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## 1. 実施協議討議議事録 (R/D)

**RECORD OF DISCUSSIONS BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY AND  
AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA  
ON JAPANESE TECHNICAL COOPERATION FOR  
THE PARTICIPATORY FOREST MANAGEMENT PROJECT IN BELETE-GERA  
REGIONAL FOREST PRIORITY AREA PHASE 2**



The Resident Representative of Japan International Cooperation Agency (hereinafter referred to as "JICA") in the Federal Democratic Republic of Ethiopia had a series of discussions with the Ethiopian authorities on desirable measures to be taken by both JICA and Ethiopian Governments for the successful implementation of the Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area Phase 2 (hereinafter referred to as "the Project") in the Oromia Region of the Federal Democratic Republic of Ethiopia.

As a result of the discussions, both sides agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

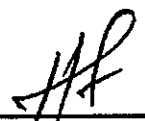
Addis Ababa, September 29, 2006

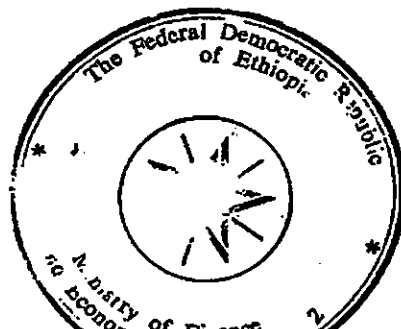
  


Mr. Naoki SAITO  
Resident Representative,  
Ethiopia Office  
Japan International Cooperation  
Agency (JICA)

Diribu Jemal  
Head, Rural Land & Natural  
Resource Management and  
Rural Land Administration Sector  
Agriculture and Rural Development Bureau  
Oromia Regional Government  
Federal Democratic Republic of Ethiopia

  
Mr. Hailemichael Kinfu  
Head,  
Bilateral Cooperation Department  
Ministry of Finance and Economic Development  
Federal Democratic Republic of Ethiopia



THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND ETHIOPIAN GOVERNMENT

1. The Natural Resource Management and Rural Land Administration Sector, Agriculture and Rural Development Bureau in the Oromia Regional Government (hereinafter referred to as "OARDB") in the Federal Democratic Republic of Ethiopia will implement the Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area Phase 2 (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in ANNEX I.

II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan, JICA will take, at its own expense, the following measures according to the normal procedures under the Technical Cooperation Scheme of Japan.

1. DISPATCH OF JAPANESE EXPERTS

JICA will provide the services of the Japanese experts as listed in ANNEX II.

2. PROVISION OF MACHINERY AND EQUIPMENT

JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project upon request. The Equipment will become the property of OARDB upon being delivered C.I.F. (cost, insurance and freight) to the Federal Democratic Republic of Ethiopia authorities concerned of at the borders and/or airports of disembarkation.

3. TRAINING OF ETHIOPIAN PERSONNEL IN JAPAN

JICA will receive the Ethiopian personnel connected with the Project for technical training in Japan. The training shall be conducted based on the request by OARDB.

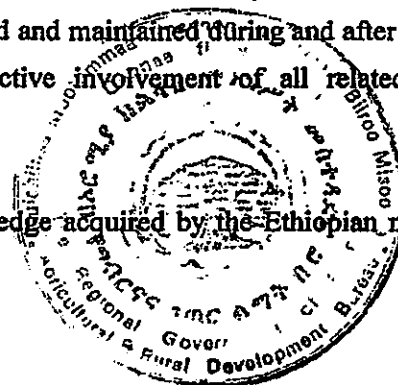
III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA

1. OARDB in the Federal Democratic Republic of Ethiopia will take necessary measures to ensure that the self-reliant operation of the Project will be achieved and maintained during and after the period of Japanese technical cooperation, through full and active involvement of all related authorities, beneficiary groups and institutions in the Project.

OARDB will ensure that the technologies and knowledge acquired by the Ethiopian nationals as a



*Diribu Jemal*

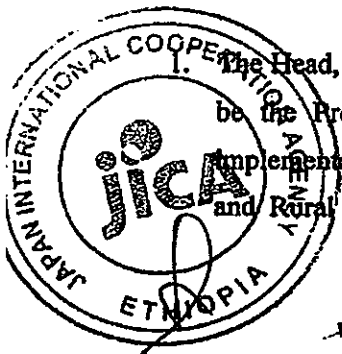


result of the Japanese technical cooperation will contribute to strengthen the participatory forest management in the Oromia Region.

3. The Government of the Federal Democratic Republic of Ethiopia will grant in Ethiopia the privileges, exemptions and benefits as listed in ANNEX III to the Japanese experts referred to in II-1 above and their families, which are no less favorable than those accorded to experts of third countries or international organizations performing similar missions to the Japanese experts in the Federal Democratic Republic of Ethiopia.
4. OARDB will ensure that the Equipment referred to in II-2 above and all equipment donated during Phase 1 of the Project will be well-managed and utilized exclusively and effectively for the implementation of the Project in consultation with the Japanese experts referred to in ANNEX II.
5. OARDB will take necessary measures to ensure that the knowledge and experience acquired by the Ethiopian personnel connected with the Project from technical training in Japan and in other countries referred to in II-3 above will be utilized effectively in the implementation of the Project.
6. In accordance with the laws and regulations in force in the Federal Democratic Republic of Ethiopia, the OARDB will take necessary measures to provide at its own expense for the project:
  - (1) Services of the Ethiopian counterpart personnel as listed in ANNEX IV;
  - (2) Land, buildings and facilities as listed in ANNEX V;
  - (3) Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA in II-2 above.
7. In accordance with the laws and regulations in force in the Federal Democratic Republic of Ethiopia, the OARDB will take necessary measures to meet:
  - (1) Expenses necessary for transportation of the Equipment referred to in II-2 above within the Federal Democratic Republic of Ethiopia as well as for the installation, operation and maintenance thereof;
  - (2) Customs duties, internal taxes and any other charges, imposed in Ethiopia on the Equipment referred to in II-2 above ; and
  - (3) Running expenses necessary for the implementation of the Project.

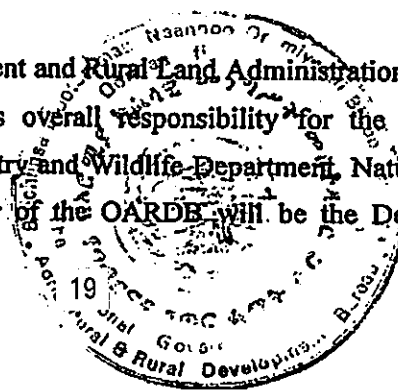
#### IV. ADMINISTRATION OF THE PROJECT

The Head, Natural Resource Management and Rural Land Administration Sector of the OARDB will be the Project Director who assumes overall responsibility for the Project administration and implementation. The Head of the Forestry and Wildlife Department, Natural Resources Management and Rural Land Administration Sector of the OARDB will be the Deputy Project Director who



*[Signature]*  
Diribu J. A.

*[Signature]*



supports the Project Director.

2. The Rural Land and Natural Resources Administration Expert, Agriculture and Rural Development Office (ARDO) of Jimma Zone will be the Project Manager responsible for the managerial and technical matters of the Project.
3. The Japanese Chief Advisor will provide necessary recommendations and advices to the Project Director, the Deputy Project Director, and the Project Manager on any matters pertaining to the Project implementation.
4. The Japanese experts will provide necessary technical advices to the Ethiopian counterpart personnel on technical matters pertaining to the implementation of the project.
5. For the effective and successful implementation of technical cooperation for the Project, a Joint Coordinating Committee shall be established and meet at least once a year, or more often if necessary. The functions and members of the committee are described in ANNEX VI.

#### V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the authorities concerned in the Government of the Federal Democratic Republic of Ethiopia, during the last six months of the cooperation term in order to examine the level of achievement.

#### VI. CLAIMS AGAINST JAPANESE EXPERTS

The Government of the Federal Democratic Republic of Ethiopia undertakes to bear claims, if any arises, against the Japanese experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Federal Democratic Republic of Ethiopia except for those arising from the willful misconduct or gross negligence of the Japanese experts.

#### VII. MUTUAL CONSULTATION

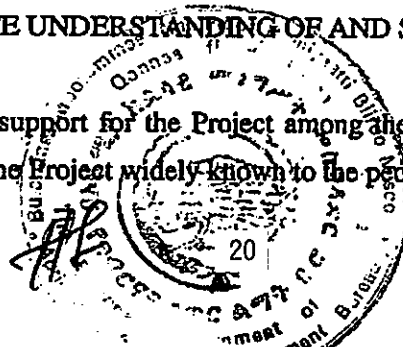
There will be mutual consultation between JICA and the authorities concerned in the Government of the Federal Democratic Republic of Ethiopia on any major issues arising from, or in connection with this Attached Document.

#### VIII. MEASURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of Ethiopia, OARDB will take appropriate measures to make the Project widely known to the people of Ethiopia.



*Diribu Jermal*



**IX. TERM OF COOPERATION**

The duration of the technical cooperation for the Project under this Attached Document will be four (1<sup>st</sup> stage: one year, 2<sup>nd</sup> stage: three years) years from October 1, 2006.

Note: The Project consists of 2 stages in four years project period, the first stage with one year and the second stage with 3 years' implementation period. The first stage is regarded as the preparation period for further expansion of WaBuB PFM in the selected areas of Belete-Gera PFMP, which also includes follow-up activities for the first phase of the Project. Based on the results form the first stage, the second stage will be implemented in order to establish new WaBuBs in the selected areas in Belete-Gera PFMP.

  
  
**Diribu Jamal**  




LIST OF ANNEX

- ANNEX I MASTER PLAN
- ANNEX II LIST OF JAPANESE EXPERTS
- ANNEX III PRIVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS AND THEIR FAMILIES
- ANNEX IV LIST OF ETHIOPIAN COUNTERPART AND ADMINISTRATIVE PERSONNEL
- ANNEX V LIST OF LAND, BUILDINGS AND FACILITIES
- ANNEX VI JOINT COORDINATING COMMITTEE

 Habibu Jemal 





MASTER PLAN

1. Overall Goal

Participatory forest management is carried out in a sustainable manner by the local people in Belete-Gera Regional Forest Priority Area (RFPA)

2. Project Purpose

WaBuB Participatory Forest Management (WaBuB PFM) is developed in selected areas in Belete-Gera RFPA

3. Outputs

- (1) The guideline of WaBuB PFM in Belete-Gera RFPA is prepared
- (2) The extension strategy of WaBuB PFM is prepared
- (3) Capacity of WaBuBs of Chafee and Afalo is strengthened to implement PFM
- (4) Capacity of the counterparts on PFM is strengthened
- (5) Capacity of local people in the specific target areas is developed through formulation of WaBuBs
- (6) The guideline of PFM in Oromia RFPA is prepared
- (7) Proper progress of the project is realized

4. Activities

1-1 Review the documents of WaBuB Chafee and Afalo PFM

1-2 Prepare the draft guideline

1-3 Discuss on the draft guideline with all stakeholders

1-4 Finalize the guideline

2-1 Conduct supplementary information gathering through reviewing "The Forest Resources Management Study in the Southwestern Part of Ethiopia" produced by JICA in 1998, interviewing communities and looking the forest

2-2 Develop criteria of selection of target areas for expansion

2-3 Prioritize the areas according to the criteria

2-4 Discuss on benefit sharing from plantation with the Regional Government

2-5 Prepare the draft extension strategy

2-6 Organize a seminar on WaBuB PFM to get comments on the extension strategy

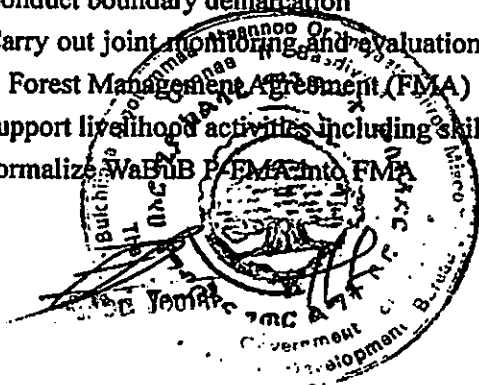
2-7 Finalize the extension strategy of WaBuB PFM

3-1 Conduct boundary demarcation

3-2 Carry out joint monitoring and evaluation of Provisional Forest Management Agreement (P-FMA)/ Forest Management Agreement (FMA)

3-3 Support livelihood activities including skills training

3-4 Formalize WaBuB PFM into FMA





ANNEX II

LIST OF JAPANESE EXPERTS

1. Long-Term experts

The Following full-time long-term experts in the fields described below, will be dispatched, serving exclusively for the Project

- (1) Chief advisor
- (2) Rural Development
- (3) Participatory Development
- (4) Natural Resource Management
- (5) Coordinator

Note: Chief advisor and/or Coordinator may serve concurrently as one of the sector experts.

2. Short term experts



Short-term experts will be dispatched as needed.



ANNEX III

PREVILEGES, EXEMPTIONS AND BENEFITS FOR JAPANESE EXPERTS AND THEIR FAMILIES

1. Exemption from income tax and other charges of any kind imposed on or in connection with the living allowances remitted from abroad.
2. Exemption from import tax, export duties and any other charges in respect of personal and household effects of the Japanese experts and their families, including one motor vehicle per long-term expert.
3. To issue, upon application, entry and exit visas for the Japanese experts and their families free of charge.
4. To issue identification card to the Japanese experts and their families to secure the cooperation of all governmental organizations necessary for the performance of the duties of the experts.
5. Exemption from customs duties for import and export of professional equipment by the Japanese experts in connection with the activities of the Project.

  
  
D. Jemal



## ANNEX IV

### LIST OF COUNTERPART AND ADMINISTRATIVE PERSONNEL OF ORLNRAA IN THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA

1. Project director:

Head, Natural Resource Management and Rural Land Administration Sector of the OARDB

2. Deputy project director:

Head of the Forestry and Wildlife Development and Conservation Department, Natural Resources Management and Rural Land Administration Sector of the OARDB

3. Project manager:

Rural Land and Natural Resources Administration Expert, Agriculture and Rural Development Office (ARDO) of Jimma Zone

4. Counterpart from OARDB, Jimma zone, Gera, Shabe Sombo and Seka Cholorsa Districts

- Full-time counterparts
- Heads, ARDO
- Team leaders, OARDB and ARDO
- Technical experts, OARDB and ARDO at the district and zonal levels
- Development agents (DAs),

  
Bircha Jemal



LIST OF LAND, BUILDINGS AND FACILITIES

1. Land and Facilities:

- (1) Jimma Forest Management Training Center
- (2) Gera Forest Extension Center
- (3) Belete Forest Extension Center
- (4) Project office at OARDB, Oromia Regional Government Office



JOINT COORDINATING COMMITTEE

1. Functions

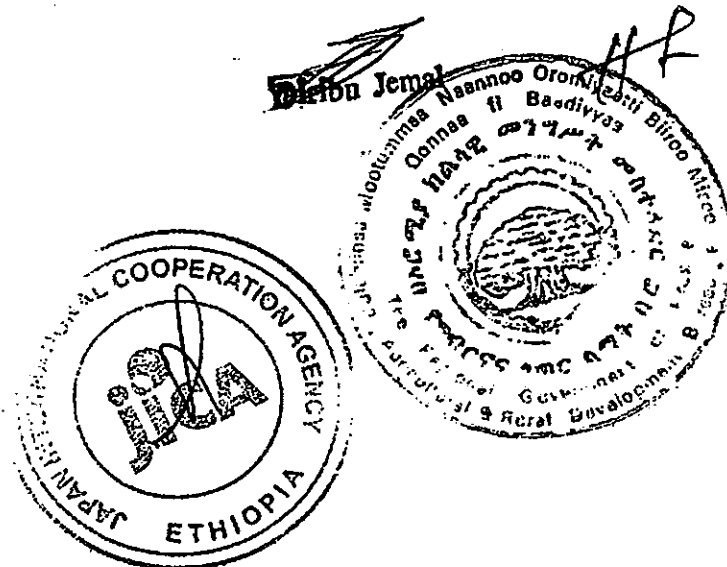
The Joint Coordination Committee will meet at least once a year as needed, and work:

- (1) To approve the Annual Plan of Operation formulated by the Project in accordance with the Record of Discussions;
- (2) To review the overall progress and annual expenditure of the technical cooperation program and activities carried out under the above-mentioned Annual Plan of Operation; and
- (3) To review and exchange views on major issues arising from or in connection with the technical cooperation program.

