



MEMORANDUM

FOR : All Regional Directors
DENR-Regions 1-13, CAR and NIR except NCR

ATTENTION: The Regional CBFM Coordinators

FROM : The Director

SUBJECT : **FMB TECHNICAL BULLETIN NO. 20 ENTITLED ENHANCED GUIDELINES AND PROCEDURES IN THE PREPARATION/UPDATING OF THE COMMUNITY RESOURCE MANAGEMENT FRAMEWORK (CRMF) AND FIVE-YEAR WORK PLAN (FYWP) FOR THE CBFMA**

DATE : APR 19 2016

This is to provide DENR Field Offices the herein FMB Technical Bulletin No. 20 entitled "Enhanced Guidelines and Procedures in the Preparation/Updating of the Community Resource Management Framework (CRMF) and Five-Year Work Plan for the CBFMA".

This Technical Bulletin is intended to provide enhancements in terms of approaches and processes as embodied in Sections 18 to 29 of DAO No. 2004-29. It provides templates (reference materials and outputs in the form of maps and matrices), guide questions and the like for the consumption of CRMF Facilitator's Team of the DENR Field Offices as well as the step-by-step process to guide the CBFM-POs in preparation of their CRMF and FYWP.

The resulting CRMF will be translated from the usual heavy text (narrative form) into maps, tables/matrices for easier preparation and understanding. The tools have been enhanced and the expected outputs have been clearly identified.

Supplemental and/or clarificatory guidelines may be issued to cater to the field offices concerns that may arise during the implementation of this Technical Bulletin.

FOR REFERENCE AND GUIDANCE.

FOR. RICARDO L. CALDERON, CESO III



SUBJECT : ENHANCED GUIDELINES AND PROCEDURES IN THE PREPARATION/UPDATING OF THE COMMUNITY RESOURCE MANAGEMENT FRAMEWORK (CRMF) AND FIVE-YEAR WORK PLAN FOR THE CBFMA

1. RATIONALE

In 1995, through the Executive Order No. 263, the government adopted Community-Based Forest Management (CBFM) as the national strategy to promote Sustainable Forest Management (SFM), in response to the negative impacts of widespread forest loss across the country. It involves the participation of local communities as represented by Peoples Organizations (POs) who are considered “forest managers” in sustaining the forest through projects such as reforestation, agroforestry as well as forest livelihood and enterprise development. POs are issued with CBFM Agreement, a production sharing agreement for 25 years renewable for another 25 years. DENR Administrative Order (DAO) No. 2004-29 requires the PO to prepare their CRMF within 30 days after issuance of their CBFMA, 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 these 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 the DENR have been identified as key factors affecting the low success rate in the implementation of such planning activities.

Existing guidelines provides opportunities for enhancing the planning processes, while outputs and outcomes become simplified. The current technologies like the Geographic Information System (GIS) in planning and management of forests and forestlands is one bright opportunity that will facilitate the CRMF preparation. The availability of these technologies 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 increases the appreciation of the forest community and other stakeholders in the assessment of their resources. Thus, this Technical Bulletin is prepared to take advantage of these technologies as well as enhance the CRMF processes with simplified output and outcomes as provided for by the existing guidelines.

2. SCOPE AND COVERAGE

This Technical Bulletin is primarily intended to facilitate CRMF preparation within a CBFMA situated in a watershed/river basin with corresponding management plan and/or Forest Land-Use Plan (FLUP). These plans provide secondary information which are relevant in the establishment of baseline information for a particular CBFMA. Hence, it is important that the resulting CRMF is consistent in an overarching plans.

In the absence of said management plans, similar plans encompassing certain CBFMA can also be used as reference in the preparation of CRMF. However, watershed characterization reports and similar outputs may also be considered as baseline data. Further updating of the CRMF in this case should proceed as soon as the corresponding watershed management plan and FLUP, etc. is prepared.

CRMF preparation under this Technical Bulletin is applicable to those CBFMA having areas already validated and map coded. Supplemental and/or clarificatory guidelines may be issued to cater to the field offices concerns that may arise during the implementation of this Technical Bulletin.

3. OBJECTIVES

This Technical Bulletin is intended to provide enhancements in terms of approaches and processes as embodied in Sections 18 to 29 of DAO No. 2004-29. It provides templates (reference materials and outputs in the form of maps and matrices), guide questions and the like for the use of CRMF Facilitator's Team of the DENR as well as the step-by-step process to guide the CBFM-POs in preparation of their CRMF and FYWP. Definition of Terms (**ANNEX A**) is also provided for the common understanding on the terminologies used in this Technical Bulletin.

Specifically, the objectives of the Technical Bulletin are as follows:

- 3.1. To enhance relevant process particularly in the conduct of community and vision mapping, and formulation of strategies and activities;
- 3.2. To optimize the use of available technologies and methodologies particularly the GIS in the preparation of CRMF; and
- 3.3. To simplify the form and content of the resulting CRMF from the usual heavy text (narrative form) to map-based with tables/matrices for greater appreciation of the PO and for monitoring and evaluation.

4. THE COMMUNITY RESOURCE MANAGEMENT FRAMEWORK (CRMF) AND FIVE-YEAR WORK PLAN (FYWP)

4.1. The Enhanced Steps and Procedure of CRMF Preparation

The enhanced procedure in the preparation of CRMF shall follow the following steps. Enhanced procedures are summarized in **ANNEX B**.

4.1.1. **Preparatory Activities** – Prior to the actual CRMF process, the following preparatory activities shall be done by the PO and concerned DENR Field Office in collaboration with the LGU, Assisting Organization and NGO to ensure the smooth preparation of CRMF.

4.1.1.1. **Creation of CRMF Facilitators Team** – A CRMF facilitator's team shall be created in every CENRO to provide technical guidance in the preparation of the CRMF. Representatives from the Regional and PENR Offices shall be tapped to compensate the number of personnel assigned in Community Forestry particularly those with GIS background. The composition and functions of the Facilitator's Team is provided in **ANNEX C**.

4.1.1.2. **Gathering of Related Documents Needed for CRMF Preparation** – The following documents must be secured by the CRMF Facilitator's Team prior to the actual preparation of CRMF:

4.1.1.2.1. Validated rectified map of the CBFM area;

4.1.1.2.2. PO and Community Profile – The PO and Community Profile shall be accomplished/updated using the simplified format as shown in **ANNEX D**. The Team shall use the following as references: result of Organization & Area Development Assessment (OADA), watershed characterization and watershed management plan, Forest Land-Use Plan (FLUP), existing CBFM and community data and other related documents;

4.1.1.2.3. Updated List of Officers and Members of CBFM-PO; and

4.1.1.2.4. List of Non-PO members with claims within CBFMA area.

4.1.1.3. **Preparation of Maps** – The GIS/technical unit concerned, either at the CENRO or PENRO or Regional Office, shall lead the preparation of the maps needed in the preparation of CRMF, including the printing of the base and thematic maps in tarpaulins. The operational definition of *Base, Thematic and Grid Index Maps* is provided in ANNEX A while their preparation is presented in ANNEX E.

4.1.1.4. **Coordination with the Community and PO and Reconnaissance Survey**

4.1.1.4.1. **Coordination with the Community and PO** – To ensure wide range of participation of community and PO members including the LGU, proper coordination must be done by the CRMF Facilitator's Team, particularly on the identification of the following:

- Schedule of the CRMF preparation activities
- Venue for Community Mapping – the venue must be accessible, conducive and fit for the number of expected participants (e.g. barangay multi-purpose hall, school, covered court, etc.)
- List of Key Informants – the key informants shall include PO leaders and members, non-PO members within the CBFM area and LGU officials, at least at the barangay level.

4.1.1.4.2. **Initial Ocular/ Reconnaissance Survey** – This shall be conducted to secure GPS readings of landmarks or major structures within or adjacent to the CBFMA area, the venue where the Community Mapping (CM) will be conducted including the point location of at least three (3) farmlots. The details must be plotted in the Base Map as reference during the CM activity. The reconnaissance survey is also intended to familiarize the CRMF Facilitator's Team in the CBFMA area and validate the biophysical characteristics of the area indicated in the PO/Community Profile.

4.1.1.4.3. **Creation of PO Planning Team** – A PO Planning Team with at least five (5) members shall be created to lead the PO during the preparation of CRMF and shall serve as focal for the coordination with the CRMF Facilitator's Team. Membership shall be endorsed by the PO who must be knowledgeable on the biophysical and socio-economic characteristics of the CBFM area and with high willingness to participate in the CRMF formulation.

4.1.1.5. **PO Orientation and PO Planning Team's Training on CRMF preparation** – The CENRO, in coordination with LGU counterparts shall provide the necessary PO orientation on CRMF preparation including general orientation on the importance of the forest, watershed, CBFM guidelines and strategies, among others. The use of multi-media presentations such as PowerPoint, audio-visual and other visual aids shall be encouraged.

4.1.2. **Planning Activities**

4.1.2.1. **Situational Analysis** – The CRMF Facilitator's Team shall conduct updating of the PO and Community Profile which shall provide benchmark information about the current situation. This will lead to better understanding of the PO's collective and individual challenges as occupants of the forest lands, their livelihood activities, among others, translated in

terms of their strengths and weaknesses, opportunities and challenges (problems, issues and needs) that they perceive. Situational Analysis shall cover forest lands and its resources within the CBFMA area; the PO and community in the context of the larger community as stakeholders of the forestlands, group and collective enterprises and livelihood systems, as well as mechanisms which can link the community with resource institutions.

The following processes shall be conducted during situational analysis:

- 4.1.2.1.1. **Community Mapping (CM)** – An orientation with the PO and community about CM and its purpose shall be conducted. For this Technical Bulletin, the CM shall be conducted using the prepared Base, Thematic and Grid Index Maps printed in tarpaulins. The steps of CM is provided in ANNEX F. The GIS Unit Representatives of CRMF Facilitator’s Team shall digitize the result of community mapping to produce the shapefiles of updated community map describing the present land-use of the CBFMA area.
- 4.1.2.1.2. **Validation of Community and PO Profile** – The community and PO profile shall be validated and updated by the community and PO members through the focus group discussion (FGD) and key informant interview (KII) which shall be done simultaneously with the community mapping.
- 4.1.2.1.3. **Strengths, Weaknesses, Objectives and Challenges (SWOC) Analysis** – the validated and updated community and PO profile with other relevant information on biophysical, socio-economic and environmental aspects gathered during the community mapping and preparatory activities shall be analyzed in order to identify SWOC. Definition and steps in SWOC analysis are provided in ANNEX G.
- 4.1.2.2. **Defining the Vision, Mission, Goals and Objectives** – The CRMF shall contain the PO’s vision, mission, goals and objectives, and physical development goals and objectives for indicative forest management strategies. It shall provide the direction on what the PO wants to achieve in the future. Definitions and steps in setting VMGOs are provided in ANNEX H.
- 4.1.2.3. **Vision Mapping** - As enhancement for this Technical Bulletin, after the setting up of narrated VMGOs, the CRMF Facilitator’s Team shall conduct vision mapping using the updated community map printed in tarpaulin on the same size used during community mapping. The conduct of vision mapping shall follow the steps and procedure provided under ANNEX F, but this time the PO will draw their vision and aspiration for their CBFMA area after 25 years. The GIS Unit Representatives of CRMF Facilitator’s Team shall digitize the result of vision mapping to produce the shapefiles of vision map describing the PO’s intended land-use of the CBFMA area after 25 years.
- 4.1.2.4. **Formulation of Strategies and Activities** – Strategies and activities are actions to take in order to attain the aspirations of the PO in developing and managing their CBFMA area and the socio-economic condition of their community. These strategies are the results of decisions made out of the basket of options available to the POs (ANNEX I). Further, every activity propose to be conducted shall indicate the environmental impacts and the mitigation and/or enhancement measures to be undertaken.

Annex I also describes the matrix presentation of 25-year strategies and activities where the Five Year Work Plan (FYWP) shall be developed.

4.1.2.4.1. **Determination of the Components of the CRMF** – the following parameters are guide in the formulation of strategies and activities per Section 18 of DAO 2004-29.

- a. Livelihood – the CENRO, LGU, Assisting Organizations and NGO shall provide assistance and guidance to the PO in identifying and setting up of livelihood/enterprise in upland and coastal areas. Harvesting and/or utilization of timber and non-timber products shall also be included under the livelihood/enterprise as this is usually the initial capital of the PO and community;
- b. Land Uses within the CBFM Area – the CENRO shall serve as adviser and resource person in the PO Planning Team’s assessment of existing and potential land-uses as well as appropriate resource production systems consistent with existing rules and regulations;
- c. Market Information System – the PO shall be assisted in setting up and regular updating of the market information system; and
- d. Criteria and Indicators (C & I) for CBFM – Adoption of an appropriate system of criteria and indicators (C & I) as a tool for project management, monitoring, assessment and reporting.

4.1.2.4.2. **Financial Strategy and Accessing Resource Funds** – The financing strategy and accessing of resource funds and the proposed marketing strategies would cover the wider aspect of attaining financial viability and increased economic activities through livelihood and the present or potential economic activities.

4.1.2.4.3. **Networking and Linkaging** – The PO with the assistance of the DENR and LGU concerned shall do linkages with market and funding institutions,

4.1.3. **Integration/Consolidation of Outputs for the Packaging of CRMF** – the integration/consolidation of the following will lead in the packaging of the draft CRMF:

- 4.1.3.1. Validate Community and PO Profile
- 4.1.3.2. Updated Community Map of the CBFMA area
- 4.1.3.3. Vision, Mission, Goals and Objectives of the PO for the CBFMA area (tabular and textual) and Vision Map
- 4.1.3.4. Strategies and activities (tabular and textual) including the FYWP

4.1.4. **Consultation and Ratification of CRMF** – The draft CRMF shall be written in English and in the community’s own dialect. This shall also be discussed in a general assembly organized by the PO with the presence of the CRMF Facilitator’s Team, CENRO concerned, LGU and other stakeholders. The minutes of the consultation shall be prepared by the PO with the assistance of the CRMF Facilitator’s Team. Immediately after the consultation, the CRMF shall be ratified in accordance with the constitution and by-laws of the PO and existing rules and regulations.

- 4.1.5. **Affirmation of CRMF** – The ratified CRMF shall be jointly endorsed by the PO and CENR concerned, together with the minutes of the consultation within fifteen (15) working days to the PENRO for affirmation. The affirmation of the CRMF (**ANNEX J**) by the PENRO is a manifestation of the commitment of the DENR to support the PO in the implementation of the plan.

The CRMF shall be considered affirmed after the lapse of fifteen (15) working days upon receipt hereof if the PENRO fails to act on it unless the PO is notified in writing of any deficiency.

- 4.1.6. **Affirmed CRMF and ECC Issuance** – The CRMF once affirmed shall serve as the Initial Environmental Examination (IEE) for CBFM, which prescribes the environmental impacts of and mitigation and enhancement measures for activities to be undertaken in the area. The affirmed CRMF shall be made as basis for the issuance of Environmental Compliance Certificate (ECC) by the Regional Director of Environmental Management Bureau. The affirmed CRMF shall likewise reviewed whenever necessary, but in no case no longer than five years. The Strengths, Weaknesses, Opportunities and Threats (SWOT) of the different components shall be used in the revision of the CRMF. The POs of CBFM projects are exempted from payment of administrative fees pursuant to Section 20 of DAO 2004-29.

4.2. The Enhanced Steps and Procedure of Five-Year Work Plan (FYWP) Preparation

The FYWP as defined under Section 21 of DAO No. 2004-29 shall be prepared by the PO jointly with the CENRO and LGU consistent with the affirmed CRMF. Hence, under Section 4.1.2.3. of this Technical Bulletin, the simplified FYWP shall be done simultaneously with the CRMF. However, the PO with the assistance of CRMF Facilitator's Team, shall need to identify their priority activities and targets for five years. These priority activities shall have detailed strategies base on baseline information including the protection, rehabilitation, development and resource utilization, organizational strengthening, financing, marketing and enterprise development, among others.

- 4.2.1. **Ratification and Affirmation of FYWP** – The draft FYWP together with the draft CRMF shall be written in English and the community's own dialect and discussed in a general assembly organized by the PO with the presence of the CRMF Facilitator's Team, CENRO concerned, LGU and other stakeholders. The minutes of the consultation shall be prepared by the PO with the assistance of the CRMF Facilitator's Team. Immediately after the consultation, the CRMF together with FYWP shall be ratified in accordance with the constitution and by-laws of the PO and existing rules and regulations.

The ratified FYWP shall be endorsed by the PO to the CENRO for affirmation (**ANNEX K**). The CENRO affirmation shall confirm that it has been prepared in participatory manner and shall is a manifestation of the commitment of the DENR to support the PO in the implementation of the plan.

