

フィリピン国
地域住民による森林管理プログラム
(CBFMP) 強化計画
終了時評価報告書

平成21年7月
(2009年)

独立行政法人国際協力機構
地球環境部

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序 文

日本国政府はフィリピン国政府の要請に基づき、森林及び土地資源の持続的な利用を促進するために、フィリピン政府の国家戦略である「地域住民による森林管理プログラム」の実践を通して地域住民や関係する行政官の能力強化することを目的として、平成 16 年 6 月から 5 年間の計画で「地域住民による森林管理プログラム（CBFMP）強化計画」を行ってきております。

国際協力機構は、5 年間の協力期間の終了の約半年前に評価 5 項目における評価の実施と提言・教訓を導き出すための終了時評価調査団を平成 21 年 1 月 11 日から 1 月 30 日の日程で派遣しました。調査団は、フィリピン側メンバーと合同評価チームを構成して現地調査を行い、その結果を合同評価レポートとしてミニッツに取りまとめ、署名交換を行いました。

本報告書は、終了時評価調査時の調査および協議に基づく結果を取りまとめ、今後の協力への活用を通じ、更なる発展に繋がることを目的としております。

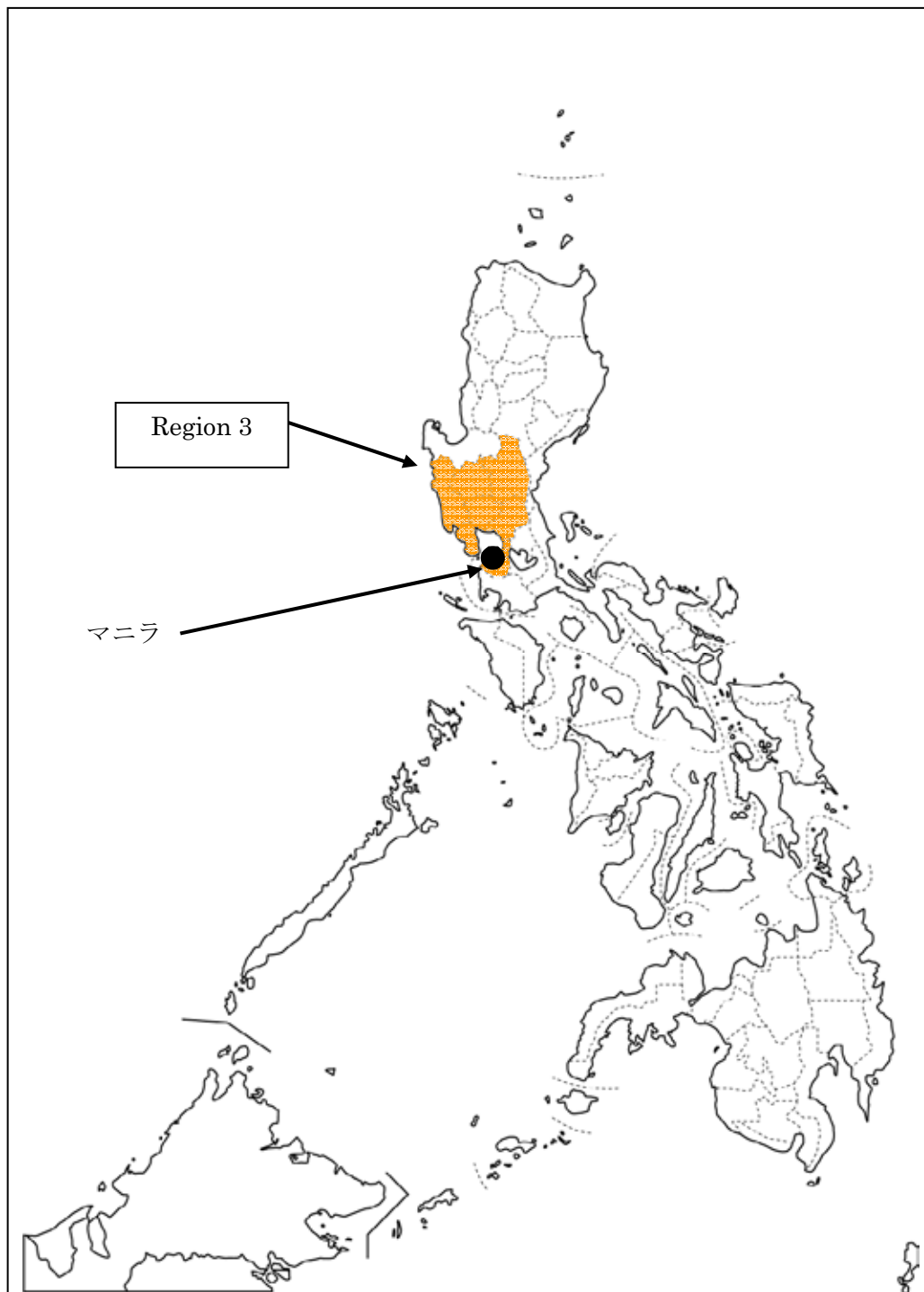
終わりに、これら一連の調査及び協議にご協力とご支援を頂いた関係者の皆様に対し、心より感謝申し上げます。

平成 21 年 7 月

独立行政法人 国際協力機構

地球環境部部長 中川 聞夫

プロジェクトサイト位置図



現地調査写真



DENR との協議



サンフェルナンドでの協議風景



サンフェルナンドでの協議風景



フィールド視察の風景



プロジェクトサイト



JCC での署名の様子

評価調査結果要約表（終了時評価）

| | |
|--|---|
| 1. 案件の概要 | |
| 国名：フィリピン | 案件名：地域住民による森林管理プログラム（CBFMP）強化計画 |
| 分野：自然環境保全-持続的自然資源利用 | 援助形態：技術協力プロジェクト |
| 所轄部署：地球環境部 第一グループ（森林・自然環境保全）森林・自然環境保全第一チーム | 協力金額：549,917 千円 ローカルコスト負担 約 85,000 千円 機材供与 約 34,738 千円 等 (1-2(4)参照) |
| 協力期間 | 2004 年 6 月 15 日～ |
| | 2009 年 6 月 14 日 |
| | 先方関係機関：環境天然資源省（DENR） 日本側協力機関：林野庁 他の関連協力： |

1-1 協力の背景

フィリピンでは国土の 5 割を占める公有林野（1,463 万 ha）に、全人口の 13%に相当する 870 万人(1990 年)が居住している。これらの山地農村部では低い農業生産性や市場アクセスの悪さから、貧困世帯が増加の傾向にある。また、フィリピンの森林は過伐、山火事、農牧地への転換等により減少して草地化した結果、自然災害が多発し経済・社会の発展の障害となっている。このため植林地や既存の森林を保全するとともに山地住民の生活向上を図るため、フィリピン政府は 1995 年に地域住民による森林管理 (Community Based Forest Management, CBFM)プログラムを大統領令により国家戦略として打ち出し、2008 年までに 900 万 ha を地域住民との契約地とする目標をたて、プログラムを実施している。しかしながら、多くの契約地で住民組織の資金不足、能力不足から計画的な森林管理や生計向上活動が実施されていない。また環境天然資源省 (Department of Environment and Natural Resources, DENR)や地方自治体などの行政機関も、予算や技術力の不足から十分に住民への指導が行われていない。

係る状況から、フィリピン国政府は CBFM プログラムを促進するための技術協力を日本政府に要請した。

1-2 協力概要・内容

本プロジェクトは、地域住民の森林管理能力の向上と、現場レベルで得られた教訓を政策レベルに反映し、現場レベルから政策レベルまで一貫した取り組みを行うことでフィリピン政府の実施する CBFMP の一層の促進を目指すものである。

- (1) 上位目標

CBFM の対象地における、森林および土地資源の保全、復旧及び持続的利用が促進され、フィリピン政府の持続的森林管理全般に対して貢献度が高まる。
- (2) プロジェクト目標

CBFM の対象地において、能力強化された DENR、地方自治体および関連機関の支援を受けて、自らの主体性に基づき能力強化された住民組織によって、森林および土地資源の保全、復旧及び持続的利用が実施される。
- (3) アウトプット
 - 1) 政策コンポーネント

CBFM の改善のための政策提言が関連する機関に提出される。
 - 2) フィールド・オペレーション・コンポーネント

環境天然資源省第 3 地域事務所内のパイロットサイトで、実施スキームと連携モデルの強化によって、CBFM の計画実施が向上・改善される。
 - 3) 研修ユニット

研修活動を通して、環境天然資源省第 3 地域事務所管内の住民組織、地域事務所スタ

ップ、地方自治体、その他の関係組織の知識、スキル、態度が向上する。

4) 情報ユニット

CBFMに関する既存の実践的な情報が第3地域事務所内の住民組織に提供・利用される。

(4) 投入 総額 5.5 億円

日本側：

長期専門家派遣 延べ 8 名 (内 3 名は 2006 年 5-6 月に交代)

機材供与 34,738,650 円

短期専門家派遣 2 名 ローカルコスト負担 約 85,000,000 円

研修員受入 11 名

相手国側：

カウンターパート配置 延べ 41 名 機材購入 現地通貨

土地・施設提供 マニラ市内のプロジェクト事務所 (DENR 森林局内) 等

ローカルコスト負担：42,112,000 円 (18,800,000Pesos)

その他

2. 評価調査団の概要

調査者 (担当分野：氏名、職位)

団長 : 高野憲一 (独立行政法人国際協力機構 地球環境部技術審議役)

森林行政：五関一博 (林野庁 治山課 保安林調整官)

評価分析：井田光泰 (株式会社インターワークス)

評価計画：鈴木和信 (独立行政法人国際協力機構 地球環境部 森林・自然環境グループ 森林・自然環境保全第一課)

*フィリピン側も 4 名の評価調査団員が配置され、合同で評価を実施。

調査期間 2009 年 1 月 11 日～2009 年 1 月 30 日

評価種類：終了時評価

3. 評価結果の概要

3-1. 達成度の確認

(政策コンポーネント)

- 3 つの政策提言 (違法伐採、自然資源に係る利害調整、土地管理書) がされ、承認された。
- 土地借地権に係る政策提言案が作成され、プロジェクト終了後までに承認される見込みである。
- 現場 (フィールド) の情報に基づいた CBFM フレームワークの改善に係る提言がされる見込みである。

(フィールドコンポーネント：パイロットサイトユニット)

- 4 つの住民組織が Community Resources Management Framework(CRMP)と 5 ヵ年計画を作成・改定した。また、Technical Working Group(TWG)を結成した。

4 つの住民組織が CBFM エリアの 10%に相当する区域でアグロフォレストリー活動を実施した。また、きのこ栽培、水管理システム構築、住民組織の再編などの優先事項にかかる活動を実施した。

- ケーススタディーレポートが作成された。
- Field Farmers School(FFS)が 1 回実施された。

(フィールドコンポーネント：研修ユニット)

- 研修に参加した総参加者数は 1,000 名を超えた。
- 住民組織、DENR、地方自治体、その他関係機関の参加者 558 名のうち 97.5% (544

名の参加者)の知識レベルが向上した。

- Follow-Up Scheme Activity(FUSA)プログラム実施後、住民組織の93%、DENRの77%、地方自治体の76%が実際に自ら作成したアクションプランに基づき活動を実施した。
- 組織の面では、20の住民組織がFUSAの活動を提案し、うち12の住民組織が活動を実施した。
- 研修カリキュラム案はプロジェクト終了時までには作成される予定である。

(フィールドコンポーネント：情報ユニット)

- リージョン3の総計395名に相当する12の住民組織に対しコミュニケーション調査を実施した。
- 生計向上のための実践的な情報マテリアルを作成し、リージョン3で活発に活動を実施している38の住民組織に配布した。
- 43%の住民組織メンバーがマテリアルを受け取り関心を示した。
- Farmers Information Resources Management Method (FIRM)の活動が2つの住民組織に対し3回行われ、その有効性が確認された。

(プロジェクト目標)

- 5つのパイロットサイト全てにおいて研修を通じ適正な技術の習得がされ、128の住民組織のうち42の住民組織(34%相当)がプロジェクトで導入された適正技術を習得あるいは実施した。
- プロジェクトに関わっている60の住民組織のうち、43の住民組織(72%相当)がCBFMPと住民組織の計画策定活動に参加している。地方自治体の11名の職員のうち9名に、研修終了後に行動の変化が見られた。同様に州・地方環境天然資源局の28名の職員のうち26名の行動変化が研修終了後に確認出来た。
- CBFMに関わる住民組織の活動を活発化させるための手法、アプローチを幾つか考案、導入した。(FUSA、FIRM、アグロフォレストリーFFS、Information, Education, Communication(IEC)、Private Enterprise Partnership (PEP))
- 現場の情報を政策に反映するメカニズムが構築された。

3-2.評価5項目による評価結果概要

(1) 妥当性

以下のとおりプロジェクトの妥当性は高い。

- CBFMはフィリピンの国家政策である貧困削減と持続的な森林経営に合致する国家プログラムである。
- 日本の援助実施方針においても、地域住民主体の森林保全を重点としている。
- プロジェクト全体戦略は、環境天然資源省、地方自治体、住民組織などの機関の能力向上を通じ、CBFMの推進を支援するものである。

住民のニーズに基づく活動が住民参加型で実施された。

(2)有効性

- 各アウトプットの成果が達成されたことでプロジェクト目標が達成された。
(3-1 達成度の確認参照)
- しかし、プロジェクト形成段階で、自立発展性・インパクトなどを意識した出口戦略などの中長期的な協力シナリオが明確でなかった。

(3) 効率性

協力前半の効率性には課題があったが、中間評価以降、効率性は大きく向上した。

- 全体計画の戦略、協力シナリオの作成と共有が十分でなかったことから、協力の前半においてコンポーネント間の関係や情報共有が十分でなかった。
- 一方、協力の後半は専門家の業務分掌が明確になり、コンポーネント間の連携もされ、目標を達成することが出来た。またローカルコンサルタントの活用も効率性向上に貢献した。
- PDM が 3 回改定され、この改訂作業に多大な時間と労力が割かれた。
- パイロットサイトの選定は現場のニーズに基づき適切に行われたが、選定段階で 4 つのサイトが安全上の理由でサイトから外れた。
- パイロット活動の規模は適正であった。(リージョン 3 の全 CBFM サイトの 5% に相当する 5 箇所のサイトの選定、リージョン 3 の全住民組織の 43% に相当する 55 の組織に対する活動)
- プロジェクトで供与された機材は適切なもので効率的に活用された。
- カウンターパート研修に関し、日本での研修成果を活かすことで、プロジェクト活動の効率化に大きく寄与した。
- DENR も適正な人員配置、予算措置を行った。ただし、専属スタッフでない場合もあり、プロジェクト活動に専念出来ないスタッフもいた。
- GTZ との情報共有などの連携、青年海外協力隊の活動との連携なども、プロジェクトの効率性向上に貢献した。

(4) インパクト

プロジェクト成果を踏まえた多くのインパクトが確認出来た。

- 上位目標へのインパクトについては、まだ結論を出すには早いですが、今後 CBFM に係る大きな政策変更がなければ、政策提言やプロジェクトで導入された手法・アプローチは、CBFM に関わる関係機関や地域住民の主体性を引き出したため、CBFM の円滑な実施に貢献するものと思われる。
- 研修成果の普及やプロジェクト成果を踏まえた地方自治体・住民組織・TWG などの各主体による独自の取り組みなど、多くのインパクトが確認できた。

(5) 自立発展性

財政的な発展性については今後の課題である。技術的および制度・組織的な側面では、プロジェクト終了後の自立的発展が期待される。

(政策・制度面の自立発展性)

- CBFM は貧困削減と持続的な森林経営を目指す国家政策であり、CBFM 戦略プラン (2008 年-2017 年) も作成・公布されており、CBFM に対する政策支援の持続性は高い。
- 政策立案に関わっているカウンターパートは月に一度進捗管理を行うなど関係者間で密に連携をとっている。プロジェクト終了後も、現場 (フィールド) の情報が定期的に入手できる体制が構築されれば、今後も政策立案や CBFM 活動を実施したい意向を持っている。この点で、政策研究実施の資金の確保が必要である。

(組織・技術面の自立発展性)

- FMB (Forest Management Bureau) が CBFM の担当部局であるので、組織上の持続性はあるが、今後の Rationalization (組織の合理化に関するフィリピンの政策) の

動向が大きく影響するものと思われる。

- プロジェクトが地方自治体と連携して組織化した TWG は MOA (Memorandum of Agreement) に基づくものである。従って、制度上の持続性は高い。TWG のメンバーは今後住民組織の活動を支援したい意向を持っており、持続性・発展性については地方行政の理解や意向が影響するものと思われる。
- CBFM コーディネーターは CBFM の活動推進、住民組織の強化にとって極めて重要な役割を担っているが、現状人員の不足の問題は大きい。
- プロジェクトによって関係機関/関係者の能力 (計画立案や課題解決の能力) が向上した。プロジェクト終了後も自立的な活動が展開されると思われる。
- アグロフォレストリーの技術は他地域にも波及することが期待される。
- 研修資料、IEC 資料などはプロジェクト終了後も有効に活用されると思われる。
(CBFM サイトの自立発展性)
- CBFM 活動の推進のための財政的な措置 (予算確保) は今後の課題である。また、住民の生計向上のための活動は、まだ始まったばかりであり、今後環境天然資源省等 (中央および地方事務所) の支援が必要である。

3-2. 効果発現に貢献した要因

(計画内容に関すること)

- 成果やプロジェクト目標の指標を客観的・実用的なものにした。

(実施プロセスに関すること)

- 中間評価時にプロジェクト後半の方向性や専門家の業務分掌を明確にした。
- 住民のニーズに基づく活動が住民参加型で実施された。
- 現場 (フィールド) の情報が政策に反映する体制 (関係者間の連絡調整など) が構築された。

3-3. 効果発現を阻害した要因

- プロジェクトの前半については、プロジェクト設計や実施戦略が明確でなかった。また、PDM の改定が数回もされたことが効率性に大きく影響した。
- パイロットサイトの選定過程で、4つのサイト候補地がリストから外れた。
- プロジェクト前半は計画策定に多くの時間を費やした。

3-4. 結論

プロジェクトの妥当性は国家戦略との整合性という点で極めて高い。一方、プロジェクト戦略や協力シナリオが明確でなかったことが、効率性に大きく影響を及ぼした。にもかかわらず、プロジェクトは最大限の努力をし、PDM にある全ての目標を達成し、多くの成果品を残し、プロジェクト目標は達成されたと判断出来る。

インパクトの面では、政策提言したものが実際の政策に反映された。フィールド (現場) では、普及効果や関連機関の能力向上、インセンティブ醸成が確認されている。自立発展性の面では、技術や組織の面では発展性・持続性はあると判断されるが、財政的な側面での発展性・持続性は今後の課題である。生計向上や保全のための活動は緒に付いたばかりであり、今後組織能力向上のためのモニタリングや支援が必要である。

3-5. 提言

- プロジェクトで導入した各種手法については、その導入背景、特徴、課題、今後の展望などをプロジェクトで整理することが望ましい。
- 現場 (フィールド) の情報を政策立案に反映するメカニズムを維持していくために、

環境天然資源省は研究機関などの機関との連携体制を構築することが望ましい。

- 今後の財政面での持続性確保のため、環境天然資源省の地方事務所は、政策決定に携わる関係者を対象とした説明会を行うとよい。これに関連し、プロジェクトでは、終了までに成果を発表出来るよう各種成果品を作成しておくことが必要である。
- パイロットサイトが住民組織のモデルとなるよう環境天然資源省の地方事務所はパイロットサイトの活動のモニタリングを行うことが必要である。
- CBFM コーディネーターの役割は重要であるため、環境天然資源省は **Rationalization** (組織の合理化) の流れの中でもその数を維持あるいは増加することが望ましい。
- プロジェクトで収集、蓄積された情報や資料は今後の活動にとって非常に有益であるため、環境天然資源省はそれら情報や資料を整理し、広く公開していくことが望ましい。

3-6. 教訓

本プロジェクトでは、計画・立案時点で全体計画はあったが、個別・具体的な課題に対応した問題解決の方法論や解決のプロセスが明確でなかった。このことは、全国規模からパイロット活動の地域への研修対象の変更、コンポーネント間の連携が困難となるなどプロジェクトデザインに起因する問題発生の一因となった。今後の計画立案への教訓として、準備調査段階では案件の全体計画 (PDM) だけでなく、具体的な実施戦略・プロセスまで踏み込んで提案し、その内容を日本・受入国双方の関係者と共有することが望まれる。本プロジェクトではサイトが2ヶ所に分かれ、関係機関も中央から地方まで多岐にわたった。さらに、プロジェクト期間中に PDM が3回変更になり、その度に関係者間の調整、活動内容の変更などが生じるなど、プロジェクト関係者全体の合意形成や調整が非常に重要であったが、この点で必ずしも十分な対応ができなかった。体制上、このような場合、日本・受入機関双方のコーディネーターが調整役を担うが、全関係者の合意を十分に取り付けることが難しい場合がある。特に、PDM 上の変更でカウンターパートの役割や業務に大きな変更が生じるといった場合、受入国の事情とドナー事業の双方に豊富な経験のある人材をフォーカル・パーソンとして活用するという手段も検討の余地がある。GTZ のプロジェクトではそうした人材 (ローカルコンサルタント) が双方の意見調整役を務め、有効であったという。

| Summary | |
|---|--|
| I. Outline of the Project | |
| Country : Republic of Philippines | Project title : the enhancement of Community-Based Forest Management Program |
| Issue/Sector : Nature Conservation-Sustainable Natural Resources Use | Cooperation scheme : Technical cooperation project |
| Division in charge : Dept. Division Forestry and Nature Conservation Division I, Forestry and Nature Conservation Group, Global Environment Department | Total cost : 549,917 (thousand)_yen Cost per participant: 約 85,000 (thousand)_yen |
| Period of Cooperation | (R/D): June 15, 2004 – June 14, 2009 |
| | (Extension): (F/U) : |
| Partner Country's Implementing Organization : | Department of Environment and Natural Resources (DENR) |
| Supporting Organization in Japan : | Ministry of Agriculture, Forestry and Fisheries |
| Related Cooperation Project : | |
| <p>1 Background of the Project</p> <p>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 have 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.</p> <p>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.</p> <p>In 1995, the government launched the CBFM program to intensify its effort in addressing the social and economic problems of the upland communities while at the same time 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 (including PACBRM) 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 forest area for a 25 years renewable for another 25 years. The development and management activities of a CBFM area by the PO (People Organization) is embodied in the Community Resources Management Framework (CRMF) and operationalized in the 5 year work plan.</p> <p>Lessons and experiences generated and the initial successes and best practices demonstrated by the program have promoted 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 Enhancement of the CBFM program in the Republic of Philippines.</p> <p>2 Project Overview</p> <p>The project has been carried out since June 2004 for the period of five years. The expected overall goal, project purpose and outputs indicated in PDM are as follows:</p> <p>(1) Overall goal</p> <p>Conservation, rehabilitation and sustainable utilization of forest and land resources within Community- Based Forest</p> | |

(2) 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.

(3) Output

Output 1: Policy recommendations for the improvement of CBFMP are submitted to the proper authorities.

Output 2: CBFM planning and implementation in the pilot sites in Region 3 are developed/improved through the enhancement of the implementation scheme and collaboration model.

Output 3: Knowledge, skills and attitude of POs, DENR employees, LGUs and other relevant institutions involved in CBFM implementation in Region 3 are improved through training.

Output 4: Existing practical Information on CBFM reached and appreciated by the POs in Region 3.

(4) Scope of the Project

Profile of CBFM and the scope of the Project in Region 3

| | |
|--|---|
| Total CBFM area | Approximately 70,000 ha |
| Total number of CBFM areas in Region 3 | 128 |
| Project's interventions | Targets and achievements |
| Pilot sites | 5 CBFM sites (4 POs and 1 federation) |
| Follow-Up Scheme Activities (FUSA) | Conducted for 12 CBFM sites in non-pilot sites |
| Farmers Field School (FFS) | Conducted for 1 CBFM site in pilot site (2 nd batch is scheduled in February 2009.) |
| Farmers Information Resources Management Method (FIRM) | Conducted three times for 2 POs in non-pilot sites. (2 - 3 more batches are scheduled before the end of the Project.) |
| IEC materials | Packaged and Distributed copies to 38 POs in non-pilot sites |
| Pro-poor Private Sector Partnership | Being tested with one PO in pilot site |

II. Evaluation Team

Members of Evaluation Team

< Japanese side >

| No | Name | Assignment | Position | Organization |
|----|-----------------|---------------------|--|--|
| 1 | Kenichi TAKANO | Leader | Executive Technical Advisor to the Director General, Global Environment Department | Global Environment Department, JICA |
| 2 | Kazuhiro GOSEKI | Forest Management | Protection Forest System Coordinator | Forest Conservation Division, Forestry Agency |
| 3 | Kaneyasu IDA | Evaluation Analysis | Senior Consultant, Human and Social Development Partnership | Inter-works Co., Ltd. |
| 4 | Kazunobu SUZUKI | Evaluation Planning | Staff | Forestry and Nature Conservation Division, Global Environment Department, JICA |

< Philippine side >

| No | Name | Assignment | Position | Organization |
|----|-----------------------|------------------|----------|--|
| 1 | Ma. Lourdes G. Ferrer | Leader | Director | Project Operations and Management Services, Foreign Assisted and Special Projects Office, DENR |
| 2 | Gloria S. Arce | Alternate Member | Chief | Project Monitoring and Evaluation Division, Foreign Assisted and Special Projects Office, DENR |

| | | | | | |
|--|-------------------------------|------------------|--------|-------------------------------|---|
| | 3 | Juliet U. Texon | Member | Chief | Project Development and Evaluation Division, Planning and Policy Office, DENR |
| | 4 | Nonito M. Tamayo | Member | Officer-in-Charge | Natural Forest Management Division, Forest Management Bureau, DENR |
| Period of Evaluation | 12 January — 29 January, 2009 | | | Type of Evaluation : Terminal | |
| III. Results of Evaluation | | | | | |
| 1. Summary of evaluation results | | | | | |
| 1.1 Relevance | | | | | |
| <ul style="list-style-type: none"> ■ Poverty alleviation is the priority policy in the Republic of the Philippines and CBFM is an instrument to uplift the economic conditions of the poor. The Project aims at reducing poverty through CBFM activities. ■ The Government of the Philippines has promoted CBFM as a means of involving the people in uplands in forest management in a sustainable manner and providing opportunities to improve their livelihood. The Project's objective of enhancing CBFM is clearly in line with the Government policy. ■ The overall strategy of the Project is to capacitate such implementing agencies as DENR and LGUs and people's organizations while the Project would help DENR improve institutional development of the existing CBFM framework and facilitate the implementation of CBFMP. This strategy per se is logical and valid. Yet, the implementation strategy or scenario was not elaborated at the planning stage of the Project. This made the Project difficult to set clear goals and prioritize components in view of expected, final outcomes in the course of project implementation. ■ Activities in the pilot sites were selected and conducted based on the 5YWP that had been developed in a participatory manner by respective POs. Topics of training and IEC materials were identified based on training needs survey, and communication survey to POs. Therefore, all the field activities of the Project properly reflected the needs of the PO members. ■ The Project selected 5 CBFM sites as its target Pilot sites, accounting for nearly 5% of the CBFM sites in Region 3. The number of the CBFM sites is adequate for pilot activities. The Project also organized training and disseminated information on livelihood improvement activities to active 55 POs (43% of all POs) in Region 3. The size of the targets is also sufficient to quantify the effects of these activities. | | | | | |
| 1.2 Effectiveness | | | | | |
| <ul style="list-style-type: none"> ■ Effectiveness in accordance with the PDM | | | | | |
| (1) Output 1 | | | | | |
| <p>Policy recommendations for the improvement of CBFMP are submitted to the proper authorities.</p> <p>The Project has already submitted three recommendation papers. The recommendation paper on land tenure conflicts has been drafted. The recommendation paper on the CBFM implementation framework will be completed by the end of the Project. This component is expected to produce all the outputs indicated in the PDM before the end of the Project.</p> | | | | | |
| (2) Output 2 | | | | | |
| <p>CBFM planning and implementation in the pilot sites in Region 3 are developed/improved through the enhancement of the implementation scheme and collaboration model.</p> <p>As indicated in the PDM, 4 of 5 the POs in the pilot sites have already developed or revised their CRMP and 5 Year plan through participatory planning processes. 4 of 5 pilot sites formed and institutionalized TWG. (One PO did not form TWG, but has collaboration partnership with LGU and a university.) As for agroforestry and conservation activities, 4 PO sites implemented agroforestry plantation covering more than 10% of their CBFM area. (1 PO opted for forest fire management for the conservation and protection of their CBFM area.) In addition, each PO conducted their prioritized activities such as mushroom production, construction of upland water system, agrosilvopastoral project and re-organization and activation of PO. The case study report has been drafted. Therefore, almost all the</p> | | | | | |

goals indicated in the PDM have been achieved.

