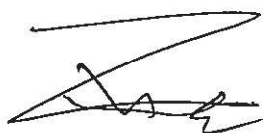


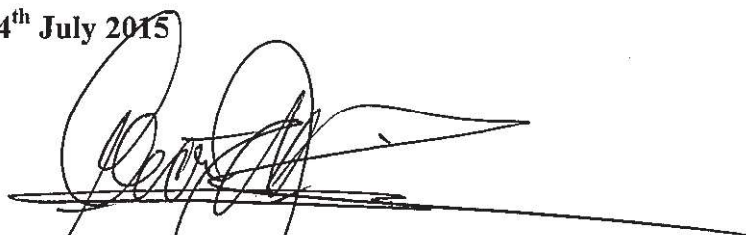
**REPORT OF THE JOINT TERMINAL EVALUATION  
ON THE PROJECT FOR COMMUNITY-BASED SUSTAINABLE NATURAL  
RESOURCE MANAGEMENT  
IN THE DEMOCRATIC REPUBLIC OF TIMOR-LESTE**

Dili, 14<sup>th</sup> July 2015



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## Abbreviation

CBFM	Community-Based Forest Management
CB-NRM	Community-based Sustainable Natural Resource Management
CBSE	Community-Based Seed Extension
DAC	Development Assistance Committee of OECD (Organisation for Economic Co-operation and Development)
DFAT	Department of Foreign Affairs and Trade (Australia)
DG	Director General
FAO	Food and Agriculture Organization of the United Nations
FFS	Farmer Field School
FY	Fiscal Year
GoTL	Government of Timor-Leste
IG/LD	Income Generating/Livelihood Development
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
m/m	Man Months
MAF	Ministry of Agriculture and Fisheries
MP	Micro Program
NDF	National Directorate for Forestry
NDFC	National Directorate for Forest Conservation
NDFWM	National Directorate for Forest and Watershed Management
NDEDAC	National Directorate of Extension and Development of Agricultural Communities
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OJT	On-the-Job Training
PARCIC	PARC Interpeoples' Cooperation
PC	Personal Computer
PDM	Project Design Matrix
PLUP	Participatory Land Use Plan
PO	Plan of Operations
R/D	Record of Discussion
RECOFTC	Center for People and Forests
SPTPP	Seedling Production and Tree Planting Promotion
SUFP	Sustainable Upland Farming Promotion
SUB/PF	Sustainable Use of Backyard/Permanent Farms

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## 1. Introduction

### 1-1 Purpose of Joint Terminal Evaluation

The purposes of the Joint Terminal Evaluation are outlined as follows:

- (1) To verify the accomplishments of the project activities, outputs and implementation processes, in comparison with the plans as PDM and Plan of Operations (hereinafter referred to as "PO");
- (2) To identify factors both positively and negatively affected the project;
- (3) To evaluate the project in terms of the five evaluation criteria, i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability;
- (4) Based on the evaluation results, to make recommendations to be considered during the remaining project period and after the project completion;
- (5) To consolidate lessons learned for formulation and implementation of future projects in the similar field and nature.

### 1-2 Members of Joint Terminal Evaluation Team

#### (1) Japanese Side

Name	In Charge	Position and Organization
Mr. Kazuhiro Goseki	Team Leader	Executive Technical Advisor to the Director General, Global Environment Department, Japan International Cooperation Agency (JICA)
Ms. Satomi Tanaka	Evaluation Planning	Technical Advisor, Nature Conservation Team 1, Forestry and Nature Conservation Group, Global Environment Department, Japan International Cooperation Agency (JICA)
Mr. Tomoo Mochida	Evaluation Analysis	Managing Director, OPMAC Corporation

#### (2) Timorese Side

Name	Position and Organization
Mr. Cesar Jose da Cruz	Expert, MAF
Mr. Jacinto Soares	Manager, Agroforestry, Department of Reforestation and Urban & Community Forestry, MAF
Mr. Mario Soares	Chief, Department of Monitoring & Evaluation, MAF

## 2. Outline of the Project

### 2-1 Background of the Project

The latest assessment revealed that, in Timor-Leste, about 13,000 ha of forests had disappeared between 2003 and 2012 and about 171,000 ha of dense forests had been degraded to sparse forests for the same period. The same assessment indicates that the total forest coverage became about 59 % of the whole country (about 869,000 ha) in 2012. Deforestation has further caused soil erosion, land slide and flash floods, which eventually affected the lives of people residing within river basins. But ironically, it has been reported that deforestation

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has been mainly caused by human activities, such as i) forest fires, ii) tree cutting for firewood collection, iii) shifting cultivation, and iv) uncontrolled illegal logging. Furthermore, what made this problem difficult to solve was that the said activities were mainly undertaken by poor upland farmers who subsist on forest and farm products collected/produced by such activities.

In order to promote sustainable forest management in the country, the Government of Timor-Leste (GoTL) developed the Forest Policy in 2007, which aimed at achieving sustainable management of forest resources in the country. It has been however difficult for MAF and NDF to apply the necessary measures against issues that cause forest degradation due to the undeveloped legal system on forest management, insufficient institutional set-ups, and lack of human resources in MAF and NDF quantitatively and qualitatively. As the financial situation of the country has improved thanks to the continuous revenue from the oil production in Timor Sea, the country has had an increased need for developing the capability of MAF/NDF and establishing a framework for forest management in the country, so as to promote sustainable forest management in the country.

Under such circumstances, the GoTL agreed with the Japan International Cooperation Agency (JICA) on the conduct of a Development Study named “The Study on Community-Based Integrated Watershed Management in Laclo and Comoro River Basins” in 2004. In accordance with the agreement, JICA had carried out the Development Study with the implementation of pilot projects focusing on the participatory land use planning, tree planting, agricultural extension, and livelihood development in the target river basins, from November 2005 to March 2010. As a result of the study, a community-based integrated watershed management plan for the said river basins and watershed management planning guidelines were developed and submitted to the GoTL.

Having confirmed the effectiveness of the activities (sub-programs) proposed in the community-based integrated watershed management plan through the implementation of the pilot projects, the GoTL further requested JICA to assist itself in the establishment of an implementation mechanism and development of the capabilities of the government officials for community-based natural resource management. Japanese Government approve the proposed project, and JICA conducted a Detailed Planning Survey from November – December 2009. Finally, Both Japanese and Timorese sides agreed to jointly implement a technical cooperation project named “The Project for Community-Based Sustainable Natural Resource Management” (hereinafter referred to as “the Project”) as described in the Record of Discussions (R/D) concluded in August 2010.

## **2-2 Summary of the Project**

### **(1) Name of the Project**

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## The Project for Community-based Sustainable Natural Resource Management

### (2) Cooperation Period

December 2010 – October 2015 (58 months)

### (3) Target Area

Areas in and around the Comoro and Lacro Watersheds

### (4) Project Sites

Six selected *sucos* (villages) in the target area (namely Talitu, Madabeno, Faturasa, Fadabloco, Tohumeta and Hautoho)

### (5) Target Group

Relevant personnel of National Directorate of Forestry (NDF) and District Directorates of MAF in the target area, and the local residents in the Project sites

### (6) The Project Purpose

An operational mechanism of CB-NRM at suco level is developed.

### (7) Overall Goal

Community-based sustainable natural resource management (CB-NRM) is practiced in the Target Area.

### (8) Super Goal

Watershed management is introduced in the major river systems in Timor-Leste

### (9) The Outputs

Output 1: Land use plans are agreed upon and implemented by local residents in accordance with relevant *suco* regulations.

Output 2: The staff of the implementing agency and relevant stakeholders are trained to support CB-NRM.

Output 3: Effective processes with roles of stakeholders to support CB-NRM are identified.

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#### (10) Activities

- 1-1 Organize initial meetings in the Project sites.
- 1-2 Conduct participatory village profiling in the Project sites.
- 1-3 Conduct participatory land use planning with formulation of relevant *suco* regulations.
- 1-4 Facilitate local residents in the Project sites to implement the micro programs prioritized in line with the land use plans.
- 1-5 Monitor and evaluate CB-NRM in the Project sites.
- 1-6 Organize field seminars and/or workshops for information sharing among the target *sucos* and technical dissemination to local residents in the neighboring *sucos*.
- 1-7 Establish the watershed management council of the Noru watershed as a platform where the relevant *sucos* can work on CB-NRM for sustainable watershed management.
- 2-1 Gather and compile useful CB-NRM practices and technologies applicable to the situation of the target area.
- 2-2 Plan and conduct the training on CB-NRM for the technical staff of the implementing agency and relevant stakeholders.
- 2-3 Organize planning seminars on CB-NRM.
- 2-4 Organize feedback seminars on CB-NRM.
- 2-5 Prepare technical manuals on CB-NRM.
- 3-1 Prepare an operational manual on the processes to support CB-NRM with roles of stakeholders, reflecting the results of monitoring and evaluation of CB-NRM, including the micro programs implemented in the Project sites.
- 3-2 Develop draft policy recommendations.
- 3-3 Organize a workshop to present the recommendations to relevant institutions and stakeholders.

### 3. Methodology of Terminal Evaluation

#### 3-1 Data Collection Method

The Team made interviews with the Timorese Project Personnel and the Japanese Experts engaged in the Project, and collected information through questionnaires from the concerned personnel. The Team also conducted a field survey.

#### 3-2 Items of Analyses

- (1) Accomplishment of the Project

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The accomplishment of the Project was measured in terms of the Inputs, the Outputs and the Project Purpose in comparison with the Objectively Verifiable Indicators of PDM as well as the plan delineated in the R/D.

(2) Implementation Process

The implementation process of the Project was reviewed to see if the Activities have been implemented according to the schedule delineated in the latest PO, and to see if the Project has been managed properly as well as to identify obstacles and/or facilitating factors that have affected the implementation process.

(3) Evaluation based on the Five Evaluation Criteria

(a) Relevance : Relevance of the Project was reviewed to see the validity of the Project Purpose and the Overall Goal in connection with the needs of the beneficiaries and policies of Timor-Leste and Japan.

(b) Effectiveness : Effectiveness was analyzed by evaluating the extent to which the Project has achieved and contributed to the beneficiaries.

(c) Efficiency : Efficiency of the Project implementation was analyzed focusing on the relationship between the Outputs and Inputs in terms of timing, quality, and quantity.

(d) Impacts : Impacts of the Project were forecasted by referring to positive and negative impacts caused by the Project.

(e) Sustainability : Sustainability of the Project was analyzed in institutional, financial and technical aspects by examining the extent to which the achievement of the Project would be sustained and/or expanded after the Project is completed.

**4. Summary of Accomplishment and Implementation Process of the Project**

**4-1 Accomplishment of the Project** (Details are described in Annex 3)

**(1) Inputs** (Details are described in section (1) of Annex 3)

Summary of Inputs is shown in the tables below.

**Table 1: Summary of Timorese Inputs**

Allocation of Project Personnel	:20 persons (as of May 2015)	Allocation of running expenses	17,717 US\$ (As of Oct 2015 including
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Facility	Office space at NDF, MAF	the budgets to be allocated budgets for M & E)
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**Table 2: Summary of Japanese Inputs**

Dispatch of Experts	5 persons (90.73m/m) : (as of Oct 2015 including inputs expected from June to October 2015)	Provision of Equipment:	7.3 million JPY (As of May 2015)
Project Personnel Trained in Japan or Thailand:	10 persons (9 in Japan and 1 in Thailand)	Disbursement of local cost:	167.6 million JPY (as of Oct 2015 including the budgets allocated for 2014/15)

**(2) Outputs** (Details are described in section (2) of Annex 3)

Output 1 : Land use plans are agreed upon and implemented by local residents in accordance with relevant *suco* regulations.

**(Indicator 1a) Achieved:**

By September 2012, in all the target *sucos* (6 *sucos*), participatory land use plans (PLUPs) with the *suco* regulations were developed and the implementation and enforcement of the *suco* regulations were announced through the traditional ceremonies (Tara Bandu).

**(Indicator 1b) Nearly achieved:**

According to the reports at the *suco* regulation committees, it was found that the number of forest fires and damages on agricultural products by free animal grazing had been increased in 2014 if compared with that in 2013 (no relevant data are available at/before the Project started in 2010). According to the forest guards, MAF district officers, *suco* leaders interviewed during the terminal evaluation, such incidences were caused by the local people outside the target *sucos*. Not all the behaviors of the people can be controlled with *suco* regulations, particularly if they are not from the *suco* where the regulations are applied. Furthermore, it was heard at the interview with villagers during the terminal evaluation that the number of forest fires, illegal cuttings, and crop damages caused by free grazing animals had been reduced after the introduction of the *suco* regulations.

**(Indicator 1c) Likely to be achieved:**

In lieu of the registered beneficiaries' perceptions on livelihood improvement, the analysis was made on the number of the beneficiaries who had applied the techniques they learned to individual farms/plots in the first or second rotation of the training. Based on the records, it was found that a cumulative total number of 2,162 participants

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applied the techniques they learned at their individual farms/plots.

**Based on the above observations, Output 1 is expected to be achieved by the end of the Project cooperation period.**

Output 2: The staff of the Implementing agency and relevant stakeholders are trained to support CB-NRM.

(Indicator 2a) **Achieved:**

All the 10 topics listed in the capacity development plan were handled at technical seminars by March 2013.

(Indicator 2b) **Achieved:**

As of the end of December 2014, a total of 15 technical seminars were conducted by the Project. On average, about 76.2% of the target members participated in the seminars. The participants of the seminars gave more than 4 points each for the three evaluation criteria.

(Indicator 2c) **Achieved:**

The project officers, who participated in the feedback and planning workshops held in January and February 2015, judged that their understanding of the topics relevant to CB-NRM was, on average, higher than the middle level on a three-point evaluation scale.

(Indicator 2d) **Achieved:**

The project officers have been assisted in preparation of their annual operation and budget plans for FY 2012-2015. The plans were submitted to NDFWM and Aileu MAF District Office. As a result, a certain amount of budgets for monitoring of the Project activities is expected to be allocated in FY 2015.

(Indicator 2e) **Likely to be achieved:**

In July 2015, a workshop is scheduled to be held at Dili, inviting key officials working at the relevant technical national directorates of MAF, especially NDEDAC, in order to obtain their opinions and suggestions on the draft technical manuals and finalize them. At the time of the terminal evaluation, it is desirable to hasten completion of review works of Tetun version of the manuals.

(Indicator 2f) **Achieved:**

The two NGOs, which have been engaged in the Project, have substantially developed their capacities for introduction and promotion of the CB-NRM. Although the criteria

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mentioned in Indicator 2f have not been set by the Project, it is considered that they could fulfill the roles and responsibilities defined in the draft operational manual. In fact, the main facilitators of the NGOs were engaged in helping two (2) other local NGOs conduct the PLUP activities in another watershed.

(Indicator 2g) **Achieved:**

Although the criteria mentioned in Indicator 2g have not been set by the Project, it is considered that the capacities of *suco* leaders in the target *sucos* have been enhanced substantially through a series of dialogues in PLUP and periodical *suco* meetings and that they could fulfill the roles and responsibilities defined in the draft operational manual based on the current performance of them.

**Based on the above observations, Output 2 is expected to be achieved by the end of the Project cooperation period.**

Output 3 Effective processes with roles of stakeholders to support CB-NRM are identified.

(Indicator 3a) **Likely to be achieved:**

The operational manual will be finalized in July 2015 based on the results of the trail run in the field as well as feedbacks and suggestions given by the participants in consultation with relevant organizations including NDEDAC in March and April 2015.

(Indicator 3b) **Likely to be achieved:**

The policy recommendations, including a recommendation of an issuance of a government resolution or a ministerial order, are scheduled to be finalized in July 2015 based on the comments obtained in the consultation seminars.

**Based on the above observations, Output 3 is expected to be achieved by the end of the Project cooperation period.**

**(3) Project Purpose** (Details are described in section (3) of Annex 3)

An operational mechanism of CB-NRM at *suco* level is developed.

(Indicator a) **Likely to be achieved:**

The operational manual will be finalized in July 2015 and submitted to DG of MAF for approval in August 2015.