2. Composition

- (1) Chairperson: Head, Natural Resource Management and Rural Land Administration Sector, Agriculture and Rural Development Bureau, Oromia Regional Government
- (2) Vice-Chairperson: Head, Forestry and Wildlife Department, Agriculture and Rural Development Bureau, Oromia Regional Government
- (3) Ethiopian participants;
  - 1) Project Manager: Rural Land and Natural Resources Administration Expert, Agriculture and Rural Development Office (ARDO), Jimma Zone, Oromia Regional Government
  - 2) Heads and team leaders, ARDO, Gera and Shabe Sombo District
  - 3) Head, Bilateral Cooperation Department, Ministry of Finance and Economic Development
- (4) Japanese participants
  - 1) Representative, JICA Ethiopian Office
  - 2) Personnel to be dispatched by JICA, if necessary
  - 3) Long term experts dispatched for the Project

Note: Official(s) of the Embassy of Japan may attend the Joint Coordination Committee meeting as observer(s). The Chairperson can request the attendance of Ethiopian official(s) if necessary.



## 2. 実施協議にかかる協議議事録(M/M)







**MINUTES OF MEETING BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY AND  
AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA  
ON JAPANESE TECHNICAL COOPERATION FOR  
THE PARTICIPATORY FOREST MANAGEMENT PROJECT IN BELETE-GERA REGIONAL  
FOREST PRIORITY AREA PHASE 2**

With regard to the Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area Phase 2 (hereinafter referred to as "Project"), based on the Record of Discussions signed in Addis Ababa on September 29<sup>th</sup>, 2006, the Resident Representative of Japan International Cooperation Agency (hereinafter referred to as "JICA") in the Federal Democratic Republic of Ethiopia had further discussions with the Ethiopian authorities for the successful implementation of the Project.

As a result of the discussions, both sides agreed on the document attached hereto. The attached document is subject to change within the framework of the Record of Discussions when the necessity arises in the course of implementation of the Project.

Addis Ababa, September 29, 2006

  <p><b>Mr. Naoki SAITO</b> Resident Representative Ethiopia Office Japan International Cooperation Agency (JICA)</p>	  <p><b>Mr. Diribu Jemal</b> Head, Rural Land &amp; Natural Resources Administration Sector Head, Natural Resource Management and Rural Land Administration Sector Agriculture and Rural Development Bureau Oromia Regional Government Federal Democratic Republic of Ethiopia</p>
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1. Project Design Matrix

Both sides agreed on the first version of Project Design Matrix (PDM) as ANNEX I.

2. Plan of Operation

Both sides agreed on the first version of Plan of Operation (PO) as ANNEX II.

3. With regard to the measures to be taken by the Government of Federal Democratic Republic of Ethiopia, the following costs must be paid by the Oromia Agriculture and Rural Development Bureau (OARDB) and the authorities concerned at the end of the first year (by the end of the first stage of the Project):

- All the salaries and travel allowances of C/P
- 50% of the salaries of supporting staff
- All of the salaries of the drivers of the four vehicles assigned in Belete and Gera
- Expenses for electricity, water and gas of the Jimma Forest Management Training Center and Forest Extension Centers in Belete and Gera
- 25% of the fuel expenses (two trucks and two hard-top wagons) used for project activities conducted in Belete and Gera
- 10% of the fuel expenses used by C/P at the Zonal level.

Continuation of the second stage of the Project is contingent on the fulfillment of the above items, which will be confirmed by the Project Consultation Team to be dispatched to Ethiopia at the end of the first year of the Project.

  
Dribu Jamal

END



ANNEX I

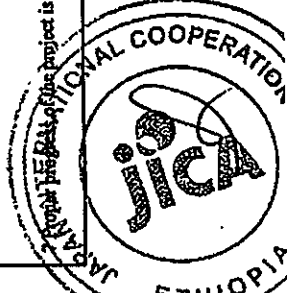
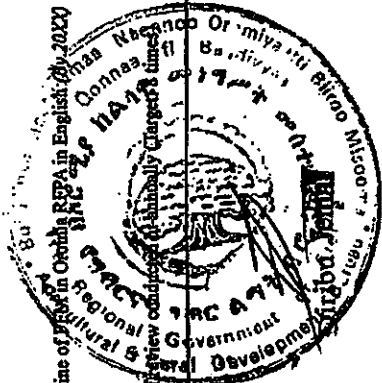
Project Name: Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area Phase 2 in the Oromia Region of the Federal Democratic Republic of Ethiopia

Target Group: Communities in the selected areas

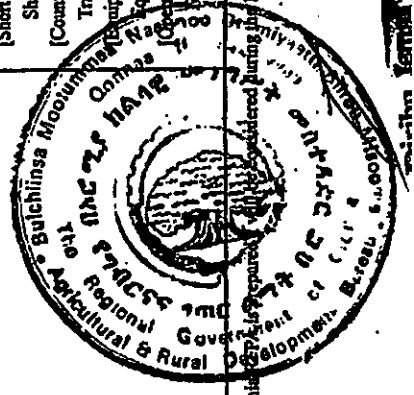
Period: 4 years from October 2006 (the 1<sup>st</sup> Stage: 1 year, the 2<sup>nd</sup> Stage: 3 years)

Target Area: Areas to be selected in Belete-Gera Regional Forest Priority Area (RFFPA) Implementing Organization: Oromia Agriculture and Rural Development Bureau (OARDB)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal</b> Participatory forest management is carried out in a sustainable manner by the local people in Belete-Gera Regional Forest Priority Area (RFFPA)</p>	<ul style="list-style-type: none"> <li>• % of total number of communities in Belete-Gera RFFPA applied WaBuB PFM (Target: 50% in 2015)</li> </ul>	<ul style="list-style-type: none"> <li>• Signed P-FMA/ P-FMP/ FMA/ FMP</li> <li>• Interviews to different level of key stakeholders</li> <li>• Forest inventory survey</li> </ul>	
<p><b>Project purpose</b> WaBuB Participatory Forest Management (WaBuB PFM) is developed in selected areas in Belete-Gera RFFPA</p>	<ul style="list-style-type: none"> <li>• % of total number of communities in selected areas implementing WaBuB PFM (Target: 80% in 2010)</li> <li>• Status of forest in selected areas (Subjects: deforestation, expansion of farmland, improper practices Reference period: Oct 2007 - Sep 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Signed P-FMA/ P-FMP/ FMA/ FMP</li> <li>• Different reports by WaBuB and ARDO</li> <li>• Field survey report of patrolling committee of WaBuB</li> <li>• Joint monitoring reports by WaBuB and ARDO</li> </ul>	<p>-The Oromia Regional Government does not change the policy of further expansion of participatory forest management in Belete-Gera RFFPA.</p>
<p><b>Outputs</b> 1 The guideline of WaBuB PFM in Belete-Gera RFFPA is prepared 2 The extension strategy of WaBuB PFM is prepared</p>	<ul style="list-style-type: none"> <li>• The guideline of WaBuB PFM in Belete-Gera RFFPA in Afan Oromo and English (By May 2007)</li> <li>• The extension strategy of WaBuB PFM in Afan Oromo and English (By June 2007)</li> </ul>	<ul style="list-style-type: none"> <li>• The guideline approved by Regional Government</li> <li>• Reports and/or minutes of discussions</li> <li>• The extension strategy approved by Regional Government</li> <li>• Reports and/or minutes of discussions</li> </ul>	<p>-There is no severe drought, forest fire or forest pest in Belete-Gera RFFPA</p>
<p>3 Capacity of WaBuBs of Chafee and Afalo is strengthened to implement PFM</p>	<ul style="list-style-type: none"> <li>• The knowledge, attitude and skills of WaBuB Afalo and Chafee on PFM (Reference period: Oct 2006 - Sep 2007)</li> <li>• The knowledge, attitude and skills of executive and patrolling committee of WaBuB on PFM (Reference period: Oct 2006 - Sep 2007)</li> <li>• Number of members signed on FMA (Target: more than 90% of all the forest users, in Aug 2007)</li> </ul>	<ul style="list-style-type: none"> <li>• Joint monitoring reports by WaBuB and ARDO</li> <li>• Self-evaluation reports</li> <li>• Signed FMA</li> </ul>	
<p>4 Capacity of the counterparts on PFM is strengthened</p>	<ul style="list-style-type: none"> <li>• The knowledge, attitude and skills of regional, zonal and district counterparts on PFM (Reference period: Oct 2006 - Sep 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Joint monitoring reports by WaBuB and ARDO</li> <li>• Self-evaluation reports</li> </ul>	
<p>5 Capacity of local people in the specific target areas is developed through formulation of WaBuBs</p>	<ul style="list-style-type: none"> <li>• Number of newly formed WaBuBs (Target: X number of WaBuBs in Sep 2010)</li> <li>• The knowledge, attitude and skills of local people on PFM (Reference period: Oct 2007 - Sep 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Signed P-FMA/ P-FMP/ FMA/ FMP</li> <li>• Joint monitoring reports by WaBuB and ARDO</li> <li>• Self-evaluation reports</li> </ul>	
<p>6 The guideline of PFM in Oromia RFFPA is prepared</p>	<ul style="list-style-type: none"> <li>• The guideline of PFM in Oromia RFFPA in English (By 2010)</li> <li>• Number of review completed annually (Target: 100%)</li> </ul>	<ul style="list-style-type: none"> <li>• The guideline of PFM in Oromia RFFPA approved by the Regional Government</li> <li>• Reports and/or minutes of discussions</li> <li>• Bi-annual review reports</li> </ul>	



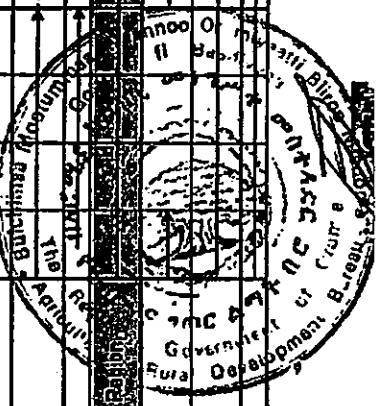
<p><b>Activities of the Project</b></p> <p>1-1 Review the documents of WaBuB Chafee and Afalo PFM</p> <p>1-2 Prepare the draft guideline</p> <p>1-3 Discuss on the draft guideline with all stakeholders</p> <p>1-4 Finalize the guideline</p> <p>2-1 Conduct supplementary information gathering through reviewing "The Forest Resources Management Study in the Southwestern Part of Ethiopia" produced by JICA in 1998, interviewing communities and looking the forest</p> <p>2-2 Develop criteria of selection of target areas for expansion</p> <p>2-3 Prioritize the areas according to the criteria</p> <p>2-4 Discuss on benefit sharing from plantation with the Regional Government</p> <p>2-5 Prepare the draft extension strategy</p> <p>2-6 Organize a seminar on WaBuB PFM to get comments on the extension strategy</p> <p>2-7 Finalize the extension strategy of WaBuB PFM</p> <p>3-1 Conduct boundary demarcation</p> <p>3-2 Carry out joint monitoring and evaluation of Provisional Forest Management Agreement (P-FMAY) Forest Management Agreement (FMA)</p> <p>3-3 Support livelihood activities including skills training</p> <p>3-4 Formalize WaBuB P-FMA into FMA</p> <p>4-1 Carry out training needs assessment and prepare training plan</p> <p>4-2 Conduct training for the counterparts on PFM including method of GPS survey</p> <p>4-3 Organize experience sharing workshops</p> <p>5-1 Identify target areas</p> <p>5-2 Organize a seminar for introducing WaBuB PFM to technical experts, development agents, village administrations and community leaders of target areas in Belete-Gera RFFA</p> <p>5-3 Conduct a baseline survey in the selected areas</p> <p>5-4 Select specific target areas</p> <p>5-5 Organize series of meetings on WaBuB PFM throughout project period</p> <p>5-6 Exchange experiences through visiting</p> <p>5-7 Formulate P-FMAY Provisional Forest Management Plan (P-FMP)</p> <p>5-8 Support livelihood activities including skills training</p> <p>5-9 Support preparation of subsidiary by-law of P-FMAY/FMP</p> <p>5-10 Conduct joint monitoring and evaluation</p> <p>5-11 Formalize P-FMAY/FMP into FMA/F Forest Management Plan (FMP)</p> <p>6 to be decided during the 1<sup>st</sup> Stage</p> <p>7-1 Monitor and evaluate progress of the activities in the 1<sup>st</sup> Stage</p> <p>7-2 Revise the PDM/PO in accordance with the necessity</p> <p>7-3 Monitor and evaluate progress of the activities in the 2<sup>nd</sup> Stage</p> <p>7-4 Organize feedback meetings with all stakeholders</p>	<p><b>Inputs</b></p> <p>(1) Inputs from Ethiopian side [Project personnel including counterpart personnel]</p> <p>1) Project Director: Head, Natural Resource Management and Rural Land Administration Sector, Oromia Agriculture and Rural Development Bureau (OARDB), Oromia Regional Government</p> <p>2) Deputy Project Director: Head, Forestry and Wildlife Development and Conservation Department, OARDB, Oromia Regional Government</p> <p>3) Project Manager: Rural Land and Natural Resources Administration Expert, Agriculture and Rural Development Office (ARDO), Jimma Zone, Oromia Regional Government</p> <p>4) Counterparts from OARDB, Jimma Zone, Gera, Shabe Sombi and Saka Chokorsa Districts</p> <ul style="list-style-type: none"> <li>- Full-time counterparts</li> <li>- Heads, ARDO</li> <li>- Team leaders, OARDB and ARDO</li> <li>- Technical experts, OARDB, ARDO at district and zonal level</li> <li>- Development agents (DAs)</li> </ul> <p>[Land and facilities]</p> <p>1) Jimma Forest Management Training Center</p> <p>2) Gera Forest Extension Center</p> <p>3) Belete Forest Extension Center</p> <p>4) Project office at OARDB, Oromia Regional Government Office</p> <p>[Equipment]</p> <p>All the equipment donated from JICA during the phase I project</p> <p>[Administrative and Operational Cost]</p> <p>1) All the salaries and travel allowances of CP</p> <p>2) 50% of salaries of supporting staff</p> <p>3) All of the salaries of the drivers of the four vehicles assigned in Belete and Gera</p> <p>4) Expenses for electricity, water and gas of the Jimma Forest Management Training Center and Forest Extension Centers in Belete and Gera</p> <p>5) 25% of the fuel expenses (two trucks and two hand-top wagons) used for project activities conducted in Belete and Gera</p> <p>6) 10% of the fuel expenses used by CP at the Zonal level</p> <p>7) Regular expenses incurred by the machineries, equipments and other supplies provided by JICA, including customs clearance costs, storage costs, inland transportation costs, installation costs and other related costs</p> <p>8) Any costs for maintaining facilities and machineries, equipment and other supplies</p> <p>(2) Inputs from Japanese side</p> <p>[Long term experts]</p> <p>Three long-term experts</p> <p>[Short term experts]</p> <p>Short-term experts will be dispatched upon necessity</p> <p>[Counterpart training]</p> <p>Training opportunities in Japan and/or the third countries will be provided annually</p> <p>[Equipment]</p> <p>Equipment will be specified considering necessity in accordance with project activities to be carried out</p> <p>[Operational Cost]</p> <p>Necessary cost for project operation which will not be covered by the Ethiopian side described in the above</p>	<p><b>Preconditions</b></p> <p>-There is no significant change on the policy that 1) no eviction of the peasantry out of a RFFA is executed without a consultation, consent and the assurance of the benefits of the peasantry, and 2) the region should facilitate conditions that ensure the well-being of the inhabitants in such a way that they would be beneficiaries from the development as regards regional forest, specified in "Proclamation No.94/1994: A Proclamation to Provide for the Conservation, Development and Utilization of Forests".</p> <p>-There is no significant change over the general federal policy of decentralization which facilitates the devolution regarding forest management from the Federal Government to regional governments and districts.</p>
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Note: The guidelines for the output "The guideline of PFM in Oromia Region" were considered during the 1<sup>st</sup> Stage of the project

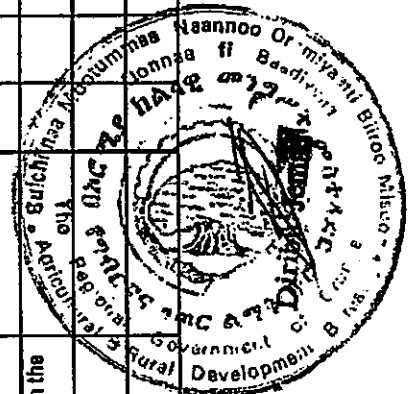
Plan of Operations (from October 2006 to September 2010)

