

**MINUTES OF DISCUSSIONS  
JOINT MIDTERM EVALUATION TEAM  
JAPANESE MIDTERM EVALUATION TEAM  
AND  
PHILIPPINES MIDTERM EVALUATION TEAM  
ON THE JAPANESE TECHNICAL COOPERATION  
FOR ENHANCEMENT OF COMMUNITY-BASED FOREST MANAGEMENT  
PROGRAM (CBFM) IN THE PHILIPPINES**

The Japanese midterm Evaluation Team (herein referred to as "the Japanese Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Kenichi Takano visited the Republic of Philippines from October 15 to October 27, 2006, to conduct a midterm evaluation of the Project for Enhancement of Community-Based Forest Management Program (CBFMP) in the Philippines (hereinafter referred to as "the Project"). The evaluation involved series of consultations with the Project personnel and other relevant parties on the implementation of the Japanese Technical Cooperation for the Project.

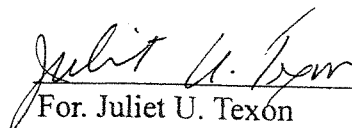
The Philippines midterm evaluation Team (herein referred as "the Philippine Team") was headed by Forester Juliet U. Texon. Together with the Japanese team they formed the Joint Evaluation Team (herein referred to as "the Team"). Based on the Team's field visits, interviews and discussions, the Team agreed to forward to the respective Government the attached Evaluation Report.

Both sides, the Department of Environment and Natural Resources (DENR) and the Joint Evaluation Team agreed on the matters referred to in the attached report of the Joint Midterm Evaluation.

Quezon City, Oct 27, 2006



Mr. Kenichi Takano  
Leader,  
Japanese Mid-term Evaluation Team,  
Japan International Cooperation  
Agency



For. Juliet U. Texon  
Leader,  
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Resources

**Joint Midterm Evaluation Report  
For the Enhancement of Community-Based Forest Management Program  
In the Philippines**

**1. Introduction**

The technical cooperation project for Enhancement of Community-Based Forest Management Program (CBFM) in the Philippines (hereinafter referred to as “the Project”) started in June 2004. The Japan International Cooperation Agency (JICA) will cooperate with the Department of Environment and Natural Resources (DENR) until June 2009 in the implementation of the program. After two (2) years and four (4) months of the implementation, the Joint Evaluation Team (hereinafter referred to as “the Team”) consisted of the Philippines evaluation team and Japanese evaluation team was formed for this midterm evaluation.

**1.1 Objective of the Evaluation**

The mid-term evaluation aims to assess the accomplishment of the project, review and analyze the implementation processes, and provide suggestions and recommendations to improve the project design and implementation. The evaluation process will focus on the five evaluation criteria adopted by JICA in evaluating projects. These are; Relevance, Effectiveness, Efficiency, Impact, and sustainability.

The Team will discuss the evaluation results, findings, and recommendations on the project design and implementation with the Project and the Philippine government as represented by DENR.

**1.2 Members of the Joint Evaluation Team**

The Team consists of the following members.

**(1) Philippines**

No.	Name	Designation	Office
1	For. Juliet O. Texon	Team Leader	DENR-Planning Office Chief, Project Development and Evaluation Division
2	Dr. Gwendolyn C. Bambalan	Principal	DENR-FMB
	For. Isabelita G. Austria	Alternate	

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No.	Name	Designation	Office
3	For. Rodrigo Cava		DENR-FASPO
4	Ms. Grace Morta	Principal	NEDA-PMS
	Mr. Jesse David	Alternate	

(2) Japanese members

No.	Name	Designation	Office
1	Mr. Kenichi TAKANO	Leader	Executive Technical Advisor to the Director General Global Environment Department, JICA
2	Mr. Masahiro AMANO	Participatory Development	Professor School of Human Sciences, Waseda University
3	Ms. Rumiko YAMANOUCHI	Forest Policy	Section Chief Int'l Forestry Cooperation Office, Planning Div, Private Forest Dept, Forestry Agency
4	Mr. Daisuke SAITO	Evaluation Planning	Program Officer, Forestry and Nature Conservation Team I Group I (Forestry and Natural Environment) Global Environment Department, JICA
5	Ms. Jun KAKINUMA	Evaluation Analysis	Gender and Development, Community Development, Evaluation Earth and Human Corporation

**1.3 Schedule of the Midterm Evaluation Study**

The Joint Mid-term Evaluation was conducted from Oct 9 to Oct 26 in 2006.

**14. Methodology of Evaluation**

In undertaking the mid-term evaluation, JICA deployed a consultant who together with the Philippine Team conducted preliminary assessment of the accomplishment of the four components; policy, information, training, and model sites. The Team likewise reviewed and analyzed the questionnaires earlier administered to project personnel, gathered and analyzed the accomplishment reports and other project related documents, conducted field visits to three model sites, and consultation meetings with project personnel [four components,

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Core Group, Technical Working Group, JICA experts], DENR personnel, LGU staff, and officers and members of Peoples Organizations (PO).

A workshop was also conducted with all the components, Japanese and Philippine Counterparts on October 23, 2004 to validate and clarify information gathered during the group discussions and field visits to region 3. The draft midterm evaluation report was later presented to the components for comments and recommendations.

The POs and sites visited where PO meetings have been conducted are as follows:

- a. Sumandig I and II, General Tinio, Nueva Ecija
- b. Ayala, Magalang, Pampanga
- c. Loob Bunga, Botolan, Zambales

#### ***1.4.1 Evaluation Questions and Indicators***

The sets of questions and indicators used in the mid-term evaluation are indicated in the Evaluation Grid and attached as Annex 1.

#### ***1.4.2 Evaluation Criteria***

The Team adopted the five evaluation criteria used by JICA in evaluating projects. The five midterm evaluation criteria of the project are as follows:

- a. Relevance – The criterion refers to the validity of the project purpose and overall goal in connection with the development policy of the Philippine government and the needs of the beneficiary. It also refers to the logical consistency of the project plan with the policy of the Philippine government and the Policy of JICA.
- b. Effectiveness – This refers to the extent to which the project has achieved the outputs at the time of the mid-term evaluation and the probability that the project purposes will be attained at the end of the project term. The validity of the project design will also be assessed.
- c. Efficiency – The analysis will focus on the correlation between the inputs and the outputs of the project. These will also include timeliness in achieving the targets, quality and quantity of inputs, linkages, and duplication and overlaps of functions and responsibilities.
- d. Impact – The impacts of the project will include both the positive and negative consequences, direct and indirect impacts caused or to be caused by the project. This will also include impacts which have not been originally expected in the project plan.

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It also aims to evaluate the probability to attain the overall goal and contribution of the project.

- e. Sustainability – the sustainability of the project is measured in terms of the organizational, financial, and technical capabilities of DENR, LGUs, and POs to sustain the activities after the Project term. It also refers to the extent by which the project could sustain or expand its achievement after the assistance period in 2009.

## **1.5 Scope and Limitations**

Owing to the limited time in the conduct of the midterm evaluation, the team in assessing the midterm accomplishment of the project primarily used secondary reports such as forest assessment reports prepared by the project, reports of discussions, and other project documents. Moreover, due to security reasons for the Japanese Team, only two model sites, Ayala and Loob Bunga were visited. In General Tinio, there was no actual field visit made but separate group interviews were conducted among PO officers and members and technical working group (TWG).

To validate the information gathered, a workshop was done among the components. The draft report was likewise presented for comments and recommendations.

## **2. Background of the Project**

In the Philippines, it is estimated that in 1990, about 8.7 million people or roughly 13 percent of its population lived in public forestland covering 14.63 million hectares or 50 percent of its total land area. In mountain villages, the number of poor families is increasing due to low farm productivity and poor accessibility to market. Moreover, over-logging, forest fires, and the inappropriate conversion of forestland for other uses has contributed to the rapid denudation of the forest resources. The rapid loss of the forest has resulted in the occurrence of flash floods and other natural calamities that hampers social and economic development in the rural areas.

To address the rapid denudation of the forest resources, the government has undertaken reforestation and afforestation activities has implemented people oriented forestry programs such as the Integrated Social Forestry, Upland Development Programs, and Community Forestry Programs either through government funds or with support from financial institutions both foreign and local. From 1988 to 1998, the total area reforested was only 490,000 hectares or 30 percent of its targets.

In 1995, the government launched the CBFM program to intensify its efforts in addressing the social and economic problems of the upland communities while at the same time

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contributing to the rehabilitation of the forest areas. The CBFM is declared as the national strategy by virtue of Executive Order (EO) No. 263 and later by EO 318. The government intends to cover about 9 million hectares of forestland under the CBFM program. The program aims to ensure the sustainable management of the forest resources, promote social justice, and improve the socioeconomic condition of the upland communities. Through the CBFM agreement, local communities are given the authority and the responsibilities to manage a given forestland area for a 25 years renewable for another 25 years. The development and management activities of a CBFM area by the PO is embodied in the Community Resources Management Framework (CRMF) and operationalized in the 5 year work plan.

Lessons and experiences generated and the initial successes and best practices demonstrated by the program have prompted the Philippine government to further intensify its implementation. Thus, in 2004, the Philippine government requested for a technical assistance from the Japanese government for a technical cooperation on the Enhancement of the CBFM program in the Philippines.

## **2.1 Summary of the E-CBFM Project**

As indicated in the current Project Design Matrix (PDM) attached as Annex 1, the Project purpose is “Conservation, rehabilitation, and sustainable utilization of forest and land resources within CBFM areas are done by the capacitated POs on their own initiatives with support from the capacitated DENR, LGUs and other relevant Institutions”.

The outputs of the Project confirmed in the current PDM are:

- (1) Capacities of key stakeholders relevant to the selected CBFM areas in Region 3 (i.e. the Model Sites) are enhanced using the CBFM implementation framework.
- (2) Knowledge, skills and attitude of POs, DENR employees, LGUs and other relevant institutions involved in CBFM implementation in Region 3 and other Regions are improved through training.
- (3) Existing practical Information related to CBFM become available to the people concerned.
- (4) Recommendations for improvement of CBFMP become available to the key stakeholders.

## **3. Accomplishment of the Project**

The accomplishment of the Project was measured in terms of Inputs, Activities, Outputs and Project purpose in accordance with the Reports of Discussions (RD), PDM and PO. The summary of accomplishments is shown below but accomplishment details are presented in Annex 2: Accomplishment Grid).



### 3.1 Overall Goal of the Project

To verify the indicators, the forest assessment report prepared by the project was used.

### 3.2 Accomplishment of the Project Purpose

The accomplishment of the Project purpose is described as follows.

**Project Purpose:** Conservation, rehabilitation, and sustainable utilization of forest and land resources within CBFM areas are done by the capacitated POs on their own initiatives with support from the capacitated DENR, LGUs and other relevant institutions.

Indicator 1: By June 2009, at least **\*\* ha** of forest and land resources within CBFM areas are managed by at least **\*\*** POs capacitated by the Project.

There are five (5) model sites selected and capacity enhancement activities of the PO are being undertaken. These are: Loob Bunga, Botolan, Zambales, Ayala, Magalang, Pampanga, Sapang Bato, Angeles City and Sumandig I & II both in General Tinio, Nueva Ecija. The total area is 2829.8 ha and is composed of two (2) Federations [with 13 POs].

The team observed that in Loob Bunga the physical development activities of the project have just started. Thus, major portion of the area is still not developed. In Ayala, the area has been planted mostly to mangoes and other fruit trees but these have been planted prior to the establishment of the E-CBFM project.

Of the five (5) model sites, only Loob Bunga model site has affirmed its Community Resource Management Framework (CRMF) and 5 year work plan. The Ayala model site and Sumandig I & II have prepared their Community Resources Management Plan (CRMP) and CRMF, respectively, but yet to be affirmed by DENR. In Loob Bunga, developmental activities in the area have just started.

In addition, three (3) model sites, each with one (1) PO have been selected as additional model sites in July 2006. Two (2) of the additional sites are already with CBFM Agreement. Upon approval of the CRMF and the five year plan, it is expected that technical transfer will be implemented immediately.

Area covered by the eight (8) Project model sites totals 8,454.8 ha. However, at present, the implementation of the activities in the model sites of Sapang Bato and Sumandig I & II are affected by land tenure issues. In Sapang Bato project activities have been suspended because the area is now covered with Certificate of Ancestral Domain Title (CADT). Thus, the administrative jurisdiction of the area will no longer be with DENR but

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with the National Commission on Indigenous People (NCIP). Also, in Sumandig I and II, the area is covered by Proclamation 605 issued in 1959 which declares the area as alienable and disposable (A & D). The DENR Secretary in his memorandum in January 2006 has affirmed the classification of said area as available for disposition.

