



Forest Foundation Philippines

# Results Framework for Sustainable Management of Forests

(2017-2021)



Forest  
Foundation  
Philippines

Let's grow together.



# Table of Contents

1	List of Acronyms
1	List of Figures
2	Introduction
3	Four Focal Landscapes
6	Program Plan, 2017-2021
8	Outcome 1: Grow Forests
12	Outcome 2: Grow Livelihoods
15	Outcome 3: Grow Partnerships
18	Outcome 4: Grow Advocates
21	Operationalization
22	Monitoring and Evaluation
23	Results Matrix, 2017-2021
25	References

## List of Acronyms

CBD	Convention on Biological Diversity
CBO	Community-based Organizations
CSO	Civil Society Organizations
DENR	Department of Environment and Natural Resources
FLUP	Forest Land Use Plan
FMB	Forest Management Bureau
IKSP	Indigenous Knowledge Systems and Practices
NCCAP	National Climate Change Action Plan
PES	Payments for Ecosystem Services
PNRPS	Philippine National REDD-Plus Strategy
REDD	Reduced Emissions from Deforestation and Forest Degradation
TFCF	Tropical Forest Conservation Fund
TFCF 2	Second Tropical Forest Conservation Fund
UNFCCC	United Nations Framework Convention on Climate Change

## List of Figures

Figure 1. Focal landscapes to be supported under TFCA2

Figure 2. Foundation's goal and the immediate outcomes that will contribute to the achievement of the goal.

Figure 3. Summary of outputs to be delivered to attain immediate outcome 1.

Figure 4. Summary of outputs to be delivered to attain immediate outcome 2.

Figure 5. Summary of outputs to be delivered to attain immediate outcome 3.

Figure 6. Summary of outputs to be delivered to attain immediate outcome 4.

# Introduction

Forests provide multiple environmental, economic and social services significant to human development. Forests supply products (food, water, wood, medicine and other materials) and ecosystem services (air purification, water in catchment areas, soil conservation) that support people's basic needs. Resources from the forests serve for a number of industries and as foundation for livelihood and various cultures, particularly of the indigenous peoples.

In the last decades, however, there has been a steady decline in the Philippine forests. From the original 27 million ha of forest cover, it has decreased to 7.2 million ha (DENR-FMB, 2011). This restrains vital ecosystem services, which affects the quality of life of the people who depend on it. Because of this, the protection of the remaining forest blocks and sustainable management of forests have become the agenda of the government and civil society organizations.

## Forest Foundation Philippines

Established in 2002, under two bilateral agreements between the governments of the United States of America and the Philippines, the Forest Foundation Philippines is a non-profit organization that provides grants to organizations that empower the people to protect the forests.

Since its inception, the Foundation has supported over 450 projects, which has improved the management of 1.5M hectares of forest lands, restored approximately 4,200 hectares of forests through the re-introduction of appropriate native species, established over 40 community-conserved areas and built over 60 community enterprises.

Recognizing the effectiveness of the First Tropical Forest Conservation Fund (TFCA1), the agreement for a Second Tropical Forest Conservation Fund (TFCA2) was signed in late 2013.

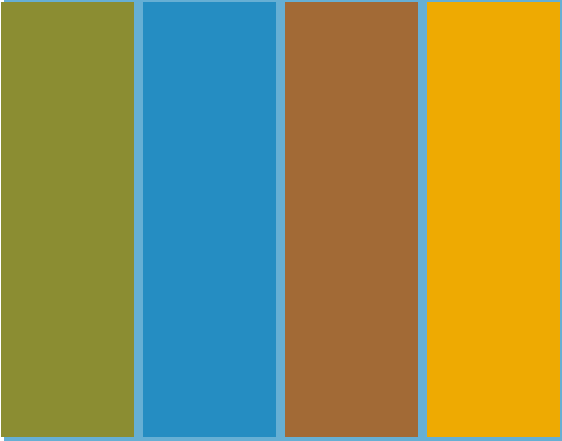
The TFCA2 was established to administer 32 million USD to continue the conservation, protection, restoration, and sustainable use and management of the Philippine forests, particularly of forest landscapes of ecologically significant scale, from 2017 to 2027.

