Ministry for Agriculture and Fisheries　　　　　Japan International Cooperation Agency
The Democratic Republic of Timor-Leste

Work Plan

for

the Project for Community-Based Sustainable Natural Resource Management

Phase II

October, 2016

International Development Center of Japan Inc.

Nippon Koei Co., LTD

Work Plan
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Abbreviations and Acronyms

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C/P	Counterpart
CB-NRM	Community-based Sustainable Natural Resource Management
CFMA	Community Forest Management Agreement
DFAT	DFAT(Australian) Department of Foreign Affairs and Trade
DP	Development partner
EU	European Union
FAO	Food and Agriculture Organization
GCCA	Global Climate Change Alliance Program
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOJ	Government of Japan
GOTL	Government of Timor Leste
HASATIL	Hametin Agrikultura Sustentavel Timor
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
MAF	Ministry of Agriculture and Fisheries
MP	Micro program
NDFWM	National Directorate for Forestry and Watershed Management
NDNC	National Directorate for Nature Conservation
NGO	Non-governmental Organizations
OJT	On-the-Job Training
PDM	Project Design Matrix
PLUP	Participatory Land Use Planning
PNDS	Programa Nasional Dezenvolvimentu Suku/ National Program for Village Development
R/D	Record of Discussion
RDP	Rural Development Program
TOMAK	To'os Ba Moris Diak / Farming for Prosperity
UNDP	United Nations Development Programme
USAID	U. S. Agency for International Development

1. Introduction

1.1 Background

The latest assessment revealed that, about 13,000 ha of forests had disappeared between 2003 and 2012, and about 171,00 ha of dense forests had been degraded to sparse forests during the same period. The same assessment indicated that the total forest coverage had declined to about 59% of the whole country (about 869,000 ha) in 2012.

Under such circumstances, Government of the Democratic Republic of Timor-Leste (GOTL) agreed with Japan International Corporation 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. As a result of the study, a community based integrated watershed management plan for the above river basins and watershed management planning guidelines were developed and submitted to GOTL.

After this development study, GOTL and JICA conducted 'The Project for Community-Based Sustainable Natural Resource Management (2010-2015)' (i.e. the Phase 1 of this Project). Through the Phase 1, the model of the Community-Based Sustainable Natural Resource Management (CB-NRM) mechanism was developed, and it was introduced in six (6) villages in the Laclo and Comoro river basins.

To scale up the CB-NRM mechanism, GOTL requested Government of Japan (GOJ) for implementing an additional technical cooperation, the Project for Community-Based Sustainable Natural Resource Management Phase 2 (hereinafter "the Project"). In response to the official request of GOTL, JICA dispatched the Detailed Planning Survey and held a series of discussions with National Directorate for Forestry and Watershed Management (NDFWM) and relevant organizations to develop the above mentioned Project Description. The Record of Discussions (R/D) on the cooperation for the Project implementation was signed on February 18, 2016.

1.2 Framework of the Project

The current framework of the Project (i.e., the outline of Project Design Matrix: PDM) is summarized in Table 1.

Table 1   Project Framework (Outline of PDM)

Narrative Summary	Objectively Verifiable Indicators
Overall Goal： Community-based sustainable natural resource management (CB-NRM) mechanism is expanded to some of the major watersheds in accordance with the roadmap	The CB-NRM mechanism is implemented XX* watershed in line with the road map by the year 20XX*
Project Purpose： Capacities of key operational actors including NDFWM, NGOs and other stakeholders to expand the CB-NRM mechanism are enhanced.	1. The activities of targeting Comoro watershed and Laclo watershed in the road map are implemented in accordance with plans. 2. At least XX*% of the key operating actors trained by the Project take a part in implementation of CB-NRM mechanism in the Project sites and/or in other watersheds. 3. Incidence of the events that cause forest degradation is reduced according to the observation by Suco leaders in the Project Sites.

Output 1 : The road map for future expansion of the CB-NRM mechanism is formulated.	1-1. The skeleton framework of the road map is formulated in alignment with other relevant policies and programs 1-2. The road map is approved by the Ministry of Agriculture and Fisheries (MAF)
Output 2 : Enabling environment is developed to enhance relevant institutions for expansion of the CB-NRM mechanism	2-1. A new set of policy recommendations is formulated based on the results of monitoring on the implementation of the CB-NRM mechanism by National Directorate of Forestry and Watershed Management (NDFWM) 2-2. Meetings/information exchange activities among stakeholders and key operational actors are regularly held at least biannually through the CB-NRM platform to promote CB-NRM 2-3. Lessons learned and good practices gathered through the CB-NRM platform are compiled as referenced documents and shared among the members.
Output 3 : Capacities of key operational actors including NDFWM, NGOs and other stakeholders are improved thorough actual engagement in implementation of the CB-NRM mechanism.	3-1. Suco regulations for CB-NRM are formulated in all sucos in the Project sites. 3-2. At least XX* key operational actors are trained by the Project through implementation of CB-NRM mechanism as On- the-Job-Training (OJT)

Activities to achieve Output 1:
1-1 Identify issues to be addressed and measures to be taken for further expansion of the CB-NRM mechanism in major watershed in Timor-Leste.
1-2 Develop a skeleton framework of the road map to expand the CB-NRM mechanism.
1-3 Draft the road map to expand the CB-NRM mechanism.
1-4 Obtain agreement and official endorsement by MAF on the road map.

Activities to achieve Output 2:
2-1 Facilitate the set-up of a secretariat in MAF/NDFWM in coordination with existing networks and fora.
2-2 Identify the stakeholders and key operational actors working in the field relevant to the CB-NRM.
2-3 Assist the CB-NRM platform to sensitize the members of the platform on the CB-NRM mechanism and regularly exchange information and to accumulate lessons learned and good practices.
2-4 Formulate a new set of policy recommendations on further expansion of the CB-NRM mechanism.

Activities to achieve Output 3:
3-1 Facilitate the implementation of CB-NRM mechanism in Project Sites, following the manuals developed by the foregoing Project for Community-Based Sustainable Natural Resource Management.
3-2 Facilitate the establishment and operation of watershed management councils in the Project Sites.
3-3 Conduct the OJT for the key operational actors in and outside the Project Sites through the implementation of the CB-NRM mechanism in 3-1 and 3-2 above.

*Numerical indicators will be confirmed at the Joint Coordination Committee (JCC)meeting within the first six months of the project initiation.

Duration: August, 2016 to August 2020

Implementing Agency: MAF/ NDFWM, and NGO

Project Sites: Comoro and Laclo watersheds

Target Groups: Local residents and other facilitating agencies such as NGOs.

2. Basic Policy for Achievement of Project Purpose and Outputs

The Project, which entails the meaning of a team of MAF officials and JICA experts, sets the five basic policies for its implementation as follows.
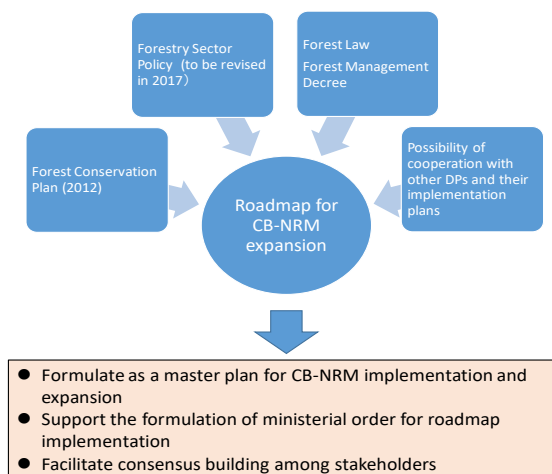

Basic Policy of the Project

    i.   Integrating the interests of development partners (DPs) under the ownership of MAF for the formulation of the roadmap

    ii.   Ensuring incentives for stakeholders to participate in a platform with facilitation of their understanding on the benefits of CB-NRM

    iii.   Considering different roles of actors in expanding the CB-NRM mechanism and their targets of capacity development

    iv.   Effective localization of the CB-NRM mechanism for further expansion

    v.   Enhancing the policy environment for the expansion of the CB-NRM mechanism

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Basic Policy 1: Integrating the interests of development partners (DPs) under the ownership of MAF for the formulation of the roadmap

The roadmap to be formulated by the Project would be a tool for MAF to manage critical watersheds and in corporation with various DPs. To develop such a roadmap, prerequisite is the presence of the ownerships of MAF officials, especially those of NDFWM, with sufficient understanding on its aims and contents, how to use it and also put its recommendations into practice. With this consideration in mind, the Project will spend substantial time to engage in preparatory works, e.g. the

Figure 2　Concept for the CB-NRM roadmap

assessment of the CB-NRM mechanism (including the outcomes of the Project Phase I); the examinations of Forestry Sector Policy, Forest Laws and other means for legal justification to institutionalize the CB-NRM mechanism; and the development of the roadmap framework. This will ensure the building of the sense of the ownership on the MAF's side.

