
MEMORANDUM OF UNDERSTANDING

BETWEEN
REPUBLIC OF KOREA
AND
REPUBLIC OF THE PHILIPPINES

**FOR IMPLEMENTATION OF ASEAN-ROK FOREST COOPERATION
PROJECT:**

**“FACILITATING THE PARTICIPATORY PLANNING OF COMMUNITY-
BASED FOREST MANAGEMENT USING GEOGRAPHIC INFORMATION
SYSTEM AND REMOTE SENSING TECHNOLOGIES IN FOREST
RESOURCES MANAGEMENT IN THE PHILIPPINES, INDONESIA AND
THAILAND”**





MEMORANDUM OF UNDERSTANDING (MOU)

Provision of funds from the Korea Forest Service
to
Philippines, Indonesia and Thailand

for implementation of ASEAN-ROK Forest Cooperation Project

"Facilitating the participatory planning of community-based forest management using geographic information system and remote sensing technologies in forest resources management in the Philippines, Indonesia and Thailand"

1. Introduction

- a) At the invitation of proposals for new regional projects by the Korea Forest Service (hereinafter referred to as "KFS") of the Republic of Korea (hereinafter referred to as "ROK") during the 3rd Session of the Governing Council of the Agreement between the Governments of the Republic of Korea and the Member States of the Association of Southeast Asian Nations on Forest Cooperation (hereinafter referred to as "AFoCo Agreement") on 18 October 2013, new regional project proposals have been presented at the 4th Session of the Governing Council on 30 April 2014. As agreed and guided by the Governing Council of AFoCo Agreement, KFS is committed to support funding for the implementation of "ASEAN-ROK Forest Cooperation Project: **"Facilitating the participatory planning of community-based forest management using geographic information system and remote sensing technologies in forest resources management in the Philippines, Indonesia and Thailand"** (hereinafter referred to as "Project").
- b) The KFS, through the Secretariat of the AFoCo Agreement (hereinafter referred to as the "Secretariat"), will make available to Philippines, Indonesia and Thailand (hereinafter referred to as "Implementing Countries") a financial assistance for the implementation of the Project, specified under Article 6 "Terms of Payment" of this Memorandum of Understanding (hereinafter referred to as "MOU"). The Project will be implemented for five (5) years from 2015 to 2020. The Forest Management Bureau of the Philippines (hereinafter referred to as "FMB") will be the lead coordinating agency of the Project.

2. Purpose

- a) Funds transferred by the KFS through the Secretariat under this MOU will be used by Implementing Countries exclusively for implementation of the activities identified in attached Annex-1 entitled “Project Document”, which constitutes an integral part of this MOU.
- b) The Project information, objectives, outputs, work plan, budget plan, implementation arrangement, monitoring arrangement and the inputs provided by the Implementing Countries, are given in detail in the attached Annex-1.

3. General Conditions

- a) The Implementing Countries will immediately undertake necessary management actions for the implementation of activities identified in the Project Document with reference to the Operating Guidelines (Annex-2) and the domestic regulations of each country”.
- b) Upon coming into effect of this MOU, the Implementing Countries will immediately appoint a Project Manager and Support Staff under the terms and conditions identified in the Project Document and Operating Guidelines as well as in accordance with the domestic regulations of the respective Implementing Country.
- c) The Implementing Countries will provide a furnished office for the purpose of effective coordination and implementation of activities under the Project.
- d) All intellectual property rights (including copyright) in respect of any technological development, products or services development to be carried out jointly under this MOU will be jointly owned by the respective Implementing Countries. For those developments carried out through the sole and separate effort of an individual country, the same will be owned by the country concerned. This provision will remain effective even after the expiration or termination of this MOU.
- e) All publications and technical reports resulting from the implementation of this Project will carry statements of appropriate acknowledgement/recognition to the contribution and role of KFS, AFoCo and the Implementing Countries.
- f) The Project personnel assigned under this MOU for the operation of the activities will not be entitled to any compensation or reimbursement by the KFS or the Secretariat. However, the said Project personnel are entitled allowance/honorarium as provided for under the Project Document. Provided further that in case the hiring of Project personnel is necessary, compensation thereof will be funded by respective Implementing Countries as their individual contribution to the Project.
- g) In accordance with the provisions under Article XIV of the AFoCo Agreement, the termination of AFoCo Agreement will not affect the on-going implementation of the Project under this MOU. In case of termination of AFoCo Agreement prior to completion of the Project, the Sides concerned to this MOU will discuss and decide

on the implementation of remaining activities involving the Governing Council and Secretariat of the AFoCo Agreement.

- h) If the continued implementation of the Project under this MOU becomes impossible or impractical, any Side concerned will, through the Secretariat, notify, within one (1) month, the other Side of its intention and reason for the termination of the Project implementation. However, such termination will be in effect upon consent by both Sides.
- i) Implementing Countries will ensure that the activities are effectively implemented in accordance with the Project Document. In the event of failure to comply with the terms and conditions of this MOU, the concerned Implementing Country will provide necessary clarification and/or justification. Without such clarification, the provision of Project funds will be suspended or terminated. As such, Implementing Countries will refund to the Secretariat any payment already received with respect to activities that have not been performed in accordance with the Project Document.

4. Reporting

- a) The Implementing Countries will submit the Project progress reports to the Governing Council through FMB, every six (6) months.
- b) The Implementing Countries will submit to the Governing Council through FMB, the financial status report which comprises balance sheet, statement of cash flow and statement of expenditures every six (6) months.
- c) The Implementing Countries will disseminate and share with the other members of the AFoCo Agreement, the outputs of Project implementation such as study paper, technical document and policy brief within six (6) months after completion of each relevant activity.
- d) The Implementing Countries will submit to the Governing Council through FMB, a final Project completion report within six (6) months after completion of the last activity of the Project.
- e) The Implementing Countries, through the Secretariat, will submit to the KFS and the Governing Council, a final audited statement of accounts and an itemized statement of expenditures certified by an independent auditor or a similar third party auditor, following the completion of the last activity of Project.
- f) The Implementing Countries will maintain supporting documentation showing the utilization of funds under this MOU and all other documentation and records related to the activities for a period of five (5) years following the completion of the activities, during which period, the Governing Council or a person designated by the KFS will have the right to review or audit such relevant records.
- g) All documents and reports will be done in English language.

5. Monitoring Arrangement

Subject to approval by the Governing Council, the Taskforce for the assessment of the implementation of the AFoCo Agreement will independently monitor the progress of the implementation of the activities and report to the Governing Council under the terms and conditions set forth by the Governing Council.

6. Terms of Payment

- a) For the implementation of the activities under this MOU, the KFS through the Secretariat will make the payment as follows:
 - i. The payment will be made upon the recommendation by the FMB on the financial request officially submitted by the Implementing Countries on quarterly basis with reference to the work plan and budget plan of the Project Document (Annex-1) and the Operating Guidelines (Annex-2); and
 - ii. The fund allocation for implementation of activities in the Implementing Countries will be up to one million and five hundred thousand United States dollar (USD 1,500,000) as specified under the budget plan of the Project Document (Annex 1).
- b) The Secretariat will remit the above-mentioned payments in accordance with the banking instructions provided by the Implementing Countries as attached in Annex-3.

7. Settlement of Disputes

Any dispute between the Sides arising out of the interpretation or execution of this MOU will be settled amicably through mutual consultations and/or negotiations among the Sides, without reference to any third party or international tribunal.

8. Amendments

Any amendment to this MOU will be effected by consensus between the Sides.

9. Coming into Effect

- a) This MOU will come into effect upon signature by both Sides.
- b) This MOU must be signed in two copies in English. KFS and FMB must receive one copy each of the duly signed MOU.

- c) FMB, if necessary, may enter separate Implementation Agreement with other implementing countries, namely Indonesia and Thailand, on the implementation of Project activities in respective Implementing Countries.

IN WITNESS WHEREOF, the undersigned, duly authorized thereto by their respective Governments, have signed this MOU.

