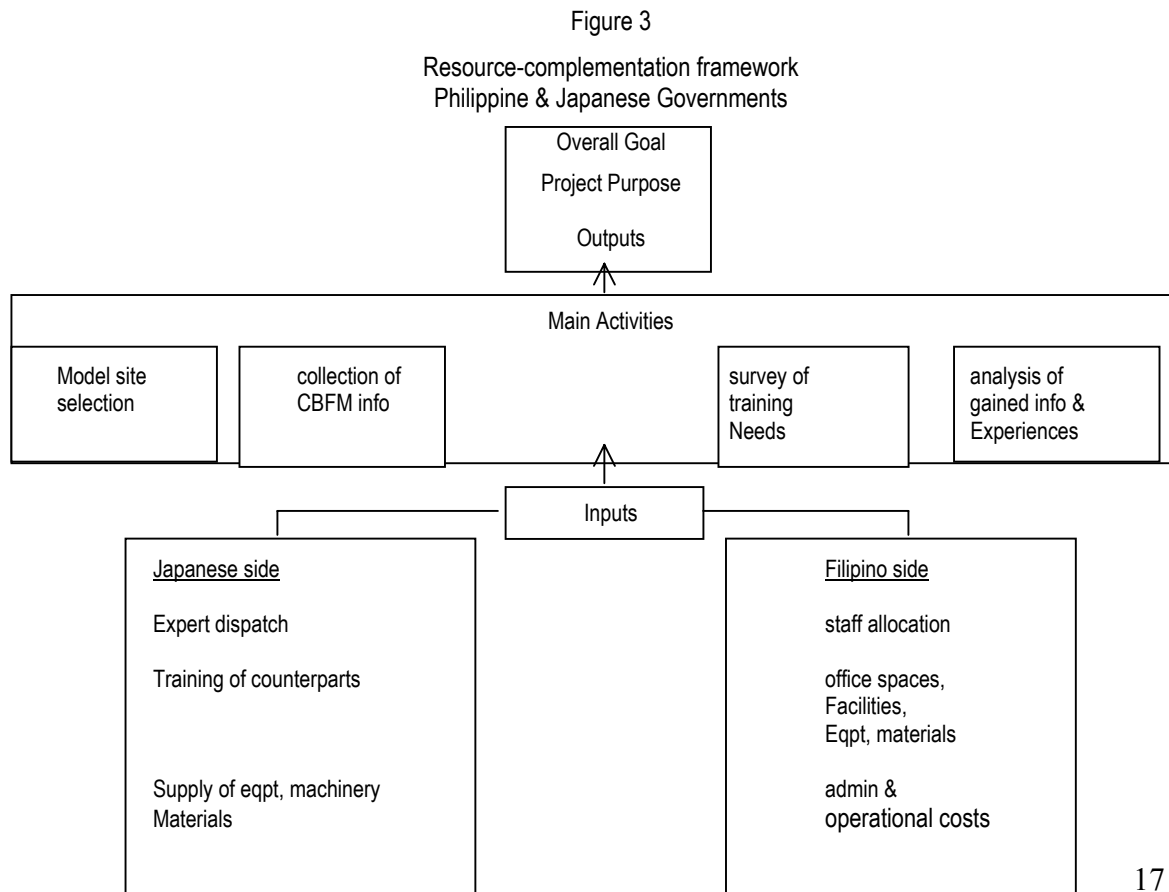
Project's inputs and resource-complementation

Japan side

Preliminarily, JICA thinks of (i) dispatching long and short-term Japanese experts to the project, which is envisioned to be 3 to 5 years, (ii) sending some Filipino counterparts to trainings in Japan; and (iii) supplying DENR of machinery, equipment and materials that may be necessary in the process of undertaking technology transfer from Japanese experts to Filipino counterparts.

Philippine side

The Government of the Philippines (GOP), through the DENR, is expected to (i) allocate the necessary number of counterpart staff, (ii) provide office spaces, facilities; equipment and materials including land for the project facilities if deemed necessary in project execution; and (iii) adequately provide funds for administrative and operational costs of the project.



Delivery mechanisms

A Joint Coordinating Committee (JCC) will be set up to decide matters pertaining to project implementation. This will be primarily composed of JICA project experts including representative of JICA-Philippine office and DENR project counterparts.

A Project Office in DENR-central office will also be established to be used as a coordinating center at the national level. Long-term Japanese experts of JICA to the project will hold office in this facility.

Regional Project Offices will likewise be established within the DENR-Regional office or nearby to effect efficient communication and cooperation. For the time being that other Regions for project coverage are still to be identified, a regional project office in San Fernando city in Pampanga within or near the DENR-Regional Office will be set up for Region III project office.

ISSUES

Unclear capacity and preparedness of DENR to provide counterparts

According to Asec Camat (of DENR), DENR cannot provide counterpart funds for the project operations in fiscal year 2004 because the DENR's 2004 budget was already submitted to the Department of Budget and Management (DBM) and Congress and it did not include budgets for this project. This means that DENR's counterpart funding for the project may be included in its budget proposal beginning only in 2005. DENR's funding counterparts covers, among others, repair or construction of project offices in the central office and Region III including land acquisition or rental for office facilities (if deemed necessary), travel allowances of counterpart staff; gasoline and lubricants for project vehicles; and salaries of counterpart staff who may be hired for the project as the case may be. The DENR's counterpart funds are also supposedly to cover CBFM site development regular funds at an estimate of P100,000 per hectare. Following Mr Camat's feedback, these funding requirements will not be available at DENR's possession by 2004, manifesting that JICA will assume these probable expenses if the project will commence by 2004.

With this situation, it appears that DENR is not ready for the implementation of its own project, at least in 2004. Additionally, DENR is not clear yet as to how it should proceed with the project implementation structurally such that it is not prepared to define as to where the project offices be located within the DENR's offices (e.g., within the FMB office, and within the RED office in Region III) and as to who from among the DENR officers be the direct counterpart staff. *Will DENR create a separate project management office for the project similar to that of JBIC's SUSIMO? Further, could DENR ascertain the availability of GOP counterpart funds for the project beginning in 2005 and 5 years thereafter?*

These questions have to be clarified in details with the DENR, otherwise the Project Design Matrix (PDM), following the PCM model, should change its assumptions.

Apparent disagreement on initially identified model pilot sites

Mr Camat (of DENR) fashionably questioned the justifications in selecting Region III and JBIC sites for project implementation. While his questioning may be reasonable, but Region III has been the area identified by DENR's proposal for JICA's technical assistance. The inclusion of the JBIC sites may have been concluded in previous consultations among DENR, NEDA, JICA and the Embassy of Japan (EOJ) about the project proposal in 2002. Apparently, Mr Camat was unaware of the proposal's background. This may be a petty issue but could hamper the project implementation because, with the disagreement of Asec Camat who occupies a higher policy decision-making position at DENR, it becomes easier for DENR to excuse itself from whatever trends of failure the project shall encounter. This disagreement could cause severe pains in technical cooperation and partnership. As such, it is inappropriate to start the project without establishing mutual agreement first between DENR and JICA on the selection of pilot model sites.

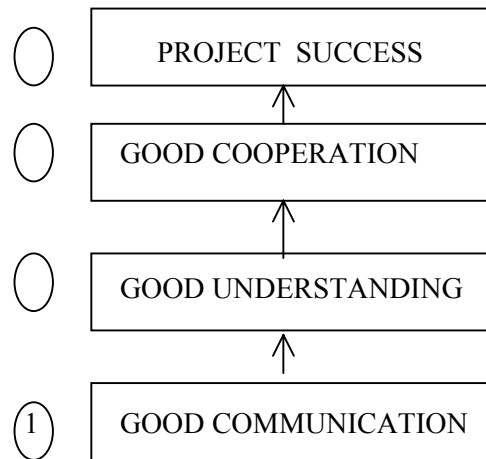
Un-leveled expectations of DENR on JICA's inputs to the project

It is clear that only very few DENR officers at the central office understood very well on the probable inputs of JICA to the project under the Project-Type Technical Cooperation (PTTC) scheme.

Apparently, DENR personnel (especially at RENRO, PENRO and CENRO levels) expect JICA to provide cash (grant funds) to DENR for: salaries or additional allowances or honoraria to DENR counterpart personnel, training and seminars in Japan and in the Philippines; office constructions or repairs; for acquisition of new vehicles (4-wheel drive and motorcycles); office equipment and supplies; for livelihood projects of Peoples Organizations (POs); and for allowances or honoraria of PO members in undertaking CSD activities in CBFM areas as what JBIC had provided in 5 years! Most DENR employees merely looked at JICA experts for the project as "Yen fund managers and coordinators" and not as policy or technical advisors. Additionally, many DENR officers are not practically knowledgeable about ODA (official development assistance), particularly Japan's ODA and JICA programs.

With these misconceptions and expectations by DENR, which is supposedly the owner of the technical cooperation project, the project implementation is bound to fail. Without leveling off expectations first, the project inputs and main activities will not be cooperatively delivered effectively and thus expected outputs, that are envisioned to achieve the project purpose, will not be attained.

Figure 4
 Stages of Effective Project Cooperation and Partnership
 (by Rey Gerona, ZOPP-PCM modified model, 1995)



Unclear focus and direction of assistance at model sites

The field survey results (at least in Region III) are inclined to conclude that there is a very high expectation of DENR personnel and PO members that the technical assistance of JICA will focus more on livelihood of POs in the CBFM areas. However, in one of the field survey discussions, Mr Tanaka, JICA expert at DENR, rightly argued that if JICA focuses on upland livelihood, the technical assistance of JICA should have been to Department of Agriculture (DA), Technology and Livelihood Resource Center (TLRC) of Department of Labor and Employment (DOLE), National Commission on Indigenous Peoples (NCIP), Department of Agrarian Reform (DAR) or Department of Social Welfare and Development (DSWD) and *should not be with DENR* on forest management.

This problem lies on the project framework where concrete links between livelihood projects and organizational development of POs and forest production and management are not clearly identified and determined. *How does organizational development of POs and their communal livelihood projects relate to forest management?*

Unless clarified in the PDM and PO development plans, the implementation of the technical assistance or cooperation will result to a "come-what-may" approach.

RECOMMENDATIONS

In addition to the suggestions corresponding to the issues discussed earlier, this Report wishes to elaborate some more recommendations to ensure effective project establishment and implementation.

Pilot model sites in Region III

Subject to approval and mutual agreement with DENR, JICA may justify the selection of Region III, among all other 15 Regions in the Philippines, to be the project site for model implementation, following this reasoning:

- Region III is proximate to Metro Manila where actions on policy advocacy (sustainable forest management) take place, and as such, technical assistance on forest management is closer to national advocacy. It is within the immediate vicinity of booming and rapidly-expanding industrializing economic areas where forest support systems are expected to function effectively otherwise the rise of social ills and natural calamities is difficult to mitigate.
- Region III, once the rice granary of the country, is hardly coping up to recover from its being buried with lahar from Mt Pinatubo eruptions more than a decade ago.
- Japan's ODA experiences had been accumulated in Region III, with JICA providing technical assistance in the formulation of the Central Luzon Development Master Plan in 1995, and JBIC providing yen loan assistance to 3 CBFM areas since 1998.
- Diplomatically, Region III is the famous historical landmark of World War II, where Filipinos and Japanese soldiers shared blood and tears in the famous "Death March" from Bataan to Tarlac provinces. This historical experience caused a sustained good friendship between Philippines and Japan until at present.

Within Region III, the following CBFM areas are recommended for pilot model sites:

- All 3 JBIC sites, namely: Mariveles (Bataan), Sapang Bato (Pampanga); and Balog-Balog (Tarlac). These are all watershed areas that extend life support systems to Metro Manila, the most populated area in the Philippines with more than 14 million people. In these areas, the JBIC had helped laid down the basic foundation for sustainable forest management.
- Alas-asin CBFM and Bangkal CBFM in Bataan province. Alas-asin is an eco-tourism area, a watershed and a natural park. Even without funding support from DENR or other institutions, the PO remains very active in forest management activities. The incumbent PO President is the Vice-President of CBFM federation at the national level. As such, advocacy for more developmental efforts in CBFM areas nation-wide becomes easier. Bangkal CBFM, on the other hand, is a "university site", where technology transfer and advocacy at the students' levels can be appropriately facilitated.
- Sapang-Uwak CBFM in Pampanga province. Sapang-Uwak is a resettlement area for displaced Aetas (indigenous peoples) from Mt Pinatubo eruptions. It is also a watershed area. The organizational development aspect of the PO in Sapang-Uwak is being sustained by a Pampanga-based NGO (Social Action Center of Pampanga), which was able to help the PO directly accessed funding assistance from the Embassy of Japan for a water supply project.
- Camasan CBFM in Gerona municipality and Padlana CBFM in San Jose municipality both in Tarlac province. The CAMASAN CBFM is an eco-tourism area having been the site of scouts' jamboree activities. It is very accessible by national and provincial roads. The basic requirements for model site experimentation on forest management are available and practiced in CAMASAN: forest, agro-forestry; water; cattle; rice-paddies. The Padlana CBFM, on the other hand, is a good case for forest management where a huge tourism project of the provincial government of Tarlac is located within or adjacent to it.
- Additionally, this Report would like to recommend for model site project implementation the CBFM in the Science City of Munoz in Nueva Ecija. Munoz has a watershed area, and has become the only science city in the Philippines practically because most of the science-related experiments of the Philippines are piloted here, such as the Philippine Rice Research Institute (PhilRICE), the Philippine Carabao Center (PCC), among others, including the Central Luzon State University which is nationally famous for producing Filipino scientists especially in agriculture (forestry and fishery including) sector. These

institutions are, until now, recipients of JICA's technical cooperation programs. However, the city government of Munoz, where national sciences are tested, had not been a recipient of any support from the Japan's ODA programs.

Contents of Technical Assistance (TA) in model sites

While the draft PDM draws out the link between the project purpose and overall goal, it does not clearly elaborate *what would DENR and JICA like to see at CBFM model sites after 5 years of technical cooperation*. The final study team for the project, expected to be dispatched to the Philippines by February 2004, may as well crystallize this in the project's final Plan of Operations (PoO). Nevertheless, this Report presents hereunder some ideas as far as possible contents of technical assistance in the model sites are concerned:

CBFM mapping using GIS technology. Most of the CBFM areas, if not all, do not have satellite (photo) maps as basic input for land use planning. There are, indeed, situations where CBFM areas overlap with CADC areas (Certificate of Ancestral Domain Claims) or even ARC areas (Agrarian Reform Communities). These territorial disputes can be resolved through appropriate survey-mapping using reliable technologies. For instance, the City of Balanga in Bataan province had undertaken photo-mapping in December 2002 for the whole of Balanga city. These satellite maps can be good inputs to establishing Geographical Information System (GIS). On the other hand, while the JBIC (CBFM) areas do have GIS maps, these maps are not really maximized in such a way that they are practically used for land use planning by the people or local governments in CBFM areas.

Planning technology by PO using simplified PCM model. All the CBFM areas that were visited by the study team do not have concrete operation plan (or Plan of Operations) neither the POs have their organizational development plans. According to DENR, the POs in the CBFM areas received a number of training and seminars since the time they were first organized. But training and seminars on practical planning were not being given emphasis so far. This is also true in JBIC sites. With this situation, JICA may impart its planning technology using the PCM

model in a more simplified way appropriate to the capacities of the POs in the CBFM areas. Through which, POs in the CBFM areas will likewise have individual Project Design Matrix (PDM) for their own use, and also for the use of the project's in-house monitoring and evaluation activities.

Technical advisory services for forest resource-based livelihood. The communal livelihood projects in the CBFM model sites that appropriately relate to forest and agro-forestry sectors include rattan artwork, bamboo furniture, fruit and root crops processing. As such, short-term experts or even JOCVs can be dispatched to respond to technology transfer requirements in these areas. The technological interventions of the JICA experts or JOCVs along these lines may include product processing, packaging and marketing.

Livelihood financial assistance through other JICA schemes such as the CEP and DPP, and the EOJ's GAGP. If JICA and DENR like to have medium-term impacts in the model sites, then JICA has to facilitate more assistance in the model sites by mobilizing other JICA assistance schemes such as the CEP, DPP and GAGP. Using the CEP scheme, local NGOs in the CBFM sites can be linked to Japanese NGOs and together provide technical assistance to local government units (barangays, municipalities) and the POs in the CBFM areas in community development. Using the Development Partnership Program (DPP), local governments in the CBFM areas (municipalities) can be linked to Japanese towns for partnership and sisterhood relationship and JICA could assist them by providing technical as well as small financial support for community livelihood projects. JICA may also mobilize barangays, municipalities, POs and local NGOs to directly access the Embassy of Japan's (EOJ) Grant Assistance for Grassroots for community development projects. The NGO in Sapang Uwak (Pampanga) for example (SACOP) was able to help the CBFM PO to access direct assistance from the EOJ under the GAGP scheme for a village-water supply project.

Literacy program (both formal or non-formal) for IPs. Indigenous Peoples (IPs) cannot be separated from forest management issue and the CBFM. This has been extensively discussed earlier in this Report. While IP families are made members of the POs in the CBFM areas, their participation in the decision-making and organizational development processes, however, are limited because of lack of formal education. The field survey results however concluded that

what is important for the IPs in the CBFM sites in order for them to meaningfully participate in CBFM development is not a formal schooling but a simple "read and write" skill. This was very evident in Mariveles CBFM in Bataan. In view of this, this Report recommends that the project, based on the available financial resource, provides the construction of the "read and write learning schools" in CBFM areas, where possible, and that some DENR counterpart staff conduct regular "read and write sessions" both children and adults in these facilities.

Collaboration with LGUs and NGOs

In the Philippines, development of communal forests is a function devolved by the government from DENR to local government units (see illustration below). With this decentralized set up of forest development, LGUs are given by law the authority to develop and sustain forest resources.