Activities	Responsibility (in due order)	The 2nd Stage																				
		2006				2007				2008				2009				2010				
		4	3	2	1	4	3	2	1	4	3	2	1	4	3	2	1	4	3	2	1	
1-1	Review the documents of WaBuB Cherefe & Afalo PFM																					
1-2	Prepare the draft guideline																					
1-3	Discuss on the draft guideline with all stakeholders																					
1-4	Finalize the guideline																					
2-1	Conduct supplementary information gathering through reviewing "The Forest Resources Management Study in the Southwestern Part of Ethiopia" produced by JICA in 1998, interviewing communities and looking the forest																					
2-2	Develop criteria of selection of target areas for expansion																					
2-3	Prioritize the areas according to the criteria																					
2-4	Discuss on benefit sharing from plantation with the Regional Government																					
2-5	Prepare the draft extension strategy																					
2-6	Organize a seminar on WaBuB PFM to get comments on the extension strategy																					
2-7	Finalize the extension strategy of WaBuB PFM																					
3-1	Conduct boundary demarcation																					
3-2	Carry out joint monitoring & evaluation of P-FMA/ FMA																					
3-3	Support livelihood activities including skills training																					
3-4	Formalize WaBuB P-FMA into FMA																					
4-1	Carry out training needs assessment and prepare training plan																					
4-2	Conduct training for the counterparts on PFM including method of GPS survey																					
4-3	Organize experience sharing workshops																					



Plan of Operations (from October 2006 to September 2010)

Activities	Responsibility (in due order)	← The 1st Stage →				← The 2nd Stage →																							
		2006				2007				2008				2009				2010											
5-1 Identify target areas																													
5-2 Organize a seminar for introducing WaBuB PFM to technical experts, development agents, village administrations and community leaders of target areas in Belete-Gera RFFPA																													
5-3 Conduct a baseline survey in the selected areas																													
5-4 Select specific target areas																													
5-5 Organize series of meetings on WaBuB PFM throughout project period																													
5-6 Exchange experiences through visiting																													
5-7 Formulate P-FMA/P-FMP																													
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5-10 Conduct joint monitoring and evaluation																													
5-11 Formalize P-FMA/P-FMP into FMA/FMP																													
6 to be decided during the 1st Stage																													
7-1 Monitor and evaluate progress of the activities in the 1st Stage																													
7-2 Revise the PDMPO in accordance with the necessity																													
7-3 Monitor and evaluate progress of the activities in the 2nd Stage																													
7-4 Organize feedback meetings with all stakeholders																													



### 3. プロジェクト・ドキュメント (M/M)

**MINUTES OF MEETING BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY AND  
AUTHORITIES CONCERNED OF THE GOVERNMENT OF  
THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA  
ON JAPANESE TECHNICAL COOPERATION FOR  
THE PARTICIPATORY FOREST MANAGEMENT PROJECT IN BELETE-GERA REGIONAL  
FOREST PRIORITY AREA PHASE 2**

With regard to the Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area Phase 2 (hereinafter referred to as "Project"), based on the Record of Discussions signed in Addis Ababa on September 29<sup>th</sup>, 2006, the Resident Representative of Japan International Cooperation Agency (hereinafter referred to as "JICA") in the Federal Democratic Republic of Ethiopia had further discussions with the Ethiopian authorities about the contents of the Project Document that describes detailed project design and implementation strategy for the Project.


As a result of the discussions, both sides reached common understanding concerning the detail of the Project as contained in the attached Project Document. The Project Document is subject to change when the necessity arises in the course of implementation of the Project.


*Handwritten signature* 19/3/99

Addis Ababa, November 28, 2006

  
Mr. Naoki SAITO  
Resident Representative  
Ethiopia Office,  
Japan International Cooperation  
Agency (JICA)



  
Mr. Dirija Jemal  
Head, Natural Resource Management and  
Rural Land Administration Sector  
Agriculture and Rural Development Bureau  
Oromia Regional Government  
Federal Democratic Republic of Ethiopia





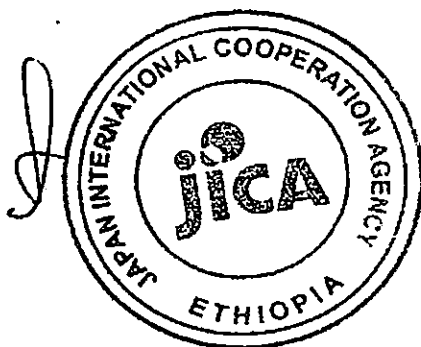
# PROJECT DOCUMENT

Project on  
**Participatory Forest Management Project Phase 2**  
**in Belete-Gera Regional Forest Priority Area**  
in  
**The Oromia Region**  
**of the Federal Democratic Republic of Ethiopia**

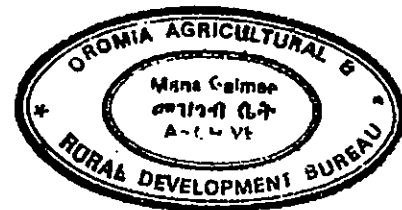
**Agriculture and Rural Development Bureau,**  
**Oromia Regional Government, The Federal Democratic Republic of Ethiopia**

and

**Japan International Cooperation Agency (JICA)**



September, 2006

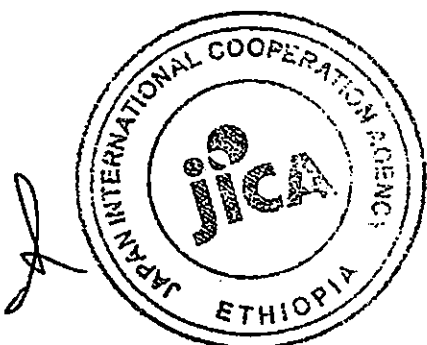


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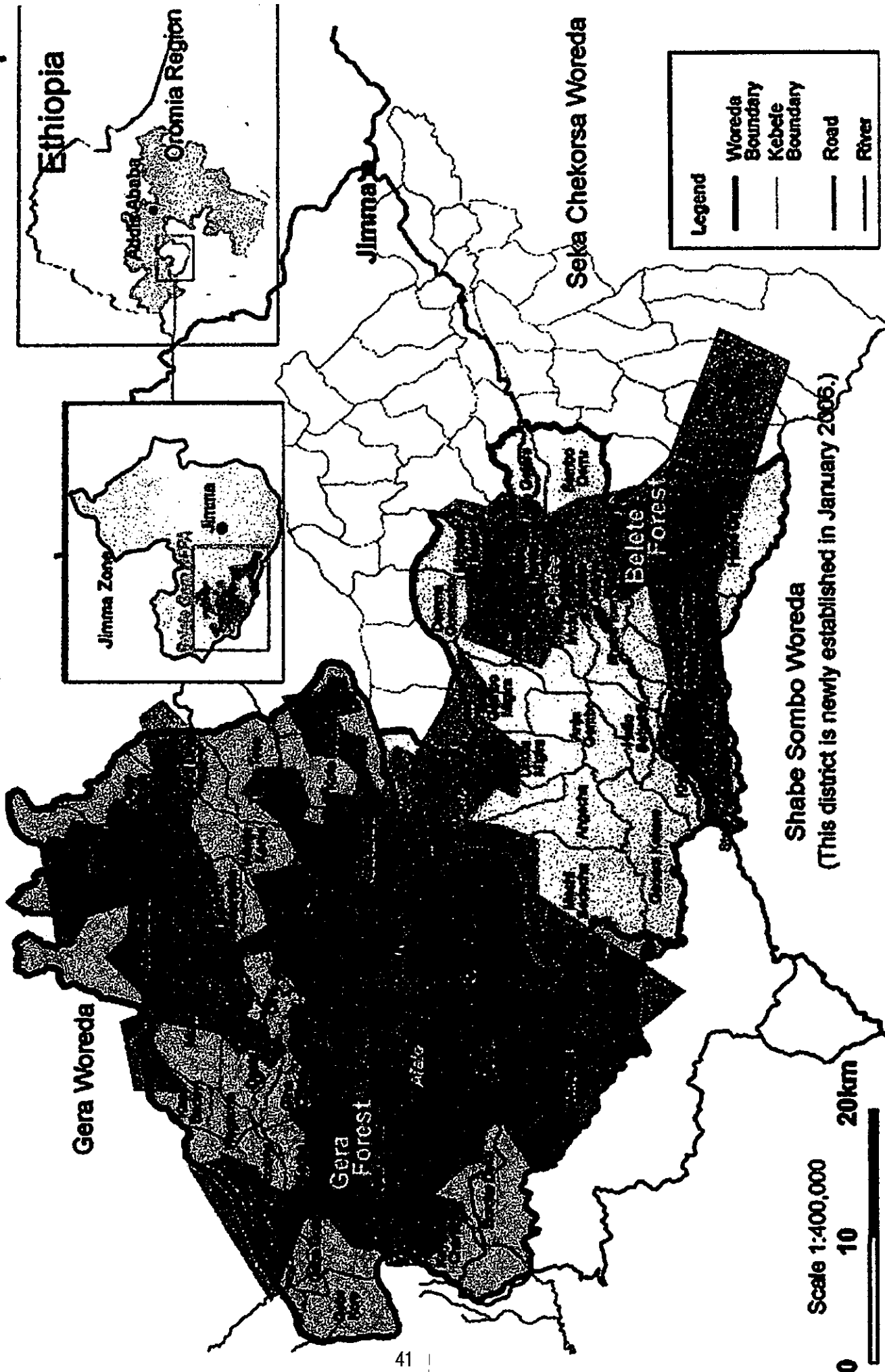
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## ABBREVIATIONS

AfDB	African Development Bank
ARDO	Agriculture and Rural Development Office
C/P	Counterpart
DA	Development Agents
DGIS	Dutch Directorate General for International Cooperation
FMA	Forest Management Agreement
<i>Ganda</i>	Administrative Village in Afan Oromo ( <i>Kebele</i> in Amharic)
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
<i>Jiga</i>	A geographical social unit consists of more than one <i>Shane</i> in Afan Oromo
KAS	Knowledge, Attitude and Skills
MNRD&EP	Ministry of Natural Resource Development and Environmental Protection
OARDB	Oromia Agriculture and Rural Development Bureau
PDM	Project Design Matrix
PFM	Participatory Forest Management
P-FMA	Provisional Forest Management Agreement
PFMP	Participatory Forest Management Project
PO	Plan of Operation
RCS	Oromia Regional Conservation Strategy
R/D	Record of Discussions
RFPA	Regional Forest Priority Area
SIDA	Swedish International Development Agency
<i>Shane</i>	Smallest geographical social unit in Afan Oromo
WaBuB	Waldaa Bulchinsaa Bosonaa: Forest Administration Association
WWF	World Wide Fund for Nature



# Location of Belete-Gera Regional Forest Priority Area and Administrative Divisions



The delineation of boundaries on this map must not be considered authoritative.

Prepared by PFIAP Belete-Gera RPPA on August 24, 2008

## 1. INTRODUCTION

### 1.1 Purpose of the Project Document

The project document explains basic information and details of project design for the Participatory Forest Management Project Phase 2 in Belete-Gera Regional Forest Priority Area (hereinafter referred to as "the Project"). The overall project design, Project Design Matrix (PDM) and Plan of Operation (PO), was developed by the representatives of counterparts through series of workshops held at the regional and zonal levels. Comments and suggestions made during the workshops are reflected in Section 4 of this document as *Important Remarks*, which can explain in-depth contents of each activity that could help counterparts when they plan and implement project activities.

It is expected that this document should be the basis of the Project to be shared by all project counterparts at the regional, zonal and district levels in order to have common understanding of the principle for the Project and detailed contents of activities under each output. The plans, ideas, schedules or any other contents of this document are subject to change in the course of the implementation of the Project upon mutual consultation and agreement by the both parties.

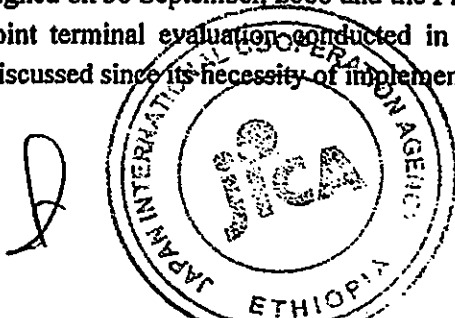
### 1.2 Background of the Project

There are 2,601,914 ha of high forest in the Oromia region. Of this some 1,662,875 ha (65%) are located within regional forest areas (Woody Biomass Inventory and Strategic Planning Project, Dec. 2001). In particular, highland areas above the elevation of 1,500 m were believed to be densely covered with closed high forest. Owing to the explosive population growth and the resulting human encroachment into forests, these forests have drastically diminished in both area coverage and standing volume.

The decline of forest in both area and quality is the most evident in the central highland region, and is gradually spreading to the southwestern part where relatively dense forests are still remaining. Currently, Oromia Region represents approximately 70% of the forest resources of the country, however, its closed high forests are diminishing 50,000 ha to 100,000 ha per year due to agricultural expansion, illegal pit sawing, forest fires, illegal settlers, urbanization and poor logging practice. Unless effective measures are taken, the forest resources would disappear in a few decades.

In this context, the Government of Ethiopia requested the Japanese Government to provide assistance in the formulation of forest management plans, and consequently, "The Forest resources Management Study in the Southwestern Part of Ethiopia" was conducted by the Japan International Cooperation Agency (JICA) Study Team and a forest management plan in the Belete-Gera NFPA was formulated in March 1998.

Four years after the Study mentioned above, JICA carried out a "Basic Study for the Assistance in the Natural Environment Conservation in Ethiopia" in March 2002 and dispatched the preliminary study team in December 2002 to discuss and agree with the Ethiopian authorities upon the framework of the project implementation. In September 2003, Record of Discussions (R/D), which officially determines the framework of the Participatory Forest management Project in Belete-Gera Regional Priority Areas was signed on 30 September, 2006 and the Project was commenced from October 1, 2003 for three years. In the joint terminal evaluation conducted in June 2006, the tentative idea of the second phase project was discussed since its necessity of implementation was clarified during the evaluation.



## **1.2.1 Federal and Regional Forestry Policies ~ Community Participation in Forest Management**

### **1) Federal Forest Policy**

To cope with the rapid depletion of forests, the Transitional Government of Ethiopia issued the “Forestry Conservation, Development and Utilization Proclamation (Proclamation No. 94/1994)” in March 1994. This proclamation aimed at consolidating existing laws and promoting better conservation, development and utilization of forest resources. This proclamation constitutes the basis of the forestry laws and policies of the Ethiopian Government.

“Every region shall designate and demarcate its regional and protected forests”(Article 4.4), and “the Region shall prepare forest development program and monitor its implementation” (Article 5.2) according to this proclamation. It also states that: if the designation and demarcation of state forest, regional forest or protected forest is likely to result in eviction of the peasantry, this can be effected only after the consultation and consent of the peasantry and subject to the assurance of their benefits”. (Article 4.5)

In other words, consultation with, and consent of, the forest dwellers are prerequisites for the demarcation and management of the regional forests.

Under the decentralization policy initiated from the early 1990s, regional authorities are responsible for not only the implementation but also the establishment of policies and strategies. Oromia Regional Conservation Strategy (RCS) was completed in September 2000. RCS acknowledges the complexity of land tenure problems as well as the importance of creating community-based resource management systems.

The following is the strategy that RCS articulates: To keep the surrounding communities out of the operation of the management and protection of natural resources appear to have made them develop attitude of indifference towards these resources. In order to bring about an effective and meaningful protection and management of the forest (including wildlife), land, soils, water, mining, and energy resources, it is essential to involve the surrounding communities. Participation of this sort cannot, of course, be free of charge. The participating communities should be motivated into the activity through the provision of the right type and amount of incentives. It is preferred that this be ensured through benefit sharing mechanisms. In this respect the proceeds obtained from these resources could be shared according to an agreed proportion. Legal agreements need to be made to that effect.”

The former Ministry of Natural Resource Development and Environmental Protection (MNRD&EP) identified 58 priority forest areas as NFPAs, for which the identification of forest area, inventory of forest resources, and formulation of forest management plans are expected to be implemented. In the Oromia Region, 38 high natural forests are designated as the Regional Forest Priority Areas (RFPAs)” whose resources should be protected.