(3) Output 3

Knowledge, skills and attitude of POs, DENR employees, LGUs and other relevant institutions involved in CBFM implementation in Region 3 are improved through training.

The Project conducted a series of training activities. The total number of participants exceeded 1000. According to the results of pre-and post-tests, 97.5% (544 participants) out of 558 participants from POs, DENR employees, LGUs and other relevant institutions improved their knowledge levels. After FUSA program, 93% of the PO members, 77% of DENR staffs and 76% of LGU staffs actually carried out their individual action plans. On the organizational level, 20 PO proposed FUSA activities after training and 12 of them have been implementing their respective activities. The draft training curriculum is to be prepared by the end of the project. Therefore, all the goals indicated in the PDM have been achieved for output 3.

(4) Output 4

Existing practical Information on CBFM reached and appreciated by the POs in Region 3.

The Project conducted communication survey in 2007 for 12 POs in region 3 (5 pilot sites and 7 non-pilot sites) covering a total of 395 respondents. Based on the survey results, the Project produced 12 types of practical information materials on livelihood improvement activities and distributed 38 active POs in Region 3. According to the FOC survey, 43% of the respondents received copies of the materials and showed good interest. Therefore, all the goals indicated in the PDM have been achieved for output 4.

(5) 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.

- All of the five E-CBFMP Pilot sites have adopted appropriate technologies through training and field activities. 42 POs (34%) out of 128 POs have adopted and/or implemented the appropriate technologies introduced by the project. Also, 72% or 43 POs of the 60 POs involved in E-CBFMP recognized membership participation in the CBFMP and PO planning activities. 82% or 9 LGU staff of the 11 staff who have changed their performance and behavior after attending E-CBFMP trainings. 92% or 26 DENR PENRO/CENRO staff of the 28 staff who have changed their performances and behaviors after attending E-CBFMP trainings. The level of participation and activity in Region 3 has been increased as per the indicators set in the PDM.
- One important effect of the Project is that the Project has devised and introduced several measures and instruments to enhance CBFM PO activities. FUSA proves to be a good method to ensure that participants would implement their plans developed during training. TWG is helpful to prepare a formal framework and environment where LGUs and other stakeholders can work closely. FIRM is a cost effective and quick extension tool that can be used to expose PO members to different types of livelihood improvement activities at planning stage, as well as motivate and mobilize PO members. Agroforestry FFS is a forestry version of FFS. It has good potential to be an extension method that can be implemented in collaboration with DA and LGUs. Pro-poor Private Sector Partnership also has potential to develop business relationships between POs and agro-businesses. DENR can utilize these measures and instruments to enhance CBFM at different stages of implementation.
- Policy support in the form of policy recommendation proves to be effective in preparing a better environment where CBFM can be further facilitated in the field. In so doing, results of pilot activities served as the basis for policy recommendations by the Forest Management Bureau.

1.3 Efficiency

(Implementation process)

As described in 4.1 Relevance, weaknesses in the formulation of implementation strategy and workflow, as well as coordination among the project components resulted in the repetition of some activities conducted under different components. The conducts of baseline survey, training needs assessment and communication survey are the case in point. In addition, unclear demarcation of tasks allocated for each team in the first half period of the Project caused miscommunication and misunderstandings among the players on some occasions. After mid-term evaluation, efforts had been made by both sides to address these problems. However, all units had to meet specific targets as set in modified PDM. Therefore, the synergy effects among the components were not totally achieved.

- The project design matrix was revised three times in the course of the Project due to the change of the scope of the Project and making indicators more measurable and achievable. However, The Project had to spend a great amount

of time and energy for the revisions of PDM and subsequent changes, adjustments and coordination necessary to cope with the revisions.

- Initially the Project listed potential Pilot Sites based on the recommendations from the Regional office and existing data and geographical information. Then, the Project selected 8 sites after site visits and consultations with the POs and other stakeholders. Screening and selection of pilot sites were done in an appropriate manner. Although screening and selection were done properly, in the process of screening, a number of active sites were unlisted due to security reasons. Also, the Project was compelled to de-list 4 sites due to land tenure issues, which actually surfaced during the confirmation of CBFM area boundaries. These factors hindered a smooth implementation of pilot site activities.

(Input/output)

- For the first half period of the Project, the efficiency of the dispatch of experts is judged as relatively low mainly for the following two reasons. Firstly, at an earlier stage of the Project, two experts in community development and agroforestry were stationed in Region 3. Because activities in the pilot sites were mostly focused on preparations and planning, it was difficult for the agroforestry expert to implement activities. The term of the agroforestry expert was terminated when field activities started. Secondly, after the mid-term evaluation, it was decided that field operations needed to be paid more attention and the experts in training and information management were transferred to Region 3 to enhance field operations. Yet, for the latter period of the Project, the expert team and counterparts made best effort to reach the set goals indicated in the PDM. The use of local consultants was effective to produce good outputs. Therefore, the efficiency for the latter period of the Project is judged as high.
- The equipment procured for the Project was effectively used to facilitate project activities, particularly for field operations and it is judged as appropriate.
- 32 counterparts were sent for training in Japan. The counterpart training was effective for the participants, particularly participants from LGUs to gain the understanding and knowledge of the concepts and methodologies of sustainable forest management,
- DENR has assigned the appropriate number and competent counterparts for the project. Their participation was ensured with the issuance of special order coming from FMB Director and Regional Executive Director. The counterparts made their best effort to undertake their designated tasks. Yet, in some cases, it was difficult for them to fully participate in project activities because they were not able to exclusively work for the Project.
- DENR has made good effort to allocate a budget for project activities. One important contribution was the establishment of agroforestry plantation in the pilot sites despite its budgetary constraints.
- As discussed in 4.2 Effectiveness, the Project has worked hard and met the targets specified in the PDM despite the said difficulties. This manifests itself the effective transformation of input into good output.
- Communication and cross visits with the GTZ project helped the Project in terms of sharing experience and lesson learned.

(Others)

- Japan Overseas Cooperation Volunteers (JOCV) assisted the Project in the fields of livestock project (Goat raising) and software development of the Project's information system.

1.4 Impact

- The overall goal of the Project is "Conservation, rehabilitation and sustainable utilization of forest and land resources within CBFM areas are promoted to contribute to the overall sustainable forest management of the Government of the Philippines". It is too early to have tangible impact on the overall goal level; however, the Project has contributed to the overall goal to some extent. The project has made policy recommendations on such issues as "logging ban", "land tenure conflict" and "complicated CBFM Implementation Framework". One of these policy recommendations somehow, contributed in the lifting of the logging moratorium imposed in 2004 which will certainly contribute to the smooth implementation of CBFM activities. The situation brought in by the lifting of logging ban together with the techniques and systems developed or tried by the project will contribute to achieving the targets of the Overall Goal.
- Although the Project is still ongoing, some positive impacts have been recognized. Some indirect impacts were

made on the CBFM policy through policy recommendations as follows:

| Recommendation papers on: | Outcomes |
|---|--|
| Logging ban | The project has made policy recommendations on the issue of logging moratorium (Memorandum from the Secretary dated July 12, 2007 on “Lifting the Suspension of Harvesting and Transporting of Planted Trees/Timber Cut in Plantation Forest covered by Forestry Tenure Instruments). It has somehow contributed to the successful lifting of the logging ban, which is expected to create a better circumstance for an easy and smooth implementation of CBFM activity. |
| Land tenure conflicts | Based on the real case study of the de-listed PO, the Project made recommendations, resulting in the DENR-NCIP (National Commission on Indigenous Peoples) Joint Administrative Order No. 2008-01 “Guidelines and Procedures for the Recognition, Documentation, Registration and Confirmation of all Sustainable Traditional and Indigenous Forest Resources Management Systems and Practices (STIFRMSP) of Indigenous Cultural Communities or Indigenous Peoples in Ancestral Domain/Land” |
| Modification of the CBFM implementation framework | <p>Although the actual recommendation paper is under preparation, the Project tried to reduce administrative costs and simplify administrative procedures. As a result, the Memorandum was issued from OIC (Office-in-Charge) Director of Environmental Management Bureau (EMB) to all EMB Regional Directors regarding “Exemption for Administrative and Other Processing Fees for CBFM Projects”</p> <p>Policy Dialogue for the realization of an effective CBFM implementation policy is under way. It is expected that DENR will modify the CBFM implementation framework, utilizing lessons and experiences obtained from the GTZ, JICA and other donors- supported projects in due course.</p> |

■ Field operations have also had some positive impacts as follows:

| Impacts recognized: | Description |
|---|---|
| Spill-over effects to outside Pilot sites | <ul style="list-style-type: none"> ■ The mushroom production techniques practiced by Ayala pilot site members have been extended to non-PO members residing near Ayala pilot site with support from LGU. ■ Water system is used by even non-PO members. ■ TWG which was formed in Nueva-ecija continues to support 7 POs based on the experience obtained in the pilot sites even after being de-listed by E-CBFMP. ■ Padlana Upland Farmers Association members trained in forest fire management echoed their learnings to other members and adjoining Barangay. |
| Initiatives taken by LGU | <ul style="list-style-type: none"> ■ The Municipalities of Magalang and Sta. Cruz conducted re-echoing training on mushroom production after mushroom training was provided by E-CBFMP. ■ Some Municipal LGUs have allocated budget for PO activities (e.g. water system construction at Loob Bunga site and sweet tamarind plantation at Sta. Cruz site) as an extending support on CBFM after they participated and realized the importance of the project activities. ■ The Municipality of Sta. Cruz had realized the necessity of MENRO (Municipal Environment and Natural Resources Office) during the action planning with PO in Paralegal Training by the Project and has started the preparation for the establishment of MENRO. ■ The weekly sessions of Farmers Field School (FFS) has brought the close relationship between CENRO and LGU (MAO) staff, thus deepened understanding on CBFM of MAO staff who have little interest in it. ■ Through FUSA activities, the heads of LGUs have widened and deepened understanding of CBFM and committed financial support and assistance to PO's activities. |

| | |
|---|--|
| | <ul style="list-style-type: none"> ■ The first session of the FIRM (Bamboo Handicraft Making) in Alangan CBFMP in Limay, Bataan, made the LGU conducted series of follow up session of FIRM using the budget of Barangay. The resource speaker on Bamboo Handicraft Making has been employed by the Barangay LGU. |
| Initiatives taken by PO | <ul style="list-style-type: none"> ■ Construction of water system improved production and productivity of the CBFM area. Therefore, members were more motivated and participated in the pilot activities. PO members in Ayala and Cacupangan have developed the mechanisms to maintain water system by using their own resources. ■ In Limay Bataan, PO instituted mechanism to secure funds for maintain ace of fire-fighting equipment provided them by the FUSA under the Project. |
| Initiatives taken by TWG and DENR-Regional Office | <ul style="list-style-type: none"> ■ TWG supporting Loob Bunga has conducted market survey voluntarily after the training on marketing by E-CBFMP. ■ Communication survey method is going to be used by DENR for a coastal resource management project as an instrument to identify information needs. ■ After the Training conducted by the project, re-echoing-Trainings for POs have been conducted by CENROs. ■ TWG in Tarlac has expressed its intension to form MTWG (Municipal TWG) in other municipalities with CBFM site. |

1.5 Prospects for Sustainability

1.5.1 Institutional and organizational aspects

- CBFM is the national strategy in the forest sector aimed at the poverty alleviation and sustainable forest management. Furthermore, “CBFM Strategic Plan (2008-2017)” was formulated and issued last year. Therefore, the Government’s support for CBFM will be consistent.
- Currently, the counterparts for the policy component closely work together and monitor progress on a monthly basis. Even after the Project, they would likely continue policy formation and CBFM related policy support if feedback from field operations is made available on regular basis. In this context, the availability of policy research fund is critical to maintain the current activity level of the policy component.
- In the current organizational set-up, support for CBFM is the responsibility of the Division, FMB. Therefore, organizationally sustainability can be ensured. Yet, organizational restructuring is planned for the entire DENR structure under the rationalization plan. The Project needs to closely monitor on how the plan would affect CBFM.
- The Project formed Technical Working Group (TWG) to support POs in the pilot sites in collaboration with LGUs. TWG has been formalized through MOA. Therefore, institutionally, the sustainability of TWG is ensured. At the field level, the TWG members expressed their willing to continue their support to the PO. The factors that would affect the sustainability of TWG are changes in local executives and their level of understanding and willingness to support TWG activities.
- CBFM coordinator is the frontline facilitator of CBFM and their role is vitally important to strengthen POs. All the CBFM coordinators in Region 3 have been capacitated through field operation and training activities. Yet, the number of CBFM coordinators is very much limited – each CBFM coordinator supports more than 7 POs. This would limit further support to POs.

1.5.2 Financial aspects

- Financial constraints continue to be a major factor, limiting CBFM activities. However, efforts have been made by the Government to make funds available for the livelihood improvements for CBFM POs. As announced by the President during her State of the Nation Address (SONA) , 2 billion Pesos have been allocated for the establishment and rehabilitation of the forest as the budget for 2009.
- Financial constraints would be a major threat to the sustainability of support functions of DENR-Regional Office to CBFM POs. Yet, as described in 4.4 Impact, collaborative relationships with such stakeholders as LGUs have helped DENR mobilize resources and inputs from such stakeholders.
- Financial sustainability of the POs in the Pilot sites is still low. Three POs in the five pilot sites have their own funds, yet only one PO in Bangkal has a profit sharing scheme for income generating activity (mushroom production). The other POs have not developed a mechanism to generate revenue to sustain their activities. Livelihood improvement activities in the pilot sites are still at a rudimentary stage, the DENR Regional office needs to continuously help the POs generate benefits from their activities and strengthen their financial capacity.

1.5.3 Technical aspects

(Pilot site)

- The capacities of the stakeholders in Region 3 have been enhanced through the project activities in planning, implementing and problem solving of CBFM activities at pilot sites. It is therefore expected that the technologies and systems developed by the Project will be maintained and further developed.
- The technologies on Agroforestry have been extended to the POs with support from TWGs. It is therefore expected that the technologies will be disseminated to other DENR/LGU staff as well as POs including other regions.
- Agroforestry FFS that has been conducted as a trial in Region 3 seems to have a potential to be extension tool for PO. The Agroforestry-FFS curriculum developed by the Project will be applicable for upland conditions after the curriculum is revised.

(Training)

- Through the Project, trainers have gained experience and teaching materials have been developed. The training strategy including curriculum will be also developed by the end of the Project. It is expected that the training strategy will be continuously implemented when the strategy is institutionalized.

(Information)

- The capacities of the CPs in Region 3 have been enhanced through the implementations of surveys, development and packaging of IEC materials and trials of FIRM. It is therefore expected that DENR can maintain the systems developed by the project.
- FIRM utilizes local knowledge and resources; therefore, it is cost effective and quick to implement. Therefore, it is expected that DENR will be able to utilize FIRM as an extension tool after the project duration. Once CBFM coordinators learn on how to conduct FIRM, they would be able to utilize it on their own initiatives.

2. Factors promoting sustainability and impact

The following is identified as important contributing factors:

- The Project's decision to mobilize its all resources and inputs to achieve goals specified in the PDM after the mid-term evaluation
- Close consultations with stakeholders and other agencies as well as case study reports based on the experiences from field operations helped the Project produce recommendation papers.
- The Project's efforts to make indicators more measurable and practical

3. Factors inhibiting sustainability and impact

The following is identified as important inhibiting factors:

- Weaknesses in the original project design and implementation strategy resulted in repetitive activities and frequent revisions of PDM and lowered efficiency.
- Incomplete delineation and data gathering before screening of CBFM areas resulted in the de-listing of some of the pilot sites.
- Exhaustive emphasis on planning process in the first half of the project period limited the implementation duration in the pilot sites.

4. Conclusion

The relevance of the Project is high in that the enhancement of CBFM is the main strategy of DENR and needs of the people residing in and adjacent to CBFM areas. Yet, weaknesses in the implementation strategy caused issues and problems that lowered efficiency. Despite this, the Project has made good efforts to achieve targets and produce outputs indicated in the PDM. Therefore, it is judged that the project purpose has been almost achieved. On impact, some of the policy recommendations have been already translated into policy. On the field level, although the scope is limited, such impacts as spillover effects of pilot sites to non-pilot sites and increased initiatives taken by LGUs to support POs in their jurisdictions. Organizational and technical sustainability is positive as institutional framework to support POs has been formalized and the counterparts have been capacitated through the Project, yet financial sustainability continues to be a challenge to DENR to support CBFM POs in the field. Livelihood improvement activities and conservation activities in the pilot sites are still at a rudimental stage, close monitoring and further support are necessary to strengthen their organizational capacity.

5. Recommendations

- The Project has introduced several instruments and modalities of field operations to enhance CBFM activities. It is recommended that the Project analyze and verify their effectiveness and incorporate them into the policy

recommendation for modification of the CBFM Implementation Framework by the end of the project duration.

- In order to sustain the current activity level of the policy component after the project period, it is recommended that DENR seek collaboration with appropriate organizations, such as research institutions, to conduct policy studies that can serve as basis for policy recommendation.
- In order to further develop cooperation with and seek financial and technical supports from LGUs, it is recommended that the regional office organize a seminar or orientation to invite decision makers and planners of LGUs, present the Project's outputs and encourage them to appropriate a budget for the conduct of interventions introduced by the Project. It would be effective to invite them to pilot sites as part of the seminar/orientation. For this purpose, the Project needs to produce documents to show the effects and outcomes of such activities as FUSA, FFS, IEC and FIRM, and other activities implemented in the pilot sites.
- It is recommended that the regional office continue to monitor progress in the pilot sites and provide assistance in the field of organizational development (e.g. management skills, accounting and financial capacity development) in the expectation that the pilot sites would be further developed to become model POs in the future.
- The role of CBFM coordinators is a key to a successful implementation of CBFM activities. It is recommended that the number of CBFM coordinators in Region 3 should be maintained or increased under the rationalization scheme and their capacity enhanced for better CBFM implementation.
- Through various training and extension activities, the Project has obtained information and reference materials (e.g. list of resource persons and trainers, field guides for the conduct of various training programs and their procedures and processes) that would be useful for CBFM coordinators, LGUs and other stakeholders to organize CBFM support activities. Such information should be compiled and distributed to CBFM coordinators.

6. Lessons learned

- A good scenario or detailed implementation strategy and carefully designed plan of operations (PoO) are indispensable for successful project implementation as well as efficient project implementation. The project planner should increasingly focus on developing a specific scenario and PoO in view of overall goals, looking into their viability, and sharing the developed scenario with counterparts and other stakeholders concerned at the project designing and planning stages.
- E-CBFMP involved a number of players and stakeholders at the national, regional, provincial, communal and field level. It was sometimes difficult for both Japanese expert team and counterparts to maintain good communication and coordination among them, particularly when changes were made in the project design. Use of a focal person who is knowledgeable about and familiar with both local situations and donor projects could be a good measure to facilitate mutual communication and understandings.

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第1章 終了時評価調査の概要

1-1 調査団派遣の背景と目的

フィリピン国（以下「フィ」国）では国土の5割を占める公有林野（1,463万ha）に、全人口の13%に相当する870万人（1990年）が居住している。これら山地農村部では低い農業生産性や市場アクセスの悪さから、貧困世帯が増加の傾向にある。また、「フィ」国の森林は過伐、山火事、農牧地への転換等により減少して草地化した結果、自然災害が多発し経済・社会の発展の障害となっている。「フィ」国政府は1980年代から外国からの資金協力により植林を推進してきたが、実績は1989-98年の10年間で49万haと目標（163万ha）の3割以下にとどまっている。また、植林後の不適切な管理や山火事が原因となっており、少なくない植林地が消失したとされている。

このような状況から、植林地や既存の森林を保全するとともに山地住民の生活向上を図るため、「フィ」国政府は1995年に「地域住民による森林管理（Community-Based Forest Management, 以下CBFM）プログラム」を大統領令により国家戦略として打ち出し、2008年までに900万haを地域住民との契約地とする目標をたてた。その基本理念は、①森林資源の持続的な管理、②社会的公正と地域共同体の社会経済状況の改善、③環境天然資源省と地域社会の緊密な連携、の実現である。同プログラムは、住民組織が環境天然資源省との合意により25年間契約で公有林野の管理を行う制度で、住民組織は自ら策定する村落資源管理計画及び年間計画に基づき、森林の管理・利用並びに農業など土地の有効利用を行うことができる。2002年時点でこのプログラムに基づく契約地は、面積的には合計107万ha（974サイト）に達しているが、多くの契約地で住民組織の資金不足、能力不足から計画的な森林管理や生計向上活動が実施されていない。また環境天然資源省や地方自治体などの行政機関も、予算や技術力の不足から十分に住民への指導が行われていない。かかる状況から、「フィ」国政府はCBFMプログラムを促進するための技術協力を日本政府に要請した。

上記要請を受け、JICAは2003年8月に第1回事前評価調査団を派遣し、関連情報を収集するとともに協力の枠組みについて先方政府関係者と協議を行い、結果をプロジェクト・ドキュメントにまとめた。その後、2004年1月から4月にかけて第2回事前評価調査団を派遣し、R/Dに署名した。本プロジェクトは、「フィ」国環境天然資源省をカウンターパート（C/P）機関として、2004年6月より5年間の予定で実施されており、現在、4名の専門家（チーフアドバイザー/森林管理政策、村落開発、研修/普及、情報管理/業務調整）を派遣中である。

今回実施する終了時評価調査は、2009年6月のプロジェクト終了を控え、プロジェクト活動の実績、成果を確認し、評価5項目（妥当性、有効性、効率性、インパクト、自立発展性）の観点から、フィリピン側と合同で評価を行い、また、今後のプロジェクト活動に対する提言及び今後の類似事業の実施にあたっての教訓を導くことを目的に実施されるものである。

1-2 調査団の構成

| 氏名 | 担当分野 | 所属 |
|---------|-------|--------------------------------|
| 1 高野 憲一 | 団長/総括 | 地球環境部 技術審議役 |
| 2 五関 一博 | 森林行政 | 林野庁 治山課 保安林調整官 |
| 3 鈴木 和信 | 評価計画 | 地球環境部 森林・自然環境グループ 森林・自然環境保全第一課 |
| 4 井田 光泰 | 評価分析 | 株式会社インターワークス |

1-3 調査期間

2009年1月11日～2009年1月30日 (附属資料3. 調査日程表 参照)

1-4 プロジェクトの概要

1-4-1 プロジェクトの背景および経緯

フィリピンでは国土の5割を占める公有林野(1,463万ha)に、全人口の13%に相当する870万人(1990年)が居住している。これら山地農村部では低い農業生産性や市場アクセスの悪さから、貧困世帯が増加の傾向にある。また、フィリピンの森林は過伐、山火事、農牧地への転換等により減少して草地化した結果、自然災害が多発し経済・社会の発展の障害となっている。政府は1980年代から外国からの資金協力により植林を推進してきたが、実績は1989-98年の10年間で49万haと目標(163万ha)の3割以下にとどまっている。また、植林後の不適切な管理や山火事が原因となって、少なくない植林地が消失したとされている。そうした植林地や既存の森林を保全するとともに山地住民の生活向上を図るため、政府は1995年に地域住民による森林管理(Community Based Forest Management, CBFM)プログラムを大統領令により国家戦略として打ち出し、2008年までに900万haを地域住民との契約地とする目標をたてた。その基本理念は、①森林資源の持続的な管理、②社会的公正と地域共同体の社会経済状況の改善、③環境天然資源省と地域社会の緊密な連携、の実現である。同プログラムは、住民組織が環境天然資源省(Department of Environment and Natural Resources, DENR)とCBFM契約を締結し25年間で公有林野の管理を行う制度で、住民組織は自ら策定する村落資源管理計画及び年間計画に基づき、森林の管理・利用並びに農業など土地の有効利用を行うことができる。2006年8月時点でこのプログラムにもとづく契約地は、面積的には合計、約162万ha(1,781サイト)に達しているが、多くの契約地で住民組織の資金不足、能力不足から計画的な森林管理や生計向上活動が実施されていない。またDENRや地方自治体などの行政機関も、予算や技術力の不足から十分に住民への指導が行われていない。係る状況から、フィリピン国政府はCBFMプログラムを促進するための技術協力を日本政府に要請した。

1-4-2 プロジェクトの骨子

本プロジェクトの骨子は表1-1の通り。

表 1-1. プロジェクトの骨子

| 項目 | 内容 |
|--------------------|---|
| プロジェクト名 | 和文：フィリピン国地域住民による森林管理プログラム（CBFMP）強化計画 英文：Project for Enhancement of Community-based Forest Management Program（CBFMP） |
| 先方実施機関 （C/P 機関） | 和文：環境天然資源省 英文：Department of Environment and Natural Resources（DENR） |
| R/D 締結日 | 2004 年 3 月 10 日 |
| 協力期間 | 2004 年 6 月 15 日～2009 年 6 月 14 日（5 年間） |
| 対象地 | 政策コンポーネントはマニラをベースに、フィールドコンポーネントはリージョン 3 を対象としている。 |
| 上位目標 | CBFM の対象地における、森林および土地資源の保全、復旧及び持続的利用が促進され、フィリピン政府の持続的森林管理全般に対して貢献度が高まる。 |
| プロジェクト目標 | CBFM の対象地において、能力強化された DENR、地方自治体および関連機関の支援を受けて、自らの主体性に基づき能力強化された住民組織によって、森林および土地資源の保全、復旧及び持続的利用が実施される。 |
| アウトプット | 1) 政策コンポーネント CBFM の改善のための政策提言が関連する機関に提出される。 2) フィールド・オペレーション・コンポーネント 環境天然資源省第 3 地域事務所内のパイロットサイトで、実施スキームと連携モデルの強化によって、CBFM の計画実施が向上・改善される。 3) 研修ユニット 研修活動を通して、環境天然資源省第 3 地域事務所管内の住民組織、地域事務所スタッフ、地方自治体、その他の関係組織の知識、スキル、態度が向上する。 4) 情報ユニット CBFM に関する既存の実践的な情報が第 3 地域事務所内の住民組織に提供・利用される。 |

第2章 評価の方法

本調査では、フィリピン側評価調査団とともに終了時評価調査を実施し、評価結果とともに提言を行った。以下に、終了時評価調査の手順を示す。

2-1 調査全体の流れ

本評価は、JICA 事業評価ガイドライン（改訂版）に沿って、日本及びフィリピンの両国から評価メンバーを選出し、プロジェクト（日本人専門家及びフィリピンカウンターパート）で作成した自己評価表に基づいて合同で評価を行い、評価結果を報告書にまとめて合意した。合同評価報告書は JCC にて議論され、承認された。