Consistent with the conservation of biological diversity, grants shall contribute to the mitigation of climate change by supporting activities that will reduce emissions from deforestation and forest degradation.

Under TFCA2, priority will be provided to the forest landscapes lying within the geographic areas of Sierra Madre, Samar and Leyte, Palawan, and Bukidnon and Misamis Oriental given their ecological significance and importance to its neighboring provinces and regions (Figure 1).



Figure 1. Focal landscapes to be supported under the Second Tropical Forest Fund



# FOUR FOCAL LANDSCAPES

# Four Focal Landscapes

The Sierra Madre, Samar and Leyte, Palawan, and Bukidnon and Misamis Oriental landscapes are characterized by the significant blocks of forest cover crossing provinces (see Table 1.) Moreover, these landscapes are home to several communities, particularly of indigenous peoples, which are heavily dependent on natural resources.

Due to the richness of natural resources, these focal landscapes are also being subjected to degradation. Most of the threats being faced by these landscapes include encroachments to key biodiversity areas and protected parks, forestland conversion, wildlife hunting and poaching, illegal logging and timber

poaching, mining, as well as unsustainable collection of non-timber forest products. These contributed to the depletion of the natural resources that further deteriorated the products and services crucial for the livelihoods and quality of life of both forest-dependent and lowland communities. Moreover, socio-political challenges, such as conflicting policies and management structures, conflicting tenure claims, lack of or weak land-use plans, and unstable peace and order situations, probe difficulty in sustaining and managing these landscapes. In addition, the effects of climate change have altered the landscapes, which consequently affected the lives of the communities.

Given the natural resources endowment and the threats faced by the focal landscapes, the TFCA2 provides the opportunity to protect and sustainably manage the forests and its biodiversity.

Table 1. Data on the forest cover of the provinces within the focal forest landscapes to be supported under the TFCA2.

Focal Landscapes (by province)	Forest Cover (has)			
	Total	Closed	Open	Mangrove
<b>Sierra Madre*</b>	<b>1,652,430</b>	<b>731,833</b>	<b>895,734</b>	<b>24,864</b>
Aurora	218,588	132,548	85,518	521
Bulacan	58,720	35,266	23,387	67
Cagayan	342,994	206,475	131,341	5,179
Isabela	378,637	69,444	308,470	723
Laguna	14,605	1,234	13,371	
Nueva Ecija	74,604	9,530	65,074	
Nueva Vizcaya	193,708	122,615	71,093	
Quezon	226,193	63,853	143,966	18,374
Quirino	127,714	86,729	40,986	
Rizal	16,667	4,139	12,528	
<b>Samar/Leyte</b>	<b>506,152</b>	<b>45,948</b>	<b>418,797</b>	<b>41,408</b>
Eastern Samar	186,201	21,828	156,539	7,834
Leyte	78,221	17,170	52,773	8,279
Northern Samar	46,320		35,494	10,826
Samar	165,780	3,748	148,152	13,880
Southern Leyte	29,630	3,202	25,839	589
<b>Palawan</b>	<b>693,931</b>	<b>86,877</b>	<b>543,262</b>	<b>63,792</b>
<b>Bukidnon/Misamis Oriental</b>	<b>262,012</b>	<b>134,175</b>	<b>127,544</b>	<b>293</b>
Bukidnon	202,322	125,361	76,961	
Misamis Oriental	59,690	8,814	50,583	293

\*Data include forest cover of the entire province

Source: DENR-FMB 2015 Philippine Forestry Statistics

## Four Focal Landscapes: In Focus

### Sierra Madre

**Sierra Madre**, the “backbone of Luzon,” contains the largest remaining tract of old-growth tropical rainforest in the country. It is the longest mountain range covering the northeast coast of Luzon island, serving as natural shield against typhoons coming from the Pacific Ocean. The continuous forest landscape represents about 40% of the country’s forest cover crossing 10 provinces and containing 68 protected areas, natural parks and reserves. Given its vastness, the range is an important biological site due to its high floral and faunal diversity, in which many of the species are unique to the Philippines. The range also comprises numerous watersheds that serve to adjacent agricultural lands in Central Luzon and Cagayan Valley. Furthermore, it supports major infrastructure, including irrigation dams and water utility and power plants that are serving urban settlements, including Metro Manila.