DONE at Busan, Republic of Korea, this Ninth day of December Two Thousand and Fourteen, in two original copies, in English language.

Signature:



Signature:



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Project Document

PROJECT TITLE : **FACILITATING THE PARTICIPATORY PLANNING OF COMMUNITY-BASED FOREST MANAGEMENT USING GEOGRAPHIC INFORMATION SYSTEM AND REMOTE SENSING TECHNOLOGIES IN FOREST RESOURCES MANAGEMENT IN THE PHILIPPINES, INDONESIA AND THAILAND**

1. RATIONALE

Several terminologies are being associated with the approach of involving forest or upland communities in the whole spectrum of forest management. Depending on the level of application and appreciation, several terminologies such as social forestry, community forestry, village forestry and others are being used across nations to denote such approach in forest management.

ASEAN Member countries recognize that the involvement of local people in forest management can help achieve Sustainable Forest Management (SFM) and improve the well-being of poor people. ASEAN countries are increasingly using social forestry approaches to provide a mix of social, cultural, economic and environmental benefits (asfnsec.org).

On the one hand, in the Philippines, Community-Based Forest Management (CBFM) has evolved to be the collective term for all its people-oriented forestry programs. CBFM constitutes “a powerful paradigm that evolved out of the failure of state forest governance to ensure the sustainability of forest resources and the equitable distribution of access to and benefits from them”. In 1995, the Philippine government adopted CBFM as the national strategy to promote SFM, in recognition of the negative impacts occurring as a result of widespread forest loss across the country. The strategy stresses the importance of involving communities in sustaining the forest through projects such as timber harvesting, agroforestry as well as forest livelihood and enterprise development in the latter years. CBFM therefore advocates an increasingly ‘bottom up’ – as opposed to the historically ‘top down’ and centralized - approach to sustainable forest governance involving a variety of stakeholders. Around 4,803 projects sites covering 2.9 M hectares had been placed under CBFM program across the country. For this reason the Philippines has been considered a pioneer within Asia for the successful implementation of CBFM as a nationwide tool of forest governance. Part of the recognition of the rights of forest communities (both indigenous tribes/peoples and upland migrants) is the provision of tenure security over the land they are occupying and cultivating. Across the ASEAN region, in the Philippines, for example, CBFM Agreements, a 25-year (renewable for another 25 years) tenure instruments/contracts were already awarded to 1,888 organized upland communities covering around 1.6 million hectares. Cambodia recognizes Community Forestry (CF) identification and formalization. Indonesia is providing legal access to communities managing state forest, through CF, Village Forest, Private Forest and People’s Plantation Forest. Thailand, as part of their 2007 National Constitution (Article 56) recognizes communal rights in the conservation and use of natural resources. Vietnam has been piloting and developing community forest management, wherein 2.5 million hectares has been allocated since 2010 and another 4 million hectares by 2020 for the said strategy.

CBFM is hailed by advocates for its effectiveness in promoting conservation and maintaining traditional livelihoods, while simultaneously developing local economies. Many practitioners and experts are realizing that forest communities are actually the most interested parties in the sustainable management of their forests, given that it is their source of life. Additionally, these communities are often experts on their forest ecosystem.

With these recognitions, community-based or local level management is apparently realized because forest communities are undoubtedly categorized as “forest managers” over the land entrusted to them. Nevertheless, the challenge of being an effective forest stewards remains as these communities are faced with various limitations in terms of technical capacities in the areas of planning, monitoring, and implementation of forest management activities, projects and programs. Foremost, in the preparation of Community-level Forest Management (CFM) plans where participatory approaches are important so as to ensure that these plans are based on the needs and aspirations of the affected community and at the same time attuned with the national-level plans and priorities, in the same way that effective CBFM implementation starts with good and practical planning. Better appreciation of CFM plans facilitates the provision of subsidies, incentives and grants for land and livelihood development from the government, private sector and development institutions.

CBFM implementation in the Philippines, Thailand and Indonesia, particularly in the preparation of CFM plans is one of the areas where some more enhancements are needed. In the Philippines, holders of CBFM Agreements are required to prepare their community resource management framework or plan which presents the community’s visions, missions, goals and objectives for a period of 25 years. However, less than 50% of the CBFMA holders have completed the preparation of their resource plans, of which, only 25 % have been updated. Limited financial and technical capability of the PO as well as inadequate manpower and financial support from concerned government agencies have been identified as key factors affecting the low success rate in the implementation of such planning activities. These factors led to the seeming attitude on the part of the CBFMA holders to believe that existing government regulations on the preparation of resource management plans (in terms of process, outputs and timelines) as tedious and stringent prescriptions.

The existence of state-of-the-art technologies, particularly Geographic Information System (GIS) and Remote Sensing (RS) in planning and management of forests and forestlands is one bright opportunity that will facilitate CFM participatory planning. The availability of these technologies are proven to be a practical tool in community-based planning as it provides visual and spatial dimensions of the biophysical features of the land subject for planning. Accessibility of more accurate equipment such as GPS with camera, tablets and mobile phones equipped with GPS collectively known as “geo-tagging” devices increases the appreciation of the forest community and other stakeholders in the assessment of their resources. In the same way that software for the development and establishment of spatial database are prevalent. These technological developments coupled with the “user friendly” characteristics of these software and hardware are within reach for application by the concerned government staff and forest communities as well.

With the application of said technologies, the process of participatory planning will be promoted between and among stakeholders at different levels (forest community, government as facilitator and other stakeholders for support). Likewise, flexibility on the use of said technologies in all stages of planning is also one clear advantage for community-based planning to effectively proceed. Existing guidelines provides opportunities for enhancing the planning processes, outputs and outcomes.

2. DEFINITION OF TERMS

Some of the terms used under this proposal, will have the following operational definitions:

- 2.1. **Community-level Forest Management (CFM) Facilitators** – refer to the concerned forestry officers/staff assigned to assist or facilitate CFM activities.
- 2.2. **Community-level Forest Management (CFM) Plan** – refers to the document defining the terms and procedures for access, use and protection of natural resources within the tenured forest area, which will in all cases be consistent with the overall management strategy of the entire watershed area where the tenured forest area is

located, and will be formulated by the community with the assistance of the government. It contains the community's vision, mission, goals, objectives and activities over the awarded lands to be translated in a form of matrixes and maps that are user friendly.

- 2.3. **Remote Sensing** – refers to the gathering of data/information about objects and areas on earth through the use of satellite or aerial sensors. It provides and collects data in the form of images for analysis and is used for planning, monitoring and management.
- 2.4. **Satellite Imagery** – refers to an image of the whole or part of the earth taken using artificial satellites. These images have a variety of uses, including: cartography, military intelligence and meteorology. Satellite images can either be visible light images, water vapor images or infrared images. It provides an effective means of observing and quantifying the complexities of the surface of the earth.
- 2.5. **State-of-the-Art Technologies** – refer to the contemporary skills or knowledge, tools and equipment that facilitate community planning which include but not limited to the application of the following: Geographic Information System (GIS), Geographic Positioning System (GPS), satellite images as well as approaches such as community mapping and participatory planning.
- 2.6. **Target Beneficiaries** – refers to the primary recipients of benefits (e.g. trainings, development packages, etc.) composing of tenured forest holders engaged in the project, and secondary recipients (LGUs, NGOs and other stakeholders)
- 2.7. **Tenured Forest** – refers to the certain portion of forestland areas within public lands issued with tenure instruments by the concerned government office to recognize or legitimize occupations, utilization and management of indigenous peoples and upland or forest migrants and inhabitants/dwellers.
- 2.8. **Tenured Forest Holders**- refers to the local residents/communities or indigenous peoples including upland/forest migrants awarded with tenure instruments.