(Indicator b) **Likely to be achieved:**

The technical manuals will be finalized in July 2015 and submitted to DG of MAF for approval

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in August 2015.

**(Indicator c) Likely to be achieved:**

The draft policy recommendations will be endorsed by DG of MAF in August 2015 for approval by the Minister of MAF.

**(Indicator d) Achieved:**

In March 2015, eleven (11) active Project officers conducted their evaluation ratings in terms of the crucial points of key CB-NRM techniques and more than 80 % of the officers got higher than the second best accuracy rate (higher than 60 %).

**Based on the above observations, the Project Purpose is expected to be achieved by the end of the Project cooperation period.**

**4-2 Implementation Process of the Project** (Details are described in Annex 4)

Overall, the Project has been implemented as planned.

Development of operational mechanism of CB-NRM at *suco* level has been carried out as scheduled under the Project. The key principle of CB-NRM is not to apply the pre-determined framework to the local settings but to develop a framework/mechanism through a series of interactions with local communities. The mechanism embodied the process of preparing PLUP and *suco* regulations to manage forest and other natural resources in a *suco*, of institutionalizing the *suco* regulations within a *suco*, and of selecting and implementing micro programs (such as reforestation, sloping agriculture/agro-forestry, alternative livelihood and so forth) to realize the land use plan. The micro programs aimed to strengthen the mechanism by helping local people improve land productivity, change types of land use, and introduce new/additional livelihood options based on the available natural resources. The extension services were implemented by use of various tools such as two-phased approach of technology transfer from establishment of main as well as sub-demonstration plots with FFS, study tours and M&E activities. Capacity of the staff at NDFWM and MAF district offices has been developed. Draft policy recommendations have been prepared to support and promote CB-NRM in the Target Area (areas in and around the Comoro and Lacro Watersheds for achievement of introducing watershed management in the major river systems in the country.

Specific features and issues relevant to the implementation process are highlighted below:

Contributing factors:

- a. Because the majority of the local people lives far from the center of *suco* or sub-*suco*

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(*aldeia*), establishment of a sub-demonstration plot at least at an *aldeia* level helped farmers organize FFSs at the plot and then, apply new techniques to individual farms.

- b. The Project made use of traditional customs and practices such as Tara Bandu (a traditional ceremony concerning ritual prohibitions and sanctions) in ensuring *suco* regulations and paid close attention to Halosan (reciprocal labor exchanges) in introducing laborious farming works.
- c. The Project employed national NGOs for extending support to local communities, NGOs assigned their staff to stay at the *suco* and to let them monitor and report the Project activities even at the individual farm level. Although it is costly to maintain local staff at the respective *sucos*, deployment of local staff at the *sucos* contributed to prompt support to farmers and at the same time, building-up of trustful relations with local communities.
- d. Through weekly meetings, seminars and training courses, interactions with NGOs, etc. the Project officers have enhanced their knowledge and understanding of the framework of CB-NRM mechanism. Through regular meetings, *suco* leaders in the target *sucos* have been able to enhance their capacity to govern the *sucos*. NGOs were instructed to make every effort to have close dialogues with villagers and make decisions together with them.
- e. The Project shouldered the expenses for operation of the regular activities. The expenses include per diem to cover transportation costs for the Project officers for their field visits and meetings at the project office, costs for foods and drinks at the *suco* meetings, expenses for operation of Noru Watershed Management Council. Although it is not certain if they continue to be engaged in the activities without having financial support from the Project, the financial support to cover regular activities contributed to increased involvement of the Project officials, Government officials and villagers in the Project.
- f. Establishment of Noru Watershed Management Council<sup>1</sup> was added to one of the Project activities in order to establish a platform where the relevant *sucos* can work on CB-NRM for sustainable of Noru sub-watershed. The Council holds a quarterly meeting. The Project assisted the Council to prepare a watershed management plan in 2015. At the regular meeting held in March 2015, the members decided to request to MAF for support of seedlings to rehabilitate forests for preventing landslides. They are also scheduled to conduct a traditional ceremony to enforce regulation on forest

<sup>1</sup> Enforcement of the *suco* regulations only in one *suco* does not necessarily eliminate the causes of forest degradation, such as wild fires, illegal cutting, and animal grazing, since some of them were caused by communities living in the neighboring *sucos*. Thus, the Project recognized a need to form a platform where the target as well as the neighboring *sucos* could have dialogues and take necessary action for sustainable natural resource management at the sub-district or watershed level to reduce illegal cases in the border areas between/among *sucos*. Furthermore, the JICA Project Team considered that an institutional framework to scale up the CB-NRM mechanism from the *suco* level to the sub-watershed level should be introduced/established so as to protect watershed environment of the concerned river basins using the CB-NRM mechanism. The council was established at the first regular meeting in September 2014 as a platform for local government units (i.e., sub-district administrators and *chefs de suco*) and other relevant parties concerned with the Noru watershed.

protection in July 2015 at *sucos* where forest fires took place in 2014.

Impeding factors:

- g. Participation of the local people in the Project has not necessarily been high in some of the target *sucos* due to implementation of other programs by the Government and other donors, other events that villagers need to attend and so forth.
- h. Poor access to some of the Project areas due to road conditions and remoteness of the locations made it difficult to provide local communities with equal training opportunities.
- i. Insufficient policy supports, insufficient legislative framework and organizational set-up, and shortage of budgets for promotion of CB-NRM hindered smooth operation of the Project.
- j. There have been organizational and personnel changes in the main implementing agency. Personnel transfer of Project officials has been also observed.
- k. The Project officers have enhanced their knowledge and understanding of the framework of CB-NRM mechanism through weekly meetings and other Project activities. However, they have fewer opportunities and experiences in making trials in the field and in preparing work and budget plans in an integrated manner. They are involved in the Project on a part-time basis. Lack of local budgets and transportation means hindered the Project from enhancing the Project officers. These issues may not be solved only with capacity development of the Project officers.

## 5. Summary of Evaluation based on the Five Evaluation Criteria

### 5-1 Relevance (Details are described in Section 1 of Annex 5)

The Overall Goal and the Project Purpose are consistent with the organizational needs of the NDF/MAF and the needs of the relevant personnel of NDF and District Directorates of MAF in the target area. This is because NDF is tasked to prepare the forestry policy and attend, implement, and supervise the policy, forest guards of MAF district offices are tasked to protect forests, forest products and forests from forest fires and raise public awareness of forest functions and extension workers are expected to promote the development of the agriculture and forestry, involve farmers in the development of the agriculture and forestry, etc. They are relevant with the needs of local people in the Target Area because the majority of people depends their livelihood either directly or indirectly on the natural resources.

They are consistent with the Strategic Development Plan of Timor-Leste as well as Official Development Assistance (ODA) policies of Japan. Introduction of the CB-NRM mechanism is also proposed in the Forest Conservation Plan prepared under Japan's Grant Aide Project named "Forest Preservation Programme" (2011-2013). Japanese technical

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advantage has been confirmed as JICA jointly with MAF carried out the Development Study on Community-Based Integrated Watershed Management in the Target Area of the current Project, with implementation of pilot projects focusing on the participatory land use planning, tree planting, agricultural extension, and livelihood development, from 2005 to 2010.

Selection of the target areas and *sucos* was appropriate because the areas in and around Comoro and Lacro watersheds were identified as the areas where forest degradation progressed despite the fact that Comoro watershed has a source of the domestic water for Dili City in its area while Lacro watershed is the catchment of one of the largest irrigation systems in the country. Meanwhile, Bemos and Noru sub-watersheds are located within Comoro and Lacro watersheds and prioritized in the short-term management plan under the Development Study. In the light of less developed transport infrastructure in Timor-Leste, identification of the target *sucos* from *sucos* less scattered in the sub-watersheds was also found adequate.

Community-based natural resource management approach adopted by the Project is found appropriate since one of the key approaches proposed in the Forestry Sector Policy is community participation in protection of forests. The approach of the Project is characterized with various measures such as preparation of PLUP coupled with institutionalization of *suco* regulations by making use of the traditional customs, regular monitoring meetings at *suco* and *aldeia* levels, selection and implementation of various micro programs by the participants in the programs, which are expected to contribute to both forest conservation and livelihood development, technology transfer through FFS with a two-phased approach (FFS at main demonstration plots and sub-demonstration plots), and use of local NGOs by assigning local staff at the *suco* level.

#### **5-2 Effectiveness (Prospect)** (Details are described in Section 2 of Annex 5)

Judging from the achievement level of the Outputs, progress has been made in achieving the Project Purpose. Prospect of the achievement of the Project Purpose is high by the end of the Project cooperation period as an operational manual of CB-NRM, technical manuals on CB-NRM micro-program related techniques, and policy recommendations are scheduled to be finalized in July 2015 and approved and/or endorsed by DG of MAF towards the end of the Project cooperation period.

Outputs 1 to 3 are expected to contribute to achievement of the Project Purpose. Logical relation between Outputs and the Project Purpose is found adequate.

#### **5-3 Efficiency** (Details are described in Section 3 of Annex 5)

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Progress has been made in producing Outputs, judging from the achievement level of its Indicators as well as the progress of the activities. In general, the Inputs have been appropriate in producing the Outputs in terms of timing, quality and quantity. Efficiency is considered moderate with the following specific remarks:

Assignment of Experts and MAF Officials, and Activity Schedule:

- Experts have been mobilized as planned. With relatively small team structure, the works have been efficiently carried out.
- At the time of the terminal evaluation, 20 MAF officials at MAF, NDFWM and Aileu District are engaged in the Project, but their involvement in the Project is somehow limited.
- The Project mobilized local NGOs mainly for implementation of the activities at the *sucos* level. Their field staff stationed at the *sucos* in order to closely monitor and report the Project activities for prompt actions to be taken.
- Preparation of manuals and policy recommendations was originally planned in the final year of the Project cooperation period. However, timing of preparation was changed from the final year to 2013 based on the recommendation at the mid-term review in order to incorporate consultation process with relevant personnel and organizations before finalization of them.
- Noru watershed management council was established in September 2014, one year before the Project is completed. It might be more functional if it were established earlier. However, it was only in 2014 when the concerned personnel of the Project realized necessity of setting-up a platform for discussions over natural resource management including both target *sucos* and non-target *sucos*. Although it was one year before the Project completion, it could pave the ways to provide a tool to manage the entire sub-watershed by involving in the activities of the council all the *sucos* and relevant parties within the sub-watershed.
- Costs and Facility The amount of local operation costs per *suco* can be calculated at four (4) million JPY per year. The amount is considered relatively high. However, the amount could be justified when taking into consideration various points specific to the Project: pilot nature of the Project, extensive mobilization of local NGOs throughout the target *sucos* while hands-on support was not usually expected from the Government services, and high transport costs required for implementation of the Project activities in mountainous areas.
- Office space for JICA experts and Project activities has been made available at NDF office. Local expenses to cover transportation costs, allowances for the Project officers, expenses for meetings and workshops are not covered due to budget constraints. Transportation costs for the Project officers, expenses required for meeting at villages,

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meeting expenses of Noru Watershed Management Council, etc. have been covered by the JICA side.

- The Project made effective use of traditional customs in the implementation process of the Project activities. Revival and/or application of the traditional customs have contributed to reduction of costs while maintaining effectiveness of the operations.

#### Use of the Outputs of the Previous Cooperation

- The Project made use of outputs of the projects supported by Japan: JICA's Development Study on Community-Based Integrated Watershed Management in the Target Area of the current Project (2005-2010); and Japan's Grant Aid Project "Forest Preservation Programme" (2011-2013).

#### Coordination with Other Organizations

- The Project coordinated with other projects/organizations: "Seeds of Life", a project of MAF supported by DFAT and Australian Center for International Agriculture Research; and a Japanese NGO active in the Target Area (i.e. PARCIC); and RECOFTC (Center for People and Forests).

#### **5-4 Impacts** (Details are described in Section 4 of Annex 5)

##### Impact at overall goal level:

It is still early to assess the likelihood of achievement of the Overall Goal. However, some positive impact of the Project is expected to be observed. Attention should be paid to the following points:

- The *suco* leaders at the target *sucos* have observed reduction of the number of forest fires, illegal cutting and free grazing practices, which used to be caused by villagers within their *sucos*. This situation is likely to continue to prevail after completion of the Project because according to the interview conducted at the villagers during the terminal evaluation, the people in the *sucos* have found it economically beneficial to maintain CB-NRM mechanism.
- Most of the registered beneficiaries continue to be engaged in the micro programs. According to the observations of villagers interviewed, their productivity has been surprisingly increased due to application of composts and construction of terraces.
- Nature of CB-NRM is also considered suitable to maintain impacts of the Project since both *suco* regulations and micro-program techniques are not likely to disappear after the termination of supports from the Project.
- Noru Watershed Management Council was established in 2014 in order to form a platform where the target as well as the neighboring *sucos* could have dialogues and take necessary action for sustainable natural resource management at the sub-watershed level. It is also considered to provide an institutional framework to

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scale up the CB-NRM mechanism from the *suco* level to the sub-district or sub-watershed level so as to protect watershed environment of the concerned river basins using the CB-NRM mechanism. Thus, the Council could possibly contribute to implementation of CB-NRM activities at new *sucos* and reduction of illegal activities.

Other impacts:

- One of the women groups assisted with income generating activities has established a saving and credit system in a group by making use of part of the benefits from sales of their products. The group saving and credit system is able to help the members improve their access to financial resources.
- Two (2) NGOs have gone through all the processes of and procedures for implementation of CB-NRM at the *suco* level. They have been able to give guidance to other NGOs who conducted PLUP in the watershed other than the target area.
- No negative impacts have been observed.

**5-5 Sustainability (Forecast)** (Details are described in Section 5 of Annex 5)

Policy and Institutional aspects:

CB-NRM mechanism has been developed and promoted by the Project in line with the strategies of the Forest Sector Policy (2008), such as “Forest Protection”, “Community Participation”, and “Watershed Conservation”. Under the policy objective set in the community and private participation in forestry development, it is considered that effective community participation is expected to provide a lasting basis for forestry sector development.

CB-NRM mechanism has been developed by aligning it with the Forestry Sector Policy. Revising works of the said policy have been initiated by FAO. According to MAF, the policy relevant to the community participation in the forestry development is likely to remain unchanged.

There is no legal basis for NDFWM to promote CB-NRM so far. Under the Project, a ministerial order for promotion of the CB-NRM mechanism has been drafted, aiming at providing the guidelines and procedures for dissemination of the CB-NRM mechanism developed and demonstrated by the Project.

Many villagers expressed their willingness to observe *suco* regulations. As micro programs have generated some tangible benefits, villagers are willing to continue the micro programs, which support realization of the land use plans in the Project.

Organizational aspects:

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Organizational strategy for continuous implementation and expansion of the CB-NRM after completion of the Project is not clear at the time of the terminal evaluation. There is no specific organization or department, especially responsible for CB-NRM in NDFWM and NDFC at present. As one of the policy recommendations is to establish a new department for CB-NRM/CBFM in NDFWM, NDFWM/NDFC and MAF may take into account establishment of a new department.

Financial aspects:

A budget constraint is a major concern for the sustainability of the Project. So far, costs for the Timorese Project Personnel for field visits and the meetings outside their respective District have been born by the Japanese side upon request by the Timorese side. In addition, during the Project cooperation period, costs for field activities, including lunch costs for villagers to participate in the trainings and meetings for participatory land use planning, *suco* regulation monitoring, etc. are supported by Japanese side because of the pilot nature of the activities.

One of the policy recommendations drafted under the Project recommends enactment of the Forest Management Decree as an essential legal basis for MAF/NDCFMW/NDFC and other key stakeholders to pursue CB-NRM/CBFM (Community-Based Forest Management) with budgetary allocations.

On the other hand, one of the two NGOs having been engaged in the Project supported *sucos* with additional funds from other sources in order to continue its support to target *sucos*.

There are donor agencies that show their interests in applying CB-NRM to their projects as well. Possibility to collaborate with donors and NGOs should be sought to ensure the financial sustainability of the Project.