The FYWP shall be considered affirmed after the lapse of fifteen (15) working days upon receipt hereof if the CENRO fails to act on it unless the PO is notified in writing of any deficiency. A copy of the affirmed FYWP shall be provided to the concerned municipal/provincial LGU, concerned DENR Regional Office, PENRO and CENRO for their reference and as basis of their support and assistance.

4.3. Approval of CRMF and FYWP

Approval of CRMF and FYWP by the Undersecretary for Field Operations is only required if the CBFM-PO applies for cutting of their planted trees within their tenured area per Memorandum by

the Undersecretary and Chief of Staff dated 05 February 2013. Said Memorandum is in lieu of the issuance of Executive Order No. 23 dated 01 February 2011.

5. OTHER CONSIDERATION IN THE IMPLEMENTATION OF TECHNICAL BULLETIN

- 5.1. In the initial implementation of this Technical Bulletin, the following shall be considered in order to effectively and efficiently meet the targets for CRMF preparation, to wit:
 - 5.1.1. Clustering of CRMF Facilitator's Team at the PENRO/CENRO levels in the conduct of orientation of the enhanced CRMF process;
 - 5.1.2. Map preparation/production at the region, PENRO or CENRO levels wherever the GIS capabilities (technical support) and hardware (computer, printer, scanner, etc.) are present;
 - 5.1.3. Assistance of the Technical Advisory Group - CRMF (TAG-CRMF) from the FMB will be provided, whenever necessary; and
 - 5.1.4. Budgetary requirements will be allocated to where the activities will be conducted (as per 5.1.1. to 5.1.3.).

6. REFERENCES

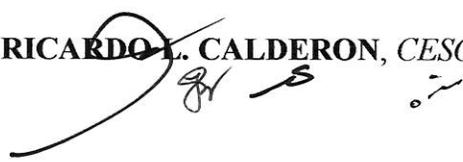
DENR Administrative Order (DAO) No. 2004-29. *Revised Rules and Regulations for the Implementation of Executive Order 263 Otherwise Known as the Community-Based Forest Management Strategy*. 25 August 2004.

DENR Memorandum Circular (DMC) No. 1997-12. *Guidelines for the Formulation of Community Resource Management Framework and Annual Work Plan for Community-Based Forest Management Areas*. 18 July 1987

FMP Technical Bulletin No. 2014-02. *Enhanced Guidelines and Procedures in the Preparation of the Community Resource Management Framework (CRMF) of the Community-Based Forest Management – People's Organizations within the Twenty (24) Sub-Watersheds Covered by the Forestland Management Project*. 06 August 2014

FOR REFERENCE AND GUIDANCE.

FOR. RICARDO I. CALDERON, CESO III



ANNEX A

DEFINITION OF TERMS

1. **Base Map** – a map showing basic information such as CBFMA boundary, grid index, drainage/creeks, roads, landmarks, settlement and political boundaries overlaid in satellite imagery (**Figure 1**).

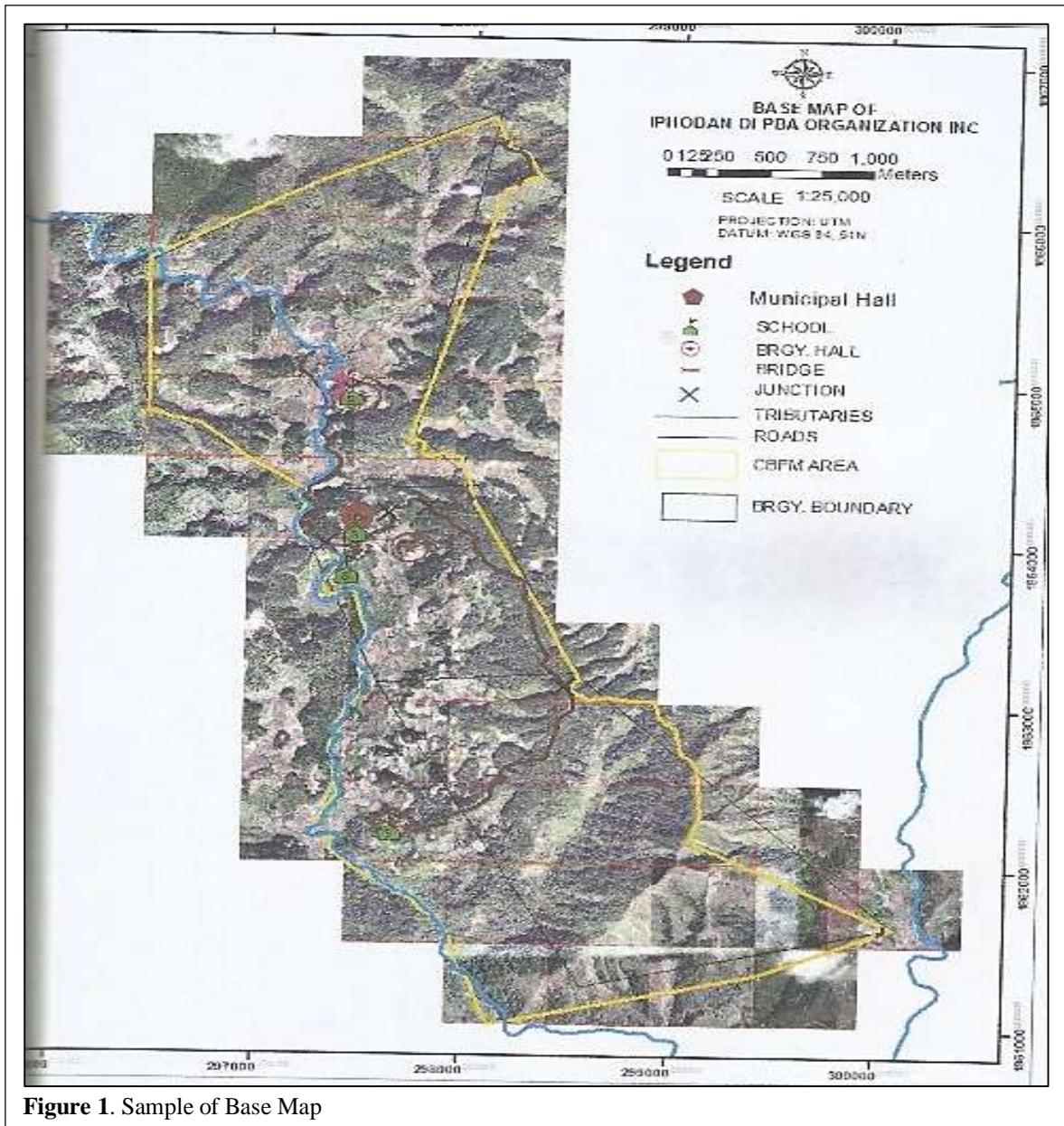


Figure 1. Sample of Base Map

2. **Community** - refers to a social unit of any size that shares common values, or that is situated in a given geographical area. It is a group of people who are connected by durable relations that extent beyond immediate genealogical ties, and who mutually define that relationship as important to their social identity and practice.
3. **Community Mapping** - is a method of drawing the information of the occurrence and distribution of different biophysical, socio-economic and cultural features of their area through the participation of the community.
4. **Community Resource Management Framework (CRMF)** - is a strategic plan of the community on how to manage and benefit from the forest resources on a sustainable basis. It describes the community's long-term (25 years) vision, aspirations,

commitments and strategies for the protection, rehabilitation, development and utilization of forest resources.

5. **Grid Index Map** – a Base Map divided into grids to be used in community mapping. It shall be printed in tarpaulins with varying sizes depending on the number of grid indices and area of the CBFMA (Figure 2).

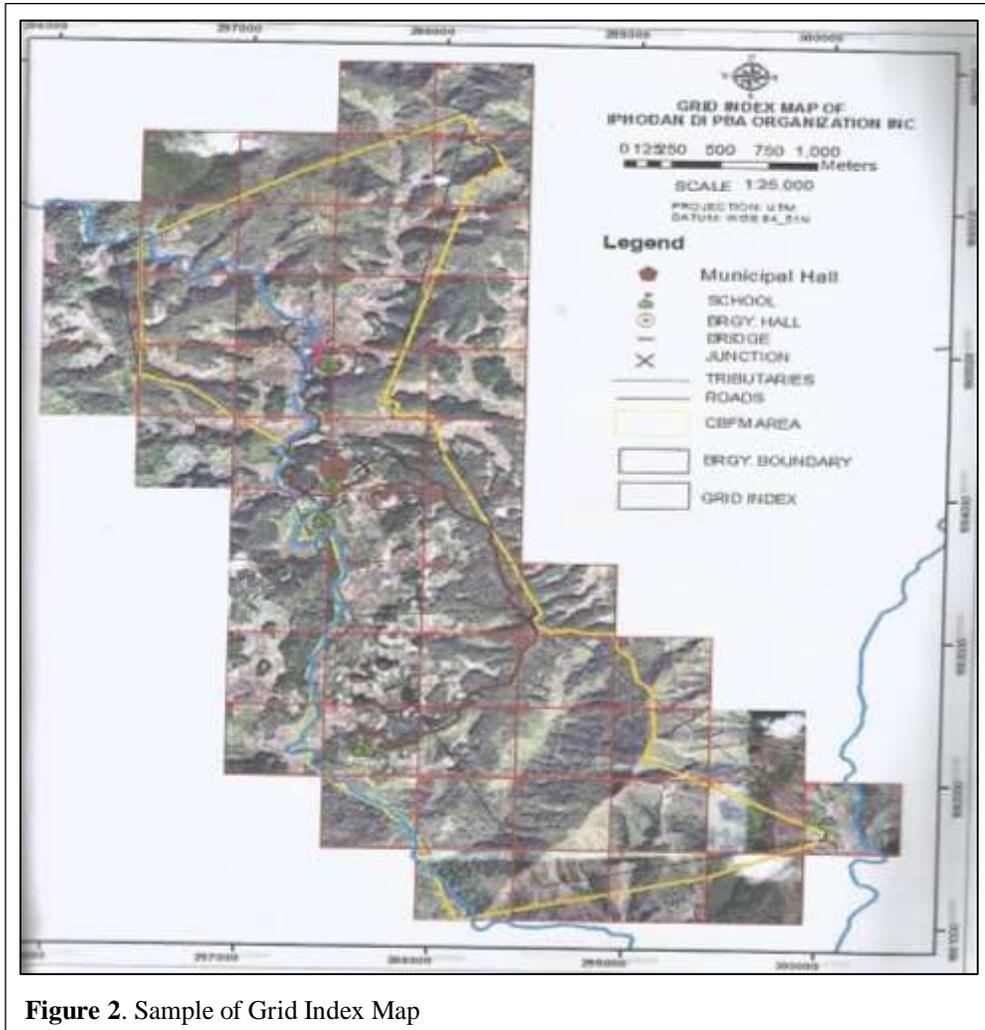


Figure 2. Sample of Grid Index Map

6. **Strategies and activities** - are actions to take in order to attain the aspirations of the PO in developing and managing their CBFMA area and the socio-economic condition of their community.
7. **Thematic Maps** – map of the CBFM area featuring a specified theme such as geo-hazard, land cover, slope and topography (Figures 3-6).

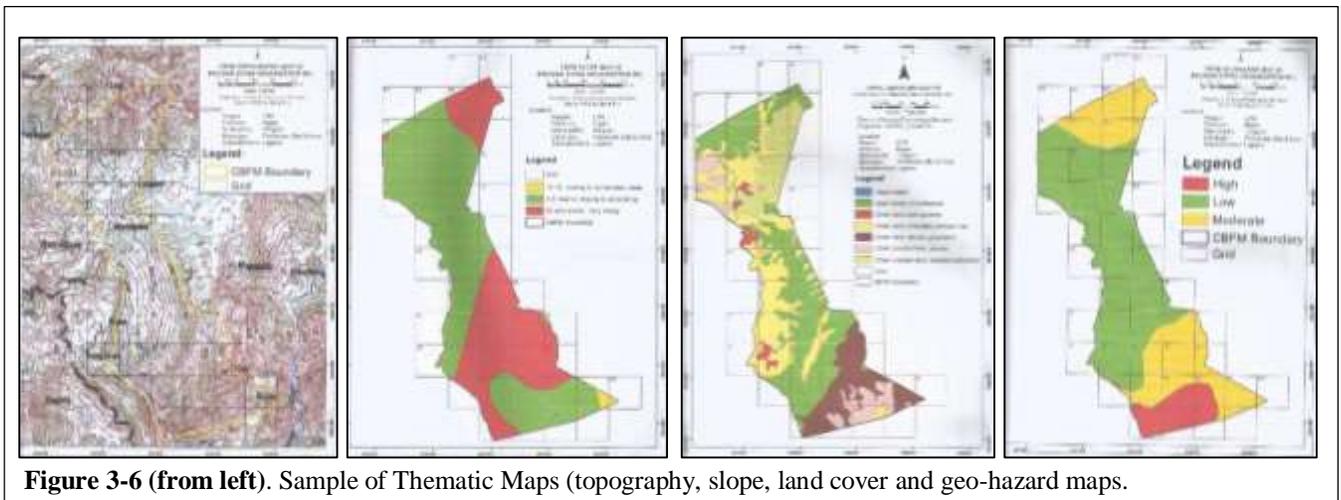


Figure 3-6 (from left). Sample of Thematic Maps (topography, slope, land cover and geo-hazard maps).

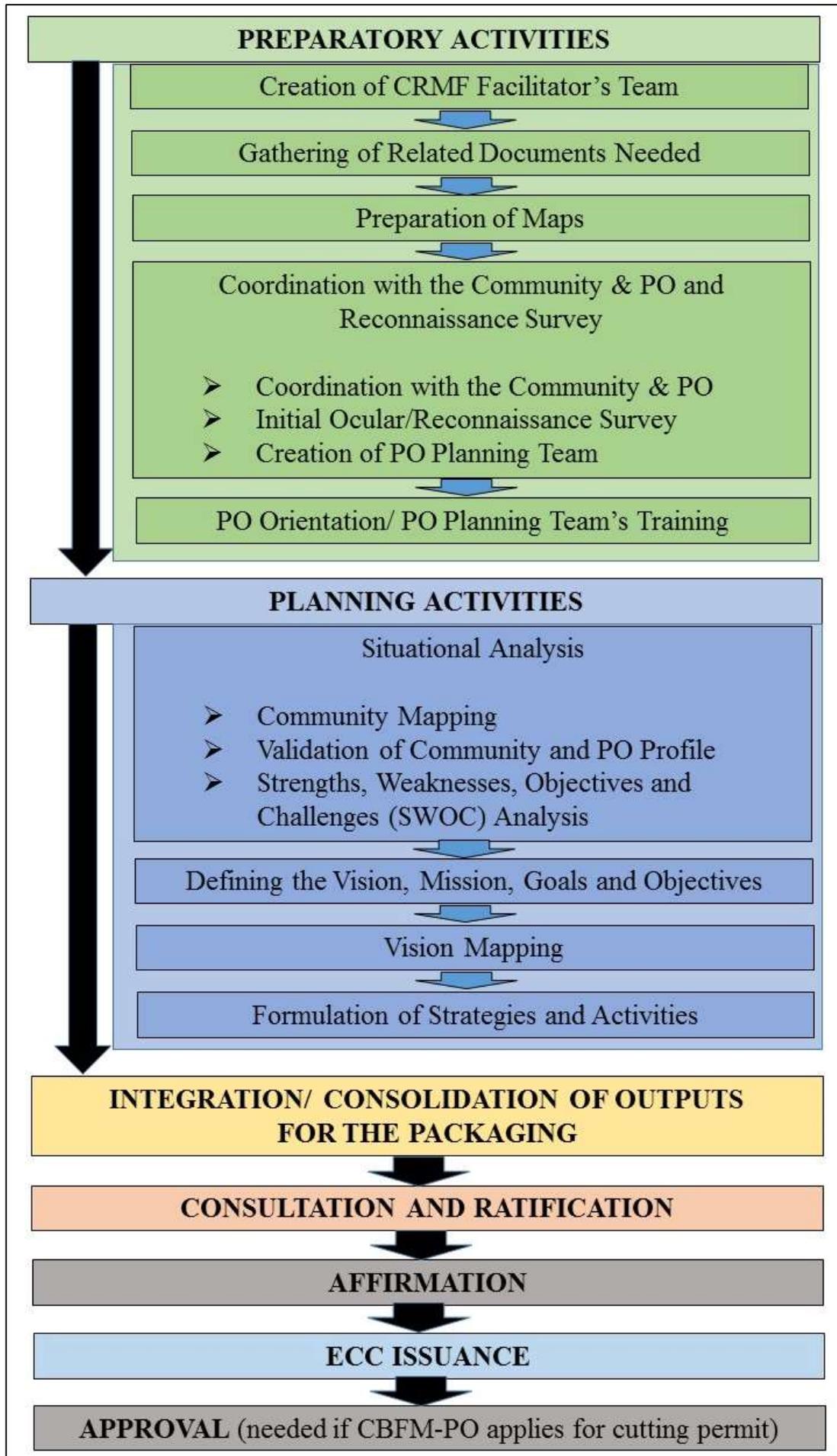
ANNEX B

ENHANCED PROCEDURES IN THE FORMULATION OF CRMF

ACTIVITIES	OUTPUTS	RESPONSIBLE PERSON/OFFICE
1. Preparatory Activities		
1.1. Creation of CRMF Facilitator's Team	CENRO Special Order	CENR Officer with the assistance of CENRO CBFM Coordinator
1.2. Gathering of Related Documents Needed for CRMF	<ul style="list-style-type: none"> • Validated rectified map of CBFMA area • Accomplished Community and PO Profile • Updated List of CBFM-PO Officers and Members • Updated List of Non-PO members with claims within CBFMA area 	CRMF Facilitator's Team
1.3. Preparation of Maps	<ul style="list-style-type: none"> • Ready to print CBFMA Base, Thematic and Grid Index Maps 	GIS personnel of CRMF Facilitator's Team
<p>1.4. Coordination with the Community and PO and Reconnaissance Survey</p> <p>1.4.1. Coordination with the Community and PO</p> <p>1.4.2. Initial Ocular/Reconnaissance Survey</p> <p>1.4.3. Creation of PO Planning Team</p>	<ul style="list-style-type: none"> • Schedule and Venue of CRMF activities • List of Key Informant • GPS readings of Landmarks or major structures within or adjacent to CBFMA area, venue of Community Mapping activities, at least three (3) farmlots • Familiarized CRMF Facilitator's Team on the CBFMA area • Tarpaulin-printed CBFMA Base, Thematic and Grid Index Maps with above GPS readings • PO Resolution creating the PO Planning Team 	<p>CRMF Facilitator's Team in coordination with the PO</p> <p>CRMF Facilitator's Team in coordination with the PO</p> <p>PO with the assistance of CRMF Facilitator's Team</p>
1.5. PO Orientation/ PO Planning Team's Training on CRMF	<ul style="list-style-type: none"> • Oriented PO on the importance of forest, CBFM and CRMF formulation • Trained PO Planning Team in the preparation of CRMF 	CRMF Facilitator's Team