3. PROJECT INFORMATION

3.1. Guiding Principles

Under the Community-Based Forest Conservation and Development principle, the CBFM program is adopted as strategy to promote SFM and with underlying basic principles as maybe applicable to the existing laws and regulations of implementing countries, to wit:

- **Social equity, recognition of indigenous peoples, and gender parity.** Upland forest occupants and forest dependent communities, both indigenous peoples as well as migrant groups, women as well as men, have the right to occupy and the use forest land resources upon which their cultures and their livelihood depend, provided that they do so responsibly and sustainably.
- **Livelihood and local management of natural resources.** Because their subsistence and livelihood depend on the forest resources, and because they reside close to or in the forest itself, forest occupants and communities are logically the most appropriate front line managers and stewards of the forest.
- **Community participation, sustainable forest management and biodiversity conservation.** Whether defined as aggrupation of individuals or of organized groups on the barangay, municipal or provincial levels occupying a commonly-shared

contiguous area, forest-dependent communities will undertake responsible and sustainable forest management if it is in their best interest to do so.

- **Creation of the enabling environment.** The government's responsibility is to create the enabling environment in which forest occupants and communities are empowered and institute sustainable management systems to rehabilitate, sustainably use, protect, and conserve the country's forest resources.
- **Partnership.** Being complex, sustainable forest management requires that the task of creating the enabling environment for community-based forest management be shared and undertaken through teamwork. Consequently, the government and the forest-managing communities need to enter into mutually-beneficial arrangements with local government units. Other local groups and the private sector in pursuing sustainable livelihood and forest ecosystems.

On the other hand, the implementation of CFM planning is guided by the following principles:

- **Participatory approach.** The formulation and implementation of CFM plan and related plans will be community-led and will promote broad-based participation and involvement. The concern of the communities, government agencies, local governments and other stakeholders will be taken into consideration through democratic consultations and negotiations. These processes may involve resolution of conflicts arising from the use and management of forest resources.
- **Multiple-use of forest management.** The multiple-use of forest will be promoted. In undertaking such opportunities, the complementary of forest functions should be considered to attain a balance between economic and environmental concerns. As a matter of principles, the CFM plan should reflect the CBFM priority for the beneficial use by communities of resources that entail little or no extraction, especially of timber resources. Priority will be given to the beneficial use with no extraction (e.g. ecotourism), followed by minimal extraction usage (e.g. non-timber resources, water usage), with timber extraction being the last priority.
- **Resource sustainability.** Community management of forest should lead to the protection and improvement of existing forest resources, rehabilitation of degraded ones, and conservation of soil, water, wildlife and biodiversity resources. This should result in higher productivity and sustainability of the forest resources, and provide greater benefits to the steward-community.
- **Integrated planning.** The CFM plan should provide an integrated framework for the development, protection and utilization of the forest resources. It should be consistent with, and forms an integral part of the conservation and management of the larger watershed as well as the area development plans of the local and central government concerns.
- **Recognition of indigenous people's rights and practices.** The management and utilization of forest resources will promote the recognition and respect for the rights of indigenous peoples, and their indigenous knowledge, systems and practices including the protection of their intellectual property rights where these exist.
- **Gender parity.** The management and utilization of forest resources will provide equal opportunities for men and women to participate and share in attendant responsibilities and benefits.

- **Effective resource utilization.** Utilization of existing resources will be based on sound ecological and economic principles. Plantation timber species, non-timber forest products and lesser-used species will be given priority in utilization and extraction activities within the CBFM area.

A portion of the income derived from the utilization of forest resources, which will be by the community, will be reinvested in the development of the community's CBFM area, e.g. capital build-up for the people's organization, community facilities such as water systems and infrastructure, and improvement of the forest resource base.

3.2. Regionality

Among the ten (10) ASEAN Member States (AMS), Cambodia, Indonesia, Lao-PDR, Malaysia, Myanmar, Philippines, Thailand and Vietnam are all situated within a common scenario on forest management which is being challenged with the existence of upland communities within state-owned forestlands. These countries apply the same approach in providing land tenure security to several resource managers which are either individual or corporate, including forest communities within the state-owned forestlands. Forest communities are seen as partners of the government rather than impediments to forest management.

At the forefront of SFM implementation in the ASEAN is the realization of the importance of involving forest communities at all stages of forest management which can be seen in the current efforts and priorities of each AMS towards capacity building of all forest stakeholders, primarily, the forest communities. Among others, each AMS has been working for CFM-related activities such as: 1) improvement of community forestry management plan and enterprise development in Cambodia; 2) community capacity building, development of incentives as well as partnerships between forest farmers and forest product based industries in Indonesia; 3) poverty alleviation and land-use planning, community Participatory in Forest Management (PFM), stakeholder collaborative forest management, CBFM for eco-tourism, traditional forest management system and small-holder plantation in Lao-PDR; 4) Promoting community-based forest restoration programs, enhancement of heritage value of forest through social forestry, co-management of forest conservation areas in Malaysia; 5) strategic policies for poverty alleviation and rural development programmes, developing community forestry, capacity-building, research and development for social forestry, networking in social forestry activities in national and regional levels in Myanmar; 6) forest manager capacity enhancement in terms of capacity-building, organizational strengthening, networking and accessing, database management, livelihood and enterprise development, Monitoring, Assessment and Reporting (MAR) in the Philippines; 7) protect, conserve and improve environmental and livelihood quality of community forestry according to natural resource base, prevent and mitigate any damages within community forest caused by human activities, build capacity of community forest network, relevant personnel and agencies to better coordination and integration to support and promote international cooperation relevant to climate change in community forestry management at the global and regional levels in Thailand; and 8) piloting and developing Community Forest Management (CFM), wherein 2.5 million hectares has been allocated since 2010 and another 4 million hectares by 2020 for their CFM and mainstreaming commune-level forest land-use plans for their REDD activities and PES for watershed protection potential.

At this time, Indonesia is implementing community-based forest management especially for the establishment of community plantation forest at around 500,000 ha until 2020. All effort from Ministry of Forestry focused on permit procedures for forest product from community plantation forest, mapping of land area for community plantation forest as well as recognition for clear and clean of community plantation forest (land tenure issue especially in indigenous people forest). All activities of this project initiated by Philippines are very relevant with Indonesian condition. Participatory approach,

integrated planning as well as recognition of indigenous people are very crucial aspects to develop and test in Indonesia during this project.

Participation of Implementing Countries in the project will lead to collaborating activities towards the enhancement of available opportunities for the successful implementation of SFM at the level of the implementing country, particularly the Philippines, Indonesia and Thailand, and the ASEAN region as a whole. Participation of Implementing Countries in the conduct of regional workshops will be encouraged including cross-country visits as venues for collaborative exchange of experiences, technologies and knowledge. The Regional workshop will be hosted by the Philippines while cross-country visits will be conducted in the implementing countries and will be open to the rest of the AMS.

3.3. Participants

3.3.1 Implementing countries

The project will be implemented by the Philippines as the lead country with Indonesia and Thailand as the participating countries. These three (3) countries will implement the set of activities outlined in the project's work plan as enumerated under Item 5.1. The Philippines together with Indonesia and Thailand will conduct their individual in-country workshops to determine country level capacities and experiences on community based forest management planning (to include other interested AMS). The in-country workshops will serve as inputs to the Regional workshop to be participated by Philippines, Indonesia, Thailand and other interested AMS to come up with ASEAN status and way forward in CFM planning. To achieve the expected outputs, Philippines, Indonesia and Thailand will pursue the following roles under the Project, to wit;

- 3.3.1.1. Conduct internal assessment of the country's CFM planning capacities, systems and procedures;**
- 3.3.1.2. Contribute to the consolidation and analysis of CFM capacities at the Regional level;**
- 3.3.1.3. Implement piloting of enhanced CFM planning and implementation in their respective countries based on the regional learnings; and**
- 3.3.1.4. Conduct capacity building to the CFM planning teams.**

Implementing countries are expected to render active and sustained participation in the Project with the Republic of Korea (ROK) as an important partner for the exchange of technologies, knowledge and experiences in SFM as a whole.

3.3.2 Resource Institutions

Likewise, provision of technical assistance from domestic and international forestry and land-use management experts and institutions (from the academe and international development organizations) including other forms of support from key stakeholders such as the local government units and relevant non-government organizations will be encouraged and developed through the Project.