Table 6
Basic services and facilities
on environment and natural resources sector assigned to LGUs

LGU levels and corresponding assignments			
Barangay	Municipality	City	Province
none	Implementation of community-based forestry projects; which include: <ul style="list-style-type: none"> • Integrated social forestry (ISF) programs and similar projects • Management and control of communal forests with an area not exceeding 50 sq.km • Establishment of tree parks, greenbelts and similar forest development projects 		
		<ul style="list-style-type: none"> • Enforcement of forestry laws, pollution control law, small-scale mining law, and other laws on the protection of the environment • Mini-hydroelectric projects for local purposes 	
Source: The 1991 Local Government Code, Rey Gerona, Study on Decentralization, JICA, March 2003			

In view of this, this Report suggests the following:

- Convince municipalities or cities to permanently include CBFM (or CSD) and livelihood development of POs in their 20 % Development Fund every year. This funding allocation may be used for CSD activities of the POs, or in contracting NGO services for community organizing; or for implementing farm-to-market roads.
- Convince provinces to financially shoulder the expenses of health insurance coverage of deputized forest guards (PO members), and make the services of the Provincial Attorney's Office or the Public Attorney's Office (PAO) available at any time to CBFM PO members and deputized forest guards.
- Local NGOs (based in the province or better, in the municipalities) can be contracted, using funds of the provinces or municipalities (and cities), to facilitate organizational development of CBFM POs, particularly in the formation of PO federations from barangay to municipal to provincial and regional level, so that PO leaders could truly be represented and actively participate in the LGUs' local development councils, and advocate for sustainable environment and forest management.

Training

For training and seminars in Japan, this Report practically suggests that DENR personnel at the RENRO, PENRO and CENRO, and NOT THE PERSONNEL AT THE CENTRAL OFFICE except maybe for very limited personnel at the FMB, shall be the ones to be sent for training in Japan. For policy-level training, a representative from the FMB (DENR central office) could be sent to Japan for training. However, because the project focuses more on field operations therefore personnel of RENRO, PENRO and CENRO are recommended for Japan-based training. This Report does not, for practical purposes, recommend DENR "higher-ups" (e.g., Assistant Secretary, Undersecretary and Secretary) to go to training in Japan, as they are political appointees such that their stay at DENR depends largely on the "pleasure" of the President.

This Report instead recommends representatives of the provinces, cities or municipalities and even barangays and PO leaders in the CBFM areas to be included in the list of future trainees in Japan-based training and seminars.

To further maximize impacts on technical cooperation, JICA may utilize its "Follow Up Support Program for Ex-participants to Training in Japan" to support "ex-trainees" of the project to access training funds, small construction fund and equipment funds for them to disseminate and share accumulated knowledge and skills related to community development and forest management during their training and seminars in Japan.

This Report recommends the following training and seminars in the Philippines for POs in the CBFM areas:

- Exposure or "learning trips" to other CBFM areas, and plantation sites of logging concessionaires in the Philippines.
- Monitoring and evaluation using the PCM model, including PDM for PO plans, and
- External resource mobilization strategies (meant to access more assistance for CSD and livelihood projects of POs at the CBFM areas from local government units, resource NGOs and corporate Foundations, central government agencies, and foreign grant donors)

Role and support of JICA Philippine Office

To ensure effective and efficient support to the project, it is recommended that JICA-Philippine Office shall undertake the following measures:

- Assign a point person or establish a CBFM desk at the office to coordinate all matters within the JICA office pertaining to the CBFM enhancement project.
- Facilitate the effective mobilization of other JICA support schemes. Subject to appropriateness of requests, JICA shall effectively facilitate the granting and implementation of other assistance schemes particularly in model pilot sites to the project beneficiaries. Such assistance schemes include the: training programs (country-focused, in-country, etc.), community empowerment program, development partnership program, JOCV dispatch, including coordination and follow-up of project's requests to the Embassy of Japan's Grant Assistance for Grassroots Projects.

- Effective hiring of outside consultants for project activities. The JICA Philippine Office may assist in the refinement of the Terms of Reference (TOR) drafted by JICA experts, as well as, assist in the selection of appropriate consultants.
- Conduct in-house Monitoring and Evaluation. Using the Project Cycle Management (PCM) model, JICA may independently organize and conduct management-focused M&E activities using its own in-house consultants in order to efficiently assist the JICA experts and DENR counterparts in the execution of the technical cooperation.

Annex 1

Activities of Mr Rey Gerona in Relation to the Activities of the Study Team

**Activities of Mr Rey Gerona
in Relation to the Activities of
The Preparatory Study Mission on CBFM Enhancement Project**

August 11 (Monday)	<ul style="list-style-type: none"> • 10:00, introductory meeting with the mission members at JICA office • 13:00, meeting with NEDA staff at NEDA office in Pasig city (5 NEDA staff from PIS, PMS and AS) • 15:00, courtesy call to DENR Undersecretary Renato de Rueda at DENR office, Quezon city • 15:30, Meeting with DENR staff headed by Assistant Secretary Camat and FMB Director Acosta at DENR office (more than 15 staff plus Mr Tanaka-JICA expert to DENR and Mr Sasaki of Nippon Koei-JBIC project)
August 12 (Tuesday)	<ul style="list-style-type: none"> • 06:00, Travel from Imus Cavite to Mandarin hotel Makati to pick up mission members • 08:00, Meeting with JBIC representatives at JBIC office-Makati city (Ms Endoh, Ms Leah & Mr Sasaki-Nippon Koei) with Mr Tanaka • 10:00, Meeting with DENR staff (NFDO briefing) at DENR office • 16:00, Meeting with hired local consultants at JICA office (Ms Feliciano, Dr Pulhin, Mr Guiang and Mr Ramos-former DENR Secretary now a businessman)
August 13 (Wednesday)	<ul style="list-style-type: none"> • 05:30, Travel from Imus Cavite to Mandarin hotel-Makati to pick up mission members • 07:00, travel from Makati to DENR-Quezon city to DENR-Region III in San Fernando Pampanga • 09:00, Meeting with DENR-Region III staff led by Regional Director • 13:00, Meeting with representatives of Clark Development Corporation at Clark, Pampanga • Travel to Barangay Sapang Bato • 15:00, Meeting with JBIC-FSP SUSIMO staff and PO members (<i>Samahang Pangkalikasan at Pangkabuhayan ng Sapang Bato</i>) in SUSIMO project site office (Sitio Adhuan, Marcos Village)
August 14 (Thursday)	<ul style="list-style-type: none"> • 08:00, Travel to Tarlac province • 09:00, Meeting with CENRO staff in Tarlac city (more than 20 staff in attendance) • 13:00, Travel to San Jose municipality, Tarlac province • 14:00, Courtesy call to Mayor of San Jose and short meeting with municipal staff with the Mayor at Municipal Hall in San Jose town • Travel to Barangay Maamut, San Jose Tarlac • 15:00, Meeting with JBIC FSP-SUSIMO staff and PO leaders of Balog-Balog Watershed project at SUSIMO office project site
August 15 (Friday)	<ul style="list-style-type: none"> • 08:00, Travel to Gerona municipality Tarlac province (with Mr Yamamoto and Mr Shimazaki) • 09:00, Meeting with PO leaders (Calayaan Mabini and San Agustin Upland Farmers Association) and CENRO staff in CBFM project site (non-JBIC site) in Barangay San Agustin, Gerona Tarlac, fores and agro-forestry plantation observation tour • 13:00, Travel to Barangay Lubigan, San Jose municipality • 13:30, interview with Barangay Chairman and PO member (San Jose SELF-HELP Farmers Association), observation tour in the CBFM sites (2 sites)
August 16 (Saturday)	<ul style="list-style-type: none"> • Travel to Nueva Ecija province. Courtesy call to CENRO -Munoz city • Travel to Barangay Sto. Nino. Meeting with PO members in CBFM site (non-JBIC) • Plantation site observation tour • Travel back to Manila (with Ms Maeda and Ms Hirouchi)

August 25 (Monday)	<ul style="list-style-type: none"> • 04:30, travel from Imus Cavite to Mandarin hotel-Makati to pick up Mr Yamamoto • 06:00, travel to DENR-Quezon city to pick up DENR-NFDO staff. Travel from DENR Quezon city to DENR-Region III to pick up RENRO staff. Travel from San Fernando Pampanga to Balanga city Bataan • 09:30, Meeting with PENRO, CENRO and SUSIMO staff (10 persons) in Balanga city Bataan • Travel from Balanga to CBFM project site office in Barangay Balon-Anito in Mariveles
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	<p>town Bataan</p> <ul style="list-style-type: none"> • 13:00, Meeting with PO leaders and members (<i>Mariveles Watershed Farmers Association</i>) and SUSIMO staff (20 persons) • Separate meeting with PO leaders and members (10 persons) • Site observation survey at agro-forestry with SUSIMO staff and PO leaders • Separate meeting with PO members (indigenous peoples-Aeta)
August 26 (Tuesday)	<ul style="list-style-type: none"> • 07:30, travel to CBFM site-SUSIMO site (Barangay Balon-Anito). Meeting with PO members (MAWAFAS). Separate meeting with non-PO members (barangay residents) • Travel to Barangay Alas-asin. Meeting with PO leaders and members (<i>Alas-asin Community Based Forest Management Association</i>) in CBFM plantation site (national park) • Travel to Balanga city. Un-official meeting with Balanga city planning officer and city agriculturist regarding availability of latest satellite photographs of forest cover taken in December 2002 which could be used by CENRO and study team as reference
August 27 (Wednesday)	<ul style="list-style-type: none"> • Travel to Pilar municipality Bataan. Courtesy call and meeting with CENRO-Pilar staff at CENRO office in Pilar town • Travel to Barangay Parang in Bagac municipality Bataan. Meeting with PO members (<i>Small Coconut Farmers Association</i>) in CBFM site • Plantation site observation • Travel to Barangay Bangkal, in Abucay town Bataan. Meeting with PO leaders (Bangkal Upland Farmers Association) in CBFM site • Conduct plantation site observation
August 28 (Thursday)	<ul style="list-style-type: none"> • Travel to Pampanga province. Meeting with CENRO staff at CENRO office in Maimpis, Pampanga. Courtesy call to PENRO-Pampanga at CENRO office in Maimpis • Travel to Sapang-Bato (JBIC site). Meeting with PO members (<i>Samahang Pangkalikasan at Pangkabuhayan ng Sapang Bato</i>) with DENR and SUSIMO staff at SUSIMO project site office in Barangay Marcos Village • Plantation site observation around the center of Sitio Adhuan, visit barangay projects (primary schools, water system, resettlement houses) & talked to some housewives inside their houses (social survey)
August 29 (Friday)	<ul style="list-style-type: none"> • Travel to Porac municipality, Pampanga province. Meeting with PO members and officers (<i>Samahan ng mga Katutubong Aeta ng Sapang Uwak</i>) in Barangay Sapang Uwak in CBFM site with the assisting NGO (<i>Social Action Center of Pampnaga</i>) • Visit community projects (water supply system assisted by the Embassy of Japan thru Grant Assistance for Grassroots Projects) • Travel to CBFM area in Barangay Camias Pampanga province. Meeting with PO leaders and members (<i>Pinagkaisa ng mga Aeta</i>)- (?)
August 30 (Saturday)	<ul style="list-style-type: none"> • Travel to Magalang town Pampanga province. Meeting with PO members (<i>Samahan ng mga Magsasaka sa Mataas na Lupa ng Ayala, 567 hectares</i>) in CBFM site at Barangay Ayala, Magalang Pampanga (Mt Arayat Natural Park) with CENRO and PASU • Site observation (plantation for agro-forestry) • Consolidate field data

August 31 (Sunday)	<ul style="list-style-type: none"> • Travel to Tarlac province • Consolidate and analyze field data • Write draft report: Highlights of activities/discussions & impressions
September 1 (Monday)	<ul style="list-style-type: none"> • Travel to CENRO-Tarlac office. Meeting with CENRO and SUSIMO staff at CENRO office-Tarlac city • Travel to Barangay Maamot, San Jose town Tarlac province • Meeting with 9 SUSIMO staff at the project site office (Barangay Maamot) • Separate meeting with PO leaders (<i>Peoples Organization for Environment Development Association</i>) with 6 BOD officers
September 2 (Tuesday)	<ul style="list-style-type: none"> • Travel to Barangay Maamot, San Jose town Tarlac province • Tree growth observation at plantation site (4 - hour walk). Short meeting with PO leaders and members at the watch tower site • Casual interview with 2 stores in the city selling lumber products in Tarlac city
September 3 (Wednesday)	<ul style="list-style-type: none"> • Travel to Manila • Report to JICA office. Short consultation with Mr Kobayashi & Dr Pulhin

Annex 2

Highlights of Activities, Discussions & Impressions

HIGHLIGHTS
OF ACTIVITIES/DISCUSSIONS & IMPRESSIONS
 By: Engr Rey Gerona, In-house Consultant-JICA Philippines
 September 5, 2003

The contents of this Report are limited only to the activities of the study team in which Mr Gerona has participated from August 11 to 16 and August 25 to September 3, 2003. The impressions, opinions and views contained hereof are those of Mr Gerona and DO NOT NECESSARILY REPRESENT THE OPINIONS AND VIEWS OF THE STUDY TEAM OR THOSE OF JICA.

1. August 11, 2003 (Monday), with the 5-person mission team led by Mr Hori until August 16

Activity	Highlights
Meeting with NEDA staff (representatives of Public Investment Staff, Project Monitoring Staff and Agriculture staff), NEDA office Pasig City	<ul style="list-style-type: none"> • NEDA endorsed the DENR's proposed <u>project "concept"</u> (CBFM enhancement) only last year (according to the PIS staff). Being a project "concept", the project proposal naturally did not bear important details such as the project's proposed pilot CBFM sites, etc. (<i>Impression of Mr Gerona: How come NEDA endorse the DENR's project concept that lacked the details of a complete proposal when NEDA is known to be very strict in proposal evaluation? This puts NEDA's credibility in evaluating and endorsing project proposals for ODA support in question.</i>) • Apparently, there exists a communication problem within NEDA units (PIS, AS, PMS) particularly in evaluating and endorsing project proposals. It appears, in the meeting, that the PMS and AS staff were not aware that the project "concept" of DENR on CBFM enhancement was already endorsed by NEDA in 2002. • There seems hesitancy of NEDA staff (Agriculture staff) to endorse the project (CBFM enhancement) because NEDA is not clarified yet of the relationship between the DENR's project proposal for Phase 2 of the FSP applied under Yen Loan (of JBIC) and the proposed CBFM enhancement project applied for technical cooperation of JICA. • The NEDA PMS staff is also in doubt on the appropriateness of a technical assistance program since CBFM, as a forest management strategy, has already accumulated a 10-year experience in the Philippines. (<i>This is sort of asking, "what kind of new technology will JICA project experts transfer to Philippine counterparts?</i>). • To ensure that NEDA could actively participate in the project implementation (i.e., PMS for monitoring and evaluation), NEDA staff requested that they should be informed and invited to the ensuing consultations and workshops of the study team.
Courtesy call to DENR UnderSecretary Renato de Rueda at DENR office Quezon city	<ul style="list-style-type: none"> • Usec de Rueda emphasized that the forest destruction is strongly associated with the poverty issue. This conclusion was derived from the 10-year experience of CBFM approach in the Philippines where community organizing efforts had integrated the food issue of uplanders. According to Usec Rueda, only for the last 4 years that the CBFM focuses on harvesting trees (?). He stressed the need to re-orient the CENRO people, the peoples organizations (POs) and local government units (<i>for what?</i>). He also said that the project's sustainability issue could be responded by adopting an integrated community-managed forestry approach (<i>without elaborating</i>).

	<ul style="list-style-type: none"> • (<i>Understanding of Mr Gerona on Usec Rueda's thoughts</i>: that the technical cooperation project of JICA on CBFM enhancement should be more focused on <i>integrated community livelihood</i> in order for the communities learn to appreciate and care for the forest).
Meeting with DENR staff (<i>more than 15 participants led by Assistant Secretary Camat and Director Acosta</i>) at DENR office Quezon city	<ul style="list-style-type: none"> • There appears a very big problem on communication within DENR units about the project and the proposal. Asec Camat and the rest of the DENR participants (except for Mr Domingo Bacalla of the FMB) appear unaware of the background of the project "concept" or proposal of the DENR that was endorsed by NEDA to the Government of Japan. This was evident when Mr Camat repeatedly refer the project in the discussion as "JICA project" as if the project is <u>imposed by JICA upon DENR</u>. • It turned out that the schedules of the preparatory study team while in the Philippines (August 11-September 23) were mainly prepared by Mr Sasaki of the Nippon Koei (JBIC-FSP) and that Asec Camat was apparently not happy about it. He particularly questioned the "Japanese style" of preparing Minutes of Meeting (M/M) or Records of Discussions (R/D) where the M/M or R/D documents are already prepared even before the Japanese and Filipino counterparts could sit down and have discussions. • Being the only senior DENR official in the meeting, Mr Camat informed the mission, with authority however adamantly, that DENR could not provide any counterpart funding to JICA if the project would start by 2004 because the DENR's 2004 budget was already submitted to the Department of Budget and Management and Congress and that the project (CBFM enhancement) was not included therein (<i>this indicates that DENR was not really ready neither determined to pay priority attention to the proposed CBFM enhancement project</i>). • (<i>Impression of Mr Gerona</i>: The discussion was not orderly. The facilitation of the meeting was not good. Dir. Acosta who presided over the meeting was not in control. The meeting did not achieve its objective of having the JICA study team briefed about the CBFM experiences by DENR primarily because Asec Camat, who was the most senior DENR employee in the group, dragged the discussion by questioning the "JICA project" as if the project proposal did not come from DENR. Apparently, Asec Camat does not like the "technical assistance" framework of JICA, which was by the way requested by the DENR in the first place. If the <i>project ownership</i> is not, by heart, with the DENR, then the project implementation is expected to be more problematic and project sustainability is bound to fail. With the sustained dis-likeliness of Asec Camat on (according to him) the "JICA project" despite explanations and clarification, JICA could not expect from him or his office the cooperation the project may require during implementation).