### Palawan

The archipelagic province of **Palawan** is composed of 1,768 islands. It is a haven of rich biological and cultural diversity, as well as mineral resources. The main island province stretches by about 635km, which is bisected by a mountain range – a diverse vegetation of tropical lowland evergreen rainforest, lowland semi-deciduous forest, montane forest and forest over limestone. The province is a popular tourism site as it is home to the country’s two UNESCO World Heritage Sites: Tubattaha Reefs Natural Park and Puerto Princesa River National Park. The province has nine protected areas, comprising at least 20% of the total land area. These protected areas are categorically Restricted Zones as established under the Environmentally Critical Areas Network to ensure attainment of the objectives of a protected area. Moreover, about 3.3% of the provincial land area is proclaimed Tribal Ancestral Zone by the Palawan Council for Sustainable Development.

### Samar and Leyte

In Visayas, the islands of **Samar and Leyte**, which are located within the Eastern Visayas Biogeographic Zone, serve as home to a unique set of floral and faunal species. Moreover, there are a total of 10 proclaimed protected areas in Samar and Leyte provinces - three of which are part of the Samar Island Natural Park. There are also other forestlands and watersheds within Samar and Leyte that are proposed to be established as protected sites. Lastly, the province of Eastern Samar has high density forest cover, with the largest closed canopy in the region.

### Bukidnon/Misamis Oriental

Lastly, in the island of Mindanao, the landscape of **Bukidnon/Misamis Oriental** provinces is critically important as it covers, among others, the Cagayan de Oro River Basin, which provides water to adjacent cities and provinces. Bukidnon hosts the headwaters of the 35 river systems of the Basin, supplying to various forms of agricultural production in the area. The Bukidnon/Misamis landscape also has five protected parks and several other forestlands, which are proposed to be established as protected areas. Moreover, the landscape is a recognized Indigenous Community Conserved Area, which serves as home to the tribes of Higaunon, Manobo, Matigsalug, Talaandig, Tigwahanon and Umaymnon.

**Forest  
Foundation  
Philippines**  
Program Plan

2017-2021



# Forest Foundation Philippines Program Plan, 2017-2021

The overall, long-term goal of the Foundation's program plan is the protection and sustainable management of Philippine forests and its biodiversity. This involves the continued existence and use of the Philippine forests to meet the human needs, while implementing options to protect and maintain the health of the forests for the future generations to meet their own needs.

With a ten-year horizon for TFCA2, the Foundation employs a sustainable forest landscape approach to achieve its long-term goal in the identified focal landscapes. Grants under TFCA2 provide for increasing understanding on the impacts of holistic management decisions on forest ecosystems products and services, and establishing a more participatory and coordinated strategy to natural resource management on a larger scale. This approach ensures simultaneously meeting a full range of local needs, while also contributing to national commitments and global targets (Denier et.al, 2015).

At the core of the sustainable forest landscape approach is the support for climate change mitigation objectives through reducing emissions from forest degradation and deforestation (REDD-Plus) activities consistent with the Philippine National REDD-Plus Strategy (PNRPS). As the PNRPS is still being updated to incorporate recent developments achieved during the climate negotiations in Paris and lessons learnt from implementing pilot REDD-Plus projects in the country, the Foundation works on a "no-regrets" scheme. "No regrets," that is, the outcomes to be delivered ensures the protection and sustainable management of forests and lead towards REDD-Plus readiness, whether or not REDD-Plus materializes in the country.

To provide the framework of strategy, the Foundation developed its Program Plan, 2017-2021. It combines more than a decade of experience in grants management with relevant elements from various national framework strategies, such as the updated Master Plan for Forestry Development, National Climate Change Action Plan (NCCAP), Philippine Development Plan (PDP), PNRPS, among others. Close consultations with the various stakeholders at the regional, provincial, and community levels were also conducted at the focal landscapes to substantiate the plan with the realities on the ground.