For capacitating POs, through the Technical Working Group (TWG), the Project has conducted training programs on agroforestry, vermiculture, and compost making. In Ayala, Sumandig I & II, and Loob Bunga, demonstration farms have been established. The training component likewise has conducted training programs on forest fire protection.

Indicator 2 : By June 2009, POs are able to network and access timely technical, training, information, and other support from LGUs, DENR and other partners capacitated by the Project based on their work plans.

The capability of LGUs, CG, TWG, CBFM staff, FMB, and HRDS to implement CBFM activities has been enhanced through information sharing and training programs conducted by the Project. Especially in the model site component, the CG has acquired the knowledge and skills on participatory rural appraisal (PRA) and Community Development methodology. The CG has transferred these skills to the TWG who in turn, used this in the conduct of perimeter survey and baseline surveys of the model sites. However, the CG still needs more training opportunities in other fields such as agro-forestry and livelihood activities.

For the two years, the model sites concentrated on the preparation of the CRMF and 5-year work plan which usually involved meetings and consultations with farmers. The time involved in meetings and delays in technical transfer have caused the waning of interests among the POs. The clamor of the PO members is for the implementation of technical activities and conduct of skills training programs in the model sites. Thus, in mid 2006, the demo farms and model farms in Ayala, Loob Bunga, and Sumandig I & II have been established.

Moreover, DENR has provided forest tree seedlings, LGUs have provided fruit trees seedlings, and JICA experts have distributed vegetable seeds to PO members.

In terms of information directed towards the Peoples organizations, the LGU and DENR personnel, the information components have produced the newsletter and homepage which were conceptualized and prepared and distributed to LGUs, DENR, and other interested stakeholders. Various IEC materials in Tagalog were also produced and distributed to the various CBFM projects in region 3.

The team, however, found that newsletter and other IEC materials hardly reached the model sites. But in Ayala, the protected area coordinator has regularly provided the TWG and

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PO with newsletter. Other POs and TWG in other model sites received information materials such as Tribu and newsletter only when attending training programs.

### 3.3 Accomplishment of the Outputs

(The activities accomplished and on-going at the time of the midterm evaluation are compiled as Annex 2.)

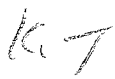
Output 1: At least 7 POs in the Model Sites are able to plan, implement, and monitor the CBFM activities

The Project selected five model sites from the 22 proposed sites and has used the CBFM Implementation Framework as guide in the implementation of activities since December 2004. The selection of the model sites is based on the status of implementation of the projects vis a vis the implementation framework. Such that there are site/s which should represent stage I –Preparatory stage; stage 2-Planning and Diagnostic stage; and stage 3-Implementation stage. The selection also considered the peace and order situation of the area particularly because of the presence of Japanese experts.

In addition, three model sites were selected on 21 July 2006 to satisfy the PDM requirement. Hence, a total of eight model sites composed of 19 POs and two federations are implemented. POs have acquired knowledge and skills to prepare CRMF, five year-work plan. They have also learned facilitation techniques which they used in meetings and presentation.

The CRMF and 5 year-workplan have been translated from Tagalog to English by CG and TWG members. The actual activities related to CBFM will start at the later part of 2006 for Loob Bunga and Ayala. In June 2006, demonstration farms to show case agro-forestry technologies were established in four model sites. The Project also provided some technical assistance in contour farming, grafting and composting, among others. Farming tools such as hoe, wheelbarrow, crow bar and others were provided. These demo farms are appreciated by the PO and some have been encouraged to adopt this on their farm-lots.

The workshops and training programs attended by CG on PRA which was later transferred to TWG helped the latter in facilitating project activities. Other skills training such as Personal Computer operation, Total Station operation, GPS orientation and practicum conducted on, Agro-forestry and Soil management have also helped CG and TWG improved their capacities. Marketing survey (Bahay Kubo, NTFP and crop) and relevant livelihood activities have also been provided. Through these OJT, marketing data and practical information brochures (Vermiculture, Stem Cuttings .etc) were distributed to the member of POs.



The technical transfer has been delayed in the model sites. The TWG in the past two years has focused their activities on the conduct of baseline surveys, perimeter survey, and in the preparation of the CRMF and 5-year work plan. The absence of technical assistance has lessened the interests of farmers in the project. They complained of too much meetings and planning but no technical services have been provided by the project. Realizing that the absence of technical support has decreased the participation of PO members in the project, in mid 2006, the project initiated the establishment of demo farms and model farms in four model sites. DENR has distributed forest trees seedlings, LGUs provided fruit trees, and JICA distributed mango seedlings and vegetable seeds. The technical transfer provided has increased the awareness of POs on agroforestry development.

The team, however, noted that there is no monitoring tool developed by the project to keep track of the progress of the activities in the model sites. Likewise, the model sites as learning areas should have prepared a process documentation report that will describe the various processes undertaken in the model sites including issues and concerns affecting project implementation. The report, however, is yet to be prepared during the evaluation period.

The implementation of the project embarks on a collaborative arrangement among the key stakeholders; CG, TWG, DENR, LGUs, Project components, and other related institutions. The program design matrix has clearly defined the roles of each group. But it was found by the Team that there is difficulty in instituting collaboration among the project components because of lack of integrated plan and time limitations particularly of the component managers.

As regards the CBFM Framework, the Japanese and Filipino counterparts have dissenting opinions on how this should be implemented in the model sites. The Japanese counterparts argued that the framework has to be strictly followed step by step and that no development activities will ensue unless the CRMF and 5 year work plan is affirmed. On the other hand, the Filipino counterparts suggested to introduce flexibility and to implement technical transfer simultaneously with the planning activities. While the issue on the implementation of the framework has been resolved already by the model site component, this has already caused some delays in the implementation of the technical transfer in the model sites.

The absence of a process documentation report to describe the field dynamics of the model sites will also create difficulty in verifying the processes involved in the CBFM framework. At present, the project has yet to agree on what component should handle the conduct of the activity.



Output 2: [Training Component] 2a. Increase in knowledge of at least \*\*\*training participants from region 3 and \*\*\* participants from other Regions is statistically significant in 80% of the training programs implemented; 2b. 80% of \*\*\* training participants in skills related training are able to apply 80% of activities in their individual action plans, which are able to be prepared in the end of the training sessions; 2c By June 2009, Regional CBFM Division and Regional HRDs in Region 3 are able to organize and coordinate training programs in Region 3.

Under the original PDM, the Training Component had to implement training programs nationwide. For this purpose it considered the training cycle with the following steps: (1) training needs analysis; (2) prioritizing training programs; (3) planning and designing; (4) implementation proper; (5) and monitoring and evaluation. Further recognizing the previous CBFM related human resource development efforts, it initially conducted the review of training programs conducted nationwide for 2000-2004 (5 years) which showed the sectoral participation (DENR, LGU, PO and NGO), focus of the training programs in terms of CBFM goals and frequency of implementations. In 2004, the Training Component conducted Orientation Workshop to promote appreciation of and support to the Project. It was followed by nationwide TNA which suggested that both implementers and stakeholders have insufficient knowledge on the principles and concepts of CBFM. Hence, the Trainers Training on CBFM awareness conducted nationwide by island and participated in by selected DENR, LGU, and NGO, in order to ensure multiplier effect.

However, during the Project Workshop Tagaytay in 2005, JICA Philippines clarified that the focus of training activities should be in Region 3 only in order to enhance the coordination among the components. Thus, the training Component has shifted the target area from nationwide to Region 3 until 2007. As a start, it undertook a Review of Training Programs Implemented for 2000-2005 and prepared a Training Plan for Region 3.

The Follow-Up Scheme Activities (FUSA) Guidelines were drafted in 2005 and approved in October 28, 2005. However, the change in the terms of JICA support from financial to materials and equipment delayed its official implementation.

There are 339 training participants from Region 3 and 474 participants from other regions (a total of 809 participants) were trained. These participants were composed of mainly DENR field officers including CG and TWG, LGU and PO members. Trainings were held 15 times in total and coordinated by mainly Human Resource Development Service (HRDS) of DENR Central office. The main activities of the training component are as follows:

\*August 2004; Orientation Workshop for nationwide in Manila

\*September- October 2004; Training Needs Analysis Workshop in Luzon, Visayas and Mindanao

\*March 2005; Review of accomplishments

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- \*May 2005; Trainer's Training on CBFM in Luzon, Visayas and Mindanao
- \*August 2005; PRA Training in Pampanga (in close coordination with Model Site)
- \*September –October 2005; TNA survey for Region 3
- \*December 2005; Paralegal Training in Nueva Ecija Province
- \*January 2006; Forest Fire Management Training in Nueva Ecija Province
- \*January -February 2006; CBFM and CBP Orientation in Nueva Ecija Province
- \*May 2006; Forest Fire Training in Nueva Ecija Province
- \*September 2006; Agro-forestry Training in Zambales (in close coordination with Model Site Component)
- \*October 15-22, 2006; Paralegal Training for POs in Nueva Ecija

The training programs conducted has increased the level of awareness of the participants. As indicated in the results of each participant's post test score of training courses the scores has increased from additional 20 to 45 scores or more than 100 percent increased from the scores during the pre test. For the detailed report on training component please refer to Appendix 1.

The training component has likewise conducted monitoring activities to determine the level of awareness of the participants after the Trainers Training on CBFM Program has been conducted. Survey and validation of survey results were conducted among the 20 participants who were randomly selected from the 150 trainers. The validation results showed that 58% said that supervisors provided encouragement and support their action plan.

As regards the coordination between the training component and Regional HRD, a limited number of Regional HRD staff is involved in the training implementation thru identification of participants and facilitating training programs

Output 3: [Information Component] 3a: Practical information on CBFM are disseminated to at least 133 CBFM projects; 3b: Practical information on CBFM are available to targeted staff of DENR, LGU, and other relevant institutions concerned with model sites; 3c: Mechanisms/procedures to adopt 3.a and 3.b for the other areas of the Philippines recommended for implementation; 3d: CBFM-Information System (CBFMIS) is improved capturing data and information from CBFM sites which can be used by LGUs and other stakeholders including various project components; 3e: Feedback from information received usefulness of materials are regularly available.

The activities regarding to the publication of news letters have been carried out as planned, as far as the number of the issues is concerned. However, due to the plan of distribution without the scope of the target recipients of the information and the inappropriate communication methods as well, the materials have not sufficiently reached the people concerned at PO-level.

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Various IEC-materials have been processed and supposed to be used as a reference material by staff of DENR and LGUs, however, the degree of the utilization has been still uncertain due to the lack of the monitoring system as well as feedback mechanism of information. The network for the information collection and dissemination can be more developed and monitored to make sure that the IEC materials would reach the target recipients, saturate the community and be utilized effectively.

For the purpose of procedures to adopt mechanisms to other areas two Communication Surveys in two CBFM-sites have been carried out by the Regional Public Affairs Office (RPAO), as assessment of current information situation (flow, needs, existing materials etc.) at PO-levels. Through the surveys, information gaps and needs in Region 3 as well as the information sources have been identified. In addition, the cooperation system between RPAO and the FMB CBFM division is established.

In addition to the Communication Surveys, the component in consultation with the concerned experts and C/P has identified the priority information needs of each Project component. The coordination with other components, however, is on call basis.

The Project Homepage in English and Japanese was already established, however, regular update and the maintenance of the website are needed. Five personnel were recently trained on Homepage. The information component has maintained the CBFM Management Information System (MIS), which is a Data-base system that is already developed and is implemented at the regional level before the DENR-JICA project. The FMB conducted the revision and improvement of CBFMIS through the Forestry Information System Project. The FIS-CBFMIS has been recently installed in the regional office.

The team, however, found the limited availability of information materials in the model sites. Although, PO members related that when they attend training programs some brochures and how-toss are distributed among the participants. In the model sites, a mechanism for ensuring continuous feedback of information from the model sites to the other components and vice versa is yet to be established. There is also limited information flow from one component to the other project components.