手順は以下の通り。

- (1) プロジェクトの実績(プロジェクト目標の達成度や、アウトプットの実績、プロジェクト投入実績)や実施プロセス（活動プロセス、モニタリング、実施状況）、評価5項目による評価、提言・教訓の抽出をプロジェクト（日本人専門家及びフィリピンカウンターパート）により実施する。（自己評価表の作成）
- (2) 各種既存報告書・資料を基に上記自己評価表を分析し、現地での評価作業の対処方針を作成する。
- (3) フィリピン側評価委員と合同で、現地調査（プロジェクトサイト訪問、関係者へのインタビュー等）を行い、各分野の評価・分析とともに、評価5項目によるプロジェクトの総合的な評価を行い、合同評価報告書を作成する。
- (4) フィリピン側評価委員と合同評価報告書の内容につき合意し、署名交換を行う。
- (5) 合同評価報告書を JCC で説明・報告し、承認を得る。
- (6) 帰国後、報告会を開き、報告書及び評価調査結果要約表を作成する。

<評価5項目>

| 項目 | 視点 |
|----------------------|---|
| 妥当性 Relevance | プロジェクト目標や上位目標が、評価を実施する時点において妥当か（受益者のニーズに合致しているか、問題や課題の解決策として適切か、相手国と日本側の政策との整合性はあるか等）を問う。 |
| 有効性 Effectiveness | プロジェクトの実施により、本当に受益者もしくは社会への便益がもたらされるのかを問う。 |
| 効率性 Efficiency | プロジェクトのコストと効果の関係に着目し、資源が有効に活用されているかを問う。 |
| インパクト Impact | プロジェクトの実施によりもたらされる、より長期的・間接的效果や波及効果を見る。予期していなかった正・負の効果、影響を含む。 |

| | |
|-------------------------|--|
| 自立発展性 Sustainability | 援助が終了しても、プロジェクトで発現した効果が持続しているか（あるいは持続の見込みはあるか）を問う。 |
|-------------------------|--|

2-2 現地調査の流れ

終了時評価調査を行うに当たり、日本側の評価分析団員とフィリピン側調査団により、本体調査の事前に、各コンポーネントの実績と実施プロセスについて確認した。その後、日本側・フィリピン側全体が揃った本体調査においては、プロジェクトが作成した自己評価表の分析や、プロジェクト報告書や関連文書の分析、プロジェクト関係者へのヒアリングを行った。ヒアリングはコンポーネント間の連携に対するプロジェクト調整上の課題を抽出して必要な対応策を検討するために、全てのコンポーネントのカウンターパートを対象に実施した。また、現地の調査では TWG(Technical Working Group)や住民組織の活動現場の視察とヒアリングを実施した。

これらの調査結果を合同評価報告書としてまとめた。

第3章 プロジェクトの実績

3-1 投入

3-1-1 日本側の投入

(1) ローカルコスト負担

2004年6月から2008年12月までの日本側の投入総額は1億3,200万円である。この中には研修経費、パイロットサイトの活動支援経費、雇人費、現地コンサルタント経費、事務所管理費等が含まれる。

ローカルコスト負担額の内訳(2004年6月-2008年12月)

| | 2004 | 2005 | 2006 | 2007 | 2008 | 合計 |
|-----------|------------|------------|------------|------------|------------|-------------|
| ローカルコスト負担 | 25,455,155 | 29,623,418 | 33,553,436 | 21,880,440 | 21,635,640 | 132,148,089 |

(単位：日本円)

(2) 専門家派遣

合計で10名の長期専門家と4名の短期専門家が派遣された。専門家の派遣期間と専門分野は下表の通り。

長期専門家派遣実績 (2004年6月～2008年12月)

| | 派遣分野 | 専門家 | 派遣期間 |
|----|------------------|-------|----------------------|
| 1 | チーフアドバイザー・森林管理政策 | 宮川 秀樹 | 2004.5.27 ～2007.5.26 |
| 2 | チーフアドバイザー・森林管理政策 | 小田 謙成 | 2007.5.17 ～2009.6.14 |
| 3 | アグロフォレストリー | 合原 裕人 | 2004.5.27 ～2007.8.26 |
| 4 | 研修・普及 | 滝 勝也 | 2004.6.10 ～2006.6.9 |
| 5 | 研修・普及 | 石田 英夫 | 2006.5.29 ～2009.6.14 |
| 6 | 村落開発 | 福村 州馬 | 2004.6.10 ～2006.6.9 |
| 7 | 村落開発 | 樋山 千春 | 2006.5.15 ～2009.6.14 |
| 8 | 業務調整・情報管理 | 川村 雅章 | 2004.6.17 ～2006.7.16 |
| 9 | 業務調整・情報管理 | 藤田 暁子 | 2006.6.30 ～2008.6.29 |
| 10 | 業務調整・情報管理 | 小林龍太郎 | 2008.6.14 ～2009.6.14 |
| | 合計 | 10名 | |

短期専門家派遣実績(2004年6月～2008年12月)

| | 派遣分野 | 専門家 | 派遣期間 |
|---|--------------|-------|-----------------------|
| 1 | 農民組織化・技術普及 | 湖東 朗 | 2008.5.22 ～2008.9.3 |
| 2 | IECマテリアル普及 | 山内 弘美 | 2008.6.23 ～2008.8.11 |
| 3 | 地域資源を利用した企業化 | 熊谷 秋雄 | 2006.2.1 ～2006.3.15 |
| 4 | 熱帯特用林産物 | 渡辺 弘之 | 2005.10.24 ～2005.12.7 |
| | 合計 | 4名 | |

(3) 本邦研修

32名のカウンターパート（政策コンポーネント：9名、FOC(Field Operation Component)コンポーネント：23名、天然資源省第3地域事務所から15名、パイロットサイトの自治体から4名）が日本の参加型森林管理や森林政策分野の研修・視察に参加した。研修期間は2～4週間程度。

(4) 機材供与

日本側の供与機材総額は、1,634 万ペソ（約 3,200 万円）。主要機材は、ピックアップトラック、バン、バイク等の車両、パトロール用の通信機材や草刈機などサイトで活用する機材、ジェネレータ、パソコン、コピー機などの事務機器などが含まれる。

供与機材の投入額

| | 2004 | 2005 | 2006 | 2007 | Total |
|------|-----------|-----------|-----------|-----------|------------|
| 供与機材 | 9,739,860 | 4,201,660 | 1,289,000 | 1,107,100 | 16,337,620 |

(単位：フィリピンペソ)

3-1-2 フィリピン側の投入実績

(1) カウンターパート予算の投入

フィリピン側の投入総額は、3,150 万ペソ（約 6,200 万円）で、主な支出項目はカウンターパート給与、活動経費、事務所管理費、電気光熱費等である。

DENR の投入実績 (2004 年 6 月～2008 年 12 月)

| | 2004 | 2005 | 2006 | 2007 | 2008 | Total |
|------|-----------|-----------|------------|-----------|-----------|------------|
| 投入実績 | 3,601,433 | 7,702,865 | 11,494,550 | 4,104,370 | 4,631,677 | 31,534,895 |

(単位：フィリピンペソ)

(2) カウンターパートの配置

フィリピン側は 55 名のカウンターパートを配置した。内訳は、天然資源省第 3 地域事務所（43 名）に加えて、パイロットサイトの自治体、森林管理局の政策コンポーネント関連部局の職員が含まれる。フィリピン側のコーディネータとして 2 名が選任された。また、中央レベルでは、環境天然資源省の次官事務所、森林管理局、野生生物保護局、計画政策事務所、外国援助特別プロジェクト事務所、人的資源開発局がプロジェクト活動のサポートを行った。

(3) 事務所スペースの提供

JICA 専門家の執務スペースとして、ケソンにオフィススペースを提供した。

3-2 成果実績

成果レベルの実績・進捗状況は次の通り。

| (成果 1) 政策コンポーネント CBFM の改善のための政策提言が関連する機関に提出される。 | |
|---|---|
| 指標 | 進捗・実績 |
| 1a. フィールド・コンポーネントの経験に基づき、(1)伐採禁止、(2)土地使用に関する紛争解決、(3)天然資 | ■ 専門家の指導の下、森林管理局のカウンターパート 10 名がパイロットサイトでの活動報告や関連資料を収集・分析して、政策提言書を作成した。提言書作成の過程では、他の関連部署、自治体などのステークホルダーとの意見交換会など実施した。提案書の進捗は月例会議で確認している。政策提言書の作成状況と実績は下表の通り。 |

| <p>源に関する紛争解決、(4)住民組織の土地使用権に関する管理契約の更新、(5)CBFM 実施枠組の改善の5項目に対して、少なくとも各1つの提言書が作成・提出される。</p> | <table border="1"> <thead> <tr> <th>政策提言の内容</th> <th>進捗状況と実績</th> </tr> </thead> <tbody> <tr> <td>伐採禁止令の解除に関する提言</td> <td>2006年、伐採禁止令の解除のための政策提案書がプロジェクト調整会議に提出・承認された。</td> </tr> <tr> <td>土地使用に関する紛争解決</td> <td>土地使用に関する紛争解決のための提言書は草案がほぼ完成し、現在、ケーススタディの結果を受けて、最終版とする予定。</td> </tr> <tr> <td>天然資源に関する紛争解決</td> <td>2008年、天然資源に関する紛争解決のための提言書がプロジェクト調整会議に提出・承認された。</td> </tr> <tr> <td>住民組織の土地使用権に関する管理契約の更新</td> <td>2007年、住民組織の土地使用権に関する管理契約の更新についての提言書がプロジェクト調整会議に提出・承認された。</td> </tr> <tr> <td>CBFM 実施枠組の改善に関する提言</td> <td>2008年12月、本プロジェクトのパイロットサイトでの活動履歴をまとめたケーススタディと総合報告書が作成された。プロジェクトではこの報告書をベースに、CBFM 実施枠組の改善案とパイロットサイトで試行中のコミュニティ資源管理計画作りの代替案の有効性を提案する予定である(従来の住民による森林管理の計画作りは4つのステップを順次経る必要があり実際の活動まで時間がかかる。このため、本プロジェクトではバンカルのパイロットサイトで、簡素化し、計画と活動を同時並行して行う代替案を試行中)。また、FUSA、FFS、FIRM など本プロジェクトで試行した研修・普及ツールの活用方法についても提案書に含める予定。</td> </tr> </tbody> </table> | 政策提言の内容 | 進捗状況と実績 | 伐採禁止令の解除に関する提言 | 2006年、伐採禁止令の解除のための政策提案書がプロジェクト調整会議に提出・承認された。 | 土地使用に関する紛争解決 | 土地使用に関する紛争解決のための提言書は草案がほぼ完成し、現在、ケーススタディの結果を受けて、最終版とする予定。 | 天然資源に関する紛争解決 | 2008年、天然資源に関する紛争解決のための提言書がプロジェクト調整会議に提出・承認された。 | 住民組織の土地使用権に関する管理契約の更新 | 2007年、住民組織の土地使用権に関する管理契約の更新についての提言書がプロジェクト調整会議に提出・承認された。 | CBFM 実施枠組の改善に関する提言 | 2008年12月、本プロジェクトのパイロットサイトでの活動履歴をまとめたケーススタディと総合報告書が作成された。プロジェクトではこの報告書をベースに、CBFM 実施枠組の改善案とパイロットサイトで試行中のコミュニティ資源管理計画作りの代替案の有効性を提案する予定である(従来の住民による森林管理の計画作りは4つのステップを順次経る必要があり実際の活動まで時間がかかる。このため、本プロジェクトではバンカルのパイロットサイトで、簡素化し、計画と活動を同時並行して行う代替案を試行中)。また、FUSA、FFS、FIRM など本プロジェクトで試行した研修・普及ツールの活用方法についても提案書に含める予定。 |
|---|--|--|---------|----------------|--|--------------|--|--------------|--|-----------------------|--|--------------------|--|
| | 政策提言の内容 | 進捗状況と実績 | | | | | | | | | | | |
| | 伐採禁止令の解除に関する提言 | 2006年、伐採禁止令の解除のための政策提案書がプロジェクト調整会議に提出・承認された。 | | | | | | | | | | | |
| | 土地使用に関する紛争解決 | 土地使用に関する紛争解決のための提言書は草案がほぼ完成し、現在、ケーススタディの結果を受けて、最終版とする予定。 | | | | | | | | | | | |
| | 天然資源に関する紛争解決 | 2008年、天然資源に関する紛争解決のための提言書がプロジェクト調整会議に提出・承認された。 | | | | | | | | | | | |
| | 住民組織の土地使用権に関する管理契約の更新 | 2007年、住民組織の土地使用権に関する管理契約の更新についての提言書がプロジェクト調整会議に提出・承認された。 | | | | | | | | | | | |
| CBFM 実施枠組の改善に関する提言 | 2008年12月、本プロジェクトのパイロットサイトでの活動履歴をまとめたケーススタディと総合報告書が作成された。プロジェクトではこの報告書をベースに、CBFM 実施枠組の改善案とパイロットサイトで試行中のコミュニティ資源管理計画作りの代替案の有効性を提案する予定である(従来の住民による森林管理の計画作りは4つのステップを順次経る必要があり実際の活動まで時間がかかる。このため、本プロジェクトではバンカルのパイロットサイトで、簡素化し、計画と活動を同時並行して行う代替案を試行中)。また、FUSA、FFS、FIRM など本プロジェクトで試行した研修・普及ツールの活用方法についても提案書に含める予定。 | | | | | | | | | | | | |
| <p>1b. 政策担当部署と現場をつなげる CBFM の政策フィードバック・メカニズムに関する提言を含めた調査レポートが提出される。</p> | <ul style="list-style-type: none"> 天然資源省の他部局や自治体との協議を経て、2008年、CBFM 政策のフィードバック・メカニズムの提言書が作成され、プロジェクト調整会議で承認された。これは、主に中央から地方への指導・指示文書の主旨や実施内容が現場レベルで誤って理解・施行されるといったことを防ぐことを意図している。 | | | | | | | | | | | | |
| <p>(成果 2)フィールド・オペレーション・コンポーネント 環境天然資源省第3地域事務所内のパイロットサイトで、実施スキームと連携モデルの強化によって、CBFM の計画実施が向上・改善される。</p> | | | | | | | | | | | | | |
| <p>指標</p> | <p>進捗・実績</p> | | | | | | | | | | | | |
| <p>2a. テクニカル・ワーキング・グループの支援を得て、パイロットサイトの全ての住民組織が、住民参加型でコミュニティ資源管理計画と5カ年計画を策定・改訂する。</p> | <ul style="list-style-type: none"> これまでに4つの住民組織がテクニカル・ワーキング・グループの協力を得て、コミュニティ資源管理計画と5カ年計画の策定あるいは改訂を行った。具体的な状況は以下の通り。 <ul style="list-style-type: none"> ● ローブンガ：コミュニティ資源管理計画と5カ年計画の策定 ● アヤラ：コミュニティ資源管理計画と5カ年計画の策定 ● カクパンガン：コミュニティ資源管理計画の改訂と5カ年計画の策定 ● サンタ・クルス：コミュニティ資源管理計画の改訂と5カ年計画の策定 ● バンカル：コミュニティ資源管理計画の代替案に沿って、コミュニティ資源管理計画と5カ年計画を策定中。 | | | | | | | | | | | | |
| <p>2b. パイロットサイトで、環境天然資源省、地方自治体、その他の関係者間の連携関係が形成され、連携作りの経験が教訓としてケーススタディにまとめられる。</p> | <ul style="list-style-type: none"> 地方自治体と環境天然資源省との合同覚書(No.98-01)に沿って、全てのパイロットサイトで合意文書が締結され、環境天然資源省と地方自治体とその他の関係機関の間の協力関係が確立した。パイロットサイトでは、テクニカル・ワーキング・グループがそれぞれの住民組織を支援した(バンカルではテクニカル・ワーキング・グループは未形成)。テクニカル・ワーキング・グループは、住民組織の支援・協力調整を行う仕組みであり、本プロジェクトで導入された。構成メンバーは主に環境資源省の職員(CBFM コーディネータ、県・郡事務所職員など)と地方自治体職員(農業局や計画局など)で構成されている。プロジェクト終了までに、構成、体制の異なる様々なテクニカル・ワーキング・グループ活動の成果と教訓が得られるため、これをケーススタディに反映させる予定である。 | | | | | | | | | | | | |
| <p>2c. パイロットサイトの10%が、コミュニティ資源管理計画に沿って、アグロフ</p> | <ul style="list-style-type: none"> アグロフォーレストリーは2007年9月以降(雨季の開始時期)に開始された。これまでに、様々なアグロフォーレストリーの手法を活用しながら、4サイトでCBFM エリアの10%以上の植林とその維持管理が行われている。 <ul style="list-style-type: none"> ● ローブンガ(CBFM エリア:173ha):18ha で(a)マホガニー、キダチョウラク、モクマオウ、 | | | | | | | | | | | | |

オーレストーリー、自然林の保全活動、植林地の保護・メンテナンス等を行い、住民組織によって自律的に管理される。

2d. 各パイロットサイトの住民組織が、5カ年計画で優先度の高い活動のうち少なくとも1つの活動を実施し、活動履歴がモニタリングレポートとして作成される。

2e. CBFM実施枠組の4段階の有効性が実証され、フィールド活動の結果がケーススタディとして取りまとめられ、教訓が得られる。

(成果3)研修ユニット
研修活動を通して、環境天然資源省第3地域事務所管内の住民組織、地域事務所スタッフ、地方自治体、その他の関係組織の知識、スキル、態度が向上する。

2f. 環境天然資源省第3地域事務所管内の住民組織、地域事

ユーカリなどの樹木、(b)マンゴ、カシューナッツ、ジャックフルーツなどの果樹、(c)ワサビノキ、パパイヤ、パイナップル、カラマンシーなどの農作物を、傾斜地農業の技術を活用して、個人の使用地と共有地双方で植林・栽培。

- アヤラ(CBFM エリア:56.8ha):6ha で(a)マホガニー、バンレイシ、タンマリンなどの樹木・果樹(b)トマト、ヘチマウリ、ゴーヤ、ナスなどの農作物を、階段状の栽培など傾斜地農業の技術を活用して実施。植林エリアは住民組織によって管理されている。
- カクパンガン(CBFM エリア:72ha):8ha で(a)キダチョウラク、マホガニーなどの樹木(b)カスタードアップル、バンレイシ、カカオ、ジャックフルーツ、タンマリン、シトラスなどの果樹、サヤインゲン、ナス、ゴーヤ、オクラ、トマトなどの農作物を、傾斜地農業の技術を活用して実施。ヤギの飼育と傾斜地農業は住民組織の共同作業として実践し、個人へ技術普及。
- バンカル(CBFM エリア:453ha):46ha で(a)マホガニー、ランブータン、コーヒー、柑橘類、タンマリン、ランサなどの樹木・果樹(b)サヤインゲン、ゴーヤ、カボチャ、トマト、バナナなどの農作物を、個人の使用地で実践。
- サンタ・クルス(CBFM エリア:5000ha):住民組織で優先度の高い活動は住民組織の再編と森林保全活動であったため、植林ではなく組織強化と組織活動を実施。具体的には住民組織のメンバーの確認(名簿上だけのメンバーを整理)と役員の再編、森林火災防止、不法伐採・鉱物採取の禁止などの活動(特に松林の保全)を実施。
- 5サイトの全ての住民組織が、5カ年計画で優先度の高い1~2つの活動に従事している。
 - ローブンガ: CBFM エリア向けの給水・配水施設の建設
 - アヤラ: CBFM エリア向けの給水・配水施設の建設と流域リハビリテーション(プロジェクトが資材を提供、住民組織が建設と維持管理を実施)とキノコ栽培
 - カクパンガン: CBFM エリア向けの給水・配水施設の建設とヤギ飼育
 - バンカル: キノコ栽培
 - サンタ・クルス: 住民組織の改編と強化
 モニタリングレポートは作成中。

■ 住民組織への支援策の一環として、プロジェクトでは生計向上活動の訓練・普及のツールである FFS プログラムを導入。フィリピンでは農業分野では FFS の歴史があり、講師が育成され、プログラムも確立されているが、平地の農業を対象としており、アグロフォーレストーリーや高地農業は重点が置かれていなかった。プロジェクトでは、このプログラムを高地向けに改訂して、FFS の実施主体である地方自治体の農業普及部門と連携することで、CBFM の強化に活用することを意図している。これまでに1回の試行された(研修は週1回、全体で23回実施)。プロジェクトではプロジェクト後の FFS 推進のために「FFS フィールドガイド」を作成中。プロジェクト終了までにさらに1回の FFS プログラムを実施し、計2回の経験を取りまとめ、合わせて FFS の効果を確認した結果をこのガイドに反映させる予定。

■ 「貧困者のための民間セクターパートナーシップ(Pro-poor Private Sector Partnership)は、住民組織とアグロビジネスを結びつける新しい取り組みである。これまで、住民組織の経済・生計向上活動は生産のみで、流通や市場には関心が払われてこなかった。このため、民間との連携を推進することが求められている。プロジェクトでは、バンカルのパイロットサイトにこのコンセプトを導入して、住民組織によるマーケティングを試行した。

■ パイロットサイトの活動を通して、CBFM 実施枠組の有効性が確認された。ケーススタディの暫定版が完成した。プロジェクトではバンカルのサイトで CBFM 実施枠組の代替案を試行している。既存の枠組では、準備・計画・実施のプロセスが段階化され、計画と活動を並行できず住民の関心が薄れたり、住民組織が単独で実施するには計画で求められる手続き書類が多いといった課題が認識された。このため、プロジェクトでは事務手続きの簡潔化、4段階の柔軟な実施といった内容を含む代替案を試行中である。代替案の効果もケーススタディに反映される。

■ 本プロジェクトでは当初、全国レベルでの研修事業を想定していた。全国レベルでは7回のワークショップ・研修が実施され、環境天然資源省職員、住民組織、NGO、地方自治体から462名が参加した。中間評価後、プロジェクトの軸足をパイロットサイトの活動に置

務所スタッフ、地方自治体、その他の関係組織からの研修参加者の80%が研修後のテストで知識の改善が見られる。

くことになり、その後の研修は環境天然資源省第3地域事務所管内の住民組織、地域事務所スタッフ、地方自治体、その他の関係組織を対象に実施されてきた。これまでに第3地域事務所管内の住民組織から406名、環境天然資源省から272名、地方自治体から36名が研修に参加した。プロジェクト後半ではFUSA(Follow-up Scheme Activities)と呼ばれる研修方法を導入した。FUSAの特徴は、研修内容をもとに各参加者がアクションプランを作成し、研修後にアクションプランを実践することである(プロジェクトが実践に必要なインプットを提供)。これによって、研修後の学習効果を高めることが期待できる。

プロジェクトが実施した研修概要と参加者の内訳

| No. | 研修名 | 住民組織 | 自治体 | NGO | 県事務所 | 郡事務所 | 地域事務所 | 合計 |
|-----|----------------|------|-----|-----|------|------|-------|------|
| N1 | オリエンテーション | | | | | | 44 | 44 |
| N2 | 研修ニーズ分析 | 35 | 25 | 15 | 53 | | | 128 |
| N3 | 研修ニーズ分析 | 23 | 19 | 11 | 26 | | | 79 |
| N4 | 研修ニーズ分析 | 22 | 15 | 12 | 22 | | | 71 |
| N5 | 講師向けCBFM研修 | | 26 | 10 | | | 9 | 45 |
| N6 | 講師向けCBFM研修 | | 28 | 13 | | | 7 | 48 |
| N7 | 講師向けCBFM研修 | | 29 | 12 | | | 6 | 47 |
| R1 | PRA研修 | | 5 | | 5 | 9 | 6 | 25 |
| R2 | 研修ニーズ分析 | | | | 5 | 12 | 4 | 21 |
| R3 | 法規関連研修 | | | | 10 | 29 | 7 | 46 |
| R4 | 森林火災防止研修 | | | | 5 | 30 | 11 | 46 |
| R5 | CBFMオリエンテーション | | | | 10 | 21 | 11 | 42 |
| R6 | 森林火災防止研修 | 29 | | | | | | 29 |
| R7 | アグロフォーレストリー | 28 | | | | | | 28 |
| R8 | 法規関連研修 | 32 | | | | | | 32 |
| R9 | アグロフォーレストリー | | 8 | | 11 | 11 | 4 | 34 |
| R10 | プロセス文書作成 | 24 | | | | | | 24 |
| R11 | プロセス文書作成 | | 8 | | 7 | 6 | 9 | 30 |
| R12 | アグロフォーレストリーII | 33 | | | | | | 33 |
| R13 | アグロフォーレストリー再訓練 | | 7 | | 7 | 15 | 7 | 36 |
| R14 | アグロフォーレストリー | 39 | | | | | | 39 |
| R15 | アグロフォーレストリー | 28 | | | | | | 28 |
| R16 | アグロフォーレストリー | 38 | | | | | | 38 |
| R17 | アグロフォーレストリー | 41 | | | | | | 41 |
| R18 | アグロフォーレストリー | 26 | | | | | | 26 |
| R19 | アグロフォーレストリー | 26 | | | | | | 26 |
| R20 | 実践的ヤギ飼育法 | 31 | 3 | | 2 | 5 | | 41 |
| R21 | プロセス文書再訓練 | 7 | 4 | | 4 | 6 | | 21 |
| R22 | 法規関連研修 | 24 | 1 | | 1 | 2 | | 28 |
| | 全国研修合計 | 80 | 142 | 73 | 101 | 0 | 66 | 462 |
| | 第3地域事務所管内合計 | 406 | 36 | 0 | 67 | 146 | 59 | 714 |
| | 累計 | 486 | 178 | 73 | 168 | 146 | 125 | 1176 |

*N:全国対象の研修、R:第3地域事務所管内を対象とした研修

- 上記研修のうち、6つの研修(法規関連研修、森林火災防止、CBFM/CBPオリエンテーション、アグロフォーレストリー、プロセス文書作成、実践的ヤギ飼育法)については研修前後にテストを実施して、参加者の理解度を測定した。この結果、558名中544名(97.5%)の参加者のテスト結果が向上した。
- 研修後、研修参加者は各自アクションプランを作成して、プロジェクトはその実施を促した。プロジェクトでは、フィールド・オペレーション・コンポーネントの効果を測定するためのインパクト調査を2008年末に実施した。今回の評価調査で示すFOCサーベイの結果データは暫定結果で、今後FOCサーベイ調査結果最終報告書として取りまとめられる。全体として非常に高い割合で研修後のアクションプランが実践された。特に、住民組織に

2g. 環境天然資源省第3地域事務所管内の住民組織、地域事務所スタッフ、地方自治体、その他の関

係組織研修参加者のうち、少なくとも50%が技術研修の内容を各自のアクションプランに沿って実施する。

対する第3 地域事務所等のモニタリング・ファシリテーションがあるため、非常に高い割合となった。環境天然資源省と自治体職員についても高い実践率であったが、住民組織ほどではない。これは、職員の場合、住民組織に対するほどのモニタリング・ファシリテーションはなく、職員の主体性に委ねられるケースがあったことが要因として挙げられる。下表は住民組織、環境天然資源省、自治体別のアクションプラン実践状況である。

- FOC サーベイの結果によれば、住民組織からの参加者 429 名のうち 386 名 (93%) が実際にアクションプランを実践した。

住民組織からの研修参加者のアクションプラン実践状況

| No. | 研修名 | 実施年 | 実施県 | 参加者数 | アクションプラン実施者数 | 実施者比率(%) |
|--------|-------------|------|---------|------|--------------|----------|
| R6 | 森林火災防止 | 2006 | ヌエバエシジャ | 46 | 43 | 94 |
| R7 | アグロフォーレストリー | 2006 | ザンバレス | 47 | 33 | 71 |
| R8 | 法規関連研修 | 2006 | ヌエバエシジャ | 44 | 31 | 71 |
| R10 | プロセス文書作成 | 2007 | ザンバレス | 24 | 25 | 100 |
| R12 | アグロフォーレストリー | 2007 | パンパンガ | 33 | 36 | 100 |
| R14-19 | アグロフォーレストリー | 2008 | 全県 | 235 | 218 | 93 |
| | 合計 | | | 429 | 386 | 93 |