ACTIVITIES	OUTPUTS	RESPONSIBLE PERSON/OFFICE
2. Planning Activities		
2.1.Situational Analysis 2.1.1. Community Mapping 2.1.2. Validation of Community and PO Profile 2.1.3. Strengths Weaknesses, Objectives and Challenges (SWOC) Analysis	<ul style="list-style-type: none"> • Updated Community Map • Validated Community and PO Profile • Analyzed SWOC of the community and the PO 	CRMF Facilitator’s Team CRMF Facilitator’s Team with assistance from the PO and Community
2.2.Defining the Vision, Mission, Goals and Objectives	<ul style="list-style-type: none"> • Statement of VMGO of the PO 	PO with the assistance of CRMF Facilitator’s Team
2.3.Vision Mapping	<ul style="list-style-type: none"> • Vision Map 	PO with the assistance of CRMF Facilitator’s Team
2.4.Formulation of Strategies and Activities	Matrix of strategies and activities of the PO for 25-years, where the first five years serve as the Five Year Work Plan (FYWP)	PO with the assistance of CRMF Facilitator’s Team
3. Integration/ Consolidation of Outputs for the Packaging of CRMF	Draft packaged CRMF with the following: <ul style="list-style-type: none"> • Validated Community and PO Profile • Updated Community of the CBFMA Area • Statement of VMGO • Matrix of Strategies and Activities (25 years, FYWP) 	CRMF Facilitator’s Team with assistance from the PO
4. Consultation and Ratification of CRMF	Ratified CRMF	PO with the assistance of CRMF Facilitator’s Team
5. Affirmation of CRMF	Affirmed CRMF	PENRO with the assistance of CRMF Facilitator’s Team
6. Affirmed CRMF and ECC Issuance	ECC Issued	DENR Regional Director with the assistance of CRMF Facilitator’s Team
7. Approval of CRMF, if CBFM-PO applies for cutting permit	Approved CRMF	DENR Undersecretary for Field Operations

FLOW CHART OF THE STEPS IN THE FORMULATION OF CRMF



ANNEX C

COMPOSITION AND RESPONSIBILITIES OF THE CRMF FACILITATOR'S TEAM

A CRMF Facilitator's Team shall be created for each CENRO and shall be composed and functioned as follows:

- Chairperson/ Coordinator : The CENRO CBFM/Community Forestry Coordinator/Focal Person/ Community Development Officer
- Members : The CENRO Staff of CBFM/Community Forestry Unit, if available
- GIS Unit Representatives (from CENRO/ PENRO/Region)
- LGU Representatives (Barangay/Municipal)
- Representative from Assisting Organization/NGO

The Team shall be assisted by the representatives coming from the Region, concerned PENRO and CENRO. The Regional Director shall designate a staff from the PENRO and CENRO to be the CBFM/Community Forestry Coordinators/ Focal Persons.

The Team shall provide technical assistance in the preparation of CRMF, specifically, they shall spearhead all preparatory activities for the CRMF formulation. Further, the GIS Unit Representatives shall spearhead the preparation of all maps needed and finalization of output maps.

ANNEX D			
COMMUNITY AND PO PROFILE			
1. BASIC INFORMATION			
1.1 PO's NAME (based on the registered name in SEC/CDA)			
Is it the PO's Original name?	Yes _____	No. _____ PO's Original Name	
1.2 REGISTERING OFFICE (e.g. SEC)	1.3 REGISTRATION NO. (SEC/CDA Registration Number)	1.4 DATE REGISTERED (e.g. Date of registration in SEC/CDA)	
1.5 PO's ADDRESS: (mailing address of the PO)			1.6 CONTACT NO. (contact number of the PO regardless whether he/she is the president/BOD or member)
1.7 NAME OF PO's CHAIRPERSON			1.8 CONTACT NO.
1.9 TOTAL NO. OF PO's MEMBER (as registered in SEC/CDA)	1.10 NO. OF MALE	1.11 NO. OF FEMALE	
1.12 TENURE INSTRUMENT (CBFMA)	1.13 TENURE NO. (CBFMA No.) Indicate CSC no. if applicable	1.14 DATE AWARDED	1.15 AREA (HECTARE) (as indicated in the CBFMA) Indicate if there is an application for expansion and the area in ha.)
1.16 LOCATION (Sitio, Brgy., Mun., Prov.)		1.17 NAME OF WATERSHED	
2. COMMUNITY			
2.1 TOTAL HOUSEHOLD WITHIN CBFMA (shall include persons residing within the CBFM area and actually utilizing/tilling portions of the CBFM area)	2.2 TOTAL PO MEMBERS WITHIN CBFMA _____ OUTSIDE CBFMA _____ Total members of the community including non-PO members _____ PO members _____ Non PO members _____	2.3 ETHNICITY	2.4 LANGUAGE/DIALECT
2.5 AVERAGE LEVEL OF EDUCATION Indicate the specific level: (e.g. grade 1 or 3rd year HS)	2.6 AVERAGE AGE (total age of the PO members divided by the total number of PO members)	2.7 3 MAJOR PRODUCTS PRODUCED SPECIES _____ CONSUMPTION _____ MARKET _____	2.8 EXISTING BASIC SERVICES (schools, hospitals, health clinics located within or adjacent to the CBFMA)
2.9 ECONOMIC	2.10 AVERAGE INCOME	2.11 SOURCE OF LIVELIHOOD	

3. BIOPHYSICAL CHARACTERISTICS (based on the result of the watershed characterization)			
3.1 CLIMATIC TYPE	3.2 ELEVATION RANGE ___ TO ___ AVERAGE ELEVATION ____	3.3 TOPOGRAPHY SLOPE RANGE ___% TO ___% AVERAGE TOPOGRAPHY SLOPE ___ %	3.4 MAJOR RIVER/TRIBUTARIES
3.5. ACCESSIBILITY Mode of transportation Distance from main road	3.6. TOTAL AREA (ha) OF CBFMA	3.7. LAND COVER (indicate different land cover)	
		type of cover e.g. <u>grassland</u>	Species <u>cogon</u>
		_____	Approximate Area <u>5has</u>
		_____	_____
4. PLAN (based on the existing CRMF, if applicable and shall be updated through the validation process or FGD)			
4.1. VISION			
4.2. MISSION			
4.3. GOALS AND OBJECTIVES			
5. EXISTING AND PROPOSED LAND USE e.g. agricultural, plantation			
5.1. LAND USE e.g.	5.2. EXISTING DEVELOPMENT (area in ha)	5.3. PROPOSED DEVELOPMENT (area in ha)	5.4. CROPS/TREE SPECIES
e.g. Agricultural	3		rice or corn
e.g. Pasture	10		Napier grass
e.g Forest plantation	3		Mahogany, Narra
Agroforestry	10		
TOTAL			

ANNEX E

PROCEDURES FOR BASE MAP PREPARATION

The GIS technical personnel of CRMF Facilitator’s Team shall be in-charge of the preparation of the Base Maps. These maps are prepared in the Office using ArcGIS and Google Earth software. The GIS personnel is also in-charge of explaining the features of each map to the CBFM-PO during the planning activities.

1. Preparation of Shapefiles, Images and other Data

The following data and information can be sourced from different agencies but data from the CBFMA survey and mapping, and watershed characterization where the CBFMA located shall be given high priority in case of data duplication. Other information such as road and river network and vegetation will be updated during the community mapping process and later digitized by the GIS representatives.

1.1. Maps for CBFM-POs

- 1.1.1.CBFMA boundary with Grid Index
- 1.1.2.Land Cover
- 1.1.3.Slope Classes
- 1.1.4.Road and River Network and Administrative Boundary
- 1.1.5.Google Earth Image of CBFMA

1.2. Additional Maps for Technical DENR personnel

- 1.2.1. Topographic Map
- 1.2.2. Hazard Map

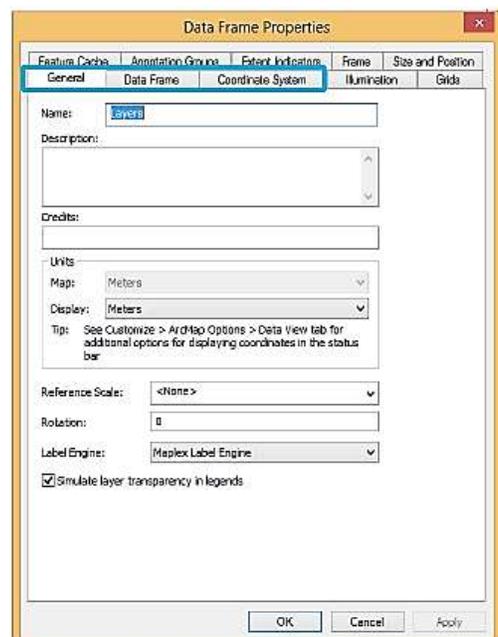
1.3. Required Shapefiles and Rasters

- 1.3.1. CBFMA Boundary
- 1.3.2. 2010 Land Cover (or any latest available Land Cover)
- 1.3.3. Slope Classes
- 1.3.4. Road and River Network
- 1.3.5. Administrative Boundary
- 1.3.6. DMA or Topographic Map from NAMRIA
- 1.3.7. Hazard Map from MGB
- 1.3.8. Spring, Lakes, Caves and other Natural features
- 1.3.9. Forest Cover Map
 - Natural Forest – Not subject to utilization
 - Plantation Forest – Subject to utilization
 - DENR funded project
 - Personal initiative project
- 1.3.10.

2. Preparation of Boundary Map with Index

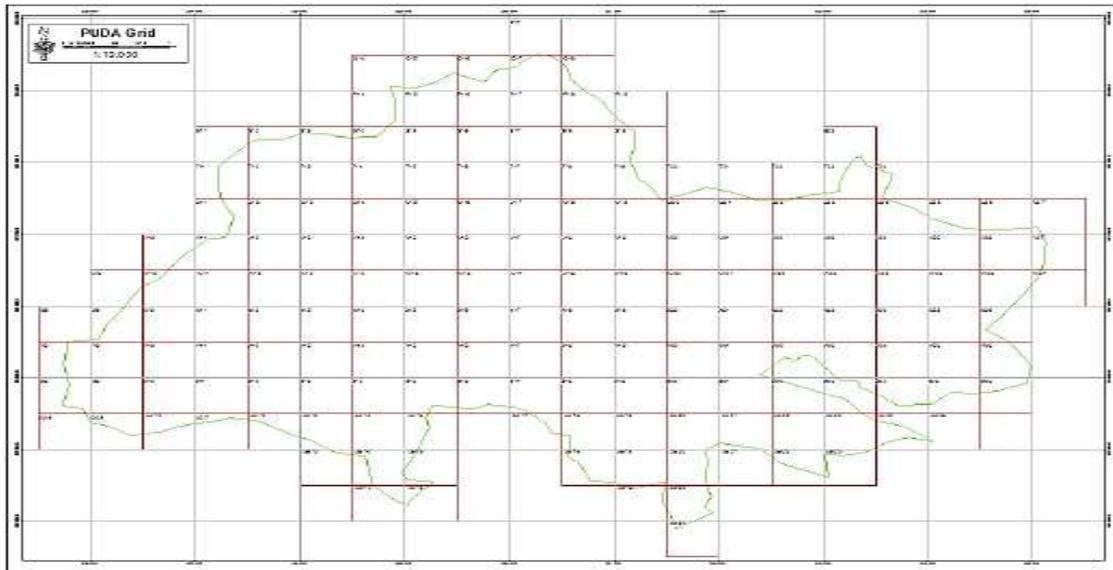
The Grid Index is used to create large-scale Google Earth images of the CBFMA site. It is important tool to facilitate the community mapping and planning itself. The Grid Index is generated through ArcMap software and automatically coded with consecutive letters and numbers. The following are the steps in generating the index:

- 2.1. Set the properties of your Data Frame (i.e. General: Display in meters, coordinate system: Geographic or Projected).

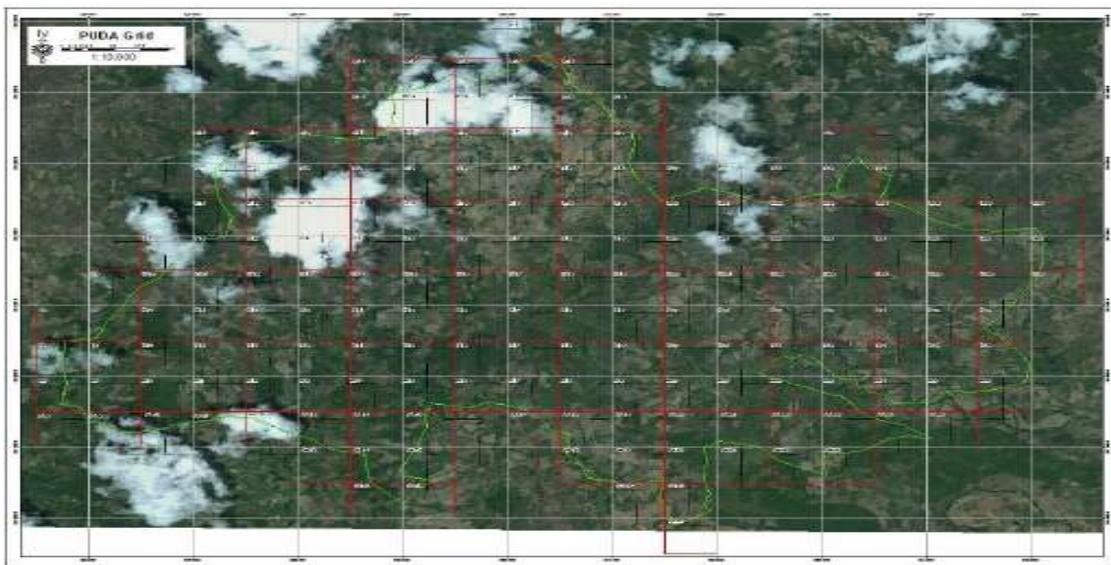


Adopted from FMP Technical Bulletin No. 2014-02, prepared by GIS/RS Unit

2.6. As much as possible maximized the used of the size of the layout.



2.7. Add georeferenced Google Image.

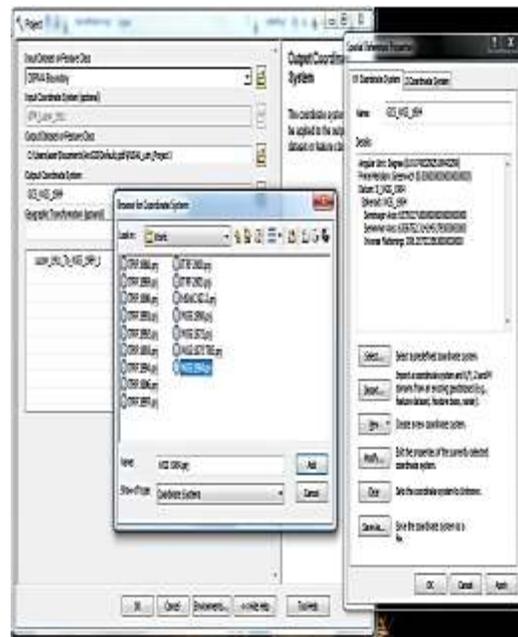


3. Saving, Georeferencing and Cropping of Google Earth Image

The Grid created should be based on the scale of Google Earth Image desired.