#### **Output 4:[ Policy Component]**

The Policy component has dealt primarily with the fundamental issues on the “Cancellation of the existing CBFM-Agreement (CBFMA)” ordered by DENR Secretary’s as per Memorandum dated November 30, 2005), “Suspension of the new issuance of the CBFMA” ordered by DENR Secretary’s Memorandum dated August 12, 2005 and January 5, 2006, and the “Logging ban” imposed by DENR Secretary’s Memorandum dated December 8,

2004. In line with these policy issues, the component initiated the holding of several policy discussions participated in by FMB and other stakeholders, prepared recommendation paper entitled "Impact of the Current Policy Issues on CBFMP", and presented a paper during the CBFM Strategic Plan Review Workshop in Silang, Cavite.

There are six policy discussions organized. The topics vary from issuance of cutting permits, cancellation of forest tenure instruments, gender imbalance in PO membership, and sourcing funding support. Unfortunately, however, there are no definite agreements or consensus reached at the end of each discussion.

The component has also conducted field reviews which are documented in two field review reports and presented in one Project Coordination Meeting. The reports have been widely distributed to 800 individuals. The component has also reviewed 60 literatures concerning Philippine Forest Management and 20 literatures are on Indigenous Knowledge Systems.

In addition to the policy meetings conducted every month, policy issues are also discussed during the Project Coordination Meeting (PCM) which is usually held every quarter. The policy component, however, is yet to start the review and analysis of the implementation of the CBFM framework in the model sites. At present, the project has yet to create a mechanism for distilling lessons and experiences generated from the model sites as basis for reviewing the implementation framework. The team also noted that exchange of information is not regularly provided from the policy component to the model sites and vice versa. While policies as well as operational issues are discussed during PCM meetings the frequency of the conduct of the meeting has largely affect the information flow to and from the component.

#### **4. Accomplishment of Activities**

The Project activities has four components; Model Sites, Training, Information, and Policy. The Team recognized the four components to implement their respective Plan of Operation (PoO) consistent with the Project Design Matrix (PDM). The accomplishment of the various components is presented below.

##### **4.1 Accomplishment of Inputs**

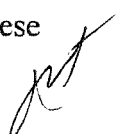
###### **4.1.1 Japanese Side**

###### **(a) Experts**

###### **Long-term experts**

A total of eight (8) long-term experts have been deployed in the project. These

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include Chief advisor/Policy, Agro-Forestry, Training / Extension, Community Development, and Coordinator / Information management. The list of experts is attached as Appendix 2 (Japanese input).

#### Short-term experts

Two (2) short-term experts specialized on Non-Timber Forest Products (NTFP), Natural Resources Enterprise Development, have been provided. The list is attached as Appendix 2.

#### (b) Training of Philippines Counterpart Personnel in Japan

Eleven (11) counterpart personnel were trained in Japan. The subjects of the training course include Forest management (4), Community Based Forest Management (7). The list is shown in Appendix 3.

#### (c) Equipment

For the effective and smooth implementation of the Project, a total amount of JPY 34,738,650 (approximately equivalent to USD 304,725 with the rate of USD1=JPY114) has been allocated to procure equipment which are necessary in the process of technical transfer from Japanese experts to Philippines counterpart personnel in the Project, from JFY 2004 to JFY 2006 as of October 2006 (Details in Appendix 4).

#### (d) Local cost borne by Japanese side

For the effective and smooth implementation of the Project, a total amount of JPY 85,000 thousand (approximately equivalent to 38 million Pesos with the rate of PESO1=JPY 2.24) has been allocated to supplement a portion of local cost, from JFY 2004 to JFY 2006 as October 2006 (Details in Appendix 5).

### 4.1.2 Philippines Side

#### (a) Staff allocation

A total of forty one (41) DENR, RENRO, PENRO, and CENRO personnel from existing organic units/divisions and LGU personnel were assigned to the implementation of the Project by Philippines side. List of Philippines personnel assigned to the Project is attached as Appendix 6.

#### (b) Provision of land, office spaces and facilities

Necessary land, office space, and facilities have been provided for the Project by the Philippines side.

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(c) Budgetary allocation by Philippines side

Approximately 42,112 thousand JPY (approximately equivalent to 18.8 million Pesos with the rate of PESO 1=JPY 2.24) in total has been allocated as an operational cost for the Project from JFY 2004 to JFY 2006, as attached in Appendix 7.

## 5. Implementation Process of the Project

### 5.1 Progress of Activities

The scope of the project particularly model sites and training component has been changed from national in scope to region 3 to emphasize focus of implementation. Thus, PoO was subsequently revised. Thus, the team found difficulty evaluating the accomplishment of the project considering that the objectively verifiable indicators (OVIs) are yet to be approved by the Joint Coordinating Committee.

However, using the proposed PoO, most of the Activities have been implemented as planned. Although, in the model sites, the technical transfer have just started. The components, however, are optimistic that these activities can be achieved during the project term. The collaborative model which is being promoted by the project is yet to be established in the project. Major issues of the Activities under each Output are shown below.

#### Activities under Output 1:

Most of the activities are implemented based on the revised PoO. From the start of the project implementation, there was already confusion in the model sites on how the CBFM implementation framework should be implemented. The Japanese side had been insisting that the step by step process involved should be implemented and that no technical transfer should take place without the affirmed CRMF and 5-year work plan. The Philippine side had been suggesting undertaking simultaneous activities, that is, implementation of technical transfer particularly on farm development should ensue even while the CRMF is still being prepared. Consistent with the Japanese suggestion, it took two (2) years to finish drafting CRMF and 5 year work plan.

Some activities in the model sites are behind schedule because there are issues of land tenure in some model sites. These are:

- (1) Sapang Bato: The site has been issued with Certificate of Ancestral Domain Title (CADT) and the administrative jurisdiction in managing the area is already with the National Commission on Indigenous Peoples (NCIP) in Region 3.
- (2) General Tinio: The area covered is under Proclamation 605 which declares the project

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area as alienable and disposable. According to DENR Secretary's Memorandum dated January 13, 2006, the area being within Proclamation 605 is already for disposition although the land tenure instrument was still to be issued on the said land. This put to question the validity of the CBFM agreement issued to POs.

- (3) Ayala: the tenure instrument had been changed from CBFMA to PACBRMA. Through this change, the PAWD in RENRO 3 became the Project C/P. And PO members were also renewed.

#### **Activities under Output 2:**

There were some delays in preparation of the guideline of Follow Up Scheme Activity (FUSA) because of the difficulty of coordination in DENR. But in July 2006, DENR approved the guidelines of FUSA and issued Special Order to implement the FUSA by HRDS. In August 2006, the Project has implemented training on agro-forestry for PO, outside of the model site, as indicated in the FUSA for Region 3.

Out of the nineteen (19) major activities for 2 1/2 years fourteen (14) or 73% were accomplished. The inability to accomplish the targets is attributed to the failure to establish a regional training field for agro-forestry (Output 2.1.6) and the delay in the formal approval of FUSA resulting to non-implementation of Outputs 2.5.4, 2.6.1 and 2.6.2. At present, Action Plans for FUSA on three training programs were initially evaluated (Forest Fire, Agroforestry and Paralegal).

#### **Activities under Output 3:**

There were some delays in updating English webpage and setting up CBFM-IS. As for webpage, the selection and training of website manager is delayed. But during the time of the evaluation training of the website manager has been finished.

The activity of setting up CBFM-IS was discussed in the Project Coordination Meeting held in April 2005. After that, FMB established the Forestry Information System which contains different forestry information including CBFM-IS. In addition, the internet connection in the CENRO is yet to install and thus, they could not linked-up with the CBFM-IS. The CENRO is not yet ready to maintain the database by PC network. Therefore the activities on CBFM-IS is not yet fully operational.

#### **Activities under Output 4:**

Most of the activities have been implemented as planned. Policy discussion is planned but sometimes wasn't conducted as planned because of difficulty with a common schedule among the Project members. In activities 4.3.3 "Prepare analytical reports"

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concerning the retaliator review, and activity 4.7 "Policy Feedback mechanism", there were no activities. The reason is that 1) The results of analysis has been involved in policy recommendation paper, 2) Policy feedback is achieved through field review, policy discussion and some other project activities such as dissemination of news letters.

### **Activities under Output 0:**

The activities are implemented as planned but monthly Project Coordinating Meeting (PCM) was not regularly conducted because of the difficulty to have a common schedule among project components. Hence, realizing such situation the Project Component managers have agreed that PCM should be held quarterly. The Policy Component meeting is held monthly.

## **5.2 Decision making & Monitoring**

### **5.2.1 Monitoring within the Project**

The Project has several monitoring systems: the Project Coordinating Meeting (PCM), the Project Cycle Management Workshop and the Joint Coordination Committee (JCC). In addition, the project information is also shared in the Policy Component discussion. In these meetings, the progress and some issues related to the Project have been reported and the information has been shared. The following venues for sharing information regarding the project are as follows:

- (1) PCM is held quarterly which also serves as venue for monitoring the Project. Representatives of each component have discussed and presented quarterly accomplishment reports.
- (2) Project Cycle Management Workshop was conducted prior to the mission of consultation team. And in the workshop the Project discussed the PDM and PoO. The Project Assessment Workshop was likewise held prior to the Midterm evaluation in 2006.
- (3) JCC meeting is conducted at least once a year. A total of three (3) JCC meetings have been conducted.

On the Japanese Experts, to keep track of the activities of the Experts, Meeting is regularly conducted every second week of the month. On these meetings, the experts shared the progress and related issues confronting the project.

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However, the information exchange during the discussion focused only on the individual activities of each component and has not included integrated activities to accomplish the project purpose.

### 5.2.2 Monitoring by JICA

The Project Consultation Team was dispatched in June 2005 by JICA. The consultation team recommended several points to improve the Project such as target area, allocation of the C/P, implementation of FUSA, and collaboration among the components. The Project Consultation Team emphasized tight collaboration among components and to focus on the activities inside Region 3 as the target area. Some of recommendations have been achieved as a result of the Project effort.

### 5.3 Communication

Japanese Experts and C/P of each component conducted frequent meetings both formal and informal. Communication exchange is not a problem among Japanese Experts because of the regular monthly meetings being conducted. They always share reports and information. But similarly with the C/P components, they focus their attention only on their respective component. There are also some difficulties in communication among components.

## 6. Evaluation Results

### 6.1 Relevance

The CBFM program is a relevant program to uplift the socioeconomic conditions of upland communities as well as to improve the environmental conditions of the areas covered by the program. At present, it has already provided security of tenure to Peoples organizations covering a number of upland families. The CBFM program is in line with the goals of the Medium Term Philippine Development Plan (MTPDP) and Millennium Development Goals of the United Nations particularly on poverty reduction and environmental sustainability.

The Overall Goal and the Project Purpose is also consistent with the Overseas Development Assistance (ODA) policies of Japan in the following aspects:

- According to the "Official Development Assistance Charter" prepared by the Government of Japan, "consideration of global warming and environmental problems," is one of the four priority issues.
- According to the latest "JICA Country Assistance Program (Philippines)", environmental protection and anti- disaster measures is one of the priority areas of aid guidelines. Forest conservation is listed as one of the important areas for cooperation.

However, the implementation of the Project is beset with problems. In the Sapang Bato model site, the CBFM area was awarded with Certificate of Ancestral Domain Title (CADT). As CADT area, the management of the site is no longer within the administrative jurisdiction of DENR but of the National Commission of Indigenous People (NCIP). This resulted in the suspension of the implementation of this model site. Model sites in Sumandig I and II are within the area covered by Proclamation 605 issued in 1959. The proclamation declares areas under its coverage as Alienable and disposable areas. The Ayala PACBRMA, on the other hand, is located within Mt. Arayat National Park which is a protected area. However, PACBRMA follows the CBFM concept.

The implementation of the CBFM program has also been affected by the policy issuances of DENR on the cancellation of CBFM agreements, suspension of the issuance of Resource Use Permit (RUP), which prohibits the utilization of naturally growing and planted trees and the suspension in the issuance of new CBFM agreements. However, these concerns have been already addressed with the creation of a committee to review all appeals and motion for reconsideration of the Peoples Organizations (POs) concerned and based on the recommendations of the committee, the DENR Secretary has started lifting the cancellation order a number of cancelled CBFMAs. Further, the issuance of the memorandum order dated April 10, 2006, lifted the suspension of the issuance of new CBFMA. The approval of CBFMAs is now exercised by the Secretary of the DENR. With regard to the prohibition in the utilization of naturally growing and planted trees, there are initiatives undertaken for the lifting of the suspension order.