- FOC サーベイの結果によれば、環境天然資源省からの参加者 137 名のうち 106 名 (77%) が実際にアクションプランを実践した。

環境天然資源省の研修参加者のアクションプラン実践状況

| No. | 研修名 | 実施年 | 実施県 | 参加者数 | アクションプラン実施者数 | 実施者比率(%) |
|-----|--------------------|------|---------|------|--------------|----------|
| R4 | 森林火災防止 | 2006 | ヌエバエシジャ | 46 | 27 | 64 |
| R5 | CBFM/CBP オリエンテーション | 2006 | ヌエバエシジャ | 42 | 32 | 82 |
| R9 | アグロフォーレストリー | 2007 | ヌエバエシジャ | 17 | 17 | 100 |
| R11 | プロセス文書作成 | 2007 | パンパンガ | 14 | 13 | 93 |
| R13 | アグロフォーレストリー再訓練 | 2007 | ヌエバエシジャ | 18 | 17 | 94 |
| | 合計 | | | 137 | 106 | 77 |

- FOC サーベイの結果によれば、自治体からの参加者 17 名のうち 13 名 (76%) が実際にアクションプランを実践した。

自治体の研修参加者のアクションプラン実践状況

| No. | 研修名 | 実施年 | 実施県 | 参加者数 | アクションプラン実施者数 | 実施者比率(%) |
|-----|-------------|------|---------|------|--------------|----------|
| R9 | アグロフォーレストリー | 2007 | ヌエバエシジャ | 7 | 5 | 71 |

| | | | | | | |
|-----|----------------|------|-------|----|----|-----|
| R11 | プロセス文書作成 | 2007 | パンパンガ | 5 | 3 | 60 |
| R13 | アグロフォーレストリー再訓練 | 2007 | パンパンガ | 5 | 5 | 100 |
| | 合計 | | | 17 | 13 | 76 |

2h. FUSA で支援された住民組織の 90%が住民組織のアクションプランを実践する。

■ プロジェクトでは研修に参加した住民組織からアクションプランを募集して、精度が高く実施能力が高いと判断した住民組織を FUSA で支援している。これまでにアグロフォーレストリー(6)、パラリーガル活動(2)、森林火災防止活動(4)の合計 12 の FUSA 活動が実施されている。住民組織によるアクションプランの実践率は 100%である。

FUSA 活動の概要 (2008 年 12 月現在)

| No. | FUSA 活動名 | 住民組織名 | 県 | 開始年 | 合意書調印 | 予算執行率(%) | アクションプランの進捗状況(%) |
|-----|----------------------------|---|-------|------|---------|----------|------------------|
| 1 | アグロフォーレストリー | Samahang Bantay Kalikasan | アウロラ | 2008 | 2008/10 | 100 | 20 |
| 2 | 森林火災防止 | Sta.Monica Planters for Greenhills & Dev. Coop | N.E | 2008 | 2008/11 | 58 | 10 |
| 3 | 小規模給水/貯水システム建設と苗畑整備 | Siclong Upland Farmers Cooperative | N.E | 2008 | 2008/11 | 51 | 10 |
| 4 | 森林火災防止 | Samahang Magsasaka sa Kagubatan ng Limay | バタン | 2007 | 2007/12 | 98 | 100 |
| 5 | アグロフォーレストリー' (20ha) | Bucao Tribal Council | ザンバレス | 2008 | 2008/12 | 76 | 90 |
| 6 | マングローブ・自立的沿岸資源管理プロジェクト | Samahang Mangingisda at Magsasaka ng Libaba, Inc. | ザンバレス | 2007 | 2008/1 | 90 | 100 |
| 7 | 森林管理プロジェクト | Padlana Upland Farmers Assn. | ターラック | 2007 | 2007/12 | 100 | 100 |
| 8 | CBFM エリアのリハビリ・畜産 | Nambalan Tree Farmers Assn. Inc., | ターラック | 2007 | 2007/12 | 81 | 100 |
| 9 | パラリーガルアクションプラン | San Jose Selp-Help Farmer's Association | ターラック | 2008 | 2008/11 | 67 | 100 |
| 10 | アグロフォーレストリー'・ヤギ飼育・苗木プロジェクト | San Jose Likas Kalikasan Pro. Coop | N.E | 2008 | 2008/11 | 17 | 10 |
| 11 | 森林火災防止 | Sto. Nino 3rd | N.E | 2007 | 2007/12 | 75 | 100 |

| | | | | | | | |
|----|-------------|---|-------|------|--------|---|---|
| | | Upland Multipurpose Cooperative | | | | | |
| 12 | 森林火災防止・森林管理 | Papaac Upland farmer's Association Inc. | ターラック | 2008 | 2009/1 | 0 | 0 |

2i. 第3地域事務所管内のフィールド活動経験に基づき、研修カリキュラムのドラフトが作成される。

■ 現在、FUSA 活動が継続中であり、今後、プロジェクト終了までに経験を取りまとめ、研修カリキュラムのドラフトが作成される予定。

(成果4)情報ユニット
CBFMに関する既存の実践的な情報が第3地域事務所内の住民組織に提供・利用される。

2j. 少なくとも12の住民組織(第3地域事務所管内の住民組織の10%)に対してコミュニケーション・サーベイが実施され、住民組織の情報ニーズが特定される。

■ 情報ユニットでは2005年から2008年にかけて12の住民組織に対してコミュニケーション・サーベイを実施した。対象はパイロットサイトの5つの住民組織と、パイロットサイト外の7つの住民組織で、395名から回答を得た。この調査結果に基づき、住民組織の情報ニーズを特定した。また、同サーベイ結果は、プロジェクトの情報支援のインパクトを測るためのベースラインデータとして活用することも意図した。

2k. 少なくともCBFMに関する12種類の実用的な情報冊子が用意される。

■ コミュニケーション・サーベイの結果に基づき、12種類の情報冊子が作成され、比較的活動レベルの高い38の住民組織に配布された。配布総数は6,540部である。

プロジェクトで作成した配布用冊子一覧

| | |
|----|--------------------------|
| 1 | マンゴ接木(2008年2月) |
| 2 | キノコ栽培・生産(2008年2月) |
| 3 | 灰煙を活用した防虫液(2008年4月) |
| 4 | ミミズ養殖・堆肥作り(2008年4月) |
| 5 | 果樹の袋詰(2008年11月) |
| 6 | 河川の護岸方法(2008年11月) |
| 7 | 炭ブリケット作成方法(2008年11月) |
| 8 | 紙づくり(2008年11月) |
| 9 | アグロフォーレストリー場整備(2008年11月) |
| 10 | 竹細工(2008年11月) |
| 11 | 鑑賞用植物・薬樹(2008年11月) |
| 12 | 薬草薬樹(2008年11月) |

■ 情報ユニットでは、さらに情報提供を強化するために、FIRM(Farmers Information Resources Management Method)を試行した。FIRMは、農民から農民への技術普及ツールで、地元のリソースパーソンを講師に活用することで、生計向上活動を迅速・簡易に普及する効果が期待できる。これまでに、冊子も活用して、竹細工と薬草薬樹をテーマに2つの住民組織に対して3回のFIRMを実施した。今後、さらに数回の試行を行い、FIRMの効果の確認を行う予定である。また、この経験をもとに、情報収集と発信のモデルと実施戦略を検討する予定である。

2l. 第3地域事務所管内の38の優先度の高い38の住民組織の10%がプロジェクトの提供する情報に興味を示す。

■ プロジェクトでは38のアグロフォーレストリーの活動を実施している住民組織に対して生計向上活動に関する上記の情報冊子の提供を行った。FOCサーベイで、無作為抽出でこの38の住民組織メンバー592名から回答を得た(母数として38住民組織の世帯数は約3500名)。サーベイの結果、73.6%(421名)が冊子を受け取り、その中で実際に内容に興味を持ったのは43%であった(調査対象はマンゴ接木、キノコ栽培・生産、灰煙を活用した防虫液、ミミズ養殖・堆肥作りの4冊)。

配布した冊子に対する関心度

| 回答者 総数 | 冊子に興味を持った回答者数 | 冊子の存在を知っており、内容に興味を持った回答者数 | 冊子を受け取り、内容に興味を持った回答者数 | 冊子の存在を知っており、冊子を受け取り、内容に興味を持った回答者数 |
|-----------|---------------|---------------------------|-----------------------|-----------------------------------|
| 421 | 200 | 182 | 194 | 181 |
| 100% | 48% | 43% | 46% | 43% |

2m. FMB に対する提言を含めた情報収集・発信メカニズムに関する戦略ペーパーが作成される。

- FIRM の試行完了後、プロジェクト終了までに戦略ペーパーが作成される予定。

3-3 プロジェクト目標

プロジェクト目標に対するプロジェクトの進捗・達成状況は以下の通り。

| 指標 | 進捗・実績 |
|---|--|
| <p>プロジェクト目標</p> <p>プロジェクトによって能力強化された住民組織が、同様に能力強化された環境天然資源省、地方自治体、その他の関連組織の支援を受けながら、自らのイニシアチブで CBFM エリア内の森林・天然資源の保全と回復、自立発展的な活用を行うことができる。</p> <p>a. 2009 年 6 月までに、全てのパイロットサイトと第 3 地域事務所管内の少なくともプロジェクト対象外の 30% の住民組織が森林・天然資源の保全と回復、自立発展的な活用につながる適正技術を採用・実践する。</p> <p>b. 2009 年 6 月までに、第 3 地域事務所管内の CBFM プログラムに参加する住民組織、環境天然資源省、地方自治体、その他の関連組織の 50% が CBFM に関する意識、計画・実施能力を向上する。</p> | <ul style="list-style-type: none"> ■ これまでに全てのパイロットサイトの住民組織がアグロフォレストリーや森林火災防止活動など、森林・天然資源の保全と回復、自立発展的な活用につながる適正技術を採用・実践している。 ■ 第 3 地域事務所管内には 128 の住民組織があり、モデルサイト以外の住民組織は 123、その中で 42 の住民組織（34%）が適正技術の採用・実施を行っている。 <ul style="list-style-type: none"> ● FOC サーベイの結果、24%(30 の住民組織)が、研修で取り扱った適正技術を採用済みであった。この 30 の内訳は、FUSA 活動を実施中の 12 の住民組織、16 の環境天然資源省の共有地でのアグロフォレストリー活動に従事する住民組織、研修後、住民組織メンバーの 6 割以上が導入技術を実践している 2 つの住民組織である。 ● FOC サーベイの結果、情報発信活動によって、新たに 12 の住民組織が自立発展的な CBFM による森林管理に関する新たな技術を取り入れ、実践している。 ■ FOC サーベイの結果によれば次のような変化が確認された。 <ul style="list-style-type: none"> ● 本プロジェクトに参加した 60 の住民組織のうち、82%（49 の住民組織）が CBFM プログラムについての意識が高まった。 ● 本プロジェクトに参加した 60 の住民組織のうち、72%（43 の住民組織）がメンバーの参加状況が改善したと認識した。 ● 本プロジェクトに参加した 11 の自治体のうち 9 つの自治体が、研修後に意識・態度変化とパフォーマンスの改善が見られた。 ■ 28 名の県・郡事務所職員のうち 92%(26 名)に、研修後に意識・態度変化とパフォーマンスの改善が見られた。 |

第4章 5項目評価

4-1 妥当性

以下のとおりプロジェクトの妥当性は高い。ただし、協力全体の戦略・シナリオの作成と共有については課題が残った。

- CBFM はフィリピンの国家政策である貧困削減にも合致した、持続的な住民参加による森林経営を指向する国家プログラムである。1995年に大統領令でCBFMによる自立的な森林管理を国家戦略として明確化し、これを受けて環境天然資源省は、2020年までの戦略的行動計画を策定し、900万haのCBFMエリアを目指している。プロジェクト期間中、この基本戦略は継続しており、本プロジェクトの政策面での有効性は高い。
- 本プロジェクトのサイト選定、パイロットサイト活動、研修活動、情報提供サービスはいずれも、ニーズ調査と参加型による計画立案のプロセスを経ており、裨益対象者のニーズを反映している。
- また、パイロット活動の規模は適正であった。パイロットサイトは、第3地域事務所管内の全CBFMサイトの5%に相当する5箇所のCBFMサイトが選定され、研修・情報提供サービスも全住民組織の43%に相当する55の住民組織を対象とした。これは、技術協力案件のパイロット事業の規模としては適切と言える。
- プロジェクト全体戦略は、環境天然資源省、地方自治体、住民組織などの機関の能力向上を通じ、CBFMの推進を支援するものであり、CBFMの課題である組織能力強化に焦点を当てたプロジェクトの全体的枠組みは妥当であった。しかし、プロジェクト準備段階で、具体的な実施戦略やプロセスが確立されておらず、自立発展性・インパクトなどを意識した出口戦略も明確でなかった。このため、全体計画のアプローチと実施方法に課題が生じることとなった（具体的には、プロジェクト規模を超えた全国レベルの研修の実施やパイロットサイトの活動の遅れなど）。

4-2 有効性

成果レベル、プロジェクト目標レベルにおいて、現時点でPDMの指標目標をほぼ達成している。各コンポーネントにおける達成状況は以下の通りである。

（政策コンポーネント）

- 成果レベルの指標に照らして、これまでに3つの政策提言（違法伐採、自然資源に係る利害調整、土地管理書）がされ、承認された。土地借地権に係る政策提言案が作成され、プロジェクト終了後までに承認される見込みである。現場（フィールド）の情報に基づいたCBFM実施枠組の改善に係る提言がされる見込みである。以上の点から、ほぼPDMに示された指標目標を達成しつつあると判断できる。

(フィールドコンポーネント：パイロットサイトユニット)

- 4つの住民組織がCRMPと5ヵ年計画を作成・改定した。また、TWGを結成した。4つの住民組織がCBFMエリアの10%に相当する区域でアグロフォレストリー活動を実施した。また、きのこ栽培、水管理システム構築、住民組織の再編などの優先事項にかかる活動を実施した。パイロットサイトの経験をもとにケーススタディーレポートが作成された。FFSが1回実施された。このように、パイロットサイトに関する指標目標はほぼ達成されたと判断できる。

(フィールドコンポーネント：研修ユニット)

- 研修に参加した総参加者数は1,000名を超えた。住民組織、環境天然資源省、地方自治体、その他関係機関の参加者558名のうち97.5% (544名の参加者数)の知識レベルが向上した。FUSAプログラム実施後、住民組織の93%、DENRの77%、地方自治体の76%が実際に彼らの作成したアクションプランに基づき活動を実施した。組織の面では、20の住民組織がFUSAの活動を提案し、うち12の住民組織が活動を実施した。研修カリキュラム案はプロジェクト終了時までには作成される予定である。FUSAについてはまだ活動が継続中であり、経験の集約・文書化と研修カリキュラムの作成が残されているが、プロジェクト関係者との協議・インタビューによれば、プロジェクト終了までにこれらの課題も完了できる見込みである。

(フィールドコンポーネント：情報ユニット)

- リージョン3の総計395名に相当する12の住民組織に対しコミュニケーション調査を実施した。生計向上のための実践的な情報マテリアルを作成し、リージョン3の38の活動を活発に実施している38の住民組織に配布した。43%の住民組織メンバーがマテリアルを受け取り提供された情報に関心を示した。FIRMの活動が2つの住民組織に対し3回行われ、その有効性が確認された。情報ユニットの課題としては、FIRMの有効性と活用方法を含めた情報提供に関する戦略ペーパーの作成が残された課題であるが、今後、さらに数回のFIRMの試行を経て、プロジェクト終了までに戦略ペーパーを作成できる見込みである。

(プロジェクト目標)

- 5つのパイロットサイト全てにおいて研修を通じ適正な技術の習得がされ、128ある住民組織のうち、42組織(34%相当)がプロジェクトで導入された適正技術を習得あるいは実施している。プロジェクトに関わっている60の住民組織のうち43組織(72%相当)がCBFMPと住民組織の計画策定活動に参加している。地方自治体の11名の職員のうち9名に、研修終了後に行動の変化が確認された。同様に州・地方環境天然資源局の28名の職員のうち26名の行動変化が研修終了後に確認出来た。以上の客観的なデータから、PDMに示す指標目標は達成されたと判断される。

(その他、プロジェクトの有効性に関する評価)

- 本プロジェクトでは、FUSA、FIRM、アグロフォレストリーFFS、IEC、PEP など、住民組織の活性化と CBFM の促進のために様々な手法、アプローチを考案、導入した。導入・試行はプロジェクトの後半に集中したために、まだ十分に現場での有効性を検証できていないものもあるが、プロジェクト終了までに検証が行われ、既存の CBFM 実施枠組の中にこれらの手法・アプローチを位置づけることができれば、本プロジェクトの意義・価値を一段と高めることが出来るであろう。
- 政策コンポーネントは当初、それほど大きな位置付けではなかったが、有効なアプローチであったと評価できる。具体的には、伐採禁止令の解除、CBFM に関する事務手数料の免除など、住民組織が現場で直面する問題解決を政策面から支援することができた。プロジェクトの活動を通して、森林管理局の政策立案を担当する職員がパイロットサイトの経験や現場の情報を政策提言という形で政策に反映する仕組みも確立した。本プロジェクトが指向した現場レベルと政策面の支援の 2 本柱で CBFM の課題解決を図るという方法論は有効であったと判断できる。

4-3 効率性

協力前半の効率性には課題があったが、中間評価以降、効率性は大きく向上した。

(プロジェクトの実施プロセス)

- 全体計画の戦略、協力シナリオの作成と共有が十分でなく、協力の前半において各コンポーネント間の連携を欠くこととなった。パイロットサイトでは計画・準備期間が長く、他のコンポーネント活動との連携が困難となった。こうした背景により、各コンポーネントが異なる住民組織を対象とし、コンポーネント別に類似したニーズ調査を実施することになるなど、プロジェクト活動の効率性を低下させることとなった。協力の後半に入り、徐々に専門家の業務分掌が明確になり、コンポーネント間の連携もされ、目標を達成することが出来た。またローカルコンサルタントの活用も効果的であった。
- 上記要因もあり、PDM が 3 回改定され、この改訂作業に多大な時間と労力が割かれた。PDM の改訂に伴い活動範囲・対象・実施内容の変更やカウンターパートの役割・業務分担の変更が生じた。こうした変更に伴う合意形成・調整にも多大な労力が必要となった。
- プロジェクトでは当初、第 3 地域事務所から一定の選定基準をクリアした CBFM サイトを推薦してもらい、既存の地理情報と合わせて対象の絞り込みを行った。パイロットサイトのスクリーニングと選定作業の方法は妥当であったが、選定段階で安全上の理由で有力な CBFM サイトが複数外されることになった。また、サイト選定後に CBFM エリアの確定作業中に境界線を巡る土地問題が明らかになり、さらに 4 サイトを除外することとなった。これはフィリピンの CBFM 推進における土地問題の重要性を認識し、政策面での提言につながる成果となったが、プロジェクトサイトの選定作業の効

率性という点では大きな阻害要因となった。

(インプット・アウトプット)

- プロジェクトで供与された機材は適切なもので効果的に活用された。カウンターパート研修は、日本での研修成果を活かすことでプロジェクト活動の効率化に大きく寄与した。特に、地方自治体職員に対する研修は、その後のパイロットサイトで自治体の協力・参加を促す上で効果的であった。
- 環境天然資源省も適正な人員配置、予算措置を行った。さらに、森林管理局長名で、カウンターパートへの業務指示が出された。ただし、ほとんどのカウンターパートはプロジェクト活動専任ではなく、プロジェクト活動に専念出来ない場合もあった。

(その他)

- GTZ との情報共有や政策協議などの連携、青年海外協力隊の活動（プロジェクトの情報管理と畜産の技術指導）との連携なども、プロジェクト活動を促進する要因であった。

4-4 インパクト

上位目標レベルではまだ大きなインパクトを出すには至っていないが、政策・制度面、現場レベルで既にいくつかの良好なインパクト発現が認められた。

- プロジェクトの政策提言が伐採禁止の解除令の発効につながるなど、以下に示す通り、いくつかの政策・制度面での貢献が認められる。

| 政策提言 | 発現されたインパクト |
|--------------------|--|
| 伐採禁止の解除 | プロジェクトでは伐採禁止の解除に関する提言をまとめ、プロジェクト調整委員会に提出し、森林管理局で具体化が進んだ。2007年6月12日、長官名で土地利用権の付加された植林地域での伐採・運搬の一時停止の解除に関する覚書が発行された。これにより、CBFM活動の円滑な実施を促す環境作りが一步前進することとなった。 |
| 土地使用権に関する紛争解決 | プロジェクトではサイト選定の過程で、土地使用問題が発覚し、対象サイトから除外せざるを得なくなるケースが生じた。この経験をもとにプロジェクトでは土地使用権に関する紛争解決の提言書をまとめ、その成果として、環境天然資源省と先住民国家委員会 (NCIP) との合同行政指導書 (先住民の専有地における伝統的な天然資源管理システムの確認、文書化、登録に関する手続きとガイドライン No. 2008-01) の発布につながった。 |
| CBFM 実施枠組の改善に関する提言 | CBFM 実施枠組の改善に関する提言は、まだ作成中であるが、プロジェクトでは、CBFM の手続きの簡素化と行政コストの低減のための提案を行った。その結果、環境管理局長名の覚書を発行し、CBFM プロジェクトの事務手続き手数料の免除することになった。 環境天然資源省では、今後、JICA、GTZ、その他のドナーが支援するプロジェクトでの経験と教訓や JICA を含めこれらプロジェクトから提出される提言をもとに、政策協議を実施して、効果的な CBFM 実施枠組の改善を図る予定である。 |

- プロジェクトで導入された手法・アプローチなども、CBFM の効果的な実施に大きく

貢献することが期待される。

- 現場レベルでも、研修成果の普及やプロジェクト成果を踏まえた地方自治体・住民組織・テクニカル・ワーキング・グループなどの各主体による独自の取り組みが生まれるなど、以下のような多くのインパクトが確認できた。

| 発現インパクト | 具体的なインパクトの内容 |
|------------------------------------|---|
| パイロットサイト外への普及効果 | <ul style="list-style-type: none"> ■ アヤラのパイロットサイトで実施したキノコ栽培技術が、自治体の支援を得て、近隣の住民に普及した。 ■ プロジェクトで支援した給水システムは、対象の住民組織メンバーだけでなく、他の村民にも利用・裨益効果が見られる。 ■ スエバエシジャのサイトは、土地問題のためプロジェクトの支援対象から除外されたが、その後もテクニカル・ワーキング・グループが継続して7つの住民組織への支援活動を続けている。 ■ プロジェクトで森林火災防止活動の研修を受けたパドラナ・アップランドの農会メンバーが、研修未参加のメンバーと近隣集落に対して独自に研修を実施した。 |
| 地方自治体による主体的な取り組み | <ul style="list-style-type: none"> ■ プロジェクトで実施したキノコ栽培の研修をベースに、マガランとサンタクルスの村落委員会が独自に研修を実施した。 ■ パイロットサイトの村役場は、プロジェクトの研修や現場での活動を通して、CBFMの重要性を認識して、独自に住民組織のための予算を拠出した（ローブंगाでは給水システムへ資材提供、サンタクルスではタンマリンの植林の費用負担など）。 ■ サンタクルス村役場は、パラリーガル研修に参加した結果、村レベルの環境天然資源部局の必要性を認識して、現在、事務所設置を準備中。 ■ FFSでは毎週開催される研修への参加を通して、環境天然資源省の郡事務所職員と自治体の農業局職員のCBFMに対する理解が高まった。 ■ FUSA活動を通して、自治体首長の意識が高まり、住民組織への予算面での支援を表明するケースがあった。 ■ 第1回のFIRM（竹細工）がリマイ・バタンの住民組織に対して実施された。その後、自治体が独自予算で、FIRMのフォローアップを数回実施した。また、FIRMで講師を務めた村民は、自治体の講師として採用された。 |
| 住民組織による主体的な取り組み | <ul style="list-style-type: none"> ■ 給水システムの整備によって、CBFMエリア内の農地の生産性が高まり、住民組織のメンバーのパイロットサイトで、活動に対する積極性が高まった。アヤラとカクパンガンでは、住民組織が給水システムの維持管理の方法と費用負担の仕組みを独自に作成した。 ■ リマイ・バタンの住民組織はFUSAで提供された森林火災防止用の通信機の維持管理に必要な予算確保の仕組みを制度化した。 |
| テクニカル・ワーキング・グループや環境天然資源省による独自の取り組み | <ul style="list-style-type: none"> ■ ローブंगाを支援するテクニカル・ワーキング・グループは、マーケティングの研修後、自主的にローブंगाの農産物の市場価格調査を実施した。 ■ 情報ユニットで実施したコミュニケーション・サーベイの方法は、環境天然資源省の沿岸資源管理プロジェクトで情報ニーズ把握の方法として採用された。 ■ プロジェクトで実施した研修後、環境天然資源省の郡事務所が独自に実施したケースがある。 ■ ターラックのテクニカル・ワーキング・グループは、グループの支援対象をパイロットサイトだけでなく、郡レベルのワーキング・グループに拡大して、管内のCBFMサイト全体を支援することを検討している。 |

このように現場レベルでも数多くのインパクト発現が見られるが、まだその規模・範囲は限定的である。今後、第3地域事務所がモニタリングと現場へのサポートを強化す

ることで、面的なインパクトの拡大が期待される。

4-5 自立発展性の見込み

財政的な発展性については今後の課題である。技術的および制度・組織的な側面では、プロジェクト終了後の自立的発展が期待される。

(政策・制度面の自立発展性)

- CBFM は貧困削減と持続的な森林経営を目指す国家政策であり、CBFM 戦略プラン (2008 年-2017 年) も作成・公布されており、CBFM に対する政策支援の持続性は高い。
- 政策立案に関わっているカウンターパートは月に一度進捗管理を行うなど関係者間で密に連携をとっている。プロジェクト終了後も、現場 (フィールド) の情報が定期的に入手できる体制・メカニズムが構築されれば、今後も政策立案や CBFM 活動を実施したい意向を持っている。この点で、政策研究実施の資金の確保が必要である。

(組織・技術面の自立発展性)

- 森林管理局が CBFM の担当部局であるので、組織上の持続性・一貫性は保たれるが、今後の Rationalization (組織の合理化) の動向が大きく影響するものと思われる。
- プロジェクトが地方自治体と連携して組織化したテクニカル・ワーキング・グループは地方自治体との協力覚書に基づいている。このため、プロジェクト後も制度上の持続性は高い。テクニカル・ワーキング・グループのメンバーは今後住民組織の活動を支援したい意向を持っているが、実質的な継続性・発展性については自治体の意思決定者である首長や議員の理解や意向が影響するものと思われる。
- CBFM コーディネータは CBFM の活動推進、住民組織の強化にとって極めて重要な役割を担っているが、第 3 地域事務所では一人のコーディネータが 7-10 の住民組織を担当しており、きめ細かく全ての住民組織を支援することは困難な状況にある。組織の合理化によって、さらに人員不足や業務負担が増加する懸念があり、今後、モニタリングが必要である。
- プロジェクトによって関係機関/関係者の能力 (計画立案や課題解決の能力) が向上した。プロジェクト終了後も自立的な活動が展開されると思われる。
- アグロフォレストリーの技術は継続的に他地域にも波及することが期待される。
- 研修資料、IEC 資料などはプロジェクト終了後も有効に活用されると思われる。

(CBFM サイトの自立発展性)

- パイロットサイトの住民組織の組織能力はサイトによって異なるが、共通するのは財政面での脆弱さである。5 つのパイロットサイトのうち、組織として財源を持つのは 3 つの住民組織で、その中でメンバーの経済活動から便益配分の仕組みを持つのはバンクのみである。住民の生計向上のための活動は、まだ始まったばかりであり、今後環境天然資源省やテクニカル・ワーキング・グループが、生計向上活動の継続、市場