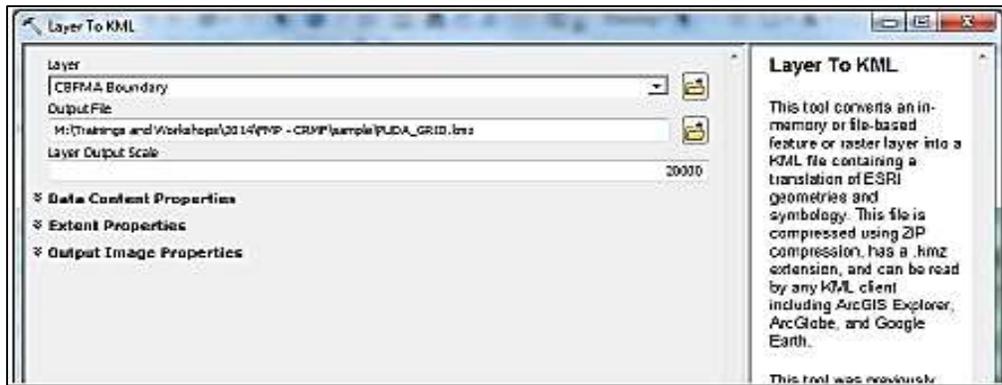
3.1. Converting Shapefiles and Saving Image.

3.1.1. Project the boundary and grid shapefiles to *WGS 1984*. Go to *ArcToolbox*, then to *Data Management Tools*, then to *Projections and Transformations*, to *Feature*, to *Project*. Choose the *Input Dataset* or *Feature Class*, *Output Dataset* or *Feature Class* and *Output Coordinate System* using the folder icon. Click *OK* to save. Note that the *WGS 1984* projections can be found in *Geographic Coordinate System* then to *World* and to *WGS 1984*.

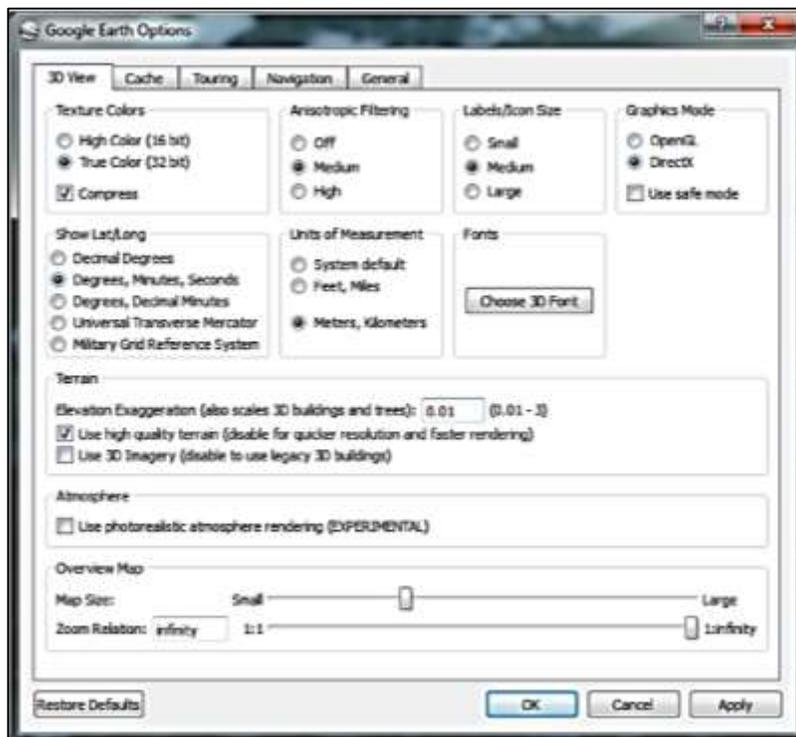


Adopted from FMP Technical Bulletin No. 2014-02, prepared by GIS/RS Unit

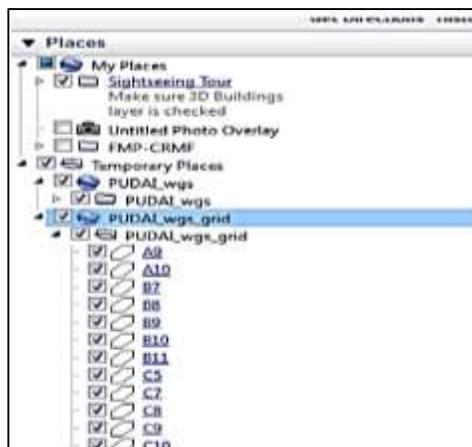
- 3.1.2. To convert the boundary and grid shapefiles to KML or KMZ, go to *ArcToolbox*, then to *Conversion Tools*, to *KML*, to *Layer to KML*. Specify the *Layer*, *Output File* and *Layer Output Scale*. Click *OK* to save.



- 3.1.3. Open both files in Google earth. Go to *File*, then to *Open* and search for the KML files. Set the elevation exaggeration value to 0.01 to remove the 3D effect and make the image flat. Go to *Tools*, then to *Options*.



- 3.1.4. Double click the CBFMA Boundary kml to zoom to layer extent. Press it to ensure that the image is aligned.

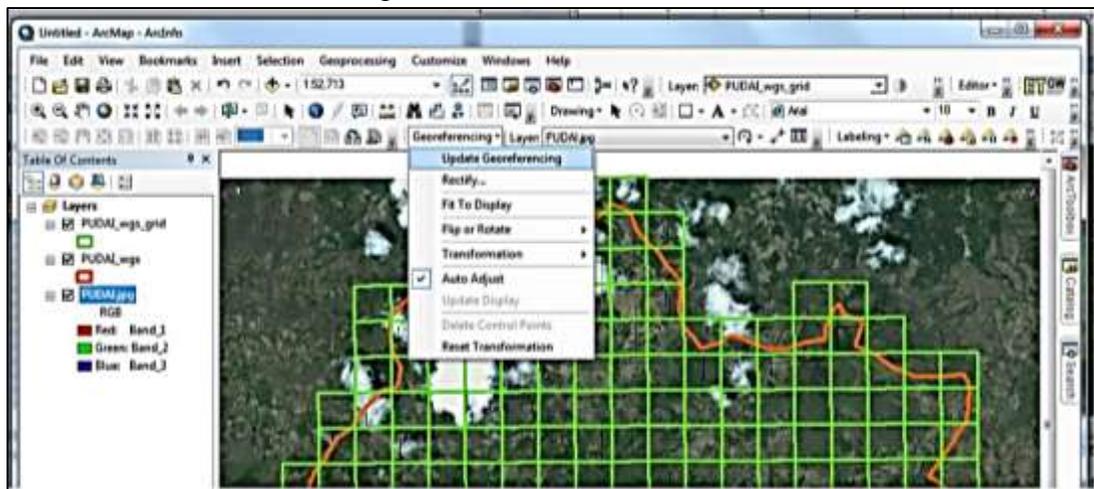


- 3.1.5. Save an image of the whole CBFMA area. Go to *File*, the *Save Image as*.

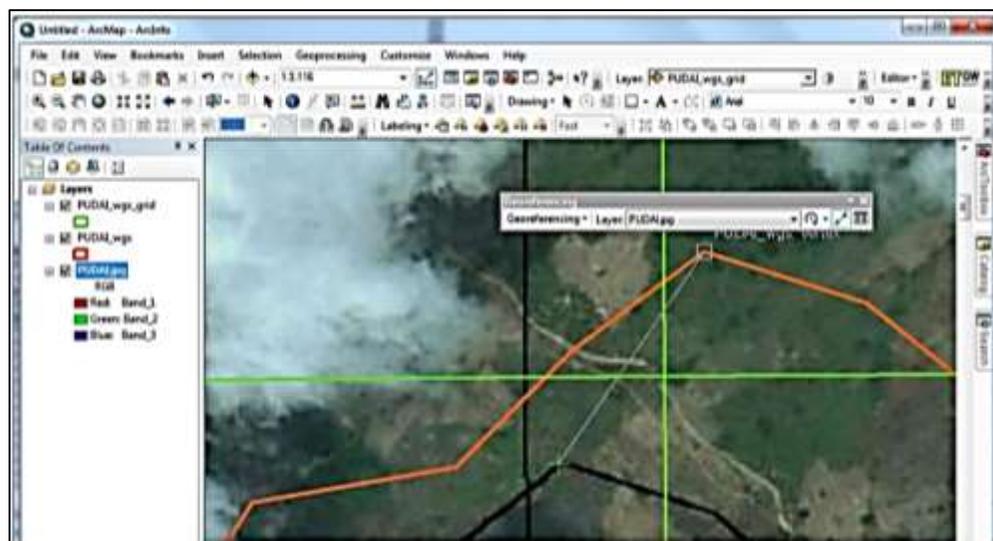
- 3.1.6. Repeat step 3.1.4 and 3.1.5 for the individual grids.

3.2. Georeferencing Image

- 3.2.1. Open the Google earth images and CBFMA boundary and grid shapefiles (projected to WGS 1984) in ArcMap.
- 3.2.2. Enable the *Georeferencing* toolbar.
- 3.2.3. Ensure that the target image is correct. Go to *Georeferencing*, then *Fit to Display* for easier Georeferencing.



- 3.2.4. Create at least four (4) control points from the image that corresponds to a point in the boundary or grid shapefiles. Use the *Add Control Points* from the *Georeferencing* toolbar.

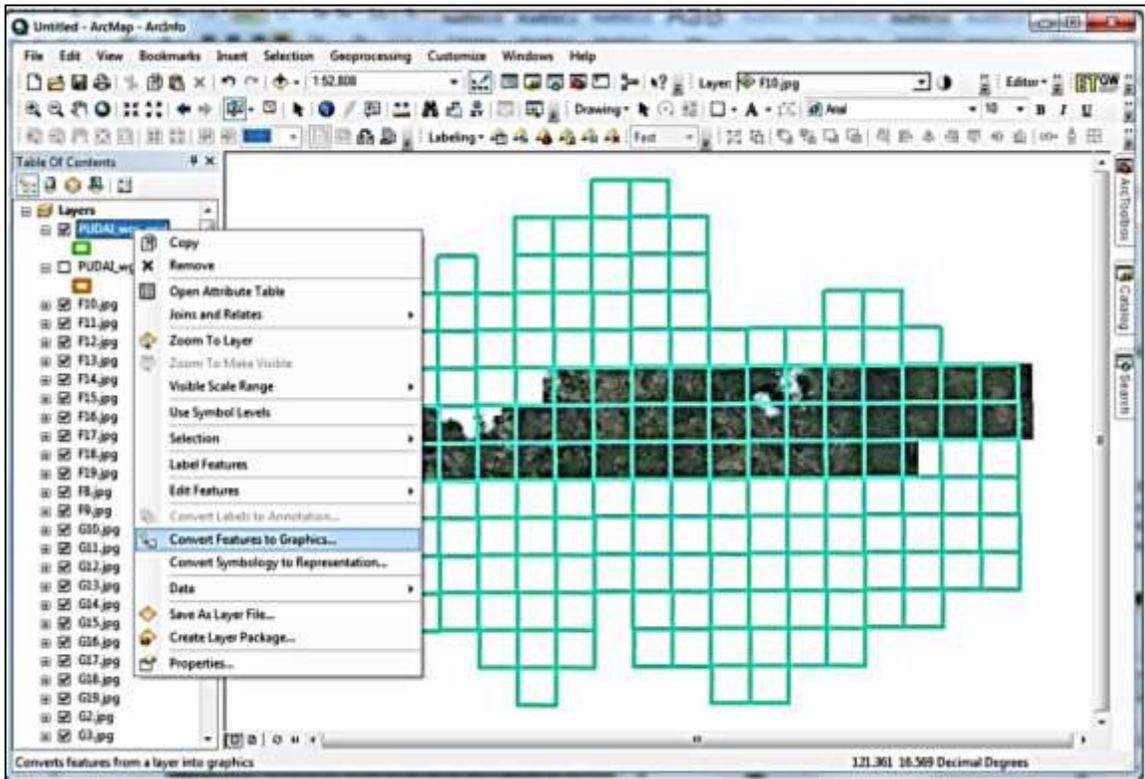


- 3.2.5. Go to *Georeferencing*, then to *Update Georeferencing* to save the location of the image.
- 3.2.6. Repeat steps 3.2.3 to 3.2.5 for individual grid image.

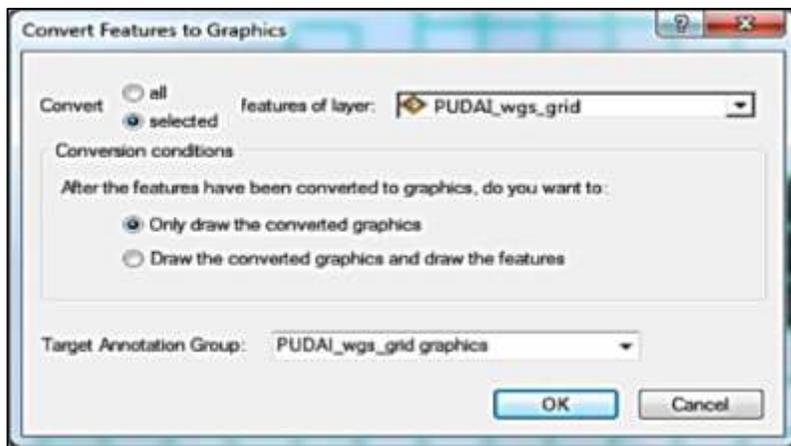
3.3. Cropping Images

- 3.3.1. Open the individual grid images and grid index (WGS projection).
- 3.3.2. Click the *Select Features* icon and select the whole grid index.

3.3.3. Right click on the grid index layer and *Convert Features to Graphics*.

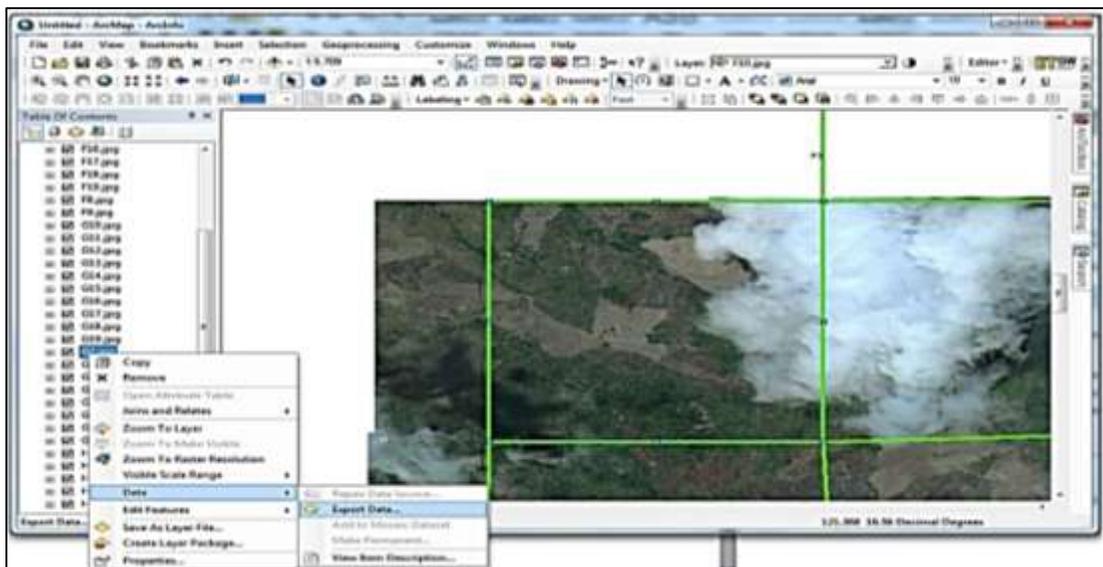


3.3.4. Leave all options as default and click *OK*.



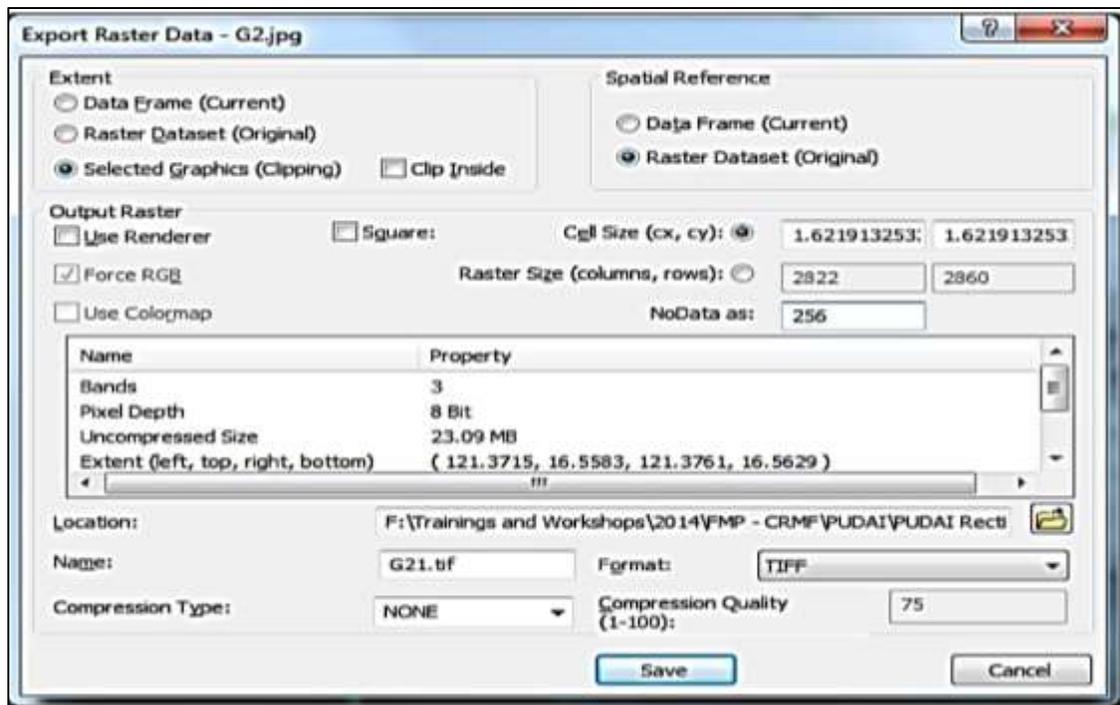
3.3.5. Click on the image inside the grid index. Blue vertices will appear to indicate image range that will be cropped.