2. August 12, 2003 (Tuesday)

Meeting with JBIC (<i>Ms Leah & Ms Endoh</i>) at JBIC office Makati city	<ul style="list-style-type: none"> • The meeting was more of informing JBIC staff about the mission's objectives instead of JBIC sharing to the mission its learning and insights on the implementation of the Forestry Sector Project (FSP). • It appears that JBIC was not ready, at the time of the meeting, to discuss project collaboration framework with JICA regarding the proposed CBFM enhancement project.
Project briefing by DENR-NFDO on JBIC-FSP at DENR office Quezon city	<ul style="list-style-type: none"> • <i>How project was started?</i> DENR, through consultants, conducted survey-mapping and appraisal of potential CBFM areas, then DENR submitted a project proposal to JBIC. • <i>How POs were formed?</i> When JBIC gave the go-signal to DENT to start the community organizing (CO) component, DENR contracted out the services of NGOs. NGOs conducted survey-mapping, the results of which were cross-checked by DENR in-house consultants. The NGOs were given 2 year-contracts for community organizing. During this period, NGOs trained and organized peoples organizations (POs) within the designated CBFM areas. When NGO contracts were finished, DENR fielded its own staff (from PENRO and CENRO) to take over. The community organizing (3 to 6 months) was meant for plantation establishment.

	<ul style="list-style-type: none"> • <i>What were the lands before plantation?</i> CBFM areas before plantation were mostly grasslands, grasses and small trees, watershed and timber lands. • <i>How was plantation achieved?</i> POs were paid for plantation establishment. For a 4,500 hectares, for example, the PO was paid a total of 76 million pesos. Other activities of PO members that pertain to forest protection e.g., patrolling, are also paid following the Philippine minimum wage level i.e., P100 to 195 per day per person.
<p>Meeting with hired local consultants for the mission at JICA office (<i>Ms Feliciano, Mr Guiang, Dr Pulhin, Mr Ramos-former DENR Secretary</i>)</p>	<ul style="list-style-type: none"> • The local consultants received explanation from the team about the objectives of the mission, and that local consultants were hired to help the mission identify project sites, to determine criteria for site selection as well as determine what kinds of information the mission will use in crafting out the Plan of Operations. • Ms Hirouchi, who will concentrate on the social aspects, will be assisted by local forester-consultants for the forest management aspect. While Mr Yamamoto, who is a forester, will be assisted by local consultants for the social aspect of the project. • There was no discussion as to how the local consultants be able to concretely assist the mission effectively and neither the contents of their individual reports. • It was agreed that 1 workshop with the PO (JBIC site in Tarlac) be conducted to measure PO awareness and perspectives on CBFM by Ms Feliciano (<i>but why not apply the same method to all POs to have an objective comparative analysis?</i>) • (<i>Mr Gerona's impression</i>☺ The hired local consultants were not clarified as to how they would be able to effectively assist the mission (<i>aside from "escorting" the mission members in the field survey, whether or not they will individually produce report; and the case of reporting, local consultants were not clear as to what to write</i>).

3. August 13, 2003 (Wednesday)

<p>Meeting with DENR Region III (<i>more than 12 staff led by newly assumed lady Director</i>) in RENRO-III office in San Fernando city, Pampanga</p>	<ul style="list-style-type: none"> • Apparently unaware of the DENR's proposal and JICA activities, staff at the Regional Office asked the following questions: <i>Will JICA use the Project management system like that of the SUSIMO structure? Will JICA construct an office structure in Region III? Will JICA assistance focus on maintenance and protection of the forest? Will JICA assistance focus on livelihood? Is this project an extension of the JBIC project? Will this project under JICA loan program? Is it JICA policy to start project started by JBIC? How about those CBFM non-JBIC sites more wanting of assistance?</i> The study team clarified these questions. • The DENR-Region III gave a briefing about the 3 JBIC sites, namely: Sapang Bato, Balog-Balog and Mariveles. The JBIC assistance ended last June 2003 and that the counterpart funds of the Philippines will be consummated in December 2003. After this time, the SUSIMO operations will still continue with a reduced personnel size with purely DENR personnel manning the whole operations at the sites. There is no fund left for community organizing activities of NGOs. • The DENR-Region III office has no facility of its own. It is renting the office it occupies from a private owner. It is paying more than 100,000 pesos a month for these office facilities.
<p>Meeting with representatives of the Clark Development Corporation at the CDC office in</p>	<ul style="list-style-type: none"> • According to CDC officers, the Sapang Bato Watershed area is only one-fifth of the total area in Pampanga that need forest rehabilitation after Mt. Pinatubo eruption (<i>so that there are more areas in the province that are in dire need of JICA assistance</i>). • The extent of assistance or role of the CDC in CBFM areas is limited only to re-awarding of the land to beneficiaries (<i>simply repeating the process of</i>

Clark Base, Pampanga (Mr Fuentes & Mr Boy)	<p><i>awarding by DENR-PENRO</i>). It also issues duty-free permits to POs when necessary. There is no technical assistance or funding assistance provided by CDC to CBFM sites.</p> <ul style="list-style-type: none"> • (<i>Impression of Mr Gerona</i>: CDC is good at inviting investors to invest in the Clark economic zone. It has good and successfully proven marketing approaches. It could be a potential partner in creating good local markets for logs and lumber).
Meeting with the SUSIMO staff and the CBFM PO in Sapang Bato in Sitio Adhuan, Barangay Marcos Village, Mabalacat town, Pampanga province (more than 20 staff and PO members), <i>JBIC site</i>	<ul style="list-style-type: none"> • All the members of the PO belong to the Aeta tribe (indigenous peoples). The first community organizing activities of the contracted NGO here (1998) mixed the IP and the non-IP (lowlanders) together into 1 PO (peoples organization). It did not work. The second organizing activities by another contracted NGO (2000) was able to convince the lowlanders to give up the association and the CBFM to the IP (Aeta). In 2001, the SUSIMO office was organized and DENR employees (from PENRO and CENRO) were dispatched to SUSIMO office. • <i>What was the land like before CBFM?</i> a military reservation, open for cultivation, vast soil erosion, no planting of trees. • <i>After CBFM:</i> land planted with trees, soil erosion minimized, watershed protected, new water springs coming out resultant to the planting of trees, now land owned by the PO (<i>leased for 25 years</i>) • <i>What are the benefits you get from CBFM?</i> children now going to school, self-confidence of IPs now becoming higher, learned to interact with other peoples • <i>What are your plans for the planted trees?</i> Within the watershed area, trees will not be cut. But harvest fruits from agro-forestry area (fruit-bearing trees) • <i>What are the constraints for PO sustainability?</i> No funds for livelihood projects
Individual interview (with Bob, an IP PO member) at his farm lot	<ul style="list-style-type: none"> • Age: 58, has 8 children, 5 of whom are living in the farm (CBFM) site. • Has a claim of 3 hectares within the CBFM area, 1 hectare of which is planted with fruit-bearing trees since 2000. Seeds (seedlings) were provided by the project (SUSIMO): mango, G-melina, eucalyptus, mahogany, jack fruit. <i>How planted?</i> Cleared the area, excavate (2 feet deep), planted in between trees, 10-meter spacing, no training received in planting methods, planting was based on actual personal experiences, no fertilizer applied, only dried grass • Frequency in going to the farm: everyday, has a farm house in the farm lot • Was paid by the project (JBIC-SUSIMO) of P800 per hectare in planting trees
Individual interview (with Fred, an IP, PO President) at his farm lot	<ul style="list-style-type: none"> • Age: around 40, has one child plus 3 <u>adopted</u> children. Has a claim of 2 hectares within the CBFM area. Planted with fruit-bearing trees (agro-forestry), was paid by JBIC SUSIMO office of P800 per hectare in planting trees. • His whole family (father, mother, plus children, including him) has a claim of 59 hectares within the CBFM, planted with forest trees (mahogany, narra, etc.). His family was paid by the JBIC-SUSIMO with P2,000 per hectare for planting forest trees (at the reforestation site) • Has been the Site Coordinator of the SUSIMO and receives P6,000 monthly salary since 1998 up to the present.

4. August 14, 2003 (Thursday)

Meeting with CENRO & PENRO Tarlac (<i>more than</i>	<ul style="list-style-type: none"> • <i>Why Region III the focus of the project?</i> Lands devastated by lahar due to Mt Pinatubo eruption, the presence of indigenous peoples and JBIC sites • <i>Balog-Balog (JBIC site) profile:</i> 2,700 hectares (300 agro-forestry, 420
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<p>20 persons) in CENRO office in Tarlac city</p>	<p>rattan production, 179 bamboo production, 560 enrichment planting), there are 521 members of the PO, needs capability building inputs; livelihood projects of PO includes sari-sari stores, palay trading, dump truck (hauling truck), mobile rice miller machine</p> <ul style="list-style-type: none"> • <i>How JICA could support?</i> POs do not have funds (<i>funding assistance</i>) for livelihood, assessment study on PO needs, assistance in organizing multi-sectoral forest protection committees, PO needs forest fire fighting equipment, POs received too many trainings already • <i>What are the roles of the barangay government?</i> Assist in selecting people (PO members) to work in the CBFM area • <i>What is the role of the municipal government in which ISF has been devolved?</i> ISF areas are not included in the identification of CBFM areas, but there are ISF areas which are now in the process of conversion into CBFM areas. As far as the CBFM is concerned, there is no concrete co-management scheme or agreement yet between LGUs and DENR. But PENROs and CENROs are authorized to sign agreements with LGUs based on the Joint Memorandum Circular between DENR and DILG.
<p>Courtesy call and meeting with the Municipal Mayor of San Jose town in Tarlac province (more than 10 persons) at the municipal hall building of San Jose</p>	<ul style="list-style-type: none"> • The Municipal government has its own ENRO (Environment and Natural Resources Officer) and the legislative branch of local government (local parliament) has the SB (Sangguniang Bayan) Committee on Environment and Natural Resources. The ENRO (office) is newly organized, it has only 1 staff (the ENRO) who is supported by the local police. • There are 12 CBFMA sites in the whole province of Tarlac, 4 of which are located in San Jose town. • <i>What is the role of ENRO in the CBFM?</i> ENRO monitors accomplishments of CBFM • San Jose town is a new municipality (during the time of then President Aquino), with very good vegetation (<i>as if you are inside of a golf course area</i>).
<p>Meeting with SUSIMO staff and PO members of Balog-Balogf watershed in the JBIC-SUSIMO project site office, Barangay Maamot, San Jose, Tarlac</p>	<ul style="list-style-type: none"> • (Question posed to PO members): <i>What are you doing here on CBFM?</i> Plant trees, trade palay (rice), produce swine (pigs, goats, etc.). • <i>What are your major threats?</i> Insects destroying agro-forestry (mango), and forest fires • <i>What resources or assistance you think you could get from the barangay and municipal governments?</i> Help convince others (non-PO members) to protect forest (Information, Education, Communication: IEC), technical assistance (trainings) and funds for forest protection through the ENRO (<i>the SB member informed and assured the PO that the municipal government of San Jose is allocating funds for forest protection</i>) • <i>What were the benefits you get from CBFM?</i> lands to cultivate for 25 years, hanging bridge (<i>through JBIC funds</i>), funds for livelihood projects (<i>JBIC funds</i>), and DENR assistance • <i>What were the benefits you get from the PO?</i> Salary for PO officers, allowance of P100 per day for 5 days a week for patrolling (forest protection); unity and values re-orientation (towards sustainable environment)

5. August 15, 2003 (*With Mr Shimazaki & Mr Yamamoto*)

<p>Interview with some PO members of a non-JBIC CBFM in Barangay Mabini in Gerona town, Tarlac province (<i>at the farm land site</i>), 6 PO</p>	<ol style="list-style-type: none"> 3. Name of PO: <i>CAMASAN Upland Farmers Association</i> 4. CBFM area: 192 hectares (40% forest), formerly an ISF area converted into CBFM area, comprising 3 barangays 5. <i>How CBFM started?</i> Before there was thick forest in the area. People lived by farming the forest, used slash & burn method of farming. Some families held tax declaration certificates for their individual farm lots, but government declared the areas as government land (<i>so those certificates were not honored</i>), and people are
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<p>officers and members</p> <p>Plantation site visitation . . .</p> <p>Note: The area is suitable for a community-managed eco-tourism project</p>	<p>not given authority to occupy. The area (forest) was declared a Jamboree Site (Scouting) since 1966. The DENR declared the area a communal forest in early 1980s (ISF) and converted the area into CBFM area in 1988. DENR surveyed the land and provided certificates of stewardship contracts (CSC) to actual farm lot tillers.</p> <ol style="list-style-type: none"> 6. At the top of the mountain where 40% forest is located, indigenous trees grow. The lower parts of the mountain are planted with fruit trees and the flat lands at the lowlands are planted with rice. For the rice paddies and agro-forestry, PO members have individual CSC. Rice are irrigated through small impounding dams or systems. 7. <i>What are the assistance from DENR?</i> DENR funded the construction of a training center (not used at the time of the site inspection). DENR also provided PO members with training such as tree planting methods. 8. <i>What are your gains from the CBFM?</i> land for 25 years, and renewable after the first 25 years. 9. <i>What did you gained from the being a PO?</i> Through the PO, it is now easier to get assistance from the government. 10. <i>What are the assistance you received from which government agencies?</i> Charcoal bricket processing machine from DOST, P100,000-worth of training center construction from DENR
<p>Interview with a PO member and a Barangay Captain in an ISF area Lubigan, San Jose town, Tarlac province</p> <p>This activity also included plantation site observation tour</p>	<ul style="list-style-type: none"> • Name of PO: Lubigan Upland Farmers Association and the Padlana Upland Farmers Association, 164 beneficiaries; 140 of whom are CSC holders • ISF area: 200 hectares, including tree farms, but total CBFM area is 313 hectares, lands became CBFM only in 2000, used to be a pasture land but canceled in 1998: 50% of the total area is planted with trees, but the other 50% is a grassland • There has never been a support from DENR, except for one-time organizing the PO • The Barangay Captain, although a Board of Director of the PO, is not knowledgeable on what's goin' on with the PO • There is no communal activity by the PO, no land use map • Uphill is being developed by the Provincial Government of Tarlac as eco-tourism park

6. August 16, 2003 (Saturday)

<p>Meeting with PO leaders of the <i>Center for Peoples Empowerment in the Upland</i> in Sitio Paraiso, Sto Nino Barangay, San Jose City in Nueva Ecija province</p> <p>This activity also included plantation site observation tour</p>	<ul style="list-style-type: none"> • The PO was organized in 1987 as a cooperative with only 80 members. The area was converted into a CBFM area in 1998. The CBFM area is 632 hectares. PO members are CSC holders. • <i>What are the activities of the POs in the CBFM areas?</i> Planting trees (forest & agro-forestry), small water impounding projects, goat raising (assisted by DENR), soap making (established through PO funds), carabao raising (assisted by the provincial government). 97 hectares of the total CBFM area are planted with forest trees, while 37 hectares are planted with agro-forestry. Reforestation started in 1990 & funded by the DENR through its regular CBFM funds. • Within the 632 hectares total land area of CBFM, there are 258 CSC holders covering a total area of 300 hectares. Reforestation activities are outside of the CSC, while agro-forestry activities are inside CSC. • Other project managed by the cooperative: carabao raising for milk production only (26 carabaos, only 2 are milking). Raw milk is brought to the nearby Philippine Carabao Center for selling or processing. • 80 PO members conduct regular forest patrol activities • (<i>Impression of Mr Gerona</i>): PO activities are concentrated only on agro-forestry and livelihood AND NOT ON REFORESTATION.
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7. August 25, 2003 (Monday), *Field survey with Mr Yamamoto*

<p>Meeting with PENRO, CENRO and Mariveles SUSIMO staff in PENRO office in Balanga city, Bataan province</p>	<ul style="list-style-type: none"> • Survey schedules were re-arranged. The PENRO and CENRO had originally limited the survey visits of the study team to JBIC sites only (<i>following the information they received from the DENR central office or NFDO</i>). The study team wished to see and visit non-JBIC sites (both CBFM-regular funded and ISF going to be converted into CBFM. Randomly and using the list of CBFM areas provided by RENRO previously, the study team, PENRO and CENRO agreed to visit at least • Both the PENRO and CENRO offices are renting to private owners their office buildings
<p>Meeting with SUSIMO staff and PO leaders (Mariveles Watershed Farmers Association) in Barangay Balon-Anito, Mariveles town, SUSIMO project site office</p>	<ul style="list-style-type: none"> • The PO (MAWAFAS) was organized and registered with the SEC in 1998, during which time the JBIC project also started. It has 165 member-families, 29 of which is IPs (Aetas). The NGO hired to organize them was the UPLB Foundation (1998-2000), after which the OIDCI was contracted to supply 1 CO consultant/professional who goes to the PO site from time to time. The MAWAFAS is managing the Mariveles Watershed •

Meeting Notes during the First Discussion between
The Department of Environment and Natural Resources and
The Second Project Preparatory Study Mission on the
Technical Cooperation for the Enhancement of CBFM Program in the Philippines

02 February 2004

Forest Management Bureau Conference Room

Participants:

Name	Position	Office
Domingo T. Bacalla	Division Chief	CBFM-FMB
Remedios A. Evangelista	Sr. Forest Management Specialist	CBFM-FMB
Fredelito C. Cirilo	Sr. Forest Management Specialist	CBFM-FMB
Susan B. Villar	Technical Staff	Office of USEC for Field Operations
Adeluisa G. Siapno	Director	Human Resource Development Service
Ma. Cecilia Leonor M. Gendrano	Technical Staff	JICA Expert Office - FMB
Jesus A. Cariño	Supervising Project Development Officer	DENR-FASPO
Minako Iida	Staff	JICA Tokyo
Shuma Fukumura	JICA Study Mission Member	
Hiroto Aihara	JICA Study Mission Member	
Rodrigo A. Cava	Project Evaluation Officer	DENR-FASPO
Jeslina B. Gorospe	Project Evaluation Officer	DENR-FASPO
Romeo T. Acosta	Director	FMB
Gualberto T. Tortoza	Project Director	DENR-NFDO
Neria A. Andin	Asst. Director	FMB
Rosalina Enriquez	OIC Chief	CMD-HRDS

The meeting, presided by FMB Asst. Dir. Andin, was started at 15:00, with the introduction of participants/discussants. As Ms. Iida, JICA Mission's coordinator, introduced her party, she also informed that her group (composed of Mr. Aihara, Mr. Fukumura and herself) shall form the Project Team together with two members from the second batch of the Mission that will arrive late February (2004).