This Program Plan offers a straightforward and practical strategy for the Foundation and its various stakeholders to effectively implement projects that can contribute to the protection and sustainable management of forests. To realize the goal, the program focuses on four immediate outcomes (Figure 2), with the detailed deliverables as discussed below.

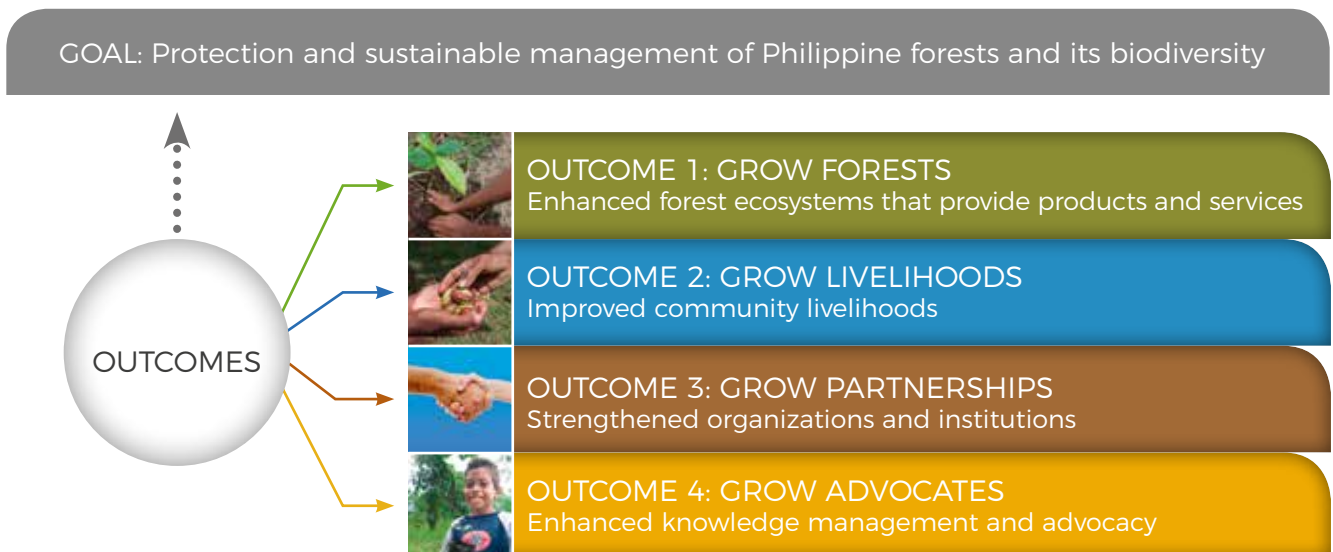


Figure 2. Forest Foundation Philippines goal and the immediate outcomes that will contribute to the achievement of the goal.

OUTCOME

1

# GROW FORESTS

Enhanced forest ecosystems that  
provide products and services



## OUTCOME 1: GROW FORESTS

Enhanced forest ecosystems that provide products and services

Crucial to the enhancement of sustainable landscapes is a multi-stakeholder platform that gathers stakeholders to share information, develop common understanding of the problems, harmonize management decisions, plans and policies, and collaborate on implementing activities to sustainably manage the forests both nationally and in the four focal landscapes.

While forming multi-stakeholder platforms can be challenging given the variety of scope, institutionalization and mandates of its constituents, the Foundation places its trust on the meaningful participation of relevant stakeholders in managing and sustainably using forest resources.

To achieve this immediate outcome, summarized in Figure 3 below are the planned outputs and activities in the next five years.