The roadmap will be created with careful reference to the current policy and plans for the sector, including Forest Conservation Plan (2012) developed in 2012, Forestry Sector Policy to be revised in 2017, and Forest Law to be finalized. Also the Project facilitates the comprehensive resource mobilization in collaboration with various DPs, by understanding their plans for interventions in such critical target areas.

Basic Policy 2: Ensuring incentives for stakeholders to participate in a platform with facilitation of their understanding on the benefits of CB-NRM

The Project, through the activities for Output 2 in PDM, aims at establishing of a platform in which stakeholders can share knowledge and information for implementation and upscaling of CB-NRM. In order to establish an effective and sustainable mechanism, it is important to build common understanding on outputs brought by CB-NRM among the participants as well as to provide them with actual benefits (i.e. incentives) to participate in the platform (Figure 3).
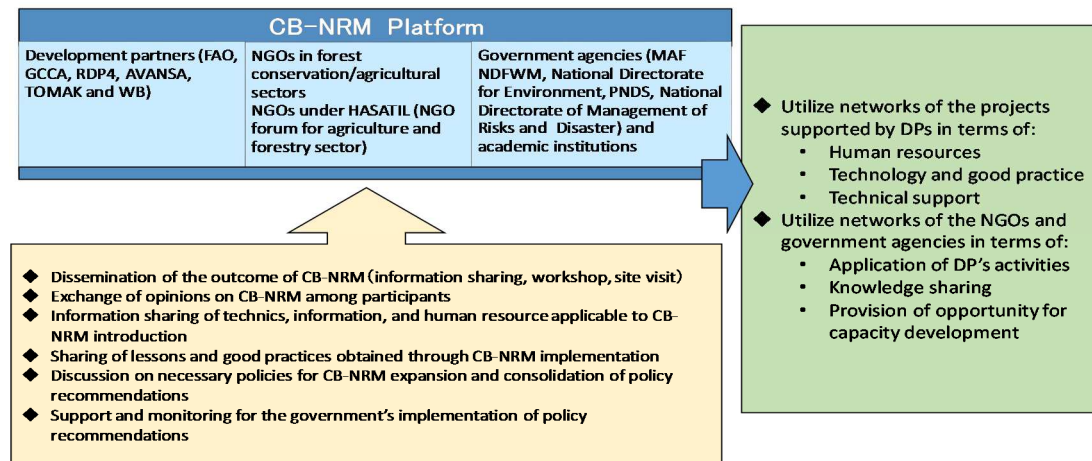
Figure 3: The framework and roles of the CB-NRM platform

To enhance the understanding of stakeholders on CB-NRM, the Project will hold a series of meetings to share the methodologies and outputs of CB-NRM. In addition, at policy level, the Project will take part in the revision of the Forestry Sector Policy, which is being assisted by FAO from this year. In this revision, there is a working group including the officials of NDFWM. As they will examine the effectiveness of the CB-NRM and the possibility of its expansion, the Project will introduce major activities and their outputs/outcomes generated by CB-NRM in the villages and sub-watersheds targeted by the Phase1. In case the policy revision takes more time than expected, the Project will help MAF/NDFWM to draft a legal document which aims to promote use of manuals and guidelines among the relevant stakeholders, especially DPs and NGOs, in the forest and agriculture sectors.

With respect to the provision of incentives, the Project will make the platform the ground for information exchange and knowledge sharing, which contribute to the implementation of activities conducted by various DPs for CB-NRM and/or its related areas (e.g., agricultural development and forest management). The platform will be designed to offer the following information and services:

- Information on potential facilitators /NGOs for the CB-NRM and/or community-participatory activities;
- Match-making among stakeholders to facilitate the cooperation;
- Introduction of good practices and useful techniques at field level;
- Technical support for the implementation of the CB-NRM mechanism (incl. sharing manuals and guidelines); and
- Provision of training opportunities to learn techniques used in the CB-NRM mechanism.

__Basic Policy 3: Considering different roles of actors in the expanding CB-NRM mechanism and their targets of capacity development__

The Project will pursue capacity development of actors, taking into account their different roles and responsibilities in expanding the CB-NRM mechanism.

1) Training NGOs to be facilitators for the CB-NRM mechanism

NGOs are amongst key actors in implementing the CB-NRM mechanism at community level. The Project will identify NGOs which are willing to train its staff-members to become facilitators for CB-NRM activities. Then such NGOs are involved in the implementation of the CB-NRM mechanism through OJT. The implementation arrangement for the OJT is as follows.

The Project will subcontract to local NGOs which has sufficient experiences of conducting the CB-NRM or similar activities. The TOR of this subcontract includes OJT for the staff members dispatched from other NGOs which are willing to become facilitators future. The OJT will be conducted over two years. The first year is to train new comers as co-facilitators and make them obtain key skills of conducting the CB-NRM mechanism. From the second year, those trainees will play a vital role and can enhance more their capacities for managing the mechanism.

2) Training technical staff for implementing micro-programs (MPs)

The Project will provide OJT not only for creating facilitators but also for technical staff who carry out specific development activities at community level, such as upland farming, forestry management and income generation activities. This OJT will be done in the course of the implementation of micro-programs (MPs), inviting the staff of NGOs and individuals who are interested in a specific subject and willing to implement similar activities somewhere other than the target villages.

3) Capacity development of the MAF officials for upscaling the CB-NRM mechanism

NDFWM has a role of expanding the CB-NRM mechanism over critical watershed areas through collaboration with NGOs and DPs. To accomplish this duty, it is of essential importance to institutionalize CB-NRM matters in the government services. One of the most effective ways for institutionalization is to establish an "CB-NRM department/section" within NDFWM of MAF as recommended in the policy recommendations endorsed for the submission to the Minister of MAF in Phase 1, so that the officers could be given direct and strong motivation to promote CB-NRM. The Project will continue the effort of making such an institutional arrangement from long-term perspective, as stated in Basic policy 5.

For short terms, on the other hand, it will provide various opportunities for the MAF officers to function as "advocators" who explain the effectiveness of CB-NRM to other stakeholders, including communities. The advocacy activities include the presentation of the achievements of the Phase 1 and provision of manuals and guidelines. They may receive, from

stakeholders, inquiries and request for technical advice. Through such interactions, they may deepen the understanding on CB-NRM and enhance their sense of ownership to a greater extent.

Basic Policy 4: Effective localization of the CB-NRM mechanism for further expansion

The CB-NRM mechanism must be expanded on the basis of available human and physical resources in Timor-Leste. If one applies standard village regulations and land use plans to different communities for the sake of rapid expansion, it may deteriorate the effectiveness of the mechanism. If the mechanism is too complicated or far beyond the capacity or understanding of local actors, it may not be possible to scale up CB-NRM mechanism in the future, especially in the post-project period. It is, therefore, important to localize or adjust the mechanism based on the resources available in a community while maintaining its quality for effectiveness. With this in mind, the Project will allow some flexibility for local NGOs to lead the process of implementing the CB-NRM mechanism at target villages, while concentrating on monitoring and supervision of their activities for quality assurance.