Technical aspects:

Technical capacity of the Timorese project personnel has been enhanced. It is not certain, however, if the project personnel are able to maintain sufficient skills, knowledge and experiences after completion of the Project. The techniques transferred/introduced through the Project as well as the deliverables, including an operational manual of CB-NRM and technical manuals on micro-program related techniques, are expected to be relevant with the local needs and technical levels. Since the techniques are found economically viable and affordable based on observation of application of the techniques at their own field, likelihood of continuous utilization and dissemination of techniques is expected.

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## 6. Conclusion

Since the commencement of the Project in December 2010 up until date, both the Timorese and Japanese sides have been working together to develop an operational mechanism for CB-NRM in the target area.

Based on the results of the implementation mentioned above, steady progress has been made so far towards achievement of the indicators of Outputs and the Project Purpose, although some of the achievement levels of the indicators are yet to be fulfilled at the time of the terminal evaluation. They are, however, likely to be achieved.

Results of analysis of the Project can be summarized as follows based on five evaluation criteria. The details are mentioned above.

Evaluation Criteria	Results
Relevance	High
Effectiveness (Prospect)	High
Efficiency	Moderate
Impact	Some positive impacts are expected to be observed.
Sustainability (Forecast)	Sustainability is yet to be ensured sufficiently although it is expected on some aspects.

## 7. Recommendations

### 7-1 Recommendations to the Project

#### (1) Preparing user friendly manuals

The Project has drafted/ will draft outstanding manuals such as the technical manual, the operational manual, and a manual on establishment and operation of watershed management council. For the purpose of wide use of these manuals by Timor-Leste sides, the Project should develop the simple summaries of these manuals by the end of the Project. In addition these manuals themselves shall be more usefulness for practitioners of CB-NRM by showing various difficulties the Project has been faced and substantial solutions to overcome them, by the same time.

#### (2) Development of public relations materials

The project has developed the operation mechanism of CB-NRM at *suco* level in the six (6) target *sucos* successfully. For the purpose of public relations targeting peoples in the Target Area and other watersheds, as well as stake holders such as related Timor-Leste government organizations, donors, and NGOs, the Project should develop the public relations material of the mechanism such as pamphlet by the end of the Project.

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**(3) Development of a manual on establishment and operation of watershed management council**

The Project has facilitated to establish the watershed management council of the Noru sub-watershed which was organized by the main members such as administrators of Remexio and Liquideo sub-district offices, and leaders of twelve (12) *sucos*. For the purpose of expansion of the operation mechanism of CB-NRM at *suco* level in the other sub-watersheds, the Project should develop a manual on establishment and operation of watershed management council by the end of the Project.

**7-2 Recommendations to Ministry of Agriculture and Fisheries (MAF)**

**(1) Realise policy recommendations**

The Project prepared the draft policy recommendations to support and promote CB-NRM in the Target Area. These recommendations shall be realized in the next few years.

**(2) Monitoring of CB-NRM practices in the target *sucos***

Forest guards of MAF conduct the monitoring of implementation of CB-NRM in the target *sucos*, such as enforcement of the *suco* regulations and implementation of micro programs. To confirm the sustainability of CB-NRM practices in the *sucos* and feed-back the lessons-learned in further extension and development of the operational mechanism of CB-NRM, Timorese side should continue the monitoring after the termination of the Project.

**(3) Monitoring of the watershed management council of the Noru sub-watershed**

The watershed management council of the Noru sub-watershed shall be continuously monitored after the termination of the Project and evaluate and analyze necessity and effectiveness of the council with in the coming one (1) year, since it has not well been examined yet.

**(4) Utilization of Japan's Grant Aid Project "Forest Preservation Programme"**

The provided equipment such as vehicles, plotter and PCs etc. by Japan's Grant Aid Project "Forest Preservation Programme" (2011-2013) should be made available for appropriate utilization in the Project activities.

**(5) Improvement of the CB-NRM mechanism**

The Project established the CB-NRM mechanism successfully. However, it seems rather difficult to be applied by the Timor-Leste government, other donors, and NGOs, since full implementation of it is time-consuming. For the purpose of rapid and wider extension of the CB-NRM mechanism to other sub-watershed and watershed, composition and/or sequence of it should be improved with maintaining its significant effectiveness.





**(6) Support of the Noru sub-watershed council**

As mentioned in 4-2 f, the neighbouring *sucos* of the target *sucos* are also beginning to interest in CB-NRM and requesting MAF for support of seedlings. Timorese side should give the proper support to them to increase such motivations.

**(7) Awareness raising of local residents in the Target Area**

Timorese side should conduct raising awareness of residents in the Target Area, utilizing the public relation materials mentioned in 7-1 (2) above, so that they may become to practice CB-NRM.

**8. Lessons and Learned**

**(1) Utilization of NGOs for disseminating impacts of the Project**

The Project well utilized NGOs as the facilitation agencies, and, as mentioned in 5-4 (Impacts), their capacity has been improved through the Project implementation, so that they can become to guide another NGOs to implement PLUP practice. The impact has produced since these NGOs have such nature that radically share their experiences with other organizations through their own networks.

Utilization and, if it is necessary, capacity building of such NGOs should be considered in designing the other project when dissemination of introduced technology is expected, examining their own and networks' current and future financial, organizational, and technical capacities and potentials, as well as necessity of active or passive intervention of the project.

**(2) Utilization of NGOs in countries under developing capacity of government institution**

Timor-Leste was independent just a decade ago and its government institutions are still under developing. Though, in many other countries, sustainability of results of projects are secured by financial, technical, and organizational capacity of the government institutions and, thus, projects are implemented with government counterparts expecting to strengthen their capacities.

However, while designing the other projects in the rather young and under constructing countries, utilization of the other agencies, such as NGOs in this project, should also considered as the second best solution, for securing actual and short-term effectiveness of project operation, though contribution to ensure long-term sustainability may be limited.

**(3) Importance of preliminary studies**

Many of unique features of the Project, which highly contribute to produce Outcomes and realize Project Purpose successfully, such as utilization of capable NGOs, integration of traditional customs and systems, and application of cascade training methods, etc. were

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designed based on the findings of the Development Study (see 2-1). Without utilization of the results of such preliminary studies, the Project would have spent a lot of times for finding the better implementation ways and the outputs would be limited.

For designing future products, it is important to identify the best implementation ways exactly suitable for each target areas, through carefully examining results of preliminary implemented studies in the specific areas, as long as they are available.

**(4) Selection of NGOs that have financial capacity**

Two NGOs were employed under the Project. Both of them are national NGO, but the first one started as a local representative of an international NGO and later became independent as a national NGO. Through the selection process of NGOs, it was considered that this NGO had capacity to raise funds and relatively higher financial capacity, which could possibly lead to sustainable assistance to target groups during and even after completion of the Project.

As one of the Project activities, the Project, in partnership with the first one, supported a group of farmers to establish a demonstration plot and assisted the group with upland farming techniques including compost-makings. Although the Project was ready to support the group members with animal pens upon request from the group, they had a policy not to provide farmers with domestic animals. Having known the Project policy, this NGO decided to provide a group of farmers with cows, which would be rotated among the members. The main purpose of providing the group with animals was to let the group collect cow dung and exercise compost-makings out of them. In case of the second NGO, whose financial capacity was considered not as strong as that of the first one, this type of complementary assistance has not been observed.

When capacity of NGOs is evaluated for employment under a project, assessment of their financial capacity, including their fund-raising abilities, should be included in the evaluation criteria. Employment of financially capable NGOs could possibly lead to enhancement of synergetic effects at a farmer level during and after the project period.

**(5) Establishment of a platform for watershed management including non-target villages of the project**

The Project supported to establish the Watershed Management Council of the Noru sub-watershed as a platform where the relevant *sucos* can work on CB-NRM for sustainable watershed management. As mentioned in 4-2 f, the non-target *sucos* in the Council have already began to actively working together with the target *sucos*.

To accelerate dissemination of the concept of natural resource management to neighboring villagers of the target village of projects, establishment of such platform would be considered in the other projects.

**(6) Enhancement of efficiency of the Project activities by making use of traditional**

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### **customs and practices**

In the target areas of the Project, a traditional ceremony concerning ritual prohibitions and sanctions used to be practiced, but were no longer being exercised at the time when the Project started. The Project revived and incorporated the ceremony into one of the steps, which would lead to preparation of PLUP for natural resource management. The Project helped villagers institutionalize the ceremony by codifying regulations with local resident's knowledge, which had been prepared and agreed at the *suco* meetings, and by facilitating processes of monitoring and reporting illegal activities for villagers. It was found that the institutionalization of the local rules with the traditional ceremony would be effective in orienting rural communities toward the sustainable forests and natural resources management.

The Project also paid close attention to reciprocal labor exchanges, which have been traditionally practiced in the target areas of the Project. Such traditions are used when laborious farming techniques are applied and implemented at individual farms.

To enhance efficiency of projects, use of the traditional customs and practices should be considered in the other projects.

### **(7) Effectiveness of utilization of local material**

In the implementation of micro program such as reforestation programme, the Project used the local material such as bamboo, palm leaves, woods for construction of nursery in the demonstration plots. At the result, local residents were easy to start the individual plot such as nursery using the local material.

Utilization of local material shall be considered in designing effective extension of the demonstration activities to individuals.

### **(8) Existence of staffs of facilitating agencies in remote target villages**

In the implementation of micro program in the target *suco*, NGO staff stayed in the *suco* for setting the demonstration plots such as terrace farming and supported villager for implementation of activities. Smooth monitoring for practices of villagers and timely supports within the *suco* produced the excellent outputs, since existence of such staffs can encourage the participants of the Project.

Advantage of allocation of such close focal points in project sites should be well considered when designing implementation system of future projects.

End of Document

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# Annex 1: The Latest Project Design Matrix (PDM) with Revisions (Ver. 3)

Project Title: The Project for Community-Based Sustainable Natural Resource Management

Implementing Agency: National Directorate of Forestry (NDF), Ministry of Agriculture and Fisheries (MAF)

Target Area: Areas in and around the Comoro and Lado Watersheds

Target Group: Relevant personnel of National Directorate of Forestry (NDF) and District Directorates of MAF in the target area, and the local residents in the Project sites

Super Goal: Watershed management is introduced in the major river systems in Timor-Leste

PDM ver. 3 (approved on Jul 23, 2015)

Duration: Five (5) years from the date of the first dispatch of expert(s)

Project Site: Six selected *sucos* in the Target Area (\*1)

Super Goal: Watershed management is introduced in the major river systems in Timor-Leste

Narrative Summary		Objectively Verifiable Indicators		Means of Verification	Important Assumptions
Overall Goal Community-based natural resource management (CB-NRM) is practiced in the Target Area.	Project Purpose An operational mechanism (*2) of CB-NRM at <i>suco</i> level is developed.	a. CB-NRM activities following the operational mechanism developed by the Project are implemented in at least 5 new <i>sucos</i> in the target area by the end of 2018. b. In all of the new <i>sucos</i> , cases of forest fires, illegal cutting, and illegal grazing are found to be decreased compared with the time without the regulations according to the observation of the respective <i>suco</i> regulation committees c. In all of 6 <i>sucos</i> of the Project sites, cases of forest fires, illegal cutting, and illegal grazing are not increased compared with the time of the Project completion according to the observation of the respective <i>suco</i> regulation committees. d. In all of 6 <i>sucos</i> of the Project sites, more than 70 % of the registered beneficiaries at the end of 2018 engage in the micro program activities, such as sustainable upland farming and reforestation.		a. Annual reports of NDF and district directorates of MAF b. Record of the <i>suco</i> regulation committee meetings c. Monitoring report kept by MAF	* There is no drastic change in the direction of the policies of the government related to the natural resource management.
		a. By the Project end, an operational manual of CB-NRM for the Target Area, which clarifies the procedures for implementation of CB-NRM at village level as well as roles/responsibilities of the stakeholders, is approved by Director General (DG) of MAF b. By the Project end, technical manuals on CB-NRM micro program related techniques for the Target Area are approved by DG of MAF c. By the Project end, the draft policy recommendations to support and promote CB-NRM in the Target Area are endorsed by DG of MAF for approval by Secretary of State for Forest and Nature Conservation d. By the Project end, on average, more than 75 % (three-quarter) of the Project Personnel of NDF and MAF reach at least the second best level of five (5)-level evaluation rating set by the Project for the items identified in the respective capacity development plans, which are in line with their roles/responsibilities in CB-NRM		a. Date of approval of the manual b. Date of approval of the manual c. Date of endorsement of the recommendations of the assessment made by the Project d. Results of the assessment	* NDF makes efforts to further expand the operational mechanism developed by the Project. * The implementing agencies and relevant stakeholders continue to support the CB-NRM in the target area.
Outputs 1. Land use plans are agreed upon and implemented by local residents in accordance with relevant <i>suco</i> regulations. 2. The staff of the implementing agency and relevant stakeholders (*3) are trained to support CB-NRM.		1a By September 2012, in all target <i>sucos</i> , participatory land use plans (PLUPs) with the <i>suco</i> regulations are agreed by the respective <i>suco</i> regulation ceremonies 1b At the Project end, in all target <i>sucos</i> where the <i>suco</i> regulations are introduced, annual number of forest fires, illegal cutting, and crop damage made by free grazing are found to be decreased according to the observation of the respective <i>suco</i> regulation committees 1c At the Project end, in all target <i>sucos</i> , more than 80% of the registered beneficiaries of reforestation, sloping agriculture/agroforestry, and alternative livelihood activities each under the micro programs in the second-rotation of training consider that the concerned activity has contributed to their livelihood improvement. 2a All of the topics related to CB-NRM, identified through the training needs assessment, are covered by the training, including technical & planning seminars, and on-the-job training. 2b On average, the technical seminar participants give 4 points on a five-point scale about "understandability of materials," "clearness of explanation", and "relevancy of topic" of the concerned seminars 2c At the Project end, on average, the Project Personnel of NDF and MAF evaluate their understanding about the training topics as at least middle on three-point scale. 2d Annual work plans to support and promote CB-NRM in the Target Area are formulated by the concerned NDF and MAF district officers for the years 2013-2016. 2e By June 2015, final draft of the technical manuals on CB-NRM for the Target Area are developed in consultation with the relevant technical National Directorates of MAF 2f By the Project end, the facilitating agencies in the Target Area involved in the Project		1a Project Records 1b Progress report of each micro program 1c Record of the <i>suco</i> regulation committee meetings 1d Results of evaluation of each micro program 2a Training records 2b Results of post-training evaluation 2c Results of self-assessment at feedback seminar 2d The plans submitted to NDF 2e Date on the final draft submitted to NDF 2f Results of assessment made	* The trained personnel continue working in the Project sites. * There is no drastic change in the organizational structures of MAF district directorates.