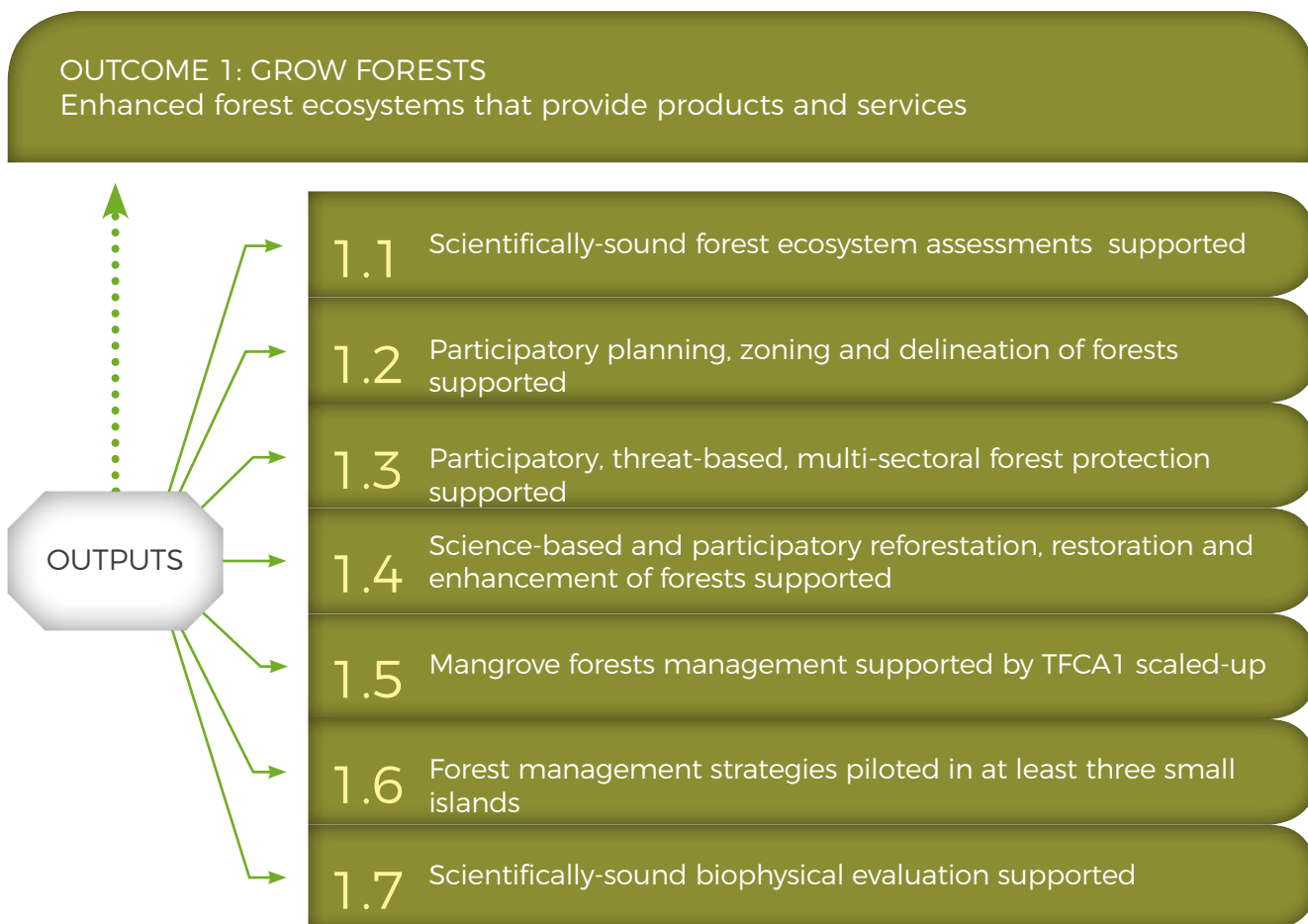


Figure 3. Summary of outputs to be delivered to attain Immediate Outcome 1.

### 1.1 Scientifically-sound forest ecosystem assessments supported in four focal landscapes by 2019

Funding support is provided for gathering baseline information on forest biodiversity (can include studies on genetic diversity, species and ecosystems diversity), forest ecology and forest conditions to lay the foundation for the interventions in the four focal landscapes. Assessments can also include forest resource inventory on wood and non-wood products, as well as the protective functions (ecosystem services) of the forests. These types of assessments are important in the development of sustainable livelihood enterprises and characterization of options for sustainable financing mechanisms (such as Payments for Ecosystems Services [PES]), as detailed in Outcome 2). Moreover, assessments on the social and cultural services of the forests are also supported.