As mentioned above, for the Output 3, the Project plans to have OJT in order to train several NGOs to be CB-NRM facilitators through field implementation. This process may bring about some clues for the effective localization of the CB-NRM mechanism, as the Project will intend to obtain feedback from the trainees. In case useful suggestions are made by them, the Project will revise the process and procedures of the CB-NRM mechanism (Figure 4).
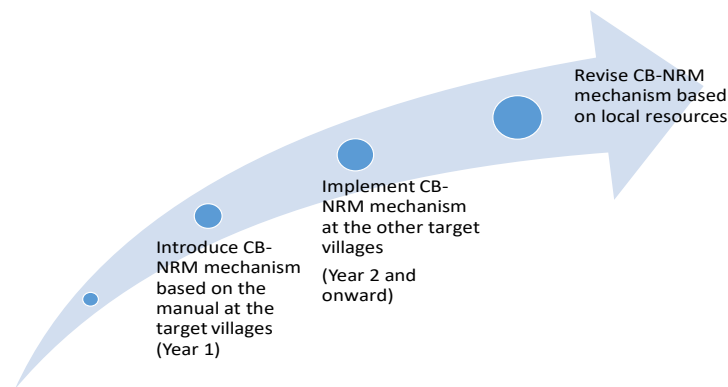
Figure 4: Localization process of the implementation of CB-NRM mechanism

Although the project will allow the mechanism to be localized or adjusted in the local context, the Project will ensure that the following points will be fulfilled in order to maintain the quality of the CB-NRM mechanism.

a. Reflection of the opinions from the community members on the land use plan and suco regulations.

b. Active participation of the village leaders and other local leaders in the formation of suco regulations.

c. Consultation with other community members upon the implementation of suco regulations.

d. Periodical meetings for monitoring of regulations and participation of community members.

e. Active participation of community members in the micro program activities.

f. Community members' understanding on the relationship between the land use plan, suco regulations and MPs.

Basic Policy 5: Enhancing the policy environment for the expansion of the CB-NRM mechanism.

To make the expansion of the CB-NRM mechanism sustainable even after project completion, it is crucial to obtain policy and institutional justification. The Project will seek the possibility of following policy and institutional supports.

1) Policy justification for the expansion of the CB-NRM mechanism

With the support of FAO, the GOTL plans to revise the Forestry Sector Policy originally formulated in 2008. Since the way of expansion of CB-NRM mechanism may be discussed and examined in the revision process as it is to be one of the principle policy objectives of the sector, the Project will fully cooperate with the revision process. In particular, the project will share necessary information and arrange site visits for verification, so as to mainstream the CBNRM mechanism in the sector policy. In case the policy revision takes more time than expected, the Project will work with NDFWM to explore for alternative ways of institutionalizing the CB-NRM mechanism at policy level.

2) Establishment of CB-NRM Section

While CB-NRM is one of the key strategies to achieve the objectives of Forest Sector Policy, less achievements have been made by MAF/NDFWM mainly due to limited understanding of the policy as well as the concept of CB-NRM. The policy recommendations formulated in Phase I stipulates that the establishment of an independent department/section for CB-NRM is one of the important interventions to be made for promoting CB-NRM. In fact, it is difficult for NDFWM to secure a certain amount of budget for CB-NRM activities on a regular basis without having a department or at least section specifically for CB-NRM and community-based forest management. The limited budget allocation has caused less interest in CB-NRM and community-based forest management among the officers of NDFWM and National Directorate for Nature Conservation (NDNC).

On the other hand, it may not be necessarily easy for one national directorate to establish a new department as it may require the revision of MAF's organic law. Under such circumstances, the Project will promote the establishment of CB-NRM section, first, under either Watershed and Coastal Area Management Department or Reforestation and Soil and Water Conservation Department of NDFWM. By incorporating CB-NRM activities into the regular activities of NDFWM and having a good track record in the field, the Project will help the CB-NRM section to be upgraded into a new department when MAF restructures its organization.

3) Preparation of policy documents for implementation of the roadmap

To make the roadmap effective for action, the document should be approved not only by the NDFWM but also by MAF ideally. To this end, the Project plans to prepare a policy document (e.g., policy recommendation) for the roadmap implementation together with NDFWM and NDNC officers and obtain the endorsement from General Director in charge of forest, coffee and industrial plants, for further approval of the Minister.
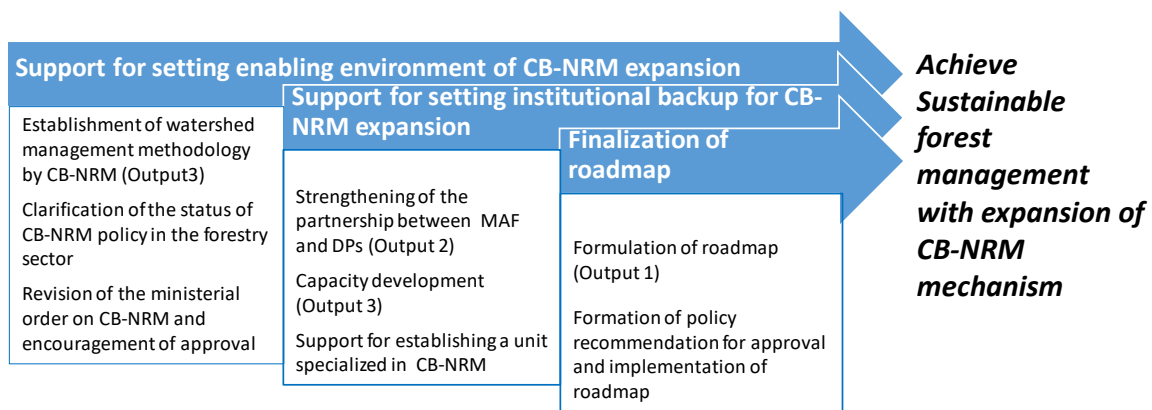
Figure 5   **Necessary support for expansion of CB-NRM**

3.   Methods applied to Project Activities

3.1   Overview of the Activities

The Project Activities can be categorized into 4 groups, namely for (i) overall management, (ii) Output 1, (iii) Output 2 and (iv) Output 3.

3.2   Activities for Overall Management

(1)   Preparation of Work Plan

For lunching, the Project will prepare draft Work Plan that summarizes basic policies, the methods of conducing Activities and draft schedule of the implementation for the entire project period. Based on the draft, discussion will be held with the related government institutions to share the overall picture of the Project. The draft Work Plan will be finalized based on the discussion and the agreement will be made between TL and Japanese sides.

(2) Preparation activities

    1) Organize a kick-off meeting with related governmental institutions

    2) Revise the PDM and PO if necessary

The Project will hold a kick-off meeting with MAF to discuss the draft Work Plan. At this meeting, the current versions of PDM and PO are also to be discussed for revision if such needs are identified. The discussion on the draft Work Plan will focus on the understanding of Basic Policies, including:

    i.   MAF's expectations and ideas on contents to be included in the roadmap

    ii.   MAF's expectations and ideas on how to proceed with the establishment of the CB-NRM platform

    iii.   Principals and methods for capacity development undertaken by this Project

    iv.   Localization of the CB-NRM mechanisms

    v.   Institutionalization of the CB-NRM mechanism and its upscaling over the country

(3) Organizing the CB-NRM Stakeholder Workshop

With the aim of sharing knowledge and good practices with various stakeholders, the Project will organize the CB-NRM Stakeholder Workshop once a year. The draft outline of the workshop is indicated in the table below. The details of the workshop, including institutions to be invited, will be decided through discussion with MAF.

Table 1: Draft Outline for CB-NRM Stakeholder Workshop

Participants	Government institutions (incl. MAF), Local NGO, DPs, Extension workers, Forest guards, Representatives of communities (Approximately 50 people in total)
Date	November 2016, 1017 and 2018, and Mar. 2020
Place	Dili
Purpose	Exchange of knowledge and lessons learned from implementation of the CB-NRM mechanism
Programs	- Presentation on sector issues (e.g. forestry sector policy and forest basic law) - Principles of CB-NRM mechanism (background, approaches, outcomes from the Project Phase I, etc.) - Hot issues of CB-NRM (formulation of roadmap and establishment of platform etc.) - Progress of CB-NRM mechanism implementation (incl. presentation of good practices, exchange of lessons and knowledge, and discussion on the use of manuals and other tools for further improvement)

(4) Training in Japan

The Project will conduct training in Japan on the topics of the participatory watershed/ forestry management (3 times in total). The draft outline of training programs is shown in the table below.