確保、便益配分の仕組み作りなどで、継続的な支援が必要である。

4-6 阻害/促進要因の検討

4-6-1 促進要因

- 中間評価時にプロジェクト後半の方向性や専門家の業務分掌を明確にしたこと。また、成果やプロジェクト目標の指標を客観的・実用的なものにしたこと。これにより、PDMの成果・プロジェクト目標の達成が可能となった。
- 現場（フィールド）の情報が政策に反映する体制（関係者間の連絡調整など）が構築されたこと。特に政策コンポーネントの成果はこの仕組みに負うところが大きかった。

4-6-2 阻害要因

- プロジェクト前半、プロジェクト設計や実施戦略が明確でなかったこと。また、PDMの改定が数回もされたことが効率性に大きく影響した。
- パイロットサイトの選定作業に課題があったことで、有力なサイト候補地がリストから外れてしまった。
- プロジェクト前半は計画策定に多くの時間を費やしてしまったことで、フィールドで導入・実践した様々な手法・アプローチの検証を行うのに時間が不足したこと。

4-7 結論

プロジェクトの妥当性は国家戦略との整合性という点で極めて高い。一方、プロジェクト戦略や協力シナリオが明確に作成されていなかったことで、効率性に大きく影響を及ぼした。にもかかわらず、プロジェクトは最大限の努力をし、PDMにある全ての目標を達成し、多くの成果品を残すことが出来た。従って、プロジェクト目標は達成されたと判断出来る。

インパクトの面では、政策提言したものが実際の政策に反映された。フィールド（現場）では、普及効果や関連機関の能力向上、インセンティブ醸成が確認されている。自立発展性の面では、技術や組織の面では発展性・持続性はあると判断されるが、財政的な側面での発展性・持続性は今後の課題である。生計向上や保全のための活動は緒についたばかりであり、今後組織能力向上のためのモニタリングや支援が必要である。

第5章 提言と教訓

5-1 提言

- プロジェクトで導入した各種手法については、有効性を検証し、導入背景、特徴、課題、今後の展望などを整理し、CBFM 実施枠組に反映することが重要である。
- 現場（フィールド）の情報を政策立案に反映するメカニズムを維持していくために、環境天然資源省は研究機関・大学等との連携体制を構築することが望ましい。
- 今後の持続性確保のため、財政面に関しては環境天然資源省の地方事務所は、政策決定に携わる関係者を対象とした説明会を行うとよい。これに関連し、プロジェクトでは、終了までに成果を発表出来るよう各種成果品を作成しておくことが必要である。
- パイロットサイトが住民組織のモデルとなるよう環境天然資源省の地方事務所はパイロットサイトの活動のモニタリングと活動履歴を文書化することが必要である。
- CBFM コーディネータの役割は重要であるため、Rationalization（組織の合理化）の流れの中でもその数を維持あるいは増加することが望ましい。
- プロジェクトで収集、蓄積された情報や資料は今後の活動にとって非常に有益であるため、それら情報や資料を整理し、広く公開していくことが望ましい。

5-2 教訓

- 本プロジェクトでは、計画・立案時点で全体計画はあったが、個別・具体的な課題に対応した問題解決の方法論や解決のプロセスが明確でなかった。このことは、全国規模からパイロット活動の地域へと研修対象の変更、コンポーネント間の連携が困難となるなどプロジェクトデザインに起因する問題発生の一因となった。今後の計画立案への教訓として、準備調査段階では案件の全体計画 (PDM)だけでなく、具体的な実施戦略・プロセスまで踏み込んで提案し、その内容を日本・受入国双方の関係者と共有することが望まれる。
- 本プロジェクトではサイトが2ヶ所に分かれ、関係機関も中央から地方まで多岐にわたった。さらに、プロジェクト期間中にPDMが3回変更となり、その度に関係者間の調整、活動内容の変更などが生じた。この結果、プロジェクト関係者全体の合意形成や調整の過程で、十分な対応が取ることが出来なかった。体制上、このような場合、日本・受入機関双方のコーディネータが調整役を担うことになっているが、全関係者の合意を取り付けることが難しい場合がある。特に、PDM上の変更でカウンターパートの役割や業務に大きな変更が生じるといった場合、受入国の事情とドナー事業の双

方に豊富な経験のある人材をフォーカル・パーソンとして活用するという手段がある。GTZ のプロジェクトではそうした人材（ローカルコンサルタント）が双方の意見調整役を務め、有効に機能したと聞いており、参考にする価値がある。

【付属資料】


1. 合同評価報告書
2. 機材の状況
3. 調査日程表

MINUTES OF MEETING
 BETWEEN JAPANESE TERMINAL EVALUATION TEAM
 AND THE AUTHORITIES CONCERNED OF THE PHILIPPINES
 ON JAPANESE TECHNICAL COOPERATION PROJECT
 FOR THE ENHANCEMENT OF COMMUNITY-BASED FOREST MANAGEMENT
 PROGRAM

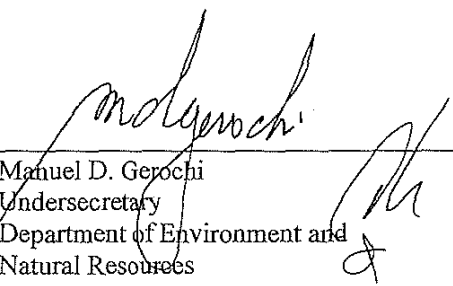
The Department of Environment and Natural Resources (DENR) and Japan International Cooperation Agency (JICA) jointly organized the Terminal Evaluation Team (hereinafter referred to as “the Team”), respectively headed by Dir. Ma. Lourdes G. Ferrer and Mr. Kenichi Takano, for the purpose of conducting the terminal evaluation for the technical cooperation project entitled “Project for the Enhancement of Community-Based Forest Management Program” (hereinafter referred to as “the Project”). The Team has carried out intensive study and analysis of the activities and achievements of the Project, and prepared the Joint Evaluation Report attached hereto (hereinafter referred to as “the Report”), and presented it to the Joint Coordinating Committee held on January 29th, 2009.

After discussion on the major issues pointed out in the Report as described in Attachment 1, the JCC accepted the contents of the Report and took note of the recommendations made in the Report. The representatives of Japanese side and Philippine side for the JCC agreed to report to their respective authorities concerned the matters referred to in the Report to ensure necessary measures are taken for the smooth conduct of activities towards the end of the Project and the successful continuation of project activities after its termination.

Quezon City, January 29th, 2009



 Norio Matsuda
 Chief Representative
 Japan International Cooperation Agency
 Philippine Office



 Manuel D. Gerochi
 Undersecretary
 Department of Environment and
 Natural Resources
 Republic of the Philippines

Highlights of the meeting

1. The Joint Terminal Evaluation Team has evaluated the Project as follows:

- The relevance of the Project is high since the enhancement of CBFM is the main strategy of DENR and it addresses the needs of the people residing in and adjacent to CBFM areas.
- Efficiency is low because it was found out that there have been weaknesses in the implementation strategy which caused some issues and problems.
- Project purpose has been almost achieved because the project made good efforts to achieve targets and produce outputs indicated in the Project Design Matrix (PDM), thus, effectiveness of the Project is also rated as high.
- On impact, some of the policy recommendations have been already translated into policy. Scope is limited as far as impact on the field level is concerned, but spillover effect of pilot sites to non-pilot sites as well as the increased initiatives taken by LGUs to support POs in their jurisdiction have been observed.
- There is positive organizational and technical sustainability as institutional framework to support POs has been formalized and the counterparts have been capacitated through the project. However, financial sustainability continues to be a challenge to DENR to support CBFM POs in the field.

2. The evaluation team has recommended the following:

- For the project to analyze and verify the effectiveness of the instruments and modalities of field operations that they introduced to enhance CBFM activities and incorporate them into the policy recommendation for modification of the CBFM Implementation Framework by end of the project duration.
- For DENR to seek collaboration with appropriate organizations, such as research institutions, to conduct policy studies that serve as basis for policy recommendations.
- For DENR Region 3 to organize a seminar or orientation to invite decision-makers and planners of LGUs, present the Project's outputs and encourage them to appropriate a budget for the conduct of interventions introduced by the project. It would be effective to invite them to the pilot sites as part of the seminar/orientation.

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For this, the Project needs to produce documents to show the effects and outcomes of such activities as FUSA, FFS, IEC and FIRM and other activities implemented in the pilot sites.

- For DENR Region 3 to continue to monitor progress in the pilot sites and provide assistance in the field of organizational development in the expectation that the pilot sites would be further developed to become model POs in the future.
- The number of CBFM coordinators in Region 3 should be maintained or increased under the rationalization scheme and their capacity enhanced for better CBFM implementation.
- The information and reference materials obtained through various training and extension activities that would be useful for CBFM coordinators, LGUs and other stakeholders to organize CBFM support activities should be compiled and distributed to CBFM coordinators.

3. In the open forum, the following points have been discussed and resolved:

- DENR responded positively to the recommendations and expressed willingness to sustain the contributing factors and address the inhibiting factors of the Project. DENR even committed not only to utilize their own research institution to start undertaking the policy studies as recommended by the evaluation team.
- DENR will exert maximum effort to ensure that the number of CBFM coordinators will be maintained. However, it would depend on the decision of the Department of Budget and Management (DBM) regarding the rationalization plan of the DENR. But DENR assured that the upland development program of the Philippine government puts emphasis on CBFMP which means that communication and coordination with the POs and LGUs will be maintained.

4. The JCC accepted the abovementioned points and approved the Joint Evaluation Report.

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Joint terminal evaluation report
on
the enhancement of Community-Based Forest Management Program
in the Republic of Philippines

The Japanese Terminal Evaluation Team (hereinafter 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 January 18 to January 30, 2009, for conducting a terminal evaluation of the Project for Enhancement of Community-Based Forest Management Program (E-CBFMP) in the Republic of Philippines (hereinafter referred to as "the Project") and having consultations with the Project personnel and other relevant parties on the implementation of the Project.

The Philippines Terminal Evaluation Team (hereinafter referred to as "the Philippine Team") was headed by Ms. Ma. Lourdes G. Ferrer. Together with the Japanese team they formed the Joint Evaluation Team (hereinafter referred to as "the Team").

As a result of a series of evaluations and discussions, the Team agreed and came to the understanding concerning the matters referred to in the report of the Joint Terminal Evaluation, which is attached hereto.

Manila, January 28, 2009

Kenichi Takano

Leader

Japanese Terminal Evaluation Team

Japan International Cooperation Agency

Ma. Lourdes G. Ferrer

Leader

Philippines Terminal Evaluation Team

Department of Environment and Natural Resources

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- (1) Project Design Matrix
- (2) Organization Chart of the Project
- (3) List of equipment provided by the Japanese side
- (4) List of Policy Recommendations made under E-CBFMP

List of acronyms and abbreviations

| | |
|---------|--|
| CBFM | Community-Based Forest Management |
| CBFMP | Community-Based Forest Management Plan |
| CENRO | Community Environment and Natural Resources Office |
| CP | Counterpart |
| CRMF | Community Resources Management Framework |
| CRMP | Community Resources Management Plan |
| DA | Department of Agriculture |
| DAR | Department of Agrarian Reform |
| DENR | Department of Environment and Natural Resources |
| E-CBFMP | Enhancement of Community-Based Forest Management Program |
| FIRM | Farmers Information Resources Management Method |
| FFS | Farmers Field School |
| FMB | Forest Management Bureau |
| FOC | Field Operation Component |
| FUSA | Follow-up Scheme Activity |
| GTZ | German Agency for Technical Cooperation |
| IEC | Information, Education, Communication |
| JCC | Joint Coordination Committee |
| JICA | Japan International Cooperation Agency |
| LGU | Local Government Units |
| MAO | Municipal Agricultural Officer |
| MOA | Memorandum of Agreement |
| MENRO | Municipal Environment and Natural Resources Office |
| PACBRM | Protected Area Community-Based Resources Management |
| PCCM | Project Consultative Committee Meeting |
| PDM | Project Design Matrix |
| PENRO | Provincial Environment and Natural Resources Office |
| PO | People's Organization |
| PoO | Plan of Operations |
| PRA | Participatory Rural Appraisal |
| RED | Regional Executive Director |
| RTD | Regional Technical Director |
| TWG | Technical Working Group |
| 5YWP | 5 Year Work Plan |



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1. Introduction

The technical cooperation project on Enhancement of Community-Based Forest Management Program in the Republic of 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 Project. The Joint Evaluation Team (hereinafter referred to as "the Team") consisted of the Philippines evaluation team and Japanese evaluation team was formed for the terminal evaluation 6 months before the termination of the Project.

1.1 Objectives of the Evaluation

The evaluation activities were performed with the following objectives:

- (1) To review the progress of the project and evaluate the achievement in accordance with the five evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability)
- (2) To draw up the factors that promoted/ impeded implementation of the Project
- (3) To consider the necessary actions to be taken and make recommendations for the project
- (4) To summarize the results of the study in a joint evaluation report

1.2 Evaluators

The terminal evaluation was jointly carried out by both Japanese and Philippine evaluators.

< Japanese side >

| No | Name | Assignment | Position | Organization |
|----|-----------------|---------------------|--|--|
| 1 | Kenichi TAKANO | Leader | Executive Technical Advisor to the Director General, Global Environment Department | Global Environment Department, JICA |
| 2 | Kazuhiro GOSEKI | Forest Management | Protection Forest System Coordinator | Forest Conservation Division, Forestry Agency |
| 3 | Kaneyasu IDA | Evaluation Analysis | Senior Consultant, Human and Social Development Partnership | Inter-works Co., Ltd. |
| 4 | Kazunobu SUZUKI | Evaluation Planning | Staff | Forestry and Nature Conservation Division, Global Environment Department, JICA |

< Philippine side >

| No | Name | Assignment | Position | Organization |
|----|-----------------------|------------------|----------|--|
| 1 | Ma. Lourdes G. Ferrer | Leader | Director | Project Operations and Management Services, Foreign Assisted and Special Projects Office, DENR |
| 2 | Gloria S. Arce | Alternate Member | Chief | Project Monitoring and Evaluation Division, Foreign Assisted and Special Projects Office, DENR |
| 3 | Juliet U. Texon | Member | Chief | Project Development and Evaluation Division, Planning and Policy Office, DENR |



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| | | | | |
|---|------------------|--------|-------------------|---|
| 4 | Nonito M. Tamayo | Member | Officer-in-Charge | Natural Forest Management Division, Forest Management Bureau, DENR |
|---|------------------|--------|-------------------|---|

1.3 Activities of the evaluation team

The evaluation study was conducted from 12 January, 2009 to 29 January, 2009. The detailed schedule and activities were as follows.

| | | Evaluation studies | Place |
|----------|-----|---|------------------------|
| 12th Jan | Mon | Meeting w/JICA Expert Team Courtesy Call to FMB Director Meeting w/DENR-FMB and Philippine side Evaluation Team | Manila |
| 13th Jan | Tue | Interview w/DENR-FMB (Policy Component CP) Manila → San Fernando Courtesy Call to RED Region 3 Meeting w/JICA Expert Team | Angeles City |
| 14th Jan | Wed | Interview at DENR-Region3 (Pilot site Unit) Interview at DENR-Region3 (Training Unit) Interview at DENR-Region3 (Information Unit) | Angeles City |
| 15th Jan | Thu | Interview at Pilot Site/Sta. Cruz (PO members, PENRO, CENRO etc.) | Iba City (Zambales) |
| 16th Jan | Fri | Interview at Pilot Site/Loob Bunga (PO members, PENRO, CENRO etc.) | Angeles City |
| 17th Jan | Sat | Field Survey & Interview at Bangkal & Documentation | Angeles City |
| 18th Jan | Sun | San Fernando → Manila & Documentation | Manila |
| 19th Jan | Mon | Courtesy Call to JICA Office Courtesy Call to Embassy of Japan Interview w/ FMB Interview w/Policy Component | Manila |
| 20th Jan | Tue | Manila → San Fernando Courtesy Call & Interview w/RED and RTD Interview w/Information and Pilot Operation Units Meeting w/JICA Experts | Angeles City |
| 21st Jan | Wed | (Team was divided into 2 groups.) Interview w/Training Unit Field Survey & Interview at FUSA Site (Limay), Pilot Site(Cacupangan) & FIRM Site (Aragan) in Bataan | Angeles City |
| 22nd Jan | Thu | (Team was divided into 2 groups.) Field Survey & Interview at FUSA Site (Tarlac *2PO) & Pilot site in Ayala. | Angeles City |
| 23rd Jan | Fri | Internal meeting & Presentation from Evaluation Team to the P/ (FOC) San Fernando → Manila | Manila |
| 24th Jan | Sat | Writing a Draft of Evaluation Report | Manila |
| 25th Jan | Sun | Writing a Draft of Evaluation Report | Manila |
| 26th Jan | Mon | Internal meeting | Manila |
| 27th Jan | Tue | Meeting w/FMB about a Draft of Evaluation Report and Minutes | Manila |
| 28th Jan | Wed | Internal meeting and finalization of the evaluation report | Manila |
| 29th Jan | Thu | Presentation of the evaluation report to Joint coordination committee | Manila |

1.4 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



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conversion of forestland for other uses have 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 effort in addressing the social and economic problems of the upland communities while at the same time 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 (including PACBRM) 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 forest area for a 25 years renewable for another 25 years. The development and management activities of a CBFM area by the PO (People Organization) 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 promoted 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 Enhancement of the CBFM program in the Republic of Philippines.

1.5 Framework of the Project

The project has been carried out since June 2004 for the period of five years. The expected overall goal, project purpose and outputs indicated in PDM are as follows:

(1) Overall goal

Conservation, rehabilitation and sustainable utilization of forest and land resources within Community- Based Forest Management (CBFM) areas are promoted to contribute to the overall sustainable forest management of the Government of the Philippines

(2) 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.

(3) Output

Output 1: Policy recommendations for the improvement of CBFMP are submitted to the proper authorities.

Output 2: CBFM planning and implementation in the pilot sites in Region 3 are developed/improved through the enhancement of the implementation scheme and collaboration model.

Output 3: Knowledge, skills and attitude of POs, DENR employees, LGUs and other relevant institutions involved in CBFM implementation in Region 3 are improved through training.

Output 4: Existing practical Information on CBFM reached and appreciated by the POs in Region 3.

(4) Scope of the Project

Profile of CBFM and the scope of the Project in Region 3

| | |
|--|---|
| Total CBFM area | Approximately 70,000 ha |
| Total number of CBFM areas in Region 3 | 128 |
| Project's interventions | Targets and achievements |
| Pilot sites | 5 CBFM sites (4 POs and 1 federation) |
| Follow-Up Scheme Activities (FUSA) | Conducted for 12 CBFM sites in non-pilot sites |
| Farmers Field School (FFS) | Conducted for 1 CBFM site in pilot site (2 nd batch is scheduled in February 2009.) |
| Farmers Information Resources Management Method (FIRM) | Conducted three times for 2 POs in non-pilot sites. (2 - 3 more batches are scheduled before the end of the Project.) |
| IEC materials | Packaged and Distributed copies to 38 POs in non-pilot sites |
| Pro-poor Private Sector Partnership | Being tested with one PO in pilot site |



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2. Evaluation process

2.1 Methodology of Evaluation

Evaluation was conducted through the following steps:

(1) Verification of Performances

The degree of accomplishments of the Project namely, inputs, activities, outputs and the project purpose were verified with reference to objectively verifiable indicators described in PDM. For this purpose, data and information were obtained through the review of progress reports, questionnaires, interviews, site observation and meetings with relevant stakeholders.

(2) Verification of the project implementation process

The process of the Project and the important assumptions in the PDM were examined.

(3) Evaluation was done by using the Five Evaluation Criteria briefly described in 2.2.

2.2 Criteria for Evaluation

(1) Relevance

Relevance is referred to as the validity of the Project Purpose and the Overall Goal in terms of compliance with the development policy of the Philippine Government as well as the needs of beneficiaries.

(2) Effectiveness

Effectiveness is referred if the expected benefits of the Project have been achieved as planned and if the benefits were brought about as a result of the Project (not of the external factors).

(3) Efficiency

Efficiency refers to the productivity of the implementation process and efficient conversion of the inputs of the desired output.

(4) Impact

Impact refers to direct and indirect, positive and negative impacts caused by implementing the Project including the extent of the prospect of the achievement of the Overall Goal.

(5) Sustainability

Sustainability refers to the likelihood of the Project output to be sustained and further developed by the recipient organization(s) after the project period. The prospect of project sustainability is judged by looking into the recipient country's policies, technical, financial and organizational aspects.

3 Achievements of the Project

3.1 Inputs

3.1.1 Inputs from Japanese side

Japanese side allocated a total of 86.4 million Philippines pesos for recurrent cost and equipment (excluding experts and counterpart training in Japan.)

(1) Financial support

In total, the Japanese side has allocated and appropriated the total budget of 132 million Japanese



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yen (Approximately 70 million Philippine pesos) for the project activities and management as shown in the following table (1 peso = 0.53 Japanese yen as of 26 January 2009).

Budget allocation from JICA (June 2004 – December 2008)

| | 2004 | 2005 | 2006 | 2007 | 2008 | Total |
|-------------------------|------------|------------|------------|------------|------------|-------------|
| General activity budget | 25,455,155 | 29,623,418 | 33,553,436 | 21,880,440 | 21,635,640 | 132,148,089 |

(Unit: Japanese yen)

(2) Dispatch of experts

In total, 10 long-term and 4 short-term experts have been dispatched. The fields of specialization of the experts and their assigned durations are shown as follows:

Dispatch of long-term experts (June 2004 – December 2008)

| | Fields | Number of experts | Total number of experts in month |
|---|--|-------------------|----------------------------------|
| 1 | Chief advisor/Policy for Forest Management | 2 | 54.5 |
| 2 | Agroforestry | 1 | 36.0 |
| 3 | Training and Extension | 2 | 54.5 |
| 4 | Community Development | 2 | 54.5 |
| 5 | Project Coordinator / Expert of Information Management | 3 | 55.0 |
| | Total | 10 | 254.5 |

Dispatch of short-term experts (June 2004 – December 2008)

| | Fields | Number of experts | Total number of experts in month |
|---|--|-------------------|----------------------------------|
| 1 | Non-timber forest produces | 1 | 1.43 |
| 2 | Natural Resources Enterprise Development | 1 | 1.50 |
| 3 | Farmers Organization and Extension | 1 | 2.00 |
| 4 | IEC Material Extension | 1 | 1.60 |
| | Total | 4 | 6.53 |

(3) Training in Japan

32 counterparts (9 from Policy component, 19 from FOC (RENRO3) and 4 from LGU) were sent for training in Japan on CBFM and forest management policy and site visits. Four of them were from LGUs in the pilot sites. The averaged length of the training was 2 – 4 weeks.

(4) Provision of equipment

The Japanese side has procured the equipment equivalent to 16.34 million pesos since the commencement of the Project. The main items of equipment include motorbikes, pick-up truck, Van, computers, diesel electric generators, etc.

Equipment procured by JICA

| | 2004 | 2005 | 2006 | 2007 | Total |
|--------------------|-----------|-----------|-----------|-----------|------------|
| Procured equipment | 9,739,860 | 4,201,660 | 1,289,000 | 1,107,100 | 16,337,620 |



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(Unit: Philippine peso)

3.1.2 Inputs from the Philippine side

(1) Allocation of counterpart budget

The Philippine side allocated the total amount of 31.5 million pesos for the implementation of the Project. The main items include management costs (salary and allowance) and the costs of office maintenance and utilities.

Budget allocation from DENR (June 2004 – December 2008)

| | 2004 | 2005 | 2006 | 2007 | 2008 | Total |
|------------------|-----------|-----------|------------|-----------|-----------|------------|
| Allocated budget | 3,601,433 | 7,702,865 | 11,494,550 | 4,104,370 | 4,631,677 | 31,534,895 |

(Unit: Philippine peso)

(2) Assignment of counterpart personnel

In total, 55 personnel have been assigned as counterparts. Forty three counterparts from DENR-Region 3 and representatives from LGUs are involved in the field operation component in Region 3, 10 counterparts from FMB are engaged in the policy component and 2 counterparts from FMB coordinate project activities. Officials from the office of the Undersecretary, Forest Management Bureau, Protected Areas and Wildlife Bureau, Planning and Policy Studies Office, Foreign Assisted Special Project Office and Central Human Resources Development Services have assisted in project activities.

(3) Provision of project office

Office space in Quezon Office has been provided for the expert team.