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	become able to assume roles/responsibilities clarified in the operational manual of CB-NRM according to the criteria set by the Project. 2g By the Project end, all the <i>sucos</i> regulation committees of the target <i>sucos</i> become able to assume roles/responsibilities clarified in the operational manual of CB-NRM according to the criteria set by the Project.	by the Project 2g ditto
3. Effective processes with roles of stakeholders to support CB-NRM are identified.	3a By June 2015, final draft of the operational manual of CB-NRM for the Target Area is developed in consultation with NDSACD 3b By June 2015, the draft policy recommendations to support and promote CB-NRM in the Target Area are developed in consultation with the relevant stakeholders	3a Date on the final draft submitted to NDF 3b Date of submission of the draft to NDF

	Activities	Inputs		Important Assumptions
		Timor-Leste Side	Japanese Side	
1-1 Organize initial meetings in the Project sites. 1-2 Conduct participatory village profiling in the Project sites. 1-3 Conduct participatory land use planning with formulation of relevant <i>suco</i> regulations 1-4 Facilitate local residents in the Project sites to implement the micro programs (*4) prioritized in line with the land use plans. 1-5 Monitor and evaluate CB-NRM in the Project sites. 1-6 Organize field seminars and/or workshops for information sharing among the target <i>sucos</i> and technical dissemination to local residents in the neighboring <i>sucos</i> 1.7 Establish the watershed management council of the Noru watershed as a platform where the relevant <i>sucos</i> can work on CB-NRM for sustainable watershed management.		<ul style="list-style-type: none"> <li>- Project Director</li> <li>- Project Manager</li> <li>- Project personnel</li> <li>- Supporting staff</li> <li>- Project Office at NDF</li> <li>- Operational costs</li> </ul>	<ul style="list-style-type: none"> <li>- Dispatch of Experts</li> <li>a. Chief Advisor</li> <li>b. Administrative Coordinator</li> <li>c. Experts in the relevant fields such as:               <ul style="list-style-type: none"> <li>* Participatory Natural Resource Management</li> <li>* Agro-forestry/Sloping Agriculture</li> <li>* Soil and Water Conservation and other relevant fields</li> </ul> </li> <li>- Training of project personnel in Japan and/or the 3rd country</li> <li>- Machinery and equipment</li> <li>* Vehicle(s)</li> <li>* Computer(s)</li> <li>* Machinery, equipment and materials for CB-NRM and training activities</li> <li>- Operational cost (when needs arise)</li> </ul>	<p><b>Important Assumptions</b></p> <ul style="list-style-type: none"> <li>* There is no unpredicted conflict among the local residents in the Project sites that hampers the implementation of the Project activities.</li> <li>* The local government administrations are supportive to the Project activities.</li> <li>* Serious natural disasters or drastic climatic problems do not occur in the target area.</li> </ul> <p><b>Pre-Conditions</b></p> <ul style="list-style-type: none"> <li>* There is no security problem in Timor-Leste, particularly in the target area of the Project.</li> <li>* The local residents in the Project sites are willing to participate in the Project activities.</li> </ul>
2-1 Gather and compile useful CB-NRM practices and technologies applicable to the situation of the target area. 2-2 Plan and conduct the training on CB-NRM for the technical staff of the Implementing agency and relevant stakeholders. 2-3 Organize planning seminars on CB-NRM 2-4 Organize feedback seminars on CB-NRM. 2-5 Prepare technical manuals on CB-NRM.				
3-1 Prepare an operational manual on the processes to support CB-NRM with roles of stakeholders, reflecting the results of monitoring and evaluation of CB-NRM, including the micro programs implemented in the Project sites. 3-2 Develop draft policy recommendations 3-3 Organize a workshop to present the recommendations to relevant institutions and stakeholders.				

Notes:

\*1: Project sites are the *sucos* (the lowest local government units) where the activities for the Output 1 are carried out.

\*2: Operational mechanism is embodied in the endorsed and practiced manual on the processes with roles of stakeholders to support CB-NRM, technical manuals on CB-NRM, and the policy recommendations. Capacity of the staff of NDF and District MAF to support and promote CB-NRM is integral part of the mechanism.

\*3: Personnel of the relevant national directorate-of MAF, district office of MAF in the target area and other facilitating agencies, such as NGOs working in the target area.

\*4: The micro programs are the specific activities undertaken by the local residents to support realization of the land use plans in the Project sites, such as reforestation, sloping agriculture/agro-forestry, alternative livelihood and so forth.

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## Annex 2: The Latest Summary of Plan of Operations (PO) (Ver. 3.1)

Version: 3.1 as of July 23, 2015

Project Title: The Project for Community-Based Sustainable Natural Resource Management

Overall Goal: Community-based sustainable natural resource management (CB-NRM) is practiced in the Target Area.

Project Purpose: An operational mechanism of CB-NRM at *sucu* level is developed.

Project Period: Five (5) years from the date of the first dispatch of expert(s)

Activities	TFY2011				TFY2012				TFY2013				TFY2014				TFY2015				Responsibility
	10	JFY2011			JFY2012			JFY2013			JFY2014			JFY2015							
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		
Output 1: Land use plans are agreed upon and implemented by local residents in accordance with relevant <i>sucu</i> regulations.																					
1-1 Organize initial meetings in the Project sites.																				MAF CP (NDF and District), FA, JE	
1-2 Conduct participatory village profiling in the Project sites.																				MAF CP (NDF and District), FA, JE	
1-3 Conduct participatory land use planning with formulation of relevant <i>sucu</i> regulations.																				MAF CP (NDF and District), FA, JE	
1-4 Facilitate local residents in the Project sites to implement the micro programs prioritized in line with the land use plans.																				MAF CP (NDF, District and other NDs), FA, JE	
1-5 Monitor and evaluate CB-NRM in the Project sites.																				MAF CP (NDF, District and other NDs), FA, JE	
1-6 Organize field seminars and/or workshops for information sharing among the target <i>sucos</i> and technical dissemination to local residents in the neighboring <i>sucos</i> .																				MAF CP (NDF, District and other NDs), FA, JE	
1-7 Establish the watershed management council of the Noru watershed as a platform where the relevant <i>sucos</i> can work on CB-NRM for sustainable watershed management.																				MAF CP (NDF, District and other NDs), FA, JE	
Output 2: The staff of the Implementing agency and relevant stakeholders are trained to support CB-NRM.																					
2-1 Gather and compile useful CB-NRM practices and technologies applicable to the situation of the target area.																				MAF CP (NDF and District), JE	
2-2 Plan and conduct the training on CB-NRM for the technical staff of the Implementing agency and relevant stakeholders.																				MAF CP (NDF and District), FA, JE	
2-3 Organize planning seminars on CB-NRM.																				MAF CP (NDF and District), JE	
2-4 Organize feedback seminars on CB-NRM.																				MAF CP (NDF and District), JE	
2-5 Prepare technical manuals on CB-NRM.																				MAF CP (NDF and District), JE	
Output 3: Effective processes with roles of stakeholders to support CB-NRM are identified.																					
3-1 Prepare an operational manual on the processes to support CB-NRM with roles of stakeholders, reflecting the results of monitoring and evaluation of CB-NRM, including the micro programs implemented in the project sites.																				NDF Staff, JE	
3-2 Develop draft policy recommendations.																				NDF Staff, JE	
3-3 Organize a workshop to present the recommendations to relevant institutions and stakeholders.																				MAF CP (NDF ), JE	

MAF: Ministry of Agriculture and Fisheries

District: MAF District Office

JE: Japanese Expert(s)

CA: Chief Advisor, Co-CA: Co-Chief Advisor, UFT/LD Ex: Upland Farming Technologies/Livelihood Development Expert,

A/R Ex: Afforestation/Reforestation Expert, PC: Project Coordinator, Local PC: Local Project Coordinator

NDF: National Directorate for Forestry

CP: Counterpart personnel

FA: Facilitating Agencies

Other NDs: Other relevant National Directorates of MAF

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## Annex 3. Accomplishment of the Project

### 1. Inputs

#### 1-1 Input by the Japanese side (Planned and Actual)

The planned inputs indicated in PDM (Version 3) and actual inputs provided by the Japanese side are shown in the table below. All planned inputs were provided during the Project cooperation period.

Item	Planned	Actual
JICA Experts	<ul style="list-style-type: none"> <li>- Chief Advisor</li> <li>- Administrative Coordinator</li> <li>- Experts in the relevant fields such as: Participatory Natural Resource Management Agro-forestry/Slope Agriculture Soil and Water Conservation and other relevant fields.</li> </ul>	<ul style="list-style-type: none"> <li>- Chief Advisor/Rural Development/Sloping Agriculture/Agroforestry</li> <li>- Co-chief Advisor/Natural Resource Management/Soil Conservation</li> <li>- Afforestation/Reforestation</li> <li>- Upland Farming Technologies/Livelihood</li> <li>- Coordinator/Assistant in Afforestation and Rural Development</li> </ul> <p>Total: 90.73 m/m (as of Oct 2015 including inputs expected from June to October 2015)</p>
Machinery, equipment	<ul style="list-style-type: none"> <li>- Vehicle(s)</li> <li>- Computer(s)</li> <li>- Machinery, equipment and materials for CB-NRM and training activities</li> </ul>	<ul style="list-style-type: none"> <li>- GPS (1), Software (1), Copy Machine (1), Personal Computer (1), Projector (1), Generator (1), Vehicle (2), and Motorbikes (4): 7.3 Million US\$</li> </ul>
Training of counterpart personnel in Japan and/or the third country	<ul style="list-style-type: none"> <li>- Training of project personnel in Japan and/or the third country</li> </ul>	Total: 10 participants in the trainings in Japan (9 persons) and Thailand (1)
Operational cost (When needs arise)		Total amount: 167.6 million JPY (as of October 2015 including the budgets allocated for 2014/15.)

The total number of inputs by JICA experts has been increased by 6.73 m/m if compared with the original plan, mainly due to preparation for consultation meetings on draft manuals and policy recommendations and support for establishment of a watershed management council. Comparison between planned and actual inputs of JICA experts is shown in the table below.

Planned and Actual Inputs of JICA Experts

Unit : m/m

No	Professional Area	Planned			Actual <sup>Note</sup>			Difference		
		Field	Jpn	Ttl	Field	Jpn	Ttl	Field	Jpn	Ttl
(1)	Chief Advisor/Rural Development/Sloping Agriculture/Agroforestry	27.00	0.20	27.20	33.80	0.35	34.15	6.80	0.15	6.95
(2)	Co-chief Advisor/Natural	30.20	0.10	30.30	28.13	0.10	28.23	-2.07	0.00	-2.07

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	Resource Management/Soil Conservation									
(3)	Upland Farming Technologies/Livelihood	12.20	0.00	12.20	13.17	0.00	13.17	0.97	0.00	0.97
(4)	Afforestation/Reforestation	7.00	0.00	7.00	4.80	0.40	5.20	-2.20	0.40	-1.80
(5)	Coordinator/Assistant in Afforestation and Rural Development	7.30	0.00	7.30	8.53	1.45	9.98	1.23	1.45	2.68
Total		83.70	0.30	84.00	88.43	2.30	90.73	4.73	2.00	6.73

Source: Project Office

Note: Total inputs including those expected by the end of the project

Nine (9) participants participated in the training in Japan. The following table shows the schedule, number of participants and their affiliations, and titles of the training courses.

#### Training in Japan

No.	Schedule	Affiliation and number of participants(Persons)	Title of the Training Course
1	Nov 27 to Dec 21, 2011	NDF(1), MAF DO(District Officer 1)	Natural and forest-related resource management through the development and implementation of regional forest management plan
2	Nov 29, 2012 to Dec 22, 2012	NDF(2)	Natural and forest-related resource management through the development and implementation of regional forest management plan
3	Aug 25 to Sept 11, 2013	MAF DO (Forest Guards:2)	Forest conservation and management for the sustainable natural resource management and its relevant techniques
4	Aug 31 to Sept 8, 2014/Aug 24 to Sept 17, 2014	NDF(3)	Forest and Natural Resource Management through Formulation and Implementation of Forest Management Plan

Source: Project Office

The following shows the disbursement of local activity costs by period as well as by expense item.

#### Disbursement of Local Activity Costs

##### Local Activity Cost by Period

Period	Amount (1,000 JPY)
Jan 2011-Mar 2012	28,264
May 2012-Mar 2013	46,954
May 2013-Mar 2014	55,828
May 2014-Oct 2015	43,808
Total	174,854

##### Local Activity Cost by Expense Item

Expense Item	Amount (1,000 JPY)
Suco profiling survey	3,558
PLUP	8,696
Implementation of Micro Program	116,472

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Operation costs	35,112
Purchase of Project equipment	7,257
Arrangement of training in Japan	3,759
Total	174,854

Source : Project Office

Note : The expenditures in 2014/2015 are not the actual expenses but the budgets allocated for the respective items.

## 1-2 Input by Timorese side (Planned and Actual)

The planned inputs indicated in PDM (Version 3) and actual inputs provided by the Timorese side are as follows.

Item	Planned	Actual
Counterpart assignment	Project Director Project Manager Counterpart personnel Supporting staff	Project Director Project Manager Project Coordinator Technical Personnel at NDF (3), Aileu District (14) Total: 20 persons as of May 2015
Facility	Project Office at NDF, MAF	Office space for the Project
Local expense	Operational costs	Total: 17,717 US\$ as of October 2015 including budgets for M & E

Source: Project Office

There have been several changes and replacements according to the personnel reshuffle in MAF and restructuring of the organization. The number of Project officers assigned as of May 2015 is 20, out of which two are female. The following shows their positions and affiliations of the Project officers.

### Project Officers assigned to the Project as of May 2015

Position and Affiliation	Number (Persons).
Management (MAF, NDFWM)	3
Technical (NDF)	3
Technical (Aileu District)	14 <sup>Note</sup>
Technical (Emera District)	0
Administration	0
Total	20

Source : Project Office

Note: The number include four forest guards, two sub-district extension coordinator and four extension officers.

Aside from the Project officers, a working team, which consists of 20 members, was established at NDFWM in order to collaborate with JICA experts and Project officers for realization of Output 3 (policy recommendations).

The annual local budgets for the Project are shown in the table below. In FY 2015, NDFWM plans to secure the amount for the monitoring and evaluation of the Project.

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### Local Budgets for the Project

Period	Amount (US\$)
TFY 2011	1,025 <sup>Note1</sup>
TFY 2012	0
TFY 2013	0
TFY 2014	15,192 <sup>Note2</sup>
TFY 2015	1,500 <sup>Note3</sup>
Total	16,217

Source: Project Office

Note 1 : The budget is equivalent to the costs for 2 file cabinets, 3 office desks, and 7 chairs.

Note 2: The amount is from the Community Development Fund. The Community Development Fund is a special fund provided from MAF/GoTL to communities for forest protection activities including seeding production.

Note 3 : The expenditures in TFY 2015 are not the actual expenses but the budgets allocated for the monitoring and evaluation..

### 1-3 Activities (Planned and Actual)

The planned project activities to be implemented in order to produce Output 1, 2 and 3 and the actual activities implemented during the project period are summarized as follows.