Table 2 Draft outline of Training in Japan

Participants	NDFWM officials and NGO staff members if possible (3 people/training)
Timing (Duration)	April 2017 and October 2018 and 2019 (3 times with around two weeks per time)
Purpose	To learn about participatory natural resource management and watershed management in Japan
Programs	Week 1: Lectures on watershed/ forest management in Japan with visit to relevant agencies around Tokyo Week 2: Field visit (One of the following will be planned per time.) 1. Mie Prefecture (to understand the basics of a forest management plan and the watershed environmental protection council) 2. Toyama Prefecture (to understand the role of the agricultural and forestry promotion center for improving farmland, water resources, and environmental protection) 3. Kouchi province (to learn about the law and regulation for the protection of the Simanto River)

(5) Joint coordination Committee (JCC) and Joint Monitoring Meeting

The Project will organize JCC and Joint Monitoring meetings to ensure smooth implementation of the Activities and confirm issues encountered and outputs generated.

Table 3   Draft outlines for JCC and Joint Monitoring

Meeting	Frequency	Agenda
JCC	Annual basis (September)	• Formulation and approval of the annual plan • Consider the possible challenges and the plans for correspondence • Management of the progress of the project
Joint monitoring	By-annual basis (September and February)	• Confirmation of the PDM indicators and POs • Evaluation of the progress towards the project goal and outputs

(6) Project Completion Report

Two months before the completion of the Project, the draft of the project completion report is prepared in corporation with the C/P and then submitted to the JICA East Timor office. The report is finalized by incorporating the inputs from the JICA and the JCC. The final report would be submitted to the JICA headquarter.

3.3 Activities for Output 1

[1-1]   Identify issues to be addressed and measures to be taken for further expansion of CB-NRM mechanism in major watersheds in Timor-Leste.

[1-1-1]   To gather information on relevant policies, programs, strategies, guidelines related to CB-NRM from various institutions and projects in the past

[1-1-2]   To analyze the gathered information to identify the issues to be addressed and measures to be taken

The Project will collect information and knowledge accumulated by the Phase 1. In addition, the information on the progress of the projects rendered by NGOs and DPs would also be gathered. After collecting information, the Project examine issues for the expansion of the CB-NRM mechanism and possible means for cooperation with the stakeholders.

Table 4   Possible sources of information

DPs/ Projects	Major activities	Viewpoints for analysis
FAO	Support on the formulation of the forestry law and the revision of Forestry Sector Policy	Need to confirm that CB-NRM is recognized as one of the major instruments in relation to the formulation of Forest Law and the revision of Forestry Sector Policy.
USAID	Supporting agricultural development through AVANSA Agrikultura Project, which promotes the value chain development for horticultural crops and improvement of natural resource management.	USAID had shown interests in the outputs from the Phase 1, including PLUP and MPs. Need to examine the possible areas for cooperation including marketing aspects.
DFAT	Support agriculture and rural development through Farming for Prosperity (TOMAK)/	DFAT had shown interests in PLUP conducted by the Phase 1. Need to discuss about the possibility of implementing PLUP under TOMAK.
EU/GIZ	Through Global Climate Change Alliance (GCCA), EU/GIZ formulates action plans at Suco level to provide climate-related information to the farmers, so as to adapt themselves for climate change	EU/GIZ had also shown interests in PLUP. Need to discuss about the possibility of implementing PLUP under TOMAK. Also EU/GIZ organizes projects similar to the MPs of this Project, from which the lessons could be extracted for further improvement in this Project.
Others	EU organizes forestry development program, while World Bank supports agricultural and watershed management project	Need to understand the details of their projects. If the similarity exists between their projects and this Project, it is needed to consider the means of collaboration.
JICA	JICA rendered the grand aid project that formulated Forest Conservation Plan.	Can utilize Forest Conservation Plan for the development of CB-NRM roadmap

[1-2]   Develop a skeleton framework of the roadmap to expand CB-NRM mechanism

[1-2-1]   To consult with the stakeholders working on review and revision of the Forest Sector Policy to ensure the alignment of directions

Based on Activity [1-1], the Project will identify key points and direction for the revision of Forestry Sector Policy. In the Phase 1, the working group analyzed the situation in forestry sectors, identified bottlenecks, and proposed measures for solutions. The Project, making the best use of this experience, will discuss with stakeholders and attempt to build common understanding on the issues of CB-NRM and watershed management.

With respect to coordination with DPs, due consideration will be given to FAO, which assists MAF in revising Forestry Sector Policy. By taking part in the revision, the Project will attempt to institutionalize CB-NRM in the policy.

[1-2-2]   To determine a broad time frame for CB-NRM expansion to the major watersheds

The objective of the current Forestry Sector Policy is effective protection of the ecological integrity and biological composition of not less than 70% of the area of forests by 2020. In addition, Forestry Conservation Plan envisages that about 73% of dense forests in the important forest areas would be protected and about 50% of villages located in the important forest areas would adopt community based forest management by 2023. With these targets in mind, the Project will determine the timeframe for the roadmap.

[1-2-3]   To draft the skeleton framework of the roadmap

The roadmap to be formulated in this Project will function as the masterplan for the expansion of the CB-NRM. From this standpoint, the roadmap should present how the CB-NRM mechanism will be spread out geographically and how the actors (e.g. MAF, NGOs and DPs) could contribute to the expansion of the CB-NRM mechanism. The Project will draft the skeleton framework of the roadmap, which helps the actors to understand the meanings of formulating the roadmap as well as the need of alignments of activities to create joint efforts for the future.

[1-3]   Draft the roadmap to expand the CB-NRM mechanism

[1-3-1]   To organize a taskforce to prepare the roadmap

The Project will establish a taskforce, putting the NDFWM officials at the center of the membership. They can function as core members, who play a vital role of advocating the values of creating the roadmap and facilitating the understanding on the roadmap of MAF and other stakeholders. In establishing the taskforce, the Project will organize meetings with key stakeholders to obtain their inputs. The taskforce for the formulation of the roadmap will also work for the establishment of the CB-NRM platform, which are dealt with by Activities under Output 2.

[1-3-2]   To hold a series of meetings to assess the situations (i.e. implementation of the policy recommendations for CB-NRM expansion, capacity development of key actors and information derived through the CB-NRM platform) to discuss the roadmap

The Project will examine the following points for the formulation of the roadmap through a series of the relevant meeting (incl. taskforce meeting, platform meeting, and CB-NRM Stakeholder Workshop).

➢   Progress on the implementation of the policy recommendation formulated by the Phase 1 for expansion of the CB-NRM

➢   Plans for capacity assessment and development of major actors for implementation of the CB-NRM mechanism (especially for PLUP)

➢   Progress in the establishment of the CB-NRM platform and the means of utilization

[1-3-3]   To draft the roadmap in consultation with NDFWM and MAF officers

[1-3-4]   To finalize a roadmap in a complied document

The Project will prepare action plans of the CB-NRM expansion for critical watersheds by aligning the activities of key actors and other stakeholders. Also it will identify gaps between what should be done and what can be done with existing resources and then indicate necessary actions for mitigation of the gaps. Currently the roadmap will be composed of the following two elements.

(1)　　Mapping out of the action plans of key actors per watershed and suco

The Project will compile actions plans of the CB-NRM mechanism and its related activities, which are planned or implemented by key actors in line with the timeframe.

Area of Implementation				CB-NRM or Related Activities		Timeframe					
Watershed	District	Sub-district	Suco	Major Activities	Actor	20XX	…	…	…	…	
AAA	BBB	CCC	DDD	PLUP/ SUFP with CBSE-MP	NGO (XXX)/ DP(YYY)	▬▬					
⋮	⋮	⋮	EEE	PLUP/Value Chain Development	CCC			▬▬▬			
			FFF	PLUP/ SUB/PF-MP	XYZ /ABC		▬▬▬				

Figure 6 Image of the action plan mapping per critical watershed/suco

(2)　　Implementation framework for the expansion of the CB-NRM

Based on the map above, the Project will examine institutional readiness of key actors, thus identifying possible gaps to be filled and proposed actions to materialize the CB-NRM expansion.