3.2 Output

The following shows the current progress on the project's outputs:

| (Output 1) Policy Component | | | | | | | | | |
|--|---|------------------------|---------------------------------|-------------|---|-----------------------|--|----------------------------------|--|
| Policy recommendations for the improvement of CBFMP are submitted to the proper authorities. | | | | | | | | | |
| Indicators | Achievements and progress | | | | | | | | |
| 1a. At least one policy recommendation for each of the following subject is prepared and submitted: (i) logging ban, (ii) land tenure conflicts, (iii) conflicts over natural resources (mining, forest land utilization), (iv) renewal of Certificate of Stewardship, and (v) modification of the | <p>■ 10 counterparts from FMB and the Japanese experts in charge of the component have drafted policy recommendations, incorporating feedback from field experiences and results of consultations with important stakeholders such as LGUs, Pos and other regions of DENR and other relevant agencies. Progress has been monitored in monthly meetings. The following shows the current status of the five policy recommendation documents:</p> <table border="1"> <thead> <tr> <th>Policy recommendations</th> <th>Achievements and current status</th> </tr> </thead> <tbody> <tr> <td>Logging ban</td> <td>Policy recommendation paper on the issue of logging ban was submitted and approved by PCCM in 2006.</td> </tr> <tr> <td>Land tenure conflicts</td> <td>Policy recommendation paper has been drafted and it will be finalized, incorporating findings of a case study.</td> </tr> <tr> <td>Conflicts over natural resources</td> <td>Policy recommendations paper was submitted and approved by PCCM in 2008.</td> </tr> </tbody> </table> | Policy recommendations | Achievements and current status | Logging ban | Policy recommendation paper on the issue of logging ban was submitted and approved by PCCM in 2006. | Land tenure conflicts | Policy recommendation paper has been drafted and it will be finalized, incorporating findings of a case study. | Conflicts over natural resources | Policy recommendations paper was submitted and approved by PCCM in 2008. |
| Policy recommendations | Achievements and current status | | | | | | | | |
| Logging ban | Policy recommendation paper on the issue of logging ban was submitted and approved by PCCM in 2006. | | | | | | | | |
| Land tenure conflicts | Policy recommendation paper has been drafted and it will be finalized, incorporating findings of a case study. | | | | | | | | |
| Conflicts over natural resources | Policy recommendations paper was submitted and approved by PCCM in 2008. | | | | | | | | |

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|--|--|---|
| CBFM Implementation Framework based on experiences of the field component. | Renewal of certificate of stewardship | Policy recommendations paper was submitted and approved by PCCM in 2007. |
| | Modification of the CBFM implementation framework | On-going. The synthesis report of E-CBFMP project sites case studies was produced in December 2008. The Project will produce recommendation paper, based on the findings from the report and lessons learned from the CRMF alternative site and other pilot activities. |
| (See Annex 4 list of policy recommendations.) | | |
| 1b. One study paper including recommendations on CBFM policy feedback mechanisms linking the policy formulation offices and key stakeholders in the field is prepared and submitted. | <ul style="list-style-type: none"> ■ After a series of consultations with stakeholders and relevant players in the project, the study paper on CBFM policy feedback mechanisms was produced. It was submitted and approved by PCCM in 2008. | |
| (Output 2) Field Operation Component | | |
| CBFM planning and implementation in the pilot sites in Region 3 are developed/improved through the enhancement of the implementation scheme and collaboration model. | | |
| Indicators | Achievements and progress | |
| 2a. All POs of the pilot sites with the support of TWGs prepare and/or update CRMF or CRMP as well as five year work plans through participatory planning processes. | <ul style="list-style-type: none"> ■ The CRMF/CRMP and five year work plan have been prepared and/or updated in all pilot sites in cooperation with TWG as follows: <ul style="list-style-type: none"> ● Loob Bunga: Formulated CRMF and 5YWP ● Ayala: Formulated CRMP and 5YWP ● Cacupangan: Updated CRMF and formulated 5YWP ● Sta Cruz: Updated CRMF and formulated 5YWP ● Bangkal: Formulation of CRMF and 5YWP is in process. (based on the process of CRMF Alternatives) | |
| 2b. Collaboration partnerships between DENR, LGUs, and other relevant institutions at the five pilot sites are verified and lessons of making the partnerships are compiled in a case study. | <ul style="list-style-type: none"> ■ Based on the Joint Memorandum Circular (LGU-DENR) No. 98-01, collaboration partnerships with LGUs and other institutions have been established and fully institutionalized through MOAs for all five pilot sites. The established TWGs have been supporting respective POs. One Study Paper will be prepared before the end of the project on the partnerships based on different composition or uniqueness of each TWG that compile the lessons and recommendations. ■ TWG and MTWGs consisting mainly DENR and LGU personnel and serving as the coordinating mechanism between them providing technical support to POs has been created and are operational. | |
| 2c. 10% of the total land area of each pilot site is managed sustainably by capacitated PO members through agroforestry, conservation of existing natural forest, and protection/maintenance of the plantations, | <ul style="list-style-type: none"> ■ Agroforestry activities were implemented in September 2007 (Starting of rainy season). 10 % of the total land area of 4 pilot sites has been managed through agroforestry plantations using different technologies. <ul style="list-style-type: none"> ● LoobBunga (CBFM area: 173ha): 18 hectares planted of (a) forest trees (mahogany, gmelina, agohe, eucalyptus); (b) fruits trees (mango, cashew, jackfruit); (c) Agricultural crops (malungay, papaya, pineapple, calamansi) with used agroforestry technology of multi-storey cropping, soil water conservation technology and Sloping Agricultural Land Technique through individual and communal efforts. ● Ayala (CBFM area: 56.8ha): 6 ha planted of (a) forest and fruits trees (mahogany, sweet tamarind, atis); (b) Agricultural crops (tomato, patola, bitter gourd, eggplant) with used agroforestry technology of multi-storey cropping, soil water conservation through individual efforts. (Plantation area are well maintained and protected by the PO.) | |




| | |
|--|---|
| <p>including biodiversity concerns, based on their approved CRMF/CRMPs.</p> | <ul style="list-style-type: none"> ● Cacupangan (CBFM area: 72ha): 8ha hectares planted of (a) forest trees (Gmelina, mahogany); (b) fruits bearing trees (custard apple, Guayabano, Cacao, jackfruit, sweet tamarind, citrus); (c) Agricultural crops (string beans, eggplant, ampalaya, okra, tomato) with used agroforestry technology of multi-storey cropping, soil water conservation technology, SALT and simple livestock production through communal efforts. ● Bangkal (CBFM area: 453ha): 46 hectares planted of (a) forest and fruits trees (mahogany, rambutan, coffee, sintores, sweet tamarind, lanzones); (b) Agricultural crops (string beans, bitter gourd, squash, tomato, banana) with used agroforestry technology of multi-storey cropping, soil water conservation technology and SALT through individual efforts. ● Sta. Cruz (CBFM area: 5000ha): Agroforestry was not in listed as their priority activities. The federation of the POs prepared forest conservation plans that include intensifying the forest conservation and protection such as prevention of forest fire and illegal logging/mining inside the CBFM area and highlighting the protection of Pine forest. |
| <p>2d. At least one prioritized activity stated in the five year work plans is carried out at each pilot site and a monitoring report is compiled at each site through process documentation.</p> | <ul style="list-style-type: none"> ■ All the target POs in the pilot sites have carried out one or two priority activities planned in their five year work plans as follows: <ul style="list-style-type: none"> ● Loob Bunga: Established upland water system ● Ayala: Established upland water system and completed watershed rehabilitation, and on going mushroom production (Maintenance and protection plan for constructed water system have been implemented by the PO and livelihood activities within the Pilot sites were introduced. ● Cacupangan: Established upland water system and on going agrosilvopastoral project ● Bangkal: on going mushroom production ● Sta Cruz: Re-organization completed. <p>A monitoring report will be compiled at each site through process documentation.</p> ■ FFS is training and extension tool for livelihood improvements. One FFS program has been conducted for one of the target POs in the pilot sites. One program consists of 23 sessions (one session per week). FFS field guide is being drafted by the Project. One more batch is scheduled to start in February 2009 to further verify the effectiveness of drafted FFS field guide. ■ Pro-poor Private Sector Partnership aims at linking PO with agro-business. The Project has tried to introduce Pro-poor Private Sector Partnership in Bangkal Pilot site to develop its marketing capacity. |
| <p>2e. Four stages identified in the CBFM Implementation Framework are verified and a case study compiling lessons of field activities are prepared.</p> | <ul style="list-style-type: none"> ■ The stages in the CBFM Implementation Framework have been verified and the experiences and lessons learnt in the improvement and enhancement of CBFM implementation have been compiled in the case studies. |
| <p>(Output 3) Training unit Knowledge, skills and attitude of POs, DENR employees, LGUs and other relevant institutions involved in CBFM implementation in Region 3 are improved through training.</p> | |
| <p>2f. At least 80% of all training participants from POs, DENR and other relevant institutions in Region 3 show a significant increase in knowledge</p> | <ul style="list-style-type: none"> ■ At an earlier stage of the project, workshops and trainings were organized 7 times at the national level, participated by 462 participants from POs, LGUs, NGOs, PENRO and DENR-regional offices. After the mid-term evaluation, the Project focused on field operations in Region 3. A series of trainings for CBFM planning and its subsequent Follow-Up Scheme Activities (FUSA) for an effective implementation of action plans of POs was organized, participated by the total of 406 participants from CBFM sites, 272 from DENR and 36 from LGU in Region 3. |



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in the Post Test.

The list of the training activities conducted by the Project

| No. | Title of Training | PO | LGU | NGO | PEN RO | CENR O | DENR- R | TOT AL |
|-----|--|-----|-----|-----|-----------|-----------|------------|-----------|
| N1 | Orientation Workshop | | | | | | 44 | 44 |
| N2 | Training Needs Analysis | 35 | 25 | 15 | 53 | | | 128 |
| N3 | Training Needs Analysis | 23 | 19 | 11 | 26 | | | 79 |
| N4 | Training Needs Analysis | 22 | 15 | 12 | 22 | | | 71 |
| N5 | Trainer's Training on CBFM | | 26 | 10 | | | 9 | 45 |
| N6 | Trainer's Training on CBFM | | 28 | 13 | | | 7 | 48 |
| N7 | Trainers Training on CBFM | | 29 | 12 | | | 6 | 47 |
| R1 | PRA Training | | 5 | | 5 | 9 | 6 | 25 |
| R2 | Training Needs Analysis | | | | 5 | 12 | 4 | 21 |
| R3 | Paralegal Training | | | | 10 | 29 | 7 | 46 |
| R4 | Forest Fire Management | | | | 5 | 30 | 11 | 46 |
| R5 | CBFM and CBP Orientation | | | | 10 | 21 | 11 | 42 |
| R6 | Forest Fire Management (PO) | 29 | | | | | | 29 |
| R7 | Agroforestry Training for POs | 28 | | | | | | 28 |
| R8 | Paralegal Training for POs | 32 | | | | | | 32 |
| R9 | Agroforestry Training | | 8 | | 11 | 11 | 4 | 34 |
| R10 | Process Documentation | 24 | | | | | | 24 |
| R11 | Process Documentation | | 8 | | 7 | 6 | 9 | 30 |
| R12 | Agroforestry Training II | 33 | | | | | | 33 |
| R13 | Refresher Course on Agroforestry Concepts, Principles and Technologies | | 7 | | 7 | 15 | 7 | 36 |
| R14 | Agroforestry Training (Pampanga/Bulacan) | 39 | | | | | | 39 |
| R15 | Agroforestry Training (Aurora) | 28 | | | | | | 28 |
| R16 | Agroforestry Training (Bataan) | 38 | | | | | | 38 |
| R17 | Agroforestry Training (Tarlac) | 41 | | | | | | 41 |
| R18 | Agroforestry Training (Zambales) | 26 | | | | | | 26 |
| R19 | Agroforestry Training (Nueva Ecija) | 26 | | | | | | 26 |
| R20 | Practical Goat Raising Training | 31 | 3 | | 2 | 5 | | 41 |
| R21 | Revalida and Refresher Workshop on Process Documentation | 7 | 4 | | 4 | 6 | | 21 |
| R22 | Paralegal Training for PO | 24 | 1 | | 1 | 2 | | 28 |
| | National Total | 80 | 142 | 73 | 101 | 0 | 66 | 462 |
| | Regional Total | 406 | 36 | 0 | 67 | 146 | 59 | 714 |
| | Overall Total | 486 | 178 | 73 | 168 | 146 | 125 | 1176 |

- The Project has conducted pre- and post-tests for 6 training programs (Paralegal training, Forest fire management, CBFM and CBP orientation, Agroforestry training, Process documentation, and Goat raising). According to the test results, 97.5% (544 participants) out of 558 participants improved their knowledge levels.

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2g. At least 50% of training participants from POs, DENR and other relevant institutions in Region 3 carry out their individual Action Plans, which are prepared at the end of skills related training programs.

- On the completion of the training program, participants developed their individual action plan. They were encouraged to implement their plan with the support of FUSA. According to the FOC survey, 90% of the PO members that participated in the training programs carried out their individual action plans (The results of FOC survey are still tentative. They will be finalized in due course.).

(PO)

| No. | Training | No. of participants | Implemented action plan | Province | Year | % of Action Plan Implementation |
|--------|---|---------------------|-------------------------|------------------------|------|---------------------------------|
| R6 | Forest Fire Management | 46 | 43 | Nueva Ecija | 2006 | 94 |
| R7 | Agroforestry Training | 47 | 33 | Zambales | 2006 | 71 |
| R8 | Paralegal Training | 44 | 31 | Nueva Ecija | 2006 | 71 |
| R10 | Process Documentation | 24 | 25 | Zambales | 2007 | 100 |
| R12 | Agroforestry Training | 33 | 36 | Pampanga | 2007 | 100 |
| R14-19 | Agroforestry Trainings at each Province | 235 | 218 | All provinces-Region 3 | 2008 | 93 |
| | Overall total | 429 | 386 | | | 93 |

- According to the FOC survey, 77% of the DENR staffs participated in the training programs carried out their individual action plans

(DENR)

| No. | Training | Participated | Implemented Action Plan | Province | Year | % of Action Plan Implementation |
|-----|----------------------------------|--------------|-------------------------|-------------|------|---------------------------------|
| R4 | Forest Fire Management | 46 | 27 | Nueva Ecija | 2006 | 64 |
| R5 | CBFM and CBP Orientation | 42 | 32 | Nueva Ecija | 2006 | 82 |
| R9 | Agroforestry Trainings | 17 | 17 | Nueva Ecija | 2007 | 100 |
| R11 | Process Documentation | 14 | 13 | Pampanga | 2007 | 93 |
| R13 | Refresher Course on Agroforestry | 18 | 17 | Pampanga | 2007 | 94 |
| | Overall total | 137 | 106 | | | 77 |

- According to the FOC survey, 76% of the LGU staffs participated in the training programs carried out their individual action plans

(LGU)

| No. | Training | Participated | Implemented Action Plan | Province | Year | % of Action Plan Implementation |
|-----|------------------------|--------------|-------------------------|-------------|------|---------------------------------|
| R9 | Agroforestry Trainings | 7 | 5 | Nueva Ecija | 2007 | 71 |
| R11 | Process Documentation | 5 | 3 | Pampanga | 2007 | 60 |

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| | | | | | | |
|-----|----------------------------------|----|----|----------|------|-----|
| R13 | Refresher Course on Agroforestry | 5 | 5 | Pampanga | 2007 | 100 |
| | Overall total | 17 | 13 | | | 76 |

2h. 90% of the implementers of the Follow-Up Scheme Activities (FUSA) implement their action plans.

■ 12 of FUSA activities are being implemented with one just started..

| | |
|------------------------|---|
| Agroforestry | 6 |
| Paralegal | 2 |
| Forest Fire Management | 4 |

List of the FUSA programs implemented by the Project

| No. | Title | PO | Province | Year | MOA Siged | % of Allocated Budget | % of Action Plan Implemented |
|-----|--|--|----------|------|-----------|-----------------------|------------------------------|
| 1 | Agroforestry Farm Project | Samahang Bantay Kalikasan | Aurora | 2008 | Oct-08 | 100 | 20 |
| 2 | Forest Protection and Development | Sta.Monica Planters for Greenhills & Dev. Coop | N.E | 2008 | Nov-08 | 58 | 10 |
| 3 | Construction of Small Water Impounding System and Establishment of Nursery | Siclong Upland Farmers Cooperative | N.E | 2008 | Nov-08 | 51 | 10 |
| 4 | Forest Fire Management | Samahang Magsasakasa Kagubatan ng Limay | Bataan | 2007 | Dec-07 | 98 | 100 |
| 5 | 20ha Agroforestry Plantation Project | Bucao Tribal Council | Zambales | 2008 | Dec-08 | 76 | 90 |
| 6 | Mangrove and Coastal Resources Sustainable Management Project | Samahang Mangingisda at Magsasakang Libaba, Inc. | Zambales | 2007 | Jan-08 | 90 | 100 |
| 7 | Padlana Upland Farmers Assn. Forest Management | Padlana Upland Farmers Assn. | Tarlac | 2007 | Dec-07 | 100 | 100 |
| 8 | Rehabilitation of 10 ha CBFM area with Livestock Component | Nambalan Tree Farmers Assn. Inc., | Tarlac | 2007 | Dec-07 | 81 | 100 |
| 9 | Paralegal Action Plan of San Jose Self-Help | San Jose Selp-Help Farmer's Association | Tarlac | 2008 | Nov-08 | 67 | 100 |

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| | | | | | | | |
|----|--|---|--------|------|--------|----|-----|
| 10 | Establishment of Agroforestry with Component on Goat Raising and Seedling Production | San Jose Likas Kalikasan Pro. Coop | N.E | 2008 | Nov-08 | 17 | 10 |
| 11 | Forest Fire Management | Sto. Nino 3rd Upland Multipurpose Cooperative | N.E | 2007 | Dec-07 | 75 | 100 |
| 12 | Forest Fire Control & Management Plan | Papaac Upland farmer's Association Inc. | Tarlac | 2008 | Jan-09 | 0 | 0 |

(As of December 2008)

2i. One draft training curriculum is prepared based on field experiences in Region 3.

- One training curriculum will be drafted before the end of the project.

(Output 4) Information Unit

Existing practical Information on CBFM reached and appreciated by the POs in Region 3.

2j. Communication surveys have been conducted in at least 12 POs (10% of all POs in Region 3) to identify the information needs of POs in Region 3.

- The Project conducted communication survey from 2005 to 2008 for 12 POs in region 3 (5 pilot sites and 7 non-pilot sites) covering a total of 395 respondents. Communication survey reports were produced to identify the information needs of POs in the region. The results of the survey served as the initial baseline data on knowledge level and information needs of POs, as well as the benchmark for future evaluation and impact assessment of the project.

2k. At least 12 kinds of practical information materials on CBFM are packaged.

- 12 prototypes of information material have been packaged based on the results of the communication survey. They were distributed to 38 priority POs (6,560 copies). Below is the list of the produced information materials:

| |
|---|
| 1 Cleft Grafting/ February 08 |
| 2 Mushroom Culture Production/ February 08 |
| 3 Liquefied Smoke Extraction/ April 08 |
| 4 Vermi-composting/ April 08 |
| 5 Bagging of Young Fruits/ November 08 |
| 6 River Bank Stabilization/ November 08 |
| 7 Charcoal Briquetting/ November 08 |
| 8 Handmade Paper Making/ November 08 |
| 9 Agroforest Farm Establishment/ November 08 |
| 10 Bamboo Handicraft Making/ November 08 |
| 11 Ornamental and Medicinal Plants/ November 08 |
| 12 Herbal and Medicinal Plants/ November 08 |

- For the further development of the activities, the Unit developed and implemented the Farmers Information Resources Management Method (FIRM), a variation of farmer to farmer extension approach which is useful to increase a rate of adoptions of livelihood improvement activities for targeted PO members. To date, one day extension activity applying FIRM was organized three times on bamboo handicraft making and herbal and medicinal plants for 2 POs. The unit plans to conduct more trials to verify the effectiveness of the model and develop strategies on information

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| <p>2l. At least 10% of PO members of the priority POs (38) in Region 3, which have been directly involved in at least one of project activities, show their interests in practicing the practical information disseminated.</p> <p>2m. One strategy paper on information gathering and dissemination mechanisms which includes recommendations to FMB is prepared.</p> | <p>gathering and dissemination. Also, regular monitoring report is produced to evaluate the usefulness of the distributed materials.</p> <ul style="list-style-type: none"> According to the results of the FOC survey, out of 572 randomly selected respondents in 38 POs (approximately 3,500 households) active in agroforestry, 73.6% (421 respondents) of the respondents received copies of the information materials (Mango grafting, liquefied smoke, mushroom production and vermin-composting). Interests shown by the respondents are as follows: <table border="1" data-bbox="518 515 1396 750"> <thead> <tr> <th>Total respondents</th> <th>Show the interest</th> <th>Know \cap Show the interest</th> <th>Received \cap Show the interest</th> <th>Know \cap Received \cap Show the interest</th> </tr> </thead> <tbody> <tr> <td>421</td> <td>200</td> <td>182</td> <td>194</td> <td>181</td> </tr> <tr> <td>100%</td> <td>48%</td> <td>43%</td> <td>46%</td> <td>43%</td> </tr> </tbody> </table> <p style="text-align: center;">* \cap indicates the intersection of 2-3(two-three) sets.</p> <ul style="list-style-type: none"> The strategy paper will be prepared after more trial extension activity is conducted. | Total respondents | Show the interest | Know \cap Show the interest | Received \cap Show the interest | Know \cap Received \cap Show the interest | 421 | 200 | 182 | 194 | 181 | 100% | 48% | 43% | 46% | 43% |
|--|---|----------------------------------|--------------------------------------|---|--------------------------------------|---|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|
| Total respondents | Show the interest | Know \cap Show the interest | Received \cap Show the interest | Know \cap Received \cap Show the interest | | | | | | | | | | | | |
| 421 | 200 | 182 | 194 | 181 | | | | | | | | | | | | |
| 100% | 48% | 43% | 46% | 43% | | | | | | | | | | | | |

3.3. Project Purpose

The following shows the current progress on the project purpose:

| <p>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.</p> | |
|---|--|
| Indicators | Achievements and progress |
| <p>a. By June 2009, all the E-CBFM Pilot Sites and at least 30% of other POs in Region 3 have adopted and implemented appropriate technologies leading to the conservation, rehabilitation and sustainable utilization of forest and land resources.</p> <p>b. By June 2009, at least 50% of members of each PO, staff of DENR, LGUs and other relevant institutions involved in the CBFM program in Region 3 have improved their awareness and capacities to plan and implement the CBFM strategy.</p> | <ul style="list-style-type: none"> All of the five ECBFMP Pilot sites have adopted and implemented appropriate technologies. There are 123 non-pilot CBFM PO sites in Region 3. 42 POs (34%) have adopted and/or implemented the appropriate technologies as a result of the project. <ul style="list-style-type: none"> According to the FOC survey, 24% (30 POs) out of 123 non-pilot CBFM PO sites have already adopted and implemented appropriate technologies after training activities. The 30 POs include 12 FUSA sites and 16 DENR Communal Agroforestry Sites that have adopted and implemented appropriate technologies as well as 2 POs, 60% of whose members have adopted and implemented appropriate technologies introduced by the E-CBFMP. As a result of the IEC activities, 12 other POs discover new techniques and developed new capabilities related to sustainable community-based forest management. According to the FOC survey, 82% or 49 POs out of the 60 POs involved in E-CBFMP have members who are aware of the CBFM Program in their areas. 72% or 43 POs of the 60 POs involved in E-CBFMP recognized membership participation in the CBFM and PO planning activities. 82% or 9 LGU staff of the 11 staff who have changed their performance and behavior after attending E-CBFMP trainings. 92% or 26 DENR PENRO/CENRO staff of the 28 staff who have changed their performances and behaviors after attending E-CBFMP trainings. |



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4 Evaluation by five criteria

4.1 Relevance

- Poverty alleviation is the priority policy in the Republic of the Philippines and CBFM is an instrument to uplift the economic conditions of the poor. The Project aims at reducing poverty through CBFM activities.
- The Government of the Philippines has promoted CBFM as a means of involving the people in uplands in forest management in a sustainable manner and providing opportunities to improve their livelihood. The Project's objective of enhancing CBFM is clearly in line with the Government policy.
- The overall strategy of the Project is to capacitate such implementing agencies as DENR and LGUs and people's organizations while the Project would help DENR improve institutional development of the existing CBFM framework and facilitate the implementation of CBFMP. This strategy per se is logical and valid. Yet, the implementation strategy or scenario was not elaborated at the planning stage of the Project. This made the Project difficult to set clear goals and prioritize components in view of expected, final outcomes in the course of project implementation.
- Activities in the pilot sites were selected and conducted based on the 5YWP that had been developed in a participatory manner by respective POs. Topics of training and IEC materials were identified based on training needs survey, and communication survey to POs. Therefore, all the field activities of the Project properly reflected the needs of the PO members.
- The Project selected 5 CBFM sites as its target Pilot sites, accounting for nearly 5% of the CBFM sites in Region 3. The number of the CBFM sites is adequate for pilot activities. The Project also organized training and disseminated information on livelihood improvement activities to active 55 POs (43% of all POs) in Region 3. The size of the targets is also sufficient to quantify the effects of these activities.

4.2 Effectiveness

- Effectiveness in accordance with the PDM

(1) Output I

Policy recommendations for the improvement of CBFMP are submitted to the proper authorities.

The Project has already submitted three recommendation papers. The recommendation paper on

land tenure conflicts has been drafted. The recommendation paper on the CBFM implementation framework will be completed by the end of the Project. This component is expected to produce all the outputs indicated in the PDM before the end of the Project.

(2) Output 2

CBFM planning and implementation in the pilot sites in Region 3 are developed/improved through the enhancement of the implementation scheme and collaboration model.

As indicated in the PDM, 4 of 5 the POs in the pilot sites have already developed or revised their CRMP and 5 Year plan through participatory planning processes. 4 of 5 pilot sites formed and institutionalized TWG. (One PO did not form TWG, but has collaboration partnership with LGU and a university.) As for agroforestry and conservation activities, 4 PO sites implemented agroforestry plantation covering more than 10% of their CBFM area. (1 PO opted for forest fire management for the conservation and protection of their CBFM area.) In addition, each PO conducted their prioritized activities such as mushroom production, construction of upland water system, agrosilvopastoral project and re-organization and activation of PO. The case study report has been drafted. Therefore, almost all the goals indicated in the PDM have been achieved.

(3) Output 3

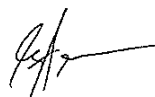
Knowledge, skills and attitude of POs, DENR employees, LGUs and other relevant institutions involved in CBFM implementation in Region 3 are improved through training.

The Project conducted a series of training activities. The total number of participants exceeded 1000. According to the results of pre-and post-tests, 97.5% (544 participants) out of 558 participants from POs, DENR employees, LGUs and other relevant institutions improved their knowledge levels. After FUSA program, 93% of the PO members, 77% of DENR staffs and 76% of LGU staffs actually carried out their individual action plans. On the organizational level, 20 PO proposed FUSA activities after training and 12 of them have been implementing their respective activities. The draft training curriculum is to be prepared by the end of the project. Therefore, all the goals indicated in the PDM have been achieved for output 3.

(4) Output 4

Existing practical information on CBFM reached and appreciated by the POs in Region 3.

The Project conducted communication survey in 2007 for 12 POs in region 3 (5 pilot sites and 7 non-pilot sites) covering a total of 395 respondents. Based on the survey results, the Project produced 12 types of practical information materials on livelihood improvement activities and distributed 38 active POs in Region 3. According to the FOC survey, 43% of the respondents



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received copies of the materials and showed good interest. Therefore, all the goals indicated in the PDM have been achieved for output 4.

(5) Project Purpose

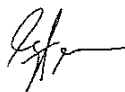
Conservation, rehabilitation, and sustainable utilization of forest and land resources within CBFM areas are done by the capacitated POs on their own initiatives with support from the capacitated DENR, LGUs and other relevant institutions.

- All of the five E-CBFMP Pilot sites have adopted appropriate technologies through training and field activities. 42 POs (34%) out of 128 POs have adopted and/or implemented the appropriate technologies introduced by the project. Also, 72% or 43 POs of the 60 POs involved in E-CBFMP recognized membership participation in the CBFMP and PO planning activities. 82% or 9 LGU staff of the 11 staff who have changed their performance and behavior after attending E-CBFMP trainings. 92% or 26 DENR PENRO/CENRO staff of the 28 staff who have changed their performances and behaviors after attending E-CBFMP trainings. The level of participation and activity in Region 3 has been increased as per the indicators set in the PDM.
- One important effect of the Project is that the Project has devised and introduced several measures and instruments to enhance CBFM PO activities. FUSA proves to be a good method to ensure that participants would implement their plans developed during training. TWG is helpful to prepare a formal framework and environment where LGUs and other stakeholders can work closely. FIRM is a cost effective and quick extension tool that can be used to expose PO members to different types of livelihood improvement activities at planning stage, as well as motivate and mobilize PO members. Agroforestry FFS is a forestry version of FFS. It has good potential to be an extension method that can be implemented in collaboration with DA and LGUs. Pro-poor Private Sector Partnership also has potential to develop business relationships between POs and agro-businesses. DENR can utilize these measures and instruments to enhance CBFM at different stages of implementation.
- Policy support in the form of policy recommendation proves to be effective in preparing a better environment where CBFM can be further facilitated in the field. In so doing, results of pilot activities served as the basis for policy recommendations by the Forest Management Bureau.

4.3 Efficiency

(Implementation process)

- As described in 4.1 Relevance, weaknesses in the formulation of implementation strategy and workflow, as well as coordination among the project components resulted in the repetition of some activities conducted under different components. The conducts of baseline survey, training



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needs assessment and communication survey are the case in point. In addition, unclear demarcation of tasks allocated for each team in the first half period of the Project caused miscommunication and misunderstandings among the players on some occasions. After mid-term evaluation, efforts had been made by both sides to address these problems. However, all units had to meet specific targets as set in modified PDM. Therefore, the synergy effects among the components were not totally achieved.

- The project design matrix was revised three times in the course of the Project due to the change of the scope of the Project and making indicators more measurable and achievable. However, The Project had to spend a great amount of time and energy for the revisions of PDM and subsequent changes, adjustments and coordination necessary to cope with the revisions.
- Initially the Project listed potential Pilot Sites based on the recommendations from the Regional office and existing data and geographical information. Then, the Project selected 8 sites after site visits and consultations with the POs and other stakeholders. Screening and selection of pilot sites were done in an appropriate manner. Although screening and selection were done properly, in the process of screening, a number of active sites were unlisted due to security reasons. Also, the Project was compelled to de-list 4 sites due to land tenure issues, which actually surfaced during the confirmation of CBFM area boundaries. These factors hindered a smooth implementation of pilot site activities.