### **2) Forest Policy of Oromia Regional Government**

The Forest Proclamation No. 72/2003 of the Oromia Region stipulates: “Development and Protection of the State Forest in Oromia Region: concerning the protection, development and management of the State Forest in Oromia Region, the Authority shall strengthen community participation on forest development and protection (Article 4, 3))”. In this context, the project’s focus on community participation in forest management initiatives is, in principle, in accordance with the Oromia Region’s

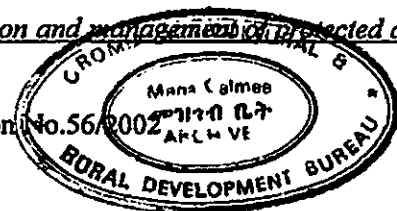
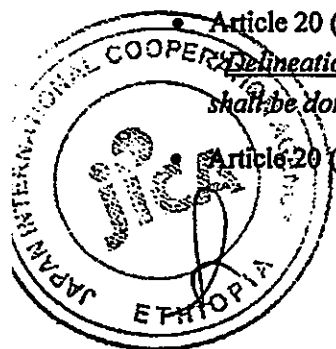
forestry policy. More specifically, the articles of the Forest Proclamation No. 72/2003 listed below shall endorse principles and approaches applied for the Project.

- Article 4 (6) of Forest Proclamation No. 72/2003  
*"Development and Protection of the State Forest in Oromia Region: concerning the protection, development and management of the State Forest in Oromia Region the Authority shall sign agreement with non governmental organizations, private company, individuals, appropriate party and conclude a bi-lateral agreement to strengthen forest protection, development and management."*
  - Stipulate possibility for concluding Forest Management Agreement with forest users.
- Article 6 of Forest Proclamation no. 72/2003
  - 1) *"The state owned forest, patches of forests outside the boundary of state forest may be handed over to organized local community based on the recommendation of a study that suggest better forest management under community ownership."*
    - Stipulate possibility to hand over responsibility of forest management to local community with certain conditions
  - 2) *"According to article 6 (1) the organized community granted with community forest shall:
    - a) have the right to use forest products sustainably
    - b) protect the forest from human encroachment. Take responsibility of controlling illegal forest resource use. Ensure forest growth is higher than forest products utilization. Pay the forest products use rent requested by the authority."*
    - Stipulate rights and duties of community group to utilize and protect forest
  - 3) *"Organized local community, local cooperatives may establish own forest on land communally used by local community, bare land not claimed as private holding."*
    - Stipulate potential of establishment of communal land in the forest by local community
- Article 9 (5) of Forest Proclamation no. 72/2003  
*"The traditional user right of the local people to use the state forest resources such as fuel wood, construction wood, medicinal plants, grazing, etc. shall be permitted according to the regulations and directives."*
  - Stipulate to allow traditional user rights to use forest products
- Article 12 (1) of Forest Proclamation no. 72/2003  
*"Utilization of Protected Forest: The authority may permit the utilization of identified forest products to the local community from the protected forest".*
  - Stipulate utilization of forest products in protected forest

In addition, the Rural Land Use and Administration Proclamation No.56/2002 stipulates community participation on delineation and demarcation and benefit sharing in protected areas.

- Article 20 (3) of Rural Land Use and Administration Proclamation No.56/2002  
*Delineation, demarcation, development, protection, rehabilitation and management of protected areas shall be done with the participation of the local community.*

Article 20 (4) of Rural Land Use and Administration Proclamation No.56/2002



*"The manner by which the local community may share the benefits obtained from protected areas, shall be facilitated; the detail of which will be prepared by the concerned organization."*

### **1.2.2 Prior or Ongoing Initiatives**

In the Oromia Region, a forest management plan was prepared only for the following four RFPAs.

- Adaba-Dodola RFFA, completed in 2005 with the cooperation of GTZ
- Sigimo-Setema RFFA, completed in 1999 with the cooperation of GTZ
- Belete-Gera RFFA, completed in 1998 with the cooperation of JICA
- Tiro-Botor Bacho RFFA, completed in 1992 with the cooperation of SIDA

The followings were major forest projects assisted by international donors or NGOs in Oromia Region.

- Finfine Forest Development and Marketing Enterprise (World Bank and ADB)
- Tiro-Botor Integrated Forest Development and Utilization Project (SIDA)
- Shashemane Forrest Industry Enterprise (SIDA)
- Integrated Forest Management Project Adaba-Dodola (GTZ)
- Borena Community Forest Management Project (Farm Africa / SOS Sahel International)
- Chilimo Participatory Forest Management Project (FARM Africa / SOS Sahel International)
- DGIS-WWF Ethiopia Project

### **1.3 State of the Belete-Gera RFFA**

Forests in the southwestern part of Ethiopia including the Belete-Gera RFFA, the project targeted forest priority areas, are characterized by highland rain forest, the result of the relatively ample precipitation throughout the year. The Belete-Gera RFFA, which approximate size of area is 174,000 ha, locates in the western part of Jimma Zone, a part of Oromia Region. In general, the Belete-Gera RFFA forest is in a fair condition, compared to the forests in other regions. However, closed high forests undisturbed by any humans are found only in remote mountainous areas. Trees remaining in the Belete-Gera RFFA are mainly *Polyscias fulva* (Araliaceae family), *Manilkara butji* (Sapotaceae family), *Olea capensis* (Oleaceae), *Syzygium guineense* (Myrtaceae), *Bersama abyssinica* (Melianthaceae), *Millettia ferruginea*, *Albizzia gummifera* and *Albizzia grandibracteata* (the latter three are members of the Leguminosae family). Regeneration of *Aningeria adolfi-frienderici* (Sapotaceae) is observed in the forest. Pioneer species, such as *Croton machrostachys* and *Macaranga capensis* (both of the Euphorbiaceae family), are found in the openings of cut-over sites. Traditionally, local people living in and around the forest have collected NTFPs such as coffee, honey and spices growing under the forest canopy, with use-rights held on individual plot basis. These practices have been continued up to today, under the customary tenure systems, regardless of the legal status of the forest laws regarding its use.



## 2. ACHIEVEMENTS OF BELETE-GERA PFMP PHASE 1 AND REMAINING CHALLENGES FOR PHASE 2 OF THE PROJECT

### 2.1 Achievements of the Phase 1 of Belete-Gera PFMP: Results of Project Terminal Evaluation

The project terminal evaluation was conducted in June 2006 by the joint evaluation team, which consists of the Ethiopian evaluation team and Japanese team, with the following objectives:

- 1) To verify the accomplishments of the Project compared to the plan;
- 2) To identify promoting and/or prohibiting factors;
- 3) To analyze the Project in terms of the five evaluation criteria (i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability); and
- 4) To make recommendations on the remaining Project activities and the actions to be taken after the termination of the Project.

The terminal evaluation team concluded that most of the outputs of the Project have been achieved. The project purpose is mostly achieved since a system of PFM is being established. (Detailed results of assessment for each output as well as project purpose are described in the sub-section of 3.1.1 and 3.1.2)

As for the five evaluation criteria: (1) the relevance of the Project is endorsed by the consistency with the Ethiopian national policy, needs of local people, and the Japanese aid policy; (2) the effectiveness is good: the PFM system is practically complete; (3) the efficiency of the Project is moderate since some of the inputs were not well arranged; (4) Impact of the Project is highly positive, making local people feel secured of their right to use and live in the forest; and (5) sustainability is low from institutional, financial and technological perspectives.

#### 2.1.1 Achievement of Project Purpose

*Project purpose: Participatory forest management is sustainably put in place in target villages (Ganda) in Belete-Gera RFPA.*

The project purpose is mostly achieved since a system of PFM is mostly established in which P-FMAs were signed between the target sub-villages and the Oromia Regional Government, and WaBuBs, local peoples' forest administration associations, were created and are currently active to conduct monitoring of forest management based on the P-FMAs.

#### 2.1.2 Achievement of Project Outputs

*Output 1: Target villages (Ganda) are selected based on a participatory manner such as workshop and inquiries.*

From the perspective of social coherence, sub-villages (Shane/Jiga) -a social unit- were considered appropriate as the unit to form WaBuBs. On the other hand, *Ganda* (administrative village) plays a role to support the forming process of WaBuB as an administrative body. Therefore, it was decided that sub-villages -a social unit- be targeted.

*Output 2: Capacity of technical experts and development agents over forest management participatory planning, monitoring and evaluation is strengthened.*

Although specific training programs were not prepared by the Project as planned, C/D's awareness,



knowledge and understanding on participatory forest management (PFM) have been significantly improved through training in foreign countries, a series of workshops and day-to-day management of the Project. Among others, training on participatory natural resource management in the Philippines and Thailand contributed to the strengthening of the C/P's capacity.

*Output 3: Boundaries regarding forest management and land use in the target villages (Ganda) are agreed upon by all of the major stakeholders.*

Through workshops and a GPS survey, provisional boundaries were settled among the villagers of the target sub-villages. Since the boundaries were not clearly recognized by all stakeholders and were difficult to be agreed upon, the Project made a decision to postpone achieving consensus on boundaries with adjacent villages and move forward the P-FMA process. Participatory three-dimensional model workshops were held in Afalo and Chaffee in February 2006 in order to confirm the land use and provisional boundaries.

*Output 4: Capacity of the local people in the target villages (Ganda) for natural resource management is strengthened.*

WaBuB's capacity has been strengthened through the implementation and monitoring of the P-FMAs: Executive committee that represents WaBuB members was held every month in each sub-village; three sessions of joint monitoring for the P-FMA by WaBuBs and ARDOs were conducted in December 2005, March and June 2006; and the subsidiary by-laws of the P-FMAs, which were initially formulated in January 2006, have been continuously modified as a result of joint monitoring sessions.

*Output 5: Appropriate systems of participatory forest management in the Belete-Gera RFPA are clarified.*

Establishment of a PFM system requires formalization of FMAs and preparation of the guideline and implementation strategy for WaBuB PFM in Belete-Gera forest, which will be prepared during the 2<sup>nd</sup> phase. Implementation and monitoring of the P-FMA and modification of the subsidiary by-laws has been completed, of which the results have been reflected into the formal FMAs. On August 16, 2006, P-FMA for WaBuB Afalo was extended for one year with necessary modification. On August 17, 2006, FMA (permanent agreement) for WaBuB Chaffee was signed between ARDO of Shabe Sombo District and WaBuB Chaffee.

*Output 6: Information and lessons learned on participatory forest management are shared among the stakeholders.*

Information on project activities has been shared by other donors, NGOs and the Federal Government, through which awareness of the stakeholders toward PFM has been raised. Project final seminar was held on September 22, 2006 in order to disseminate lessons learned from the experiences of the Project and explain components of 2<sup>nd</sup> phase of the Project.

## **2.2 Remaining Challenges for the Phase 2 of Belete-Gera PFMP**

Even though the project terminal evaluation concluded that most of the outputs of the Project have been achieved, there are still remaining issues to be addressed in order to attain overall goal of the Project. Primary issues that need continuous supports during the 2<sup>nd</sup> phase of the Project are summarized as follows.

**1) Formalization of current P-FMA into FMA and strengthening WaBuB's capacity to implement PFM**

Further strengthening WaBuB's capacity on natural resources utilization and organizational management to implement PFM is a key to realizing sustainable forest management by local people, even though the terminal evaluation concluded WaBuB's capacity has been strengthened through the implementation and monitoring of the P-FMAs during the 1<sup>st</sup> phase. Continuous support to WaBuBs in Afalo and Chaffee should be done by providing them with opportunities to discuss and solve their problems in the process of formalization of P-FMA into FMA in Afalo and implementation of FMA in Chaffee.

**2) Expansion of P-FMA/FMA in Belete-Gera RFPA**

Though the terminal evaluation appreciated accomplishment for establishment of a system of PFM, in which P-FMAs were signed between the WaBuBs and the district ARDOs of Oromia Regional Government, the number of sub-villages signed on P-FMA/FMA during the 1st phase is limited to only two (Afalo and Chaffee). Further expansion of WaBuBs in Belete-Gera RFPA is crucial in order to realize how the WaBuB PFM system will be carried out by local people in a sustainable manner. The Project should select specific target areas for expansion of WaBuB PFM within Belete-Gera RFPA, where efforts will be concentrated during the 2<sup>nd</sup> phase.

In addition, preparation of a set of the guideline on WaBuB PFM and its extension strategy must be a prerequisite for further expansion of WaBuBs in the selected areas by district ARDO staff in the limited period of time.

**3) Capacity development on PFM, including participatory planning, monitoring and evaluation, for counterparts, especially for experts and officials of Shabe Sombo district**

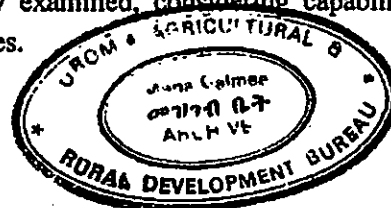
Although counterparts' technical capacity to maintain P-FMA/FMA in the target sub-villages is being built through on-the job training during the 1<sup>st</sup> phase, it was recommended that continuous support to build their capacity on planning and implementation of PFM is needed since the forestry experts and DAs at the district level should be the major actors to facilitate establishment of new WaBuBs and empowerment of local communities in planning and implementation of WaBuB PFM.

Since most officials and experts of the newly established Shabe Sombo district have not been engaged in the Project, strengthening their capacity to implement PFM should be given to the first priority.

**4) Livelihood support activity**

P-FMA/FMA should be implemented hand-in-hand with the livelihood activities. Since the Project had supported improved beekeeping practice and installment of grain mills at the target sub-villages during the 1<sup>st</sup> phase, continuous technical supports should be necessary to realize economic impact on their livelihood.

When new WaBuBs will be established at the selected areas, appropriate timing, mechanism and unit for providing livelihood supports should be carefully examined, considering capability of local communities to collectively manage and utilize resources.



### 3. PROJECT DESIGN

#### 3.1 Project Purpose

*"WaBuB Participatory Forest Management (WaBuB PFM) is developed in selected areas in Belete-Gera RFPA."*

The "Project Purpose" is the objective expected to be achieved by the project phase-out (by September 2010). WaBuB PFM, as a system, had been established during the Phase I. The Project aims to scale up, in terms of both quality and quantity, WaBuB PFM in other parts of Belete-Gera RFPA.

#### Indicators

- 1) % of total number of communities in selected areas implementing WaBuB PFM (Target: 80% in 2010)
- 2) Status of forest in selected areas (Subjects: deforestation, expansion of farmland, improper practices Reference period: October 2007 – September 2010)

#### [Important Remarks]

- a) The term, "Develop", indicates impression of improvement in both quality and quantity, while other verbs such as "expand" and "adopt" might have image of scaling-up in terms of only quantity matter (e.g. total number of new WaBuBs organized). Therefore, Project Purpose emphasizes improvement of system of sustainable forest management (quality) as well as WaBuB PFM in number (quantity) of expansion
- b) "Selected areas" will be chosen based on the criteria set by Activity 2-2.
- c) "Selected areas" are to be surveyed and decided by Activity 5-3 where formulation of new WaBuBs will be taken place.
- d) "Total number of communities to be targeted by the Project" will be specified in the extension strategy to be developed during the first stage.
- e) "Status of forest in selected areas" will be monitored and evaluated through joint monitoring between WaBuB and ARDO and review of field survey reports to be prepared by WaBuB forest patrolling committee according to FMA/P-FMA. Large scale of forest inventory or survey would not be considered to verify this indicator.

#### 3.2 Overall Goal

*"Participatory forest management is carried out in a sustainable manner by the local people in Belete-Gera Regional Forest Priority Area (RFPA)"*

The "Overall Goal" is the outcome attained by about 5 years from termination of the Project as the result of the achievement of the Project Purpose. The overall goal of the Project is the realization and expansion of participatory forest management system, named WaBuB PFM, in Belete-Gera RFPA, which can be achieved through the active participation of local people.

#### Indicators

% of total number of communities in Belete-Gera RFPA applied WaBuB PFM (Target: 50% in 2015)

### [Important Remarks]

- a) The indicator is concerned with the extension of WaBuB PFM approach in Belete-Gera RFPA. However, project counterparts share the same perception that in the long run the target forest to be applied WaBuB PFM should not be limited to “within” Belete-Gera RFPA, but “around” there (forest areas adjacent to Belete-Gera RFPA).
- b) Total number of communities in Belete-Gera RFPA will be identified through Activity 2-2 of the first stage.
- c) “Community” implies the smallest socio-geographical unit in traditional and social contexts in a village, which consists of one or several settlements.

### 3.3 Project Outputs and Activities

“Outputs” are results of activities to be realized by the Project in order to achieve the Project Purpose.

#### [Outputs]

- 1) The guideline of WaBuB PFM in Belete-Gera RFPA is prepared.
- 2) The extension strategy of WaBuB PFM is prepared.
- 3) Capacity of WaBuBs of Chafee and Afalo is strengthened to implement PFM.
- 4) Capacity of the counterparts on PFM is strengthened.
- 5) Capacity of local people in the specific target areas is developed through formulation of WaBuBs.
- 6) The guideline of PFM in Oromia RFPA is prepared.
- 7) Proper progress of the project is realized.