3.3.6. Right click on the layer then *Data*, then *Export Data*.



Adopted from FMP Technical Bulletin No. 2014-02, prepared by GIS/RS Unit

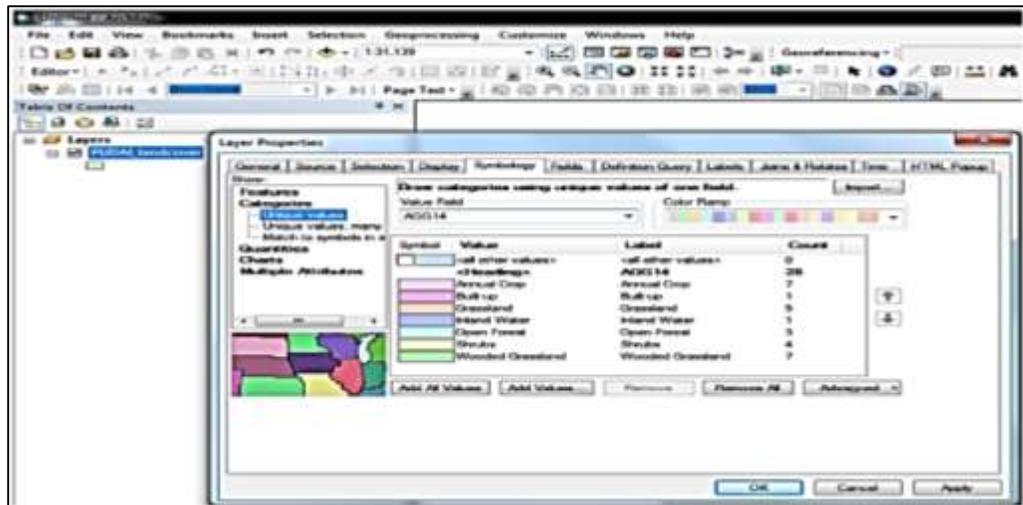
3.3.7. Set *No Data as* to 256. Specify *Location* and *Name*. Leave all other options to default. Click *Save*.



4. Lay-out Maps

4.1. Graphics-based Symbology

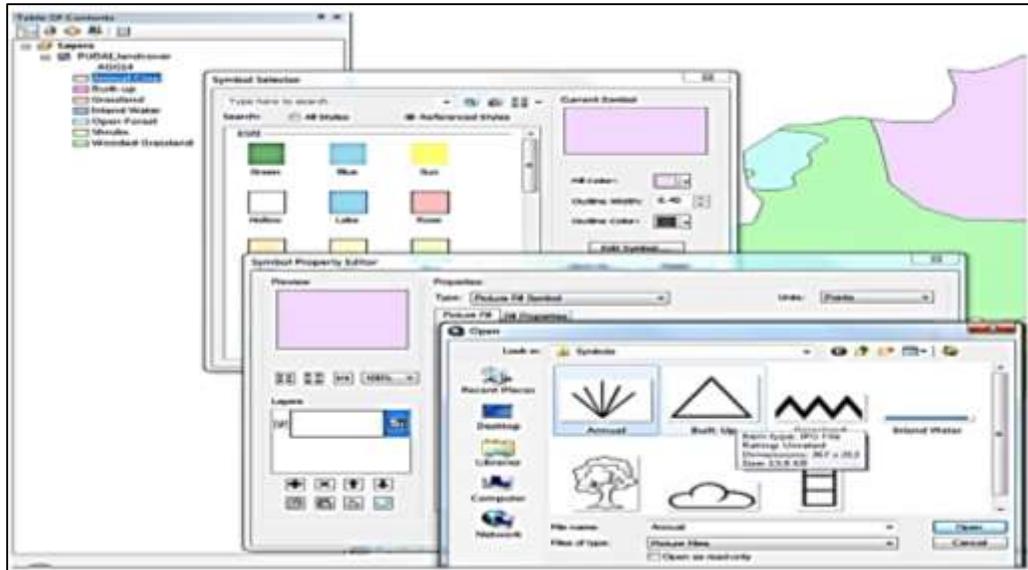
4.1.1. Add your land cover data (.shp). Right click on the .shp file and select *Properties*. Under *Symbology* tab, click *Categories* and select *Unique Values*, then *Value Field*, select *AGG14* (Aggregated into 14 classes), uncheck all other values then click *Add All Values*. Now you can see the 14 land cover classes of the .shp file you selected. Click *Apply* then *OK*.



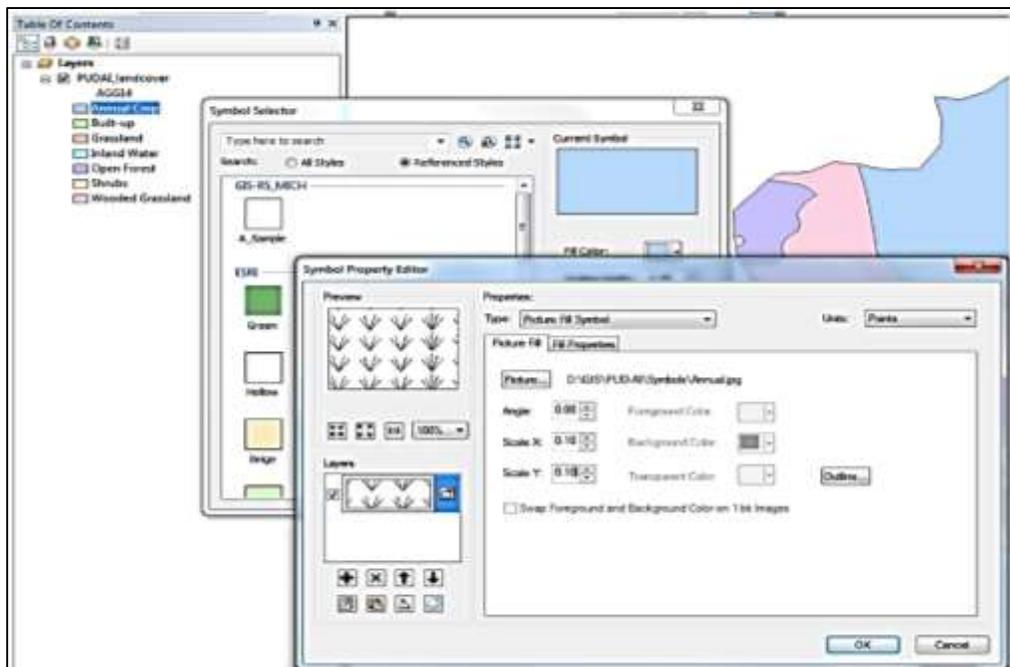
4.1.2. To change the color on one class, just click on the box parallel to the color of that class. Click *Edit Symbol*. On the *Symbol Property Editor*, under *Properties*, Type must be *Picture Fill Symbol*.



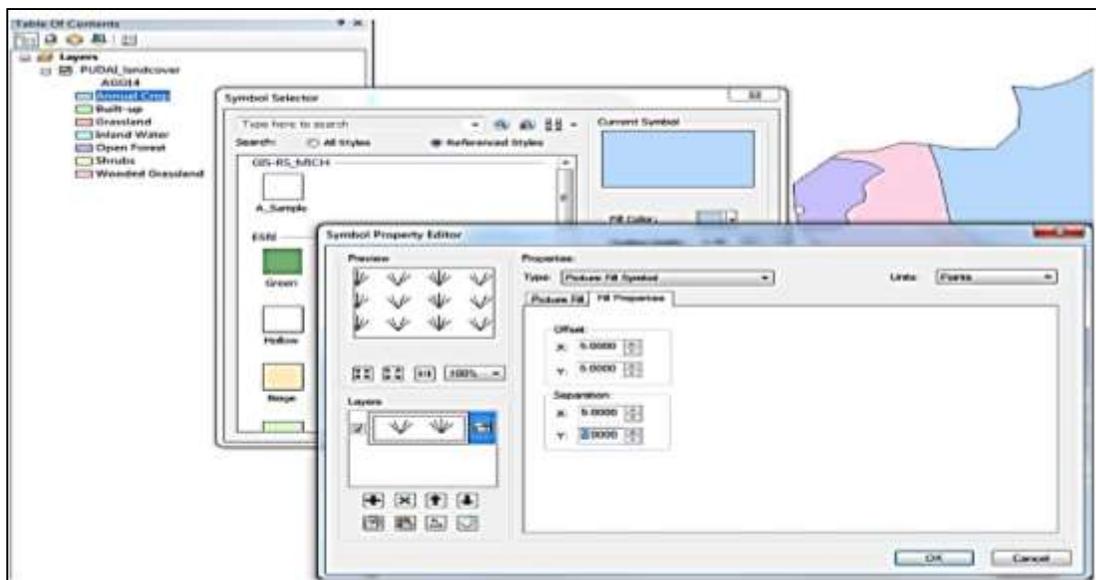
By clicking this, you will be asked to select a symbol. As an example, select standard symbol, then click *Open*.



4.1.3. Change the Scale X and Scale Y under *Picture Fill* tab to 0.05 or 0.10.

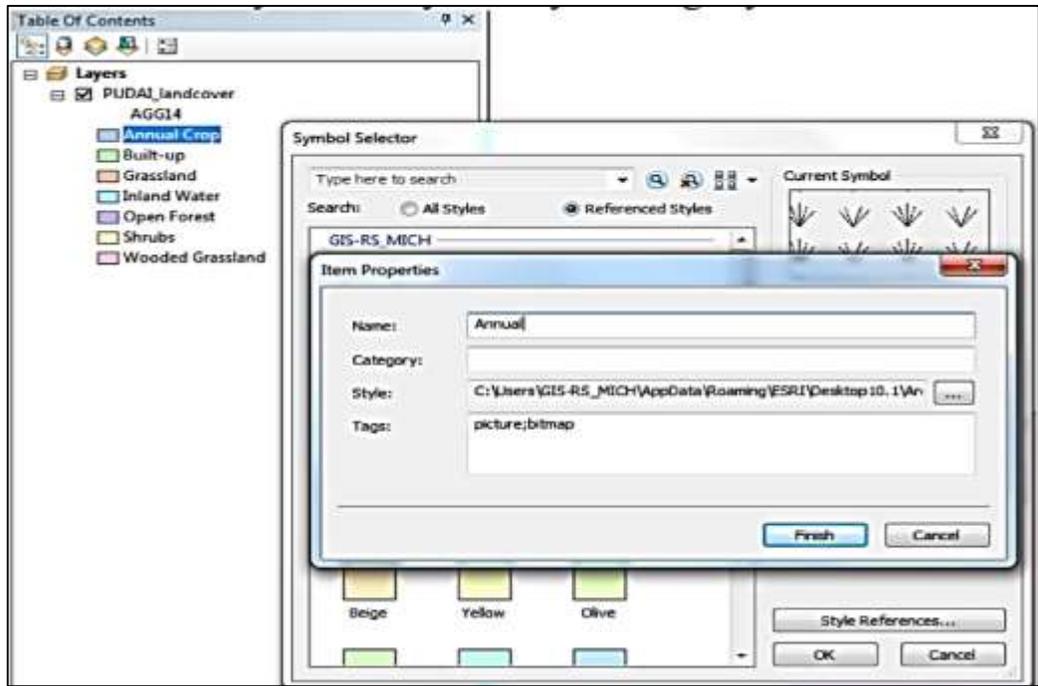


4.1.4. Change the *Offset* and *Separation of X and Y* under *Fill Properties* tab at least 5.0.



Adopted from FMP Technical Bulletin No. 2014-02, prepared by GIS/RS Unit

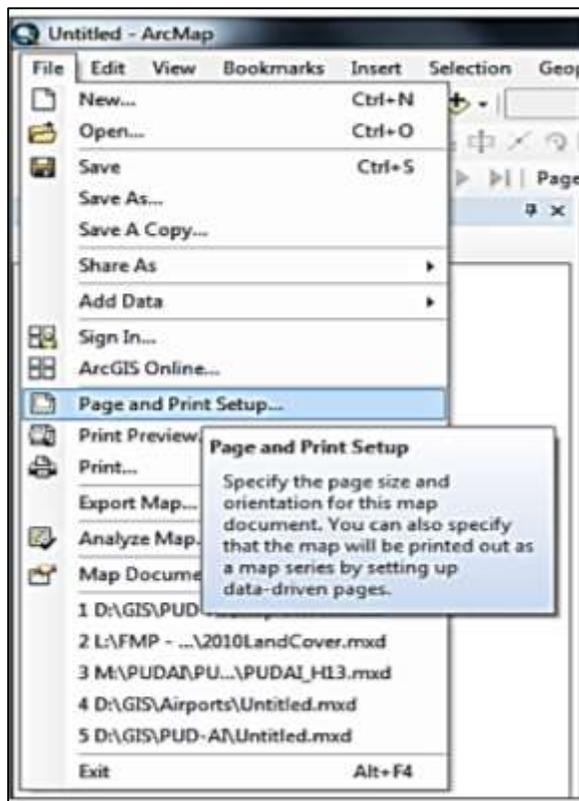
- 4.1.5. Save the customized symbol by clicking *Save as* and name it as *Annual*. You can also select where to save your new symbol by clicking *Style*. Click *Finish* then click *OK*.



- 4.1.6. Do the same process on the other land cover class.