Actor	Measures to be taken	Way of Implementation	Timeframe							
			I	II	III	IV	I	II	III	IV
MAF	Establishment of CB-NRM Department	Officialization of CB-NRM taskforce for roadmap	▬	▬	▬					
JICA CB-NRM Project 2	Expansion of CB-NRM	Offering OJT for local NGOs		▬				▬		
NGO（XXX）	Understanding of PLUP	Participate in OJT of CB-NRM		▬						
⋮	⋮	⋮								

Figure 7 Image of Implementation framework for key actors to expand the CB-NRM mechanism

[1-4]　　Obtain agreement and official endorsement by MAF on the roadmap

[1-4-1]　　To explain the initial draft of the roadmap to the relevant authorities and stakeholders in MAF

The Project will present the draft roadmap formulated in Activity [1-3] to the MAF and other stakeholders, e.g. through the CB-NRM platform meeting.

[1-4-2]　　To organize a series of discussion for elaboration of the roadmap

Following the activity [1-4-1], the Project will hold a series of discussion with stakeholders under the initiative of the taskforce, in order to refine the roadmap. In addition, to ensure the implementation of the roadmap, the Project will assist the taskforce in developing policy recommendations. Due consultation will be made with the high authorities in MAF, so as to obtain their views and understanding for finalization.

[1-4-3]   To submit the final draft to respective authority in MAF for approval and endorsement

The final draft of the roadmap will be submitted to DG of Forestry through NDFWM for approval and endorsement. Also the Project will consult with the DG to submit the policy recommendations to the minister for approval, which brings about strong assurance for the implementation of the road map.

3.4   Activities for Output 2

[2-1]   Facilitate the set-up of a secretariat in MAF/NDFWM in coordination with existing networks and fora

[2-1-1]   To assess the existing networks and fora that may be tapped to set up the CB-NRM platform

The Project will collect information on the existing network and forums in forestry and agriculture sectors (e.g. vision, mission, on-going activities and performances). The current target for this study is "HASATIL," which integrates several NGOs working on agricultural and forestry sectors. However, scope will be enlarged if there are other entities to be identified in the course of the Project implementation.

Interview with the network/forum will identify lessons for stakeholder coordination as well as for the possibility of collaboration with the CB-NRM platform.

Table 5   Examples of information to be collected from the existing network/forum (s)

✓ Number of participants/organizations	✓	Vision and Mission
✓ Organizer of the networks/forum	✓	Summary of the activities and the outputs
✓ Funding source	✓	Lessons and possibility for the corporation

[2-1-2]   To establish a taskforce to develop a platform in coordination with NDFWM and other relevant stakeholders

The Project will establish a taskforce through consultation with key actors, including NDFWM. For the sake of integrating various activities of this project and making the best use of the limited numbers of the NDFWM staff, it is suggested that the taskforce for the roadmap formulation (Activity [1-3-1]) work also for the platform establishment, with assistance of JICA experts and NGOs engaged in CB-NRM.

[2-1-3]   To discuss the concepts, objectives, functions and activity of the CB-NRM platform

With the assistance of JICA experts, the taskforce will produce the concept paper on the platform, including purposes, function, and activities. As stated in the Basic Policy, due consideration will be given to the issue of how to provide incentives/ actual benefits for stakeholders to participate in the platform. It is expected that the platform can provide opportunities of match-making between one stakeholder and another and share information on human resources who can conduct CB-NRM mechanism and its related activities.

[2-1-4]   To finalize the concepts and plans with identification of membership

Based on Activity [2-1-3], the Project will assist the taskforce in finalizing the concept paper and then formulating action plan for the establishment. Also the taskforce will examine (i) the memberships of the platform, (ii) the responsibilities and role of respective members, and (iii) regulations for management. Following this, they will determine the member of the secretariat for the platform. While it is expected that the taskforce can become the secretary, the details will be confirmed through discussion with NDFWM.

[2-2]   Identify the stakeholders and key operational actors working in the fields relevant to CB-NRM

[2-2-1]   To gather information on the stakeholders working in the fields relevant to CB-NRM

The taskforce/ secretariat will collect information on various stakeholders working in the field of the CB-NRM platform. They can be categorized into the following groups (See the table below).

Table 6 Stakeholders working in the field relevant to CB-NRM

Central/local government officials	DPs and their projects
✓ NDFWM/NDNC ✓ Other departments in MAF ✓ MAF district offices ✓ District/ Sub-district administrative office ✓ Extension workers	✓ USAID: ANVASA agricultural development project ✓ DFAT: Seeds for Life and Farming for Prosperity (TOMAK) project ✓ World Bank: Agricultural watershed management program ✓ EU: Rural development program (RDPIV) ✓ EU/GIZ: Global Climate Change Alliance (GCCA)
Community	Institutions at community level
✓ The chiefs of the villages ✓ Other leaders of the villages ✓ Villagers	✓ Council of watershed management ✓ Local NGOs

The Project will assist the taskforce/ secretariat in conducting interviews with them and reviewing the materials that they have produced for the activities. The data to be collected are shown in the table below and would be summarized in the matrix. To provide incentives/benefits to the participants of the platform, the interviews are conducted to learn about their needs for information and technical support. In practice, this Activity may be conducted simultaneously with other Activities such as [1-1-1] and [2-1-1] or on the basis of the findings of those activities.

Table 7 Examples of data to be collected from the stakeholder in the field of CB-NRM

✓ The summary of the projects on watershed management (target areas, the size of projects, duration and details of the activity) ✓ Their ability of disseminating technology and information	✓ Interests in the platform/ Intent for cooperation ✓ Information and support needs

[2-2-2]   To contact the potential stakeholders to sensitize the idea of the CB-NRM platform

Based on the matrix developed in Activity [2-2-1], the taskforce/ secretariat will identify possible participants among stakeholders, who shows intention to join in the CB-NRM platform. After this identification, they will be officially invited to the platform.

[2-3]   Assist the CB-NRM platform to sensitize the members of the platform on the CB-NRM mechanism and regularly exchange information and to accumulate lessons learned and good practices

[2-3-1]   To assist the secretariat to organize regular meetings for sensitization and information exchange

The Project will assist the secretariat in holding the CB-NRM platform meeting, at least initially on a bi-annual basis.

The meeting often will be held together with CB-NRM Stakeholder Workshop, as the participants in the platform will be part of those in the workshop with similar topics. As the CB-NRM mechanism expands over the time with generation of outputs/outcomes in terms of capacity development and community livelihood, the appropriate frequency of the meeting would be determined automatically.

The Project will also assist the secretariat in engaging in information sharing and promotion activities in addition to the regular meeting of the CB-NRM platform. Such ad-hoc efforts include the presentation within and out of the country, attendance to the meetings organized by other DPs, and technical supports to other projects upon the requests.

[2-3-2]   To assist the secretariat to keep records of the regular meetings/ information exchange activities

The Project will assist the secretariat in preparing the minutes of the meeting for the platform and reports if they take part in other meetings and activities than the platform meeting.

[2-3-3]   To assist the secretariat to compile the lessons learned and good practices reported in the meetings/ information exchange activities

The Project will assist the secretariat in compiling lessons learned and good practices in annual reports and leaflets and share them widely with stakeholders.

[2-4]   Formulate a new set of policy recommendations on further expansion of the CB-NRM mechanism

[2-4-1]   To facilitate the NDFWM to review and evaluate the results of Policy Recommendations for CB-NRM expansion to identify problems and necessary actions for further expansion of the CB-NRM

In the final year (2020), the Project will examine the challenges and necessary actions for the expansion of the CB-NRM mechanisms. The examination includes facilitation of NDFWM in reviewing and evaluating the results of the policy recommendations developed in Phase 1. It will review the progress of the expansion of the CB-NRM mechanism, not only in villages supported by this Project but also in others targeted by NGOs and DPs. The data will be collected from reports and interviews. Examples of the information to be collected are shown in the table below.

Table 8 Draft concept of Review of Policy recommendations

Contents of the review	Source of information
✓ Determination of the level of achievement based on the benchmark for the monitoring set within the policy recommendation prepared during Phase 1 (refer to the following table) ✓ Identification of the status of the expansion of the CB-NRM (identification of bottlenecks in institutional/ implementation arrangement and mitigations for them) ✓ Determination of the validity of the content of the recommendation	✓ Project reports ✓ Interviews to the implementation actors (including MAF and development partners) ✓ Circular notice within the ministry ✓ Related regulations

[2-4-2]   To assist the NDFWM in discussion and drafting a new set of policy recommendations for the period after 2019

The Project, after consolidating the results of the review, will assist NDFWM in developing the policy recommendations for post 2019. The recommendations could include the institutionalization of the roadmap, as stated in Basic Policy of this Project.