Planned	Actual
<b>Activities on Output 1 (Land use plans are agreed upon and implemented by local residents in accordance with relevant <i>sucu</i> regulations.)</b>	
1-1 Organize initial meetings in the Project sites.	The initial consultation meetings with <i>sucu</i> leaders and local communities in the target <i>sucos</i> were held in February 2011 at 6 <i>sucos</i> (Fadabloco, Faturasa, Talitu, Tohumeta, Madabeno and Hautoho). It was therefore important to clearly explain the objectives and major activities of the project, roles and responsibilities of communities, and expected outputs from the project, so as to minimize their unnecessary. Clear explanations made by both NDF/MAF and NGOs with the JICA Project Team resulted in reducing the misconception of the project among <i>sucu</i> leaders.
1-2 Conduct participatory village profiling in the Project sites.	The village profiling survey, which consists of PRA and household interview survey, was carried out in the respective target <i>sucos</i> from February to March and in November 2011. The results of the village profile survey showed a clear picture of the respective target <i>sucos</i> and identified potential micro programs, which could be implemented in the <i>sucos</i> . However, the survey required 2 to 10 days to complete and this might have forced local communities to bear additional burden in addition to PLUP. This is because many other events and/or projects were implemented in the <i>sucos</i> so that some villagers found it difficult to respond to the request from the Project.
1-3 Conduct participatory land use planning with formulation of relevant <i>sucu</i> regulations.	Participatory land use planning (PLUP) composed of the 10 steps was conducted in the relevant target <i>sucos</i> in the first batch of the target <i>sucos</i> (4 villages) from June to August 2011 and in the second batch of the target <i>sucos</i> (2 villages ) from May to September 2012. All the target <i>sucos</i> developed the future land use plans and <i>sucu</i> regulations in writing through the sessions held in PLUP. As PLUP was carried out in a proper and participatory manner in the target villages, the future land use plans and <i>sucu</i> regulations were

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Planned	Actual
	<p>developed with the full consent of <i>sucu</i> leaders and other communities in the <i>sucos</i>. Close guidance and coaching were needed and provided by JICA experts since the NGOs had no experience in PLUP before, particularly at the initial stage.</p>
1-4 Facilitate local residents in the Project sites to implement the micro programs prioritized in line with the land use plans.	<p>After PLUP, communities in the target <i>sucos</i> selected one or two micro programs, which aimed to help them materialize the future land use plans. The following micro programs have been implemented in the respective target <i>sucos</i>:</p> <p><u><i>Sucos that started MP in 2012</i></u></p> <p>Faturasa: SUFP with CBSE-MP  Fadabloco: SUFP with CBSE-MP and IG/LD-MP  Talitu and Madabeno: SPTTP-MP and SUFP with CBSE-MP</p> <p><u><i>Sucos that started MP in 2013</i></u></p> <p>Tohumeta: SUB/PF-MP  Hautoho: SUFP with CBSE-MP and IG/LD-MP</p> <p>In the course of the micro programs, a series of hands-on training courses/Farmers' Field Schools (FFSs) had been arranged for communities so that they could acquire necessary skills and techniques on the respective topics.</p> <p>Implementation of the micro programs contributed/is contributing to the materialization of the future land use plans developed in PLUP. The importance of the <i>sucu</i> regulations has also been heightened as communities planted seedlings and developed their permanent farms in the course of the micro programs. Integration of the traditional collective working system (so-called "halosan" system) with FFSs of SUFP-MP, SUFP with CBSE-MP, and SUB/PF-MP was effective in encouraging communities to help each other apply the upland farming techniques to their own farms.</p> <p>Extension officers should be involved in the workshops for selection of the micro programs, so that they could realize their tasks. Expansion of the farming techniques demonstrated in a demonstration plot to other members' farms require a certain scheme to encourage communities to help each other introduce the techniques, since some are rather laborious as compared to their traditional practices.</p>
1-5 Monitor and evaluate CB-NRM in the Project sites.	<p><i>Sucu</i> leaders of the respective <i>sucos</i> have had meetings on a regular basis (basically on a monthly basis) with the assistance from the NGOs and the Project Teams to discuss any illegal issues happening in the <i>sucos</i> and solve any issues/problems using the <i>sucu</i> regulations. In addition to the regular meetings on the <i>sucu</i> regulations, communities who took part in the micro programs (members of the beneficiaries' groups of the micro programs) also had a monitoring, evaluation, and planning workshop on a yearly basis. Through such regular meetings, <i>sucu</i> leaders in the target <i>sucos</i> have been able to enhance their capacity to govern the <i>sucos</i>. However, the Project shouldered the expenses for food and drink in the meetings. It might be difficult for the <i>sucos</i> to have such meetings on a monthly basis without financial support from the project.</p>
1-6 Organize field seminars and/or workshops for information sharing among the target <i>sucos</i> and technical	<p>The following field seminars were held to exchange information and experiences between / among communities in the target <i>sucos</i> and their neighboring <i>sucos</i> as well.</p> <p><input type="checkbox"/> Harvesting ceremony at Fadabloco in April 2014  <input type="checkbox"/> Harvesting ceremony at Tohumeta in March 2015</p> <p>Field seminars/workshops were found effective in enhancing a</p>

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Planned	Actual
dissemination to local residents in the neighboring <i>sucos</i> .	sense of ownership or self-esteem among communities in the target <i>sucos</i> , especially host communities. However, poor road conditions hindered many communities from participating in the seminars.
1-7 Establish the watershed management council of the Noru watershed as a platform where the relevant <i>sucos</i> can work on CB-NRM for sustainable watershed management.	Noru watershed management council was established in September 2015 as a platform for local government units (i.e., sub-district administrators and <i>chefs de suco</i> ) and other relevant parties concerned with the Noru watershed. <sup>1</sup> The council holds a quarterly meeting. The MAF and JICA Project Team in partnership with the NGOs assisted the council to prepare a watershed management plan in 2015. At the regular meeting held in March 2015, the members discussed causes of recent landslides in the areas and decided to send a request to MAF for support of seedlings. They are also scheduled to meet in July 2015 at <i>sucos</i> where forest fires took place in 2014 in order to conduct a traditional ceremony. <i>Sucos</i> where the CB-NRM mechanism has yet to be in place have often faced illegal cases (e.g., forest fires, illegal cutting and animal grazing) in the <i>sucos</i> . It is, however, difficult for the Project to help such <i>sucos</i> develop the future land use plans and <i>suco</i> regulations within the framework of the current Project. <i>Suco</i> leaders of such <i>sucos</i> might lose their interest in the watershed management council when they realize that they could not get any support from the project.
<b>Activities on Output 2 (The staff of the Implementing agency and relevant stakeholders are trained to support CB-NRM.)</b>	
2-1 Gather and compile useful CB-NRM practices and technologies applicable to the situation of the target area.	The JICA Project Team collected a total of 49 types of exiting technical documents, such as manuals, guidebooks, guidelines, handbooks, and other technical documents, as technical references for determination of useful CB-NRM techniques/practices applicable to Timor-Leste, especially the target areas. Having reviewed and assessed the documents collected, the JICA Project Team identified useful CB-NRM techniques/practices and drafted the CB-NRM Information Kit compiling them into a technical reference book in June 2012. An inventory of existing techniques proven effective is essential to the identification of techniques useful for CB-NRM. In general, technical references left in the country were limited. Furthermore, many documents existing in the country were written in Bahasa. Hence, it was the time consuming works to glean useful information.
2-2 Plan and conduct the training on CB-NRM for the technical staff of the implementing agency and relevant stakeholders.	The JICA Project Team carried out an assessment of training needs of the Project officers in February and March 2011 and developed a capacity development plan containing training curriculum for the respective types of the project officers. The Team has held more than 15 seminar-type training courses (so-called "technical seminars"), provided OJT in monitoring the CB-NRM activities in the field, and arranged opportunities to be resource persons in seminars. The Team has provided coaching and technical

<sup>1</sup> Enforcement of the *suco* regulations only in one *suco* does not necessarily eliminate the causes of forest degradation, such as wild fires, illegal cutting, and animal grazing, since some of them were caused by communities living in the neighboring *sucos*. Thus, the JICA and the NGO recognized a need to form a platform where the target as well as the neighboring *sucos* could have dialogues and take necessary action for sustainable natural resource management at the sub-district or watershed level to reduce illegal cases in the border areas between/among *sucos*. Furthermore, the JICA Project Team considered that an institutional framework to scale up the CB-NRM mechanism from the *suco* level to the sub-district or sub-watershed level should be introduced/established so as to protect watershed environment of the concerned river basins using the CB-NRM mechanism.

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Planned	Actual
	<p>assistance to two (2) NGOs over the course of the project activities, such as PRA, PLUP, selection of micro programs, assistance in enforcement of the <i>suco</i> regulations, and implementation of micro programs. The capacity development plan was revised in 2013 in order to set realistic targets of the capacity development activities following one of the recommendations by the mid-term review mission.</p> <p>Involvement of the project officers in the monitoring of the project activities in the field in addition to seminar-type training courses helped them grasp the overall process of and key techniques for CB-NRM. However, they have fewer opportunities to practice/make trials in the field due to a lack of budget allocated to NDFWM/MAF.</p>
2-3 Organize planning seminars on CB-NRM.	<p>The Project officers have been assisted by the JICA Project Team in the preparation of their annual work and budget plans since 2012. The JICA Project Team and the Project officers had feedback and planning seminars at the beginning of year for the last four (4) years to discuss Project activities, especially training courses; the they took part in and Project activities planned in the following years. In April 2015, the Project officers submitted the proposals for their work and budget plans for FY 2015 and 2016 to NDFWM and District MAF Office in Aileu, respectively</p> <p>The majority of the Government officials have less experience in making a work and budget plan estimating the work quantity of each work item. In general, the plans have been made without detailed examination. Furthermore, the Project officers have not been fully involved in the preparation of work plans before. The budgets allocated to MAF, especially NDFWM have been far below than the amount it proposed for the last few years. It is necessary for them to prepare appropriate plans for the directorate and the ministry as a whole based on the necessary volume of the works and actual amount spent, etc.</p>
2-4 Organize feedback seminars on CB-NRM.	<p>The feedback seminars were held with the Project officers at the beginning of year for the last four (4) years. The Project officials have reviewed and revised the training curriculum after assessment of their level of understanding of the key topics of CB-NRM. It was sometime difficult for the Project officers to assess their understanding level correctly as many of them have limited understanding of their tasks and duties in general.</p>
2-5 Prepare technical manuals on CB-NRM.	<p>Based on the results of the micro programs implemented in the target <i>sucos</i>, the JICA Project Team drafted the technical manuals on CB-NRM composed of the following three (3) volumes in April 2014:</p> <ul style="list-style-type: none"> <li>Vol. 1: Seedling Production and Tree Planting</li> <li>Vol. 2: Sustainable Upland Farming</li> <li>Vol. 3: Income Generating/Livelihood Development</li> </ul> <p>The draft technical manuals were introduced to the offices in NDF/NDEDAC and the MAF District Offices concerned with the Lacio and Comoro river basins in June and October/November 2014, respectively.</p> <p>The technical manuals are scheduled to be finalized in July 2015 and introduced to the officers of the national directorates of MAF, especially the NDFWM and NDEDAC. Manuals prepared on the basis of field trials would be more useful and helpful for field workers.</p>
<b>Activities on Output 3 (Effective processes with roles of stakeholders to support CB-NRM are identified.)</b>	
3-1 Prepare an	The JICA Project Team prepared technical guidelines for the NGOs

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Planned	Actual
operational manual on the processes to support CB-NRM with roles of stakeholders, reflecting the results of monitoring and evaluation of CB-NRM, including the micro programs implemented in the Project sites.	<p>(for PLUP, selection of micro programs, monitoring of <i>sucos</i> regulations, etc.). The Team reviewed the guidelines based on the results of the field application by the NGOs and compiled them into the standard procedures for establishment of the CB-NRM mechanism. In parallel with these activities, the JICA and MAF Project Teams and the NDF Working Team have had a total of nine (9) meetings by the end of May 2015 and discussed the forest sector policy and the forest management bill, framework of CB-NRM and roles/responsibilities of key actors, scope and mechanism of CB-NRM, draft policy recommendations, a draft ministerial order for promotion of CB-NRM and so forth.</p> <p>The CB-NRM Operational Manual was drafted in October 2013 referring to the results of the field trials in the target <i>sucos</i> and discussions with the NDF Working Team. The draft manual had been introduced to relevant stakeholders since then. In particular, it was discussed with key stakeholders at both district and central levels in the consultation seminars held in March and April 2015.</p> <p>If the Forest Management Bill is officially approved and in place, the process of establishing the CB-NRM mechanism may be mainstreamed as one of the tasks of NDFWM/MAF since it can be synchronized with the process of granting Community Forestry Management Agreement (CFMA) stipulated in the Forest Management Bill. Meanwhile, the Forest Management Bill will be possibly prepared as a decree to a future Forest Law. Review works of the Forestry Sector Policy (2008) have been just initiated and after review works of the Policy, preparation of the Forest Law is expected to be followed. Therefore, it may take some time before a Forest Management Bill or Decree is issued as an implementing rule to the Forest Law.</p>
3-2 Develop draft policy recommendations.	<p>The policy recommendations were drafted through the discussions with the NDF Working Team. In addition to the draft policy recommendations, the Project Teams and Working Team also drafted the ministerial order for promotion of CB-NRM, so that NDFWM and other relevant offices can get policy support for expansion of CB-NRM from the GoTL. The draft recommendations with the draft ministerial order were introduced and explained to the stakeholders and discussed in the consultation seminars held in March and April 2015.</p> <p>One of the recommendations is to finalize and approve the ministerial order for promotion of CB-NRM, which specifies i) rationale of CB-NRM, ii) objectives, iii) process and procedures, and iv) roles and responsibility of stakeholders. Besides, the recommendations clarify the necessary actions to be taken for promotion of CB-NRM.</p>
3-3 Organize a workshop to present the recommendations to relevant institutions and stakeholders.	<p>The final presentation will be held in July 2015 after the JICA and MAF Project Teams with the NDF Working Team finalize the documents, namely i) policy recommendations, ii) ministerial order, and iii) CB-NRM Operational Manual, based on the comments and suggestions given in the consultation seminars.</p> <p>If the final version of the policy recommendations and ministerial order are introduced to the public with the presence of the Minister of MAF, a wide range of stakeholders would have interests in CB-NRM and its associated documents. On the other hand, as the top management of MAF was recently changed, it is still uncertain if</p>

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Planned	Actual
	CB-NRM can get support from the Minister at the time of the terminal evaluation.

## 2. Achievements of the Project

### 2-1 Outputs and indicators (Target values and actual values achieved at completion)

Output 1: Land use plans are agreed upon and implemented by local residents in accordance with relevant *suco* regulations.

Indicators	Results
1a. By September 2012, in all target <i>sucos</i> , participatory land use plans (PLUPs) with the <i>suco</i> regulations are agreed by the respective <i>suco</i> regulation ceremonies	Achieved: By September 2012, in all the target <i>sucos</i> (6 villages), participatory land use plans (PLUPs) with the <i>suco</i> regulations were developed and the implementation and enforcement of the <i>suco</i> regulations were announced through the traditional ceremonies (Tara Bandu).
1b. At the Project end, in all target <i>sucos</i> where the <i>suco</i> regulations are introduced, annual number of forest fires, illegal cutting, and crop damage made by free grazing are found to be decreased according to the observation of the respective <i>suco</i> regulation committees	Nearly Achieved: According to the report at the <i>suco</i> regulation committees, it was found that the number of forest fires and damages on agricultural products by free animal grazing had been increased in 2014 if compared with the number in 2013 (See the table below. No relevant data are available at/before the Project started in 2010). However, according to the forest guards, MAF district officers, <i>suco</i> leaders interviewed during the terminal evaluation, such incidences were caused by the local people outside the target <i>sucos</i> . Not all the behaviors of the people can be controlled with <i>Suco</i> regulations, particularly if they are not from the <i>suco</i> where the regulations are applied. Furthermore, it was heard at the interview with villagers during the terminal evaluation that the number of forest fires, illegal cuttings, and crop damages caused by free grazing animals had been reduced after the introduction of the <i>suco</i> regulations.

Output 1 has been achieved by the time of the terminal evaluation. Based on the above results, Indicator 1a was achieved since in all the target *sucos* (6 villages), participatory land use plans (PLUPs) with the *suco* regulations were developed. With regard to Indicator 1b, it was found that the number of forest fires and damages on agricultural products by free animal grazing had been increased in 2014 if compared with that in 2013 as shown in the table below.

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The number of incidents reported at the *suco* regulation committees

<i>Suco</i>	Forest Fires			
	2011	2012	2013	2014
Talitu	2	3	0	0
Madabeno	2	3	0	4
Tohumeta	na	2	0	2
Fadabloco	5	4	2	6
Faturasa	0	1	6	2
Hautoho	na	1	2	4
Total		14	10	18

<i>Suco</i>	Illegal Cuttings			
	2011	2012	2013	2014
Talitu	0	0	0	1
Madabeno	0	0	4	1
Tohumeta	na	0	2	1
Fadabloco	3	3	1	3
Faturasa	0	1	2	1
Hautoho	na	1	0	0
Total		5	9	7

<i>Suco</i>	No of crop damages caused by free grazing			
	2011	2012	2013	2014
Talitu	1	2	2	3
Madabeno	0	1	7	4
Tohumeta	na	0	3	4
Fadabloco	5	4	4	8
Faturasa	2	7	1	4
Hautoho	na	1	0	1
Total		15	17	24

Source: Project Office

Concerned personnel claimed that villagers outside the target *sucos* would be responsible for these illegal activities. For example, all the eight forest fires reported in Fadabloco and Faturasa from September to October in 2013 took place along the boundaries with the neighboring *suco*, particularly in the common lands where the neighboring villagers jointly utilized for free grazing of animals. One of the Project officers also pointed out that the data on the frequency of incidences would not show the extent of the damages caused by illegal activities. While accuracy of the data needs to be examined, it is necessary to monitor a longer term trend of illegal activities.

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As the indicator is concerned with the observations of *suco* regulation committees and they found that the illegal activities caused by the villagers had been decreased after implementation of the Project, the number of illegal activities reported from the target *sucos* is likely to decrease in 2015 from that in the previous year. However, it is not too late to postpone the judgement on the achievement of Indicator 1c until the end of the Project cooperation period in order to confirm the situation at that time.