4.2. Data Driven Pages

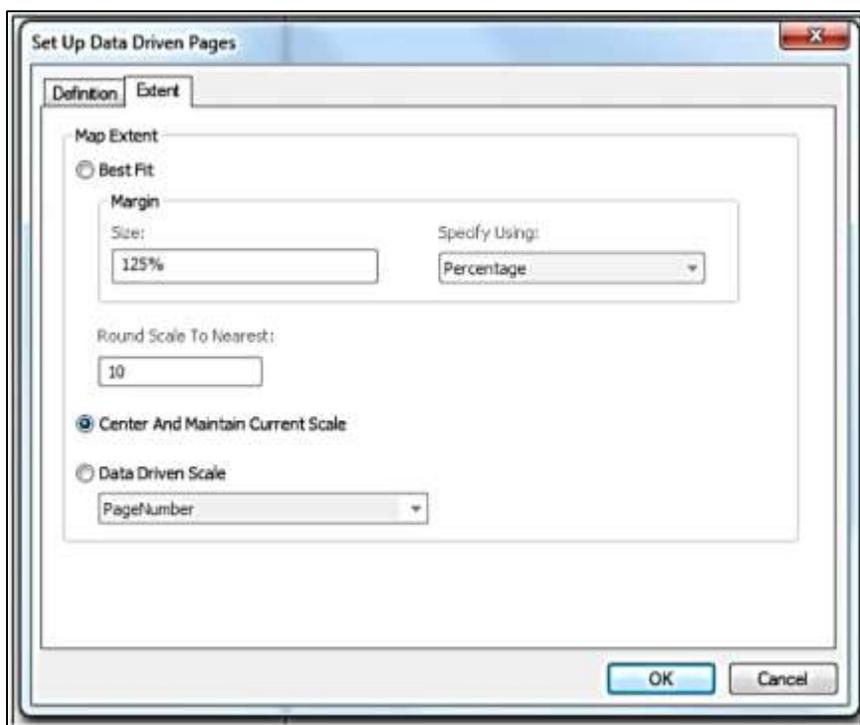
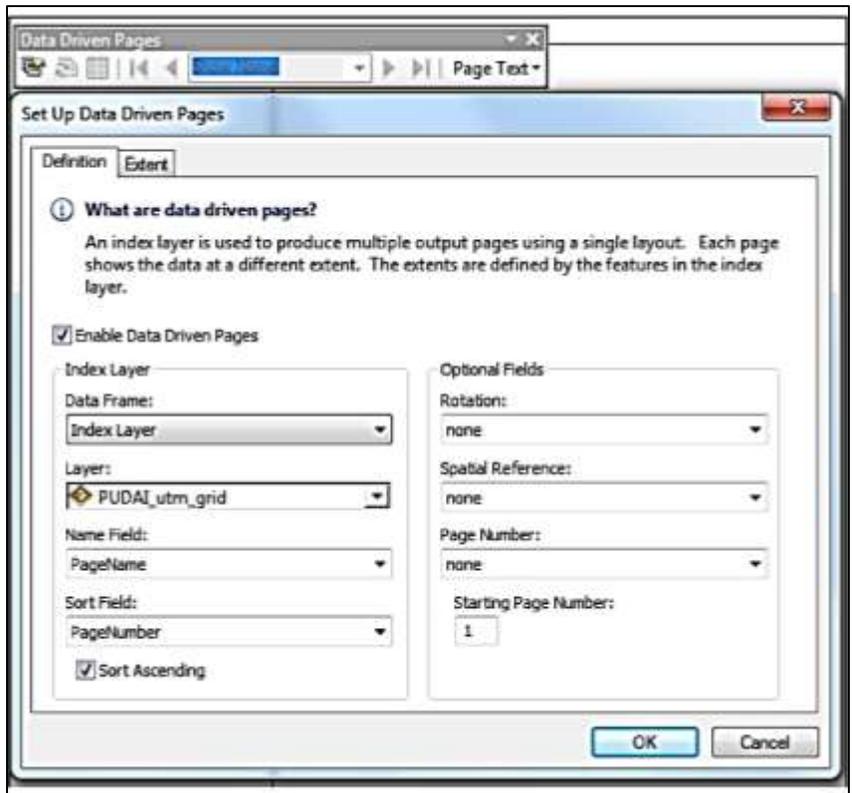
- 4.2.1. Go to *Layout* view then set your page to your desired size of the paper.



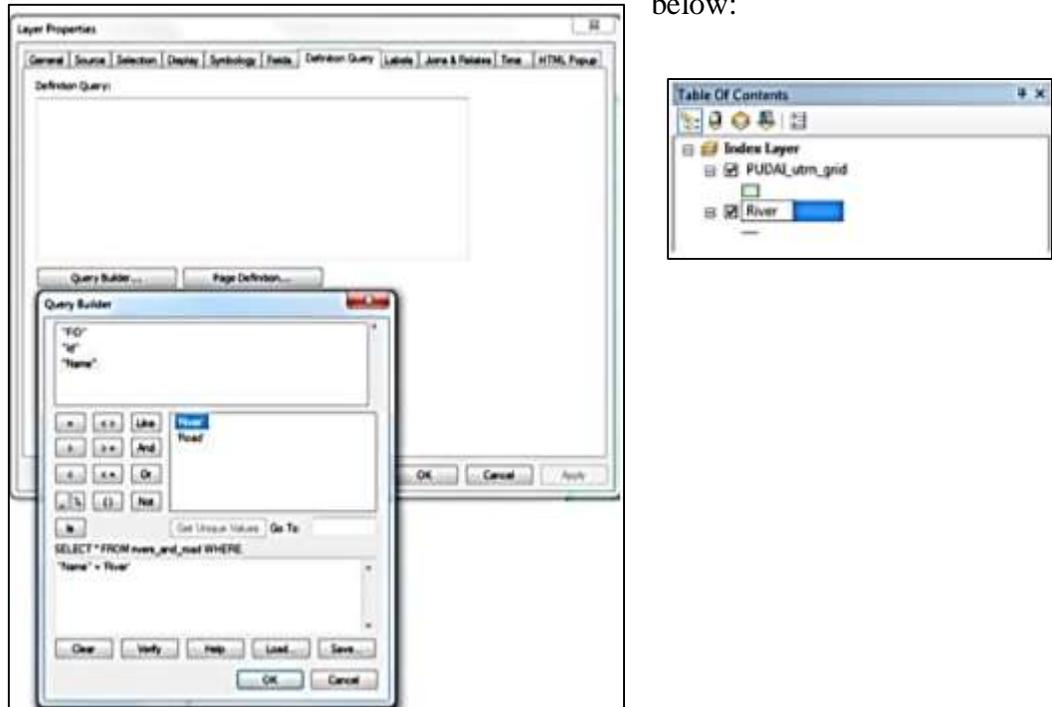
- 4.2.2. Make sure that *Data Driven Page* toolbar is enabled. If not, right click on the top bar menu and check *Data Driven Page*.



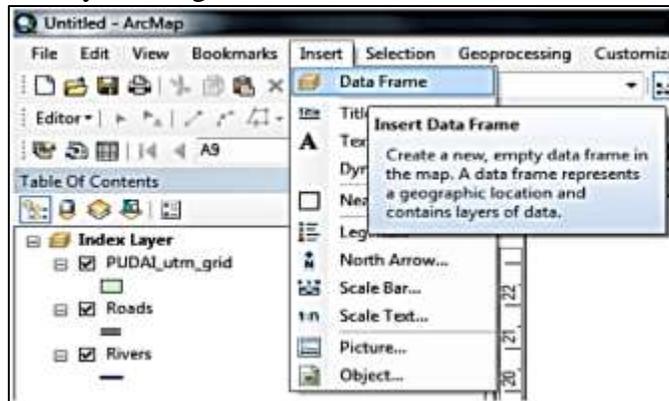
- 4.2.3. Create or identify an index layer which contains feature that define the extent of the main data frame for each page in the series. In this exercise, we put the grid index and boundary of the CBFMA, rivers and the rectified Google Earth Images.
- 4.2.4. Set the scale of your index layer same as the size of the cell indicating one area.
- 4.2.5. Click *Data Driven Page Setup*. Click *Enable Data Driven Page* and check other attributes same as below. In *Extent* tab, make sure that the *Center and Maintain Current Scale* is check so that the current extent in other grid has the same scale and position.



- 4.2.6. To make sure if the rivers and road are well represented in the layer, or if it is only .shp, we can use *Query Definition*. Just right click on the .shp of the rivers and road then click *Properties*. Go to *Definition Query* tab, click *Query Builder* then identify the attributes that represent the river/roads. Click *OK* then rename the feature *River* in the table of contents, same for the *Road*. See illustration below:

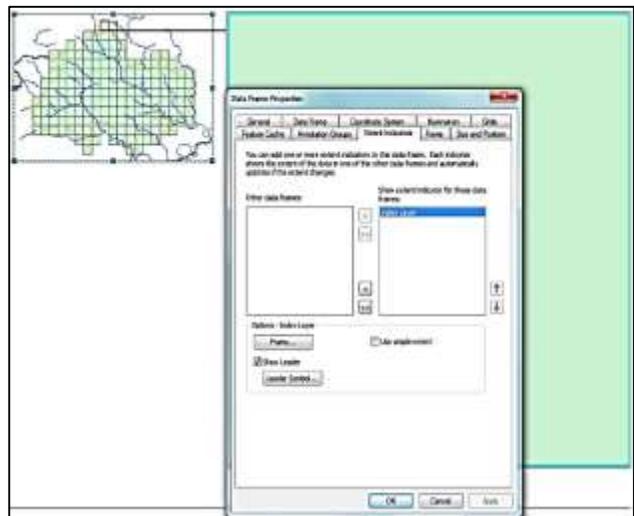


- 4.2.7. Create another layer or data frame for the location map for each grid. You can do this by clicking *Insert* in the menu bar then *Data Frame*.



- 4.2.8. Add the same data for the location map layer except for the Google Earth Images. Please refer to the 4.2.3 of this procedure.

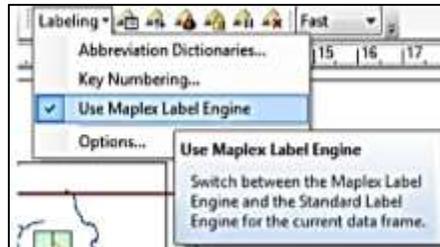
- 4.2.9. M., To indicate the location of the grid using the Location Map, right click on the *Location Map Layer* then click *Properties*. Select *Extent Indicators* tab. Place the *Index Layer* from *Other Data* frames to show *Extent Indicator* for these data frames. Enable *Show Leader*, then you can customize the leader by clicking the *Leader Symbol* or you can make it as a default. Click *OK*.



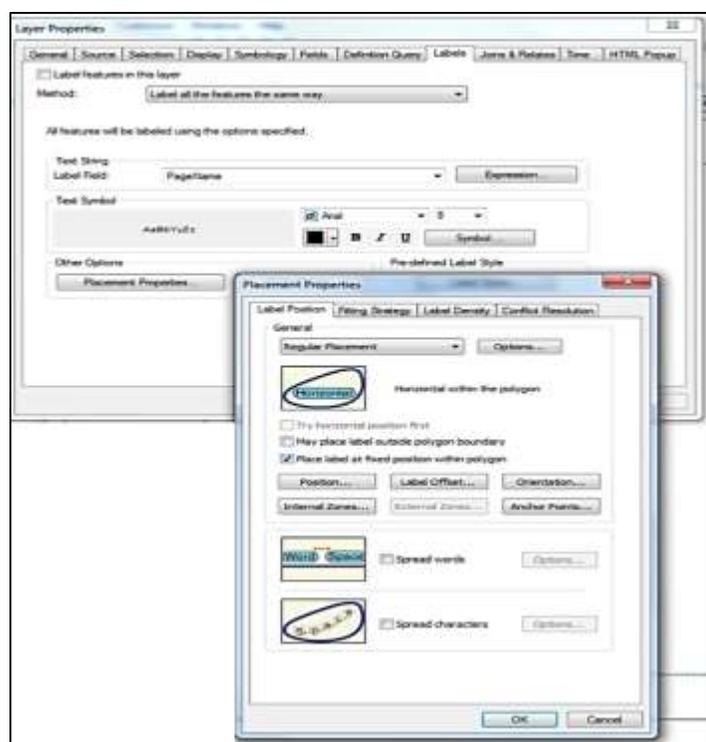
4.2.10. For labeling, make sure that *Labeling* toolbar is enabled. If not, right click on the top bar menu and click *Labeling*.



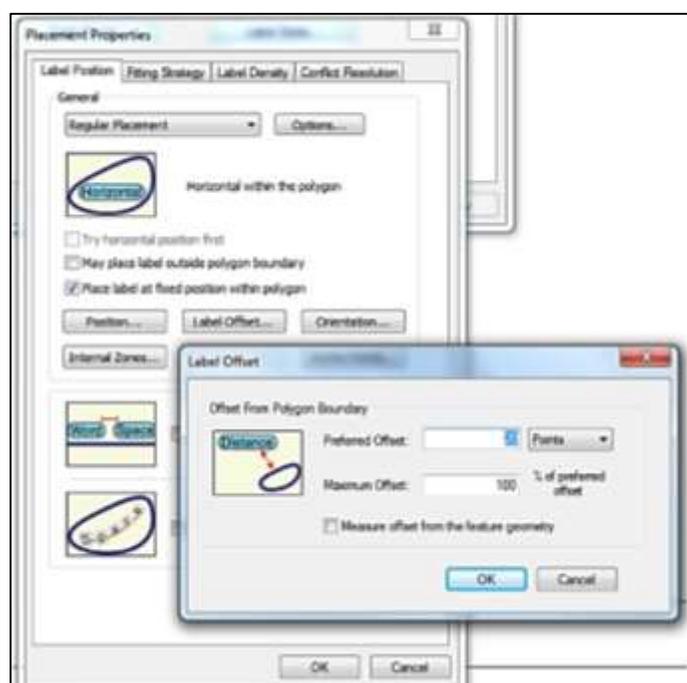
4.2.11. Activate the *Index Layer* then check *Use Maplex Label Engine* by clicking *Labeling* toolbar. This will show how labels will be oriented and placed, formatted, placed in congested areas and resolve conflicts between labels.



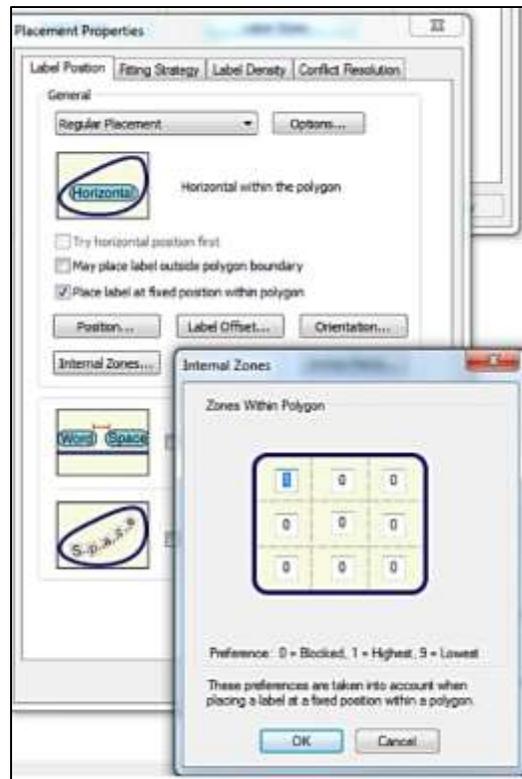
4.2.12. Right click on the CBFMA, grid .shp then select *Properties*. On the *Label* tab, *Label* field must be the *Page Name*, you can also change the font style and size of the label if you desire. Click *Placement Properties*. Under *Label Position* tab, click the *Place Label* at fixed position within polygon.



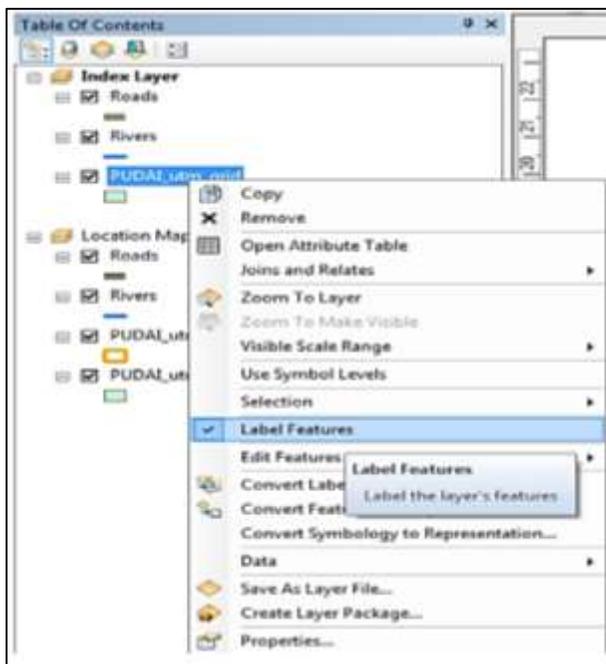
Click the *Label Offset* and set your desired *Preferred Offset*. In this exercise, you may choose 20 so that the code grid can be easily read. Click *OK*.



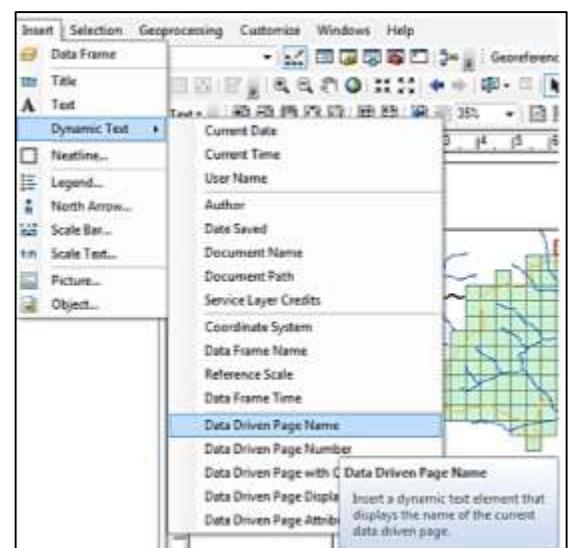
Under *Internal Zones*, you can set desired *Preference* or position that will appear on the layer. In this exercise, choose to place *My Label* at the upper left of the layer. Click *OK*. Just click *Apply*, then *OK*.