3.3.3 Tenured Forest Holders

Tenured forest holders will have an active role in actual plan preparation in terms of community mapping, resource assessment, situational analysis, visioning and decision making, including plan implementation. Along these efforts, CFM facilitators will ensure that the planning and implementation are consistent with the domestic policies and standards of the implementing countries.

3.4. Project Beneficiaries and Location

3.4.1 Project Beneficiaries

At the country level, concerned tenured forest holders as managers of the area to be subjected to CFM planning will be the primary beneficiary of the Project in terms of plan preparation and implementation. Similarly, tenured forest holders will also be capacitated together with the CFM facilitators and local government counterparts as potential members of the planning team.

3.4.2 Project Location

Three (3) pilot sites will be selected for each of the implementing countries. The specific areas or localities of the pilot sites will be finalized on the course of Project implementation based on the criteria to be developed during the conduct of the In-Country Workshops on the review of CFM planning procedures.

At the outset, these pilot sites should have the following characteristics:

- 3.4.2.1 Within established and delineated community forest issued with corresponding Land Tenure Instrument
- 3.4.2.2 Tenured forest with existing CFM plan that needs to be updated or tenured forest that has no CFM plan yet
- 3.4.2.3 Presence of CFM facilitators and dynamic CFM planning team
- 3.4.2.4 Level of management sustainability on community forest
- 3.4.2.5 Significant impact of community forest presence to enhance the environment quality

4. GOALS, OUTCOMES AND OUTPUTS

4.1. Goal

The main goal of the Project is to contribute to the improvement of forests and forest resources development within the ASEAN region, particularly in areas with community settlements.

4.2. Objectives

The Project will have the following objectives, to wit:

4.2.1. Long-term (6-10 years)

The implementing countries to:

- 4.2.1.1. maintain and/or increase in area developed within established tenured forests;
- 4.2.1.2. improve financial capability of target beneficiaries to implement forest development activities;
- 4.2.1.3. increase the number of target beneficiaries with improved forest management planning capabilities; and

4.2.1.4. apply the improved participatory planning guidelines through the aid of GIS and RS in community-based forest management projects.

4.2.2. Short term (3-5 years)

The implementing countries, to:

4.2.2.1. streamline existing planning guidelines and procedures (with the aid of GIS and RS) in the preparation of community-level forest management plan;

4.2.2.2. improve the planning capacities of target beneficiaries;

4.2.2.3. improve the certainty of tenured forests with workable community-level forest management plan;

4.2.2.4. support the community-level forest management plans successfully implemented; and

4.2.2.5. increase the number of forest technicians with the capabilities to provide assistance in the preparation of community-level forest management plan.

4.3. Outputs/Deliverables

4.3.1. **Report on the assessment and analysis of the status of community-level forest management planning process** at the implementing country/AMS and regional levels;

4.3.2. Enhanced procedures in the formulation and development of community-level forest management plan through participatory planning processes as facilitated by the use of GIS and RS in forest resources management;

4.3.3. Community-level forest management plans in selected tenured forest areas of each implementing country developed using the enhanced procedures; and

4.3.4. Capacitated planning team on community-level forest management planning.

4.3.5. Established/developed specific areas in accordance with the CFM plans in selected tenured forest areas of each implementing country

5. WORK PLAN AND STAFFING PLAN

5.1. Indicative Work Plan

This regional project will constitute the following activities with corresponding targets and budgetary requirements as appear in **Annex A**, to wit:

5.1.1. **In-country workshops on the review of Community-level Forest Management (CFM) planning procedures** – implementing countries will conduct a country level workshop to assess and document the current status of procedures and guidelines versus actual implementation in the preparation and implementation of CFM plans. Said workshop is expected to identify, among others, problems, issues, needs, concerns and gaps (in terms of policy/regulations, process and technology) that facilitate and hinders CFM planning and implementation.

- 5.1.2. Regional Workshops for the conduct of comparative assessment of in-country CFM Planning**—outputs of in-country workshops per country will be brought to a regional workshop to discuss and document results of activity 5.1.1. and come up with an enhanced CFM planning procedures adaptive to each country situation. AMS other than those who will be implementing in this regional project will also be invited in order to generate greater insights and recommendations.
- 5.1.3. In-country application of the enhanced procedures in CFM planning and implementation**—enhanced CFM planning and implementation template of procedures will be rolled-out for application in selected tenured forest areas in implementing countries. This would also include CFM orientation with the concerned forest stakeholders and piloting of the said templates with the planning team to compose the following: 1) concerned tenured forest holders 2) CFM facilitators 3) local government counterparts/partners and 4) other potential forest stakeholders. Said team will be trained on the conduct of the whole range of CFM planning procedures which basically constitute two (2) component activities, namely: Community and tenured forest area profiling or base-lining and CFM plan preparation.
- 5.1.4. CFM Plan Implementation, Monitoring and Evaluation** – in order to assess the effectiveness of the planning process, selected CFM plans in each implementing country will be implemented, monitored and evaluated. Likewise, short and long-term benefits of the CFM plan will be determined. Plan implementation will include activities such as plantation establishment, livelihood/enterprise development, database development and cross-country visits as part of capacity building for selected beneficiaries. On the other hand, monitoring and evaluation will be done by the R/CPMOs on a periodic basis to ensure project success.
- 5.1.5. Project Management and Supervision** – will constitute activities to coordinate and supervise different undertakings including finalization of outputs of the Project at the implementing countries and lead country levels.
- 5.1.6. Auditing** – external financial auditor will audit the project in each implementing country following the completion of the last activity of the project.

5.2. Staff Resource Plan

A Regional Project Management Office (RPMO) in the Philippines and counterpart Country-level Project Management Office (CPMO) in Indonesia and Thailand will be established to manage and facilitate the implementation of the Project. The said Project Management Offices (PMOs) will be supported by a Project Focal Person/ Project Manager to be designated by the Director of DENR-FMB and Head of existing forestry organization or structure from the Implementing Countries, respectively, including four (4) support staff i.e. two (2) Program Officers, one (1) Finance Officer and one (1) Administrative Officer for management and secretariat activities. As the lead country, the RPMO of the Philippines will also function as CPMO.

Under the over-all guidance of the Director of the Forest Management Bureau (FMB) and in close consultation with the Executive Director of the AFoCo Secretariat, the Regional Project Manager will be responsible for:

- 5.2.1. Management of project office, staff and financial matters to ensure the operation of the Project and delivery of service at the highest possible standard and quality;**

- 5.2.2. Coordination with the relevant officials and focal points from the implementing countries for efficient operation of the Project;
- 5.2.3. Ensure timely implementation of the activities at the national and regional levels identified in the Project document;
- 5.2.4. Provide guidance and assistance in organizing activities, workshops and training courses of the Project;
- 5.2.5. Review and submit regular and special reports of the project thru AFoCo to the Governing Council of the AFoCo Agreement;
- 5.2.6. Prepare and submit financial report including itemized statement of expenditures to the AFoCo Secretariat in a timely manner as required in the implementation of the Project;
- 5.2.7. Maintain record of activities implemented and accomplished including technical documents, recommendations and consultancy reports;
- 5.2.8. Ensure managerial and financial accountability in accordance with the Project criteria and existing operational guidelines of the AFoCo;
- 5.2.9. Facilitate the provision of financial support to Indonesia and Thailand upon submission of their respective budget requests for approval of the RPMO and eventual release of fund thru the AFoCo Secretariat; and
- 5.2.10. Perform other duties as may be assigned as appropriate in implementing the Project.