The CBFM program encourages the participation of other stakeholders in project implementation particularly peoples organizations and LGUs. Therefore, it is imperative that these stakeholders should be consulted on any policy changes to be made on the program.

## 6.2 Effectiveness

The project purpose can not reach the extent of the expected achievement because it is too broad to be achieved within the remaining project duration (2 years and 8 months). In addition the objectively verifiable indicators for the project purpose specifically forest managed is not representative of a good indicator. Furthermore, the physical conditions of the model sites especially the Bungang Loob model site is such that rehabilitation may take far beyond the project life even if funds were given for that purpose.

The capabilities of LGUs, CG, TWGs, CBFM staff (FMB, RENRO, PENRO, CENRO) and HRDS have been improved. And, 2,829.8 hectares of forest land resources are now under the model sites managed by 3 POs and 2 Federations capacitated by the project.

The adherence of the Model Site with the CBFM Framework has resulted in the delay of the other components to implement Project activities. The Model Site Component understood that collaborative arrangements with the other components will only start in the implementation stage.

### 6.3 Efficiency

The achievement levels vary among the components. The Project goal is not logically establish to achieve the Outputs efficiently.

#### 6.3.1 From Japanese side

Five long term experts were dispatched at the same period (May- June 2004) from the beginning of the project. Due to the working relationship with the model site activities, the other components operations and Agro-forestry Expert activities were affected from it. Three experts changed mid- 2006. Two short-term experts (non-timber forest products and natural resources enterprise) were dispatched for the model site component.

In general, the items, specifications and the quality of the provided equipments have been provided but are not sufficient. Especially, motorcycles and computer sets were very appreciated by the TWGs.

#### 6.3.2 From Philippines side

The designated DENR C/P personnel have regular functions to attend to on top of their project tasks. Therefore, they cannot fully participate or have difficulties providing technical assistance or attend to the immediate concerns of the project. Thus, JICA is hiring a total of 10 casual staff in Manila and in Region 3. The E-CBFM is implemented differently from other foreign assisted projects. In the E-CBFM, the project is mainstreamed mostly in the CBFM division, and in the HRDS for the training component. In other foreign assisted projects, a project management office is established and contractual personnel are hired. At the end of the project, lessons and experiences learned by the project staff are lost since most often these staff are terminated. This case would not happen in the E-CBFM.

Timing of provision was generally appropriate. However, the delay in the setting-up of a project office in Region 3 has hindered the project operations in the first year of the project.

Administrative budgetary support is not sufficient. Local cost is spent for electricity, water supply, communication, stationeries and registration fees. Only a part of the amount proposed by the Philippines has been disbursed due to budget constraints.

#### 6.3.3 Hindering factors

- (1) Provisions of minimal logistic (transportation allowance, food, etc) is a hindering factor for CG, TWG and POs activities.
- (2) Complicated land tenure systems constraints the project to implement activities in the model sites.

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## 6.4 Impact

In order to attain the Overall Goal of the Project within 3-5 years after completion, the first and second assumptions (“CBFM remains a priority strategy for forest management in the Philippines” and “Provision of appropriate support for CBFM by the government will continue”) must be satisfied.

It is still too early to evaluate the impact of the Project. However, there are few positive and negative impacts which are found from the interview.

### (1) Positive Impacts

- a) Mayors and council members of LGUs have realized that they have a very big role to play in the implementation of the Project. They are very much interested in the project, especially the part where they have to apply knowledge gained from trainings offered by the project to PO activities.

### (2) Negative Impact

- a) New migrants are found in the Model site (BSSL).

## 6.5 Sustainability

Participatory forest management and poverty alleviation are National policies of the Philippines. CBFM policy has long history since 1995; therefore the policy support for the activities relevant to the Project is likely to continue, however it is very important to address land tenure concern such as the Proclamation 605 and land tenure systems.

The financial limitations are found at all levels of stakeholders from DENR to the POs. However, one of the POs (SBBL) in model site has established PO fund generation scheme for administrative purposes. Also, some LGUs in Botolan and General Tino have provided support such as road rehabilitation, distribution of seedlings for Pos and offices for the TWG, respectively. Furthermore, some LGUs allocate annual budget for environment concerns and plan to establish MENRO in their respective municipalities.

Through working together with Japanese experts in planning and implementing, and problem solving, technical level of the C/Ps has been raised to maintain and develop the Project outputs by themselves.

Some of the technologies have been transferred to the POs through CG and TWGs. These technologies have potential to be utilized and to be disseminated properly from DENR and Region 3 to the POs through CG and TWG. Information obtained from the POs could be reflected in the Regional and the Central level.

## 7. Conclusion

Though the CBFM program is relevant to improve the socio-economic situations in upland communities, the project purpose can not reach the extent of the expected goal of the

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Project. Also, the project design is broad to realize the Outputs efficiently within the remaining project life. The Joint Evaluation Team concludes that the E-CBFMP has partially achieved the Project's outputs totally. However, with regards to the Project purpose, the Evaluation Team found that the expected achievement is too ambitious to be attained within the project duration. The Joint Evaluation Team recommends to the Project that the project design should be reviewed and revised according to the findings on this report.

## **8. Recommendations**

In order to ensure the achievement of the Project Purpose and to ensure the sustainability and development of the Project, it is essential to make smooth and effective coordination among the four components of the Project and all components activities focus in Region 3 for the rest of the Project period and in consideration of the following recommendations.

### **8.1 For the achievement of the Project Purpose**

#### **8.1.1 Review and Revisit the PDM**

Based on the results of the evaluation, the team recommends that the Project [Japanese and Counterparts should jointly review and revisit the PDM. The review should particularly take into considerations the following areas/concerns:

a. The possibility that the Project purpose and operational arrangement will be reviewed and revised considering the operational issues and limitations of the Project. The remaining two years and eight months may not be enough for the project to accomplish the purpose considering the bio-physical condition of the model sites, hence, the team found the purpose too ambitious for the project to achieve. There is also a need to review the objectively verifiable indicators on their contribution to the attainment of the Project purpose. Appropriate project milestones will have to be identified per indicator. The review process should be done in November 2006, so as not to delay the implementation of project activities.

#### **8.1.2 Strengthening Coordination among the Components**

In order to achieve the project purpose it is necessary to strengthen coordination among the components under the leadership of the Philippines (the Project Director) and Japanese sides (Chief Advisor) and to improve information feedback horizontally (PO to PO) and vertically (PO to DENR). For this purpose, most of the Project activities should conduct within region 3.

The information should be distributed to reach all end recipients. This information would help in capacity building of the related organizations and individuals. For this purpose, the establishment of an information management network which links all components should be done focusing in Region 3 and later on the rest of the country. (See Annex 3)

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#### **8.1.4 Clarifying Exit Strategy**

The outputs and their implementation processes, as well as the lessons and experiences generated from the Project should be documented and shared with the other CBFM and related projects in the country.

Each component output as well as the Project achievement will be sustained and extended to other regions after the Project period.

The Philippine Government is recommended to prepare budget allocation of the Project upon its termination in 2009. RENRO 3 should maintain the CG to promote participatory forest management after the end of the Project period. Also the Philippine Government is recommended to support LGU in the creation of MENRO (Municipal Environment Natural Resources Officer).

#### **8.2 Project Operation**

- It is recommended that Japanese Experts and DENR C/Ps for each component should strengthen collaboration and coordination among each other in order to achieve the Project purpose and effective implementation of the Project.
- An integrated project plan should be jointly prepared by all the components which will contain the specific work targets of each component based on identified priorities.
- The project coordinating committee shall exercise the oversight function among all the components to ensure that all the targeted activities are achieved according to plan.
- To assign the CG members as the Project C/P of each component who has the function of Pilot Sites, training, information, policy component respectively in Region 3.
- The number and TOR of the experts should be reviewed for more effective and efficient implementation of the different components. The dispatch of Short-term experts should be considered.
- In order to achieve the Project purpose, it is recommended to allocate C/P budget for the relevant organizations in DENR to ensure smooth and effective implementation of the Project activities.
- Conduct of process documentation in the model sites. This will be the basis for generating lessons and experiences in the model sites.

#### **8.3 Activities of each component**

##### **8.3.1 Model site component**

###### **8.3.1.1 Renaming Model Site to Pilot Site**

It is important to establish a common understanding of the role of the model sites among the stakeholders. The Model Site serves as learning areas on CBFM wherein techniques and processes are verified, and lessons and experiences are generated from the Project activities. Thus, the Model Site concept may not be appropriate. Instead, it should be

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termed as Pilot Site.

#### **8.3.1.2 Pilot Site Component Operations**

Two pilot sites, Sumandig I, II in Nueva Ecija province, are included in the area under the Proclamation 605. However in order to utilize the outputs of pilot sites studies, these sites should be monitored under the Project for the purpose of gathering lessons learned.

To contribute/realize the capacity building of the POs practically, the operational system of the project is to be reviewed and improved as follows:

- To strengthen CG since they have a strong role in the implementation of the Project.
- To strengthen capacity of the DENR and LGUs to support POs.
- To review CRFM framework.
- To make/prepare the provisional guidelines on financial support for CG, TWG and POs.

#### **8.3.2 Training Component**

- To foster and enforce the coordination between CG and HRDS, the HRDS Region 3 should be assigned as the C/P members of Training Component.

#### **8.3.3 Information Component**

- To foster and enforce the smooth coordination between CG and Information Component, the RPAO in Region 3 should be assigned as the C/P members of Information Component.
- Information Component should have a role as a core of the information management network within the Project.
- The Information Component should provide appropriate information to the other components, specifically to the POs and the LGUs.

#### **8.3.4 Policy Component**

- It is required to focus on the recommendations formed through the experiences in Region 3.
- To foster and enforce the smooth coordination between CG and FMB, staff concerned in RENRO 3 should be involved in policy discussions.

#### **8.4 Modification of PDM (Project Design Matrix) and PoO (Plan of Operation)**

- In order to reflect the recommendations mentioned above into the PDM and PoO and to measure the achievement level of the Project Purpose and Outputs in PDM more precisely, it is recommended to revise the PDM and PoO through the discussion between Philippines and Japanese sides.

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Attachment

Annex 1: Evaluation Grid fro Mid-term Evaluation Study

Annex 2: Accomplishment Grid

Annex 3: Information Management Network

Annex 4: Current PDM

Annex 5: PO (Plan and Actual)

Appendix 1: Accomplishment of the training course

Appendix 2: List of expert dispatch

Appendix 3: Counterpart training in Japan

Appendix 4: Equipment provision by Japanese side

Appendix 5: Local cost borne by Japanese side

Appendix 6: List of C/P

Appendix 7: Local cost borne by Philippines side

Appendix 8: Abbreviation

List of Acronyms

ADB	Asian Development Bank
ADMP	Ancestral Domain management Plans
ANR	Assisted Natural Regeneration
AWP	Annual Work Plan
CADCs	Certificates of Ancestral Domain Claims
CSLCs	Certificates of Ancestral Land Claims
CARP	Comprehensive Agrarian Reform Program
CAVPPED	Cagayan Valley Partners in People's Development
CBFM	Community-Based Forest Management
CBFMA	Community-Based Forest Management Agreement
CBFMD	Community-Based Forest Management Division
CBFMSA	Community-Based Forest Management Special Account
CBFMP	Community-Based Forest Management Project
CDF	Community Development Fund
CENRO	Community Environment and Natural Resources Office/r
CEZA	Cagayan Economic Zone Authority
CFDF	Community Forestry Development Fund
CFP	Community Forestry Program
CI	Conservation International
CRMF	Community Resources Management Framework
CSC	Certificate of Stewardship Contract
DAO	DENR Administrative Order
DENR	Department of Environment and Natural Resources
ENRO	Environment and Natural Resources Office
EO	Executive Order
EWI	Enterprise Works Worldwide Incorporated (NGO)
FASPO	Foreign Assisted and Special Project Office
FMB	Forest Management Bureau
FSP	Forest Sector Project
GAD	Gender and Development
GTZ-KfW	Dutsche Gesellschaft fuer Technische Zusammenarbeit (German Technical Cooperation Agency) - Kreditanstalt fuer Weiderraub (German Financial Cooperation)
IFMA	Industrial Forest Management Agreements
ISF	Integrated Social Forestry
IRUP	Interim Resource Use Permits
LGU	Local Government Unit (Provincial, Municipal, etc.)
MPCI	Multi-Purpose Cooperative Inc.
NIPAS	National Integrated Protected Areas System
NGO	Non-Government Organization
NRMP	Natural Resource Management Program
NRTA	Non-Timber-Forest Products
PAWB	Protected Areas Wildlife Bureau
PCM	Project Cycle Management
PENRO	Provincial Environment and Natural Resources Office/r
PMO	Project Management Officer
PO	People's Organization