After the brief introduction, Asst. Director Andin inquired if all those present have copies of the meeting agenda, which is also informed in the Notice of Meeting sent from the Office of USEC for Field Operations. The JICA Mission likewise produced a document called "Inception Report", in which some of its contents are requested to be discussed also in the same meeting, and on the meeting on 04/February.

Asst. Director Andin started the discussion with a review of the Mission schedule. She invited the body to give suggestions and opinion. She likewise checked with CBFM Division and the JICA Expert Office on current preparations/coordination made for the Mission.

Ms. Iida explained/enumerated the purposes of the Mission based on the document earlier sent to DENR for consideration. After this, the schedule was reviewed by the body. Among the highlights of the series of meetings between JICA and DENR are the finalization of the Record of Discussion, and its eventual signing by no less than the DENR secretary and the JICA Phil. Office Resident Representative. These important events fall between 8 and 10 March, with 2-days devoted to R/D finalization. To this, Asst. Dir. Andin noted that the time allotted may not be enough to finalize a very important agreement. Ms. Iida responded that prior to this period, some minor consultations with DENR officers regarding certain issues in the draft R/D will take place.

Dir. Siapno noticed that the Mission has failed to include in their itinerary, a visit to the DENR Training Center, and thus suggested a minor change in schedule to fit-in this visit. She informed that past JICA Missions have always visited the Training Center since this is among the major assistance of JICA to the country's forestry sector. She explained that the visit to the training center may bring in some insights regarding the training component of the project. She also added that since the Mission will be moving from Region 3 to Region 2 on 18/February, they might as well find time for a short stop-over at the Training Center, since this will be along their way. In response, Mr. Aihara informed that they would rather reserve this visit after 15/March, wherein another period of field observation will be conducted. According to him, they want to first concentrate on the model site component and to learn about the implementation of similar existing projects and thus the first two-weeks of field observation schedule is mainly for these purposes. Forester Bacalla added that since the Mission will be discussing with RENRO-3 about their field observation plan on 11/February, it is probably the proper opportunity to schedule, in consultation with RENRO-3, any planned visit to the DENR Training Center. However, Dir. Siapno informed that the training center is under the jurisdiction of HRDS, and all coordination for a visit must be informed to her office and not to RENRO-3.

With regards to field observation preparation, the body was informed that the CBFM Division and the staff of the JICA Expert Office has already made arrangements with concerned DENR field offices (in Regions 2 & 3) for the itinerary up to 21/February, and preparations are expected to be underway. Included in the arrangement made are reservations for accommodation near the areas to be visited. It was likewise informed that the field observation plan for 23~27/February is better drafted and finalized with RENRO-3, possibly on 11/February, since the region is the target area for model site implementation. In response, Ms. Iida has informed that they have been advised to cancel field observations for 23~27/February in order to have more time to review and revise the draft documents related to the R/D and the R/D itself. In this regard, she has requested the DENR to find time for this purpose during the said period. Most officers agreed to find time to hold these discussions.

Dir. Siapno reminded the Mission that the First Project Preparatory Mission has promised that they will send feedback from Japan as to what transpired after the draft final Project Design Matrix (PDM) has been submitted to the Japan Government for review. This draft PDM was earlier prepared and refined with several DENR officials in a series of meetings in September 2003. However, since then, no information has

been given to the Philippine side about this issue. Ms. Iida informed that the Mission is prepared to discuss about this during the 04/February meeting. Dir. Siapno then, suggested that the JICA Mission should distribute copies of the latest version of the draft PDM including information on how this differs from the PDM finalized by DENR and the first Study Mission. This document was promised to be distributed before 14:00, 03/February, so that a quick study and review can be done by those who will attend the 04/Feb. meeting.

In addition, Dir. Siapno inquired that if there will already be a series of meetings on 23~27/Feb. to discuss the project documents, what is then the purpose of the next meeting scheduled for 01/March. Ms. Iida replied that the meeting on this day is for the Mission Leader to meet with concerned officials of the DENR and to validate were earlier discussed. She explained that most arrangement and discussion with the first batch of the Mission are mainly preparatory in nature, and can be officially accepted by the JICA side upon the arrival of the Mission Leader.

At this point, Dir. Acosta requested the body to move on to more pertinent topics such as the project design and activities. He added that the Mission schedule is expected to change depending on the outcome of earlier meetings/discussion/field observations.

Dir. Tortoza inquired that because a seminar with project stakeholders is slated on 04/March at Region-3, can this be construed that by this time, model sites have been identified and thus stakeholders like POs and LGUs are already known. Ms. Iida responded that at this period, there may be no definite model sites yet. In reaction, Dir. Siapno discouraged the holding of such seminar if the POs and LGUs to be invited will not be necessarily the concerned groups of the model sites to be selected. She suggested holding of this seminar after the R/D has been signed. However, for the purpose of public consultation, Dir. Acosta hopes that that stakeholders of the project be given the opportunity to bring insights into the project, before finalizing documents and agreements about the Project. To this, Dir. Siapno agreed and recommended that the seminar be instead referred to as a public consultation process. The JICA Mission agreed.

Before discussing the matters contained in the paper distributed by the JICA Mission, Asst. Director Andin made a review of the changes that has been made on the Mission's schedule (mainly cancellation of 23~27/February field observations for the holding of discussions regarding project documents and inclusion of trip to DENR Training Center after 15/March). After which, Ms. Iida reiterated her request for some insights regarding the matters contained in the "Inception Report" document distributed to the body before the start of the meeting. In particular, Ms. Iida requested for some feedback regarding the topics under "Key Issues on CBFM", "Project Strategy" and "Project Design", by 04/Feb. so that these can be part of the discussion in the 04/Feb. meeting. In reaction to this, Forester Bacalla informed that most of the items issues contained in the paper have been affirmed to be true and valid with the two previous JICA Missions dispatched for the CBFM Enhancement proposal. He added that these issues are actually the basis of the necessity to propose and implement the said project. Dir. Acosta likewise agreed that the said issues have been discussed and agreed upon with JICA as valid issues, several times over. At this point in time, when the project is being finalized for implementation, it is better to focus on more pressing issues, such as the project design and strategies.

With regards to what DENR considers as key issues about CBFM, Dir. Tortoza, would first like to know the findings of the First Study Mission. Ms. Iida responded that the items contained in the "Inception Report" document are actually the result of the first study.

The Mission also requested for some information and briefing about the structure and function of DENR, and each office within it that is involved in the implementation of the CBFM. In addition, they would like to hear from DENR how other agencies are involved in CBFM, and eventually which among these groups and DENR offices should be involved in the project. In relation to these requests, Asst. Dir. Andin suggested that DENR prepare some presentation. Dir. Tortoza recommended Dir. Siapno to take the lead in presenting the DENR structure and function. Dir. Siapno accepted the task, but added that if JICA has these specific requirements for information, JICA should be more specific on the objectives of the meeting and present these to DENR. At this point everyone realized that aside from the original meeting agenda derived from the "Purpose of Each Appointment" document sent by JICA in the last two months, there were different topics for discussion requested by the Mission through the "Inception Report Document" distributed to the body, hence, there were actually two sets of agenda. When the Mission realized that both sets of agenda came from JICA, they admitted that immediately before coming over to RP, they realized they needed to settle some issues with DENR officers, as those issues contained in the "Inception Report" document, before dwelling on the original agenda earlier sent to DENR. Ms. Iida thereby requested that the first part of the 04/Feb. meeting become a leveling-off session for the key issues on CBFM and DENR structure and function. After which, the body can proceed discussion on the original agenda.

In this regard, Dir. Siapno suggested to adopt a certain workshop methodology to meet the Mission's target for the said meeting. The Mission was inquired if they plan to conduct the meeting under a certain procedure. They responded that no methodology was considered except open discussion. Dir. Siapno then suggested that they make a program for the 04/Feb. meeting in order to set the flow of discussion and to ensure that the Mission will have the opportunity to present the project concept and update the DENR on the progress with the PDM, as promised by the First Study Mission. For their part, the DENR shall present the organizational structure and functions, offices involved in CBFM and how these offices interact. The brief presentation on CBFM will also include background of some projects that utilizes the CBFM concept, like the FSP. After a lengthy discussion, the following meeting program was formulated:

Activity	Presenter/s or Discussants
1. Presentation of DENR Structure and Function	
– Structure and Function of DENR Focusing on CBFM (10 minutes)	For. Bacalla
– Human Resource Development Service (5 minutes)	Dir. Siapno
– Forestry Sector Project (5 minutes)	Dir. Tortoza
Open Forum (30 minutes)	

2. – Gap Analysis
 3. Presentation of Project Concept
 - Highlights of the first set of Project Document (___ minutes)
 - Revisions made on the first set of Project Documents (___ minutes)
 - Strategies and Approaches/Clarification/Affirmation of Key Issues
 4. Open Forum (30 minutes)
 5. Original Agenda
 - Discussion on or identification of Philippine Counterparts and Administrative Staff
 - Discussion on or creation of the Joint Coordinating Committee
- Dir. Siapno
JICA Study Team
- USEC De Rueda

It was likewise agreed among the meeting participants that the person to preside over this meeting is the Undersecretary for Field Operations, USEC De Rueda.

The meeting adjourned around 18:30.

Highlights of Meeting
between
Dr. Ernesto Guiang and
The Second Project Preparatory Study Mission on the
Technical Cooperation for the Enhancement of CBFM Program in the Philippines

05 February 2004, Development Alternatives Incorporated Office

The discussion with Dr. Ernesto Guiang has brought about the following points:

- ♦ 1/3 of forestlands (public land, mainly characterized with slope 18% and above) in the Philippines is now under CBFM
- ♦ With EO 263, CBFM became the main strategy on social forestry, initially also covering ancestral lands claimed by indigenous groups. However, with the IPR Law, CADCs/CALCs (Certificate of Ancestral Domain/Land Claim), formerly under the CBFM Program, are now issued by NCIP (national Commission on Indigenous People) in the form of CADTs (certificate of Ancestral Domain/Land Titles), while DENR is only left with CBFMAs.
- ♦ CSC (Certificate of Stewardship Contracts), the earlier form of forest management tenure (awarded to individuals and households), was devised to generate individual incentives to forestlands “encroached” by communities.
- ♦ Several CBFM sites originated by enclosing CSCs that are near/adjacent to each other
- ♦ After E.O. 263 and DAO 96-29 were made into policies, no new CSCs were issued unless the area is under a CBFM Agreement (within a recognized CBFM site) and the individual/household granted the CSC is a member of the CBFM holder PO.
- ♦ Current recognized needs of main stakeholders (mainly upland communities) to facilitate CBFM implementation include (1) access to market and capital (CBFMAs and CADTs can not be used as collaterals in requesting loan), (2) improvement/enhancement of managerial skills (3) improvement/enhancement of technological skills
- ♦ In order to make CBFM holders more efficient as resource managers (further explanation of above bullet), certain actions need to be considered:
 - a. Involve private sectors in CBFM as capital and/or market players
 - b. Address constraints in resource utilization imposed by policies within watershed areas (among the perceived limitation of FSP sites)
 - c. Strengthen CBFM structure. Currently CBFM still needs to be strongly structures within DENR. Compared to DENR, DA’s (Dept. of Agriculture) extension has been devolved to LGUs. Because local communities’ voting power, LGUs tend to be more sensitive in providing services. In areas were most/majority of the electorate are upland communities (like Quirino and Nueva Vizcaya), LGUs have learned early on, to give the importance of sustaining upland/forest management issues.
- ♦ DENR has the most extensive authority over natural resources (has authority over almost half of the country’s land area, has recently gained additional jurisdiction over water resources, mineral resources, etc.), including access to forestlands. While LGUs have the most flexibility to address upland community needs particularly in extending government services and fund support. About 20% of LGU’s revenue is allotted to developmental projects under which CBFM-related

projects can be covered. On the other hand, about 85% of DENR's budget goes mainly to personnel salary. Very limited fund is left to operations, most of which are even retained at the central office level. Many DENR field officers are observed to be willing to conduct extension services but are constrained to do so because of limited operations budget. The agency is still more pre-occupied in performing regulatory functions.

- LGUs' interest to support CBFM is affected by voting constituents' sentiment (if most of them are upland communities, LGU will tend to give priority to upland community/resources issues), and the personal biases of elected LGU officials (some may prefer short-term economic gains over sustainable development). LGUs may change priorities when elected officials are changed (office term is for 3 years, maximum of 3 terms)
- CBFM is basically a land reform program covering public lands (generally areas with slopes 18% and above). Land Reform in the Philippines has taken a very complicated history. While the government is struggling against wealthy and influential family to distribute alienable and disposable lands to farmers, CBFM has become the opportunity for displaced farmers/tenants to secure agrarian land.
- All tenure given by the government for public lands prior to EO 263 and DAO 96-29 are mainly CSCs.
- CSCs are supposed to be issued to actual tiller of the land, however, many CSCs are actually owned by landlords
- Current apportioning of public land:

Area in million ha	Land Use
4.4	Watersheds and Protected areas
5.3	Communities (CBFM/CADT)
1.7	Private Sector (IFMA/SIFMA/TLA/etc)
0.5	Civil/Military Reserve
	Other uses

- Land use approaches within CBFM sites:

Long-term approach

Natural Forest	Usually considered as source of standing capital for site development
Planted Forest	Requires large-capital input, support system like financing & marketing are very limited

Short-term approach

Agro-forest & cash cropping	Short-term investment & gain, minimal capital input required
Livestock raising	Short-term investment & gain

Many CBFM sites tend to under the short-term land use condition due limited natural resources left in the area, although CBFM sites can be a combination of various conditions.

- Advise to the Project Preparatory Mission:
 1. Target Communities and LGUs for capability building
 2. Study options of giving incentives to long-term approaches (current policies are strict on timber harvesting, event from tree plantation, capital for plantation, etc.)
 3. Use a multi-sectoral approach on the project, involving DENR, LGUs (including DILG-Bureau of Local Government Support Program and

League of Municipal Mayors), civil society, religious groups, and academe. Once stakeholders are identified, a memorandum of agreement can be signed to implement the project and other future interventions

4. Conduct an inventory of CBFMA issuances (community organizing is still urgently needed in many cases) – result can show other organizational and institutional support that are still necessary to be established
 5. Region 3 relatively has moderate requirement for assistance on CBFM, compared to Mindanao and Regio-2. However, the region can present good case studies for JICA on its initial technical cooperation on community forestry.
 6. Consider a longer term project since environmental projects often takes several years of implementation and monitoring in order to assess impact (7 years?)
 7. Check World Bank's "Rural Development Assessment" report
- ♦ The Eco-governance project of DAI and USAID is implemented in cooperation with LGUs (about 79 municipal/provincial LGUs), some of which are in Mindanao and Northern Luzon (mainly on forestry/upland issues) and the Visayas (mainly on addressing coastal environment and pollution issues)

Highlights of Meeting
between
Ateneo De Manila University – Environmental Science for Social Change and
The Second Project Preparatory Study Mission on the
Technical Cooperation for the Enhancement of CBFM Program in the Philippines

05 February 2004, ESSC Office, Manila Observatory, ADMU

The discussion was mainly with Father Peter Walpole, Jesuit Priest, who has specialized on social forestry and CBFM. During the meeting, the following points were raised:

- ♦ Current Philippine conditions affecting CBFM implementation:
 - a. Government funds are not properly aligned, thus support for CBFM and other developmental programs have been limited
 - b. There is still a need to seriously look into the skills development of DENR staff. Oftentimes, after project term, staff who have gained skills from the project leave since they were hired temporarily, and only for the specific project
 - c. Government should give more focus on project monitoring and evaluation
 - d. Government should network better and utilize other support groups (such as NGOs and academe?)
- ♦ Ample involvement of local government is key to sustaining CBFM implementation in project sites
- ♦ The CBFM concept came to the Philippines more than 20 years ago
- ♦ Main work of ESSC (related to CBFM) include:
 - a. Strengthening of DENR-LGU cooperation
 - b. Worked for NRMP
 - c. Currently working with several groups/stakeholders in assessing impact of CBFM (on-going). This study is mainly focused on CBFM with RUPs
 - d. Assisting LGUs/communities in coming up with comprehensive land-use plans
- ♦ Identified Needs in CBFMP implementation:
 - a. Address actual management of resources (this may include assisting POs in conflict management, culture interplay/overlap, proper resource extraction, harmonizing livelihood and proper land use, etc.)
 - b. Connection of CBFM communities & products to market
 - c. Adequate focus on protection of resources
 - d. Proper conveyance of information to stakeholders and support groups
- ♦ The background on how the CBFMA is granted and how the PO is formed greatly affects the progress of the CBFM site and the obstacles encountered (i.e. CBFMA holder which is a former logging community will have a very different resource use perspective from a CBFMA holder which secured tenure mainly for agrarian purpose)
- ♦ CBFM communities can be in various levels of resource management:
 - a. Some communities are still mainly concerned with survival and subsistence
 - b. Some communities are mainly concerned with securing and knowing the resources they have at hand

- c. Some communities are on the level of building capacity on how they can manage their resources
- ♦ In the record of DENR, about 4,000 CBFMAs have already been granted, but the inventory conducted by ESSC can only find about 2,000 sites
- ♦ ESSC believes that CBFM can be made more efficient even with mere adjustments of current systems and policies, for example:
 - a. Technical improvement on the side of program implementers and communities
 - b. Some strata of CBFMP implementation are totally useless, and should be eliminated
- ♦ Currently, CBFMP has only achieved tenure distribution purposes, but not proper resource management. In terms of resource conditions, many CBFM sites have worse natural resources condition, compared to the period when these were not yet under CBFM.
- ♦ In developing model site selection criteria, the Study Mission is advised to consider a wide array of factors, and combinations of conditions, for example:
 - a. LGU level of support/involvement
 - b. PO composition (indigenous, migrant, mixed)
 - c. Resource utilization/management level (often affected by resource condition level)
 - d. others
- ♦ Likewise, in dealing with each CBFM site case, several factors should be also considered, such as:
 - a. At what level is the LGU involvement necessary (i.e. in ensuring watershed/water-supply function of the area, networking, policy support for protection in terms of ordinance formulation, etc.)
 - b. Cultural interplay
 - c. Appropriate land use (i.e., when & where timber plantation approach is most effective, or where agroforestry is appropriate) and site-species matching (many CBFM sites have been planted indiscriminately with the same species)
 - d. Check elevation functionality to productivity (i.e. at 600masl, mushroom production is possible, etc.)
 - e. Market edge of the site
 - f. others

Other insights:

- ♦ Municipal LGUs are desperate for information, including technical information (i.e. the most appropriate land-use for the site needs to be identified)
- ♦ Match culture with intervention (i.e. the Ifugaos' rice culture can accept the idea of importance of forest to water resources and cultivation, while the Aeta's and Manobos who are mainly on subsistence planting and hunting, may not easily accept SALT system or Sloping Agricultural Land Technologies)
- ♦ Ground level implementation still needs to be enhanced
- ♦ There is a network of POs, a federation (in various levels – national to provincial) existing. However, this network can not function effectively due to limitation of opportunity to meet and share information and experience.