On the other hand, the Country-level Project Manager in Indonesia and Thailand will have the following duties and responsibilities:

- 5.2.11. Overall supervision and management of project office, staff and financial matters to ensure timely, efficient and effective implementation of project activities in their respective countries;
- 5.2.12. Ensure the timely implementation of the activities identified in the Project document in their respective countries;
- 5.2.13. Provide guidance and assistance in the implementation of project activities in their respective countries;
- 5.2.14. Review and submit periodic accomplishment reports of the project to the Regional Project Management Office and AFoCo;
- 5.2.15. Maintain record of activities implemented and accomplished including technical documents, recommendations and consultancy reports;
- 5.2.16. Ensure managerial and financial accountability in accordance with the Project criteria and existing operational guidelines of the AFoCo;
- 5.2.17. Submit budget request, financial reports and liquidations based on the approved Work and Financial Plan (WFP); and

5.2.18. Perform other duties and responsibilities as may be deemed as appropriate in implementing the Project.

6. MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

6.1. Management Arrangements

Establishing an effective project management structure is crucial for its success. Every project has a need for direction, management, control and communication, using a structure that differs from the line management. The Project is cross functional and involves partnership, the structure to be used is flexible and will require broad base of skills for a specific period of time. The management arrangement consists of roles and responsibilities that bring together the various interest and skills involved in, and required by, the Project.

This regional project will be led by the Philippines through its Department of Environment and Natural Resources – Forest Management Bureau (DENR-FMB). The ASOF leader will take the responsibility of the project in each implementing country. Each of the implementing countries will be responsible for the implementation of the Project at the country level. ROK, will provide support to project implementation through its able contribution in capacity building activities, to include but not limited to satellite imagery processing and interpretation including database development and management.

Regional Project Management and Implementation: at the regional level, a Project Manager and its technical and administrative support staff complement will be assigned from the pool of DENR-FMB staff to supervise, monitor and evaluate country-project outputs towards regional-level outcomes, including day-to-day implementation of the project.

Country-level Project Management and Implementation – at the level of implementing countries, existing forestry organization or structure will be utilized to ensure the smooth implementation of the project activities and submission of reportorial requirements. Whenever feasible or as necessary, implementing countries may also create their dedicated project organization to be drawn-up from their existing forestry organization or financed through its own resources to be credited as counterpart (in-kind) contribution to the project.

6.2. Implementation Arrangements

The regional project will involve international and national researchers and experts on community-based forest management planning and state-of-the-art technologies in forest resources management from international and national agencies. The project will involve local communities and other concerned stakeholders including government agencies and non-government organizations.

The main responsible agency for the implementation of the Project is the Department of Environment and Natural Resources – Forest Management Bureau (DENR-FMB) for the Philippines and its counterpart in all Implementing Countries to the project.



To ensure that domestic needs and priorities of each of the implementing countries are considered in project implementation, a Project Coordination Committee (**PCC**) will be created to be composed of Project Focal Person/Manager in each implementing country to be headed by the ASOF leader of the Philippines. Said committee will meet at least twice a year or as necessary.

6.3. Monitoring and Evaluation

Monitoring and Evaluation (M & E) is an embedded concept and constitutive part of the project. Monitoring activities will be done to determine if the project is proceeding based on the identified activities and schedules. While during an evaluation, information from previous monitoring activities will be used to understand the ways in which the project should proceed and whenever adjustments have to be taken. Further, evaluation process will be an analysis or interpretation of the collected data which delves deeper into the relationships between the results of the project, the effects produced by the project and the overall impact of the project. M and E will be done internally by the respective project management offices and independently through the Task Force for the Assessment of the current AFoCo Agreement, or similar bodies to be created for the same purpose.

Quarterly monitoring and evaluation will be conducted by the Regional Project Management Office (RPMO) thru submission of quarterly progress reports of each implementing country. Further, field monitoring and evaluation will be conducted by the respective Country-level Project Management of Implementing Country covering plan implementation activities (Year 3 onwards).

To ensure effective and efficient monitoring of project implementation, performance indicators as well as process indicators for milestone accomplishments will be developed based on the Project's approved Work and Financial Plan (WFP) of each implementing country.

6.4. Reporting

The project will follow the standard in reporting for AFoCo and all documents and reports will be done in English language. Reporting submissions are as follows:

- 6.4.1. The Implementing countries will submit quarterly progress report (physical and financial) to the Regional Project Management Office for monitoring purposes.
- 6.4.2. The Implementing countries will submit to the Governing Council of the AFoCO, every six (6) months progress reports and reports like workshop reports within one (1) month after the completion of each activity.
- 6.4.3. Financial status report which comprises balance sheet, statement of cash flow and statement of expenditures will also submitted by the Implementing countries to the council every six (6) months.
- 6.4.4. As the outputs of project implementation, all workshop materials/technical documents will be produced and disseminated. The workshops and trainings will also provide policy brief, if needed.
- 6.4.5. The Implementing Countries will submit to the Council a final project completion report within one (1) month after the completion of the last activity of the project.
- 6.4.6. The Implementing Countries through the Secretariat will submit to the KFS and Council a final audited statement of accounts and an itemized statement of

expenditures certified by the auditor following the completion of the last activity of the project.

7. BUDGET PLAN

The Project will entail a total budget of **US\$ 1,500,000.00** to be spent for the implementation of five (5) major components broken down as follows:

MAJOR COMPONENTS/ ACTIVITIES	ANNUAL BUDGETARY REQUIREMENTS (US\$)						Implementing Countries		
	1	2	3	4	5	TOTAL	Philippines	Indonesia	Thailand
1. In-country workshops on the review of Community-level Forest Management (CFM) planning procedures	63,600					63,600	21,200	21,200	21,200
2. Regional Workshops for the conduct of comparative assessment of in-country CFM Planning	136,500					136,500	136,500		
3. In-country application of the enhanced procedures in the CFM planning and implementation	291,330	26,685				318,015	106,005	106,005	106,005
4. CFM Plan Implementation and Monitoring and Evaluation		5,850	414,300	169,200	7,200	596,550	198,850	198,850	198,850
5. Project management and supervision	66,990	66,990	66,990	66,990	66,990	334,950	111,650	111,650	111,650
5.1. Staff Resources (Allowance of Project Staff)	39,600	39,600	39,600	39,600	39,600	198,000	66,000	66,000	66,000
5.2. Management Support for Operation	27,390	27,390	27,390	27,390	27,390	136,950	45,650	45,650	45,650
6. External Financial Audit					6,000	6,000	2,000	2,000	2,000
Contingency (for unforeseen dues, taxes, increase in unit cost and activities that are necessary in implementation of the project to achieve the targets)	8,877	8,877	8,877	8,877	8,877	44,385	14,795	14,795	14,795
GRAND TOTAL	567,297	108,402	490,167	245,067	89,067	1,500,000	591,000	454,500	454,500

On the other hand, the financial contribution equivalent to one percent (1%) from of the implementing countries will be in a form of in-kind contribution such as personnel attribution, provision of office space including utilities for the project management offices including other logistical support.

Below is the time attribution of designated project staff in each project activity for each implementing country (Philippines, Indonesia and Thailand).

Activity	Project Staff to be involved (per R/CPMO)	Time attribution (in man days)	Remarks
1. In-Country and Regional Workshops	Project Manager/Focal person and support Staff	25	Provision of technical and administrative assistance during pre, actual and post workshops
2. In-Country application of the enhanced procedures in the CFM planning and implementation	Project Manager/Focal person and support Staff	60	Provision of technical assistance in the conduct of activity orientation, pilot site identification, training, community and area profiling and CFM plan preparation
3. CFM Plan Implementation	Project Manager/Focal Person and support staff	69	Provision of technical and administrative assistance to CFM facilitators and project beneficiaries
4. Project Management and Supervision			
4.1 Project Coordination	Project Manager/Focal Person and support staff	60	Provision of technical and administrative support for the conduct of coordination meetings at the regional, country and project levels
4.2 Project Monitoring and Evaluation	Project Manager/Focal Person and support staff	108	Provision of technical assistance at the different stages of project implementation
4.3 Procurement and deployment of equipment, supplies and materials	Project Manager/Focal Person and support staff	10	Provision of administrative support
Total		332 working days (spread over the 5-year period of Project Implementation)	

The preceding computation includes only the attribution of Project Management Staff and is on top of the attribution from other personnel either directly or indirectly involved in the project during the course of project implementation (e.g. CFM Facilitators, Technical personnel and Finance Officers).