4.2.13. To make the label appeared on the layer, right click on the CBFMA grid .shp and click *Label Features*.

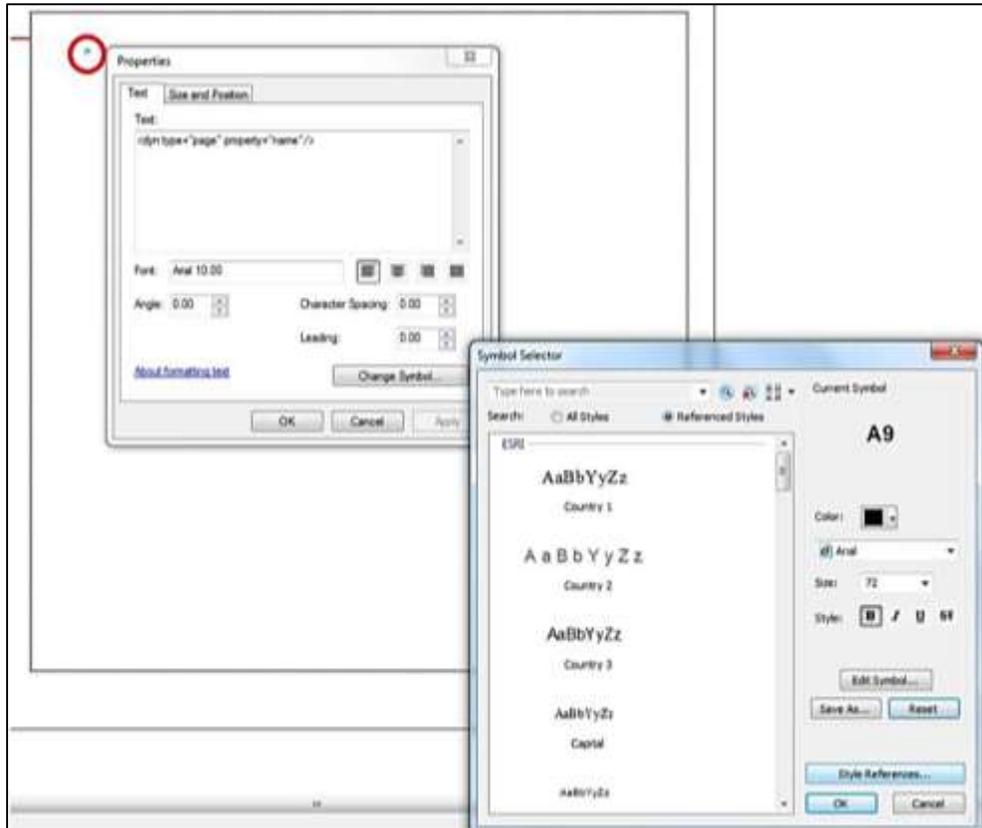


4.2.14. Dynamic text is a term that describes text on the page that changes dynamically from one page to another. Dynamic text elements include page name, number and count, as well as labels identifying neighboring pages. In the illustration below, the dynamic text used is the *Data Driven Page Name*.

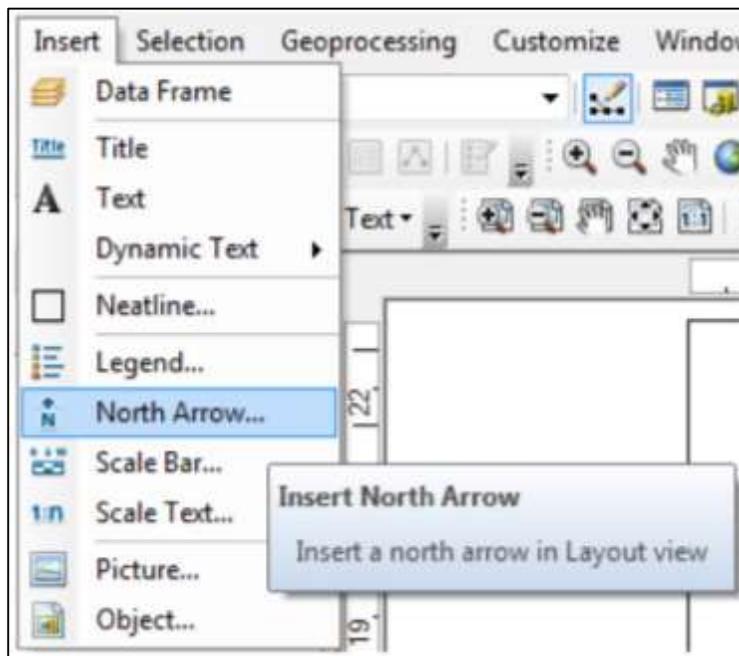


Adopted from FMP Technical Bulletin No. 2014-02, prepared by GIS/RS Unit

The page name will appear quite small, like in the illustration with red circle. To edit this, just right click on the small page name then select *Properties*. Click *Change Symbol* and change the font size to make it bigger. Click *OK*, apply, and *OK*.



4.2.15. To add other feature in the layout, such as *North Arrow*, *Scale Bar*, *Scale Text*, *Legend*, etc, just click *Insert* in the menu bar and select what feature you will add as mentioned above. See sample illustration below.



ANNEX F

COMMUNITY MAPPING

1. Background

The **community** refers to a social unit of any size that shares common values, or that is situated in a given geographical area. It is a group of people who are connected by durable relations that extend beyond immediate genealogical ties, and who mutually define that relationship as important to their social identity and practice. Hence, for the purpose of CRMF formulation/updating, *community* refers to a group of people residing and or utilizing portions of the CBFMA area.

Community Mapping (CM) is a method involving representatives of the community/PO to draw the information of the occurrence, distribution of different biophysical, socio-economic and cultural features of their area. CM is a key tool of CBFM and the starting point of community participation in the preparation of CRMF. It is the vital part of the enhanced CRMF formulation to change from being in narrative form into map-based approach.

2. Objectives

The objectives of community mapping are as follows:

- 2.1. To help/assist in the deeper understanding of the community;
- 2.2. To provide an assessment of the community's resources. It will encourage community members to consider the community's assets and how to use them, as well as the community's needs and how to address them;
- 2.3. To help/assist in the decisions about priorities for development;
- 2.4. To prepare the PO/community on implementation challenges that they may encounter along the way. Identifying needs and resources before implementing a plan or initiative means that they know from the beginning what they are dealing with, and are less likely to be blindsided later by something they did not expect.

3. Community Mapping Process

A map provides information on the topography, resources and conditions that exist in a particular area at a particular time. It allows us to associate different spatial attributes and the coincidence of certain conditions and track changes in places through time. In the community mapping process, thematic maps¹ shall be used. The CRMF Facilitator's Team should avoid using technical maps while conducting community mapping and just consult these maps after the activity.

3.1. Orientation of the Participants

- 3.1.1. Orient the participants on the purpose of the activity and how the results of which will be used. Discuss the printed Base Map, Grid Index Map and Thematic Maps printed in tarpaulin e.g. slope, elevation, satellite images or Google Earth images and maps showing natural features and other landmarks of the community/CBFMA area;
- 3.1.2. Orient the participants about the basic features of the map such as roads, rivers and different infrastructures that will be used as reference.
- 3.1.3. Validate the major landmarks and features shown on the map.

¹ A **Thematic Map** is a map that displays the spatial distribution of an attribute that relates to a specific topic or theme, e.g. slope, elevation, land cover etc.

3.2. Site Analysis and Community Interaction

- 3.2.1. Provide the community mapping participants with working map drawn in plastic cover sheet where the group/representative from the community/PO will draw or indicate the existing or proposed land use and other geographical features within the CBFMA area.
- 3.2.2. Discuss the mapping symbology or standard color needed to represent the existing or proposed land-use and other geographical features to be drawn on the plastic cover sheet. The color or symbol of land cover and other features to be used is based on NAMRIA standards.
- 3.2.3. Set common reference where to start community mapping, community's opinion on reference points will be preferred most.
- 3.2.4. Try to draw-out from the community/PO their own perception of their area with simple questions with the least intervention possible. Place plastic acetate on top of the areas identified as communal and/or individual farm. The following information must be placed in the community map:
 - Name of farmer, its uses and the index number where the farm is located;
 - The names farmers of the adjacent farms (if known by the farmer attendees);
 - The resources found and the various activities within the individual and communal areas; and
 - The infrastructure and support facilities present within and adjacent to the CBFMA area.

During this step, the following Guide Questions may be used:

- What are the formal and informal claims and rights in the forest lands within the CBFMA? How are these claims recognized, obtained and managed?
- What social infrastructure (family planning, education health, schools and roads) and support services (i.e. extension, credit, and training) are available or exist within the CBFMA area?

3.3. Wrapping up the Activity

- 3.3.1. At the end of the activity, let the community/PO step back and look at the map in its entirety.
- 3.3.2. Ask them to carefully look at the map and try to see if there are corrections that need to be done.
- 3.3.3. If the community is satisfied with the map, discuss with them the succeeding activities in the process: the Consolidation phase, validation, field verification and feedback phase.
- 3.3.4. Before leaving, express the gratitude for their cooperation and hospitality,

The output of this activity is an updated Community Map (**Figure 7**) showing the existing land use and cover within the CBFMA and current support services.

4. Integration of Community Maps and Topographic Maps

The computerized process for community map and topographic map integration involves the digitizing and editing as describe below. Digitizing the community map involves overlaying the map on a topographic map with the satellite image or Google earth image. It involves printing the

map on a device called digitizer which allows the traced line to be stored in the computer as a digital data.

- 4.1. Prepare the community map by taking a photo of the updated community map which can be read by a GIS software.
- 4.2. Rectify the map through Georeferencing, this will ensure that the map is on proper coordinates. Georeferencing process is provided under **3.2.** of **ANNEX E.**
- 4.3. Trace all the features depicted in the community map. For symbols depicting the same features, select one which is clear and understood by the community. Adopt the standard symbols and colors used by NAMRIA.
- 4.4. Once the features are digitized, it is stored in the computer and printed. The said printed map shall be presented to the community for validation and the input for vision mapping.

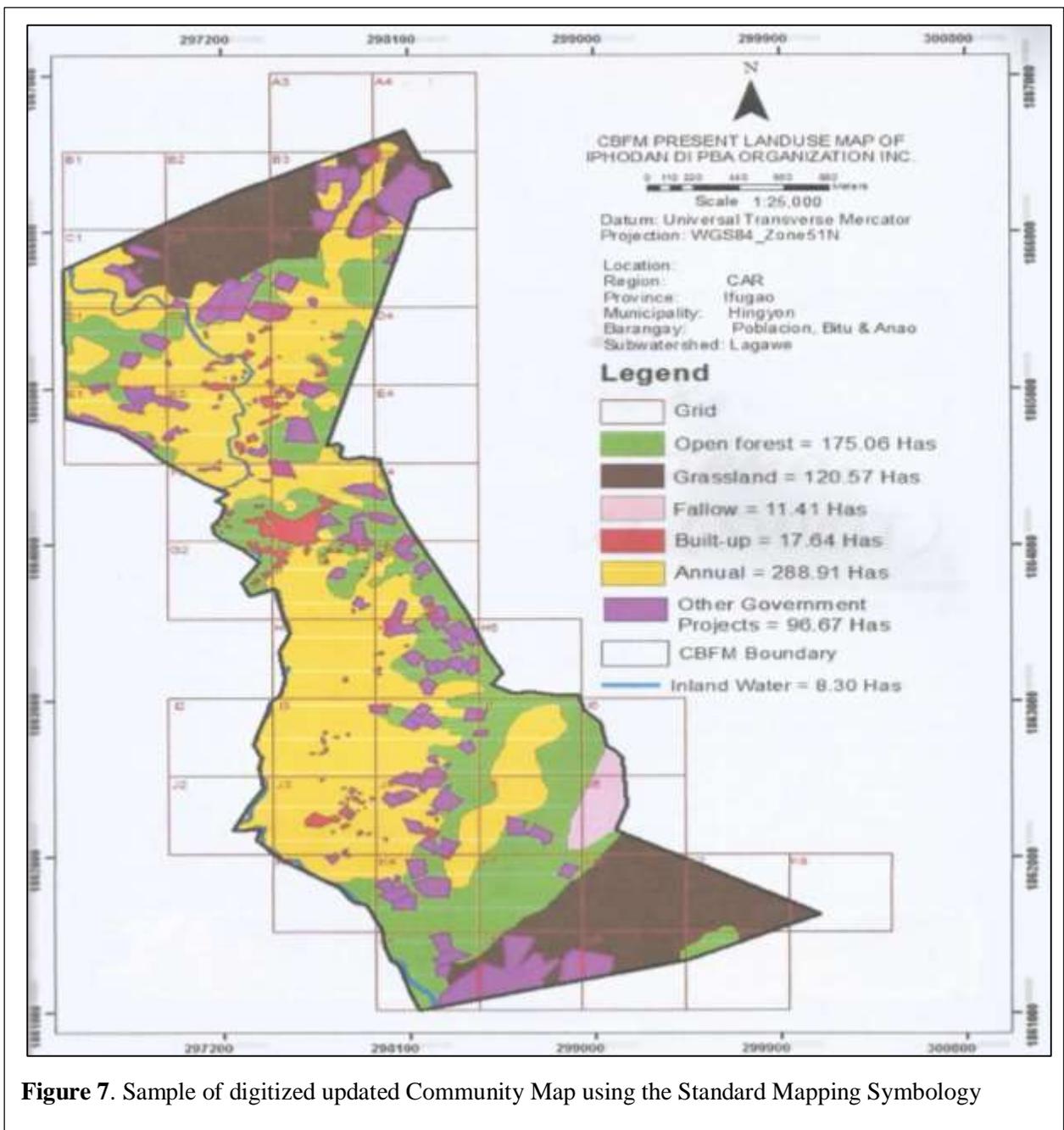


Figure 7. Sample of digitized updated Community Map using the Standard Mapping Symbology

ANNEX G

IDENTIFICATION OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC)

The validated PO and community profile and other relevant information on the biophysical, socio-economic and environmental aspects will be analyzed in order to identify Strengths, Weaknesses, Opportunities and Challenges (SWOC).

1. Definition of SWOC

A **SWOC** analysis guides the PO/community in identifying the internal factors whether positives or negatives (Strengths and Weaknesses) and external factors (Opportunities and Challenges). Being fully aware of the situation will be helpful in both strategic planning and decision-making. Conducting SWOC will aid in identifying positive factors that work together and potential problems or challenges that need to be addressed or at least recognized.

Strengths are the aspects of the PO or community where capability exists and is adequate to respond or to control internal and external opportunities.

Weaknesses are aspects of the organization that are assessed to be inadequate or insufficient, and do not have the capacity to respond or deliver.

Opportunities are external factors which can either be an event, action or skills that could potentially enhance the organization's assets, improve the economic activities, minimize threats or expand markets. Opportunities refer to the elements that the project could exploit to its advantage. Identifying your opportunities for success in context of threats to success can clarify directions and choices.

Challenges are events, actions, or decisions that will limit or hinder the capabilities of the PO/community to respond effectively and timely. Challenges will also include the Problems, Issues and Needs (PINs). PINs in this context are defined as follows:

Problem can be defined in various ways. It is considered the difference between what *is*, and what might or should be, or a situation regarded as unwelcome or harmful and needing to be dealt with and overcome; situation when and where your community experiences doubt or difficulty.

Identifying Community Problems:

The following criteria may be used when identifying community problems:

- Frequency of the problem;
- Duration of the problem;
- Scope and range of the problem (i.e. how many people in the community are affected by the problem; and
- Intensity or severity of the problem:
 - if the problem is not resolved immediately what other problems could occur?
 - if the problem is resolved immediately what other problems could occur?
 - what other problems can be resolved?

Issue is defined as the point in question or a situation or a matter in dispute. Awareness of an issue is only the beginning. People may understand that it exists, but not understand its implications. They may feel that it doesn't really matter, that it only affects a few people or places far away, or that there's really no proof of its effects.

Defining Issues:

When defining an issue, the following components must clearly stated:

- Whom does it affect?
- How does it work?
- Where it is encountered?
- What is the significance of the issue?

Once the community or the PO are aware of and understand issues, the next step is to foster concern about the issues by making sure that people understand how issues affect them directly or indirectly. This will help them realize their own link to the issue and they'll start to see it as something that's not only serious, but that needs to be addressed locally.

Need means a lack of something wanted or deemed required which specifically relates to a particular group or community.

2. Determination of SWOC

The following Guide Questions shall be used in determining the SWOC in the four (4) aspects of CRMF formulation (environmental, social, economic and support services).

Environmental/ Forestland

- What are the existing land uses and forest cover within the CBFMA? What are the extent, status and conditions of these uses and cover? What are the Problems, Issues, Needs and Opportunities (PINOs) in the forestland with respect to their protection, rehabilitation?
- What are the formal and informal claims within the forestlands? How are these claims recognized? Obtained? Managed?

Economic

- What are the present sources of income of community members? Their individual and collective enterprises? How do individual and currently use the forestlands and forest resources? What are the existing sharing mechanisms or schemes, if any? What are the PINOs with respect to the individual and collective enterprises?