- Communities must be able to understand their resources and its values so that they themselves will take initiatives on how to manage these resources (self-sustainability can follow).
- The diverse situation of CBFM sites should be taken as a challenge. As policy implementor, the national government is limited to consider mainly the general CBFM situations, and this will likely result to mis-addressing various site situations that are different in one CBFM case to another. However, the current DENR administration assures that RP forests are mainly for people, to improve their lives (and less on attaining national wood production targets). Hence, ground level implementation should be flexible enough to accommodate various situations to adapt to local stakeholders needs.
- Do not expect overnight changes. Environmental projects take longer gestation periods than other developmental projects (like infrastructure). Indicators can include improvement on market, health, access to other services, level of self-initiated efforts, more frequent visits from government people, etc.
- Success of the project should be based on legitimate intention.

Highlights of Meeting
between
The Philippine Rural Reconstruction Movement's Director for Technical Services, Ms.
Rosalinda Roy and
The JICA Second Project Preparatory Study Mission on the
Technical Cooperation for the Enhancement of CBFM Program in the Philippines

10 February 2004, PRRM Conference Room, Quezon City

- ♦ PRRM's involvement in the Master Plan Study
PRRM started in an earlier collaboration with Nippon Koei (infrastructure?) project in Nueva Vizcaya before it started work for the Master Plan Study for Watershed Management in Upper Magat and Cagayan Rive Basin. For the Master Plan Study, PRRM National Office initially worked with the Study Team in preparing the proposal for the first phase of the pilot study site component. PRRM-Nueva Vizcaya eventually implemented the community organizing and appraisal/profiling activities for the model sites. In subsequent phases of the Master Plan, PRRM assisted in installing organizational systems (mainly financial management system) of the POs involved in pilot study areas. It also conducted training and other interventions for livelihood skills enhancement of the said POs.

In assessing these activities, Dir. Roy reflected that too much training were conducted in a short period of time, under the Master Plan Study-Pilot Study component. This not only took the POs away from their livelihood activities quite often. It may also have resulted to sensory/information overload for the PO. Absorptive capacity of the target communities were not fully studied before the series of training was implemented. The implementers (PRRM & Study Team) mainly assumed that the PO can always participate and will be able to comprehend the lessons efficiently. Dir. Roy also assessed that the implementing staff (PRRM Nueva Vizcaya) took more time in writing the reports than in actual ground level implementation. The rigid report/documentation requirement has somewhat diminished the quality of field implementation and technical support.

The perspective taken by PRRM in the Master Plan Study is facilitation of integrated area development in support to sustainable development. Dir. Roy claims that this has been the point of view adopted in many PRRM environmental projects.

- ♦ PRRM's work principles
Mr. Fukumura inquired about PRRM's decision to link-up with companies/groups like Nippon Koei and its strategy of placing too much financial inputs to the POs involved (i.e. provision of honoraria to PO during several activities). Dir. Roy responded that the National Office was never given this impression (that large financial inputs were given to the POs) during PRRM's involvement in the project. However, she said, if this is the case, then it should be interesting to check the effects the high monetary input to the community and effects on attaining the objectives of the pilot study component. She however, added that at this point, the main concern of the group is the very short-term framework used in the Master Plan, when most of the environmental projects in which PRRM is involved have

10~15 years framework. She again reiterated that it was not ideal that so many training activities were done in a short period of time under the pilot study component of the Master Plan.

PRRM has closely collaborated with the government since late 1980s. This collaboration has gone through various types/schemes since then. Currently, the most efficient scheme is working with the government, together with market and civil society.

- ♦ Post-project monitoring and staff

Dir. Roy was asked if PRRM has plans of conducting monitoring activities to the 6 pilot study sites (4 sites with CBFMA and 2 sites in PO formation stage) of the Master Plan. She responded that with other projects, PRRM usually retain staff (and even office) that continues to link-up with the project site and communities or at least with concerned support groups (like LGUs). However, for the case of the Master Plan Study, it may be difficult to continue regular monitoring of the very remote pilot study sites. The PRRM in Nueva Vizcaya has 12 staff, 4 of them are field workers who are in-charge of the 4 project sites (with CBFMA) in the 4 provinces with pilot study areas. Most of the staff are recruited near the area of concern or had originally worked in other PRRM projects. Recruitment is done mainly through reliable contact persons, and acceptance is often formalized at the national office (with recommendations from concerned PRRM field/branch office).

- ♦ Environmental works of PRRM is mostly in the form of integrated area development

- Community-based forest management approach projects in at least 10 sites. PRRM's involvement is mainly focused on (1) community organizing (2) training of village foresters (3) community mapping (4) livelihood development (5) actual reforestation works
- Forest Lease Management Agreement (FLMA) activities in Bataan, Nueva Ecija, Camarines Sur and Camiguin
- Community development in watershed areas
- Integrated Protected Areas System's priority sites (CPPAP, a WB-GEF project), focusing mainly on community development)
- For the Coastal Resources Management Program (USAID and DENR project), PRRM is mainly involved facilitating protection and patrol measures of communities involved, facilitating mangrove rehabilitation, and installing fishermen's network

Other rural development projects of PRRM include

- Community health project in Zambales
- Fishermen organization in northern Manila Bay (based in Bulacan Province)
- Central Luzon Development Plan project (JICA-assisted)

Sometimes, as part of its "movement" building, PRRM also assist LGUs and POs in:

- Project/proposal development
- Enterprise development and financial management
- Lobbying and advocacy activities.

- ♦ Advise on CBFM implementation
In order to promote sustainability in cbfm sites, the following needs to be established:
 - Policy backbone ~ necessary to institutionalize developmental works within current socio-political framework; in the Philippine setting, this is generally provided by the national and local government (laws, regulation, ordinances, etc.). In addition, communities organized as an association and/or cooperative are likewise give certain rights to implement its own by-laws, and to engage in agreements with other institutions.
 - Capacity ~ particularly (and currently) needed to be enhanced at the local level to enable primary stakeholders to sustain activities even after termination of external support. In the Philippine setting, most communities need to be advocated first (environmental awareness level is generally low) to enable communities to understand the need to enhance their capacity as resource users/managers.
 - Resources ~ whether financial or material resource, should be internally generated (within the community or with assistance of local support groups). LGUs are perceived to be an important source/facilitator of local resources for CBFM projects. However, level of support from LGUs may change depending on the personal biases of elected LGU officials. Sometimes LGUs themselves oppose environmental projects that may impede short-term economic gains of their political jurisdiction or political term. Even within communities/POs, sustainability is often threatened by the urgent needs for income/livelihood.

- ♦ On developing local sustainability and the ideal period of involvement of international donor agency:
Most community-based projects entered into by PRRM last more than 10 years. PRRM is usually involved at the village level for the first 4~5 years. Sometimes, the community needs to go through stages of obstacles and challenges before it can actually mature into a self-sustaining community. Hence, ground level involvement may vary depending on the rate of community development. For the next period, work and coordination can then shift to local support groups like the LGU. LGUs support help maintain local sustainability. However, LGU involvement can always be affected by the change in elected officials. In addition, the 3-year political term of LGU officials (which can last up to 3-terms, only when re-elected), is another factor that discourages long-term planning and investment among LGUs. Maintaining contact/coordination with LGUs can facilitate its continued support for the project to ensure that the concerned LGU will keep on using its authority and capacity so that communities are given the opportunities to sustain proper resource management.

- ♦ Sources of financial sustenance for PRRM's activities
 - Endowment fund from the sale of a property donated to PRRM
 - Joint venture with a local inventor for the production and marketing of a fortified organic fertilizer (an enterprise as well as an advocacy venture)
 - Packaging and promotion of limited eco-tourism tours
 - Office space rental (portions of the PRRM Building)

Training workshops are conducted and facilitated by PRRM not for profit generation. Training fees are required only to cover the basic operation cost of the activity.

A "Trade Shop" has recently been established by PRRM to link POs' product to market bases. But this venture has not taken-off as intended due to the lack of a focal person to attend to the trade shop operation. PRRM admits to having difficulty in linking upland community products to market, such as facilitating or joining bazaars or trade fairs (partly due to costs of joining or organizing such bazaara). Mr. Aihara commented that among the reasons why trade fairs are not successful in meeting its objective of connecting producers to market bases is the low product standards, even of products presented in trade fairs. Dir. Roy informed that currently, the Philippine Business for Social Change is implementing "Upland Marketing Program" with the major aim of developing market standards among producers.

Highlights of Meeting
between
Members of *Samahang Pangkalikasan at Pangkabuhayan ng Sapangbato* (SPPSI)
and
The Second Project Preparatory Study Mission on the
Technical Cooperation for the Enhancement of CBFM Program in the Philippines

11 February 2004, Sapangbato FSP Site, Angeles, Pampanga

The meeting was opened with introduction of participants, and a welcome address. Dir. Tortoza informed the SPPSI members that JICA and DENR are currently in a selection process for the model sites of a project related to CBFM. They were also reminded to continue their vigilance in forest protection (in reference to a recently burned area near the PO office) in order to gain better forest benefits in the future. One of the PO members informed that the forest fire was not able to spread to the reforested section of the CBFM site, however, it was within the CBFMA boundary of the PO.

Discussion

- The SPPSI members were inquired on what changes have FSP brought into the community. The PO leader said that they had very limited skills on how to utilize and protect their area. However, with the activities and training implemented under the FSP, they have now learned skills and understood the importance of several techniques. For example, they are currently integrating fire-lines in their tree plantations, which before was never practiced. He also informed that under FSP, they can receive contract fees from DENR, after validation of the implemented work (planting/maintenance activity) done by the PO. The final contract fee the PO received was divided among several PO groups, to serve as seed money for various community livelihood projects such as yam/gabi cultivation and goat raising. The PO was also able to purchase a vehicle which is now being used to transport products to the market. The contract fee has likewise enabled the community to construct wells for domestic water consumption.
- About half of the community residents are not members of the PO. Most of the non-members are new-comers (either relatives/friends of original settlers or have relocated from other areas because of work opportunity in the Clark industrial/leisure zone). Those who have individual/household claims within the CBFM site are mostly the offspring of the original settlers. New settlers were able to claim and till certain portions of the land only when original settlers or their offspring have allowed them to do so within the original settlers' farmland. The elders of the community have the authority to decide on who can be allowed to farm in the area since they know more about its historical background.
- When asked if non-members know about the CBFM program, the PO said yes. Some were not interested to join the organization because they are currently employed in Clark. Most of those who want to till land are interested to join the PO.
- Most of the PO members claim that major livelihood in the area is based on papaya, banana and gabi production. With the bananas, they harvest both fruit

and blossoms (blossoms are harvested mostly from naturally growing banana stand). Banana fruits are sold at P1.5~P2 per piece, while blossoms are sold at P80/sack which weights about 40 kilos.

A hectare of gabi/yam, usually planted with about 10 sacks of mature gabi, can yield about 50 sacks, when properly timed with season. Cropping cycle is about 7 months, avoiding the summer/dry season for harvest time since the hot weather can cause cracking/damage to the rootcrops.

Secondary crops are corn and upland rice (usually planted by sowing seeds and not with seedlings). There are several Buho (small bamboo) stands found in the CBFM area, however, these are sold only occasionally (per request basis).

In the future, the community is expecting additional crops produced through the Agroforestry component of FSP, which enabled the establishment of cashew, mango and jackfruit orchards in the CBFM site. The PO hopes that the DENR can again extend support in terms of marketing these products. Agroforest products are foreseen to be marketed communally or as a cooperative, giving appropriate share to those who participated in terms of labor (planting, maintenance/harvest), and land allocation.

- ♦ With the FSP contract fees, the PO were able to send their children to school (claimed to be true to majority of the 78HH/individual members of the PO). Crop production/marketing was only able to sustain daily living expenses, while the CSD (comprehensive site development) contracts generated the funds for tuition fee and school allowance of their children (some PO members are have sons/daughters in Nursing School, currently an expensive course due to the strong potential of being employed in USA or Europe after graduation & passing necessary professional examinations). The planting contracts entered between DENR and the PO usually amounts to P1300/hectare (about 2000 seedlings planted) for forest tree species, and P800/hectare (lesser number of seedlings, usually intercropped with other plants) for fruit trees. The PO prefers fruit trees to timber species because they can foresee future livelihood options with orchard establishment. Since the area is within a critical watershed where timber harvesting is strictly regulated (prohibited), low value is given to timber species.
- ♦ Forest protection measure of the PO was formerly assisted by the FSP fund. Forest patrol is usually conducted only 4 months in a year (dry months) and 9 village forest guards were paid P2000/month. Now that the project has been terminated, forest patrol and other fire prevention measures are mainly PO initiated. The presence of orchards and individual farm lots provide the initiative for protecting the area from fire. Forest patrol is aided by cellular phones.
- ♦ Indigenous knowledge on medicine is the main measure in the health maintenance of the village. They have kept and transferred this knowledge for several generations within the group. Basic medicine comes mainly from the forest and nearby grasslands. However, when sickness has aggravated, the local people admitted to eventually relying on modern medicine. The indigenous knowledge in medicine from the area has not been marketed, although the PO will gladly share it to other people if such requests arise (Mr. Gerona asked a hypothetical question on this).

- The PO inquired about the difference between the JICA and JBIC assistance. It was explained that if the Sapangbato site will be selected, the intervention that will be conducted are on capability (technical and managerial) enhancement. The JICA team will be providing some expertise on certain concerns of the village such as agroforestry, and can also open channels and opportunities for the PO to learn or even receive assistance from other people (other PO, institutions and support groups). However, there is a possibility that small seed support may later be considered under the project. It was likewise clarified that the project is actually an undertaking of the Philippines, to be implemented by the DENR and CBFM stakeholders. The Japan Government is mainly a support group.

Highlights of Meeting
between
DENR Region-3, FMB, NFDO and
The Second Project Preparatory Study Mission on the
Technical Cooperation for the Enhancement of CBFM Program in the Philippines

11 February 2004, RENRO-3 Conference Room, San Fernando Pampanga

The meeting was opened with introduction of participants, and a welcome address from RED Regidor De Leon. He expressed gratitude for choosing the Region as the area for the model site component of the project and thanked the people who have conceptualized and proposed the project for JICA's support (RED De Leon has recently been assigned as Regional Executive Director, and was not part of earlier negotiations for the project). The RED likewise informed that even with limited resources; the RENRO will make efforts to provide the necessary logistic and human-resource counterpart for the project.

The RTD (Regional Technical Director) for Forest Management Service, Forester Ricardo Calderon presented the current forestry situation in the region. His presentation also included a diagram on the evolution of CBFM, as well as statistics related to the program and other forestland utilization instruments (IFMA, TLAs, etc). The last part of his presentation was an enumeration and brief description of the sites recommended by RENRO-3 for the project. Included in the list were sites under special circumstances that are not yet fully addressed under current policies and technical strategies. This technical cooperation is foreseen to help develop new approaches on addressing such special CBFM concerns. A profile of the candidate CBFM project sites were distributed to the meeting participants.

Before proceeding with the main agenda, Mr. Bacalla gave a short review for the benefit of the DENR field officers, on the progress of project preparation, particularly on the development that has happened before the first Preparatory Mission left the Philippines in September 2003. He informed of the signed Minutes of Meeting between Mr. Hori of JICA and DENR Secretary Gozun. In this document, Mr. Bacalla referred to the section that covers the initial criteria for selecting model sites being the different stages of CBFM implementation, with FSP project sites as the main candidates for maintenance and protection stage. At this point Ms. Iida reiterated that the said M/M likewise called for further site selection criteria, and this meeting is one of the opportunities to discuss about this matter.

The meeting aimed to tackle several points of discussion, the most important of which are:

- Model Site Selection Criteria
 - Field Level Implementing Arrangement for the Project (particular focus on Model Site component)
 - Training Needs of the Region
 - Field Observation schedule
- ♦ Model Site Selection Criteria
Before the model site criteria were discussed, Mr. Fukumura wanted to clarify to the meeting participants about their idea of the purpose of having the Model Site

component. In summary, the response was that this component is understood to generate lessons and strategies which can be replicated in other CBFM sites and be a source of case studies which can be utilized in the training component of the project. In addition, model sites are supposed to be show-windows of good practices in CBFM. Because of this, it should be accessible enough to those who need to learn from observing its conditions and dynamics. Furthermore, the model sites are expected to provide concrete scenarios to form bases of (CBFM) policy review and reform.

It was also settled that accessibility will be part of model site consideration (but not necessarily selection model criteria for generating lessons) as a factor to facilitate project activities within the limited project period.

The following are the generally agreed basis for site selection (further discussion may be required for the sub-factors enumerated):

1. Socio-cultural conditions
 - Indigenous people (PO/community composition)
 - Migrants (PO/community composition)
 - Mixture (of IPs and migrants – PO/community composition)
 - Various tenure instruments (in the process of conversion to CBFMA)

The following will not be considered as model site criteria but are agreed to form part of the baseline data for each selected site:

- Religion
- Farming practices
- Educational background
- Number of beneficiaries of the tenure
- Health conditions

2. Natural & Physical Conditions

- Vegetation/land cover, sub-classified into:
 - a. Generally open/grassland
 - b. Generally Forested (whether with natural or man-made stand)
- Land Use, sub-classified into:
 - a. Timberland
 - b. Protected Area
 - c. Watershed
- CBFM/Tenure size (spatial coverage), which can be classified into:
 - a. Small-scale (area range to be defined later)
 - d. Medium-scale (area range to be defined later)
 - e. Large-scale (area range to be defined later)

Note: There will be a special consideration for areas affected by Mt. Pinatubo eruption, basically as case to represent Geo-hazard prone areas or areas affected by natural calamity

3. Political Condition

- Willingness of community to participate in CBFM

- Organizational level/condition of the community
- Level of LGU involvement
- Presence/absence of land conflict (conflicting claims or overlapping tenure)
- (subject to further discussion) presence of other support groups in the community and level of involvement

4. Economic Condition

- Market accessibility

5 Level/Stages of CBFM Implementation (initial criteria)

- Planning stage
- Implementation or site development stage
- Protection and maintenance stage
- Utilization stage

- The remaining agenda, such as the Implementing Arrangement for the project, Training Needs in the Region, will be tackled in future discussions (with field officers). A suggested draft project structure and a report on the region's training needs assessment will be initially given (in the coming days) to be the bases of such discussions.