[2-4-3]   To consult with the members of the members of CB-NRM platform on the draft policy recommendations

The draft of the policy recommendations prepared in Activity [2-4-2] will be discussed at the meeting of the CB-NRM platform. The validity of the recommendations will be confirmed in light of the progress of the CB-NRM extension as well as the challenges and mitigation measures encountered during the expansion. The attempt will be made to obtain consensus of MAF and other stakeholders over the effectiveness of the recommendations.

[2-4-4]   To finalize and submit the new set of policy recommendations to the Minister for approval

The Project will finalize the policy recommendations with NDFWM by incorporating the comments and inputs obtained through Activity [2-4-3]. The recommendations are to be submitted to high authority of MAF. The Project will assist NDFMW and DG in obtaining the approval from the minister.

3.5   Activities for Output 3

[3-1]   Facilitate the implementation of the Cb0NRM mechanism in Project sites, following the manual developed by Phase 1

[3-1-1]   To monitor the CB-NRM implementation in the six sucos, where the interventions were made by Phase 1

Since it has been more than six months after the completion of Phase 1, the Project will make follow-up for the target villages over their continuation of the CB-NRM activities. Interviews will be conducted with Suco leaders with the aim of identifying the following:

- Status of the implementation monitoring by village committee;
- Number of the illegal acts happening at the villages (e.g. forest fire, illegal deforestation, and crop damages by livestock); and
- Challenges for continuing the CB-NRM future.

The finding of the follow-up will be shared with NDFWM and the NGOs subcontracted and will be taken into consideration in conducting the CB-NRM mechanism in this Phase. Since the six villages targeted by Phase 1 are the members of the watershed management council in Noru, the Project will continue monitoring of their activities and render in-direct supports to them e.g. match-making with DPs.

[3-1-2]   To conduct PULU in the sucos in the Project sites

This Activity will be conducted through subcontracting to NGOs, which have substantial experience of implementing the CB-NRM mechanism and other related activities. Also as stated in Basic Policy 3, the Project will involve other NGOs who are interested in the CB-NRM mechanism (both PLUP and MP) by designing TOR to include OJT for such potential actors, so as to develop human resources for future expansion of the CB-NRM.

The Activity will be carried out in the three steps: 1) Selection of target villages, 2) Study on the current land use, and 3) Implementation of PLUP. As described in Basic Policy 4 for the localization of CB-NRM mechanism, the roles of C/P and JICA experts will be limited to monitoring of the progress while the actual implementation of PLUP will be undertake substantially by NGOs subcontracted.

1) Selection of target villages

With the aim of capacitating key actors for implementation of the CB-NRM mechanism, the Project will allocate its resources to the implementation in new six villages in Noru and Bemos sub-watersheds (i.e., 6 villages from 2 sub-watershed). Details on selection will be discussed with MAF/NDFWM in the course of preparation. The stepwise approach will be taken with 2 batches (i.e. 3 villages per batch). The 1st batch will start soon after the inception of the Project in 2016 and the 2nd one will be done in 2017.

2) Study on the current land use

As part of preparation of PLUP, the study on the current land use will be carried out in the target villages. It will identify the area of forests, the frequency of forest fire occurrences, the degree of natural environment degradation, the status of land titles, the availability of natural resources and presence of community's groups and regulations.

3) PLUP

PLUP will be implemented as shown in the table below. Since most of the C/P had participated in PLUP during Phase 1, they are expected to work independently for supervision and monitoring of the activities.

Table 9 The Implementation Process and the content of PLUP

Implementaiton process	Content
Formation of working group Study tour	・ Formation of the work group that implement PLUP ・ Formulation of the work plan ・ Visitation to the villages that had been enforced the regulations on the resource mangement ・ Discussion with the chief of the villages
Formulation of the map of current land use	・ Formation of the map of current land use using aerial photos ・ Confirmation of the borders of the villages and human settlements ・ Addition of the major natural resources to the map
Formulation of the plan of future land use	・ Confirmation of the natural resources in the current land use ・ Evauation of the importance of each resource ・ Analysis of the causes of degradations of forest, land, and other natural resources ・ Activities permited for each division of land including forest areas ・ Needs for the shifts in the borders for current land use
Discussion on suco regulations	・ Review on the options for the land use ・ Discussion on additonal options for future land use ・ Regulations related to natural resources and land use. ・ Instituitonal arrnagememt for natural resource mangement within the village ・ Punishiment ・ Other regulations if any
Consultaiton to Aldeia	・ Explanation of the future land use map and regulations to Aldeia ・ Interviews from the residents
Finalization of the suco regulations and the future land use plan	・ Adjustment and finalization of the future land use plan (map) of the villages
Presentation of the plan to NDFWM and district administrative office	・ Obtaining an approval on the suco regulations and the land use map
Traditional ceremony (Tara Bandu)	・ Organizing a traditional ceremoney called Tara Bandu and inviting related parties in surronding villages

[3-1-3]   To facilitate the local residents to formulate suco regulations

Suco regulations will be formulated as part of PLUP activities. After organizing Tara Bandu, the Project will assist the villages in holding regular meetings to solve any issues arisen during the implementation of the regulations. This process will promote the understanding of village leaders on the effectiveness of the suco regulations and enhance their capacities

for natural resource management. Also, the Project will make the best use of the functions of the watershed management council and provide opportunities for the village leaders to exchange their experiences and knowledge with each other.

[3-1-4]   To assist the local residents to identify and select the MPs to be implemented

In accordance with the land use plan formulated in Activities [3-1-2] and [3-1-3], the Project will assist the villages in selecting microprograms (MPs). The initiative of the selection will be given to the villagers themselves while the Project and NGOs will provide technical advices for it.

Table 10 Expected microprograms

List of Microprograms
· Seedling Production and Tree Planting Promotion MP (SPTPP-MP)
· Sustainable Upland Farming Promotion MP (SUFP-MP)
· Community Based Seed Extension MP (CBSE-MP)
· Sustainable Utilization of Backyard/ Permanent Farm MP (SUB/PF-MP)
· Income Generating/ Livelihood Development MP (IG/LA-MP)

[3-1-5]   Facilitation of the implementation of MPs

The Project, through the NGOs sub-contracted, will facilitate the implementation of MPs. The table below summarized the preparation works for MP implementation. As part of the preparation, the Project will organize a study tour, through which the villagers will visit the nearby villages that had been supported by Phase 1, so as to enhance their understanding on the process of MPs and their outcomes.

Table 11 Preparation for MP Implementation

Activity	Content	Notes
Formation of the target group	Formation of the group of participants and determination of the roles of each member within the group	➢ Important to select different members for each microprogram in order to bring about positive impacts to the community as a whole ➢ Need to prepare written agreements that indicate the name of the members and their responsibilities so as to enhance his/her responsibility and commitments
Study tour	Visit to the surrounding villages that have implemented MP already.	➢ Important to organize a feedback meeting, after the study tour, to share findings of the study tour among community/village members
Formation of implementation plan for MPs	To hold a workshop and determine the activities of the MPs and overall plan for implementation	➢ Important to clarify the period of implementation, roles of each participant and the expected outcomes 。 ➢ Need to obtain approval from the village on implementation plan and share it among communities

[3-1-6]   To monitor the observance of suco regulations and implementation of MPs

The Project will assist the villages in holding a regular meeting by the village leaders to discuss matters arising and solve them according to the regulations. This activity will be organized by the NGOs, but the Project (C/P and JICA experts) will also participate in the meeting to provide technical advices as required. The C/P who participates in the monitoring will present the findings to others once they come back to office, e.g. at the occasion of a weekly meeting. This will promote information sharing among NDFWM and enhance his/her capacity for preparing official reports.