8. SUPPORT INFORMATION

8.1. Sustainability

The completion of Project milestones and activities will sustain collaboration among the Implementing Countries in the field of CBFM and SFM. Likewise, improved planning process will strongly contribute to the realization of the aspiration of tenured forest holders initially at the implementing countries (Philippines, Indonesia and Thailand) including other AMS through the following:

- Improved synergy to implement development activities both at the individual and communal farm levels.
- Encourage mainstreaming of plan and promote investments from prospective development partners.

- Improved monitoring and evaluation resulting to more government interventions in terms of technical support and financial subsidies.

Phase-In/Phase-out plans will be developed in each project sites of the implementing countries to ensure smooth project implementation beyond project life.

- At the tenured forest area level, counterpart contribution from the target beneficiaries is expected to happen in the form of equity (farm implements, labor and other farm inputs), including maintenance and protection of the area developed through the Project. Additionally, seed capital brought about by the livelihood/enterprise activities introduced by the project will be sustainably managed beyond project life. Beneficiaries will also be encouraged to develop a benefit- sharing scheme to ensure equitable distribution of benefits among members derived from the Project.
- Appropriate arrangements with concerned forestry agencies will be encouraged for the continuous monitoring of project activities and provision of necessary technical assistance to target beneficiaries and linkages with other entities.

The Project is also envisioned to utilize the gains of the AFoCo Regional Project Component 2 entitled “Capacity Building on Improving Forest Resources Assessment and Enhancing the Involvement of Local Communities to Address the Adverse Impact of Climate Change”, particularly on the capability enhancement of the AMS on Forest Resources Assessment (FRA). CFM will embark mainly on the inventory and assessment of bio-physical resources within the area covered by the tenured forest, hence, FRA will be very much relevant.

Finally, the project envisions to mainstream the enhanced planning process developed under the project to the overall implementation of SFM initially in the Philippines, Indonesia and Thailand and in other AMS. A process documentation activity will be conducted to ensure proper recording of lessons learned during project implementation.

8.2. Potential Risk and Mitigation Strategy

Risks may occur during and even after completion of the Project with due consideration of the following:

- Inadequate participation among the Implementing Countries
- Wide range of gap among the Implementing Countries in the field of participatory planning
- Variation in terms of priority and needs among the Implementing Countries in participatory driven planning in CBFM areas
- Difference in biophysical and socio-political condition of CBFM area among the Implementing Countries

To mitigate the impacts of said risks, project supervision and coordination at the regional and country levels will be strengthened and sustained throughout the project implementation period. Similarly, efforts to narrow limitations in terms of the gaps identified among implementing countries will be addressed in all potential venues, such as regional workshops and cross-country visits and relevant project activities.

8.3. Potential Gender, Environmental and Social Impacts

Potential gender, environmental and social impacts will be addressed through the following strategies:

- Participation of both women and men without giving any privilege to any social groups
- Encouraging participation of the informal settlers of the society, particularly forest communities
- The project will consider cross-cutting concerns in terms of social and economic issues involving upland communities within the state-owned forestlands
- The participation of relevant stakeholders in the whole cycle of project implementation

8.4. Possible Follow-Up Projects

Considering the totality of similarly situated target project beneficiaries vis-à-vis project covered CBFM areas, up scaling of project can be recommended to cover at least 50% of the remaining tenured forests without community-level management plans. Moreover, project beneficiaries with improved community-level management plans will need budgetary support to implement the same, hence plan implementation can be covered as a follow-through project.

9. ATTACHMENTS

Attachment A. Indicative Work Plan

Attachment B. Indicative Budget Plan

Attachment C. Implementation Schedule

Attachment A. Indicative Work Plan

Activity	Timeline	Responsible Person/Body	Outputs	Remarks
A. In-country workshops on the review of Community-level Forest Management (CFM) Planning Procedures	1-Q1	• Implementing countries	<ul style="list-style-type: none"> • Compilation of existing guidelines • Identification of existing hardware and software to support CBFM planning and implementation • Framework of assessment • Gap analysis and needs assessment • Status of Community-level planning and implementation 	<ul style="list-style-type: none"> • To be implemented by concerned implementing countries
A.1 Literature Review including available technologies A.2 Conduct of workshop				
B. Regional workshop for the conduct of comparative assessment of in-country CFM planning	1-Q2	• Philippines	<ul style="list-style-type: none"> • Framework of assessment • Synthesis of Regional status of Community-level planning and implementation • Comparative analysis of countries' Community-level planning and implementation • Developed template for enhanced procedures in the CBFM planning and implementation (organizational and community-level) 	<ul style="list-style-type: none"> • Workshop to be organized by the lead country • Budget to be shared by implementing countries
C. In-country application of the enhanced procedures in the CFM planning and implementation	1-Q3 to 2-Q2	• Implementing countries	<ul style="list-style-type: none"> • Field testing and documentation of pilot project implementation 	<ul style="list-style-type: none"> • To be implemented by concerned implementing countries

Activity	Timeline	Responsible Person/Body	Outputs	Remarks
C.1 Pilot site identification C.2 Orientation cum training	1-Q3 1-Q3		<ul style="list-style-type: none"> • Identified pilot sites • Planning team with knowledge of enhanced CBFM planning and implementation process 	
C.3 Community and area profiling	1-Q4 to 2-Q1		<ul style="list-style-type: none"> • Community and area profile 	
C.4 CFM plan preparation	2-Q2		<ul style="list-style-type: none"> • CRMF 	
C.5 Equipment for the Implementing Countries	1-Q2		<ul style="list-style-type: none"> • 1 set of equipment for each pilot site 	
D. CFM plan implementation, and monitoring and evaluation	3-Q1 to 5-Q2	• Implementing Countries		
D.1 Plantation establishment, maintenance and protection	3-Q1 to 5-Q2		<ul style="list-style-type: none"> • Area developed 	
D.2 Livelihood/enterprise development	4-Q1 to 5-Q2		<ul style="list-style-type: none"> • Livelihood projects 	
D.3 Database development	3-Q1		<ul style="list-style-type: none"> • Information database 	
D.4. Cross country visit	3-Q2		<ul style="list-style-type: none"> • Lessons and experiences of Implementing Countries 	
D.5 Equipment for the implementing countries	3-Q1		<ul style="list-style-type: none"> • 1 set of equipment for each pilot site 	
D.6 Monitoring and Evaluation	1-Q1 to 5-Q4 3-Q3 to 5-Q4		<ul style="list-style-type: none"> • Quarterly progress report • Monthly field monitoring and evaluation 	

Activity	Timeline	Responsible Person/Body	Outputs	Remarks
			report	
E. Project management an supervision	1-Q1 to 5-Q4	<ul style="list-style-type: none"> • Implementing Countries 	<ul style="list-style-type: none"> • Report/documentation 	
F. External Financial Audit	5-Q4	<ul style="list-style-type: none"> • Implementing Countries 	<ul style="list-style-type: none"> • Audit Report 	

Attachment B. Indicative Budget Plan

Activity	Quantity	Unit Price	Sub-Total	Total	Remarks
A. In-Country Workshops on the review of Community-level Forest Management (CFM) Planning Procedures				63,600	
A.1. Literature Review including available technologies	3	1,000	3,000		Includes Professional Fee (PF) of 1 local consultant @ 200/day for 5 days
A.2. Conduct of Workshop	3	20,200	60,600		Includes food and hotel accommodation, DSA and air tickets of 40 pax for 3 days and PF for 1 facilitator @ 200/day for 5 days, including preliminary meetings
B. Regional Workshop for the conduct of comparative assessment of in-country CFM planning	1	136,500	136,500	136,500	Includes food and workshop venue, DSA, accommodation and air tickets of 3 representatives per country and honorarium for facilitator for 7 days
C. In-Country application of the enhanced procedures in the CFM planning and implementation				318,015	Average of 3 pilot sites per implementing countries
C.1. Pilot Site Identification	9	1,000	9,000		Includes PF of 1 local consultant @ 200/day for 5 days
C.2. Orientation cum Training	9	20,200	181,800		Includes food and hotel accommodation, DSA and air tickets of 40 participants for 3 days, PF of 1 facilitator @200/day for 5 days (including preliminary meetings) and supplies and materials
C.3. Community and area profiling	9	5,770	51,930		Includes traveling expenses of 6 personnel for 7 days and supplies for actual data gathering and report writing
C.4. CFM Plan preparation	9	2,965	26,685		Includes travelling expenses and DSA of 3 personnel for 3 days and expenses for actual