2-2 フィリピンにおける CBFM ないし類似プロジェクトの実施から得られた教訓
(JICA フィリピン事務所コンサルタント)

**Japan International Cooperation Agency
Philippine Office**

**The Second Project Preparatory Mission
for the Technical Cooperation for the
Enhancement of the CBFM Program in the Republic of the Philippines**

**Lessons Learned from the Implementation of
CBFM or Similar Projects in the Philippines:
An Independent Report**

**By:
Engr Rey Gerona
In-house Consultant, JICA-Philippines**

March 2004

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I Introduction

(1) Background of this Report

A project-type technical cooperation (PTTC) of JICA is set to start by June this year in Region III (Central Luzon) and possibly in nearby provinces. This is the first of its kind to be experienced by DENR-Forest Management Bureau (FMB) with the Japan's ODA.

The technical cooperation project is titled, Enhancement of the CBFM Program in the Philippines, which is designed to be 5 years, or until May 2009. From the title alone, the complexity of ENHANCING interventions can be expected especially that DENR has not established the baseline situational indicators of more than 4,000 CBFM areas all over the country where the CBFM practices are undertaken for more than a decade now.

In August-September 2003, JICA dispatched the First Project Preparatory Mission primarily to clarify the project, in which the inter-cultural technical cooperation (Japanese and Filipinos) is going to be effected in a community-based forest management setting. The author was requested to join the first mission and submitted an independent report titled, Preliminary Study Report for the CBFM Enhancement in the Philippines. That report, which identified critical issues in project implementation, served as one of the inputs to the Mission's overall report.

In February-March 2004, three months before the commencement of the project, JICA dispatched the Second Project Preparatory Mission to thresh out details of the project cooperation. The author was again requested to join the mission with the task of extracting lessons learned from the implementation of CBFM or similar projects that may be useful in the eventual implementation of the technical cooperation for CBFM enhancement.

(2) Purpose of this Report

This Report is made available to serve as one of the references of the second mission in its drafting of the Mission's Report. Hopefully, this report could become a useful reference of JICA experts or PMO staff to be assigned to the project in the course of the project implementation and management.

II Challenges to the Implementation of CBFM Enhancement Project

The eventual implementation of the technical cooperation on CBFM enhancement project is wrapped with issues considered as implementation challenges. Without addressing such issues rightly, success of the technical cooperation may be in peril.

(1) Different kind of expectations

There are different expectations as to what the project or the project cooperation, particularly the Japanese inputs, could GIVE.

The DENR employees at the central office, except maybe for some FMB officers, expect that through the project, many of them will be sent to Japan for some kind of a training or a study trip. Be it training or study trip, for DENR staff, it is about going to Japan with generous allowances from JICA. Some others at the central office expect some more service vehicles and computers especially after the phase out of the technical cooperation. Some more others expect that through the project some of their office rooms will be upgraded. Additionally, the DENR-NFDO (mostly contractually employed) expects that JICA will absorb the PMO staff paid by JBIC during the FSP I implementation. Absorb means that JICA will employ the existing NFDO-PMO staff including the SUSIMO staff in 2 JBIC sites that will be covered by the technical cooperation project in Region III with the same rate of salary or even higher from what JBIC had provided before. Further, in a bid to get NEDA and JBIC approval for the FSP-Phase II proposal, some officers at the central office expect that the technical cooperation project will finance a P300 million national policy study on CBFM in 2004.

At the Regional office, the DENR employees expect that at last they could avail of Japan-based training or study trips (a privilege they have been deprived of by the central office for a long time), get some service vehicles, at least motorcycles, for field works and computers. Additionally, regional counterpart employees expect additional allowances for field travels.

At the PENRO and CENRO levels, DENR employees also expect availment of training in Japan and vehicles, particularly motorcycles for field staff.

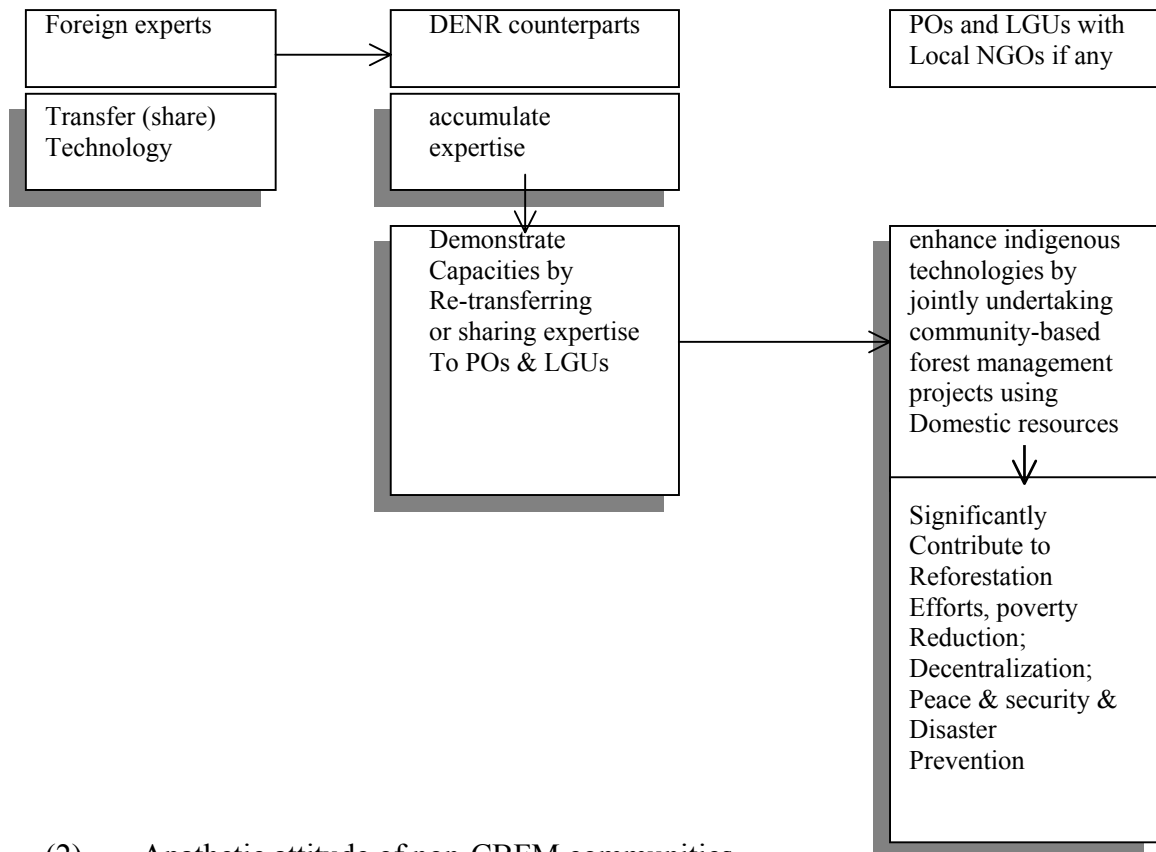
At the CBFM areas, the members of people's organizations (POs) expect that, through the project, funding for their livelihood activities, communal or family-based, will become available. Livelihood assistance means availability of funds for credit, grant for livestock raising projects; water supply not only for drinking but also for watering plants uphill; electricity; roads and other projects. Additionally, PO leaders expect salaries or allowances for tree-planting and forest patrolling. This expectation has been attributed to the JBIC's scheme in implementing the FSP I in SapangBato and BalogBalog CBFMs where POs were paid for office work, tree planting and forest patrolling, including monitoring of planted trees. Particularly the natives (indigenous peoples) who are members of the CBFM POs expect that, through the project, they would receive home-based basic literacy (read and write) assistance from the project staff, for them to be able to meaningfully participate in the CBFM program.

The Local government units (province or municipality) expect that the project will provide funding for community-impact projects such as farm-to-market

roads, bridge construction or repair, and building facilities such as schools and community hospitals, among others.

By and large, the project's technical cooperation framework has not been made quite clear to the project's stakeholders. So far, JICA is seen as a "hardware funding agency". Seemingly, nobody understood clearly that the technical cooperation is meant to transfer (or share) technologies from the Japanese experts to the DENR counterparts, who in turn, re-transfer the accumulated expertise through the cooperation, to the CBFM beneficiaries, including the LGUs as the case may be, and from there, CBFM communities and LGUs produce projects using local or domestic resources. So that the Japanese ODA inputs, such as the experts, equipment supply and maybe small financing for small construction activities, are all meant to reinforce technology transfer activities from the Japanese project staff to DENR counterparts.

Figure 1
Framework of a technical cooperation project



(2) Apathetic attitude of non-CBFM communities

Due to lack of information, non-PO members in the CBFM areas or nearby sites are apathetic particularly about the Japanese intervention in the project areas. The usual questions, "why are the Japanese here?", "are they coming for the Yamashita treasure?" will always be asked, albeit informally, among community residents, and even CBFM beneficiaries. It is then expected that

the indirect beneficiaries will display a "wait and see" attitude before any cooperation from them can be realized.

Without reaching the non-PO members, who can make great influence or difference in the lives of project beneficiaries in the CBFM areas, the project's expected outputs and purpose may not be attained fully by the end of the cooperation period.

(3) No DENR budget for counterpart requirements

Admittedly, the DENR authorities expressed concern over unavailability of funds for counterpart-funding that may be required by the project. While assignment of counterpart staff may not be a problem as DENR will simply "second" existing regular DENR staff to the project's office, the fund requirements for project's office/s or land thereof, gasoline and lubricants for the project vehicles; and funding for implementation of CBFM projects in the sites will not be available in the medium-term. As such, DENR expects JICA to shoulder such expenses.

(4) No baseline situational indicators

While the technical cooperation is all about capability building, there is no comprehensive analysis of the present situation of CBFM areas and CBFM stakeholders particularly for such social data as poverty incidence, income and poverty gaps, severity index, human development index, among others. Demographics and forest-related data are not also made available so far such that farm lots and boundary disputes are persistent issues that may cause potential conflicts. As such, "enhancing" indicators are difficult to establish because there is no baseline data to speak of in the first place. With this situation, it is somehow difficult to define "which set of interventions for technical cooperation should be undertaken first, next and last". Without the benchmark indicators, a "come-what-may" intervention will take place.

(5) Weak CBFM POs

Mostly in CBFM or ISF areas, POs are simply taken to mean a "legal instrument" to get a CBFMA. With this orientation, community organization is taken for granted such that there are no sustained efforts among PO members on resolving such organizational issues as inactive membership, income generation through communal livelihood activities including financial recording and accounting; representation in local development councils in the barangay or municipal level, and advancing leadership skills to be able to participate meaningfully in local governance affairs. The principle that the POs are the "means" and "end" to community development has not been inculcated in the minds and hearts of CBFM PO members. Without which, forest management by communities could become an exercise of futility.

(6) Peace and order and poverty

Poverty breeds conflict. This is evident in the CBFM areas particularly in Region III and nearby provinces, where NPA activities are said to be active. As such, a foreign-assisted project like the CBFM enhancement should be able to address poverty issues, after all, poverty reduction is the core objective of CBFM where upland occupants rely heavily on forest products for survival. Through the project cooperation, environmentally-friendly self-employment opportunities could be created in the uplands by undertaking community-based livelihood projects in the context of forest management. Agro-forestry or fruit tree production, processing and promotion of herbal medicinal plants from the forests are just few examples for rural livelihood generation activities.

(7) Integration of cross-cutting issues such as women, decentralization, and poverty alleviation

There are other issues that remain un-addressed but also remain important in enhancing the CBFM program. Women issues had not been made pronounced and popularized where in fact women play equally important roles as that of the men's in CBFM practices. Devolution issues are likewise hanging in the air where in fact LGUs, under the decentralized set up of governance, are given vast authority over ISF or CBFM project implementation. While there are already good examples of LGU-DENR partnership on CBFM practices, not much of this kind are happening in Region III. The opportunities offered by decentralization in achieving good local governance, capitalizing on the CBFM approach, had not been maximized as yet. While made as the core objective in the CBFM strategy, not much had been done about monitoring poverty situations in the CBFM areas, such that do-able action-oriented poverty alleviation plans could be formulated by the POs or CBFM communities and LGUs themselves.

III Lessons learned from project implementation

(1) Involvement of LGUs is not only important but also indispensable

CBFM is not anymore the domain of the DENR alone. Under the decentralized set up of governance, development of communal forests is a function devolved from DENR to local government units (Table 1). With this decentralized set up of forest development and management, LGUs are given by law the authority to develop and sustain forest resources.

While there are such issues as technical and financial weaknesses of LGUs in carrying out CBFM or ISF program implementation, the experiences of the provinces of Nueva Viscaya, Quirino (both in Region II) and Palawan (in Region IV-B) reveal that the CBFM program can be enhanced effectively and

made sustainable if LGUs are involved in CBFM program conceptualization, management and implementation.

Table 1
Basic services and facilities
on environment and natural resources sector assigned to LGUs

LGU levels and corresponding assignments			
Barangay	Municipality	City	Province
none	Implementation of community-based forestry projects; which include: <ul style="list-style-type: none"> • Integrated social forestry (ISF) programs and similar projects • Management and control of communal forests with an area not exceeding 50 sq.km • Establishment of tree parks, greenbelts and similar forest development projects 		
		<ul style="list-style-type: none"> • Enforcement of forestry laws, pollution control law, small-scale mining law, and other laws on the protection of the environment • Mini-hydroelectric projects for local purposes 	
Source: The 1991 Local Government Code, Rey Gerona, Study on Decentralization, JICA, March 2003			

With enough power and authority devolved to LGUs on forest and other environmental concerns, in addition to their being placed at the forefront of fighting against poverty and being placed responsible for disaster prevention and mitigation measures, the:

- municipalities or cities can be convinced to permanently include CBFM (or CSD) and livelihood development of POs in their 20 % Development Fund every year. This funding allocation may be used for CSD (comprehensive site development) activities of the POs, or in contracting NGO services for community organizing; or for implementing environmentally-friendly farm-to-market roads.
- provinces may also be convinced to financially shoulder the expenses of health insurance coverage of deputized forest guards (PO members), and make the services of the Provincial Attorney's Office or the Public Attorney's Office (PAO) available at any time to CBFM PO members and deputized forest guards for court cases involving apprehension by PO members of timber poachers or illegal cutters of forest trees.

- Local NGOs (based in the province or better, in the municipalities) can be contracted, using funds of the provinces or municipalities (and cities), to facilitate organizational development of CBFM POs, particularly in the formation of PO federations from barangay to municipal to provincial and regional level, so that PO leaders could truly be represented and actively participate in the LGUs' local development councils, and advocate for sustainable environment and forest management.

(2) Community organizing is a continuous process

The experiences on community organizing of most of the POs in ISF and CBFM areas in Region III were rather short, ranging from 3 to 6 months. After which, the organized groups were left on their own with minimal advisory assistance from DENR staff who comes to the area occasionally. As a result of this rather short intervention, POs remain organizationally weak and unable to resolve even the basic organizational issues of inactive membership, farm lot/territorial disputes among members; unavailability of communal livelihood undertakings that would have paved the way for sustained relationship building; and such issues as factionalism.

There are established stages of culturally-sensitive community organizing in the Philippines.¹ Depending on the peculiarities of an area, the 3-month intervention may only serve the purpose of emphatization, where community facilitators or organizers are expected to undertake trust and confidence building activities with the target communities, before any participatory community-oriented problem analysis can take place. Usually, only after establishing the people's organization that the real community organizing activities begin. The community organizing and strengthening intervention is designed not to be forever though (in contrast to PRRM's 10-year experience in Nueva Viscaya), but reasonably within the range of one to two years, with the first year devoted to organizing and the second to strengthening and PO sustainability planning.

(3) The more financial inputs, the more the POs are unlikely to become sustainable

The results of interviews and focused group discussions with CBFM communities during the second preparatory study mission presented no evidence that the POs are indeed willing to contribute to the program implementation. In contrast, there were strong indications that the POs simply see themselves as purely beneficiaries of the program and therefore need not

¹ There are several literatures that can be made available about Philippines' community organizing processes from various universities, NGOs and even in commercial bookstores.

to worry about self-help efforts. This attitude has been largely attributed to the POs' past experiences where heavy financial inputs were made available to the PO level to the extent that the POs supposedly self-help contributions such as tree-planting, forest patrolling, tree-growth monitoring and even reporting to project offices, were paid out of the project funds². Financial assistance to POs may strengthen or destroy the organization. It is important therefore to determine the timing of the external assistance which should always be based on the organizational and leadership capacities of the POs. Experiences at the JBIC-assisted sites in Region III reveal that untimely financial inputs make POs unlikely to become self-sustaining and independent.

- (4) NGOs are meant to be temporary, but LGUs and POs will remain in the community

The involvement of NGOs in CBFM implementation is dependent on the availability of external funding. When that funding is gone, NGO interventions usually stopped, leaving the issues created by the NGO intervention to the POs or to other institutions in the community, such as the LGUs. Experiences of similar technical cooperation projects reveal that NGOs can be effectively utilized for specific tasks, such as training of DENR or LGU staff on community organizing, from community problem solving to institutional development and advocacy, and community-based research activities. The best option to sustain CBFM gains is to transform DENR field staff and LGU field personnel into community organizers or community facilitators. After all, the DENR and the LGUs will remain in the area with the POs, with or without external funding. Institutional development interventions therefore should mean to bring together DENR, LGUs and POs with the NGOs providing temporal interventions at a phased scheme.