#### Output 1: *The guideline of WaBuB PFM in Belete-Gera RFPA is prepared.*

Output 1 is crucial for further expansion of WaBuB PFM in selected areas in Belete-Gera RFPA since it explains all consultation processes with local people to formulate WaBuB and prepare P-FMA, which will be mainly compiled by experiences and lessons learned from the Phase1. The guideline will be used, as a field manual, by ARDO experts, development agents and local people when new WaBuBs are being established at the specific areas (under Activity 5-5 ~ 5-11).

#### Indicators

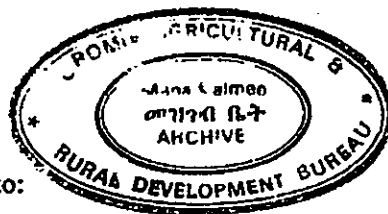
1-1 The guideline of WaBuB PFM in Belete-Gera RFPA in Afan Oromo and English (By May 2007)

#### Activities

- 1-1 Review the documents of WaBuB Chafee and Afalo PFM
- 1-2 Prepare the draft guideline
- 1-3 Discuss on the draft guideline with all stakeholders
- 1-4 Finalize the guideline

#### [Important Remarks]

- a) “The Guideline of WaBuB PFM” will include, but not limited to:
  - Preconditions to form WaBuB and its formulation process;
  - Basic structure and contents of FMA;
  - How to identify boundaries and reach consensus among stakeholders (methods and processes to be applied);
  - Methods and procedures for conducting joint monitoring and evaluation;



- Identification of roles and responsibilities of Zone, Districts and Region regarding formulation and implementation of WaBuB PFM;
- Livelihood supports by using non-timber forest products;

**Output 2: *The extension strategy of WaBuB PFM is prepared.***

Output 2 is prerequisite for extension of WaBuB PFM in the selected areas. It will show criteria for selection of target areas and specific strategy that will include extension methods, schedule and roles and responsibilities of each party to be involved. In addition to the guideline of WaBuB PFM, the extension strategy will be used as a core document to be referred for implementation of activities under Output 5.

**Indicators**

2-1 The extension strategy of WaBuB PFM in Afan Oromo and English (By June 2007)

**Activities**

- 2-1 Conduct supplementary information gathering through reviewing “The Forest Resources Management Study in the Southwestern Part of Ethiopia” produced by JICA in 1998, interviewing communities and looking into the forest
- 2-2 Develop criteria of selection of target areas for expansion
- 2-3 Prioritize the areas according to the criteria
- 2-4 Discuss on benefit sharing from plantation with the Regional Government
- 2-5 Prepare the draft extension strategy
- 2-6 Organize a seminar on WaBuB PFM to get comments on the extension strategy
- 2-7 Finalize the extension strategy of WaBuB PFM

**[Important Remarks]**

- a) “The extension strategy” will include, but not limited to:
  - Criteria for target area selection to expand WaBuB PFM during the second phase
  - Extension methods and schedule
  - Roles and responsibilities of stakeholders to be involved in WaBuB PFM extension (region, zone, districts and local people)
  - Forest resource utilization (principle for preparation of forest management plan)
  - Basic principle for benefit sharing from plantation
  - Prerequisite for formalization of FMA/FMP
- b) Activity 2-1 tries to obtain basic information on forest status, current conditions and forest resource utilization by local people for potential target areas, which shall be necessary for setting selection criteria.
- c) Discussion on benefit sharing (Activity 2-4) will elaborate how income from plantation located in RFPA could be shared between the government and local people, considering a potential for plantation management by local people, which might be stated in FMA/FMP.
- d) Participants of a seminar (Activity 2-6) will be representatives from Oromia Regional Government and development agents of potential target areas as well as experts of zone and districts.

**Output 3: Capacity of WaBuBs of Chafee and Afalo is strengthened to implement PFM.**

Output 3 is essential for sustainable forest management as well as livelihood of local people. WaBuB as an organization must be able to make a collective decision and take initiatives to implement PFM by strengthening the organizational capability (knowledge, attitude and skills related to implementation of WaBuB PFM) as well as individual capacity of committee members. Output 3 is realized through day-to-day implementation of FMA/P-FMA by WaBuB members themselves with support from district ARDOs. This process of learning is crucial in order for WaBuB to be more capable organization on forest management.

**Indicators**

- 3-1 The knowledge, attitude and skills of WaBuB Afalo and Chafee on PFM (Reference period: Oct 2006 - Sep 2007)
- 3-2 The knowledge, attitude and skills of executive and patrolling committee of WaBuB on PFM (Reference period: Oct 2006 - Sep 2007)
- 3-3 Number of members signed on FMA (Target: more than 90% of all the forest users, in Aug 2007)

**Activities**

- 3-1 Conduct boundary demarcation
- 3-2 Carry out joint monitoring and evaluation of Provisional Forest Management Agreement (P-FMA)/ Forest Management Agreement (FMA)
- 3-3 Support livelihood activities including skills training
- 3-4 Formalize WaBuB P-FMA into FMA

**[Important Remarks]**

- a) "Boundary demarcation (Activity 3-1)" includes:
  - Forest coffee areas in slightly disturbed natural forest (Chafee)
  - Boundary between natural forest and forest coffee (Afalo)
  - Boundary between farmland and homestead (Afalo and Chafee)
- b) Specific "knowledge, attitude and skills" on PFM to be strengthened for WaBuB members are (related to Indicator 3-2):
  - Negotiation and consensus building process on boundary demarcation
  - Decision making system
  - Participatory self-monitoring and evaluation
  - Conflict resolution
  - Livelihood activities using non-timber forest products and marketing
- c) Specific "knowledge, attitude and skills" on PFM to be acquired for executive and patrolling committee of WaBuB are (related to Indicator 3-3):
  - Organizational management (e.g. negotiation, consensus building, record keeping, accounting, and report writing)
  - Natural resource management

- d) Some ideas of livelihood activities to be carried out are:
  - Skill training on improved beekeeping (harvest honey using a centrifuge, setting second and third layers of hives, etc.)
  - Marketing for honey and other non-timber forest products including support to facilitate WaBuB to be a cooperative status



- Regular monitoring for operation and management of grain mills

**Output 4: Capacity of the counterparts on PFM is strengthened.**

Output 4 is critical not only for achieving Project Purpose at the target areas, but also for extending the WaBuB PFM approach in other areas of Belete-Gera RFFA (Overall Goal). As a result, PFM would be carried out in a sustainable manner by local people with support from ARDO.

**Indicators**

4-1 The knowledge, attitude and skills of regional, zonal and district counterparts on PFM (Reference period: Oct 2006 - Sep 2010)

**Activities**

- 4-1 Carry out training needs assessment and prepare training plan
- 4-2 Conduct training for the counterparts on PFM including method of GPS survey
- 4-3 Organize experience sharing workshops

**[Important Remarks]**

- a) "Counterparts" include foresters/experts in the district ARDOs and Zone, development agents in the target areas as well as policy makers in the regional government.
- b) Capacity development of counterparts will be done through day-to-day activities (on-the-job training or hands-on practices) or trainings (short-term training courses in country, third countries or Japan).
- c) Available in-country resources for short-term trainings (e.g. PFM training at the Wonde Genet College of Forestry and management skill training at the management institute) should be utilized as much as possible.
- d) Specific "knowledge, attitude and skills" on PFM to be strengthened for counterparts are (related to Indicator 4-1):
  - Negotiation and consensus building process on boundary demarcation
  - Participatory planning, monitoring and evaluation, including GPS use in monitoring
  - Conflict resolution
  - Information/data analysis and report writing
- e) Experience sharing workshops (Activity 4-3) should not be a one-short event, but be regularly arranged in order to learn each other among counterparts.
- f) Oromia regional government should take a lead on capacity development activities by providing necessary information/opportunities in PFM knowledge development through other projects and PFM working group.

**Output 5: Capacity of local people in the specific target areas is developed through formulation of WaBuBs.**

Output 5 is essential for realization of establishment of sustainable forest management system in Belete-Gera RFFA (Overall Goal). It will be realized through continuous learning processes for WaBuB formulation between local people and ARDOs, which work and deserve further extension in and around Belete-Gera RFFA.



### Indicators

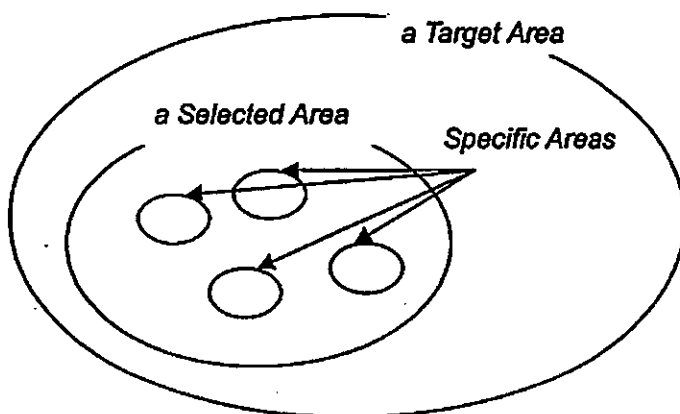
- 5-1 Number of newly formed WaBuBs (Target: X number of WaBuBs in Sep 2010)  
5-2 The knowledge, attitude and skills of local people on PFM (Reference period: Oct 2007 - Sep 2010)

### Activities

- 5-1 Identify target areas  
5-2 Organize a seminar for introducing WaBuB PFM to technical experts, development agents, village administrations and community leaders of target areas in Belete-Gera RFFPA  
5-3 Conduct a baseline survey in the selected areas  
5-4 Select specific target areas  
5-5 Organize series of meetings on WaBuB PFM throughout project period  
5-6 Exchange experiences through visiting  
5-7 Formulate P-FMA/ Provisional Forest Management Plan (P-FMP)  
5-8 Support livelihood activities including skills training  
5-9 Support preparation of subsidiary by-law of P-FMA/P-FMP  
5-10 Conduct joint monitoring and evaluation  
5-11 Formalize P-FMA/P-FMP into FMA/ Forest Management Plan (FMP)

### [Important Remarks]

- a) The number of WaBuBs to be newly formed (Indicator 5-1) will be decided under the activities of Output 2 (WaBuB Extension Strategy)
- b) Specific "knowledge, attitude and skills" on PFM to be strengthened for local people are (related to Indicator 5-2):
- Negotiation and consensus building process on boundary demarcation
  - Decision making system
  - Participatory self-monitoring and evaluation
  - Conflict resolution
  - Livelihood activities using non-timber forest products and marketing
- c) "Target areas" will be selected based on the criteria set in "the Extension Strategy".
- d) "Selected areas" in target areas, in which base line survey will be conducted, are potential places where new WaBuB's will be formed.
- e) "Specific target areas" are the exact units for establishment of a WaBuB (such as Chafee and Afalo in the 1<sup>st</sup> phase). The unit (e.g. sub-village, shane, jiga) should be chosen considering the extent of local social unit where traditional collective actions and social organizations function.



Baseline survey (Activity 5-3) will include, but not limited to:

Information gathering (such as traditional collective actions and social organizations in



- selected areas, customary forest utilization and management practices, main livelihoods of residents) to select specific target areas
  - Synthesis of result of the survey
  - Discussion/feedback of the result with stakeholders
- g) Forest Management Plan (PFM) to be prepared during the Phase 2 could be a simplified version of management plan that can be implemented and managed by local people. Contents will include rules of timber resource utilization and regeneration in addition to the items stated in FMA.
- h) Formulate P-FMA/ Provisional Forest Management Plan (P-FMP) (Activity 5-7) will include, but not limited to:
- Identification of the resident/non-resident members and the number of households
  - Discussion with the members on contents of P-FMA
  - P-FMA signing
  - Supplementary inventory survey of forest resources whenever P-FMP is formulated.
- i) Establishment of tree seed collection and processing system will be considered as an option for livelihood support activity.

**Output 6: *The guideline of PFM in Oromia RFPA is prepared.***

Output 6 is important to realize PFM as a formalized forest management approach in Oromia RFPA. It will be a policy guideline in order to extend a PFM approach in different areas of RFPA for conservation and proper utilization of the forests by local people. Output 6 will be achieved in collaboration with other PFM stakeholders who have implemented PFM projects in the Oromia region (such as PFM working group) under strong leadership/initiative by OARDB.

**Indicator**

6-1 The guideline of PFM in Oromia RFPA in English (By 20XX)

**Activities**

6 to be decided during the 1st Stage

**[Important Remarks]**

- a) The guideline of PFM in Oromia RFPA will includes, but not limited to:
- Basic strategy to introduce/expand a PFM approach in RFPA
  - Rights and duties of local administration and forest users/local people on participatory forest management
  - Basic principle of benefit sharing
  - Guiding principle for donors and NGOs to be engaged in PFM
- b) The guideline will be compiled by reviewing experiences and lessons from other PFM projects in Oromia.
- c) The expected users of this guideline will be 1) policy makers in the regional government, 2) administrative officers in forestry at the zonal and district levels, and 3) NGOs and donors who are/will be engaged in participatory forest management in Oromia region.

**Output 7: Proper progress of the project is realized.**

Output 7 is a prerequisite for achieving Project Purpose in the limited time. Joint monitoring and evaluation with counterparts at the zonal and districts levels will be regularly carried out in order to review the progress as per the Plan of Operation (PO) and share findings and challenges among stakeholders. If needs arise, the PDM and PO can be revised with consensus of stakeholders.

**Indicator**

7-1 Number of review conducted bi-annually (Target: 8 times)

**Activities**

7-1 Monitor and evaluate progress of the activities in the 1st Stage

7-2 Revise the PDM/PO in accordance with the necessity

7-3 Monitor and evaluate progress of the activities in the 2nd Stage

7-4 Organize feedback meetings with all stakeholders

**[Important Remarks]**

- a) At the end of the 1<sup>st</sup> stage, a Japanese consultation team will be dispatched in order to evaluate the progress of activities for the 1<sup>st</sup> stage and confirm whether the commitments of Ethiopian side be met or not, which is the requirement to enter into the 2<sup>nd</sup> stage.
- b) PDM and PO should be carefully reviewed at the end of the 1<sup>st</sup> stage. If necessary, it will be revised considering the progress and implementation capacity for the 2<sup>nd</sup> stage.
- c) Participants of feedback meetings will be WaBuB members and project counterparts at the regional, zonal and district levels.

**3.4 Monitoring**

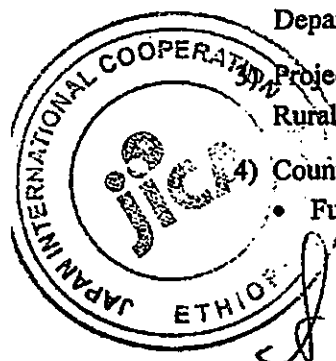
Various project activities will be carried out simultaneously at the community level. Since participation of the local communities is crucial for the success of the Project, monitoring and evaluation should also incorporate local people's perspectives. Monitoring over the implementation of P-FMA/P-FMP and other community-based initiatives including livelihood support activities will be carried out by the local community jointly with district ARDOs and the findings and recommendations made by the local communities are supposed to be regularly fed into the operation of the Project, which could be done under the activities of Output 7.

**3.5 Inputs**

**3.5.1 Inputs from Ethiopian side**

**[Project personnel including counterpart personnel]**

- 1) Project Director: Head, Natural Resource Management and Rural Land Administration Sector, Oromia Agriculture and Rural Development Bureau (OARDB), Oromia Regional Government
- 2) Deputy Project Director: Head, Forestry and Wildlife Development and Conservation Department, OARDB, Oromia Regional Government
- 3) Project Manager: Rural Land and Natural Resources Administration Expert, Agriculture and Rural Development Office (ARDO), Jimma Zone, Oromia Regional Government
- 4) Counterparts from OARDB, Jimma Zone, Gera, Shabe Sombo and Seka Chokorsa Districts
  - Full-time counterparts



- Heads, ARDO
- Team leaders, OARDB and ARDO
- Technical experts, OARDB, ARDO at district and zonal level
- Development agents (DAs)

**[Land and facilities]**

- 1) Jimma Forest Management Training Center
- 2) Gera Forest Extension Center
- 3) Belete Forest Extension Center
- 4) Project office at OARDB, Oromia Regional Government Office

**[Equipment]**

All the equipment and vehicles (5 vehicles, 2 trucks and 10 motorcycles) donated from JICA during the phase I project.