Social/ PO and Community

- What are the formal and informal organizations that comprise the CBFMA holder? What are the capacities of these organizations? In terms of managerial, financial and organizational skills? What are the PINOs with these organizations?
- How long have these formal and informal organizations exist? How do these organizations relate with the PO as CBFMA holder? Any clear history of working together among community members? What factors or things that are currently binding the community to associate themselves and to organize? How do the CBFMA holder sees themselves as the shell organization which represents community members in and near the forestlands?

Support Services

- What social (family planning, education, health, infrastructural (schools and roads) and support services (extension credit training) are available or exist within the CBFMA area? How are these services provided or maintained?

- What collective efforts were initiated by the community organizations to obtain or access needed social, external resources, infrastructural and support service?

3. Summarizing the SWOC

After summarizing the results of the SWOC analysis, the result shall be plotted using **Table 1**.

Table 1. Summary of Identified SWOC

CRMF COMPONENT	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES		
				PROBLEMS	ISSUES	NEEDS
Environmental/ Forestland/ Forest Resources						
Social/ PO and Community						
Economic/ Livelihood/ Enterprise Devt. to include harvesting and/or utilization of timber and non-timber products (individual, group/ collective enterprise or livelihood)						
Support Services (networking, Linkaging with GAs, OGAs, LGUs, academe, research, finance & resource institutions)						

4. Livelihood and Enterprise Development Assessment

The CRMF Facilitator’s Team will also conduct a simple market survey with the PO in order to:

- 4.1. Identify possible products which PO members could produce in their CBFMA area as well as appropriate technologies that may require technical training;
- 4.2. Identify the market channels (middlemen or trader) and the existing and potential markets;
- 4.3. Identify problems encountered in the production and processing the raw materials and alternative products that can be grown/produced; and
- 4.4. Assess potentials of identified products.

The result of the market survey shall be summarized using the **Table 2**.

Table 2. Result of Market Survey

Market/ Place Nature of Buyer (middlemen, trader, direct)	Current Market Condition							Possible Tie-Up	
	Product	Volume	Price	Origin	Mode of Payment	Frequency of Selling	Problems Encountered	Volume	Price

ANNEX H

VISION, MISSION, GOAL AND OBJECTIVES SETTING

Vision, Mission, Goal and Objectives (VMGO) provides a description what the CBFM-PO envision on its CBFMA area, forestlands, forest resources, the PO as a community and business organization, individual and collective enterprises, and support services within the community. It provides the direction on what the PO wants to achieve in the future.

1. Vision Setting

Vision statements are short phrases or sentences that convey your community's hopes for the future. By developing a vision statement or statements, your organization clarifies the beliefs and governing principles of your organization, first for yourselves, and then for the greater community.

Vision statements should define how the PO sees itself in the next few years, or what image does it want to project in years to come/ what does it want to be as PO. These are certain characteristics that most vision statement have in common. In general, vision statements should be:

- Understood and shared by members of the community;
- Broad enough to include a diverse variety of local perspectives;
- Inspiring and uplifting to everyone involve in your effort; and
- Easy to communicate and easy to remember - Because it is easy to remember, it is easy for everyone in the organization to focus on the vision. When people focus on the vision, their daily activities are automatically directed towards achieving the vision.

A sample of vision statement is as follows:

An organized organization within the CBFMA area with develop and flourish mountains and strong affiliated organization that protects the forest resources and with different alternative livelihoods as model of a developed area.

2. Mission Setting

Mission statement describes what the PO/community wants to achieve and why they want to achieve it. Missions are more concrete, and they are definitely more "action-oriented" than vision statements. It should define that the PO/community have ensure that their vision is met.

While they don't go into a lot of details, they should define at how the organization might fix the problems or reach their goals. Some general guiding principles about mission statements are as follows:

- Concise – while not as short as vision statements, mission statements generally still get their point across in one sentence;
- Outcome-oriented – mission statement explain the fundamental outcomes your organization is working to achieve; and
- Inclusive – while mission statements do make statements about your organization's key goals, it's very important that they do so in broad manner. Good mission statement are not limiting in the strategies or sectors of the community that may become involve in the project.

A sample of mission statement is as follows:

An organization with continuous coordination and supports for the development of the organization and community. Strengthen and build-up equal opportunity on alternative livelihood and forest resources protection.

3. Goal Setting

Goals are general statements of what the PO/community want to achieve. It needs to be integrated with the vision and mission on how the organization are going to achieve their vision.

A goal should meet the following criteria:

- **Suitable** - Does it fit with the vision and mission?
- **Acceptable** - Does it fit with the values of the PO and the community?
- **Understandable** - Is it stated simply and easy to understand?
- **Flexible** - Can it be adapted and changed as needed?

Make sure the goals are focused on the important properties of the organization. Be careful not to set too many goals. You run the risk of losing focus. Also, design your goals so that they don't contradict and interfere with each other.

4. Objective Setting

Objectives are specific, quantifiable, time-sensitive statements of what is going to be achieved and when it will be achieved. They are milestones along the path of achieving your goals.

Objectives should meet the following criteria:

- **Measurable** - What will happen and when?
- **Suitable** - Does it fit as a measurement for achieving the goal?
- **Feasible** - Is it possible to achieve?
- **Commitment** - Are people committed to achieving the objective?
- **Ownership** - Are the people responsible for achieving the objective included in the objective-setting process?

By analyzing the vision statement, you can determine the major component categories that the PO will have to look into. For example on the state below, the components may be simplified into:

- Area development (for developed and flourishing mountains)
- Organization strengthening (for strong affiliated organization)
- Forest protection (for protects the forest resources)
- Livelihood management (for different alternative livelihoods)

An organized organization within the CBFMA area with develop and flourish mountains and strong affiliated organization that protects the forest resources and with different alternative livelihoods as model of a developed area.

The objective should focus on community level, like the statement below:

By 2020, sustainable development of __percentage (%) of the CBFMA area through agroforestry, reforestation, soil conservation, enterprise development and capacity building activities of the PO and community.

As stated above, the words, objective and goal seem to be one and the same, as they express that a PO/community wants to achieve something and as such both reveal the desired outcome. However, what differentiates between them basically is the time frame, and the objectives, being specific, support in the attainment of a goal.

5. Guide Questions

- What does hopes and plans does the PO have for the individually-claimed and group claimed portions of the forestlands that are subject to upland cultivation and kaingin farming?

- What plans do they have for the existing residual and virgin forests?
- What will they do with the unclaimed brushlands, grasslands, marginal lands?
- How will they manage hunting areas? How will they manage the sources of water for irrigation and domestic use?
- What does the PO wish to do with respect to the major sources of household and PO incomes? What do they envision doing with their individual and collective enterprises? How will PO benefits be shared? Do they have any plans for local capital mobilization and lending?
- In the short, medium and long-term, what will be the expected roles of individuals, groups and the PO in the protection, management, rehabilitation, development and utilization of forest resources?
- What does the PO envision with respect to how it will access professional services and how it will provide support services to its members?

6. Summary of Existing and Proposed VMOs

Component	Existing				Proposed			
	Vision	Mission	Goal	Objective	Vision	Mission	Goal	Objective
Forestland (environmental)								
Forest vegetation/land cover								
Resources								
Organization Development (social)								
PO								
Community								
Livelihood/ Enterprise Development (economic)								
Individual/family								
Collective/ communal								
Support services required by the POs which can be supported by the following:								
➤ OGAs								
➤ NGOs								
➤ Funding institutions								
➤ LGU								

7. Vision Mapping

As enhancement for this Technical Bulletin, after the setting up of narrated VMOs, the CRMF Facilitator’s Team shall conduct vision mapping using the updated community map printed in tarpaulin on the same size used during community mapping. For the vision mapping, it shall follow

the steps and procedures of community mapping (ANNEX F), but instead of drawing-up the existing features of CBFMA area, the PO/community will draw their vision describing the PO's intended land-use of the CBFMA area after 25 years. The GIS Unit Representatives of CRMF Facilitator's Team shall digitize the result of vision mapping to produce the shapefiles of vision map.

Sample of vision map (Figure 8) is as follows:

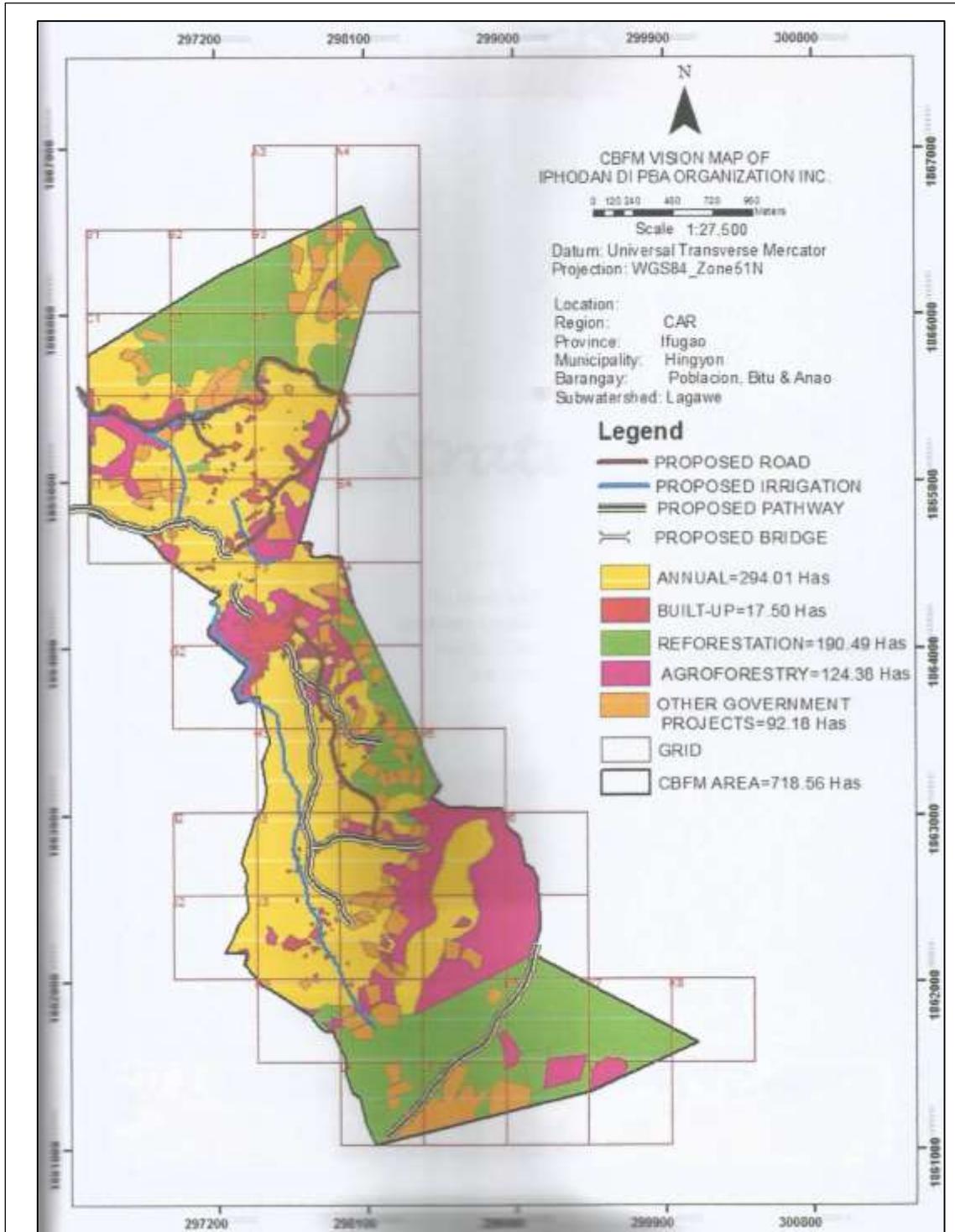


Figure 8. Sample of Vision Map.

ANNEX I

FORMULATION OF STRATEGIES AND ACTIVITIES

Strategies and activities are actions to take in order to attain the aspirations of the PO/community in developing and managing their CBFMA area and the socio-economic condition of their community. These strategies are a result of decisions made from the set opinions available to the POs. Decisions can be achieved by analyzing the present situation, envisioning what needs to be achieved and identifying the best strategy.

Negotiation is a formal or informal discussion between people (DENR & PO or PO members) who are trying to reach an agreement in developing the forestland considering the socio-economic and environmental aspects. The negotiation may also include the discussion of necessary inputs (materials, tools, labor, responsibilities, etc.) to be provided by both party in the conduct of the activities.

Decision-Making can be regarded as cognitive process resulting in the selection of a course of action among several alternative possibilities.

1. Pre-requisites in the Formulation of Strategies and Activities

Prior to the negotiation activity, the DENR personnel shall review, internalize and prepare the following in preparation to the provision of technical assistance in the formulation of CRMF, to wit:

- Internalization of existing policies and definition of land uses;
- Slope classes and recommendation development per class of the CBFMA; and
- Review appropriate species per slope class.

2. Summary of Agreed Strategies and Activities

The PO with the assistance of the CRMF Facilitator’s Team shall fill-out the (**Table 1**) summarizing the agreed strategies and activities for the first five (5) years (**Table 2**) and the next ten (10), fifteen (15), twenty (20) and twenty five (25) years.

The table should summarize how the PO intends to achieve its VMGOs with what they have, know and what to do. Focus should be on the POs comparative advantage, strengths and innovations.

Table 1. Summary of Strategies and Activities to be Undertaken within 25 Year in the CBFMA

Component	Strategies & Activities	Environmental Impact	Mitigation	UWM	Target	Yearly Milestones								Remarks	
						1	2	3	4	5	10	15	20		25
Forestland (environmental) ➤ Forest vegetation/land cover ➤ Resources															
Organization Development (social) ➤ PO ➤ Community															
Livelihood/ Enterprise Development (economic) to include harvesting and/or utilization of timber and non-timber products ➤ Individual/family ➤ Collective/ communal															
Support services required by the POs which can be supported by the following: ➤ OGAs ➤ NGOs ➤ Funding institutions ➤ LGU															

Table 2. Detailed Activities of the First Five Years under CRMF

Activities	UWM	Physical Target						Budgetary Requirements (PhP)						Remarks
		Y1	Y2	Y3	Y4	Y5	Total	Y1	Y2	Y3	Y4	Y5	Total	

Note that in preparation of strategies and activities particularly the harvesting of forest resources should be more detailed that includes schedule, quantity, harvesting methodologies, area of operation supported with maps, replanting plans etc. as this will also be used in acquiring permit from the relevant agencies i.e. Environmental Compliance Certificate (ECC) and cutting permits.

3. Guide Questions

- What technical and organizational strategies will the PO, groups and individuals adopt to protect, develop, rehabilitate, manage and utilize forest resources?
- What organizational and management strategy will the PO employ to mobilize local and external resources to implement the CRMF? How will the PO strengthen members, groups and its organizations so that capacities will improve over time? In the short and medium term?
- What will be the individual, group and PO enterprise strategies so that they will gradually diversify, stabilize and improve their sources income? What will they do to gradually become less dependent from timber extraction and subsistence upland farming?
- What will the PO do to mobilize local savings, tap external funds and divert these funds to finance non-forest-based micro-enterprises? How will the income from thinning and harvest from the natural forest be re-invested in forest development and stabilizing upland agriculture?

ANNEX J

AFFIRMATION OF CRMF

TO : NAME OF PEOPLE'S ORGANIZATION

SUBJECT : COMMUNITY RESOURCE MANAGEMENT FRAMEWORK OF

(the tenure instrument, its location, areas and inclusive year)

Pursuant to the DENR Administrative Order No. 2004-29 dated 25 August 2004, I hereby affirm and commit to support the implementation of the CRMF of (Name of PO) with CBFMA No. _____.

The affirmed CRMF shall serve as the Initial Environmental Examination (IEE) and shall be the basis for the issuances of the ECC.

The (Name of PO) shall proceed with the implementation of the CRMF upon issuance of the ECC.

PO Representative

PENRO

Copy furnished : Municipal/City Government of _____
Provincial Government of _____
Regional Director
PENRO
FMB

ANNEX K

AFFIRMATION OF FIVE YEAR WORK PLAN

TO : NAME OF PEOPLE'S ORGANIZATION

SUBJECT : FIVE (5) YEAR WORK PLAN OF (NAME OF PO) FOR
PERIOD FROM (MOTH/DATE/YEAR)
TO (MOTH/DATE/YEAR)

Pursuant to the DENR Administrative Order No. 2004-29 dated 25 August 2004, I hereby affirm and commit to support the implementation of THE 5-Year Work Plan of the **(Name of PO)** to be implemented in CBFMA No. _____. The **(Name of PO)** may now proceed with the implementation of 5-Year Work Plan.

PO Representative

CENRO

Copy furnished : Municipal/City Government of _____
Provincial Government of _____
Regional Director
PENRO
FMB