The Foundation also supports the conduct of landscape level assessments to inform decisions in formulating interventions for climate change mitigation and adaptation. Assessments on carbon stocks and climate change vulnerability and risks for the forests in the focal landscapes are supported.

Outside of the focal landscapes, support focuses on characterization, assessment and protection of critical habitats within forests.

## **1.2** Participatory planning, zoning and demarcation of forests supported in four focal landscapes by 2020

Policy and operational decisions for the sustainable management of forests should be grounded on both scientific and empirical information. In 2012, DENR completed the delineation of a total of 79,245km of the country's forest line boundaries. Critical for the four focal landscapes' planning process is the identification and delineation of the management zones within the delineated forestlands.

Under the TFCA2, funding support is provided for a multi-sectoral approach (including mandated government agencies, local government units [LGUs], Civil Society Organizations [CSOs], communities, among others) in developing and/or updating the respective Forest Land-Use Plans (FLUP), as well as harmonizing management/development plans in the four focal landscapes. Incorporation of scientifically-sound information, indigenous knowledge systems and practices (IKSP), climate smart options, and other relevant information as mandated by appropriate agencies are also provided. Moreover, establishment of major (e.g. biofencing) and minor (e.g. painting standing trees) physical demarcations of boundaries within the classified forestlands to prevent further encroachment in the natural forest blocks are likewise supported.

## **1.3** Participatory, threat-based, multi-sectoral forest maintenance and protection supported in four focal landscapes by 2020

The Foundation recognizes the need to maintain and protect existing intact and contiguous natural forest blocks in the four focal landscapes. Contiguous natural forest ecosystems preserve all strata of biodiversity, store high amount of forest carbon, as well as maintain ecological processes and ecosystem services that sustain livelihoods of the forest dependent communities. The Convention on Biological Diversity (CBD) offered evidences suggesting intact natural forests to be more resilient to the impacts of climate change and less vulnerable to drying, wind and fire than secondary and degraded forests (Thompson et. al., 2009).

With this, continued support is provided for an improved, landscape-level management and protection of the remaining expanse of natural forest ecosystems within the four focal landscapes. Activities such as multi-stakeholder, participatory identification of the threats to forests, as well as planning (see Outputs 1.2 and 3.4) and implementation of appropriate actions to address such threats are supported.

In similar vein, poor governance and illegal activities in the forest sector weaken and undermine efforts to sustainably manage the forests. Illegal forest activities have far-reaching environmental, social and economic consequences, including loss of biodiversity and habitats, political instability, increased income disparities and market distortions (FAO, 2010). However, such illegal activities are entrenched from complex causes and issues, thus need solutions that differ from one case to another. Aside from the support to strengthen forest management plans and policy frameworks, the Foundation also strives to facilitate improving various forest law enforcement and governance both at the landscapes and national levels. Organizing and strengthening forest law implementation and enforcement through better collaboration across relevant sectors and stakeholders are supported. Moreover, identification and development of strategies/operations to address illegal forest activities are also provided support.

## **1.4** Science-based and participatory reforestation, restoration and enhancement in appropriate management zones conducted in four focal landscapes by 2021

For deforested and degraded areas, the Foundation acknowledges the need to appropriately assess and conduct site-specific analysis of the drivers of deforestation and forest degradation

before proceeding with reforestation/restoration works. With the existing and updated studies steered by development partners, the Foundation complements support for the replication and/or institutionalization of similar analysis in the various management zones within forestlands.

Accordingly, science-based and participatory reforestation, restoration and enhancement of forests and forest carbon stocks are supported. Identification of appropriate areas for restoration should be grounded on an improved sustainable forest management framework (as in Output 1.2). Restoration should consign with the use of native tree species and forest landscape approach (including the use of IKSP) to provide more attention to ecological and ecosystem services. Restoring forest landscapes should cover various management zones so that they could provide multiple benefits, and should be undertaken through participation of the people that have critical role in the management of the forestlands once restored.