Indicators	Results
1c. At the Project end, in all target <i>sucos</i> , more than 80% of the registered beneficiaries of reforestation, sloping agriculture/agroforestry, and alternative livelihood activities each under the micro programs in the second-rotation of training consider that the concerned activity has contributed to their livelihood improvement.	Likely to be achieved In lieu of the registered beneficiaries' perceptions on livelihood improvement, the analysis was made on the number of the beneficiaries who had applied the techniques to individual farms/plots in the second rotation of the training. Based on the records (See the table below), it was found that a cumulative total of 2,162 members applied the techniques they learned in the first or second year of the training from Year 2012 to Year 2014.

In connection with Indicator 1c, the upper half of the table below shows the number of beneficiaries who applied their techniques to their individual farms in the first or second year (rotation) of the training. On average, the ratio of the beneficiaries who applied the techniques to their own farms/plots against the number of initially registered participants is calculated at 100.4% (See Note 1 of the table below).

Unit: Persons

Micro Program	Suco	No. of participants who applied techniques at individual farms/No. of participants and year they applied.			Gross profit/ sales volume/ Survival rate	Remarks
		No. of participants in trainings in case of IG/LD.				
		Year 2012	Year 2013	Year 2014		
SUFP with CBSE MP	Faturasa		162/162	312/315		promising
	Fadabloco		153/153			
	Hautoho		Yet to apply		110/110	
SUFP-MP	Talitu		52/52	40/52		depending on site condition (elevation & water)
	Madabeno		158/180	145/151		
SPTPP-MP	Talitu	103/103	104/102 <sup>Note1</sup>	104/102 <sup>Note1</sup>	78.0% <sup>Note2</sup>	
	Madabeno	146/146	250/193 <sup>Note1</sup>	152/162	97.1% <sup>Note2</sup>	
SUB/PF-MP	Tohumeta		86/86	85/85		promising
Sub-total of 4 MPs		249/249(100 %)	965/928(104.0 %)	948/977(97.0 %)		
Sub-total of 4 MPs in 3 year s		2,162/2,154 (100.4%)				
IG/LD-MP						
Canna chips	Hautoho		-	14.1 (OJT:Avg/tim	32 bags sold in 2014 <sup>Note3</sup>	promising income source

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Micro Program	Suco	No. of participants who applied techniques at individual farms/No. of participants and year they applied.			Gross profit/ sales volume/ Survival rate	Remarks
		No. of participants in trainings in case of IG/LD.				
		Year 2012	Year 2013	Year 2014		
				e)		
Salted vegetable			23 (training)	14 (training)	14 bags produced in 2014 <sup>Note3</sup>	depending on site condition (water)
Sewing machine/ making cloths			-	15.5 (Training:avg/time)	Gross profit: 97\$ <sup>Note3</sup> in 2014	promising for self-consumption
Dry sweat potatoes			19 (training)	-		promising for self-consumption
Herb tea			23 (training)	-		depending on market
Cassava chips	Fadabloco		9.4 (OJT:avg/time)	38.1 (Production: avg/time)	1,871bags delivered/Gross profit 2,637\$ by Dec 2014	promising income source
Sewing machine/ making cloths			15.3 (Training:avg/time)	NA	5 to 25\$/Group by Dec 2014	promising for self-consumption
Salted vegetable (Mustard)			14	16 (Production avg/time)	18 bags produced by July 2014	depending on site condition (water)
Dry sweat potatoes		Produced by 28 members (OJT)	-	-		promising for self-consumption
Herb tea		Produced by 10 members (OJT)	-	-		depending on market

Source: Project Office

Note 1: The number of farmers who applied techniques to their own farms/plots is more than that of the initial number of participants. It was learned that farmers who did not participate in the Project at the beginning came to join the group later in the process.

Note 2: Average survival rate of seedling planted in Year 2012/2013. The survey was conducted from July to September 2014.

Note 3: Record up to October

In terms of IG/LD-MP, some products are produced for sales in the market while others are used for home consumption. The former types of products are canna chips, cassava chips and herb tea and the latter types are dry sweat potatoes and salted vegetables. Cloth-makings are the services to be provided to household members and/or neighbors. Products for home consumption tend to be produced at individual households once the production technology has been transferred. In this case, initial groups are not necessarily to be maintained. Production of herb teas has been temporally suspended because of the necessity to discuss product standards with buyers.

Output 2: The staff of the implementing agency and relevant stakeholders are trained to support CB-NRM.

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Indicators	Results																																
2a. All of the topics related to CB-NRM, identified through the training needs assessment, are covered by the training, including technical & planning seminars, and on-the-job training.	Achieved All the 10 topics listed in the capacity development plan were handled at technical seminars by March 2013.																																
2b. On average, the technical seminar participants give 4 points on a five-point scale about "understandability of materials", "clearness of explanation", and "relevancy of topic" of the concerned seminars	Achieved As of the end of December 2014, a total of 15 technical seminars were conducted by the Project. On average, about 76.2% of the target members participated in the seminars. The participants of the seminars gave more than 4 points each for the three evaluation criteria as shown in the table below: <table><tr><th colspan="2">Evaluation of seminars</th></tr><tr><th>Criteria</th><th>Average score</th></tr><tr><td>Understandability of materials</td><td>4.3</td></tr><tr><td>Clearness of explanation</td><td>4.2</td></tr><tr><td>Relevancy of topics</td><td>4.3</td></tr></table> Source: Project Office	Evaluation of seminars		Criteria	Average score	Understandability of materials	4.3	Clearness of explanation	4.2	Relevancy of topics	4.3																						
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Criteria	Average score																																
Understandability of materials	4.3																																
Clearness of explanation	4.2																																
Relevancy of topics	4.3																																
2c. At the Project end, on average, the Project Personnel of NDF and MAF evaluate their understanding about the training topics as at least middle on three-point scale.	Achieved The project officers, who participated in the feedback and planning workshops held in January and February 2015, judged that their understanding of the topics relevant to CB-NRM was, on average, higher than the middle level on a three-point evaluation scale (See the table below).																																
Summary of the Results of Self-evaluation in 2015 Respondents: NDF, District Officer (Forestry), Forest Guards (Total respondents: 5 persons)																																	
<table><tr><th>Topics</th><th>Understanding</th><th>Application</th><th>Average</th></tr><tr><td>PLUP</td><td>2.4</td><td>2.4</td><td>2.4</td></tr><tr><td>SPTPP-MP</td><td>3.0</td><td>3.0</td><td>3.0</td></tr><tr><td>SUFP-MP</td><td>3.0</td><td>3.0</td><td>3.0</td></tr><tr><td>LG/LD-MP</td><td>2.0</td><td>-</td><td>2.0</td></tr><tr><td>Facilitation skills</td><td>2.8</td><td>-</td><td>2.8</td></tr><tr><td>Project management</td><td>-</td><td>2.6</td><td>2.6</td></tr><tr><td>Average</td><td>2.6</td><td>2.8</td><td>2.6</td></tr></table>		Topics	Understanding	Application	Average	PLUP	2.4	2.4	2.4	SPTPP-MP	3.0	3.0	3.0	SUFP-MP	3.0	3.0	3.0	LG/LD-MP	2.0	-	2.0	Facilitation skills	2.8	-	2.8	Project management	-	2.6	2.6	Average	2.6	2.8	2.6
Topics	Understanding	Application	Average																														
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Average	2.6	2.8	2.6																														
Respondents: District Officer (Crop, Coffee, Industrial Plant), Sub-district Extension Coordinator, Extension Officers (Total respondents: 4 persons)																																	
<table><tr><th>Topics</th><th>Understanding</th><th>Application</th><th>Average</th></tr><tr><td>PLUP</td><td>2.8</td><td>2.8</td><td>2.8</td></tr><tr><td>SPTPP-MP</td><td>2.9</td><td>2.9</td><td>2.9</td></tr><tr><td>SUFP-MP</td><td>3.0</td><td>2.9</td><td>2.9</td></tr><tr><td>LG/LD-MP</td><td>2.3</td><td>-</td><td>2.3</td></tr><tr><td>Facilitation skills</td><td>2.7</td><td>-</td><td>2.7</td></tr><tr><td>Project management</td><td>-</td><td>2.7</td><td>2.7</td></tr><tr><td>Average</td><td>2.7</td><td>2.8</td><td>2.7</td></tr></table>		Topics	Understanding	Application	Average	PLUP	2.8	2.8	2.8	SPTPP-MP	2.9	2.9	2.9	SUFP-MP	3.0	2.9	2.9	LG/LD-MP	2.3	-	2.3	Facilitation skills	2.7	-	2.7	Project management	-	2.7	2.7	Average	2.7	2.8	2.7
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Facilitation skills	2.7	-	2.7																														
Project management	-	2.7	2.7																														
Average	2.7	2.8	2.7																														
Source: Project Office Note 1: Each topic was evaluated by following the 3-rating system: 3-satisfactory, 2-fair, and 1-not satisfactory																																	
2d. Annual work plans to support and promote CB-NRM in the Target Area are formulated by the concerned NDF and MAF	Achieved The project officers have been assisted in preparation of their annual operation and budget																																

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Indicators	Results
district officers for the years 2013- 2016.	plans for FY 2012-2015. The plans were submitted to NDFWM and Aileu MAF District Office. As a result, a certain amount of budgets for monitoring of the Project activities is expected to be allocated in FY 2015.
2e. By June 2015, final draft of the technical manuals on CB-NRM for the Target Area are developed in consultation with the relevant technical National Directorates of MAF	Likely to be achieved In July 2015, a workshop is scheduled to be held at Dili, inviting key officials working at the relevant technical national directorates of MAF, especially NDEDAC, in order to obtain their opinions and suggestions on the draft technical manuals and finalize them. At the time of the terminal evaluation, it is desirable to hasten completion of review works of Tetun version of the manuals.
2f. By the Project end, the facilitating agencies in the Target Area involved in the Project become able to assume roles/responsibilities clarified in the operational manual of CB-NRM according to the criteria set by the Project.	Achieved The two NGOs, which have been engaged in the Project, have substantially developed their capacities for introduction and promotion of the CB-NRM. Although the criteria mentioned in Indicator 2f have not been set by the Project, it is considered that they could fulfill the roles and responsibilities defined in the draft operational manual. In fact, the main facilitators of the NGOs were engaged in helping two (2) other local NGOs conduct the PLUP activities in another watershed.
2g. By the Project end, all the <i>sucu</i> regulation committees of the target <i>sucos</i> become able to assume roles/responsibilities clarified in the operational manual of CB-NRM according to the criteria set by the Project.	Achieved Although the criteria mentioned in Indicator 2g have not been set by the Project, it is considered that the capacities of <i>sucu</i> leaders in the target <i>sucu</i> have been enhanced substantially through a series of dialogues in PLUP and periodical <i>sucu</i> meetings and that they could fulfill the roles and responsibilities defined in the draft operational manual based on the current performance of them.

Based in the above observations, Output 2 is likely to be achieved by the end of the Project cooperation period.

Output 3: Effective processes with roles of stakeholders to support CB-NRM are identified.

Indicators	Results
3a. By June 2015, final draft of the operational manual of CB-NRM for the Target Area is developed in consultation with NDSACD	Likely to be achieved The operational manual will be finalized in July 2015 based on the results of the trail run in the field as well as feedbacks and suggestions given by the participants in consultation with relevant organizations including NDEDAC in March and April 2015.
3b. By June 2015, the draft policy recommendations to support and promote CB-NRM in the Target Area are developed in consultation with the relevant	Likely to be achieved The policy recommendations, including a recommendation of an issuance of a government resolution or a ministerial order, are scheduled to be finalized in July 2015 based on the comments obtained in the consultation seminars.

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Indicators	Results
stakeholders	

Based in the above observations, Output 3 is likely to be achieved by the end of the Project cooperation period.

## 2-2 Project Purpose and indicators (Target values and actual values achieved at completion)

Project Purpose: An operational mechanism of CB-NRM at *sucu* level is developed.

Indicators	Results
a. By the Project end, an operational manual of CB-NRM for the Target Area, which clarifies the procedures for implementation of CB-NRM at village level as well as roles/responsibilities of the stakeholders, is approved by Director General (DG) of MAF	Likely to be achieved The operational manual will be finalized in July 2015 and submitted to Director General of MAF for approval in August 2015.
b. By the Project end, technical manuals on CB-NRM micro program related techniques for the Target Area are approved by DG of MAF	Likely to be achieved The technical manuals will be finalized in July 2015 and submitted to Director General of MAF for approval in August 2015.
c. By the Project end, the draft policy recommendations to support and promote CB-NRM in the Target Area are endorsed by DG of MAF for approval by Secretary of State for Forest and Nature Conservation	Likely to be achieved The draft policy recommendations will be endorsed by Director General of MAF in August 2015 for approval by the Minister of MAF.
d. By the Project end, on average, more than 75 % (three-quarter) of the Project Personnel of NDF and MAF reach at least the second best level of five (5)-level evaluation rating set by the Project for the items identified in the respective capacity development plans, which are in line with their roles/responsibilities in CB-NRM	Achieved In March 2015, eleven (11) active Project officers conducted their evaluation ratings in terms of the crucial points of key CB-NRM techniques and more than 80 % of the officers got higher than the second best accuracy rate (higher than 60 %).

Items	SPPTP-MP	IGLD-MP	SUFP-MP
No. of respondents (persons)	11	11	11
No. of respondents who scored higher than 60% (persons)	9	9	10
Ratio of the respondents who scored higher than 60% (%)	82	82	90
Average Score (%)	70	66	76

Source: Project Office

Both the operational manual and technical manuals are scheduled to be finalized in July 2015 and submitted to Director General of MAF in August 2015 while the draft policy recommendations will

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be endorsed by Director General of MAF in July 2015 for approval by the Minister of MAF. The Project Purpose is likely to be achieved by the end of the Project cooperation period.

### **3. History of PDM Modification**

PDM was revised once after the mid-term review. At the time of Terminal Evaluation of the Project, the revision of the third version was proposed in order to officially agree the activities concerning establishment of Noru Watershed Management Council (Activity 1-7) and to make consistent use of "micro programs" instead of "micro projects". The third version of PDM will be submitted to JCC scheduled on July 23, 2015.

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## Annex 4: Implementation Process of the Project

Overall, the Project has been implemented as planned.

Development of operational mechanism of CB-NRM at *suco* level has been carried out as scheduled under the Project. The key principle of CB-NRM is not to apply the pre-determined framework to the local settings but to develop a framework/mechanism through a series of interactions with local communities. The mechanism embodied the process of preparing PLUP and *suco* regulations to manage forest and other natural resources in a *suco*, of institutionalizing the *suco* regulations within a *suco*, and of selecting and implementing micro programs (such as reforestation, sloping agriculture/agro-forestry, alternative livelihood and so forth) to realize the land use plan. The micro programs aimed to strengthen the mechanism by helping local people improve land productivity, change types of land use, and introduce new/additional livelihood options based on the available natural resources. The extension services were implemented by use of various tools such as two-phased approach of technology transfer from establishment of main as well as sub-demonstration plots with FFS, study tours and M&E activities. Capacity of the staff at NDFWM and MAF district offices has been developed. Draft policy recommendations have been prepared to support and promote CB-NRM in the Target Area (areas in and around the Comoro and Lacio Watersheds for achievement of introducing watershed management in the major river systems in the country.

## 2. Key Factors Affecting Implementation and Outcomes

The project has experienced several factors in the process of implementation, which accelerated or impeded achievement of Outputs and the Project Purpose. The major factors are shown as follows.

### Contributing factors:

- a. Because the majority of the local people lives far from the center of *suco* or sub-*suco* (Aldeia). Establishment of a sub-demonstration plot at least at a sub-*suco* level helped farmers organize FFSs at the plot and then, apply new techniques to individual farms. Although the approach at the sub-*suco* level increased time and costs required for the technical assistance, the approach is found effectiveness.
- b. The Project made use of traditional customs and practices such as Tara Bandu (a traditional ceremony concerning ritual prohibitions and sanctions) in ensuring *suco* regulations and paid close attention to Halosan (reciprocal labor exchanges) in introducing laborious farming works. The Project also paid close attention to reciprocal labor exchanges, which have been traditionally practiced in the target areas of the Project. Such traditions are used when laborious farming techniques are applied and implemented at individual farms.
- c. Because farmers also have their own interests to avoid damages on agricultural products by forest fires and free animal grazing, it is considered that support to establish a mechanism to

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regulate illegal activities have met needs of the farmers.