Activity	Quantity	Unit Price	Sub-Total	Total	Remarks
					conduct of CFM formulation with 20 pax from the community
C.5. Equipment for the implementing countries	3	16,200	48,600		Includes procurement of 1 desktop, printer, software, 3 GPS and 3 geo-tagging device for each pilot site (3 pilot sites/country)
D. CFM Plan Implementation, Monitoring and Evaluation				596,550	
D.1. Plantation, establishment, maintenance and protection	9	35,000	315,000		Includes expenses for preliminary activities such as contract preparation and training for SD implementation and actual cost of establishment
D.2. Livelihood/enterprise development	9	18,000	162,000		Includes expenses for preliminary activities such as contract preparation and training for livelihood implementation and start-up capital for identified livelihood
D.3. Database development	9	3,600	32,400		Includes PF of 1 local consultant @200/day for 18 days (database program development and quarterly maintenance)
D.4. Cross country visit	3	21,100	63,300		Includes food and hotel accommodation, DSA and travel allowance of country and community representatives (1 country reps, 2 POs)
D.5. Equipment for the implementing countries	3	1,950	5,850		Includes procurement of 1 desktop, printer for each pilot site (3 sites/country)
D.6. Monitoring and Evaluation	90	200	18,000		Monthly field M & E @200/month start on Year 3, 3 rd Quarter
E. Project Management and Supervision				334,950	

Activity	Quantity	Unit Price	Sub-Total	Total	Remarks
E.1. Staff Resources (Allowance /Honorarium of Project Staff)				198,000	
E.1.1. Project Focal Person/ Project Manager	1	300	54,000		
E.1.2. Program Officer	1	200	36,000		
E.1.3. Program Officer	1	200	36,000		
E.1.4. Finance Officer	1	200	36,000		
E.1.5. Admin Officer	1	200	36,000		
E.2. Management Support for Operations				136,950	
E.2.1. Office Supplies			32,400		
E.2.2. Fuel and Utilities			18,000		
E.2.3. Other Consumable Items			13,500		
E.2.4. Domestic Duty Travel			48,750		
E.2.5. Coordination Meetings			13,500		
E.2.6. Miscellaneous			10,800		
F. External Financial Audit	3	2,000	6,000	6,000	
Contingency Fund				44,385	
TOTAL BUDGETARY REQUIREMENT				1,5000,000	

Attachment C. Implementation Schedule

Activity	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4																
A. In-country workshops on the review of Community-level Forest Management (CFM) planning procedures	■																			
A.1 Literature Review including available technologies	■																			
A.2 Conduct of Workshop	■																			
B. Regional Workshops for the conduct of comparative assessment of in-country CFM Planning		■																		
C. In-country application of the enhanced procedures in the CFM planning and implementation			■	■	■	■	■													
C.1 Pilot site identification			■																	
C.2 Orientation cum Training			■																	
C.3 Community and area profiling				■	■															
C.4 CFM Plan Preparation						■														
C.5 Equipment for the participating AMS			■																	
D. CFM Plan Implementation, Monitoring and Evaluation									■	■	■	■	■	■	■	■	■	■		
D.1 Plantation establishment, maintenance and protection									■	■	■	■	■	■	■	■	■	■		
D.2 Livelihood/enterprise development										■	■	■	■	■	■	■	■	■		
D.3 Database development									■											
D.4 Cross-country visit										■										
D.5 Equipment for the participating AMS									■											
D.6 Monitoring and Evaluation	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
E. Project management and supervision	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
F. External Financial Audit																				■

Operating Guidelines

For Implementation of Regional Cooperation Projects

**under the Agreement between the Governments of the Member States of
the Association of Southeast Asian Nations and the Republic of Korea on
Forest Cooperation**

December 2014

I. Definition

1. For the purpose of applying these Operating Guidelines:
 - a) “AFoCo Agreement” means the “Agreement between the Governments of the Member States of the Association of Southeast Asian Nations and the Republic of Korea on Forest Cooperation” that was signed on 18 November 2011 in Bali in Indonesia and entered into force on 5 August 2012.
 - b) “Council” means the Governing Council established under the AFoCo Agreement.
 - c) “Executive Director” means the head of the Secretariat established under the AFoCo Agreement.
 - d) “Implementing Agency” means an agency nominated by the Implementing Country for implementation of the project activities in the country.
 - e) “Implementing Country” means a Side to the Memorandum of Understanding (MOU)/ Implementation Agreement of the Project, who is responsible for implementation of activities under the Project.
 - f) “Implementation Agreement” means an agreement signed by the respective Sides for implementation of the Project under the specific terms and conditions.
 - g) “Project” means cooperation Project entitled “Facilitating the participatory planning of community-based forest management using geographic information system and remote sensing technologies in forest resources management in the Philippines, Indonesia and Thailand” approved by the “Council” to be implemented under the framework of the AFoCo Agreement.
 - h) “Project Manager” means a person-in-charge appointed through the Implementation Agreement/Memorandum of Understanding (MOU), based on the nomination of Implementing Country for coordination and financial management of the project at regional level.
 - i) “Project Personnel” means any personnel appointed, hired or assigned for implementation of the project activities.
 - j) “Secretariat” means the Secretariat established under the AFoCo Agreement.

II. Introduction

2. The Guidelines will be applied for operation of the Project entitled “Facilitating the participatory planning of community-based forest management using geographic information system and remote sensing technologies in forest resources management in the Philippines, Indonesia and Thailand”.
3. The Project will be implemented in accordance with the respective Implementation Agreement within the scope of the objectives and the framework of the AFoCo Agreement.

III. Scope and Purpose

4. The Guidelines cover the basic conditions of entitlements and obligations of Project Personnel as well as fund management procedure to be applied in carrying out the activities of the Project. The Guidelines will be applied in accordance with the institutional regulations and national laws of the Implementing Country.
5. In case of difference or dispute arising from the application of Project Document and the Guidelines (Annex-1 and Annex-2 of the MOU), the latter will prevail in order to maintain consistency in Project implementation.

IV. Staff management

4.1 Status, Duties and Obligations

4.1.1 Status of Project Personnel

6. The Project personnel who are existing personnel from respective forestry office of Implementing Countries will be designated to work for the Project.

4.1.2 Duties and obligations of Project Personnel

7. By accepting such designation the said Project personnel will render services for the Project over and above his/her regular functions, and will have the following duties and obligations:
 - a) Will work under the Implementing Country who has ultimate responsibility for the implementation of Project activities;
 - b) Pledge themselves to discharge their functions efficiently and uphold the highest standards of competence, integrity and respect for all cultures; and
 - c) For the purpose of Project coordination, monitoring and financial management at the regional level and country level, the lead coordinating country as well as the other Implementing Countries will designate their respective Project Manager.