**[Administrative and Operational Cost]**

- 1) All the salaries and travel allowances of C/P
- 2) 50% of salaries of supporting staff
- 3) All of the salaries of the drivers of the four vehicles assigned in Belete and Gera
- 4) Expenses for electricity, water and gas of the Jimma Forest Management Training Center and Forest Extension Centers in Belete and Gera
- 5) 25% of the fuel expenses (two trucks and two hard-top wagons) used for project activities conducted in Belete and Gera
- 6) 10% of the fuel expenses used by C/P at the Zonal level
- 7) Regular expenses incurred by the machineries, equipments and other supplies provided by JICA, including customs clearance costs, storage costs, inland transportation costs, installation costs and other related costs
- 8) Any costs for maintaining facilities and machineries, equipment and other supplies

**[Important Remarks]**

- a) Assignment of full-time counterparts at Belete and Gera is a prerequisite for the success of the Project. Considering lessons learned from the first phase Project such as heavy workload of counterparts for dual works and frequent turn over of counterparts, it is crucial for effective and smooth implementation of project activities.
- b) Qualification of full-time counterparts to be assigned will be:
  - A person who actively engaged in implementation of project activities during the Phase I
  - A person who had a training in Japan or other countries sent by the Project during the Phase I
  - A person who has enough ability in project management and strong leadership as a leader
- c) It is recommended to exchange a memorandum of understanding between district administration of Gera and Shabe Sombo and the authorities concerned in order to establish cooperative relationship and share common understanding each other regarding the principle of the Project and its implementation modality, which would lead smooth implementation of project activities.
- d) Experts of Seka Chokorsa ARDO who engaged in project activities during the first phase will

support Shabe Sombo ARDO in implementation of activities during the first stage of the Project.

- e) Equipment and vehicles must be utilized exclusively for the project activity.
- f) Maintenance costs for vehicles including regular services (e.g. filter change) and expendable supplies (tire, oil, etc.) should be covered by the Ethiopian side.
- g) Memorandum or agreement on project vehicle management should be prepared and agreed on between the Project and District Administration to avoid improper management.

### 3.5.2 Inputs from Japanese side

#### [Long term experts]

Three long-term experts:

- Rural Development, Natural Resource Management, Participatory Development including Chief Advisor and Project Coordinator
- This can be changed in the 2<sup>nd</sup> stage considering project components of the 2nd stage

#### [Short term experts]

Short-term experts will be dispatched upon necessity (2~3 persons annually).

#### [Counterpart training]

Training opportunities in Japan and/or the third countries as well as in-country will be considered annually.

#### [Equipment]

Equipments will be specified considering necessity in accordance with project activities to be carried out (e.g. forest inventory tools).

#### [Operational Cost]

Necessary cost for project operation which will not be covered by the Ethiopian side described in the above.

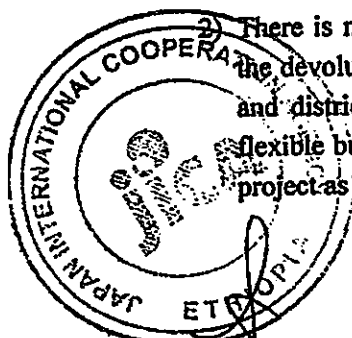
### 3.6 Preconditions and important assumptions

#### 3.6.1 Pre-conditions

"Preconditions" are the requirements that should be fulfilled before the implementation of this Project.

- 1) There is no significant change on the policy that 1) no eviction of the peasantry out of a RFPA is executed without a consultation, consent and the assurance of the benefits of the peasantry, and 2) the region should facilitate conditions that ensure the well-being of the inhabitants in such a way that they would be beneficiaries from the development as regards regional forest, specified in "Proclamation No.94/1994: A Proclamation to Provide for the Conservation, Development and Utilization of Forests". The assurance of security and benefits of local people is a prerequisite for ensuring incentives and a sense of security which encourage local people to take part in the forest management.

2) There is no significant change over the general federal policy of decentralization which facilitates the devolution regarding forest management from the Federal Government to regional governments and districts. Devolution regarding the management planning of RFPAs and the development of flexible budget disbursement capacity at regional and district level is necessary for the launch of the project as well as for sustainable implementation of the approach developed by the Project.



### **3.6.2 Important assumptions and risk analysis**

There are some factors that may have a negative impact on the Project and are beyond control of the Project. These are called important assumptions, for which the project cannot achieve its outputs and purpose if they occur.

- 1) Important assumptions regarding the achievement of Outputs.
  - There is no significant turn over of the technical experts and development agents trained through the Project.
  - Turn over of these personnel could critically hinder the implementation of planned activities and the achievement of the outputs, consequently.
- 2) Important assumptions regarding the achievement of the Project Purpose
  - There is no severe drought, forest fire or forest pest.
  - The achievement of the Project Purpose would be seriously hindered in case of a severe draught, forest fire or forest pests beyond the control of the Project.
- 3) Important assumption regarding the achievement of the Overall Goal
  - The Oromia Regional Government does not change the policy of further expansion of participatory forest management in Belete-Gera RFFA.
  - The regional forest policy in future should be in accordance with further expansion of the approach to be developed by the Project. This would be a prerequisite for the achievement of the Overall Goal.

## 4. IMPLEMENTATION STRATEGY

### 4.1 Project Approach

The Project consists of 2 stages in four years project period, the first stage with one year and the second stage with 3 years' implementation period. The first stage is regarded as the preparation period for further expansion of WaBuB PFM in the selected areas of Belete-Gera PFMP, which also includes follow-up activities for the first phase of the Project. Based on the results from the first stage, the second stage will be implemented in order to establish new WaBuBs in the selected areas in Belete-Gera PFMP.

#### 4.1.1 The First Stage

The first stage mainly tries to achieve three outputs<sup>1</sup>:

- Output 1: The guideline of WaBuB PFM in Belete-Gera RFFPA is prepared.
- Output 2: The extension strategy of WaBuB PFM is prepared.
- Output 3: Capacity of WaBuBs of Chafee and Afalo is strengthened to implement PFM.

This stage focuses on preparation of a guideline and extension strategy of WaBuB PFM, both of which are essential for further expansion of WaBuB.

The guideline will be compiled by reviewing and summarizing the approaches applied and lessons learned from the first phase of the Project. It will be utilized as a field manual for DAs and experts of ARDO when introducing WaBuBs at the selected areas.

The extension strategy will illustrate criteria of target area selection for expansion of WaBuB and basic schedule, steps and methods for establishment of WaBuBs, including roles and responsibilities of each stakeholder and principles of forest resource utilization and management. Based on the results of these activities during the first stage, the implementation framework for the second stage will be clarified for expansion of WaBuB PFM in Belete-Gera RFFPA.

WaBuBs of Chafee and Afalo, which have been established during the first phase of the Project, will be supported further in order to strengthen their capacity on PFM. The main activities include support on formalization of P-FMA into FMA for WaBuB Afalo, confirmation of boundaries (forest coffee areas, boundaries between homestead and farmland), joint monitoring on P-FMA/FMA and livelihood activities. WaBuB's organizational capacity will be further strengthened through joint efforts by WaBuBs and ARDO in implementation of those activities.

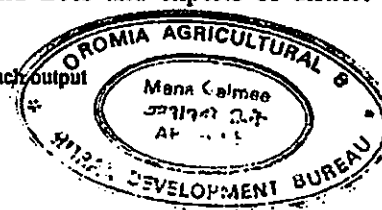
#### 4.1.2 The Second Stage

The second stage mainly tries to achieve two outputs:

- Output 5: Capacity of local people in the specific target areas is developed through formulation of WaBuBs.
- Output 6: The guideline of PFM in Oromia RFFPA is prepared.

The main activity for the second stage is establishment of new WaBuBs at the selected areas in Belete-Gera RFFPA, based on the extension strategy to be developed under Output 2. Main actors involved in this work will be WaBuB members in selected areas and DAs and experts of district

Section 5 "PROJECT DESIGN" explains details of outputs and corresponding activities under each output



ARDO. Output 5 will be achieved through participatory processes of WaBuB formation and its implementation with support from district ARDO.

Output 6 is essential to realize Overall Goal of the Project, "*Participatory forest management is carried out in a sustainable manner by the local people in Belete-Gera Regional Forest Priority Area (RFPA)*". The guideline of PFM in Oromia RFPA will give justification of WaBuB PFM to be introduced in wider areas of Belete-Gera PFMP. Involvement of other PFM stakeholders in the Oromia region, such as PFMP Adaba Dodola by GTZ, PFMP Chilimo by FARM Africa and SOS Sahel, and strong leadership by OARDB is a prerequisite in order to achieve Output 6.

In addition, the Project will continuously support strengthening capacity of the counterparts on PFM through on-the-job training, workshops, and short-term trainings under Output 4. Output 7 will improve project management through periodical review of progress of project implementation by all stakeholders involved in the Project, and if needs arise Project Design Matrix (PDM) and Plan of Operation (PO) could be modified according to the results of periodical monitoring and evaluation.

Output 4: Capacity of the counterparts on PFM is strengthened.

Output 7: Proper progress of the project is realized.

## **4.2 Project Strategy**

Experiences from the Phase I of the Project show that active participation of local communities in forest management is the key for establishment and implementation of WaBuB PFM. At the same time, strengthening capacity of counterparts (experts and DAs) on implementation of PFM should be a prerequisite for further expansion of WaBuB PFM in a sustainable manner. The following is the strategy to be taken for the sustainable management of Belete-Gera RFPA.

### **4.2.1 Strengthening organizational capacity of WaBuB**

The Project will empower WaBuB members by providing them with opportunities to discuss and solve their problems regarding the utilization and management of natural resources through the process of establishment and implementation of WaBuB PFM. This experience-based learning process is essential in order to strengthen WaBuB's organizational capacity on PFM.

### **4.2.2 Knowledge, Attitude and Skills (KAS) as an indicator to assess development capability**

The Project has tried to assess changes in capability for WaBuB members and counterparts with three basic indicators that represent development capability, Knowledge, Attitude and Skills (KAS)<sup>2</sup> in different subjects. These indicators would be appropriate to assess how capacity of WaBuB and counterparts is being strengthened in continuous learning process of implementation of project activities.

### **4.2.3 Strengthen the capacity of experts (foresters) and DAs at the district level**

The forestry experts and DAs at the district level should be the major actors to facilitate the process of establishment of new WaBuBs with local communities. Strengthening their capacity on PFM, such as

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<sup>2</sup> Professor Ohama, Nihon Fukushi University, has advocated Participatory Local Social Development (PLSD) as an approach to facilitate the process of social capability building and institutional mechanism strengthening of a local society as a whole toward self-reliant, sustainable development. KAS has been identified as important elements for capability to be built in order to realize stakeholders could really and meaningfully participate in the whole process of activities.

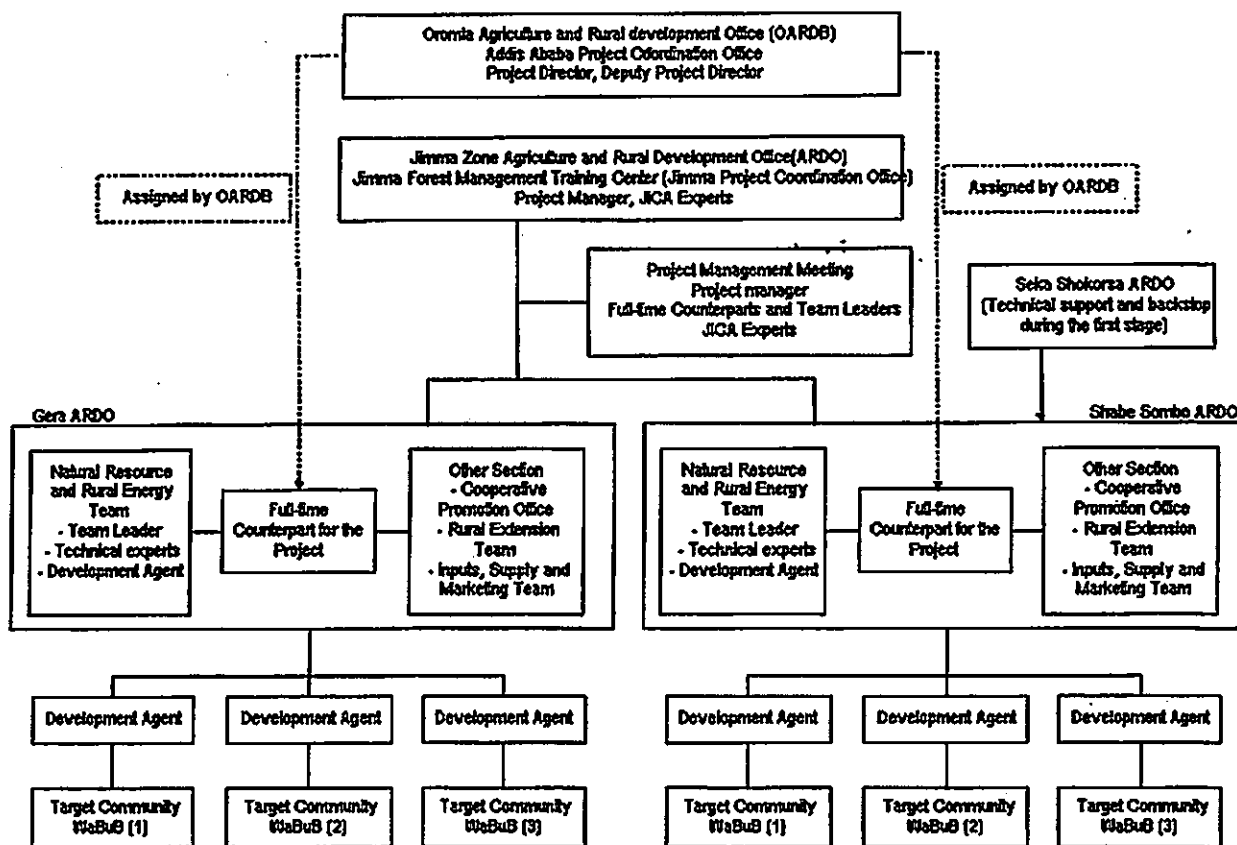


participatory methods in planning, monitoring and evaluation as well as technical skills of forest management, through on-the-job training, workshops, and short-term trainings is essential for the future dissemination of WaBuB PFM approach in and around Belete-Gera RFPA.

#### 4.3 Institutional Framework for Project Implementation

As a part of the decentralization process of the Federal Government, the authority and staff are being transferred from the Region to the District level. The assignment of roles and responsibilities for the management of RFPA between the Region and Districts are yet to be clearly defined. The proposed framework for project implementation is shown in Figure 4-1

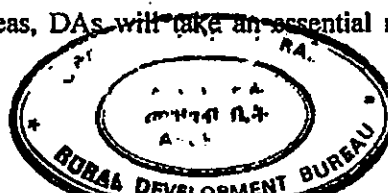
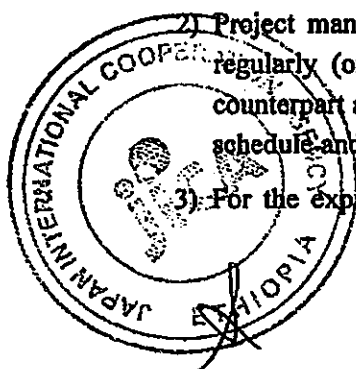
Figure 4-1 Project Implementation Framework



1) Project implementation and management responsibility of the target areas is delegated to the district ARDOs, in which a full time counterpart assigned by OARDB is housed with responsibility for implementation and arrangement of project activities at the district level.

2) Project management meeting at the zonal level, called and chaired by Project Manager, will be regularly (once a week) held with participants from representatives of both districts (full-time counterpart and leader of natural resource and rural energy team) and JICA experts in order to share schedule and progress of activities and discuss any emerging issues to be solved.