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POF	People's organization Forest
PROCESS	Participatory Research Organization of Communities and Education Towards Struggle for Self-reliance(NGO)
PRRM	Philippine Rural Reconstruction Movement(NGO)
RED	Regional Exective Director of DENR
RENRO	Regional Environment and Natural Resources Office/r
RP	Republic of Philippines
RUP	Resource Use Permit/Plan
TLA	Timber License Agreement
TSI	Timber Stand Improvement
UNAC	Upland NGO Assistance Committee
USAID	United States Agency for International Development

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JICA                      Japan Inter National Cooperation Agency  
 NEDA  
 PMS

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Annex 1 Evaluation Grid

Evaluation Criteria	Question	Sub-question	Criteria and Method for Judgment	Required Data	Information Source	Data Collection	
Relevance	Necessity in Philippines	Is the project in line with the needs of society in Philippines?		The current Forest Management situation in Philippines (Decrease of Forest areas, Natural disasters due to the deforestation, Budget allocation)	Reports on the forest management	Review of materials	
		Is the project in line with the needs of the target group?	Taking part in the CBFMP is one of the merits for POs	Necessity of CBFM stakeholders and local communities	Half-term report, Report from experts, Experts, POs	Review of materials, Interview, Questionnaires	
	Development Priority in Philippines and Japan's foreign aid policy	Is the effect that the project is aiming for in line with the Medium Term Philippine Development Plan (2004-2010)?		Coherence between the overall goal of the project and current Forest Management Plan in Philippines, CBFM is a priority strategy for forest management in Philippines, Other regulations on Forest Management Plan	The contents of Medium Term Development Plan on Forest Management, Regulation related to CBFM, Prospects of the CBFM Program, C/P, M, the number of POs imposed to cancellation CBFM, Issuance of New CBFM licenses	Relative reports, Administration advisors on forest management policy, POs, C/P	Review of materials, Interview
		Is the project in line with Japanese Official Development Policy?		Coherence with the Development Policy of the country of the project and host	The progress of CBFMS and possibility in the future	Japanese aid policy for Philippines, Country assistance program	Review of materials
	Project plan	Was the selection of the target areas adequate?		There are reasons for the selection of the pilot sites	Other donors' support for CBFM	Reports, DENR stakeholders, C/P, experts, Interview with the other donors	Review of materials, Interview
				The reasons for the above	The current forest management in Region 3 administration, POs, profile	Reports, Interview with the other JICA project	Review of materials, Interview
	Suitability as a means	Does Japan have accumulated know-how on the target forest management technology?			The criteria and result of the selection of the model sites	Experts, reports	Review of materials, Interview
					Japan's aid performance on Forest Management	JICA	Review of materials, Interview
	Others	How is the relationship between the HQ of DENR and other regions especially Region 3?			Structure, capacity of implementation and role of each section in DENR, Restructure program of DENR and prospects for the future	Reports DENR stakeholders	Review of materials, Interview
	Effectiveness	Prospects of achievement of the project	Is capacity of C/P and POs enhanced by using the CBFM implementation framework?	Before/ after comparison	Self-evaluation by experts and C/P	Half-term report, The final Report from experts, Experts, POs	Review of materials, Confirmation of data, Interview
How many hectares of forest land within CBFM areas are managed by POs and federations, capitalized by the Project?			Target hectares in the five-year plan	Measure the square of the target forest area	Half-term report, The final Report from experts, Experts	Review of materials	
Will conservation, rehabilitation, and sustainable utilization of forest and land resources within CBFM areas done by the capitalized POs on their own initiatives with support from the capitalized DENR, LGUs and other relevant institutions be achieved?			Looking at the input and output performance and if the activity, is the project purpose likely to be achieved?	Sufficient outputs to achieve the project purpose are verified	Half-term report, The final Report from experts, Experts	Review of materials, Confirmation of data, Interview	
Hindering or contributing factors to achieve the Project Purpose		To what degree are the outputs achieved?			Achievements of the each output	Half-term report, The final Report from experts, Experts	Review of materials, Confirmation of data, Interview
		Are the outputs sufficient to achieve the project purpose?	Is there a strategy to achieve the project produced from the output?		Causal relation between outputs and the project purpose	Reports on forest management, POs, C/P, DENR stakeholders	Review of materials, Confirmation of data, Interview, Questionnaires
		Are the important assumptions from the outputs to the project purpose correct also at the present time?			The prospects of forest management, Personal transfers, Management of the equipment at the model sites, The prospect of forestry sector	Reports on forest management, POs, C/P, DENR stakeholders	Review of materials, Confirmation of data, Interview
Efficiency	Achievements of outputs	Seen from the achieved outputs, are the quality, quantity, and timing of the output appropriate?		Find the causal relationship between activities and the sufficient outputs	Reports from experts, Half-term report, Experts, C/Ps	Review of materials, Confirmation of data, Interview	
		Are the inputs utilized sufficiently?					
	Efficiency of inputs	Is the timing of the inputs appropriate?	Confirmation of the facts and appropriateness		Input performance (e.g. the number of experts, training of Philippines, etc) and opinions of stakeholders	Performance list of inputs, Report from experts, project	Review of materials, Interviews, Questionnaires
		Is the quantity of the inputs adequate?					
	Collaboration with other donors' projects	Is the Project information shared with other JICA Projects and other donors?	Other projects' information and outputs are applied for the project		Implementation of meetings with other donors and JICA's other project	Half-term report, The final Report from experts, Experts, C/P	Review of materials, Confirmation of data, Interview
		Hindering or contributing factors to the Project			Opinions from stakeholders	Experts, C/P	Review of materials, Interviews
Impact	Achievement forecast for the overall goal	Is conservation, rehabilitation, and sustainable utilization of forest and land resources promoted?	Utilization of forest and land resources is improved at the model sites	The current forest and management conditions at the model sites	Experts, C/P, POs	Interview	
		Is the method of conservation, rehabilitation, and sustainable utilization of forest land and resources disseminated?		Improvement of capacity for C/P	Experts, C/P, POs	Interview	
	Causal relationship between the Project Purpose and the overall goal	Is the overall goal and the Project purpose consistent?			The overall goal and the project purpose are consistent	PDM, Experts, C/P	Review of materials, Interviews
		Ripple effects	Are there any influences on forest management programs in Philippines? Are there any other (positive or negative) influences?	Are there unpredicted positive or negative influences?	Opinions of stakeholders	DENR, Experts, C/P	Interview, Questionnaires
Sustainability	Policy and systems	Will policy aid for CBFM continue from DENR also after the cooperation is finished?		The guideline for forest management in Philippines, The number of CBFM sites are imposed cancellation or suspended CBFM	DENR, Experts, C/P	Review of materials, Interviews	
		Is there coherence with the other forest management projects in Philippines?		The relationship with the other forest management program, The number of approval of CAD, CATD and the locations of those areas, and influence on CBFM program	DENR, Forest management policy	Review of materials, Interviews	
	Organizational and financial aspects	Is there a clear job description for CBFMP among the key stakeholders?	The degree of Participation of the LGUs and the relationship between DENR HQ and Regions		The role and structure of the stakeholders of (structure, number of staff, budget, technology)	DENR, Half-term report, Experts, C/P	Review of materials, Interviews, Questionnaires
		Are the key stakeholders securing necessary budget for CBFMP?			Annual budget of the stakeholders allocation of the budget	DENR, Experts, C/P	Review of materials, Interviews, Questionnaires
	Technology	Do the POs have effective funds to implement the CBFM activities?			Funds for CBFM activities are secured by POs	Reports, Stakeholders in DENR, C/P, Experts	Review of materials, Interviews
		Will the key stakeholders have enough capacity to take over and disseminate the technology among their organizations?			OJT and training program in the stakeholders organizations, Opinions of stakeholders	C/P, Experts	Interview, Questionnaires
	Society, culture, and environment	Are the machinery and nursery sites managed appropriately?			Information and opinions about forest and land management	C/P, Experts	Interview, Questionnaires
		Is there any possibility that a sustained effect is inhibited through a lack of consideration of indigenous people?	Cultural background of the indigenous people is going to effect the sustainability of forest management		Follow up to indigenous people from DENR	Half-term report, Experts, C/P, POs	Review of materials, Confirmation of data, Interview

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Annex 1 Evaluation Grid

Evaluation Criteria	Question	Sub-question	Criteria and Method for Judgment	Required Data	Information Source	Data Collection
Performance of Input		Japanese experts (long-term, short-term)		name, sector, duration, number, etc.	performance list of experts, final report from experts	Review of materials, Questionnaires
		Training of Phil. natives, personnel		number, duration, subject	performance list of trainees, half-term reports	
		Machinery and equipment etc.		amount	half-term reports, procurement process, performance of inputs	
		Administrative cost from Japanese side		budget and expenditure record	performance list of inputs	
		Administrative cost from Philippines side		budget and expenditure record	performance list to inputs	
		Allocation of C/P		allocation for each component	half-term report, performance list of input	
Performance of Output		Capacities of key stakeholders relevant to the selected CBFM areas in Region 3 (i.e. the Model Sites) are enhanced using the CBFM implementation framework	At least 7POs in the Model sites are able to plan, implement and monitor the CBFM activities	-The number of POs that are able to implement from the planning to the monitoring of CBFM and -The degree of improvement of plan, implementation and monitoring -The number of target POs	Capacity Check list of PO M&E report of each model sites Report of each PO Working plan Annual achievement report Experts, PO, C/P	Review of materials, Confirmation of data, Interview
			DENR employees and personnel of other support institutions trained through the activities under Output 3 (i.e. members of Regional Core Group (CG) and technical Working Groups (TWG) are able to provide technical support to the POs at the time needed	The technical capacity of the stakeholders of model sites component What kind of activities are implemented? What kind of capacity is improved (e.g. technology, facilitation)?	Capacity Check list of Stakeholder Report of model component Minutes of the meetings Expert, PO, C/P	
			A collaboration working model for CBFM implementation, involving CG, TWG, etc. in Region 3 is established	The role of model of activities for the stakeholders -The progress of establishment and implementation of working model by CG and TWG as a framework of the collaboration The contents of resources management plan and Five-year Plan	Recommendation papers on working model to the Head of DENR Experts, POs, C/P The project report Experts, POs, C/P	
				Findings from the verification of CBFM Implementation Framework	The project report Experts, C/P	
		Knowledge, skills and attitude of POs, DENR, employees, LGUs and other relevant institutions involved in CBFM implementation in Region 3 and other Regions are improved through training	increase in knowledge of at least 80% of the seven hundred thirty (730) training participants from Region 3 and nine hundred (900) participants from other Regions is significant in 50% of the training program implemented	The knowledge, skills and attitude are improved through the training -The number of trainees from Region 3 and other regions -Confirmation of improvement of the knowledge	Performance evaluation report by the trainees and training report after each training program Experts, PO, C/P	
			80% of the one thousand eighty nine (1089) training participants in skills related training are able to apply 80% of activities in their individual action plans, which are to be prepared in the end of the training session	What % of technology is utilized, which are related to the action plan training? -The progress of implementation and application of the individual action plan by each PO, CG, DENR by the training	The progress of the action plan and evaluation report by trainees Experts, C/P	
			By June 2006, Regional CBFM Division and Regional WRDs in Region 3 are able to organize and coordinate training programs in Region 3	Achievement and Progress of preparation of training program by regional CBFM Divisions and Regional WRDs in Region 3	Experts, C/P, POs Training report	
				The number of training programs conducted by WRDs The number of training programs conducted by regional training organizations	Expert C/P, POs Training report	
				The number of CBFM projects that received the related information -The number of materials -Sector of practical information	IEC materials and distribution list	
Existing practical information related to CBFM become available to the people concerned	Practical information on CBFM are disseminated to at least 133 CBFM projects	The mechanism of feedback to the related information -Distributed materials and utilization of them	IEC material and Homepage of the web site Recipients list of IEC materials in DENR and LGUs			
	Practical information on CBFM are available to targeted staff of DENR, LGUs and other relevant institutions concerned with model sites	Mechanism of the process of distribution of the materials	The materials about the guideline and implementation process to the national level of distribution			
	Mechanisms/procedures to adopt 3.a & 3.b for other areas of the Philippines recommended for implementation		The guideline of CBFM information system			
	CBFM-Information System (CBFMIS) is improved capturing data and information from CBFM sites which can be used by LGUs & other stakeholders including the various project components	Regular feed back information is available (frequency, good practice, subjects of feed back) -Contents of the recommendations and target organizations, percentage of utilization	The findings from the feed back study			
Recommendations for improvement of CBFMP become available to the key stakeholders	Policy recommendations are put forward and presented to proper authorities		Recommendation papers			
	A proposed system to assess and process feedback from POs and other stakeholders on the implementations of policy issuances is available by June 2006 Policy suggestions and advice provided to the other Project components in timely manner		Policy study thesis discussion, meetings The list of recommendations and advice Opinions from other components			
Prospects of achievement of the project	Conservation, rehabilitation, and sustainable utilization of forest and land resources within CBFM areas done by the capacitated POs on their own initiatives with support from the capacitated DENR, LGUs and other relevant Institutions	a. By June 2006, at least 2,900 ha of forest and land resources within CBFM areas are managed by at least 5 POs and 2 federations capacitated by the Project. b. By June 2006, at least 5 POs and 2 federations are able to network and access timely technical, training information, and other support from LGUs, DENR and other partners capacitated by the Project based on their work plans.	a. The degree of improvement of POs' capacity, and extension of targeted area according to the plan (progress and achievements) b. The degree of improvement capacity of LGU, DENR, and the attitude of structure in LGUs and POs to receive the support from DENR	Project reports experts, C/P, POs	Review of materials, Confirmation of data, Interview	
Verification of performance	Progress of activities	Are the activities in line with POs' needs?	Achievement of the plan	The progress of activities by POs	Activity performance reports, half term report, JCC report workshop report, The final report of the expert	Review of materials, Interview
		Is the monitoring implemented appropriately?	Monitoring has been implemented and the issues of the project are discussed in the project	The existence of monitoring system... The current monitoring system... Sharing information about monitoring issues Administration mechanism in the project The relationship between the C/P of DENR HQ and C/P of regional organizations	Half-term report, Report from experts Experts, C/P	Review of materials, Interview
	Communication among the stakeholders	Is the monitoring implemented by JICA appropriately?		Sharing information mechanism between the Project and JICA... Support from JICA... Sharing information between JICA HQ and JICA Philippine office	Half-term report Report from experts Experts, C/P	Review of materials, Interview
		Is there adequate communication in the Project?	In each component, is there sharing of information and exchanging of the views of the project? The information and exchange the opinions on the project has been implemented among the components of the Project regularly Some issues are dealt with through the discussion in the Project	Frequency and performance of the information sharing in each component	Half-term report Report from experts Experts, C/P	Review of materials, Interview
			Are the key stakeholders trying to communicate with each other frequently?	Frequency and performance of the information sharing among the components Examples of the effort to improve communication	Half-term report Report from experts Experts, C/P	Review of materials, Interview, Questionnaires
			There are some efforts to facilitate the information exchange in the Project	Frequency and performance of regular or irregular sharing of information	Half-term report Report from experts Experts, C/P	Review of materials, Interview