8. Under the over-all guidance of the Director of the Forest Management Bureau (FMB) and in close consultation with the Executive Director of the AFoCo Secretariat, the Regional Project Manager will be responsible for:
 - i. Management of project office, staff and financial matters to ensure the operation of the Project and delivery of service at the highest possible standard and quality;
 - ii. Coordination with the relevant officials and focal points from the implementing countries for efficient operation of the Project;
 - iii. Ensure timely implementation of the activities at the national and regional levels identified in the Project document;
 - iv. Provide guidance and assistance in organizing activities, workshops and training courses of the Project;
 - v. Review and submit regular and special reports of the project thru AFoCo to the Governing Council of the AFoCo Agreement;
 - vi. Prepare and submit financial report including itemized statement of expenditures to the AFoCo Secretariat in a timely manner as required in the implementation of the Project;
 - vii. Maintain record of activities implemented and accomplished including technical documents, recommendations and consultancy reports;
 - viii. Ensure managerial and financial accountability in accordance with the Project criteria and existing operational guidelines of the AFoCo;
 - ix. Facilitate the provision of financial support to Indonesia and Thailand upon submission of their respective budget requests for approval of the RPMO and eventual release of fund through the AFoCo Secretariat; and
 - x. Perform other duties as may be assigned as appropriate in implementing the Project.
9. On the other hand, the Country-level Project Manager in Indonesia and Thailand will have the following duties and responsibilities:
 - i. Overall supervision and management of project office, staff and financial matters to ensure timely, efficient and effective implementation of project activities in their respective countries;
 - ii. Ensure the timely implementation of the activities identified in the Project document in their respective countries;
 - iii. Provide guidance and assistance in the implementation of project activities in their respective countries;

- iv. Review and submit periodic accomplishment reports of the project to the Regional Project Management Office and AFoCo;
- v. Maintain record of activities implemented and accomplished including technical documents, recommendations and consultancy reports;
- vi. Ensure managerial and financial accountability in accordance with the Project criteria and existing operational guidelines of the AFoCo;
- vii. Submit budget request, financial reports and liquidations based on the approved Work and Financial Plan (WFP); and
- viii. Perform other duties and responsibilities as may be deemed as appropriate in implementing the Project.

4.2 Recruitment and Appointment

4.2.1 Consultancy and Expert Assignment

- 10. A Service Contract Agreement is required in hiring consultant firm, individual consultancy or expert assignment. The Contract Agreement will cover scope of work, deliverables or outputs, work program and schedule, place of work, fees and other benefits for the assignment. The consultancy fee for international consultant / expert will be within the limit of USD 300 to 400 per man-day based on qualifications and experience. For the national consultant, a fee limit of USD 100 to 200 per man-day will be applied. The consultancy fee will be inclusive of social security and any other personal insurance applicable by the Implementing Country.

4.3 Remuneration of the project personnel

- 11. Remuneration of the Project Personnel will be stated in and determined by the Project Document approved by the Council.

4.4 Social Security, Insurance and other benefits

- 12. All Project Personnel will be covered by a social security and insurance system applicable under the national laws and regulations of the Implementing Country. The Project Manager will ensure all Project Personnel have equal access to basic health care services and social security entitlements provided to the nationals of the Implementing Country.

4.5 Official Travel

4.5.1 Travel authorization and coverage

- 13. Subject to the availability of the budget, official travel will be authorized upon the approval by the Implementing Country, the Secretariat or lead coordinating country, as the case maybe, before it is undertaken.

- 14. In case of overseas travel, the expenses will be covered for the most direct economy class

air transportation, lodging allowance at the rate of USD 105 per night and daily subsistence allowance at the rate of USD 105 per day¹. Such allowances are entitled for actual day(s) of mission plus one (1) day of travel.

15. In case of domestic travel, expenses will be covered for the most direct economy class ground or air transportation, lodging allowance at actual cost, daily subsistence allowance at the rate of USD 35 per day². Such allowances are entitled for actual day(s) of mission plus one (1) day of travel.
16. The travelling Project Personnel are entitled to the incidental travel expenses mentioned below:
 - a) Charges for visas;
 - b) Vaccinations (if required by the destination country);
 - c) Hire of local transportation (applicable when public transport is unavailable or unreliable);
 - d) Telephone, telegraph, radio and internet communications related to the work;
 - e) Transportation or storage of authorized baggage used on official business;
 - f) Travel-related insurances; and
 - g) Such other incidentals as specifically approved by the respective authority.

4.5.2 Payment of the travel expenses

17. Expenses arising from official travel will be reimbursed after completion of travel and upon receipt of the travel claim. Where appropriate, the project office may directly arrange air ticket for the official travel.

V. Fund management

5.1 Fiscal Year

18. The fiscal year of the Project will be from 1 January to 31 December of each calendar year.

5.2 Accounting control

19. The Implementing Agency will ensure a proper bookkeeping and account control system in place and submit quarterly financial reports to the designated authority of the Implementing Country and the Executive Director.

5.3 Procurement of Goods and Services

20. For procurement of goods or services valued more than USD 1,000, at least three (3) bids (quotations) from the suppliers or providers should be invited prior to procurement and the Implementing Country, in accordance with the related national laws and regulations, will determine the lowest and appropriate bid for purchase of goods or services. Direct

¹ Overseas rates are with reference to the staff guideline of the ASEAN-ROK Forest Cooperation Secretariat.

² Domestic daily subsistence allowance rate is one-third of overseas rate and also with reference to the average rate applied for individual cooperation projects in 2011.

purchase can be made for those items with value less than USD 1,000 subject to the purchase regulations of the Implementing Country.

VI. Project management

6.1 Inception

21. Immediately after signing of the Implementation Agreement/MOU by the respective Implementing Countries and upon receipt of fund, the Implementing Countries will initiate the inception of the Project and begin the implementation of activities.

6.2 Planning and Implementation

22. In order to carry out project implementation in a timely and efficient way, the Implementing Agencies will develop quarterly work plans with detailed activities, timeline and budget based on the Project Document and these Guidelines.
23. In case of organizing short-term training course, seminar and workshop under the Project, the same conditions and rates for travel, accommodation and daily subsistence allowance described under section 4.5.1 will be applied for the participants of the event.

6.3 Reporting

24. The Project Manager will compile regular progress reports submitted by the Implementing Country to the Executive Director intended for consideration of the Council. Where appropriate, the Project Manager will also submit to the Governing Council other reports (annual report, study report, workshop report, technical paper, policy brief) of the activities within one (1) month after completion of the activity.
25. The Project Manager will compile a financial status report, comprising balance sheet, certified statements of cash flow and expenditures submitted by the Implementing Country to the Executive Director intended for consideration of the Council every three (3) months (quarterly).
26. The Project Manager, in close cooperation and consultation with the Implementing Countries, will submit a final project completion report intended for the Governing Council via the designated authority of the Implementing Country to the Executive Director, within one (1) month after completion of the last activity of project. The final report will cover the outcomes of the project in the outlines mentioned below:

Project title:

Project duration:

Executive summary

I. Introduction

II. Objectives

III. Project management structure

IV. Project outputs (both tangible and intangible)

V. Implementation status (tabulated)

VI. Major achievements/success stories

VII. Issues and constraints

- VIII. Plan for the sustainability of project activities
- IX. Conclusion/Recommendation
- X. Annexes/Appendices
 - a. Financial statement
 - b. Audited financial report
 - c. Matrix of planned and actual activities
 - d. Other relevant documents

6.4 Termination

- 27. The submission and acceptance of final report and the financial audited report represent the completion of the Project. The respective Project Personnel will hand over the records, documents and all other transferrable to the designated authority of the Implementing Country before discharging his or her official duties. The designated authority of the Implementing Country, in consultation with the Executive Director, will officially announce the effective termination date of the Project.

VII. Monitoring Arrangement

- 28. The Project will be monitored in accordance with the procedure for assessment for implementation of the AFoCo Agreement and report to the Council under the terms and conditions set forth by the Council.
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ANNEX-3

Detailed Banking Instructions of the Implementing Countries¹

Philippines

Name of Bank:
Address of the Bank:
Name of Account Holder:
Type of Account:
Account Number:
Swift Code:

Indonesia

Name of Bank:
Address of the Bank:
Name of Account Holder:
Type of Account:
Account Number:
Swift Code:

Thailand

Name of Bank:
Address of the Bank:
Name of Account Holder:
Type of Account:
Account Number:
Swift Code:

¹ This information will be provided subject to internal regulation of each Implementing Country.