Incidentally the Phase 1 succeeded in making the target groups in gaining profits from IG/LA-MP (e.g. cassava chips and herb tea production). This Project (Phase 2) will also continue this effort by exploring for market-needs of these products and others if any, while considering the competitiveness in market.

[3-2]   **Facilitate the establishment and operation of watershed management council in the Project sites**

[3-2-1]   To review the performance of the Noru watershed management council to analyze its necessities and effectiveness

The Project will review the performance made by the Noru watershed management council since its establishments up to the date in collaboration with the council members. Especially, the trends in the occurrence of illegal activities at village borders and the response of the council to such problems will be confirmed in order to examine the effectiveness of the functions of the council. The functions of the regular meeting will also be monitored.

[3-2-2]   To examine and introduce possible improvement of the Noru watershed management council

The Project will discuss with the NGOs the problems and challenges identified by the above Activity [3-2-1] and find possible solutions to mitigate the problems. The results of the discussion will be presented by C/P at the regular meeting of the council to share with the council members.

[3-2-3]   To monitor the activities of the Noru watershed management council

The Project will participate in the regular meeting of the council with NGOs and provide guidance and technical advice on the natural resource management within the watershed.

[3-2-4]   To consult with respective local government authorities in Bemos sub-watershed to sensitize them on the CB-NRM

The Project will introduce the CB-NRM to the administrative office of Laurala sub-district and MAF district office in Aileu. To facilitate their understanding on a watershed management council as well as the roles of the local government, the achievements of the Noru council will be presented. The manuals and leaflets developed by Phase 1 will also be part of the materials for this facilitation.

[3-2-5]   To conduct study tours and stakeholder analysis to select the members of the watershed management council in Bemos sub-watershed

The Project will organize a study tour for village leaders and administrative officers of the sub-district to visit villages supported by Phase 1 with the aim of enhance their understanding the roles of the council.

With the support from the Project and NGOs, the village leaders will make a stakeholder analysis and determine the candidates for the member for the Bemos watershed management council. The table below lists the potential members of the council of Bemos watershed management.

Table 12 Potential members of the council of Bemos watershed management

Group	Proposed members
Villagers	Leaders of the five villages in Bemos watershed (Dare, Tohumeta, Talitu, Cotolau and Madabeno)
Local administrative officers	Director of the department of environment in Aileu district Director of the administrative office of Laurala sub-district Director of the water sanitation department of Laurala sub-district
MAF officers	Department head of NDFWM, manager of the NDFWM, director of the MAF office at Aileu district

[3-2-6]   To conduct situation analysis to draw out common vision of the Bemos sub-watershed

With the assistance of the Project, the NGO will make a situational analysis to clarify the vision and the purpose of the

Bemos council. The Project will offer aerial pictures at village level and make them utilized for the analysis. Moreover, forest maps at district level, which was developed by the project for Forest Conservation Plan, will be referred in the confirmation of the forest coverage.

[3-2-7]   To formulate by-laws and resolution of the Bemos watershed management council

The Project will support the formulation of by-laws and resolution of the Bemos watershed management council for proper operation and management.   By sharing sample documents from the Noru council, it will help the council members to have a clear picture of the contents of the document The resolution document will indicate the list of the members and their roles as well as visions and missions of the council, following the instruction of the manuals for the formulation of the watershed management council.

[3-2-8]   To facilitate the council to formulate the Bemos watershed managemnt council

The Project will assist the council in having regular meeting for monitoring the activities. It will provide advice on operation and management of the council while dealing with technical issues on natural resource management.

In addition, it will support the formulation of the watershed management plan, which serves as the principle guide for natural resource management within the watershed. With reference to the plan for Noru sub-watershed, the council is to develop a plan for Bemos. The process of this planning is summarised in the table below.

Table 13 Proposed meetings for formulation of the watershed management plan

Meeting	Proposed agenda
First meeting	➢ Explanation of the purpose and overview of the watershed management plan ➢ Sharing the watershed management plan of at Noru watershed
Second meeting	➢ Introduction of the watershed management plan for Bemos sub-watershed ➢ Status of the Bemos sub-watershed
Third meeting	➢ Problems and challenges on the watershed management ➢ Goals and purpose of the plan
Forth meeting	➢ Overview of the watershed management plan ➢ Implementation plan for watershed management
Fifth meeting	➢ Proposed resolution for the submission of the plan ➢ Drafting the watershed management plan
Sixth meeting	➢ Finalization of the resolution for the submission ➢ Submission of the watershed management plan

[3-2-9]   To monitor the activities of the Bemos watershed management council

As well as the case for the Noru council, the Project will participate in the regular meeting of the Bemos council with NGOs and monitor their activities.

[3-3]   Conduct the OJT for the key operational actors in and outside the Project sites through the implementation of the CB-NRM mechanism in 3-1 and 3-2 above

[3-3-1]   To select the key operational actors who will participate in the OJT

The Project will select participants for the OJT through consultation with NDFWM and the sub-contracted NGOs. Prior to the selection, the Project will discuss with DPs (such as USAID and DFAT) and NGOs other than the sub-contracted to identify needs for capacity development and candidates for the trainees. The basic selection criteria will include the continuous participation in the OJT with full commitments to tasks given and the concrete plan to work as the facilitator of the CB-NRM in their operation areas. The preference will be given to younger generations in addition to their profession.

As mentioned in Activity [3-1], the CB-NRM mechanism will be operated with two batches. As well, the OJT will also be offered with the two occasions, so as to involve more actors. Once the CB-NRM platform is established, the candidates for the OJT will be recruited from the platform circle.

[3-3-2]   To make necessary arrangement for the selected actors to take part in the OJT

The Project will make the following arrangement for the selected participants to receive the OJT.

➢   Introducing the participants to the sub-contracted NGO: Since the sub-contracted NGO will be the organizer of the OJT, the participants will need to understand the history and the policy of the NGO while sharing the purpose of the OJT between the two parties.

➢   Confirmation of the process of the OJT with the sub-contracted NGO: including the schedule of the activity and OJT, task demarcation between a main facilitator and a sub facilitator (i.e. the OJT trainee) and things to learn from the activities.

➢   Confirmation of the logistics: including cost sharing between the NGO and the trainee, procedures and rules for expenditure set by the NGO, and necessary materials for the OJT

➢   Introduction of the trainee to the target village and relevant organizations: the Project will introduce the trainee and explain the rationale and purpose of OJT. Also, it will help to find potential collaborators or donors which could support the activities of the trainees after the completion of OJT.   The trainee will be introduced to the HASATIL and DPs operating in the target villages and other areas.

➢   Preparation for evaluation of the OJT (e.g. checklists for progress in understanding and a use of feedback sheet): The Project will also receive the feedback from the trainee on the process of the OJT while evaluating the progress in his/her capacity development.

[3-3-3]   To conduct the OJT along with the implementation of the CB-NRM mechanism

The trainee will participate, as a sub-facilitator, in the process of the CB-NRM implementation under supervision of the main facilitator.

[3-3-4]   To review the process of the OJT

The Project will review the process of the OJT with reference to feedbacks from the trainee while assessing her/his capacity development based on the checklist. The review will identify a room for improvement both in administrative and technical aspects. Also if there is any feedback from the trainees for the localization/ simplification of the CB-NRM, the Project will take them into consideration and make them useful for the expansion of the CB-NRM mechanism future.

[3-3-5]   To accommodate information on key operational actors who completed the OJT to compile them into a list of the human resources for CB-NRM

The Project will prepare the list of human resources, accommodating actors who complete the OJT. The list will entail the following information. Once obtaining the acknowledgement of the persons listed for publication, the Project will share information with various stakeholders at the CB-NRM platform. In case he/she seeks job opportunities to work as

the CB-NRM facilitator, the Project will attempt match-making with the DPs and NGOs concerned.

Table 14 Draft content of the list of CB-NRM human resources

Sections	Details
Basic information	Names, genders, organizations, contact information
OJT participation	Degree of attendance and results of the checklist for understanding
Academic background/ work experiences	Academic background and the duties of the previous and current works
Preferred work conditions	Preferred work location, duties and other condition

3.6 Work Schedule

The work schedule of Project Activities is shown in Figure 8 attached later in this document.

4. Equipment to be procured

The following equipment will be provided for the Project.