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## Accomplishment Grid of E-CBFMP Project

PDM code	Indicators as per PDM	Source / Method	Results □ as of October, 2006 □
<p><b>Overall Goal</b> Conservation, rehabilitation and sustainable utilization of forest and land resources within Community-Based Forest Management (CBFM) areas are promoted and contributed to the overall sustainable forest management of the Government of the Philippines.</p>	<p>Quality and quantity of forests and forestlands within CBFM areas improved.</p>	<p>Forest Assessment report</p>	<p>To verify the indicators, the forest assessment report prepared by the Forest Management Bureau will be used.</p>
<p><b>Project Purpose</b> Conservation, rehabilitation, and sustainable utilization of forest and land resources within CBFM areas are done by the capacitated POs on their own initiatives with support from the capacitated DENR, LGUs and other relevant institutions.</p>	<p>a. By June 2009, at least <b>** ha</b> of forest and land resources within CBFM areas are managed by at least <b>** POs</b> and capacitated by the Project,</p>	<p>Review of the project reports.</p>	<p>a. In total, eight (8) model sites are selected and capacity enhancement of POs is still on the process. 5 model sites were selected and have been supported from the beginning of the Project. And other 3 model sites were selected in July 2006.</p> <p>Former five (5) Model sites (the area is 2829.8 ha) which composed of two (2) Federations (composed of 13 POs) and three (3) POs in total are on process to be capacitated by the Project based on their work plans (Community Resource Management Framework (CRMF) and 5 year work plan). For capacitating POs, the project plans to enhance the capacity of POs through the capacitated Technical Working Group (TWG) and Core Group (CG) on the process of CBFM Implementation Framework. TWG is expected to be involved in all stages of the CBFMP implementation in the model site. In this situation, POs finish drafting their work plan (CRMF and 5 year work plan) with the support of TWG and CG. Technical transfer on activities will be done from now on.</p> <p>On the other hand, Three (3) Model sites which composed of single PO were just selected for additional model sites on 21<sup>st</sup> July 2006. All additional model sites of them are already with CBFM Agreement- Implementation stage therefore it is expected that technical transfer will be implemented immediately.</p> <p>Covered area by these eight (8) Project model sites is 8454.8 ha in total. However there are issues on land tenure so that Sapang Bato, Sumandig I and II, which are former 5 model sites, are suspended.</p> <p>It looks difficult to manage forest and land resources of whole of area by PO. It is more practical to reset indicators according to CRMF and 5 year-workplan of PO.</p>

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Accomplishment Grid of E-CBFMP Project

			<b>Table A: covered area by five (5) Project model sites</b>	
			<b>Project Model Sites</b>	<b>Area ( ha )</b>
			(1).Loob Bunga CBFM site	401 ha
			(2).Ayala CBP Project site	56.8 ha
			(3).Sapang Bato CBFM site	2176 ha (suspended implementation by Model site Component from 2006)
			(4).Sumandig I CBFM site	104 ha (Suspended implementation by Model site Component from 2006)
			(5).Sumandig II CBFM site	92 ha(Suspended implementation by Model site Component from 2006)
			<b>Total (include suspended site)</b>	<b>653.8 ha (2829.8 ha)</b>
			<b>Table B: covered area by three (3) Project model sites</b>	
			<b>Additional Model Site</b>	<b>Area ( ha )</b>
			(6).Sta.Cruz CBFM site	5,000 ha
			(7).Alas-asin CBFM site	553 ha
			(8). Mayantoc CBFM site	72 ha
			<b>Total</b>	<b>5,625 ha</b>
			<b>In total area of eight model sites: 8454.8ha</b>	
	<p>b. By June 2009, at least <b>** POs</b> and <b>** federations</b> are able to network and access timely technical, training, information, and other support from LGUs, DENR and other partners capacitated by the Project based on their work plans.</p>	<p>b. Capability of LGUs, CG, TWG, CBFM staff, FMB, RENRO, PENRO, CENRO and HRDS has changed the information and accomplish the component activities in their work plan. Especially in the model site component, CG (composed of DENR Regional officer) has acquired the ability to manage PRA approach and the method of Community Development satisfactory. CG has transferred the method of Community Development to TWG (composed of DENR field officer and LGU), while CG needs more training opportunity in other fields such as agro-forestry and relevant livelihood activities. On the other hand, TWG has not acquired the ability to manage the method of Community Development and other relevant livelihood activities satisfactory. However, in the course of CBFM Implementation Frame Work, POs had finished drafting their work plan (CRMF, and 5 year work plan) and there are no detail activities on livelihood. PO is not able to access timely technical training sufficiently. Information flow concerned, PO can access Project news letter included marketing data and practical information brochures (Vermi-composting, Stem Cuttings .etc). However, effective system to get other practical information is still in great demand.</p>		

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## Accomplishment Grid of E-CBFMP Project

<p><b>Output 1</b></p> <p>Capacities of key stakeholders relevant to the selected CBFM areas in Region 3 (i.e. the Model Sites) are enhanced using the CBFM implementation framework</p>	<p><b>1.a.</b></p> <p>At least 7 POs in the Model Sites are able to plan, implement and monitor the CBFM activities</p>	<p>review of the project reports</p>	<p><b>1. a:</b></p> <p>There were Five (5) model sites selected for the Project among 22 proposed sites and under implementation since December 2004. Three (3) sites were also selected for additional model sites on 21<sup>st</sup> July 2006. Hence, There are Eight (8) Model sites composed of 19 POs in total.</p> <p>POs have acquired experiences to plan CRMF, 5year-workplan, and manage facilitation of meeting and presentation. The implementation will start from later part of 2006. From 2006 June, demonstration farms for agroforestry were established in the model sites and the Project has provided some technical assistance and necessary equipment. That is appreciated by PO and some PO have been motivated and try to make best use of this activities. But the practical technique in field and monitoring skill was not acquired satisfactory yet.</p> <p>Five (5) model sites selected and under implementation since Dec 2004, which are the following:</p> <ol style="list-style-type: none"> <li>(1) Ayala CBP Project - composed of single PO (Pampanga)</li> <li>(2) Loob Bunga CBFM Project - composed of federation of eight (8) POs (Zambales)</li> <li>(3) Sumandig I CBFM Project<sup>1</sup> - composed of federation of five (5) POs (Nueva Ecija)</li> <li>(4) Sumandig II CBFM Project - composed of single PO (Nueva Ecija)</li> <li>(5) Sapang Bato CBFM Project - composed of single PO (Pampanga))</li> </ol> <p>As for Sumandig I and II, the Project will consider the continuation of support due to Proclamation 605. As for Sapang Bato, the Project stop the implementation due to CADC and CADT.</p> <p>Three (3) additional model sites in JCC on 21<sup>st</sup> July 2006, which are the following:</p> <ol style="list-style-type: none"> <li>(6) Sta.Cruz CBFM Project - composed of single PO (Zambales)</li> <li>(7) Alas-asin CBFM Project - composed of single PO (Bataan)</li> <li>(8) Mayantoc CBFM Project - composed of single PO (Tarlac)</li> </ol> <p>Describe the results of PO's Activities</p> <ol style="list-style-type: none"> <li>(1) <b>Loob-bunga:</b> Conducted Baseline Survey, Consolidated CRMF and prepare 5-year work plan through PRA approach with CG and TWG. POs also restructured of the federation, re-election per PO and Federation because</li> </ol>
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<sup>1</sup> The original selected site in Nueva Ecija was the Sabangan CBFM site, however, due to existing political-boundary conflict between the municipalities of General Tinio and Palayan City, Sumandig I and Sumandig II were selected instead. The recommendation and approval on the selection of Sumandig I and Sumandig II as model sites was made during the 2<sup>nd</sup> Joint Coordinating Committee Meeting on June 23, 2005.