- d. Many farmers do not adopt new techniques in their own farms unless they confirm effectiveness of the techniques. The Project introduced relatively easy but effective techniques (i.g., compost-making) by taking a step-by-step approach from a main demonstration plot to a sub-demonstration plot and then, to an individual farm and by visualizing the effects of their outputs.
- e. The Project employed national NGOs for extending support to local communities, NGOs assigned their staff to stay at the *suco* and to let them monitor and report the Project activities even at the individual farm level. Although it is costly to maintain local staff at the respective *sucos*, deployment of local staff at the *sucos* contributed to prompt support to farmers and at the same time, building-up of trustful relations with local communities.
- f. One of the NGOs, which has better financial capacity, extended their support to villagers with their own financial resources.
- g. Through weekly meetings, seminars and training courses, interactions with NGOs, etc. the Project officers have enhanced their knowledge and understanding of the framework of CB-NRM mechanism. Regular meetings are also introduced at Noru Watershed Management Council, which was newly established with support from the Project.
- h. Through regular meetings, *suco* leaders in the target *sucos* have been able to enhance their capacity to govern the *suco*. NGOs were instructed to make every effort to have close dialogues with villagers and make decisions together with them.
- i. The Project shouldered the expenses for operation of the regular activities. The expenses include per diem to cover transportation costs for the Project officers for their field visits and meetings at the project office, costs for foods and drinks at the village meetings, expenses for operation of Noru Watershed Management Council. Although it is not certain if they continue to be engaged in the activities without having financial support from the Project, the financial support to cover regular activities contributed to increased involvement of the Project officials, Government officials and villagers in the Project.

Impeding factors :

- j. Participation of the local people in the Project has not necessarily been high in some of the target *sucos* due to implementation of other programs by the Government and other donors, other events that villagers need to attend and so forth. As the local people used to receive cash incentives from the Government projects, it became difficult to keep the motivation of local communities to work for the Project.
- k. Poor access to some of the Project areas due to road conditions and remoteness of the locations made it difficult to provide local communities with equal training opportunities.
- l. Insufficient policy supports, insufficient legislative framework and organizational set-up, and shortage of budgets for promotion of CB-NRM hindered smooth operation of the Project.
- m. There have been organizational and personnel changes in the main implementing agency. Personnel transfer of Project officials has also taken place..

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- n. The Project officers have enhanced their knowledge and understanding of the framework of CB-NRM mechanism through weekly meetings and other Project activities. However, they have fewer opportunities and experiences in making trials in the field and in preparing work and budget plans in an integrated manner. They are involved in the Project on a part-time basis. Lack of local budgets and transportation means hindered the Project from enhancing the Project officers. These issues may not be solved only with capacity development of the Project officers.

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## Annex 5: Results of Evaluation based on DAC Five Evaluation Criteria

### 1.1 Relevance

The relevance of the project is judged to be high because of the following reasons.

#### (1) Necessity

The Overall Goal and the Project Purpose are consistent with the organizational needs of the NDF/MAF and the needs of the relevant personnel of NDF and District Directorates of MAF in the target area. This is because NDF is tasked to prepare the forestry policy and attend, implement, and supervise the policy, forest guards of MAF district offices are tasked to protect forests, forest products and forests from forest fires and raise public awareness of forest functions and extension workers are expected to promote the development of the agriculture and forestry, involve farmers in the development of the agriculture and forestry, etc. They are relevant with the needs of local people in the Target Area because the majority of people depends their livelihood either directly or indirectly on the natural resources.

#### (2) Priority

The Overall Goal and the Project Purpose are consistent with the Strategic Development Plan of Timor-Leste as well as Official Development Assistance (ODA) policies of Japan. Introduction of the CB-NRM mechanism is also proposed in the Forest Conservation Plan prepared under Japan's Grant Aide Project named "Forest Preservation Programme" (2011-2013). Japanese technical advantage has been confirmed as JICA jointly with MAF carried out the Development Study on Community-Based Integrated Watershed Management in the Target Area of the current Project, with implementation of pilot projects focusing on the participatory land use planning, tree planting, agricultural extension, and livelihood development, from 2005 to 2010.

#### (3) Appropriateness of the Project approach and design

Selection of the target areas and *sucos* was appropriate because the areas in and around Comoro and Lacro watersheds were identified as the areas where forest degradation progressed despite the fact that Comoro watershed has a source of the domestic water for Dili City in its area while Lacro watershed is the catchment of one of the largest irrigation systems in the country. Meanwhile, Bemós and Noru sub-watersheds are located within Comoro and Lacro watersheds and prioritized in the short-term management plan under the Development Study. In the light of less developed transport infrastructure in Timor-Leste, identification of the target *sucos* from *sucos* less scattered in the sub-watersheds was also found adequate.

Community-based natural resource management approach adopted by the Project is found appropriate since one of the key approaches proposed in the Forestry Sector Policy is community participation in protection of forests. The approach of the Project is characterized with various

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measures such as preparation of PLUP coupled with institutionalization of *suco* regulations by making use of the traditional customs, regular monitoring meetings at *suco* and sub-*suco* levels, selection and implementation of various micro programs by the participants in the programs, which are expected to contribute to both forest conservation and livelihood development, technology transfer through FFS with a two-phased approach (FFS at main demonstration plots and sub-demonstration plots), and use of local NGOs by assigning local staff at the village level.

## **1.2 Effectiveness**

The effectiveness of the project is judged to be high because of the following reasons.

### **(1) Achievement of Project Purpose**

Judging from the achievement level of the Outputs, progress has been made in achieving the Project Purpose. Prospect of the achievement of the Project Purpose is high by the end of the Project cooperation period as an operational manual of CB-NRM, technical manuals on CB-NRM micro-program related techniques, and policy recommendations are scheduled to be finalized in July 2015 and approved and/or endorsed by DG of MAF towards the end of the Project cooperation period.

### **(2) Causal relationship**

Outputs 1 to 3 are expected to contribute to achievement of the Project Purpose. The core part of CB-NRM consists of land use plans and *suco* regulations in Output 1. While the *suco* regulations regulate illegal activities and promote use of lands in accordance with the land use plans, implementation of micro programs is assisted to realize the land use plans. Output 2 aims to train the staff of the Implementing agency and relevant stakeholders including NGOs to support implementation of CB-NRM. Output 3 is to identify effective process with roles of stakeholders to support CB-NRM. These three Outputs contribute to development of operational mechanism of CB-NRM. Logical relation between Outputs and the Project Purpose is found adequate.

### **(3) Important Assumptions**

The Assumptions for the Project Purpose in the PDM are "The trained personnel continue working in the Project sites" and "There is no drastic change in the organizational structures of MAF district directorates". Some of the trained personnel have been transferred to other sections and organizational changes of NDF also took place. However, it is considered that effects of the changes are not the extent to which the Project Purpose is unlikely to be achieved.

## **1.3 Efficiency**

The efficiency of the project is judged to be moderate because of the following reasons.

Progress has been made in producing Outputs, judging from the achievement level of the Indicators as well as the progress of the activities. In general, the Inputs have been appropriate in

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producing the Outputs in terms of timing, quality and quantity. Efficiency is considered moderate.

(1) Production level of Outputs

Output 1 is likely to be achieved by the end of the Project cooperation period after confirming that Indicator 1b has been fulfilled. Output 2 is expected to be achieved by the end of the Project cooperation period because a workshop is scheduled to be held in July 2015 with participation of key officials at the relevant technical directorates of MAF, especially NDEDAC, to obtain their opinions and suggestions on the draft manuals. Output 3 is also expected to be achieved since the policy recommendations are scheduled to be finalized in July 2015 based on the comments obtained in the consultation seminars.

(2) Important assumption

The Assumptions for the Outputs in the PDM ("There is no unpredicted conflict among the local residents in the Project sites that hampers the implementation of the Project activities.", "The local government administrations are supportive to the Project activities.", "Serious natural disasters or drastic climatic problems do not occur in the target area." have been satisfied so far.)

(3) Inputs of Japanese side

(a) Experts

The team consists of six experts in five professional fields (two experts being involved in a single professional field). All the experts have been dispatched on a short-term basis and almost all the assignments have been carried out in Timor-Leste. Most of the experts, including Chief Advisor and Co-Chief Advisor, have previous working experiences in the Target Area. With this relatively small team structure, the voluminous works have been efficiently carried out.

The following changes affected the schedule of the assignment of the experts:

- a) Preparation of manuals and policy recommendations was originally planned in the final year of the Project cooperation period. However, timing of preparation was changed from the final year to 2013 based on the recommendation at the mid-term review in order to incorporate consultation process with relevant personnel and organizations before finalization of them.
- b) Noru watershed management council was established in September 2014, one year before the Project is completed. It might be more functional if it were established earlier. However, it was only in 2014 when the concerned personnel of the Project realized necessity of setting-up a platform for discussions over natural resource management including both target *sucos* and non-target *sucos*. Although it was one year before the Project completion, it could pave the ways to provide a tool to manage the entire sub-watershed by involving in the activities of the council all the *sucos* and relevant parties within the sub-watershed.

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(b) Training in Japan and the 3<sup>rd</sup> country

Nine trainees took part in the training in Japan for about 10 to 20 days while one joined the regional forum for people and forests in Thailand. Out of nine participants in the training in Japan, six persons continue to be involved in the Project as Project officers. They include the current Project Manager and forest guards in MAF Aileu District Office.

(c) Equipment

Except GPS and a generator, all the equipment is frequently used (almost every day). It is always possible to use all the equipment.

(d) Local activity costs

Two national NGOs were contracted by the JICA Expert Team to carry out village profiling survey, PLUP and micro programs. The amount of local activity costs per *sucu* can be calculated at about four (4) million JPY per year. The amount is considered relatively high. However, the amount could be justified when taking into consideration various points specific to the Project: pilot nature of the Project, extensive mobilization of local NGOs throughout the target *sucos*<sup>2</sup> while hands-on support was not usually expected from the Government services, and high transport costs required for implementation of the Project activities in mountainous areas. On the other hand, the Project made effective use of traditional customs in the implementation process of the Project activities. It is considered that revival and/or application of the traditional customs have contributed to reduction of costs while maintaining effectiveness of the operations.

Transportation costs for the Project officers, expenses required for meeting at *sucos*, meeting expenses of Noru Watershed Management Council, etc. have been covered by the JICA side.

(4) Inputs of Timor-Leste

(a) Project personnel

At the time of the terminal evaluation, 20 MAF officials at MAF, NDFWM and Aileu District Office are engaged in the Project. Five of them are not active with various reasons. Their involvement in the Project is limited as their assignments to the Project are on a part time basis. Their technical level and experiences are limited and their capacity of facilitation and communication is not sufficient. Five extension workers are assigned to six target villagers, but they rarely visit the *sucos* except one extension worker who is a resident of one of the six *sucos*. On the other hand, it has been observed that through attending weekly meetings or involvement in other Project activities, their understandings on the Project activities have been increased.

(b) Building and Facility

Office space for the Japanese experts and Project activities has been made available at NDF office in Calcoli since the beginning of the Project.

<sup>2</sup> Their field staff stationed at the *sucos* in order to closely monitor and report the Project activities for prompt actions to be taken.

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(c) Local expenses

Local expenses to cover transportation costs, allowances for the Project officers, expenses for meetings and workshops are not covered due to budget constraints. In Fiscal Year 2014, however, budgets were secured from the Community Development Fund, a special fund provided by MAF/GoTL, to communities for forest protection activities including seedling production. In Fiscal Year 2015, MAF planned to secure the budgets for monitoring and evaluation of the Project activities.

(5) Use of the Outputs of the Previous Cooperation

The Project made use of outputs of the projects supported by Japan: JICA's Development Study on Community-Based Integrated Watershed Management in the Target Area of the current Project (2005-2010); and Japan's Grant Aid Project "Forest Preservation Programme" (2011-2013).

(6) Coordination with Other Organizations

The Project coordinated with other projects/organizations: "Seeds of Life", a project of MAF supported by DFAT and Australian Center for International Agriculture Research; and a Japanese NGO active in the Target Area (i.e. PARC Interpeoples' Cooperation: PARCIC). Collaboration was also made with RECOFTC (Center for People and Forests). In November 2012, a mission from RECOFTC visited the Project to assess the training/capacity development needs of the member of the MAF Project team. The team drafted a capacity development program. In February 2014, under the arrangement of RECOFTC, personnel concerned with the Project and MAF (five from DNF and four from MAF District offices) paid a visit to South Sulawesi in Indonesia in order to observe clove and coffee plantation, etc.

## 1.4 Impact

Some positive impact of the Project is expected to be observed.

### (1) Prospect for achieving Overall Goal

The current status of Overall Goal based on the indicators is as follows.

Overall Goal: Community-based sustainable natural resource management (CB-NRM) is practiced in the Target Area.

Indicators	Results
a. CB-NRM activities following the operational mechanism developed by the Project are implemented in at least 5 new <i>sucos</i> in the target area by the end of 2018.	This indicator was revised from PDM Version 1. The information on this indicator was not collected since the achievement of indicator should be decided based on the situation at the time of 2018 when the achievement of Overall Goal is set out.
b. In all of the new <i>sucos</i> , cases of forest fires, illegal cutting, and illegal	This indicator was revised from PDM Version 1. The information on this indicator was not collected since

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Indicators	Results
grazing are found to be decreased compared with the time without the regulations according to the observation of the respective <i>suco</i> regulation committees	the achievement of indicator should be decided based on the situation at the time of 2018 when the achievement of Overall Goal is set out.
c. In all of 6 <i>sucos</i> of the Project sites, cases of forest fires, illegal cutting, and illegal grazing are not increased compared with the time of the Project completion according to the observation of the respective <i>suco</i> regulation committees.	This indicator was added to PDM Version 1. The information on this indicator was not collected since the achievement of indicator should be decided based on the situation at the time of 2018 when the achievement of Overall Goal is set out.
d. In all of 6 <i>sucos</i> of the Project sites, more than 70 % of the registered beneficiaries at the end of 2018 engage in the micro program activities, such as sustainable upland farming and reforestation.	This indicator was added to PDM Version 1. The information on this indicator was not collected since the achievement of indicator should be decided based on the situation at the time of 2018 when the achievement of Overall Goal is set out.

#### Impact at overall goal level:

It is still early to assess the likelihood of achievement of the Overall Goal. However, some positive impact of the Project is expected to be observed. Attention should be paid to the following points:

- The *suco* leaders at the target *sucos* have observed reduction of the number of forest fires, illegal cutting and free grazing practices, which used to be caused by villagers within their *sucos*. This situation is likely to continue to prevail after completion of the Project because according to the interview conducted at the villagers during the terminal evaluation, the people in the *sucos* have found it economically beneficial to maintain CB-NRM mechanism.
- Most of the registered beneficiaries continue to be engaged in the micro programs. According to the observations of villagers interviewed, their productivity has been surprisingly increased due to application of composts and construction of terraces. The table below shows the input-output ratio of the total volume of sow seeds and the total harvest volume at main- or sub-demonstration plots at respective *sucos* in 2013. The harvest volume is greatly affected by climate and soil conditions. The volume of compost applied and timing of sowing of seeds also make differences. Although it is not so much obvious to see the significant increase in the harvest volume, the production of maize at Tofumeta suggests high productivity potentials (the input-output ratio of maize is 1:126, which is significantly higher than the national average yield (1:50)).