<u>Equipment for the use of Project Team, which will be handed-over to MAF upon the project completion</u>

- Laptop PC (3 units)
- Desktop PC (2 units)
- Multifunction printer (1 unit)
- Laser printer (1 unit)

<u>Equipment for the use of MAF for the implementation of the Project</u>

- Motorcycle (4 units)

5. Reports and Other Documents to be produced

The following table lists the reports to be prepared by the Project.

Table 15 Reports to be produced by the Project

Report	Timing of Submission	Number of Copies
Work plan	October 2016	English: 3 Tetun: 14 CD-R form: 1
Monitoring sheet Ver.1	October 2016	English: 3 Japanese:3 Tetun: 14
Monitoring sheet Ver.2	March 2017	
Monitoring sheet Ver.3	September 2017	
Monitoring sheet Ver.4	March 2018	
Interim Report	April 2018	
Monitoring sheet Ver.5	September 2018	
Monitoring sheet Ver.6	March 2019	

Report	Timing of Submission	Number of Copies
Monitoring sheet Ver.7	September 2019	
Monitoring sheet Ver.8	March 2020	
Project completion report	August 2020	English: 5 Japanese: 5 Tetun: 14 CD-R form: 3 for each language

Also the following documents will be prepared in the course of the Project implementation.

➢ Roadmap for CB-NRM expansion (in English and Tetun)

➢ Policy recommendation for the period after 2019

➢ Lessons and good practices from CB-NRM implementation (in English and Tetun)

➢ List of the key operational actors for CB-NRM implementation (in English and Tetun)

➢ Other materials (e.g. technical reports and presentation materials)

This is Figure 8 Work Schedule, a Gantt chart showing project activities from 2016 to 2020.

Output	No.	Project Activity
Overall	[1]	Preparation of Work Plan
Overall	[2]-1)	Preparation activities: Organize a kick-off meeting with related governmental institutions
Overall	[2]-2)	Preparation activities: Revise the PDM and PO if necessary
Overall	[3]	Organizing the CB-NRM Stakeholder Workshop
Overall	[4]	Trainings in Japan
Overall	[5]	JCC/ Joint Monitoring
Output 1	1-1	**Identify issues to be addressed and measures to be taken for further expansion of the CB-NRM mechanism in major watersheds.**
Output 1	1-1-1	To gather information on relevant policies, programs, strategies and guidelines related to CB-NRM from various institutions and projects in the past.
Output 1	1-1-2	To analyze the gathered information to identify the issues to be addressed and measures to be taken.
Output 1	1-2	**Develop a skeleton framework of the road map to expand the CB-NRM mechanism.**
Output 1	1-2-1	To consult with the stakeholders working on review and revision of the Forestry Sector Policy to ensure the alignment of directions.
Output 1	1-2-2	To determine a broad time frame for CB-NRM expansion to the major watersheds.
Output 1	1-2-3	To draft the skeleton framework of the road map.
Output 1	1-3	**Draft the road map to expand the CB-NRM mechanism.**
Output 1	1-3-1	To organize a committee/task force to prepare the road map.
Output 1	1-3-2	To hold a series of meetings to assess the situations (i.e. implementation of The Policy Recommendations for CB-NRM Expansion, capacity development of key operational actors and information derived through the CB-NRM platform) to discuss the road map.
Output 1	1-3-3	To draft of the road map in consultation with NDFWM and MAF officers.
Output 1	1-3-4	To finalize the road map in a compiled document.
Output 1	1-4	**Obtain agreement and official endorsement by MAF on the road map.**
Output 1	1-4-1	To explain the initial draft of the road map to the relevant authorities and stakeholders in MAF.
Output 1	1-4-2	To organize a series of discussions for elaboration of the road map.
Output 1	1-4-3	To submit the final draft to respective authority in MAF for approval and endorsement.
Output 2	2-1	**Facilitate the set-up of a secretariat in MAF/NDFWM in coordination with existing networks and fora.**
Output 2	2-1-1	To assess the existing networks and fora that may be tapped to set up the CB-NRM platform.
Output 2	2-1-2	To establish a task force to develop a platform in coordination with NDFWM and other relevant stakeholders.
Output 2	2-1-3	To discuss the concepts, objectives, functions and activity of the CB-NRM platform.
Output 2	2-1-4	To finalize the concepts and plans with identification of membership.
Output 2	2-2	**Identify the stakeholders and key operational actors working in the fields relevant to CB-NRM.**
Output 2	2-2-1	To gather information on the stakeholders working in the fields relevant to CB-NRM.
Output 2	2-2-2	To contact the potential stakeholders to sensitize the idea of the CB-NRM platform.
Output 2	2-3	**Assist the CB-NRM platform to sensitize the members of the platform on the CB-NRM mechanism and regularly exchange information and to accumulate lessons learned and good practices.**
Output 2	2-3-1	To assist the secretariat to organize regular meetings for sensitization and information exchange.
Output 2	2-3-2	To assist the secretariat to keep records of regular meetings / information exchange activities.
Output 2	2-3-3	To assist the secretariat to compile the lessons learned and good practices reported in the meetings / information exchange activities.
Output 2	2-4	**Formulate a new set of policy recommendations on further expansion of the CB-NRM mechanism.**
Output 2	2-4-1	To facilitate the NDFWM to review and evaluate the results of the Policy Recommendations for CB-NRM Expansion to identify problems and necessary actions for further expansion of the CB-NRM mechanism.
Output 2	2-4-2	To assist the NDFWM in discussion and drafting of a new set of policy recommendation for the period after 2018.
Output 2	2-4-3	To consult with the members of the CB-NRM platform on the draft policy recommendations.
Output 2	2-4-4	To finalize and submit the new set of policy recommendations to the Minister for approval.
Output 3	3-1	**Facilitate the implementation of the CB-NRM mechanism in Project Sites, following the manuals developed by the foregoing Project for Community-Based Sustainable Natural Resource Management.**
Output 3	3-1-1	To monitor the CB-NRM implementation in the six (6) sucos where the interventions were made by the foregoing Project for Community-Based Sustainable Natural Resource Management.
Output 3	3-1-2	To conduct Participatory Land Use Planning in the sucos in the Project Sites. (1st batch, 2nd batch)
Output 3	3-1-3	To facilitate the local residents to formulate the suco regulations. (1st batch, 2nd batch)
Output 3	3-1-4	To assist the local residents to identify and select the micro programs to be implemented. (1st batch, 2nd batch)
Output 3	3-1-5	To facilitate the implementation of micro programs. (1st batch, 2nd batch)
Output 3	3-1-6	To monitor the observance of suco regulations and implementation of micro programs. (1st Batch) (2nd Batch)
Output 3	3-2	**Facilitate the establishment and operation of watershed management councils in the Project Sites.**
Output 3	3-2-1	To review the performance of Noru watershed management council to analyze its necessity and effectiveness.
Output 3	3-2-2	To examine and introduce possible improvement of the Noru watershed management council.
Output 3	3-2-3	To monitor the activities of Noru watershed management council.
Output 3	3-2-4	To consult with respective local government authorities in Bemos sub-watershed to sensitize them on CB-NRM.
Output 3	3-2-5	To conduct study tours and stakeholder analysis to select the members of the watershed management council in Bemos sub-watershed.
Output 3	3-2-6	To conduct situation analysis to draw out common visions of the Bemos sub-watershed.
Output 3	3-2-7	To formulate bi-laws and resolution of the Bemos watershed management council.
Output 3	3-2-8	To facilitate the council to formulate the Bemos watershed management council.
Output 3	3-2-9	To monitor the activities of Bemos watershed management council.
Output 3	3-3	**Conduct the OJT for the key operational actors in and outside the Project Sites through the implementation of the CB-NRM mechanism in 3-1 and 3-2 above.**
Output 3	3-3-1	To select the key operational actors who will participate in the OJT.
Output 3	3-3-2	To make necessary arrangement for the selected actors to take part in the OJT.
Output 3	3-3-3	To conduct the OJT along with the implementation of CB-NRM mechanism.
Output 3	3-3-4	To review the process of the OJT.
Output 3	3-3-5	To accumulate information on the key operational actors who completed the OJT to compile them into a list of the human resource for CB-NRM.

Figure 8 Work Schedule

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