Outside of the focal areas, support is extended for the establishment of community-level native tree nurseries to restore upland and coastal forests.

### 1.5 Mangrove forests management supported by TFCA1 scaled-up by 2021

The Foundation was able to exhibit success in mangrove conservation under the TFCA1. Gaining from the experience and lessons learnt, there is a great potential to replicate the best practices on mangrove rehabilitation in the four focal landscapes.

On the other hand, the scaling-up of mangrove conservation outside of the focal areas, such as Zamboanga Sibugay, employs the landscape approach of restoration. Part of the scaling-up includes participatory assessment on the extent and percent of mangrove forests supported under the TFCA1. Moreover, the Foundation provides support in identifying, implementing and replicating best practices and innovations (including assessment of climate smart options) for enhanced mangrove management.

### 1.6 Forest management strategies piloted in at least three small island ecosystems by 2021

Small island ecosystems can be viewed as terrestrial ecosystem and an institutionally-accepted area for conservation, being more vulnerable to the impacts of climate change and socio-economic implications. The characteristics of size, shape and degree of isolation make many of these islands ecologically and culturally unique (IUCN, 2016). Collectively, island ecosystems are rich in endemism that contribute to biodiversity disproportionate to their land area (Fisher, 2004). In addition, the terrestrial, freshwater and marine ecosystems of islands provide important natural resources necessary for the economies and cultures of the communities.

The Foundation provisions to support a “research for conservation” intervention in at least three small islands outside of the focal landscapes. Funds are allocated for the participatory identification, assessment, pilot implementation and monitoring of potential small island forest management strategies. Small island ecosystems to be supported must be characterized to have:

- a total land area less than 2,000 square kilometers;
- a total population not more than 200,000;
- natural forest cover that is at least 30% of the total land area;
- island endemics (unique flora and fauna); and
- eligible partners willing to implement research for conservation projects.

### 1.7 Scientifically-sound biophysical evaluation supported in four focal landscapes by 2021

To assess the impact of the program plan, the Foundation supports the evaluation of the projects that it has supported under outcome 1.

OUTCOME

2

# GROW LIVELIHOODS

Improved community livelihoods



## OUTCOME 2: GROW LIVELIHOODS

### Improved community livelihoods

Sustainable forest landscapes require both the ecological resilience of the forests and the economic resilience of its stakeholders (Denier et.al, 2015). Hence, placing incentives for stakeholders who manage and utilize forests products while not placing extreme pressure on the resources and maintains biodiversity within the forest landscapes would be an important strategy to achieve the Foundation's goal.

The Foundation recognizes the need to accentuate opportunities for production and utilization of the wide range of products and services with economic value coming from sustainable forest landscapes. Appropriately, the Foundation provides support to partner communities in improving their livelihood assets – natural, financial, capital, social, physical and human – to catalyze, implement and sustain livelihood, in a manner that is consistent with the protection of the forests. Sustainable livelihood, as defined by Chambers and Conway (1992) and widely-used by development organizations, is when it can cope with and recover from the stresses and shocks and maintain or enhance its capabilities and assets both now and in the future without undermining the natural resource base. Following the sustainable livelihoods approach to improve understanding livelihood, appropriate entry points for support for livelihoods should be identified by the Foundation and its partners in the four focal landscapes.

For 2017-2021, expected outputs and activities to achieve this immediate outcome is summarized in Figure 4 below.



Figure 4. Summary of outputs to be delivered to attain Immediate Outcome 2.

### 2.1 Participatory action research, analysis and development of sustainable livelihood supported in four focal landscapes by 2021

With reference to the sustainable livelihood approach, improvement of the livelihood assets of the communities should be grounded on the holistic perspective of determining the problems and opportunities. Participatory action research and analysis to determine the various assets (financial, physical, human, natural, and social) and establish the social, economic, political and institutional factors that affect livelihood options of the communities in the four focal landscapes is supported. With the existing assets and available information on the factors affecting livelihood, community planning to pursue sustainable livelihood strategies can be supported.