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			<p>of Leadership &amp; organizational issues as baseline survey result.</p> <p>(2) <b>Ayala:</b> Conducted Baseline Survey, Consolidated CRMP and prepare 5-year work plan through PRA approach with CG and TWG.</p> <p>(3) <b>Sapang Bato:</b> Reviewed the existing CRMF, POs formulated 5-year work plan with CG and TWG but Implementation by Model site Component was suspended from 2006 because of conflict with National Committee on Indigenous People (NCIP).</p> <p>(4) <b>Sumandig I:</b> Conducted Baseline Survey, Ratified CRMF, Relocation survey was also conducted with CG and TWG because of overlapping of CBFM areas alleged by PO and the other private lands.</p> <p>(5) <b>Sumandig II:</b> Conducted Baseline Survey, Ratified CRMF, Ratified 5-year workplan with CG and TWG.</p> <p>(6),(7),(8) Ratified as Model site on 21<sup>st</sup> July 2006.</p>
	<p><b>1.b.</b></p> <p>DENR employees and personnel of other support institutions trained through the activities under Output 1 (i.e. members of Regional Core Group (CG) and Technical Working Groups(TWG) ) are able to provide technical support to the POs at the time needed</p>	<p>review of the project reports</p>	<p><b>1.b.</b></p> <p>CG and TWG have been trained through workshops and On the Job Training (OJT) by experts. OJT in fields were conducted in several times such as PRA Practicum and Community Development, PC operation, Total Station operation, GPS orientation and practicum, Agro-forestry, Soil management, marketing survey (Bahay Kubo, NTFP and crop) and relevant livelihood activities. Through these OJT, marketing data and practical information brochures (Vermicomposting, Stem Cuttings .etc) were distributed to the POs.</p> <p>CG has acquired ability to manage PRA approach and the method of Community Development satisfactory. CG managed to facilitate and technical support to TWG in Community Development, while CG needs more training opportunities in other fields such as agro-forestry and relevant livelihood activities.</p> <p>In the meanwhile, TWG has not acquired ability to manage the method of Community Development satisfactory. TWG capability differs in each group. One TWG has strong drive compared with other TWG, on the other hand, the other TWG does not seem to manage Community Development well but they have enthusiasm for other training such as GPS orientation and practicum. CG expert conducted GPS orientation and practicum to TWG.</p> <p>So what it comes down to that CG has acquired ability to provide technical support to TWG in Community Development and some other activities but TWG has not acquired ability to provide technical support to PO satisfactory.</p>
	<p><b>1.c.</b></p> <p>A collaboration working model for CBFM implementation, involving CG, TWG, etc. in Region 3 is established.</p>	<p>review of the project reports</p>	<p><b>1.c:</b></p> <p>A collaboration working model composed of CG, TWG and other related institutions has been designed through the model site activities. And the roles of each related institutions were defined. Implementation of the collaboration working model is from now on.</p> <p>It seems DENR's CBFM implementation Framework is not utilized properly in CBFM sites in the Philippines. Hence, Model site component tried to go forward activities</p>

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		<p>according to the CBFM implementation Framework for testing. It brought the results of that CBFM implementation Framework took too much time and effort for CG, TWG and PO to follow every process. Model site component prepare the report about the verification of Framework so far. DENR side also expects that enhanced guidelines of CBFM Implementation Framework will be produced and offered as a reference for other CBFMAs nationwide.</p> <p>Identifications of Framework through Model Sites activities are the following:</p> <p><b>Responsibilities of the Core Group were identified</b></p> <p>CG shall assist TWG, formed for the selected Model sites, in all stages of the E-CBFMP Project implementation. CG through Regional Public Affairs Office (RPAO) shall be responsible for IEC related activities of the Project; Regional Human Resource Development (RHRD) shall be responsible in the conduct of training related to model site activities.</p> <p><b>Responsibilities of the TWG were identified</b></p> <p>TWG is selected using selection criteria, which are time availability, employment status (permanent employee), position/function, number of assignee. TWG expected to be involved in all stages of the CBFMP implementation in the model site. Major activities are the conduct of IEC campaign and baseline survey, formulation of CRMF and 5-year Work Plan, technical assistance to POs in the area of agro-forestry, forest management, organizational strengthening, livelihood development, monitoring &amp; evaluation of PO's activities.</p> <p>In principle, TWG is expected to function as facilitator in the CBFMP intervention. In most of the activities, at least 1 member from each organization is expected to participate.</p> <p><b>A Position paper was submitted</b></p> <p>Through Sapan-Bato model site activity, Model site Component prepared a Position Paper to recommend avoiding struggle between DENR, National Commission on Indigenous Peoples (NCIP) and other relevant institution on the jurisdiction and management of CBFM areas. The Position Paper was submitted to Assistant Secretary of DENR and FMB Director.</p>
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## Accomplishment Grid of E-CBFMP Project

<p><b>Output 2.</b></p> <p>Knowledge, skills and attitude of POs, DENR employees, LGUs and other relevant institutions involved in CBFM implementation in Region 3 and other Regions are improved through training</p>	<p><b>2.a.</b></p> <p>Increase in knowledge of at least ** training participants from Region 3 and ** participants from other Regions is significant in 80% of the training programs implemented.</p> <p><b>2.b</b></p> <p>80% of the ** training participants in skills related training are able to apply 80% of activities in their individual action plans, which are to be prepared in the end of the training sessions</p> <p><b>2.c</b></p> <p>By June 2009, Regional CBFM Division and Regional HRDs in Region 3 are able to organize and coordinate training programs in Region 3</p>	<p>review of the project reports</p>	<p><b>2.a:</b></p> <p>340 training participants from Region 3 and 474 participants from other region, a total of 814 participants were trained. These participants were composed of mainly DENR field officer included CG and TWG, LGU and PO members. Trainings were held 13 times in total and coordinated by mainly Human Resource Development Service (HRDS) of DENR central office.</p> <p>The result of each participant's post test score of training was basically increased additional 20 to 45 score (100 score is full marks) compared with pre test. <i>(For detail, see Appendix 1: Training Data Matrix )</i></p> <p><b>2.b:</b></p> <p>According with validation report of the trainers training on CBFM program awareness which elected 29 out of 150 trainees, results showed that 58% said the supervisors provided encouragement and support their action plan.</p> <p><b>2.c:</b></p> <p>The limited number of Regional HRD staff is involved in the design but cannot attend to the implementation.</p>
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	<p><b>3.c</b></p> <p>Mechanisms/ procedures to adopt 3.a &amp; 3.b for other areas of the Philippines recommended for implementation</p>	<p>As for 3.c, two (2) communication surveys reports in Loob Bunga CBFM site and Ayala CBFM site. And also Final report of Former expert; <i>Information Management Strategy for Enhancing CBFM Program in the Philippines</i> was submitted. In addition, the cooperation system between Regional Public Affairs Office (RPAO) and the FMB CBFM division is established.</p> <p>For procedures to adopt mechanisms to other areas, Project team members discussed and agreed the principle of that the communication survey should be incorporated in the standard CBFM baseline survey or in the review of current CBFM information situation, because only after establishing the benchmark on knowledge level among project beneficiaries can we truly conduct impact assessment of the communication intervention. The information generated from the communication survey would partly answer all other issues on information gaps, needs, flows, etc. which is an important input in the design and execution of communication strategies.</p> <p>Media drive activity was also recommended that may be undertaken is. By providing positive media mileage, similar to positive reinforcement, among political leaders and other stakeholders, CBFM may create a climate of public acceptance and generate meaningful support from our various stakeholders.</p> <p><b>3.d:</b></p> <p>There were no direct activities for improvement of CBFMIS.</p> <p>The CBFMIS is an old concept / D-base system that is already developed and implemented at the regional level before the Project. Based on the feedback from the DENR field offices, CBFMIS is already functional at the regional and PENRO levels. But the CBFM division has only receiving CBFMIS data from the regional office. However, since JICA will only provide technical assistance through capability enhancement, the CBFMIS/FIS can only be targeted in CENROs with existing computers.</p> <p>Recently, the FMB established the Forestry Information System (FIS) where the existing CBFMIS became a part of FIS (also called CBFMIS) with different data base system. The implementation of FIS can not be implemented yet nationwide due to the problem on the finalization of needed data/information. Since FIS will cover data base and GIS components, FIS will be established in the DENR field offices.</p> <p>In the FIS where the CBFMIS is already a component, the region was consulted as part of its pilot testing stage. These systems are envisioned to be adopted in the Project.</p> <p><b>3.e:</b></p> <p>There were two (2) official letters and four (4) e-mails</p>
	<p><b>3.d</b></p> <p>CBFM-Information System (CBFMIS) is improved capturing data and information from CBFM sites which can be used by LGUs &amp; other stakeholders including the various project components</p>	

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	<p><b>3.e</b></p> <p>Feedback from information receivers regarding usefulness of materials are regularly available</p>		<p>feedback (as of July 2006) for IEC materials and newsletters but there were many verbal reactions. Continuous circulation of letters and e-mail of reaction inside the component and also discussed verbal reactions to develop contents.</p> <p>The summary of those feedbacks was about the request to have versions in other local languages and to send resource person to conduct technical training which was presented in IEC materials and newsletters. Information component developed strategy that IEC materials of newsletter should be in Tagalog and disseminate IEC compilation in Tagalog according to these feedbacks.</p> <p>The interview in Communication survey is more practical to gather feedback. RPAO did two (2) communication surveys in Loob Bunga CBFM site and Ayala CBFM site. CBFM Division also had an assessment of the Information flow and needs in four (4) CBFM sites within Region 3 with other component members. It was monitoring of materials which DENR disseminated before.</p> <p>Ex) SUMMARY ON THE RESPONSES</p>
<p><b>Output4.</b></p> <p>Recommendations for improvement of CBFMP become available to the key stakeholders</p>	<p><b>4.a</b></p> <p>Policy recommendations are put forward and presented to proper authorities.</p>	<p>review of the project reports</p>	<p><b>4.a</b></p> <p><b>Field review report</b></p> <p>Two (2) Field review reports were completed by Policy component team and presented at the Project Coordination Meeting.</p> <ul style="list-style-type: none"> <li>■ <i>For the Better Future of CBFMP</i> (A Field Review on 47 CBFM sites nationwide) was submitted to FMB Director and distributed 800 copies to CBFM stakeholders in 2005. FMB Director contributed Foreword.</li> <li>■ <i>Towards the Brighter Future of CBFMP</i> (A Field review reports covering 23 CBFM sites in Region 1,2 and 3) was submitted to FMB Director distributed 800 copies to CBFM stakeholders in 2006. FMB Director contributed Foreword.</li> </ul> <p>The highlights of the results are that POs complain about the lack of financial and technical support from DENR and LGUs. DENR staff also complains about the lack of participation and awareness of POs. LGU staff complains about the lack of consultation by and instruction from the DENR.</p> <p>POs experience inequitable profit sharing among members and complain about absentee claimants, which impede the development of CBFM areas by the PO's. POs also face the problem of non-sustainability of the CBFM projects such as plantation establishment, rehabilitation, agroforestry, and livelihood, after the termination of contracts with the funding agencies.</p> <p>DENR officer realized through the analysis of these reports that the weaknesses presented were the same problems faced before the E-CBFM project was started. They suggested that developing mechanisms wherein the policy component could provide advise and recommendations to the other components. The CBFM framework, its practicality, and the need to incorporate certain innovations based on model site experiences,</p>

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<p>4.b A proposed system to assess and process feedback from POs and other stakeholders on the implications of policy issuances is available by</p>	<p>could serve as a guide in formulating new or the enhancing existing policies.  <b>Position Paper / Recommendation paper</b>                  Two papers were completed and presented in the Project Meeting and the forum.                  ■ <u>The position paper on a logging ban</u> was submitted to FMB Director in June, 2005.                  ■ The Recommendation paper <u>Impact of the Current Policy Issues on CBFMP</u> to the IIRR(NGO) Forum on CBFM held on April 20-23, 2006.                  The themes in the recommendation papers were particularly the total logging ban and the land tenure conflict. Policy component emphasized that "Bottom-up approach" is essential for policy formulation and decision making process in order to reflect opinions and aspirations of CBFM stakeholders.                  DENR officer requested that the possible intervention of the policy component in resolving issues such as the possibility of merging into one the two PO's in one site and the facilitation of how NCIP and DENR and other stakeholders could coordinate better.  <b>Literature review</b>                  Sixty (60) kinds of literatures concerning Philippines forest management were collected and read for discussion. The list of the collected literatures was compiled and distributed in Project meeting. Selected and analyze Twenty (20) kinds of literatures concerning traditional forest management and indigenous knowledge system (IKS). These reviews were utilized as materials for policy discussions and recommendation reports.  <b>Policy Discussion</b>                  Policy Discussions were conducted six (6) times in total inviting resource person from inside and outside such as Project Director, Project Coordinator and PO chairman. Topics are such as the possibility of external funding, issuance of cutting permits, cancellation of forest tenure instruments, gender imbalance in PO membership, etc.                  The policy discussions were made by the members of the Project Coordinating Meeting members and that no definite decisions and agreements were made and what occurred were brainstorming and exchange of views and information among participants.                  4.b                  The basic idea of a feedback mechanism in the project gained through the experiences and activities of the Policy Component including field reviews and policy discussions.</p>
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## Accomplishment Grid of E-CBFMP Project