3) For the expansion of WaBuBs in the selected areas, DAs will take an essential role to facilitate

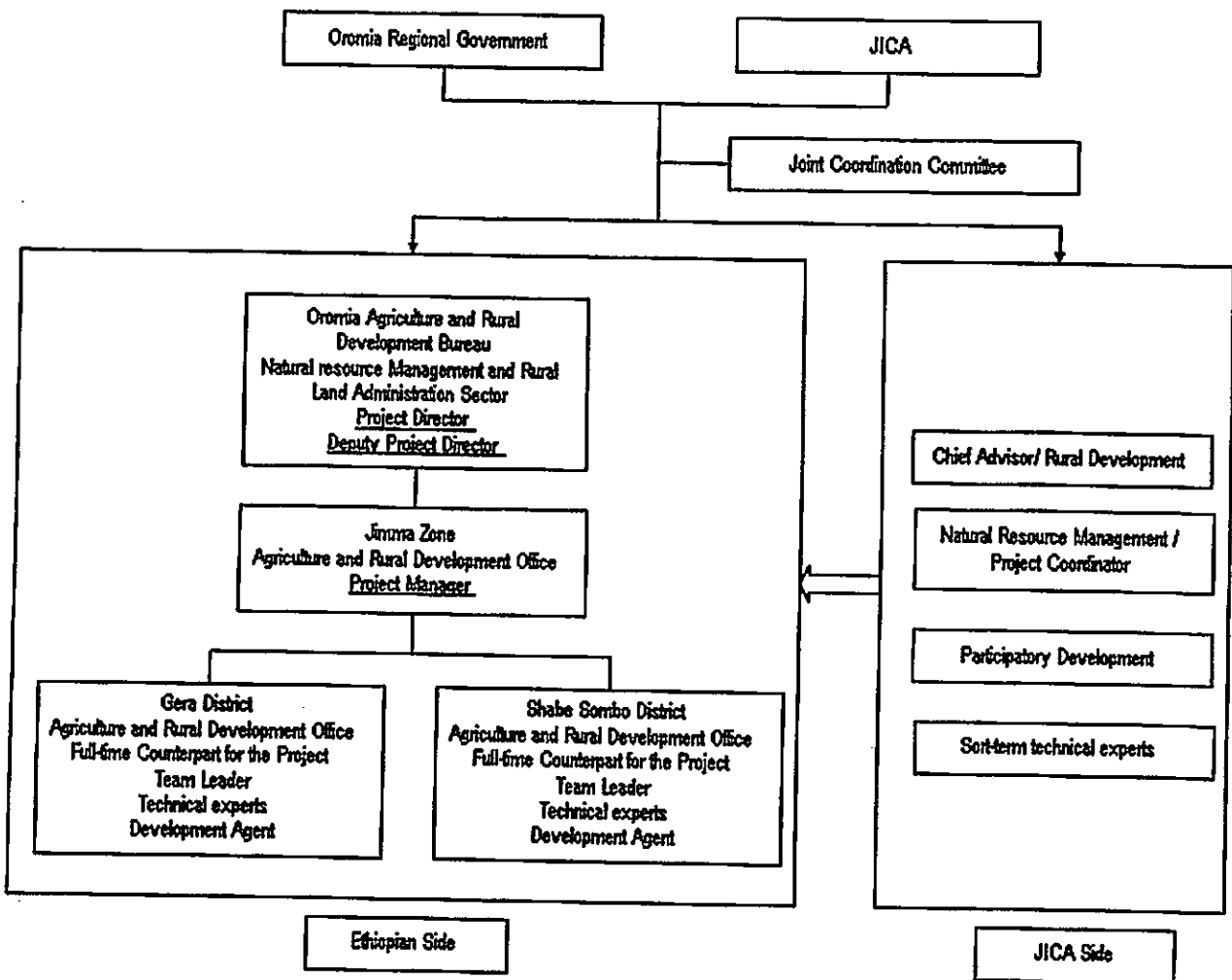


establishment of WaBuBs and implementation of FMA/P-FMA at their respective villages with support from experts of ARDO.

- 4) Project manager is housed in ARDO of Jimma zone with responsible for overall coordination of project activities by arranging a periodical project management meeting and liaise with OARDB for regular update on progress of the Project and necessary information sharing.

Figure 4-2 shows the overall institutional framework for the implementation of the Project.

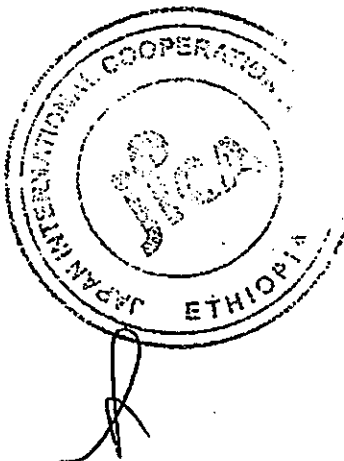
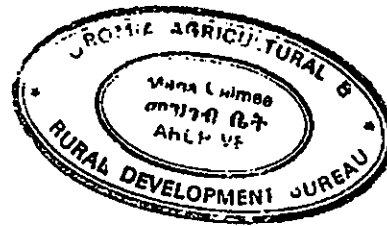
**Figure 4-2 Overall Institutional Framework for the Project Implementation**



- 1) The Head of Natural resource Management and Rural Land Administration Sector of Oromia Agriculture and Rural Development Bureau (OARDB) will be the Project Director who assumes overall responsibility for project administration and implementation. The Head of the Forestry and Wildlife Development and Conservation Department of OARDB will be the Deputy Project Director who supports the Project Director.
- 2) Rural Land and Natural Resources Administration Expert of Agriculture and Rural Development Office, Jimma Zone will be the Project Manager responsible for the managerial and technical matters of the Project as well as overall coordination of project activities.

- 3) Full-time counterparts assigned by OARDB will be housed within Natural Resource and Rural Energy Team of district ARDOs and responsible for implementation and coordination of project activities at the district level by providing technical support to ARDO experts.
- 4) The Chief Advisor (Japanese) will provide necessary recommendations and advices to the Project Director, the Deputy Project Director, and the Project Manager on Project implementation.
- 5) The Project Coordinator will be responsible for administration and coordination for the Project, including procurement of equipment, project budget and personnel management, and other necessary matters for project implementation.
- 6) The Japanese experts will provide necessary technical advices to the Ethiopian counterpart personnel on technical matters.

For the smooth implementation of the Project, a Joint Coordinating Committee (JCC) shall be established and meet at least once a year, or more often if necessary.



## **5. PROJECT JUSTIFICATION**

In this section, the project plan is examined based on the five criteria: relevance, effectiveness, efficiency, impact and sustainability, respectively.

### **5.1 Relevance**

The Project is highly relevant for the following reasons:

- 1) **Consistency with Ethiopian policy:** PFM is consistent with the Forest Proclamation No. 72/2003 of the Oromia Region that stipulates: "Development and Protection of the State Forest in Oromia Region: concerning the protection, development and management of the State Forest in Oromia Region, the Authority shall strengthen community participation on forest development and protection". Besides that, "Forest Conservation, Development and Utilization Proclamation (Proclamation No.94/1994)" issued by the Ethiopian Government prescribes that "Every region shall designate and demarcate its regional and protected forests." (Article 4.4), and "if the designation and demarcation of state forest, regional forest or protected forest is likely to result in eviction of the peasantry, this can be effected only after the consultation and consent of the peasantry and subject to the assurance of their benefits" (Article 4.5). In other words, consultation with, and consent of, the forest dwellers are prerequisites for the demarcation and management of the regional forests.
- 2) **Needs of local people:** According to the interview survey to local people conducted on the occasion of the terminal evaluation of the Phase 1 of the Project, all of the interviewees are highly content with the P-FMAs since the agreements secure local peoples' right to live in and use the forest.
- 3) **Consistency with Japan's aid policy:** Natural resource management programs with the participation of local residents are one of the focal areas in JICA's cooperation to Ethiopia.
- 4) **Project approach:** The Oromia Regional Government considers that natural forests in Oromia Region should be conserved through the participation of local residents. The achievements of the Phase 1 of the Project have strengthened this conviction.

### **5.2 Effectiveness**

The effectiveness of the Project is high. Establishment of the PFM system was mostly achieved in Phase I of the Project through the implementation of P-FMA in two villages. Based on this achievement, "preparation of the WaBuB PFM guideline and the extension strategy" and "revision of the PDM/PO in accordance with the necessity" in the first stage of the Phase 2 of the Project will clarify the implementation framework of the second stage. The activities of the 2nd Stage, such as "capacity strengthening of WaBuBs and the counterparts on PFM", "preparation of PFM in Oromia RFPA" and "proper progress management of the project", is comprehensive which include policy planning of the region and establishment of implementation framework for WaBuB PFM expansion. Through these project activities, achievement of the project purpose "80% of total numbers of communities in selected areas implement WaBuB PFM" is highly promising.

### **5.3 Efficiency**

The Project will be implemented efficiently from the following reasons.

- 1) Efficient project management is expected since periodical review of the project progress is planned as activities of Output 7.
- 2) The Project Consultation Team will be dispatched to Ethiopia at the end of the first stage of the

Project to conduct joint monitoring of the project progress and review the PDM/PO. More efficient project management would be suggested and facilitated.

- 3) A new and huge input such as facility and equipment is not scheduled since the facilities and equipment which had been donated in the Phase 1 can be utilized in the Phase 2 of the Project in succession.

#### 5.4 Impact

The project would make positive impact as follows.

- 1) Impact at the overall goal level: Residents around the targeted village in the Phase 1 are interested in FMA and formation of forest management association. It is expected to achieve the overall goal "Participatory forest management is carried out in a sustainable manner by the local people in Belete-Gera RFPA" through preparation and implementation of the WaBuB PFM Guideline and the extension strategy in the Phase 2 of the Project.
- 2) Institutional impact: In accordance with assistance for WaBuB formulation and collaboration with local people such as implementation of joint monitoring and taking part in trainings and seminars, it is expected that Ethiopian counterparts will acquire knowledge and skills to support local people by enhancing consciousness and attitude toward PFM.
- 3) Social impact: Signing and implementing of P-FMA secures formal rights for WaBuB member and its families to live in and use the forest. Besides that, supporting livelihood activities such as provision of modern beehives and installment of grain mills can promote not only increase of income but also enhancement of organizational capacity through experiencing collective efforts on natural resource management.

#### 5.5 Sustainability

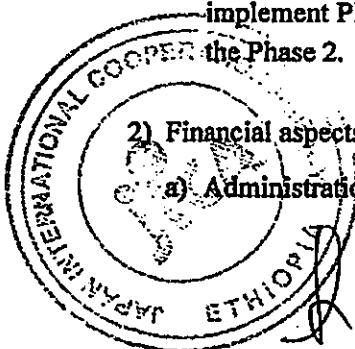
In the time of the terminal evaluation study of the Phase 1, the sustainability of the project was evaluated as low especially in financial and technological aspects. However, some improvement was shown in the financial because the Oromia Regional Government has started to bear a part of the project expenses after the evaluation study. In terms of the conscious aspect toward PFM, counterparts and local people have shown their interests to actively engaging in project activities.

##### 1) Institutional aspects

- a) Administration side: The capacity of local administration at the zonal and district levels is not sufficiently high to extend FMAs to other areas due to technical, managerial and administrative limitation. P-FMAs have been introduced only for a year; the capacity of ARDOs needs to be further strengthened. In this condition, establishment of the guideline for PFM at the Regional level would enhance sustainability on institutional aspects.
- b) Local peoples' side: The organizational capacity of WaBuB has being enhanced gradually through project activities such as monitoring. It is expected organizational capacity of WaBuBs to implement PFM will be further strengthened through continuous support from the Project during the Phase 2.

##### 2) Financial aspects

- a) Administration side: During the implementation of the Phase 1, Ethiopian side has seldom born



local operational expenses except for salaries for counterparts. Accordingly, it is quite difficult to extend the activities to other villages with the limited financial capacity of the Region. However, some improvement has been shown since the Oromia Regional Government has started to bear a part of the project expenses from revenue source profited from plantation.

- b) **Local peoples' side:** It is expected that income will increase shortly in the targeted villages of the Phase 1 due to improved beehives and installed grain mill distributed by the project. However, more improvement of organizational capacity through implementation of the FMA/P-FMA is necessary for local residents to follow the FMA/P-FMA continuously and conserve forest appropriately.

### 3) Technological aspects

- a) **Administrative side:** Counterparts' technical level has significantly improved in the Phase 1. Therefore, knowledge, attitude and skills, which are necessary to facilitate local people and carry out the FMA/P-FMA expansion independently, can be acquired through on-the-job-training in project activities and short-term trainings.
- b) **Local peoples' side:** In the targeted villages, the three monitoring activities jointly with local people have been conducted in the Phase 1. Hereafter, further improvement of capacity for local people through continuous monitoring implementation, in addition to the simplification and regularization of the monitoring method, is needed to ensure the sustainability.

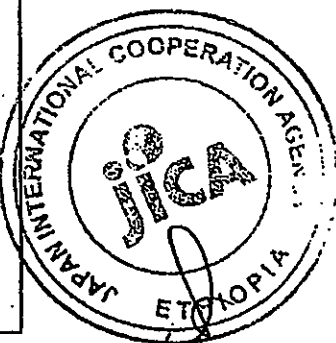
### 4) Conscious aspects

- a) **Administrative side:** The counterparts have come to engage in the project activities positively owing to improvement of consciousness. These would induce capacity development to support local people and to strengthen relationships with local people.
- b) **The consciousness of WaBuB members toward forest conservation** has been enhanced since they have become more and more conscious that their life is dependent on the forest. Moreover, consolidation of their capacity on collective resource management will be achieved through experiences on the collective activities and norm on the FMA as it happened in Meti Jiga in the Belete forest on the occasion of the installment of the grain mill in the Phase 1.

# ANNEX 1: Project Design Matrix (PDM)

Project Name: Participatory Forest Management Project in Belete-Gera Regional Forest Priority Area Phase II in the Oromia Region of the Federal Democratic Republic of Ethiopia  
 Target Group: Communities in the selected areas  
 Period: 4 years from October 2006 (the 1<sup>st</sup> Stage: 1 year, the 2<sup>nd</sup> Stage: 3 years)  
 Target Area: Areas to be selected in Belete-Gera Regional Forest Priority Area (RFFA)  
 Implementing Organization: Oromia Agriculture and Rural Development Bureau (OARDB)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal</b> Participatory forest management is carried out in a sustainable manner by the local people in Belete-Gera Regional Forest Priority Area (RFFA)</p>	<p>% of total number of communities in Belete-Gera RFFA applying WaBuB PFM (Target: 50% in 2015)</p>	<ul style="list-style-type: none"> <li>Signed P-FMA/ P-FMP/ FMA/ FMP</li> <li>Interviews to different level of key stakeholders</li> <li>Forest inventory survey</li> </ul>	<p>The Oromia Regional Government does not change the policy of further expansion of participatory forest management in Belete-Gera RFFA.</p>
<p><b>Project purpose</b> WaBuB Participatory Forest Management (WaBuB PFM) is developed in selected areas in Belete-Gera RFFA</p>	<ul style="list-style-type: none"> <li>% of total number of communities in selected areas implementing WaBuB PFM (Target: 80% in 2010)</li> <li>Status of forest in selected areas (Subjects: deforestation, expansion of farmland, improper practices Reference period: Oct 2007 - Sep 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Signed P-FMA/ P-FMP/ FMA/ FMP</li> <li>Different reports by WaBuB and ARDO</li> <li>Field survey report of patrolling committee of WaBuB</li> <li>Joint monitoring reports by WaBuB and ARDO</li> </ul>	<p>-There is no severe drought, forest fire or forest pest in Belete-Gera RFFA</p>
<p><b>Outputs</b> 1 The guideline of WaBuB PFM in Belete-Gera RFFA is prepared</p>	<ul style="list-style-type: none"> <li>The guideline of WaBuB PFM in Belete-Gera RFFA in Afan Oromo and English (By May 2007)</li> </ul>	<ul style="list-style-type: none"> <li>The guideline approved by Regional Govt</li> <li>Reports and/or minutes of discussions</li> </ul>	
<p>2 The extension strategy of WaBuB PFM is prepared</p>	<ul style="list-style-type: none"> <li>The extension strategy of WaBuB PFM in Afan Oromo and English (By June 2007)</li> </ul>	<ul style="list-style-type: none"> <li>The extension strategy approved by Regional Govt</li> <li>Reports and/or minutes of discussions</li> </ul>	
<p>3 Capacity of WaBuBs of Chafee and Abalo is strengthened to implement PFM</p>	<ul style="list-style-type: none"> <li>The knowledge, attitude and skills of WaBuB Afalo and Chafee on PFM (Reference period: Oct 2006 - Sep 2007)</li> <li>The knowledge, attitude and skills of executive and patrolling committee of WaBuB on PFM (Reference period: Oct 2006 - Sep 2007)</li> <li>Number of members signed on FMA (Target: more than 90% of all the forest users, in Aug 2007)</li> </ul>	<ul style="list-style-type: none"> <li>Joint monitoring reports by WaBuB and ARDO</li> <li>Self-evaluation reports</li> <li>Signed FMA</li> </ul>	
<p>4 Capacity of the counterparts on PFM is strengthened</p>	<ul style="list-style-type: none"> <li>The knowledge, attitude and skills of regional, zonal and district counterparts on PFM (Reference period: Oct 2006 - Sep 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Joint monitoring reports by WaBuB and ARDO</li> <li>Self-evaluation reports</li> </ul>	
<p>5 Capacity of local people in the specific target areas is developed through formulation of WaBuBs</p>	<ul style="list-style-type: none"> <li>Number of newly formed WaBuBs (Target: X number of WaBuBs in Sep 2010)</li> <li>The knowledge, attitude and skills of local people on PFM (Reference period: Oct 2007 - Sep 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Signed P-FMA/ P-FMP/ FMA/ FMP</li> <li>Joint monitoring reports by WaBuB and ARDO</li> <li>Self-evaluation reports</li> </ul>	
<p>6 The guideline of PFM in Oromia RFFA is prepared</p>	<ul style="list-style-type: none"> <li>The guideline of PFM in Oromia RFFA in English (By 2007)</li> </ul>	<ul style="list-style-type: none"> <li>The guideline of PFM in Oromia RFFA approved by the Regional Govt</li> <li>Reports and/or minutes of discussions</li> </ul>	
<p>7 Proper progress of the project is realized</p>	<ul style="list-style-type: none"> <li>Number of review conducted bi-annually (Target: 8 times)</li> </ul>	<ul style="list-style-type: none"> <li>Bi-annual review reports</li> </ul>	