(Input/output)

- For the first half period of the Project, the efficiency of the dispatch of experts is judged as relatively low mainly for the following two reasons. Firstly, at an earlier stage of the Project, two experts in community development and agroforestry were stationed in Region 3. Because activities in the pilot sites were mostly focused on preparations and planning, it was difficult for the agroforestry expert to implement activities. The term of the agroforestry expert was terminated when field activities started. Secondly, after the mid-term evaluation, it was decided that field operations needed to be paid more attention and the experts in training and information management were transferred to Region 3 to enhance field operations. Yet, for the latter period of the Project, the expert team and counterparts made best effort to reach the set goals indicated in the PDM. The use of local consultants was effective to produce good outputs. Therefore, the efficiency for the latter period of the Project is judged as high.
- The equipment procured for the Project was effectively used to facilitate project activities, particularly for field operations and it is judged as appropriate.
- 32 counterparts were sent for training in Japan. The counterpart training was effective for the

participants, particularly participants from LGUs to gain the understanding and knowledge of the concepts and methodologies of sustainable forest management,

- DENR has assigned the appropriate number and competent counterparts for the project. Their participation was ensured with the issuance of special order coming from FMB Director and Regional Executive Director. The counterparts made their best effort to undertake their designated tasks. Yet, in some cases, it was difficult for them to fully participate in project activities because they were not able to exclusively work for the Project.
- DENR has made good effort to allocate a budget for project activities. One important contribution was the establishment of agroforestry plantation in the pilot sites despite its budgetary constraints.
- As discussed in 4.2 Effectiveness, the Project has worked hard and met the targets specified in the PDM despite the said difficulties. This manifests itself the effective transformation of input into good output.
- Communication and cross visits with the GTZ project helped the Project in terms of sharing experience and lesson learned.

(Others)

- Japan Overseas Cooperation Volunteers (JOCV) assisted the Project in the fields of livestock project (Goat raising) and software development of the Project's information system.

4.4 Impact

- The overall goal of the Project is "Conservation, rehabilitation and sustainable utilization of forest and land resources within CBFM areas are promoted to contribute to the overall sustainable forest management of the Government of the Philippines". It is too early to have tangible impact on the overall goal level; however, the Project has contributed to the overall goal to some extent. The project has made policy recommendations on such issues as "logging ban", "land tenure conflict" and "complicated CBFM Implementation Framework". One of these policy recommendations somehow, contributed in the lifting of the logging moratorium imposed in 2004 which will certainly contribute to the smooth implementation of CBFM activities. The situation brought in by the lifting of logging ban together with the techniques and systems developed or tried by the project will contribute to achieving the targets of the Overall Goal.

- Although the Project is still ongoing, some positive impacts have been recognized. Some indirect impacts were made on the CBFM policy through policy recommendations as follows:

| Recommendation papers on: | Outcomes |
|---|---|
| Logging ban | The project has made policy recommendations on the issue of logging moratorium (Memorandum from the Secretary dated July 12, 2007 on "Lifting the Suspension of Harvesting and Transporting of Planted Trees/Timber Cut in Plantation Forest covered by Forestry Tenure Instruments). It has somehow contributed to the successful lifting of the logging ban, which is expected to create a better circumstance for an easy and smooth implementation of CBFM activity. |
| Land tenure conflicts | Based on the real case study of the de-listed PO, the Project made recommendations, resulting in the DENR-NCIP (National Commission on Indigenous Peoples) Joint Administrative Order No. 2008-01 "Guidelines and Procedures for the Recognition, Documentation, Registration and Confirmation of all Sustainable Traditional and Indigenous Forest Resources Management Systems and Practices (STIFRMSP) of Indigenous Cultural Communities or Indigenous Peoples in Ancestral Domain/Land" |
| Modification of the CBFM implementation framework | <p>Although the actual recommendation paper is under preparation, the Project tried to reduce administrative costs and simplify administrative procedures. As a result, the Memorandum was issued from OIC (Office-in-Charge) Director of Environmental Management Bureau (EMB) to all EMB Regional Directors regarding "Exemption for Administrative and Other Processing Fees for CBFM Projects"</p> <p>Policy Dialogue for the realization of an effective CBFM implementation policy is under way. It is expected that DENR will modify the CBFM implementation framework, utilizing lessons and experiences obtained from the GTZ, JICA and other donors-supported projects in due course.</p> |

- Field operations have also had some positive impacts as follows:

| Impacts recognized: | Description |
|---|---|
| Spill-over effects to outside Pilot sites | <ul style="list-style-type: none"> ■ The mushroom production techniques practiced by Ayala pilot site members have been extended to non-PO members residing near Ayala pilot site with support from LGU. ■ Water system is used by even non-PO members. ■ TWG which was formed in Nueva-ecija continues to support 7 POs based on the experience obtained in the pilot sites even after being de-listed by E-CBFMP. ■ Padlana Upland Farmers Association members trained in forest fire management echoed their learnings to other members and adjoining Barangay. |
| Initiatives taken by LGU | <ul style="list-style-type: none"> ■ The Municipalities of Magalang and Sta. Cruz conducted re-echoing training on mushroom production after mushroom training was provided by E-CBFMP. ■ Some Municipal LGUs have allocated budget for PO activities (e.g. water system construction at Loob Bunga site and sweet tamarind plantation at Sta. Cruz site) as an extending support on CBFM after they participated and realized the importance of the project activities. ■ The Municipality of Sta. Cruz had realized the necessity of MENRO (Municipal Environment and Natural Resources Office) during the action planning with PO in Paralegal Training by the Project and has started the preparation for the establishment of MENRO. ■ The weekly sessions of Farmers Field School (FFS) has brought the close relationship between CENRO and LGU (MAO) staff, thus deepened understanding on CBFM of MAO staff who have little interest in it. ■ Through FUSA activities, the heads of LGUs have widened and deepened understanding of CBFM and committed financial support and assistance to PO's |

| | |
|---|--|
| | <p>activities.</p> <ul style="list-style-type: none"> ■ The first session of the FIRM (Bamboo Handicraft Making) in Alangan CBFMP in Limay, Bataan, made the LGU conducted series of follow up session of FIRM using the budget of Barangay. The resource speaker on Bamboo Handicraft Making has been employed by the Barangay LGU. |
| Initiatives taken by PO | <ul style="list-style-type: none"> ■ Construction of water system improved production and productivity of the CBFM area. Therefore, members were more motivated and participated in the pilot activities. PO members in Ayala and Cacupangan have developed the mechanisms to maintain water system by using their own resources. ■ In Limay Bataan, PO instituted mechanism to secure funds for maintain ace of fire-fighting equipment provided them by the FUSA under the Project. |
| Initiatives taken by TWG and DENR-Regional Office | <ul style="list-style-type: none"> ■ TWG supporting Loob Bunga has conducted market survey voluntarily after the training on marketing by E-CBFMP. ■ Communication survey method is going to be used by DENR for a coastal resource management project as an instrument to identify information needs. ■ After the Training conducted by the project, re-echoing-Trainings for POs have been conducted by CENROs. ■ TWG in Tarlac has expressed its intension to form MTWG (Municipal TWG) in other municipalities with CBFM site. |

4.5 Prospects for Sustainability

4.5.1 Institutional and organizational aspects

- CBFM is the national strategy in the forest sector aimed at the poverty alleviation and sustainable forest management. Furthermore, “CBFM Strategic Plan (2008-2017)” was formulated and issued last year. Therefore, the Government’s support for CBFM will be consistent.

- Currently, the counterparts for the policy component closely work together and monitor progress on a monthly basis. Even after the Project, they would likely continue policy formation and CBFM related policy support if feedback from field operations is made available on regular basis. In this context, the availability of policy research fund is critical to maintain the current activity level of the policy component.

- In the current organizational set-up, support for CBFM is the responsibility of the Division, FMB. Therefore, organizationally sustainability can be ensured. Yet, organizational restructuring is planned for the entire DENR structure under the rationalization plan. The Project needs to closely monitor on how the plan would affect CBFM.

- The Project formed Technical Working Group (TWG) to support POs in the pilot sites in collaboration with LGUs. TWG has been formalized through MOA. Therefore, institutionally, the sustainability of TWG is ensured. At the field level, the TWG members expressed their willing to continue their support to the PO. The factors that would affect the sustainability of TWG are changes in local executives and their level of understanding and willingness to support TWG activities.

K.7

- CBFM coordinator is the frontline facilitator of CBFM and their role is vitally important to strengthen POs. All the CBFM coordinators in Region 3 have been capacitated through field operation and training activities. Yet, the number of CBFM coordinators is very much limited – each CBFM coordinator supports more than 7 POs. This would limit further support to POs.

4.5.2 Financial aspects

- Financial constraints continue to be a major factor, limiting CBFM activities. However, efforts have been made by the Government to make funds available for the livelihood improvements for CBFM POs. As announced by the President during her State of the Nation Address (SONA) , 2 billion Pesos have been allocated for the establishment and rehabilitation of the forest as the budget for 2009.
- Financial constraints would be a major threat to the sustainability of support functions of DENR-Regional Office to CBFM POs. Yet, as described in 4.4 Impact, collaborative relationships with such stakeholders as LGUs have helped DENR mobilize resources and inputs from such stakeholders.
- Financial sustainability of the POs in the Pilot sites is still low. Three POs in the five pilot sites have their own funds, yet only one PO in Bangkal has a profit sharing scheme for income generating activity (mushroom production). The other POs have not developed a mechanism to generate revenue to sustain their activities. Livelihood improvement activities in the pilot sites are still at a rudimentary stage, the DENR Regional office needs to continuously help the POs generate benefits from their activities and strengthen their financial capacity.

4.5.3 Technical aspects

(Pilot site)

- The capacities of the stakeholders in Region 3 have been enhanced through the project activities in planning, implementing and problem solving of CBFM activities at pilot sites. It is therefore expected that the technologies and systems developed by the Project will be maintained and further developed.
- The technologies on Agroforestry have been extended to the POs with support from TWGs. It is therefore expected that the technologies will be disseminated to other DENR/LGU staff as well as POs including other regions.
- Agroforestry FFS that has been conducted as a trial in Region 3 seems to have a potential to be extension tool for PO. The Agroforestry-FFS curriculum developed by the Project will be applicable for upland conditions after the curriculum is revised.

(Training)

- Through the Project, trainers have gained experience and teaching materials have been developed. The training strategy including curriculum will be also developed by the end of the Project. It is expected that the training strategy will be continuously implemented when the strategy is institutionalized.

(Information)

- The capacities of the CPs in Region 3 have been enhanced through the implementations of surveys, development and packaging of IEC materials and trials of FIRM. It is therefore expected that DENR can maintain the systems developed by the project.
- FIRM utilizes local knowledge and resources; therefore, it is cost effective and quick to implement. Therefore, it is expected that DENR will be able to utilize FIRM as an extension tool after the project duration. Once CBFM coordinators learn on how to conduct FIRM, they would be able to utilize it on their own initiatives.

5. Factors affecting the Project

5.1 Contributing factors

The following is identified as important contributing factors:

- The Project's decision to mobilize its all resources and inputs to achieve goals specified in the PDM after the mid-term evaluation
- Close consultations with stakeholders and other agencies as well as case study reports based on the experiences from field operations helped the Project produce recommendation papers.
- The Project's efforts to make indicators more measurable and practical

5.2 Inhibiting factors

The following is identified as important inhibiting factors:

- Weaknesses in the original project design and implementation strategy resulted in repetitive activities and frequent revisions of PDM and lowered efficiency.
- Incomplete delineation and data gathering before screening of CBFM areas resulted in the de-listing of some of the pilot sites.
- Exhaustive emphasis on planning process in the first half of the project period limited the implementation duration in the pilot sites.

6. Conclusion

The relevance of the Project is high in that the enhancement of CBFM is the main strategy of DENR and needs of the people residing in and adjacent to CBFM areas. Yet, weaknesses in the implementation strategy caused issues and problems that lowered efficiency. Despite this, the Project

has made good efforts to achieve targets and produce outputs indicated in the PDM. Therefore, it is judged that the project purpose has been almost achieved. On impact, some of the policy recommendations have been already translated into policy. On the field level, although the scope is limited, such impacts as spillover effects of pilot sites to non-pilot sites and increased initiatives taken by LGUs to support POs in their jurisdictions. Organizational and technical sustainability is positive as institutional framework to support POs has been formalized and the counterparts have been capacitated through the Project, yet financial sustainability continues to be a challenge to DENR to support CBFM POs in the field. Livelihood improvement activities and conservation activities in the pilot sites are still at a rudimental stage, close monitoring and further support are necessary to strengthen their organizational capacity.

7. Recommendations

- The Project has introduced several instruments and modalities of field operations to enhance CBFM activities. It is recommended that the Project analyze and verify their effectiveness and incorporate them into the policy recommendation for modification of the CBFM Implementation Framework by the end of the project duration.
- In order to sustain the current activity level of the policy component after the project period, it is recommended that DENR seek collaboration with appropriate organizations, such as research institutions, to conduct policy studies that can serve as basis for policy recommendation.
- In order to further develop cooperation with and seek financial and technical supports from LGUs, it is recommended that the regional office organize a seminar or orientation to invite decision makers and planners of LGUs, present the Project's outputs and encourage them to appropriate a budget for the conduct of interventions introduced by the Project. It would be effective to invite them to pilot sites as part of the seminar/orientation. For this purpose, the Project needs to produce documents to show the effects and outcomes of such activities as FUSA, FFS, IEC and FIRM, and other activities implemented in the pilot sites.
- It is recommended that the regional office continue to monitor progress in the pilot sites and provide assistance in the field of organizational development (e.g. management skills, accounting and financial capacity development) in the expectation that the pilot sites would be further developed to become model POs in the future.
- The role of CBFM coordinators is a key to a successful implementation of CBFM activities. It is recommended that the number of CBFM coordinators in Region 3 should be maintained or increased under the rationalization scheme and their capacity enhanced for better CBFM implementation.

- Through various training and extension activities, the Project has obtained information and reference materials (e.g. list of resource persons and trainers, field guides for the conduct of various training programs and their procedures and processes) that would be useful for CBFM coordinators, LGUs and other stakeholders to organize CBFM support activities. Such information should be compiled and distributed to CBFM coordinators.

8. Lessons learned

- A good scenario or detailed implementation strategy and carefully designed plan of operations (PoO) are indispensable for successful project implementation as well as efficient project implementation. The project planner should increasingly focus on developing a specific scenario and PoO in view of overall goals, looking into their viability, and sharing the developed scenario with counterparts and other stakeholders concerned at the project designing and planning stages.
- E-CBFMP involved a number of players and stakeholders at the national, regional, provincial, communal and field level. It was sometimes difficult for both Japanese expert team and counterparts to maintain good communication and coordination among them, particularly when changes were made in the project design. Use of a focal person who is knowledgeable about and familiar with both local situations and donor projects could be a good measure to facilitate mutual communication and understandings.



k.7

Executing Agency: Department of Environment and Natural Resources (DENR) **Project Period:** June 2004- June 2009
Project Beneficiaries: People's Organizations (POs), DENR employees, Local Government Units (LGUs) and other relevant institutions
Target Areas: Field Operation Component (Training, Information and Pilot Site Unit) – Region 3. Policy Component - Nationwide focusing on Region 3.
 "CBFM areas" in Overall Goal means CBFM Project areas in the Philippines.
 "CBFM areas" in Project Purpose means 128 CBFM Project areas Composed of 125 CBFMAs and 3 PACBRMAs in Region 3.

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|--|--|--|---|
| <p>Overall Goal</p> <p>Conservation, rehabilitation and sustainable utilization of forest and land resources within Community-Based Forest Management (CBFM) areas are promoted to contribute to the overall sustainable forest management of the Government of the Philippines</p> | <p>By 5 years after project completion, the project experiences and technologies leading to the conservation, rehabilitation and sustainable utilization of forest and land resources are fully sustained and observed in the E-CBFM pilot sites and eventually shared and utilized by at least 20% of CBFM Projects in the Philippines.</p> | <p>Forest Information system</p> | |
| <p>Project Purpose</p> <p>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, all the E-CBFM Pilot Sites and at least 30% of other POs in Region 3 have adopted and implemented appropriate technologies leading to the conservation, rehabilitation and sustainable utilization of forest and land resources.</p> <p>b. By June 2009, at least 50% of members of each PO, staff of DENR, LGUs and other relevant institutions involved in the CBFM program in Region 3 have improved their awareness and capacities to plan and implement the CBFM strategy.</p> | <p>a. Case study Field Operation Component Survey</p> <p>b. Field Operation Component Survey</p> | <p>1) CBFM remains a priority strategy for forest management in the Philippines.</p> <p>2) Provision of appropriate support for CBFM by the government will continue.</p> |
| <p>Output 1</p> <p><Policy Component> Policy recommendations for the improvement of CBFMP are submitted to the proper authorities.</p> | <p>1a. At least one policy recommendation for each of the following subject is prepared and submitted: (i) logging ban, (ii) land tenure conflicts, (iii) conflicts over natural resources (mining, forest land utilization), (iv) renewal of Certificate of Stewardship, and (v) modification of the CBFM Implementation Framework based on experiences of the field component.</p> <p>1b. One study paper including recommendations on CBFM policy feedback mechanisms linking the policy formulation offices and key stakeholders in the field is prepared and submitted.</p> | <p>1a. Recommendation papers prepared and presented to the proper authorities.</p> <p>1b. Report on the review of the current policy feedback mechanism.</p> | |

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|--|---|---|---|
| <p>Output 2 <Field Operation Component> Pilot Site Unit CBFM planning and implementation in the pilot sites in Region 3 are developed/improved through the enhancement of the implementation scheme and collaboration model.</p> | <p>2a. All POs of the pilot sites with the support of TWGs prepare and/or update CRMF or CRMP as well as five year work plans through participatory planning processes. 2b. Collaboration partnerships between DENR, LGUs, and other relevant institutions at the five pilot sites are verified and lessons of making the partnerships are compiled in a case study. 2c. 10% of the total land area of each pilot site is managed sustainably by capacitated PO members through agroforestry, conservation of existing natural forest, and protection/maintenance of the plantations, including biodiversity concerns, based on their approved CRMF/CRMPs. 2d. At least one prioritized activity stated in the five year work plans is carried out at each pilot site and a monitoring report is compiled at each site through process documentation. 2e. Four stages identified in the CBFM Implementation Framework are verified and a case study compiling lessons of field activities are prepared.</p> | <p>2a. Presentation of 4 CRMF and 1 CRMP, 5 5yr work plans 2b. Case study 2c. Case study and Maps 2d. Case study 2e. Case study</p> | <p>1)CBFMP will continue and trained staff of DENR, LGUs and other relevant institutions will continue to be involved in CBFM. 2)Infrastructure and security in Pilot Sites are maintained</p> |
| <p>Training Unit Knowledge, skills and attitude of POs, DENR employees, LGUs and other relevant institutions involved in CBFM implementation in Region 3 are improved through training.</p> | <p>2f. At least 80% of all training participants from POs, DENR and other relevant institutions in Region 3 show a significant increase in knowledge in the Post Test. 2g. At least 50% of training participants from POs, DENR and other relevant institutions in Region 3 carry out their individual Action Plans, which are prepared at the end of skills related training programs. 2h. 90% of the implementers of the Follow-Up Scheme Activities (FUSA) implement their action plans. 2i. One draft training curriculum is prepared based on filed experiences in Region 3.</p> | <p>2f. Training Reports 2g. Field Operation Component Survey Training monitoring evaluation survey 2h. FUSA Reports 2i. Draft Training curriculum</p> | |
| <p>Information Unit Existing practical information on CBFM reached and appreciated by the POs in Region 3.</p> | <p>2j. Communication surveys have been conducted in at least 12 POs (10% of all POs in Region 3) to identify the information needs of POs in Region 3. 2k. At least 12 kinds of practical information materials on CBFM are packaged. 2l. At least 10% of PO members of the priority POs (38) in Region 3, which have been directly involved in at least one of project activities, show their interests in practicing the practical information disseminated. 2m. One strategy paper on information gathering and dissemination mechanisms which includes recommendations to FMB is prepared.</p> | <p>2j. Communication Survey Reports 2k. Practical Information materials 2l. Field Operation Component Survey 2m. Information strategy paper</p> | |

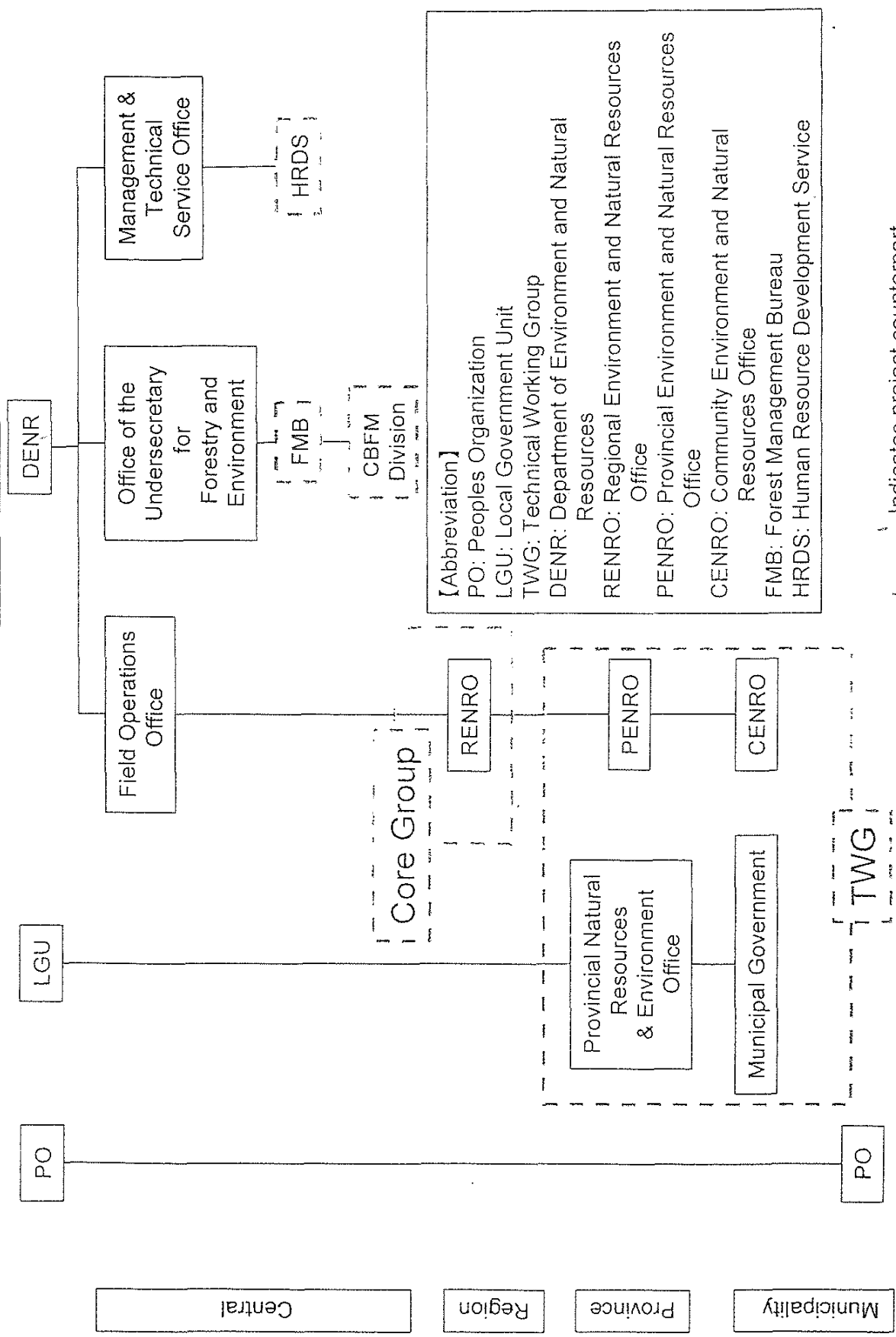
| Activities | Inputs | Pre-Conditions and Staff of DENR, LGUs and other relevant stakeholders are willing to implement/participate in the Project |
|--|--|---|
| <p>1.1 Conduct field reviews on CBFM related policies in on-going CBFM and other forestry projects</p> <p>1.2 Conduct literature reviews on CBFM related policies</p> <p>1.3 Hold a monthly policy discussion on CBFM related policy issues inviting resource persons from other institutions</p> <p>1.4 Analyze policy related issues in the Pilot Sites and prepare suggestion papers</p> <p>1.5 Propose a Policy Feedback Mechanism based on the review of the current situation in Region 3</p> <p>1.6 Prepare and submit policy recommendation papers to the proper authorities</p> <p>2.1 Select Pilot Sites</p> <p>2.2 Establish the regional CG and TWG for each Pilot Site</p> <p>2.3 Establish partnerships with LGUs and other relevant institutions in the implementation of CBFM</p> <p>2.4 Conduct a baseline survey for each Pilot Site (by TWG assisted by CG)</p> <p>2.5 Assist POs in Pilot Sites in reviewing and formulating CRMF/CRMPs depending on the needs and priorities identified (by TWG assisted by CG)</p> <p>2.6 Assist POs in Pilot Sites in preparing, implementing, monitoring and evaluating workplans based on their CRMF/CRMP (by TWG assisted by CG)</p> <p>2.7 Provide technical assistance to other CBFM areas as the need arises</p> <p>2.8 Conduct Process Documentation</p> <p>2.9 Develop CBFM training programs for POs, DENR, and other relevant institutions in Region 3</p> <p>2.10 Implement training programs in Region 3</p> <p>2.11 Conduct Monitoring and Evaluation of the training programs</p> <p>2.12 Develop a guideline on FUSA for training graduates in Region 3</p> <p>2.13 Implement FUSA in Region 3</p> <p>2.14 Conduct Monitoring and Evaluation of the approved FUSA</p> <p>2.15 Prepare CBFM trainer's manuals</p> <p>2.16 Identify current information needs of POs within Region 3</p> <p>2.17 Package and disseminate practical information to the POs</p> <p>2.18 Monitor the distribution of the information materials and PO's actual receipt and adoption of the information</p> <p>2.19 Recommend mechanisms for gathering and dissemination of information based on the experience gained in Region 3</p> | <p><Japanese Side></p> <p>(1) Long-Term experts (4)</p> <p>1. Chief Advisor</p> <p>2. Project Coordinator</p> <p>3. Experts in the technical fields of: (a) Forest Policy; (b) Agroforestry ;(c) Community Development ;(d) Training/Extension; (e) Information Management; (f) Others, as needed.</p> <p>NOTE:</p> <p>1) Chief Advisor and Project Coordinator may serve concurrently as experts in one or two of above-mentioned technical fields.</p> <p>2) The current Long –Term Expert in Agroforestry will be replaced by a Short-Term Expert.</p> <p>(2) Short -Term Experts Dispatched as needed.</p> <p>(3) Training of Philippine Personnel in Japan Training opportunities for the Philippine personnel in Japan will be provided.</p> <p>(4) Machinery and Equipment Vehicles and other necessary items will be provided.</p> <p><Philippine Side></p> <p>(1) Staff allocation</p> <p>1. Project Director</p> <p>2. Project Coordinator</p> <p>3. Project Component Managers</p> <p>4. Assistant Component Managers</p> <p>5. Core Group</p> <p>6. Administrative personnel</p> <p>7. Other personnel, as needed.</p> <p>(2) Land, buildings and facilities</p> <p>1. Land</p> <p>2. Buildings and facilities</p> <p>1) Project coordination office</p> <p>2) Project field office(s)</p> | <p>Pre-Conditions and Staff of DENR, LGUs and other relevant stakeholders are willing to implement/participate in the Project</p> |

Core Group (CG) is a regional level group, composed of staff from the Regional CBFM Office (CBFMO), Protected Area and Wildlife Division (PAWD), Regional Human Resource Development Service (RHRDS) and Regional Public Affairs Office (RPAO). CG provides technical support to the Project activities in Region 3.

Technical Working Group (TWG) is composed of staff from DENR (PENRO, CENRO), LGU (Province and Municipality), and other stakeholders. One TWG is formed for each Pilot Site and is directly involved in the whc intervention process concerned with POs and communities.