	<p>June 2009</p> <p><b>4.c</b></p> <p>Policy suggestions and advice provided to the other Project components in timely manner</p>	<p><b>4.c</b></p> <p>The Policy Team joining some Weekly Model Site Meeting, MOA signing ceremony, site observation, model site selection and also provided the Model Site Component with suggestions concerning the integration of POs/CBFMA inside the same Sition in the case of General Tinio Model Site. Policy component followed up the issue on land tenure conflicts between CBFMA and the proposed CADT in the case of Sapang Bato Model Site. Policy component sometimes invites other component counterparts for field review trip depending on needs. Model site component sometimes recommend improving coordination during field reviews, to avoid conflicts with Model site activities in schedule.</p> <p>Policy component also assist Information component to edit newsletter and to make up the list of CBFM stakeholders to have information related CBFM (news letter, IEC material).</p>
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Items	Plan as per PDM	Source / Method	Results □ as of October, 2006 □								
<b>.Input</b>	<p><b>Japanese side</b></p> <p>1. Experts (1) Long-Term experts 1. Chief Advisor 2. Project Coordinator / Information Management 3. Training / Extension 4. Agroforestry 5. Community Development</p> <p>(2) Short -Term Experts Dispatched as needed</p>	<p>Review of the Project reports</p>	<p>1) <u>Long-term experts</u>: Since May 2004, Total 8 experts in the field of Chief Advisor, Project Coordinator/Information management, Training/Extension, Agroforestry, and Community Development have been dispatched.</p> <p>(2) <u>Short-term experts</u>: So far 2 experts in total have been dispatched in two fields. The fields and the number of the experts dispatched are as follows: (a) Non-timber forest products (NTFP)- 1; (b) Natural Resources Enterprise Development- 1</p> <p><i>Table D: Dispatch of short-term experts by the Japanese fiscal year (April-March)</i></p> <table border="1" data-bbox="699 1429 1098 1512"> <thead> <tr> <th>Fiscal Year</th> <th>2004</th> <th>2005</th> <th>2006</th> </tr> </thead> <tbody> <tr> <td>Persons</td> <td>0</td> <td>2</td> <td>0</td> </tr> </tbody> </table> <p>Note: Even if one expert is dispatched twice in the same fiscal year in the same field, this is counted as two dispatches (For details, see Appendix; Project Inputs Japanese side)</p>	Fiscal Year	2004	2005	2006	Persons	0	2	0
Fiscal Year	2004	2005	2006								
Persons	0	2	0								

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## Accomplishment Grid of E-CBFMP Project

Items	Plan as per PDM	Source / Method	Results □as of October, 2006□																																																			
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	<p>1. Staff allocation</p> <p>(1)</p> <p>(2)</p> <p>(3)</p> <p>(a) Model Site Component, (b) Training Component, (c) Information Component (d) Policy Component</p> <p>(4)</p> <p>(a) Model Site Component, (b) Training Component, (c) Information Component: (d) Policy Component</p> <p>(5)</p> <p>(a) Regional Core Group for Model Site Component, (b) Technical Working Group for Model Site</p>	Review of the Project reports	<p>Staff for project management as well as technical C/P has been assigned as shown in Table H. Project C/P for each component and other related C/P are shown in <b>Appendix</b></p> <p><b>Table H: Assignment of Staff for Project Management</b></p> <table border="1"> <thead> <tr> <th></th> <th>Title</th> <th>Name</th> <th>Assignment period</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Former Project Director</td> <td>Mr. Romeo Acosta</td> <td>To May 2005</td> </tr> <tr> <td>2</td> <td>Former Project Director</td> <td>Dir. Marcial C. Amaro, Jr</td> <td>Since May 2005</td> </tr> <tr> <td>3</td> <td>Project Director</td> <td>Dir. Neria Andi</td> <td>Since Sep. 2005</td> </tr> <tr> <td>4</td> <td>Former Project Coordinator</td> <td>Mr. Domingo T. Bacalla</td> <td>since project started to Sep. 2005</td> </tr> <tr> <td>5</td> <td>Project Coordinator</td> <td>Ms. Remedios Evangelista</td> <td>Since Sep. 2005</td> </tr> <tr> <td></td> <td><b>Component Manager</b></td> <td></td> <td></td> </tr> <tr> <td>6</td> <td>Former Manager of Model Site</td> <td>Mr. Ricardo Calderon</td> <td>To Jan 2006</td> </tr> <tr> <td>7</td> <td>Model Site</td> <td>RTD. Sofio B. Quintana</td> <td>Since Jan 2006</td> </tr> <tr> <td>8</td> <td>Training</td> <td>Dir. Adeluisa G. Siapno</td> <td>since project started</td> </tr> <tr> <td>9</td> <td>Information</td> <td>Mr. Nicanor E. Iscala, Jr.</td> <td>since project started</td> </tr> <tr> <td>10</td> <td>Former Policy</td> <td>Dir. Marcial C. Amaro, Jr</td> <td>Since May 2005 to Sep 2006</td> </tr> <tr> <td>11</td> <td>Policy</td> <td>Dir. Neria Andi</td> <td>Since May 2005</td> </tr> </tbody> </table>		Title	Name	Assignment period	1	Former Project Director	Mr. Romeo Acosta	To May 2005	2	Former Project Director	Dir. Marcial C. Amaro, Jr	Since May 2005	3	Project Director	Dir. Neria Andi	Since Sep. 2005	4	Former Project Coordinator	Mr. Domingo T. Bacalla	since project started to Sep. 2005	5	Project Coordinator	Ms. Remedios Evangelista	Since Sep. 2005		<b>Component Manager</b>			6	Former Manager of Model Site	Mr. Ricardo Calderon	To Jan 2006	7	Model Site	RTD. Sofio B. Quintana	Since Jan 2006	8	Training	Dir. Adeluisa G. Siapno	since project started	9	Information	Mr. Nicanor E. Iscala, Jr.	since project started	10	Former Policy	Dir. Marcial C. Amaro, Jr	Since May 2005 to Sep 2006	11	Policy	Dir. Neria Andi
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	2. Land, buildings and facilities	-do-	<p>(1) Land for</p> <p>(a) Project office in Quezon city: Project Office has been prepared in Forest Management Bureau of DENR compound in Quezon city.</p> <p>(b) Project office in San Fernando city: Project Office space was prepared by DENR Regional Office but it was so narrow therefore Japanese side prepared office space by Japanese project budget.</p> <p>(2) Buildings</p> <p>(a) Project office in Quezon city: The office with one (1) expert room, one (1) storage and two (2) common toilets has been provided. Spaces for machinery and equipment has also been provided.</p> <p>(3) Related Facilities:</p> <p>(a) One (1) parking slot for a project official car in FMB of DENR compound, in Quezon city.</p> <p>(b) Electricity and Water bill for Project office in Quezon city</p>																																																			

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Accomplishment Grid of E-CBFMP Project

	<p>3. Running expenses (Land/Office Rental, Electricity, Water bill and Supplementary Budget from FASPO</p>	<p>-do-</p>	<p><b>Table 1 : Disbursement of administrative cost by the Japanese fiscal year (April-March) Unit= million Peso</b></p>											
			<table border="1"> <thead> <tr> <th data-bbox="730 331 895 387">Fiscal Year</th> <th data-bbox="895 331 1059 387">2004 in JFY</th> <th data-bbox="1059 331 1224 387">2005 in JFY</th> <th data-bbox="1224 331 1388 387">2006 in JFY</th> </tr> </thead> <tbody> <tr> <td data-bbox="730 387 895 808">Amount</td> <td data-bbox="895 387 1059 808">3.6 (Land / Office Rental, Electricity Water Bill, including staff allocation fee)</td> <td data-bbox="1059 387 1224 808">7.7 (Land/ Office Rental, Electricity, Water bill and Supplementary Budget from FASPO, including staff allocation fee)</td> <td data-bbox="1224 387 1388 808">7.5 (planned ) (Land/Office Rental, Electricity, Water bill including staff allocation fee)</td> </tr> </tbody> </table>	Fiscal Year	2004 in JFY	2005 in JFY	2006 in JFY	Amount	3.6 (Land / Office Rental, Electricity Water Bill, including staff allocation fee)	7.7 (Land/ Office Rental, Electricity, Water bill and Supplementary Budget from FASPO, including staff allocation fee)	7.5 (planned ) (Land/Office Rental, Electricity, Water bill including staff allocation fee)			
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			<p>Source: Annual report prepared by FMB</p>											
			<p>(For details, see Appendix; Local cost borne by Philippines side)</p>											

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## Accomplishment Grid of E-CBFMP Project

	<p>2. Training of Philippines personnel</p> <p>(1) Training of Philippines personnel in Japan</p> <p>(2) Training Philippines personnel in other country</p>	-do-	<p>(1) In total, 11 counterparts have been trained in Japan in the following courses: Forest Management (4 person) ; Community Based Forest Management (7 persons); and also it is planned that 8 counterparts will be trained in Japan in 2006 in the following courses: Forest Management Policy (3 person) ; Community Based Forest Management (5 persons)</p> <p><b>Table E: C/P training by the Japanese fiscal year (April-March)</b></p> <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>2004</th> <th>2005</th> <th>2006</th> </tr> </thead> <tbody> <tr> <td>Persons</td> <td>4</td> <td>7</td> <td>(8)*</td> </tr> </tbody> </table> <p>(*)=plan (For details, see Appendix; Counterpart Training in Japan)</p> <p>(2) In this year 10 counterparts will be dispatched to Laos and visit "Forest Management and Community Support Project (FORCOM)" for exchanging the information, lesson and learn.</p>	Fiscal Year	2004	2005	2006	Persons	4	7	(8)*
Fiscal Year	2004	2005	2006								
Persons	4	7	(8)*								
	3. Machinery a	-do-	<p>In total, approximately <b>US\$ 304,725</b> has been disbursed for procurement of the equipment and machinery. Major equipment include 4WD Car, photocopy machine, desktop PC, printer, projector, software, consumable for color laser printer, GIS software, and so on.</p> <p><b>Table F: Disbursement related to the equipment and machinery by the Japanese fiscal year (April-March) Unit=US dollars</b></p> <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>June. 2004-Mar 2005</th> <th>Apr 2005-Mar. 2006</th> <th>Apr.2006-Mar. 2007</th> </tr> </thead> <tbody> <tr> <td>Amount</td> <td>226,125</td> <td>55,720</td> <td>22,880 (plan)</td> </tr> </tbody> </table> <p>(For details, see Appendix; Equipment Provision by Japanese side)</p>	Fiscal Year	June. 2004-Mar 2005	Apr 2005-Mar. 2006	Apr.2006-Mar. 2007	Amount	226,125	55,720	22,880 (plan)
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## Accomplishment Grid of E-CBFMP Project

	4. Administrative cost	-do-	<p>Approximately <b>38 million Pesos</b> which is equivalent to approximately <b>85,000 thousand Japanese Yen</b>, has been disbursed as running expenses.</p> <p><b>breakdown:</b></p> <ol style="list-style-type: none"> <li>1. Since administrative staff have not been assigned to the Project by the Philippines, the Japanese side have employed the following 10 staff: (a) Clerical and service employees (Utility)- 1 person; (b) Drivers – 2 persons; (c) Technical Assistants- 4 persons, (d) Secretaries for Japanese Experts- 3 persons</li> <li>2. Travel costs for the C/Ps have been borne by the Japanese side.</li> <li>3. Running cost of office equipment and consumer goods.</li> <li>4. Construction and renovation cost for 2(two) Japanese project offices (Central Quezon city and San Fernando city).</li> <li>5. Electricity, Telephone (inclusive of internet) bill for project office in San Fernando city.</li> <li>6. Telephone (inclusive of internet) bill for project office in Quezon city.</li> <li>7. Fuel for three (3) project Official cars</li> <li>8. Rental fee for project office and a parking slot for a Project Official car in San Fernando city.</li> <li>9. Construction cost for Agroforestry Multi purpose hall for in San Fernando city.</li> </ol> <p><b>Table G: Disbursement of administrative cost by the Japanese fiscal year (April-March) Unit= thousand Yen</b></p> <table border="1"> <thead> <tr> <th><i>Fiscal Year</i></th> <th><i>June. 2004- Mar 2005</i></th> <th><i>Apr 2005- Mar.2006</i></th> <th><i>Apr.2006- Mar. 2007</i></th> </tr> </thead> <tbody> <tr> <td>Amount</td> <td>20,500</td> <td>30,500</td> <td>34,000 (plan)</td> </tr> </tbody> </table> <p><i>(For details, see Appendix; Local cost borne by Japanese side )</i></p>	<i>Fiscal Year</i>	<i>June. 2004- Mar 2005</i>	<i>Apr 2005- Mar.2006</i>	<i>Apr.2006- Mar. 2007</i>	Amount	20,500	30,500	34,000 (plan)
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