Input-Output Ratio of Total Volume of Sow Seeds and Total Harvest volume at Main- or Sub-demonstration Plots at Respective *Sucos* in 2013

<i>Suco</i>	MP	Demonstration	Maize (Improved variety)	Peanuts (Improved/Local variety) <sup>Note1</sup>	Red Bean (Local variety)
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		plot (Main or Sub-plot)	Volume of Sow Seeds (Kg)	Harvest Volume (Kg)	Input-O utput Ratio	Volume of Sow Seeds (Kg)	Harvest Volume (Kg)	Input-O utput Ratio	Volume of Sow Seeds (Kg)	Harvest Volume (Kg)	Input-O utput Ratio
Fatur asa	SUFP with CBSE- MP	Main	12.4	437.0	35.2	10.0	27.0	2.7	9.0	74.0	8.2
Fatur asa	SUFP with CBSE- MP	Sub	25.0	742.0	29.7	12.0	5.0	0.4	15.0	107.6	7.2
Fadab loco	SUFP with CBSE- MP	Main	7.5	414.2	55.2	8.0	145.1	18.1	4.0	98.0	24.5
Fadab loco	SUFP with CBSE- MP	Sub	16.2	682.8	42.1	16.0	153.0	9.6	16.0	256.0	16.0
Hauto ho	SUFP with CBSE- MP	Main	6.7	526.5	78.6	5.5	104.0	18.9	3.0	66.0	22.0
Talitsu	SUFP- MP	Main	1.0	35.0	35.0	nil	nil		0.5	nil	
Talitsu	SUFP- MP	Sub	4.0	90.0	22.5	4.0	nil		2.0	nil	
Mada beno	SUFP- MP	Main	5.0	192.0	38.4	5.0	5.0	1.0	2.0	NA	
Mada beno	SUFP- MP	Sub	16.0	708.0	44.3	16.0	32.0	2.0	8.0	nil	
Tohu meta	SUB/P F-MP	Main	8.0	1,010.0	126.3	8.0	19.0	2.4	8.0	8.0	1.0
Total			101.8	4,837.5	47.5	84.5	490.1	5.8	67.5	609.6	9.0

Source: Project Office

Note 1: Improved varieties were used at Faturasa, Fadabloco and Hautoho while local varieties were used at Talitsu, Madabeno and Tohumeta.

- Nature of CB-NRM is also considered suitable to maintain impacts of the Project since both suco regulations and micro-program techniques are not likely to disappear after the termination of supports from the Project.
- Noru Watershed Management Council was established in 2014 in order to form a platform where the target as well as the neighboring *sucos* could have dialogues and take necessary action for sustainable natural resource management at the sub-district or watershed level. It is also considered to provide an institutional framework to scale up the CB-NRM mechanism from the *suco* level to the sub-district or sub-watershed level so as to protect watershed environment of the concerned river basins using the CB-NRM mechanism. Thus, the council could possibly contribute to implementation of CB-NRM activities at new *sucos* and reduction of illegal activities.

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## **(2) Other examples of project impact**

### Other impacts:

- One of the women groups assisted with income generating activities has established a saving and credit system in a group by making use of part of the benefits from sales of their products. The group saving and credit system is able to help the members improve their access to financial resources.
- Two (2) NGOs have gone through all the processes of and procedures for implementation of CB-NRM at the suco level. They have been able to give guidance to other NGOs who conducted PLUP in the watershed other than the target area.
- No negative impacts have been observed.

## **1.5 Sustainability**

The sustainability of the Project is yet to be ensured sufficiently although the policy to promote community participation is expected to continue, village regulations at target sucos are likely to be maintained and likelihood of continuous utilization and dissemination of techniques at the field level is expected.

### **(1) Policy and institutional aspects**

CB-NRM mechanism has been developed and promoted by the Project in line with the strategies of the Forest Sector Policy (2008), such as "Forest Protection", "Community Participation", and "Watershed Conservation". Under the policy objective set in the community and private participation in forestry development, it is considered that effective community participation is expected to provide a lasting basis for forestry sector development.

CB-NRM mechanism has been developed by aligning it with the Forestry Sector Policy. Revising works of the said policy have been initiated by FAO. According to MAF, the policy relevant to the community participation in the forestry development is likely to remain unchanged.

There is no legal basis for NDFWM to promote CB-NRM so far. Under the Project, a ministerial order for promotion of the CB-NRM mechanism has been drafted, aiming at providing the guidelines and procedures for dissemination of the CB-NRM mechanism developed and demonstrated by the Project.

Many villagers expressed their willingness to observe *suco* regulations. As micro programs have generated some tangible benefits, villagers are willing to continue the micro programs, which support realization of the land use plans in the Project.

### **(2) Organizational aspect**

Organizational strategy for continuous implementation and expansion of the CB-NRM after completion of the Project is not clear at the time of the terminal evaluation. There is no specific

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organization or department, especially responsible for CB-NRM in NDFWM.NDFC at present. As one of the policy recommendations is to establish a new department for CB-NRM/CBFM in NDFWM, NDFWM/NDFC and MAF may take into account establishment of a new department.

### (3) Financial aspect

A budget constraint is a major concern for the sustainability of the Project. So far, costs for the Timorese Project Personnel for field visits and the meetings outside their respective District have been born by the Japanese side upon request by the Timorese side. In addition, during the Project cooperation period, costs for field activities, including lunch costs for villagers to participate in the trainings and meetings for participatory land use planning, *suco* regulation monitoring, etc. are supported by Japanese side because of the pilot nature of the activities.

One of the policy recommendations drafted under the Project recommends enactment of the Forest Management Decree as an essential legal basis for MAF/NDCFMW/NDFC and other key stakeholders to pursue CB-NRM/CBFM (Community-Based Forest Management) with budgetary allocations.

On the other hand, one of the two NGOs having been engaged in the Project supported *sucos* with additional funds from other sources in order to continue its support to target *sucos*.

There are donor agencies that show their interests in applying CB-NRM to their projects as well. Possibility to collaborate with donors and NGOs should be sought to ensure the financial sustainability of the Project.

### (4) Technical aspect

Technical capacity of the Timorese project personnel has been enhanced. It is not certain, however, if the project personnel are able to maintain sufficient skills, knowledge and experiences after completion of the Project. The techniques transferred/introduced through the Project as well as the deliverables, including an operational manual of CB-NRM and technical manuals on micro-program related techniques, are expected to be relevant with the local needs and technical levels. Since the techniques are found economically viable and affordable based on observation of application of the techniques at their own field, likelihood of continuous utilization and dissemination of techniques is expected.

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## 5. Policy Recommendations (Necessary Interventions/Measures)

To achieve the objectives described in Chapter 4, the following recommendations are proposed as necessary actions to be taken for the next five years (2016-2020).

### 5.1 Policy Recommendations for the Next Few Years

#### (1) Recommendation 1

In order for MAF and NDFWM/NDNC to adopt CB-NRM as a key strategy for achievement of the goal of the Forest Sector Policy, a clear political will shall be officially announced by the GoTL. If there is clear policy support, MAF and NDFWM/NDNC as well as other key stakeholders could coordinate their effort to expand the CB-NRM mechanism as a priority issue to be addressed.

A new policy document should be issued as a ministerial order to support the implementation of the Forest Sector Policy. A ministerial order would be effective in guiding key stakeholders toward CB-NRM, while it could be issued over a short period of time at the same time as compared to the national policy or decree.

A new ministerial order should clearly specify: i) goal and objectives of CB-NRM, ii) approaches to community-based sustainable management, iii) methodologies and process of introduction of the CB-NRM mechanism at the village level, iv) implementation systems to introduce and expand the CB-NRM mechanism, and v) monitoring and evaluation of the progress of promotion of the CB-NRM mechanism. The draft ministerial order is attached hereto.

#### (2) Recommendation 2

***"Expand the CB-NRM mechanism in villages as planned under Forest Conservation Program in the Forest Conservation Plan."***

The CB-NRM mechanism developed by the JICA-MAF CB-NRM project has been proved effective in helping village leaders protect and manage forests and forest-related natural resources in a village while maintaining and improving local livelihoods in the localities. Nevertheless, the JICA-MAF project has introduced the same mechanism only in six (6) villages in Aileu; therefore, it is important to enlarge the areas where the same mechanism is adopted for sustainable forest management on a large scale.

The Forest Conservation Plan prepared by the NDF in 2013 proposes that the same mechanism be introduced in a total of eight (8) villages in District Aileu by the end of 2017 to expand the CB-NRM mechanism. It is, therefore, advisable to introduce the CB-NRM mechanism in villages located in the watersheds where the JICA-MAF project has worked, but not in its project target villages of the said project.

A manual developed by the JICA-MAF joint Project (hereinafter referred to as "the

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CB-NRM Operation Manual”), which clarifies the process of and procedures for establishment of the CB-NRM mechanism at the village level, should be fully referred to and utilized as an implementation guideline for introduction of the CB-NRM mechanism.

### (3) Recommendation 3

***“Form a new department specifically for CB-NRM or Community-Based Forest Management (CBFM) in NDFWM.”***

As described in Chapter 3, there is an urgent need to strengthen and reinforce the functions of NDFMW, especially the Department of Reforestation and Community and Urban Forestry, so that NDFMW/NDNC can work on the promotion of the CB-NRM mechanism even under the current organizational structure, although the new department specifically for CB-NRM or CFMA shall be established in the end to promote the allocation of the Community Forest Management Agreement (CFMA) when the Forest Management Decree will be in place.

As an immediate measure, the Department of Reforestation and Community and Urban Forestry shall have at least three (3) technical and monitoring officers, who can cover four (4) districts each, and one (1) supervisor (as a section head) specifically for the promotion of the CB-NRM mechanism. The following table shows the expected roles and responsibilities of the staff assigned in the department.

**Expected Roles and Responsibilities of the Staff**

Officers	No. of staff	Major Tasks and Responsibilities
Head of Section	1	<ol style="list-style-type: none"> <li>1. Be responsible for management and operations of the section.</li> <li>2. Supervise the work of the staff and give necessary advice to them.</li> <li>3. Develop a work and budget plan and monitor the implementation.</li> <li>4. Report to the head of the department and National Director on the progress and results of the works of the section.</li> </ol>
Technical & monitoring officers	3	<ol style="list-style-type: none"> <li>1. Be responsible for planning, implementation, monitoring, and evaluation of the field activities of a/ CF/CBFM/CBNRM project/s.</li> <li>2. Coordinate with District Forest Officers and Forest Guards in the district offices concerned for implementation and monitoring of a/ CF/CBFM/CBNRM project/s.</li> <li>3. Supervise, manage, and evaluate the activities of NGOs hired for a/ CF/CBFM/CBNRM project/s.</li> <li>4. Report to the head of the section on the progress and results of the works.</li> </ol>

When a new department specifically for CFMA or CB-NRM is established in the future, the officers listed above will be transferred to the new department. The new department shall be equipped with the sufficient number of technical and monitoring officers and necessary facilities (e.g., motorbikes and vehicles) for field monitoring. The major functions that the new department shall have include, but are not limited to, the following:

- a. Develop and issue the policy, strategies, and guidelines on the promotion of CB-NRM/CFMA.

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- b. Conduct surveys and studies to assess the current conditions of the areas (such as critical watersheds) where NDFWM/NDNC plans to disseminate the CB-NRM mechanism.
- c. Plan, implement, monitor, and evaluate programs/projects for promotion of CB-NRM/CFMA in coordination with other national directorates of MAF, other departments of NDFWM/NDNC, and the MAF District Offices concerned.
- d. Provide guidance and orientation to the officers of the concerned District MAF Offices on the process of and procedures for introduction of the CB-NRM mechanism.
- e. Hire, supervise, manage, and evaluate any external organizations, such as NGOs, for promotion of the CB-NRM mechanism.
- f. Prepare quarterly progress and annual accomplishment reports to be submitted to NDFMW.
- g. Prepare an annual work plan with budget estimate of the activities of the department and submit the same to NDFMW.

#### (4) Recommendation 4

***“Enact the Forest Management Decree along with its supporting guidelines, especially those for introduction of CFMA.”***

The Forest Management Decree will be the essential legal basis for MAF and NDFWM/NDNC as well as other key stakeholders to pursue CB-NRM/CBFM for sustainable forest management. In order to implement the Forest Management Decree in an effective and smooth manner, a set of implementation guidelines or standard operation procedures (SOPs) should be developed and issued by MAF and NDFWM/NDNC after the decree is officially enacted.

As the procedures for establishment of the CB-NRM mechanism at the village level will overlap with those for introduction of CFMA, the CB-NRM Operation Manual should be referred and used for making the guidelines/SOPs for CFMA.

#### (5) Recommendation 5

Capacity building of key stakeholders, especially MAF/NDFWM/NDNC and NGOs, is one of the requisite elements for effective introduction and expansion of the CB-NRM mechanism on a large scale. Human resources should be developed at all layers from the central to village levels in a wide range of technical fields. Among other things, the following capacities should be enhanced at the respective levels.

##### Competency to be enhanced for promotion of CB-NRM

Competency to be enhanced	Target groups
Planning of a national program	Central NDFWM/NDNC officers
Planning of a district forest management plan/watershed management plan	Central NDFWM/NDNC and District Forestry officers

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Competency to be enhanced	Target groups
Facilitation skill	District Forest officers, Extension coordinators and officers, and forest guards, NGOs
Participatory planning (e.g., participatory land use planning)	District Forest officers, and Extension coordinators, NGOs
Participatory land use planning including assistance in the formulation of the village regulations	NGOs, District Forest officers, and Extension coordinators
Sloping agriculture techniques	District Forest officers, Forest guards and Extension officers, NGOs
Sustainable upland farming techniques	District Crop officers, Extension coordinators, and Extension officers, NGOs
Seedling production and tree planting techniques	Forest guards and Extension officers, NGOs
Monitoring and evaluation	Central NDFWM/NDNC and District Forestry officers

## (6) Recommendation 6

***“Use competent NGOs as field facilitators to assist MAF and NDFWM/NDNC in the effective and smooth introduction of the CB-NRM mechanism in the field.”***

The utilization of competent NGOs is still indispensable to effective and smooth introduction of the CB-NRM mechanism in Timor-Leste as the majority of MAF and NDFWM/NDNC officers have less experiences in community-based activities. By the time when the foundation is laid in MAF and NDFWM/NDNC, NGOs who are capable and have experience in the process of CB-NRM should be utilized as field facilitators. It would also be good opportunities for MAF and NDFWM/NDNC officers to learn the procedures for introduction of the CB-NRM mechanism. It is, however, necessary for MAF and NDFWM/NDNC to properly guide and supervise NGOs works by taking the following actions during the works:

- a. prepare a clear and detailed specification or terms of reference (TOR) for NGO's tasks.
- b. provide NGOs a pre-guidance on their works before the commencement of the works.
- c. closely monitor NGO works periodically in the field.
- d. hold a progress sharing meeting between NGOs and NDFWM/NDNC/MAF periodically (on a weekly or bi-weekly basis).

## (7) Recommendation 7

The lack of transportation means or support is one of the crucial issues to be addressed to encourage the field officers, e.g., District Officers, Forest Guards, Extension Coordinators, and Extension Officers, to engage in the field activities. There is also a need to secure a budget to cover operation costs for the field works, such as the payment of per diem/field allowance of the field officers. In order to ensure that the field officers can work as expected, the necessary supports including the financial one should be secured.

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It is also important to develop a work plan of the activities and estimate the necessary budget in a realistic way. In many cases, the plans have not been prepared with due consideration of the current conditions and precise quantity of the respective tasks.

**(8) Recommendation 8**

***"Integrate the process of introducing the CB-NRM mechanism or granting CFMA into the process of a village development planning"***

A part of the process of introducing the CB-NRM mechanism should be applied to the agricultural development planning at the village level: namely i) present land use mapping, ii) future land use planning, and iii) identification/selection of priority agriculture and forestry extension services. Such an arrangement has been piloted in the Raumoco watershed in District Lauten, and results of the attempt suggested that the said processes would help communities assess the current conditions of important natural resources (e.g., forests, lands, water sources and farms) and analyze the optimum future use of their areas and resources.

It is also recommended that the whole process of introduction of the CB-NRM mechanism or granting of CFMA should be integrated into the process of village development planning, which the on-going government-initiative program, namely PNDS, plans to introduce in all villages in the entire country. By doing so, the CB-NRM mechanism/CFMA can be widely introduced and due consideration can be given to forest and environmental protection in the preparation of a village development plan.

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