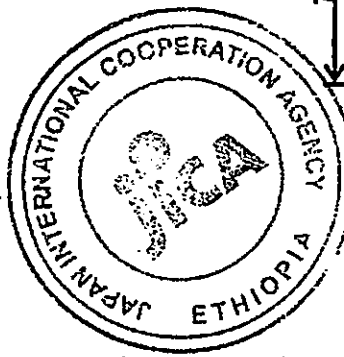


<p><b>Activities of the Project</b></p> <p>1-1 Review the documents of WaBuB Charter and Afilo PFM</p> <p>1-2 Prepare the draft guideline</p> <p>1-3 Discuss on the draft guideline with all stakeholders</p> <p>1-4 Finalize the guideline</p> <p>2-1 Conduct supplementary information gathering through reviewing "The Forest Resources Management Study in the Southwestern Part of Ethiopia" produced by JICA in 1998, interviewing communities and looking into the forest</p> <p>2-2 Develop criteria of selection of target areas for expansion</p> <p>2-3 Prioritize the areas according to the criteria</p> <p>2-4 Discuss on benefit sharing from plantation with the Regional Government</p> <p>2-5 Prepare the draft extension strategy</p> <p>2-6 Organize a seminar on WaBuB PFM to get comments on the extension strategy</p> <p>2-7 Finalize the extension strategy of WaBuB PFM</p> <p>3-1 Conduct boundary demarcation</p> <p>3-2 Carry out joint monitoring and evaluation of Provisional Forest Management Agreement (P-FMAY) Forest Management Agreement (FMA)</p> <p>3-3 Support livelihood activities including skills training</p> <p>3-4 Formalize WaBuB P-FMA into FMA</p> <p>4-1 Carry out training needs assessment and prepare training plan</p> <p>4-2 Conduct training for the counterparts on PFM including method of GPS survey</p> <p>4-3 Organize experience sharing workshops</p> <p>5-1 Identify target areas</p> <p>5-2 Organize a seminar for introducing WaBuB PFM to technical experts, development agents, village administrations and community leaders of target areas in Belate-Gera RFFPA</p> <p>5-3 Conduct a baseline survey in the selected areas</p> <p>5-4 Select specific target areas</p> <p>5-5 Organize series of meetings on WaBuB PFM throughout project period</p> <p>5-6 Exchange experiences through visiting</p> <p>5-7 Formulate P-FMA/ Provisional Forest Management Plan (P-FMP)</p> <p>5-8 Support livelihood activities including skills training</p> <p>5-9 Support preparation of subsidiary by-law of P-FMA/P-FMP</p> <p>5-10 Conduct joint monitoring and evaluation</p> <p>5-11 Formalize P-FMA/P-FMP into FMA/ Forest Management Plan (FMP)</p> <p>6 to be decided during the 1<sup>st</sup> Stage</p> <p>7-1 Monitor and evaluate progress of the activities in the 1<sup>st</sup> Stage</p> <p>7-2 Revise the PDM/PO in accordance with the necessity</p> <p>7-3 Monitor and evaluate progress of the activities in the 2<sup>nd</sup> Stage</p> <p>7-4 Organize feedback meetings with all stakeholders</p>	<p><b>Inputs</b></p> <p>(1) Inputs from Ethiopian side          [Project personnel including counterpart personnel]          1) Project Director: Head, Natural Resource Management and Rural Land Administration Sector, Oromia Agriculture and Rural Development Bureau (OARDB), Oromia Regional Government          2) Deputy Project Director: Leader, Forestry and Wildlife Development and Conservation Department, OARDB, Oromia Regional Government          3) Project Manager: Rural Land and Natural Resources Administration Expert, Agriculture and Rural Development Office (ARDO), Jimma Zone, Oromia Regional Government          4) Counterparts from OARDB, Jimma Zone, Gera, Shabe Sombu and Seka Chokorsa Districts            - Full-time counterparts            - Heads, ARDO            - Team leaders, OARDB and ARDO            - Technical experts, OARDB, ARDO at district and zonal level            - Development agents (DAs)          [Land and facilities]          1) Jimma Forest Management Training Center          2) Gera Forest Extension Center          3) Belate Forest Extension Center          4) Project office at OARDB, Oromia Regional Government Office          [Equipment]          All the equipment donated from JICA during the phase I project          (Administrative and Operational Cost)          1) All the salaries and travel allowances of CP          2) 50% of salaries of supporting staff          3) All of the salaries of the drivers of the four vehicles assigned in Belate and Gera          4) Expenses for electricity, water and gas of the Jimma Forest Management Training Center and Forest Extension Centers in Belate and Gera          5) 25% of the fuel expenses (two trucks and two hand-top wagons) used for project activities conducted in Belate and Gera          6) 10% of the fuel expenses used by CP at the Zonal level          7) Regular expenses incurred by the machineries, equipments and other supplies provided by JICA, including customs clearance costs, storage costs, inland transportation costs, installation costs and other related costs          8) Any costs for maintaining facilities and machineries, equipment and other supplies          (2) Inputs from Japanese side          [Long term experts]          Three long-term experts          [Short term experts]          Short-term experts will be dispatched upon necessity          [Counterpart training]          Training opportunities in Japan and/or the third countries will be provided annually          [Equipment]          Equipments will be specified considering necessity in accordance with project activities to be carried out          [Operational Cost]          Necessary cost for project operation which will not be covered by the Ethiopian side described in the above</p>	<p><b>Preconditions</b></p> <p>-There is no significant change over the technical experts and development agents trained through the Project.</p> <p>-There is no significant change on the policy that 1) no eviction of the peasantry out of a RFFPA is executed without a consultation, consent and the assurance of the benefits of the peasantry, and 2) the region should facilitate conditions that ensure the well-being of the inhabitants in such a way that they would be beneficiaries from the development as regards regional forest, specified in "Proclamation No.94/1994: A Proclamation to Provide for the Conservation, Development and Utilization of Forests".</p> <p>-There is no significant change over the general federal policy of decentralization which facilitates the devolution regarding forest management from the Federal Government to regional governments and districts.</p>
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Note: The activities for the output 6, "The guideline of PFM in Oromia RFFPA is prepared", will be considered during the 1<sup>st</sup> Stage of the project



ANNEX 2: Plan of Operations (PO)



Activities	2006				2007				2008				2009				2010		
	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3			
1-1 Afalo PFM	↑																		
1-2 Prepare the draft guideline		↑																	
1-3 Discuss on the draft guideline with all stakeholders			↑																
1-4 Finalize the guideline				↑															
2-1 Conduct supplementary information gathering through reviewing "The Forest Resources Management Study in the Southwestern Part of Ethiopia" produced by JICA in 1998, interviewing communities and looking the forest					↑														
2-2 Develop criteria of selection of target areas for expansion						↑													
2-3 Prioritize the areas according to the criteria							↑												
2-4 Discuss on benefit sharing from plantation with the Regional Government								↑											
2-5 Prepare the draft extension strategy									↑										
2-6 Organize a seminar on WaBuB PFM to get comments on the extension strategy										↑									
2-7 Finalize the extension strategy of WaBuB											↑								
3-1 Conduct boundary demarcation																			
3-2 Carry out joint monitoring & evaluation of P-FMA/ FMA																			
3-3 Support livelihood activities including skills training																			
3-4 Formalize WaBuB P-FMA into FMA																			



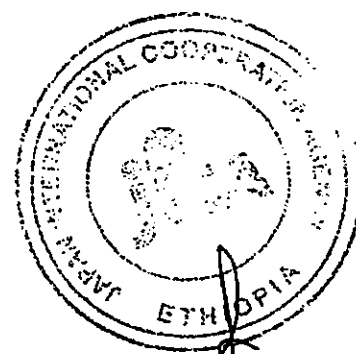
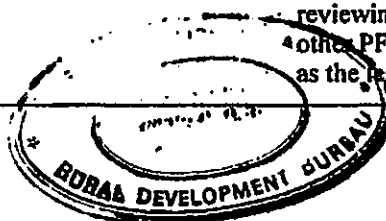
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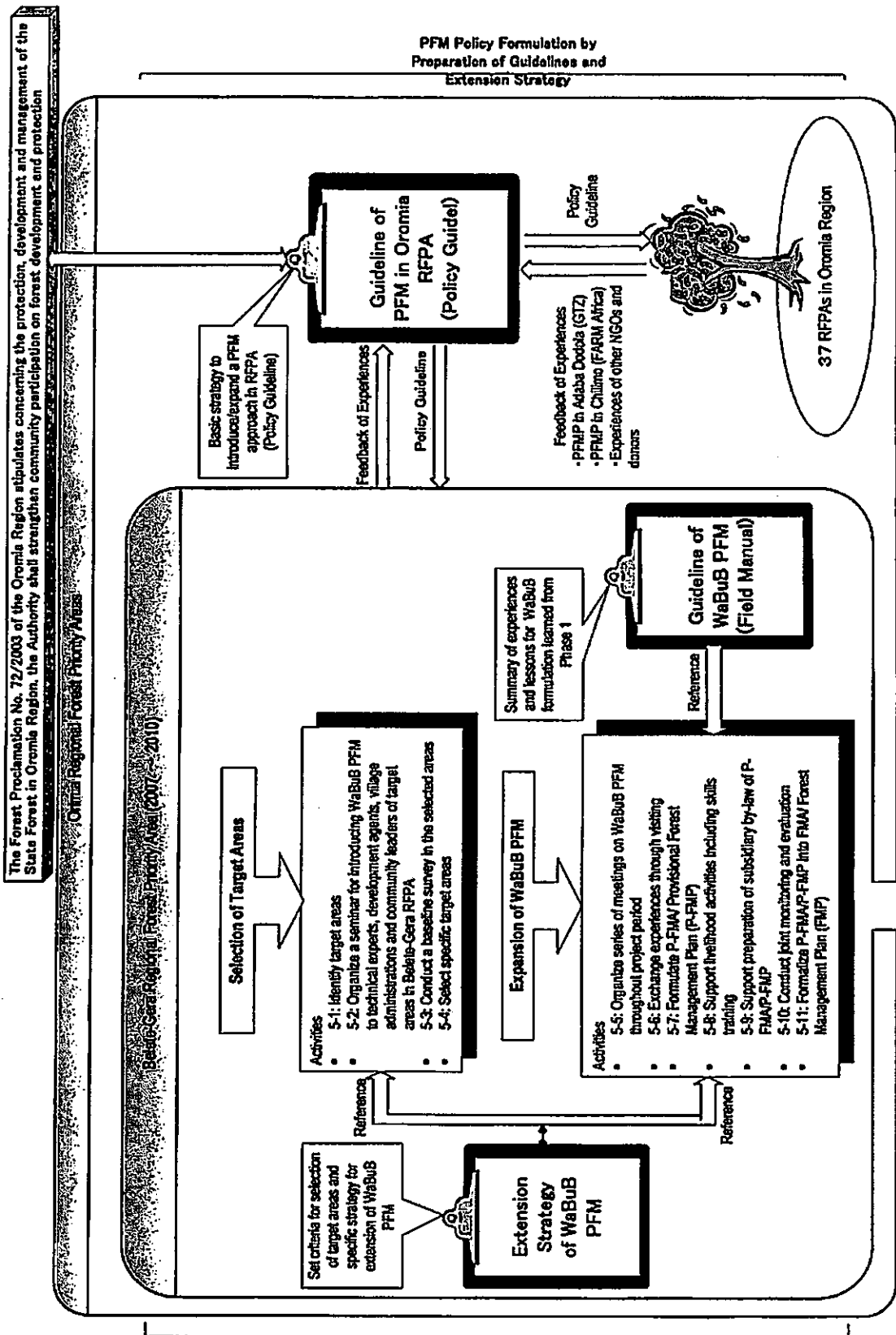
### ANNEX 3: Summary of Guidelines and Strategy to be Prepared during the Phase 2

(Output 1: The Guideline of WaBuB PFM in Belete-Gera RFFA, Output 2: Extension Strategy of WaBuB PFM, Output 6: The Guideline of PFM in Oromia RFFA)

	Purpose and Principle	Potential Users of Guideline and Strategy	Remarks (Main Contents)
<b>Guideline of WaBuB PFM in Belete-Gera RFFA (Output 1)</b>	<ul style="list-style-type: none"> <li>To be used as a field manual for expansion of WaBuB PFM in Belete-Gera RFFA during the Phase 2</li> </ul>	<ol style="list-style-type: none"> <li>DAs who are in charge of selected communities for WaBuB PFM expansion</li> <li>Members of preparation committee for establishment of new WaBuB in the selected communities.</li> <li>Expert/staff of ARDO</li> </ol>	<ul style="list-style-type: none"> <li>Preconditions to form WaBuB</li> <li>Process of WaBuB formation</li> <li>Consensus building process on boundary identification and its methods</li> <li>Basic contents of FMA/P-FMA</li> <li>Livelihood support by using non timber forest products</li> <li>Methods and procedures for conducting joint monitoring and evaluation</li> </ul> <p>(Note)</p> <ul style="list-style-type: none"> <li>The guideline will be compiled by reviewing and summarizing the approaches applied and lessons learned from the first phase of the Project.</li> </ul>
<b>Extension Strategy of WaBuB PFM (Output 2)</b>	<ul style="list-style-type: none"> <li>To set criteria and priority of target area selection for expansion of WaBuB PFM</li> <li>To clarify specific strategy of WaBuB expansion during the second stage, which includes extension methods, schedule and roles and responsibilities of each party to be involved</li> </ul>	<ol style="list-style-type: none"> <li>Policy makers on forestry in OARDB</li> <li>Expert/staff of ARDO at the zonal and district levels</li> <li>DAs who are in charge of selected communities for expansion of WaBuB PFM</li> </ol>	<ul style="list-style-type: none"> <li>Criteria and priority for target area selection to expand WaBuB PFM during the second stage</li> <li>Extension methods and schedule</li> <li>Roles and responsibilities of stakeholders to be involved in expansion of WaBuB PFM (region, zone, districts and local people)</li> <li>Forest resource utilization (principle for preparation of forest management plan)</li> <li>Basic principle for benefit sharing from plantation</li> <li>Prerequisite for formalization of FMA/FMP</li> </ul>
<b>Guideline of PFM In Oromia RFFA (Output 6)</b>	<ul style="list-style-type: none"> <li>To be a policy guideline to introduce PFM approaches in different areas of RFFA for conservation and proper utilization of the forests by local people</li> </ul>	<ol style="list-style-type: none"> <li>Policy makers on forestry in OARDB</li> <li>Administrative officers on forestry at the zonal and district levels</li> <li>NGOs and donors engaged in PFM projects</li> </ol>	<ul style="list-style-type: none"> <li>Basic strategy to introduce/expand PFM approaches in RFFA                             <ul style="list-style-type: none"> <li>Rights and duties of local administration and forest users/local people on participatory forest management</li> <li>Basic principle of benefit sharing</li> <li>Guiding principle for donors and NGOs to be engaged in PFM projects</li> </ul> </li> <li>The guideline will be compiled by reviewing experiences and lessons from other PFM projects in Oromia as well as the lesson learned from the project..</li> </ul>



# Guidelines and Strategy to be Prepared for Belete-Gera PFMP Phase 2 (Conceptual Illustration)



**Project Purpose:** WaBuB PFM is developed and implemented by 80 % of total number of communities in selected areas of Belete-Gera RFFPA by September 2010  
**Project Goal:** Participatory forest management is carried out in a sustainable manner by 50 % of total number of communities in Belete-Gera RFFPA by 2015