- (5) Solid IPs or similar groupings are easier to work with than mixed PO membership

The reasons are obvious: ethnicity matters. This is evident in the SapangBato CBFM, where most of the officers and members of the PO belong to the same Aeta tribe. In contrast, lowlanders dominate the BalogBalog CBFM PO membership such that representation of Aetas is put to the sideline. The second mission's impression was that, in general, SapangBato PO is stronger than the BalogBalog PO mainly because of the former's ethnic composition, where IP's traditions and culture are seriously considered in running the organization.

But CBFM beneficiaries are usually mixed (highlanders and lowlanders) that community-organizing interventions should seriously consider not only cultural sensitivity but also the blending of indigenous skills between the IPs

² This PO attitude is very much evident in JBIC-assisted FSP sites (e.g., Sapang Bato and Balog Balog watershed areas in Region III).

and lowlanders. In one of the CBFM areas in Region III, for example, the IP PO members flatly said that the IP community members need only "read and write" interventions to be able to meaningfully participate in the CBFM program implementation. CBFMAs and other tenurial instruments are meaningless to illiterate IP beneficiaries. Even with the IP members in the organization, lowlander-members usually are the ones making decisions for the group because they know how to read and write, while IP members do not.

- (6) Supporting indigenous technologies is better than infusing academic and highly technical ones

Being academically foresters, most DENR staff tends to think that they are far better than the villagers, when experiences reveal otherwise (see Box I). Infusing completely foreign technologies on upland farming or forest management may result to isolation of project staff by the community members and even lead to conflicts. To avoid such unnecessary circumstances, a comprehensive survey on indigenous technologies commonly practiced in CBFM areas should be carried out, the results of which should serve as planning inputs in strengthening and enhancing those technologies, rather than bringing in new and entirely foreign ones to the communities. Past experiences show that careful improvement of indigenous technologies is far sustainable than external technologies brought in by project experts.

Box 1

Indigenous versus foreign expert technology:
the Marcelo and Bagong Silang in Negros Occidental experience

The Bagong Silang-Marcelo Community of Sustainable Farmers (BSMKSM) and the NGO called BIND (Broad Initiatives for Negros Development, Inc.) conducted a preliminary forest resource inventory in 1996. However, the design of that inventory was expert-driven and timber-biased, with a focus on measuring the diameter at breast height (dbh) and merchantable height of all trees in the main 20x40m plots. Non-timber forest products (NTFPs) that were not trees were covered in a very generic fashion; for example, rattan clumps were simply tallied in 10x10m subplots, with no differentiation between species.

The external experts of the survey thought that 2-3 rattan species existed in the CBFM area. They were thus surprised to learn that 16 rattan species of commercial importance could be found in the area. Even more revealing was the extent of discussion necessary among villagers to arrive at this list. This was because some species had more than one local name, and some species had to be removed from the list after villagers claimed that they were not to be found within the CBFM area.

Source: Voices from the Forest, Participatory Inventory of Rattan; Workshops in Indonesia and Philippines, June-November 2002.

- (7) PROJECT SUCCESS can be achieved through GOOD COOPERATION, which depends much on MUTUAL UNDERSTANDING that can be attained through GOOD COMMUNICATION

The failure of most community-based technical cooperation projects was attributed to poor communication of project staff to community residents and the attendant institutions such as the LGUs. Good communication is a prerequisite to attain mutual understanding among project stakeholders including the external assistance group. If mutual understanding is achieved, good cooperation among stakeholders can be expected.

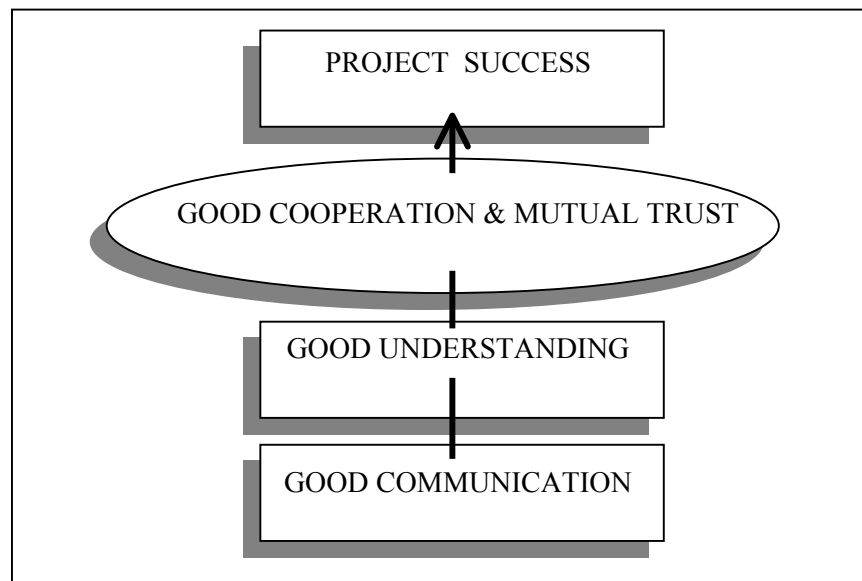
A technical cooperation project has inherent limitations, one of those is the limited funding for community-based projects, particularly infrastructure, which is always expected out of a foreign-assisted program. Additionally, the framework of most technical cooperation projects is complex and usually requires time to comprehend. If these limitations are not effectively communicated to project stakeholders, there is always the tendency that the project cooperation is steadily MISUNDERSTOOD, MISCONCEIVED, and MISTRUSTED, thus endangering project success.

The kidnapping of a Belgian expert working in an integrated agrarian reform community project in Zamboanga del Sur province in late 1990s was an example of project COMMUNICATION FAILURE. After learning that the project cooperation was meant to advance the plight of poor and landless farmers in the area on land reform, the kidnapers, who actually came from the project sites, released the kidnap victim unharmed without demand for ransom.³

³ The Belgian Integrated Agrarian Reform Support Project (BIARSP) covered Regions VII and IX and was implemented by the Department of Agrarian Reform (DAR). DAR can be contacted for more detailed information about the cited kidnapping incident of the project's Belgian expert.

Figure 2

Stages of Effective Project Cooperation and Partnership
(by Rey Gerona, ZOPP-PCM modified model, 1995)



IV Practical Pointers in Implementing the Technical Cooperation Project for CBFM Enhancement

The project framework (PDM, or master plan document) including the drafted plan of operations (PoO) for this project had laid down clearly the steps of activities to achieve outputs and the project's purpose. Nevertheless, this paper suggests some important reminders or activities that are considered critical to ensure smooth implementation and management of the rather complex project.

The points raised herein are culled from the results of the informal data gathering during the second mission, which included views and opinions from ordinary DENR staff, PO and non-PO community members in the visited CBFM areas and some members of the NGO community and local government units. Some other points are culled out from the personal experiences of the author in implementing and managing similar projects in the past with other donor organizations.

(1) During the establishment phase

Establish presence, let the people know that the project and the project cooperation exist.

Confirm the project cooperation framework with DENR authorities, especially with the DENR Secretary, the Undersecretary and the Assistant Secretary in-charge of the project and the Director of the Forest Management Bureau. This

is important to remind DENR of its commitments and contributions to the project cooperation the next 5 years.

Organize and conduct an explanation meeting in Region III about the project and project cooperation framework with the RENRO, PENROs; and CENRO officers. Better still, together with the Governors and municipal mayors or their authorized representatives, or another meeting could be conducted with them in a separate occasion. Prepare for frequently asked questions (FAQs) about the project and project cooperation, as these could be expected during the meetings.

Past experiences show that these activities are usually taken for granted, thus reducing the concept into merely "courtesy calls" and "information-dissemination," relegating into the background the explanation about PROJECT COOPERATION, which is more important than explaining the project concept and plan. The very purpose of these activities is to GENERATE COOPERATION, and therefore, the meetings should be designed as interactive as possible and should be facilitated in a way that the project is being MARKETED for cooperation and partnership.

Establish the PMO. It may not be as easy as it was earlier thought of. The GTZ-assisted Bondoc Development Program⁴ covering the southern municipalities of Quezon province (Region IV-A) learned that the PMO can be very powerful in the project's policy formulation and implementation, but sometimes at the expense of the PO-NGO-LGU cooperation. In this project, the PMO staff (pool of local experts or specialists), instead of being PROCESS FACILITATORS, filled in the gaps or actually undertook activities in the community level which the NGOs or LGUs or other government institutions had supposedly carried-out, unconsciously defeating the purpose of the technical cooperation. As such, the PMO had been described as a threat to NGOs (because the PMO staff did facilitate community organizing) and a "duplicator" to LGUs and other government institutions. Thus, the failure to facilitate tripartite cooperation (NGO+ PO + GO) for a certain period of time during the project cooperation. To avoid such circumstance, the role and function of the PMO, as a secretariat and or a pool of specialists, should be carefully defined and communicated to project stakeholders. Overall, the PMO staff (i.e., specialists) should be developed or transformed into **Facilitators of Tripartite Cooperation Processes**, in addition to their being specialists.

There are other concerns in establishing a PMO of utmost importance, without paying serious attention to which, these concerns may become elements of irritations among PMO and DENR staff, and therefore endangers smooth cooperation. At the top of these concerns is the issue on salary levels and stipend benefits. The PMO staff composition can be categorized into two by

⁴ The author, Engr Rey Gerona, was the Project Director of the GTZ Bondoc Development Program, an integrated area development project, which activities also included CBFM, from late 1980s to early 1990s.

definition of salary source: (i) group 1: contractual administrative staff (secretary, clerks, drivers, etc.) paid by the Japanese inputs, and the (ii) group 2: DENR staff seconded to the project and paid by the regular funds of the DENR. To play safe, salary levels for the group 1 should be based on the salary standards of the Philippine government as per plantilla position. Due to the possible issue of "double compensation", the project may not be able to pay salaries to the seconded DENR staff (group 2), but could provide stipend allowances if needed. The experiences of JBIC-FSP I and those of JICA's Cebu-SEED project in the provision of stipend allowances for PMO or counterpart staff can be made as reference in making a decision about minimum and maximum ceilings of stipend allowances.

One of the significant lessons learned from past experiences of similar projects in the Philippines is the importance of being sensitive to the issue of additional benefits or incentives other than the Philippine government can offer that the PMO staff could receive from the project. The PMO has the most critical role to play in a technical cooperation project. It can motivate or de-motivate project stakeholders and can influence or actually maneuver decisions of the Joint Coordinating Committee members. It is therefore only proper to take equal care of the PMO staff, the same treatment that will be accorded to the project stakeholders.

(2) During the operational phase

Confirm the Plan of Operations (PoO), modify key result areas, if necessary.

The project design matrix (PDM) and the PoO, in reality, can be modified depending on the practicability of the situations. In such case, organize and conduct region-based, provincial or site-specific planning-confirmation workshops to determine do-ability of planned targets. For these equally important processes, the project should be able to hire the services of excellent independent facilitators to maintain objectivity of opinions and views, and more importantly, to facilitate group ideas primarily for the purpose of resource-complementation.

Past experiences reveal the fact that good planning facilitators are the ones who have working knowledge (therefore have a good grasp) of the project background: hard issues during preparation of technical cooperation framework, dynamics of discussants and proponents of project concept, etc. No amount of academic qualifications can replace such expertise.

Hiring of NGOs or consultants for specific tasks.

The project may wish to hire the services of NGOs, for community organizing (CO) and PO strengthening or CO training for DENR and LGU staff, and consultants or consulting groups for such activities as poverty monitoring and indicators survey, GIS or satellite mapping; or training of POs, local NGOs and LGUs on external resource accessing, among others. It should be pointed

out that the main purpose of hiring "outside" expertise is to re-enforce or supplement the technology transfer activities of Japanese experts to Filipino counterparts. Therefore, prime components of such activities should be able to address the technology transfer issue of the technical cooperation, from the hired outside experts to the DENR counterparts.

The JICA-Philippine office has a wealth of experiences in developing Terms of Reference or Scope of Works for contractual activities by NGOs, research organizations or consultants, and has a long list of "bad" and "good" contractors and consultants. These experiences and sets of information can be made as good references in scouting or facilitating the engagement for such services.

Resource persons for domestic training and seminars.

As part of the confidence and capability building, Filipino counterparts including project stakeholders, could be sent to training and seminars locally conducted as resource persons, delivering lectures or facilitating discussions with the trainees. Particularly pointed out in the first mission report was the importance of tapping IP members (who are also CBFM PO members) as resource persons for community-based livelihood seminars concerning processing and applications of herbal medicinal plants of the forest for certain illness. For topics such as best practices on CBFM program or tripartite cooperation, the project may wish to invite as resource lecturers the representatives of the Quirino (GTZ) project, the Nueva Viscaya provincial government's co-management project; the Palawan's sustainable development project (as discussed in Case study No.1, attached hereto) and the ITTO-assisted project in Buenavista, Bayombong, Nueva Viscaya.

Additionally, resource persons for certain technology transfer topics can also be sourced out from the JICA-Philippine office, where in-house consultants (multi-disciplinary expertise) can be mobilized for such purpose.

(3) During phase out stage

Usually 1.5 years before the phase out of the project cooperation, project staff (Japanese experts and PMO counterparts) already start discussing internally the framework of project sustainability. After the general framework of a wider discussion is formulated, organizing for activities towards formulation of a SUSTAINABILITY PLAN are carried out, which processes significantly involve the DENR, LGUs and POs and or NGOs in the localities.

Past experiences of similar community-based projects, such as the AusAID's Northern Samar Integrated Rural Development Project (NSIRD) and JICA's Marinduque Integrated Area Development Project under the Japan's Grant Aid scheme, to mention a few, had pointed out the fact that project sustainability planning is equally important like preparing for project cooperation framework, and therefore should not be taken for granted. One of the purposes for sustainability planning, for example, is to ensure

the inclusion of CBFM enhancement into the local (LGUs) and DENR regular budgets every year, such that needed policy papers can be worked out earlier and made popularized towards the end of the project cooperation.

Case Study No. 1

COMMUNITY-BASED RESOURCE MANAGEMENT THROUGH INSTITUTIONAL REFORMS: THE PALAWAN (PHILIPPINES) EXPERIENCE

Palawan is one of the largest provinces in the Philippines. Composed of a long (450 kms) and narrow main island (1.2 m ha) and 1,768 islands and islets, it is situated west of the Visayas regions, between the South China and Sulu Seas. Palawan's unspoiled natural resources gave it the distinction of being the country's last "ecological frontier". The noticeable green lush vegetation, thick forest cover and rich marine resources are what initially attract a first time visitor. Several mineral deposits have been discovered.

Palawan Before

For many decades, Palawan had been relegated to the backwaters of development. One of the principal obstacles to the Provinces' progress was the country's centralised form of government heightened during the Martial Law years. All issues, even of local concern, were resolved in the executive or national level. Officials outside the national capital were relatively powerless.

A perfect example was that logging permits or licenses were issued by the Manila-based Department of Environment and Natural Resources (DENR), even without local consultations. The Provincial Government and concerned communities only came to know of an approved and issued Timber License Agreement (TLA) when a successful holder arrived in Palawan.

As the Province continued to be isolated from the other parts of the country, the country's economy worsened. Palawan's once pristine forests were exploited, legally and illegally. Due to its undemanding nature, "slash and burn" farming was practiced by the indigenous people and later by the ever increasing number of migrants.

Early Initiatives

Historically, the bond between the development of the province and the environmental concerns started with the Palawan Integrated Area Development Project (PIADP). Launched in 1982, PIADP was funded principally through a \$47 M loan from the Asian Development Bank. Along with infrastructure, agricultural intensification, health and social services, and irrigation components, an Integrated Environmental Program (IEP) component was implemented, financed through a grant from the then European Economic Community (EEC).

By 1983, through the IEP, comprehensive investigation of Palawan's natural resources and the potential impacts of development activities and projects were conducted. This resulted in the drafting of an Integrated Environmental Plan for mainland Palawan. Towards the end of 1987, after several consultations, the Strategic Environmental Plan (SEP) for Palawan Towards Sustainable Development was formulated. It was the first of its kind in the Philippines.

Realising the need to have strong enforcement of the Plan, the two Congressmen of the Province filed the SEP in the Philippine Congress. Consequently, on June 19, 1992 Republic

Act 7611 popularly known as *Strategic Environmental Plan for Palawan* was signed into law, by then President Corazon Aquino.

The SEP

Republic Act 7611 states that the SEP is a comprehensive framework for the sustainable development of Palawan, compatible with protecting and enhancing the natural resources and endangered environment of the Province.

It shall serve as a guide to the local governments and national agencies involved in the formulation and implementation of developmental plans and programmes. As its main philosophy, sustainable development is defined by the SEP Act as "the improvement in the quality of life of its people in the present and future generations." This improvement shall be achieved through the complementary activities of development and conservation that will protect the ecosystems and rehabilitate exploited areas.

The SEP outlines the following: ecological viability, the physical and biological cycles that maintain the productivity of natural ecosystems must always be kept intact; social acceptability, the people themselves, through participatory processes, should be fully committed to support sustainable development activities by fostering equity in access to resources and the benefits derived from them; and integrated approach, which allows for a holistic view of problems and issues obtaining in the environment as well as opportunities for coordination and sharing that will eventually provide the resources and political will to implement and sustain SEP activities.

Through the SEP, an Environmentally Critical Areas Network (ECAN) was to be established. It is a graded system of protection and development control. Terrestrial and marine areas were allocated into a core zone or "no touch" with maximum protection and free of human disruption, a buffer zone with a restricted area wherein limited extractive activities may be allowed and controlled use area where logging and mining may be allowed, and a multiple use areas where intensive agriculture, fisheries and industrialisation may be undertaken and settlements and urbanisation may take place. The ECAN also recognises the tribal ancestral lands which may encompass these zones.

The governance, implementation and policy direction of the SEP are exercised by the Palawan Council for Sustainable Development (PCSD). The Council, created under the Office of the President, is composed of Members of the House of Representatives representing Palawan, Deputy Director General of the National Economic and Development Authority, Undersecretaries of DENR and the Department of Agriculture, the Governor of Palawan, the Mayor of Puerto Princesa City, the Executive Director of PCSD Staff, and other representatives from the public and private sectors, indigenous communities and Government Organisations (GOB) and NGOs.