"the proper authorities" in Output 1 include FMB, PAWB, HRDS, FASPO and other relevant bureaus and offices in DENR.

Annex 2. Organization Chart of the Project



[Abbreviation]
 PO: Peoples Organization
 LGU: Local Government Unit
 TWG: Technical Working Group
 DENR: Department of Environment and Natural Resources
 RENRO: Regional Environment and Natural Resources Office
 PENRO: Provincial Environment and Natural Resources Office
 CENRO: Community Environment and Natural Resources Office
 FMB: Forest Management Bureau
 HRDS: Human Resource Development Service

--- Indicates project counterpart

11 *[Signature]*

Appendix 3. Equipment provision by Japanese Side
(Over 10 Thousand Philippine Peso)

JFY 2004 (Philippine Peso)

| Date | Item | Unit Amount | Unit | Cost | Location of use | Frequency of Use | Condition | Remarks |
|-------------------|------------------------------|--------------|----------|--------------|--------------------------------------|------------------|-----------|----------------------------------|
| February 21, 2005 | Sharp Digital Copier AR 153E | 67,574.00 | 1 Unit | 67,574.00 | RCBFMO RENRO III | A | A | |
| February 21, 2005 | Sharp Digital Copier AR 153E | 67,574.00 | 1 Unit | 67,574.00 | PENRO Zambales | B | B | |
| February 21, 2005 | Sharp Digital Copier AR 153E | 67,574.00 | 1 Unit | 67,574.00 | PENRO Pampanga | A | A | |
| February 21, 2005 | Sharp Digital Copier AR 153E | 67,574.00 | 1 Unit | 67,574.00 | CENRO San Fernando | D | B | |
| February 21, 2005 | Sharp Digital Copier AR 153E | 67,574.00 | 1 Unit | 67,574.00 | PENRO Nueva Ecija | A | A | |
| February 21, 2005 | Sharp Digital Copier AR 153E | 67,574.00 | 1 Unit | 67,574.00 | CENRO Cabanatuan | B | B | |
| February 21, 2005 | Sharp Digital Copier AR 5127 | 287,384.00 | 1 Unit | 287,384.00 | CBFMD DENR Quezon City | B | A | |
| February 21, 2005 | Sharp Digital Copier AR 5127 | 287,384.00 | 1 Unit | 287,384.00 | HRDS DENR Quezon City | D | B | |
| February 22, 2005 | Sharp Digital Copier AR 153E | 67,574.00 | 1 Unit | 67,574.00 | HRDS DENR Quezon City | A | A | |
| March 30, 2005 | HP Design Jet 500 | 192,500.00 | 1 Unit | 192,500.00 | GIS DENR Region III | A | A | |
| March 30, 2005 | IBM Desktop Computer | 257,000.00 | 1 Unit | 257,000.00 | GIS DENR Region III | A | A | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | ORED RENRO III | A | A | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | PENRO Zambales | B | B | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | PENRO Pampanga | A | A | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | CENRO San Fernando | A | A | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | PENRO Nueva Ecija | A | A | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | CENRO Cabangan | A | B | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | CENRO Cabanatuan | A | A | |
| March 30, 2005 | Toshiba LCD Projector | 96,000.00 | 1 Unit | 96,000.00 | CBFMD DENR Quezon City | B | A | |
| March 30, 2005 | Dell Laptop Computer | 131,800.00 | 1 Unit | 131,800.00 | RCBFMO RENRO III | A | A | |
| March 30, 2005 | Sony DCR-HC42 | 52,500.00 | 1 Unit | 52,500.00 | RCBFMO RENRO III | A | A | |
| March 30, 2005 | Kawasaki Bush Cutter | 13,000.00 | 10 Units | 130,000.00 | RCBFMO RENRO III | A | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | PENRO Zambales | A | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | Municipality of Botolan | A | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | CENRO Cabangan | A | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | CENRO San Fernando | A | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | Municipality of Magalang | D | A | Registration is not finished yet |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | PENRO Pampanga | A | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | PENRO Nueva Ecija | A | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | CENRO Cabanatuan | A | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | Provincial Government of Nueva Ecija | A | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | RCBFMO RENRO III | B | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | RCBFMO RENRO III | B | A | |
| March 30, 2005 | Yamaha DT 125 Wonder Bike | 99,000.00 | 1 Unit | 99,000.00 | Municipality of Gen. Tinio | A | A | |
| March 30, 2005 | Ford Ranger Pick Up | 1,065,000.00 | 1 Unit | 1,065,000.00 | JICA San Fernando Project Office | A | A | |
| March 30, 2005 | Ford Ranger Pick Up | 1,065,000.00 | 1 Unit | 1,065,000.00 | RCBFMO RENRO III | A | A | |
| March 30, 2005 | IBM Desktop Computer | 257,000.00 | 1 Unit | 257,000.00 | CBFMD DENR Quezon City | A | B | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | CBFMD DENR Quezon City | A | A | |
| March 30, 2005 | Toshiba LCD Projector | 96,000.00 | 1 Unit | 96,000.00 | RHRMO RENRO III | B | A | |
| March 30, 2005 | HP Laser Jet 1010 Printer | 20,550.00 | 1 Unit | 20,550.00 | CBFMD DENR Quezon City | A | A | |
| March 30, 2005 | Dell Laptop Computer | 131,800.00 | 1 Unit | 131,800.00 | RHRMO RENRO IV | A | A | |

| | | | | | | | | |
|----------------|-----------------------------------|------------|----------|---------------------|------------------------------|---|---|--|
| March 30, 2005 | Olympus Digital Camera | 38,000.00 | 1 Unit | 38,000.00 | CBFMD DENR Quezon City | B | A | |
| March 30, 2005 | Sony DCR-HC42 | 52,500.00 | 1 Unit | 52,500.00 | CBFMD DENR Quezon City | B | A | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | HRDS DENR Quezon City | A | A | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | RHRMO RENRO III | A | B | Damaged: Still in repairment (As of Jun 2009) |
| March 30, 2005 | Toshiba LCD Projector | 96,000.00 | 1 Unit | 96,000.00 | FMB DENR Quezon City | D | C | |
| March 30, 2005 | Dell Laptop Computer | 131,800.00 | 1 Unit | 131,800.00 | FMB DENR Quezon City | B | B | |
| March 30, 2005 | Shure Mic/Beta Handheld Transmitt | 31,500.00 | 2 Units | 31,500.00 | HRDS DENR Quezon City | B | A | |
| March 30, 2005 | Behringer Sound System/Mixer | 78,900.00 | 1 Unit | 78,900.00 | HRDS DENR Quezon City | D | C | Damaged / Still working |
| March 30, 2005 | Carrier Airconditioner | 74,500.00 | 2 Units | 74,500.00 | HRDS DENR Quezon City | A | A | |
| March 30, 2005 | Euro Power Beta Speaker | 98,800.00 | 1 Set | 98,800.00 | HRDS DENR Quezon City | B | A | |
| March 30, 2005 | Sharp Digital Copier AR-153E | 67,574.00 | 1 Unit | 67,574.00 | HRDS DENR Quezon City | D | B | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | ENRA Carranglan, Nueva Ecija | D | C | CPU is damaged and it is under the repairment (As of Aug 2008) |
| March 30, 2005 | Kawasaki Bush Cutter | 13,000.00 | 10 Units | 130,000.00 | ENRA Carranglan, Nueva Ecija | A | A | |
| March 30, 2005 | Diesel electric Generator | 895,000.00 | 1 Unit | 895,000.00 | ENRA Carranglan, Nueva Ecija | B | A | |
| March 30, 2005 | IBM Desktop Computer | 103,500.00 | 1 Unit | 103,500.00 | FMB DENR Quezon City | A | A | |
| March 30, 2005 | Toshiba LCD Projector | 96,000.00 | 1 Unit | 96,000.00 | RCBFMO RENRO III | B | B | |
| March 30, 2005 | HP Laser Jet 1010 Printer | 20,550.00 | 1 Unit | 20,550.00 | FMB DENR Quezon City | A | A | |
| March 30, 2005 | Dell Laptop Computer | 131,800.00 | 1 Unit | 131,800.00 | RCBFMO RENRO III | A | C | Part of hinge is damaged. But it still work well for daily use |
| March 30, 2005 | Olympus Digital Camera | 38,000.00 | 1 Unit | 38,000.00 | CBFMD DENR Quezon City | B | A | |
| March 30, 2005 | Mitsubishi Adventure SUV | 680,000.00 | 1 Unit | 680,000.00 | FMB DENR Quezon City | A | A | |
| | Total (PESO) | | | 9,739,860.00 | | | | |

JFY 2005 (Philippine Peso)

| Date | Item | Unit Amount | Unit | Cost | Location of use | Frequency of Use | Condition | Remarks |
|------------------|--------------------------------|-------------|---------|------------|---|------------------|-----------|--|
| July 16, 2005 | Orbeco-Hellige Soil Tester Kit | 64,300.00 | 1 Unit | 64,300.00 | JICA San Fernando Project Office | B | A | |
| July 28, 2005 | TEC Jetshooter | 20,000.00 | 10 Sets | 200,000.00 | ENRA Carranglan, Nueva Ecija | B | A | |
| August 1, 2005 | Ushikata Telescopic Compass | 44,000.00 | 7 Sets | 308,000.00 | JICA San Fernando Project Office | B | A | |
| August 1, 2005 | Haglof Sweden Vertex | 120,000.00 | 1 Set | 120,000.00 | JICA San Fernando Project Office | B | A | |
| August 1, 2005 | TEC Jetshooter | 20,000.00 | 2 Units | 40,000.00 | JICA San Fernando Project Office | B | C | Disposed; pump is damaged and despaired the repairment |
| August 1, 2005 | TEC Jetshooter | 20,000.00 | 2 Units | 40,000.00 | JICA San Fernando Project Office | D | D | |
| August 1, 2005 | TEC Jetshooter | 20,000.00 | 2 Units | 40,000.00 | Babuyan, Sta. Cruz, Zambales | B | A | |
| August 1, 2005 | TEC Jetshooter | 20,000.00 | 2 Units | 40,000.00 | Guisguis, Sta. Cruz, Zambales | B | A | |
| August 1, 2005 | TEC Jetshooter | 20,000.00 | 2 Units | 40,000.00 | Guinabon Sta. Cruz, Zambales | B | A | |
| August 1, 2005 | Ricoh Caplio Digital Camera | 80,000.00 | 1 Unit | 80,000.00 | JICA San Fernando Project Office | D | D | Display is damaged and despaired the repairment due to the lack of replacement parts |
| August 1, 2005 | Ricoh Caplio Digital Camera | 80,000.00 | 1 Unit | 80,000.00 | JICA San Fernando Project Office | B | A | |
| August 1, 2005 | Ricoh Caplio Digital Camera | 80,000.00 | 1 Unit | 80,000.00 | JICA San Fernando Project Office | B | A | |
| August 1, 2005 | Ricoh Caplio Digital Camera | 80,000.00 | 1 Unit | 80,000.00 | CENRO San Fernando | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO San Fernando | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Tatalac | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Camiling | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Bagac | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Pilar | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Olongapo | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Cabangan | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Masinloc | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Cabanatuan | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Talavera | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Muñoz | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Dingalan | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Baler | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | CENRO Casiguran | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | JICA San Fernando Project Office | B | A | |
| January 24, 2006 | TEC Jetshooter | 16,250.00 | 1 Unit | 16,250.00 | Sto. Niffo 3rd, San Jose City | B | A | |
| January 27, 2006 | Toshiba LCD Projector | 95,000.00 | 1 Unit | 95,000.00 | Municipality of Botolan, Zambales | B | A | |
| January 27, 2006 | Toshiba LCD Projector | 95,000.00 | 1 Unit | 95,000.00 | Municipality of Gen. Tinio, Nueva Ecija | B | A | |
| January 27, 2006 | Toshiba LCD Projector | 95,000.00 | 1 Unit | 95,000.00 | Provincial Government of Nueva Ecija | B | A | |
| March 27, 2006 | IBM Desktop Computer | 88,735.00 | 1 Unit | 88,735.00 | Municipality of Botolan, Zambales | D | C | CPU is damaged and trying to repair(As of Jun 2009) |
| March 27, 2006 | IBM Desktop Computer | 88,735.00 | 1 Unit | 88,735.00 | Provincial Government of Nueva Ecija | A | A | |
| March 27, 2006 | HP Desk Jet 3845 Printer | 10,100.00 | 1 Unit | 10,100.00 | Municipality of Botolan, Zambales | A | A | |
| March 28, 2006 | HP Desk Jet 3845 Printer | 10,840.00 | 1 Unit | 10,840.00 | Provincial Government of Nueva Ecija | A | A | |
| March 28, 2006 | HP Desk Jet 3845 Printer | 10,840.00 | 1 Unit | 10,840.00 | Municipality of Gen. Tinio, Nueva Ecija | A | A | |
| March 28, 2006 | IBM Desktop Computer | 87,965.00 | 1 Unit | 87,965.00 | Municipality of Gen. Tinio, Nueva Ecija | A | A | |
| March 28, 2006 | IBM R15 Thinkpad Laptop | 94,760.00 | 1 Unit | 94,760.00 | CBFMD DENR Quezon City | A | A | |
| March 28, 2006 | IBM Desktop Computer | 87,965.00 | 1 Unit | 87,965.00 | CBFMD DENR Quezon City | A | A | |

| | | | | | | | | | |
|---------------------|----------------------------------|------------|--------|------------|---------------------|----------------------------------|---|---|---|
| March 28, 2006 | IBM R15 Thinkpad Laptop | 94,760.00 | 1 Unit | 94,760.00 | 94,760.00 | CBFMD DENR Quezon City | A | A | |
| March 28, 2006 | IBM R15 Thinkpad Laptop | 94,760.00 | 1 Unit | 94,760.00 | 94,760.00 | CBFMD DENR Quezon City | A | A | |
| March 29, 2006 | IBM Desktop Computer | 87,965.00 | 1 Unit | 87,965.00 | 87,965.00 | JICA San Fernando Project Office | A | A | |
| March 29, 2006 | IBM Desktop Computer | 87,965.00 | 1 Unit | 87,965.00 | 87,965.00 | JICA San Fernando Project Office | A | A | |
| March 29, 2006 | IBM Desktop Computer | 87,965.00 | 1 Unit | 87,965.00 | 87,965.00 | PAWCZM RENRO III | A | A | |
| March 29, 2006 | IBM Desktop Computer | 87,965.00 | 1 Unit | 87,965.00 | 87,965.00 | Forestry RENRO III | A | A | |
| March 29, 2006 | IBM Desktop Computer | 88,735.00 | 1 Unit | 88,735.00 | 88,735.00 | RCBFMO RENRO III | A | A | |
| March 29, 2006 | IBM Desktop Computer | 88,735.00 | 1 Unit | 88,735.00 | 88,735.00 | Provincial ENRO of Zambales | A | A | |
| March 29, 2006 | IBM R15 Thinkpad Laptop | 95,020.00 | 1 Unit | 95,020.00 | 95,020.00 | JICA San Fernando Project Office | A | A | |
| March 29, 2006 | IBM R15 Thinkpad Laptop | 95,020.00 | 1 Unit | 95,020.00 | 95,020.00 | JICA San Fernando Project Office | A | A | |
| March 29, 2006 | IBM R15 Thinkpad Laptop | 95,020.00 | 1 Unit | 95,020.00 | 95,020.00 | JICA San Fernando Project Office | A | A | |
| March 29, 2006 | IBM R15 Thinkpad Laptop | 95,020.00 | 1 Unit | 95,020.00 | 95,020.00 | JICA San Fernando Project Office | B | C | Mother Board is damaged but still working |
| March 29, 2006 | IBM R15 Thinkpad Laptop | 95,020.00 | 1 Unit | 95,020.00 | 95,020.00 | RHRMO RENRO III | A | A | |
| March 29, 2006 | HP 5440 Printer | 10,100.00 | 1 Unit | 10,100.00 | 10,100.00 | JICA Quezon City Project Office | B | A | |
| March 29, 2006 | HP 5440 Printer | 10,100.00 | 1 Unit | 10,100.00 | 10,100.00 | JICA San Fernando Project Office | B | A | |
| March 29, 2006 | HP 5440 Printer | 10,100.00 | 1 Unit | 10,100.00 | 10,100.00 | PAWCZM RENRO III | A | A | |
| March 29, 2006 | HP 5440 Printer | 10,100.00 | 1 Unit | 10,100.00 | 10,100.00 | Forestry RENRO III | A | A | |
| March 29, 2006 | HP 5440 Printer | 10,100.00 | 1 Unit | 10,100.00 | 10,100.00 | RCBFMO RENRO III | A | A | |
| March 29, 2006 | HP Desk Jet 1280 Printer | 21,900.00 | 1 Unit | 21,900.00 | 21,900.00 | Provincial ENRO of Zambales | B | A | |
| March 29, 2006 | Sony DCR-HC42 | 36,520.00 | 1 Unit | 36,520.00 | 36,520.00 | RPAO RENRO III | B | A | |
| March 29, 2006 | Toshiba LCD Projector | 73,240.00 | 1 Unit | 73,240.00 | 73,240.00 | RPAO RENRO III | B | A | |
| March 29, 2006 | Toshiba LCD Projector | 73,240.00 | 1 Unit | 73,240.00 | 73,240.00 | RHRMO RENRO III | B | A | |
| March 29, 2006 | Desktop PC for Video Editing | 148,200.00 | 1 Unit | 148,200.00 | 148,200.00 | RPAO RENRO III | A | A | |
| March 31, 2006 | Trimble Electronic Total Station | 356,000.00 | 1 Unit | 356,000.00 | 356,000.00 | JICA San Fernando Project Office | B | A | |
| Total (PESO) | | | | | 4,201,660.00 | | | | |

JFY 2006 (Philippine Peso)

| Date | Item | Unit Amount | Unit | Cost | Location of use | Frequency of Use | Condition | Remarks |
|---------------------|----------------------------|--------------|--------|---------------------|----------------------------------|------------------|-----------|---------|
| March 20, 2007 | Nissan Escapade Urvan | 1,037,000.00 | 1 Unit | 1,037,000.00 | JICA San Fernando Project Office | A | A | |
| March 21, 2007 | Garmin e Trex Vista CX GPS | 31,500.00 | 1 Unit | 31,500.00 | JICA San Fernando Project Office | B | A | |
| March 21, 2007 | Garmin e Trex Vista CX GPS | 31,500.00 | 1 Unit | 31,500.00 | JICA San Fernando Project Office | B | A | |
| March 21, 2007 | Garmin e Trex Vista CX GPS | 31,500.00 | 1 Unit | 31,500.00 | CENRO Camiling | B | A | |
| March 21, 2007 | Garmin e Trex Vista CX GPS | 31,500.00 | 1 Unit | 31,500.00 | Municipality of Mayantoc, Tarlac | B | A | |
| March 21, 2007 | Garmin e Trex Vista CX GPS | 31,500.00 | 1 Unit | 31,500.00 | Municipality of Magalang | B | A | |
| March 21, 2007 | Garmin e Trex Vista CX GPS | 31,500.00 | 1 Unit | 31,500.00 | PENRO Pampanga | B | A | |
| March 21, 2007 | Garmin e Trex Vista CX GPS | 31,500.00 | 1 Unit | 31,500.00 | CENRO Masinloc | B | A | |
| March 21, 2007 | Garmin e Trex Vista CX GPS | 31,500.00 | 1 Unit | 31,500.00 | Municipality of Sta. Cruz | B | A | |
| Total (PESO) | | | | 1,289,000.00 | | | | |

JFY 2007 (Philippine Peso)

| Date | Item | Unit Amount | Unit | Cost | Location of use | Frequency of Use | Condition | Remarks |
|------------------|----------------------|-------------|--------|-----------|-----------------|------------------|-----------|---------|
| October 22, 2007 | Asus Laptop Computer | 80,500.00 | 1 Unit | 80,500.00 | ORED RENRO III | A | A | |
| October 22, 2007 | Asus Laptop Computer | 80,500.00 | 1 Unit | 80,500.00 | RPAO RENRO III | A | A | |

| | | | | | | | |
|---------------------|--------------------------|-----------|--------|---------------------|----------------------------------|---|---|
| October 22, 2007 | Asus Laptop Computer | 80,500.00 | 1 Unit | 80,500.00 | RCBFMO RENRO III | A | A |
| October 22, 2007 | Asus Laptop Computer | 80,500.00 | 1 Unit | 80,500.00 | PENRO Bataan | A | A |
| October 22, 2007 | Asus Laptop Computer | 80,500.00 | 1 Unit | 80,500.00 | CENRO Camiling | A | A |
| October 22, 2007 | Asus Laptop Computer | 80,500.00 | 1 Unit | 80,500.00 | Municipality of Mayantoc | A | A |
| October 22, 2007 | Asus Laptop Computer | 80,500.00 | 1 Unit | 80,500.00 | Municipality of Sta. Cruz | A | A |
| October 22, 2007 | IBM Desktop Computer | 63,000.00 | 1 unit | 63,000.00 | CENRO Masinloc | A | A |
| October 22, 2007 | Sony DSC-S800 Digicam | 20,000.00 | 1 Unit | 20,000.00 | JICA San Fernando Project Office | B | A |
| October 22, 2007 | Sony DSC-S800 Digicam | 20,000.00 | 1 Unit | 20,000.00 | JICA San Fernando Project Office | B | A |
| October 22, 2007 | Sony DSC-S800 Digicam | 20,000.00 | 1 Unit | 20,000.00 | CENRO Camiling | B | A |
| October 22, 2007 | Sony DSC-S800 Digicam | 20,000.00 | 1 Unit | 20,000.00 | PENRO Bataan | B | A |
| October 22, 2007 | Sony DSC-S800 Digicam | 20,000.00 | 1 Unit | 20,000.00 | CENRO Masinloc | B | A |
| October 22, 2007 | Sony DSC-S800 Digicam | 20,000.00 | 1 Unit | 20,000.00 | PENRO Zambales | B | A |
| October 22, 2007 | Sony DSC-S800 Digicam | 20,000.00 | 1 Unit | 20,000.00 | Municipality of Magalang | B | A |
| October 22, 2007 | Sony DSC-S800 Digicam | 20,000.00 | 1 Unit | 20,000.00 | Municipality of Mayantoc | B | A |
| October 22, 2007 | Sony DSC-S800 Digicam | 20,000.00 | 1 Unit | 20,000.00 | Municipality of Sta. Cruz | B | A |
| October 22, 2007 | Sony DCR-HC48 | 36,500.00 | 1 Unit | 73,000.00 | OED RENRO III | B | A |
| November 7, 2007 | Honda XRM 125 Motor Bike | 56,900.00 | 1 Unit | 56,900.00 | Municipality of Mayantoc | A | A |
| November 7, 2007 | Honda XRM 125 Motor Bike | 56,900.00 | 1 Unit | 56,900.00 | Municipality of Sta. Cruz | A | A |
| November 7, 2007 | Honda XRM 125 Motor Bike | 56,900.00 | 1 Unit | 56,900.00 | CENRO Masinloc | A | A |
| November 7, 2007 | Honda XRM 125 Motor Bike | 56,900.00 | 1 Unit | 56,900.00 | CENRO Camiling | A | A |
| Total (PESO) | | | | 1,107,100.00 | | | |

Hand Carried Equipment (Japanese Yen)

| ITEM | Unit Amount | Unit | Cost | Location of use | Frequency of Use | Condition | Remarks |
|-------------------|-------------|------|-------------------|-------------------------------|------------------|-----------|-----------------|
| PC | ¥259,000 | 1 | ¥259,000 | JICA SF Project Office | A | A | |
| CD-ROM | ¥200,000 | 1 | ¥200,000 | JICA SF Project Office | / | / | Installed to PC |
| Notebook Computer | ¥245,000 | 1 | ¥245,000 | JICA SF Project Office | A | A | |
| Digital Video | ¥129,000 | 1 | ¥129,000 | JICA SF Project Office | B | A | |
| PC | ¥245,600 | 1 | ¥245,600 | JICA SF Project Office | A | A | |
| PC | ¥248,000 | 1 | ¥248,000 | JICA SF Project Office | A | A | |
| PC | ¥227,000 | 1 | ¥227,000 | JICA SF Project Office | A | A | |
| Total | | | ¥1,553,600 | JICA SF Project Office | | | |

Schedule of the Terminal Evaluation for E-CBFMP

| | | | Place |
|----------|-----|--|---------------------|
| 11th Jan | Sun | Narita → Manila | Manila |
| 12th Jan | Mon | 9:00-12:00: Meeting w/JICA Expert Team 13:30-14:00: Courtesy Call to FMB Director 14:00-17:00: Meeting w/DENR-FMB and Philippine side Evaluation Team | Manila |
| 13th Jan | Tue | (Consultant) 9:00-12:00: Interview w/DENR-FMB (Policy Component CP) 13:30-15:00: Manila → San Fernando 15:00-15:30 Courtesy Call to RED R3 15:30-17:00: Meeting w/JICA Expert Team | Angeles City |
| 14th Jan | Wed | 9:00-11:00: Interview at DENR-Region3 (Pilot site Unit) 13:00-15:00: Interview at DENR-Region3 (Training Unit) 15:00-17:00: Interview at DENR-Region3 (Information Unit) | Angeles City |
| 15th Jan | Thu | 8:00-18:00 Interview at Pilot Site/Sta. Cruz (PO members, PENRO, CENRO etc.) | Iba City (Zambales) |
| 16th Jan | Fri | 8:00-18:00 Interview at Pilot Site/Loob Bunga (PO members, PENRO, CENRO etc.) | Angeles City |
| 17th Jan | Sat | 7:00-12:00: Field Survey & Interview at Bangkal PM: Documents Arrangement | Angeles City |
| 18th Jan | Sun | 7:00-9:00: San Fernando → Manila AM: Documents Arrangement (Other 3 members) Narita→Manila | Manila |
| 19th Jan | Mon | 9:00-10:00: Courtesy Call to JICA Office 11:00-11:30: Courtesy Call to EOJ 14:00-15:00: Interview w/ FMB 15:00-17:00: Interview w/Policy Component | Manila |
| 20th Jan | Tue | 7:00-8:30: Manila → San Fernando 9:00-12:00: Courtesy Call & Interview w/RED and RTD 13:30-17:00: Interview w/Information Unit 17:00-Meeting w/JICA Experts | Angeles City |
| 21st Jan | Wed | (Team was divided into 2 groups.) 8:00-11:00: Interview w/Training Unit 11:00-18:00: Field Survey & Interview at FUSA Site (Limay) , Pilot Site(Cacupangan) & FIRM Site (Aragan or Bagack) in Bataan | Angeles City |
| 22nd Jan | Thu | (Team was divided into 2 groups.) 8:00-18:00: Field Survey & Interview at FUSA Site (Tarlac *2PO) & Ayala site | Angeles City |
| 23rd Jan | Fri | 8:00-15:00: Meeting with Evaluation Team & Presentation from Evaluation Team to the P/J (FOC) 14:00-16:30: San Fernando →Manila | Manila |
| 24th Jan | Sat | Writing a Draft of Evaluation Report Meeting in Evaluation Team | Manila |
| 25th Jan | Sun | Writing a Draft of Evaluation Report Meeting in Evaluation Team | Manila |
| 26th Jan | Mon | 8:00-17:00: Meeting in Evaluation Team | Manila |
| 27th Jan | Tue | 10:00-12:00 Meeting with Evaluation Team and CP of Region 3 14:00-16:00 Meeting with FMB, Evaluation Team and CP | Manila |
| 28th Jan | Wed | 9:00-16:00: Meeting w/FMB about a Draft of Evaluation Report and Minutes | Manila |
| 29th Jan | Thu | 9:00-12:00: JCC @DENR-FMB | Manila |
| 30th Jan | Fri | Manila → Narita | |