The Council shall: *formulate plans and policies* necessary to carry out the provisions stated in RA 7611; *ensure proper co-ordination* with the local governments, government and private agencies or organisations in formulating and implementing their plans to conform with those of the SEP; and *negotiate* for, donations, grants, gifts, loans and other funding from domestic and foreign sources to carry out the activities and fulfill the objectives of the SEP.

The Local Government Code

Almost simultaneous with the SEP was the adoption of Republic Act 7160 or the *Local Government Code (LGC)* of 1991, which came into force in January 1992. The Code covers the whole country. It is an Act to devolve authority so that "*territorial and political subdivisions of the State shall enjoy genuine and meaningful local autonomy to enable them to attain their fullest development as self-reliant communities and make them more effective development partners*". A structural system of decentralisation was instituted whereby local government units (provincial and municipal) were given more powers, authority, responsibilities and resources. The process (decentralisation) shall proceed from the national government (departments) to the local government units and the rate of devolution may vary.

Considering the former centralised structure of government, the LGC and SEP (for Palawan) significantly provided greater opportunities and initiatives for the local government units and local communities in promoting institutional and resource management. Both encourage a national-local and multi-agency interaction in governance and policy formulation and implementation.

The Palawan Tropical Forestry Programme

In its quest for greater protection and conservation of Palawan's remaining forests, a Financing Memorandum was signed in 1995 by the Philippine Government with the European Union providing a grant (17 Million ECU) for the *Palawan Tropical Forestry Protection Programme (PTFPP)*. A seven-year project, through the PCSD Staff, the Programme, which operates within the framework of the SEP, was to assist in the preservation of forests in Palawan through an *area-based approach*, with emphasis on a sustainable development strategy implemented by the communities.

As a *community-based Programme*, it recognises the role of the local government units (LGUs), in ensuring, participation (of the community) and sustainability. To empower the upland communities and enable them to protect the forests, the Programme signed a *Memorandum of Agreement (MOA)* with the LGUs covered within the priority areas. This collaboration greatly contributed to the active participation of the population.

At the city/municipal level, the respective LGUs have each designated an official who is the contact person or coordinator of PTFPP's field staff and acts as overall coordinator, on behalf of the local chief executive. They are variously called Environment and Sustainable Development Officer (ESDO), or Municipal Environmental Officer (MEO), or an Environment and Natural Resources Officer (ENRO). The Programme made an effort in assisting the municipalities in the establishment of Environmental Offices, a non-existent unit within LGU before PTFPP, although optional under the LGC. To some extent, the Programme tapped the services of the local NGOs in approaching communities, conducting consultations, training and workshops, among others.

The Programme is actively involved in assisting the LGUs in formulating their respective Integrated Watershed Management Plans. This initiative was the result of a joint effort to sustain the productive capacity of the communities within the different watersheds. The Plan shall serve as a guide in harmonizing the various uses of the watershed and in designing management strategies that would promote sustainable development within and outside the watershed.

The Programme collaborates with the communities, through the Environmental Officer, in a *micro-project level*. All projects (identified by the communities themselves) are designed to be sustainable. This approach develops community confidence, skills and cohesion to enable

them to take charge of their own development . In addition, it enables them to carry out their chosen livelihood activities and make a living within a free market system with minimal external dependence. Categorically, this has been proven effective and potentially sustainable, with almost two hundred (200) micro-projects. These projects include agriculture and livelihood enterprises, training and workshops, study tours, and agro-forestry nursery establishments. By stabilising their agriculture and livelihood activities, the communities decrease their pressure on the forests.

The community counterpart associated with all micro-projects is central to maximising the potential for sustainability. It conveys ownership of the project by the community participants themselves rather than by the PTFPP. In addition, counterparting provides some measure of real community interest in the project. For example, if they provide the labor themselves or pay for a commodity, they endorse whether a livelihood opportunity is worth considering. This, in a way, serves as a mirror for the Programme to gauge if it addresses the essential needs of the community or not. Furthermore, as practical "hands on" training is provided and because the community members themselves provide all the work, they learn and develop the skills needed in order to sustain the project.

In order to enhance the possibility of the forest protection being sustained beyond the period of the Programme, significant emphasis on the community's participation in forest resource management through more secured land is essential. With these, it is envisioned that communities and institutions (LGUs) would be able to pursue community development initiatives. This initiative will eventually enhance the proper management of natural resources, especially the forests.

One avenue is the Certificate of Ancestral Domain Claim (CADC), a recognition of the indigenous people's claim to a defined land area. Another is the Community-Based Forest Management Agreement (CBFMA), a similar instrument applicable in situations where the forest dwellers cannot make claim to ancestral rights. Through these the forest communities are seen to manage a tract of indigenous forest land under a management plan authorised by DENR. Another initiative is Integrated Social Forestry (ISF), under which some farmers who practiced "slash and burn" are given stewardship contracts (25 years renewable) on condition that they reforest the area and will not expand. When in place, these instruments and arrangements are likely to be sustainable.

Lessons Learned

The establishment of SEP gave not only aspirations among Palaweños, but also inspiration among environmentally conscious Filipinos in preserving the country's last "ecological frontier". Being "unique", the adoption of the Strategic Environmental Plan for Palawan has paved the way to educating the Palaweños through the lessons derived and learned.

Primarily, the devolution of authority from central departments provided better opportunities for the LGUs to initiate community-based resource management. The LGC and the SEP, provided these opportunities.

Secondly, the commitment and capability of the LGUs to take control over local concerns/issues and carry out effective and sustainable measures, necessitates institutional strengthening. Though one could understand the LGU's eagerness to govern, this was not supplemented by a full understanding of what was involved, nor by the skills, technical expertise nor by resources required.

The SEP provided opportunities to the communities to use wisely and manage properly their resources. It recognized the potential of the community as partners in sustainable development. Relevant to this is the capability of the community to cope with the various responsibilities of managing the resources. This cannot be done without enhancing their capability through training and information campaigns in whatever form is essential.

Thirdly, the role of funding agencies must be examined. A large part of the implementation of the SEP depends on the normal functions of the LGUs and related departments or agencies. The realisation of the SEP lies also in the full co-operation of all local and national agencies operating in Palawan and importantly, the involvement of its population. This effort can be strengthened in many ways by outside funding or support: assistance by further education, training and research, and technical assistance. However, it should be emphasised that external support is no substitute for improved local competence in implementing the plan.

Lastly, considering the scope and authority vested in the SEP and the Council, there is seemingly an inadequate appreciation on the part of the concerned National Agencies of the basic functions, aims and purposes of the SEP and the Council. Resistance from these agencies could be explained by the fact that these agencies are for the first time confronted with an "exceptional case", an aggressive PCSD which is an area-focused agency yet essentially "national" in authority. Better education of these agencies is needed to ensure a mutually supportive approach to these issues.

The PTFPP hopes to promote community development approaches and programmes where activities and projects are owned by the communities and institutions and not by PTFPP alone. The final challenge is that the communities and institutions (i.e. LGUs) should be able to pursue community resource management initiatives, even after the Programme ends. The local autonomy being experienced by the LGUs, should enable them to develop as self-reliant communities and effective development partners. Sustainability, therefore, is the keynote of PTFPPs efforts.

Case Study No. 2

The ITTO-supported PO in pursuing CBFM practices

A 3000-hectare, community-based forest management (CBFM) project funded by ITTO in Buenavista, Bayombong, Nueva Viscaya, the Philippines has been hailed as a model in forest management.

The area is managed by the Federation of Vista Hills Kalongkong Upland Farmers Associations, Inc, with assistance from the Department of Environment and Natural Resources, local government units and other members of the Buenavista Upland Development Advisory Council (BUDAC).

Through community participation and with financial support, significant parts of the once marginal portion of the project site have been developed into plantations and agroforestry farms. Natural and secondary forests in the area are being better protected from illegal entry and poaching and enrichment planting is being carried out to assist the restoration of degraded forests.

Last year the project won the Model Sustainable Development Project Award offered by the Nueva Viscaya's Provincial Council for Sustainable Development and now it has also won a similar award from the Regional Council for Sustainable Development. The Federation received the award at a ceremony earlier this week.

The implementation of CBFM is guided by a land-use and forest and biodiversity management plan and a local-level system of monitoring and evaluation. Five teams composed of members of the Federation and other BUDAC representatives monitor progress and impact of the project based on verifiable indicators and evidence under the following criteria:

- enabling policy and other institutional support;
- forest resources security;
- forest protection, biodiversity and soil and water conservation;
- sustainable flow of forest products; and
- socioeconomic and cultural well-being.

The ITTO project that supported the process (ITTO project PD 21/97 Rev.2 (F)) started in 1998 and management was turned over to the Federation in 2002. This model of community forestry in action has now become an important tool for communicating sustainable development experiences and lessons learned with the wider community, including other CBFM practitioners, students, researchers, trainees and foreign visitors.

Second Project Preparatory Study Mission
for the Technical Cooperation for the Enhancement of the CBFM Program in the Philippines

SWOT Analysis

(By: Engr Rey T Gerona, In-house Consultant, JICA-Philippines; March 2004)

		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
1	CBFM areas	<ul style="list-style-type: none"> • Forest and agro-forest trees already available including other forest plants • CBFMA (25-year lease to POs) motivates farmers to participate in government's programs such as reforestation and shared upland livelihood leading to poverty reduction through self-employment 	<ul style="list-style-type: none"> • Boundary disputes between or among barangays, municipalities of provinces • Overlapping with other convergence areas, which also have tenurial instruments (e.g., CADDC from DENR, ARC from DAR) • Absence of territorial or boundary maps 	<ul style="list-style-type: none"> • Eco-tourism potentials (i.e., presence of natural caves, waterfalls, etc.) 	<ul style="list-style-type: none"> • Personal or business interests of some politicians • NPA or "insurgents" activities (e.g., collection of "revolutionary taxes"), and NPA-military armed confrontations • Natural calamities (e.g., typhoons, landslides, earthquakes)

		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
2	CBFM POs	<ul style="list-style-type: none"> • Legal identity of organizations (i.e., registered with SEC, etc) 	<ul style="list-style-type: none"> • Organizational problems (inactive members, quarrel between or among officers) 	<ul style="list-style-type: none"> • Participation in local governance (as local governments are mandated) 	<ul style="list-style-type: none"> • Natural calamities • NPA-military encounters

		<p>registered with SEC, etc)</p> <ul style="list-style-type: none"> • Have livelihood activities (communal or individual family) from agro-forestry products • Multi-ethnicity (mix of uplands and lowlanders) • Indigenous technologies on weather forecasting, planting and herbal medicine applications (particularly the IPs) 	<p>and members; low organizational development awareness; lack of organizational incentives system)</p> <ul style="list-style-type: none"> • Weak technical and financial capacities (e.g., project documentation skills, financial resource generation skills; proper utilization and sustainable management of forest products) • Individualistic attitudes • High poverty incidence, illiteracy (e.g., IPs) • Lack of information about availability of government programs, thus the lack of motivation to access such programs • No CBFM sustainability plan 	<p>governments are mandated to involve people in decision-making) i.e., advocacy to include CBFM plans of POs in the local development plans, etc.</p> <ul style="list-style-type: none"> • Access to government's programs, NGO assistance and even various donor programs of assistance • Self-management of communal forests (e.g., sustainable eco-tourism, herbal medicine promotion, sustainable SMEs out of agro-forestry products and by-products; forest-friendly cropping intensification, etc.) 	<ul style="list-style-type: none"> • Conversion of CBFM sites into other land uses or cancellation of CBFMAs in favor of industrial uses that does not accrue benefits to POs
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		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
3	Local DENR offices (Region, CENRO)	<ul style="list-style-type: none"> • Authority to determine, approve and issue CBFMAs • Availability of staff at CENRO who can be dispatched to CBFM areas, mostly foresters 	<ul style="list-style-type: none"> • Regional and local offices are rented (average of P100,000 per month for Regional offices) • Not much budget for CBFM site development (affected by central 	<ul style="list-style-type: none"> • Ability to acquire/access government resources, or donors' assistance • Potentials to achieve reforestation while "total log ban" policy is still in effect 	<ul style="list-style-type: none"> • Natural calamities • Peace and security issues in the CBFM sites brought about by NPA-military activities • Personal and business interests of politicians

		<ul style="list-style-type: none"> • Camaraderie with local politicians • Presence (offices) in the Regions and LGU levels • Technical capabilities of staff on forest management • Established relationship with POs in the CBFM and ISF sites 	<p>government's financial difficulties e.g., ballooning budget deficit, etc.)</p> <ul style="list-style-type: none"> • No budget to hire new or additional staff, or to hire services of NGOs for community organizing activities at CBFM sites • No or limited monitoring vehicles • Not much budget for the field travel expenses of staff 	<ul style="list-style-type: none"> • Potential contribution to poverty reduction effort of the national government by supporting CBFM POs in establishing sustainable livelihood enterprises out of agro-forest products in the CBFM sites 	
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		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
4	Local Government Units (LGUs) e.g., provinces, municipalities, cities	<ul style="list-style-type: none"> • Given the authority to implement community-based forestry projects, such as ISF and similar projects, management & control of communal forests with an area not exceeding 50 skm; establishment of parks, greenbelts and other forest development projects; enforcement of forestry laws, pollution control law, small-scale mining law, & other laws on the protection of the environment, mini-hydroelectric 	<ul style="list-style-type: none"> • Preference for infrastructure projects than capability building activities • Tendencies to organize POs for "politicians' election campaign" strategies (patronage politics) • Limited skills of staff on community organizing • Limited budgets for 	<ul style="list-style-type: none"> • Potentials to learn from the co-management experiences of some LGUs such as the Nueva Viscaya and Quirino provinces • Environment-oriented local development plans and investment programs • Potentials for fulfillment of core roles in poverty alleviation by supporting 	<ul style="list-style-type: none"> • Re-centralization of already devolved authority and implementation functions over environmental projects due to inaction of LGUs on such devolved services

		<p>environment, mini-hydroelectric projects for local purposes (by virtue of the 1991 Local Government Code)</p> <ul style="list-style-type: none"> • Some LGUs have their own ENROs working closely with DENR staff • Have local staff that have established relationships with barangay officials in the CBFM sites, who select CBFM beneficiaries • Have local technical and financial resources 	<p>CBFM site development or non-prioritization of CBFM or similar projects in the local budget appropriations, simply neglecting devolved services for forest or environment management</p>	<p>CBFM POs in acquiring self-employment through community-based enterprises utilizing agro-forestry products</p>	
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		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
5	NGOs	<ul style="list-style-type: none"> • Skills in organizing communities or beneficiaries of CBFM • Advocacy skills and community mobilization • Flexibility skills, the ability to easily adjust rules and procedures to the peculiarities of the field situation • Skills in community-based communication including communicating with NPA members in the field • 	<ul style="list-style-type: none"> • length of community organizing activities is usually long, 1 year - 2 years (e.g., 10 years for PRRM in Nueva Viscaya) and costs of services are usually high (salaries, administrative expenses, training, workshops and usually none to community projects) • phase-out plan may be formulated but sustainability plan of the POs is usually not facilitated • too much dependency on donor's funding (without which, NGOs will not go to the CBFM areas on their own) • tendency to impart hard criticisms against government to POs without the 	<ul style="list-style-type: none"> • Access to resources of overseas NGOs including "direct access windows" of assistance of ODA donors • People's active participation in local governance as mandated by law through such mechanisms as local development councils, health boards, school boards, peace and order councils, and others • Maximization of opportunities offered by the tenurial instrument of CBFMA in advancing 	<ul style="list-style-type: none"> • No external funding •

			aggressiveness to inform what government is really doing or planning for the communities (indoctrination)	land ownership or tenurial issues among forest occupants	
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		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
6	Other ODA donors	<ul style="list-style-type: none"> • technical and or financial resources /assistance to government agencies, LGUs, NGOs and even to POs in some cases • international experiences that could be learned from, through advisory services on project planning, implementation and management • access to information at the national and international levels • 	<ul style="list-style-type: none"> • time-bounded assistance, usually too short for community organizing processes • tied to bureaucratic procedures, rules and regulations • resources are not complemented with others (resource-complementation is not usually done), donor-to-donor collaboration always not concretized in the field • too many officers involved in decision-making, usually centralized decision-making processes • budgets are utilized either on "software" (technical assistance: training, expatriates, small equipment) or "hardware" interventions (financial cooperation: construction, equipment), but not usually complemented 	<ul style="list-style-type: none"> • emphasis of DAC-OECD on grassroots issues such as poverty alleviation, human security, women, environment, etc., such that donors' assistance tends to prioritize such issues in their country assistance strategies • 	<ul style="list-style-type: none"> • prioritization of assistance tends to favor ARMM in Mindanao when other Regions also suffer the same poverty situation • peace and security issues resulting to "travel bans"

		STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
7	JICA's technical cooperation project on CBFM enhancement	<ul style="list-style-type: none"> • availability of Japanese long-term experts, short-term experts will also be made available to the project at a phased-in scheme, all of whom are bent to share expertise to counterpart staff at DENR and possibly to other project stakeholders • flexibility to provide small equipment for project operations including community-based project implementation • flexibility to provide small funds for small construction activities related to project operations and community development • flexibility to send some counterparts for Japan-based training, who in turn, could qualify for follow-up support from JICA 	<ul style="list-style-type: none"> • designed for a too short an intervention (3 years), GTZ in Quirino province for a similar project was 15 years (1988-2003) • under the present scheme, cannot provide huge funds for big infrastructure projects (roads, bridges, hospitals,), or funds for the tree planting activities of the POs including PO allowances for forest-patrolling; or salaries for PO leaders and DENR counterparts • 	<ul style="list-style-type: none"> • ability of Japanese expertise to blend with the skills and technologies of counterparts and CBFM beneficiaries • access some more funding resources for the project from other JICA or Japan's ODA schemes such as the GAGP of the Embassy of Japan, Follow-Up Support Program for Ex-Participants to Training in Japan, etc. • collaboration with other ODA donors particularly for resource-complementation for community-impact-oriented projects 	<ul style="list-style-type: none"> • natural calamities • high risk peace and security issues in CBFM areas • inability of DENR to provide counterparts (assignment of counterpart staff, land for office buildings if required, site development funds for project (CBFM) areas • uncooperative LGUs, or LGU policies contradicting project framework