## 2.2 Community enterprises catalyzed with partner communities and other stakeholders in four focal landscapes by 2020

Aside from diversifying products and livelihood, one of the imperatives of sustainable livelihood, and in turn of sustainable landscapes, is the access to strong markets for both raw and secondary products obtained from the landscapes. With this, the Foundation's support is extended to conducting market and feasibility studies for the identified livelihood/enterprises options, local farmers' markets and forums, and value chain analysis, among others. Conduct of capacity and capability development activities to spring-up operations and sustain community enterprises are also supported.

## 2.3 Characterization of and support for options for sustainable financing mechanisms in four focal landscapes by 2021

Sustainable landscapes can produce not only an array of products, but also of services with economic value (FAO, 2012). Thus, achieving this specific output involves harnessing the opportunity to transform and place proper value to market the services of sustainable forest landscapes. In line with this, the Foundation's support is extended to the conduct of studies on the value of forest landscapes services and making information available to the relevant market in the four focal landscapes. The delivery of impacts towards sustainable landscapes could be coursed through mechanisms that will provide incentives to those who maintain the ecosystem's ability to provide services. Identification and rolling-out of financing options for sustainable landscapes, such as PES scheme, REDD-Plus, incentivizing watershed protection services, ecotourism, and other innovative designs to finance reduced deforestation and degradation are supported by the Foundation. To complement these, support is extended to enable national and local policies (see Outcome 3) in leveraging market contribution to sustainable landscapes.

## 2.3 Interventions on sustainable livelihoods, including enabling policies, assessed in four focal landscapes by 2021

To assess the impact of the program plan, the Foundation supports the evaluation of projects that it has supported under outcome 2.



OUTCOME

3

# GROW PARTNERSHIPS

Strengthened organizations  
and institutions



## OUTCOME 3: GROW PARTNERSHIPS

### Strengthened organizations and institutions

The realization of the Foundation's strategies is anchored to the current and on-going environmental and natural resources governance/institutional reforms and socio-economic strategies. Thus, it is imperative that for the Foundation's vision of sustainable forest landscapes, applicable and relevant governance and institutional systems are provided support. In the next five years, the expected outputs to achieve the immediate outcome of strengthened organizations and institutions that sustainably manage the forests is summarized in Figure 5 below:



Figure 5. Summary of outputs to be delivered to attain Immediate Outcome 3.

#### **3.1** Baseline data on organizations, institutions, policies and relevant development plans gathered and analyzed in four focal landscapes by 2019

Stocktaking and analysis of available information on the organizations, institutions, policies and relevant development plans in the four focal landscapes are supported. The gathered information should become the basis in setting the local level conditions for a sustainable forest landscape.

#### **3.2** Needs-based area appropriate capacity-building program implemented in four focal landscapes by 2021

The Foundation recognizes the efforts of both the government and development partners in building the capacities of the local institutions, organizations and communities that manage forest resources. In this light, capacity needs assessment should be conducted first to determine the capacity levels, gaps and needs in the four focal landscapes.

Based on the assessments, support is provided to develop and conduct adequate technical, institutional, organizational and leadership, and livelihood trainings to appropriately plan, implement and monitor programs for the sustainable management of forests.

Development of capacity and capability building programs, specific for communicating and advocating forest protection and sustainable management, are likewise supported. The Foundation has also allocated funds to develop and disseminate effective communication tools and materials to increase awareness, understanding, and thereby advocacies on sustainable management of forests.

### **3.3** Community-based organizations organized and/or strengthened for forest management in four focal landscapes by 2021

As with the Foundation's program under the TFCA1, foremost of a sustainable forest landscapes is the community. The Foundation sustains support for organizing and strengthening capacities of community-based organizations that will sustainably manage the forests in the four focal landscapes. Activities, including community organizing and strengthening, as well as developing/reviewing/enhancing community development plans are supported.

### **3.4** Appropriate forest management bodies and frameworks in four focal landscapes supported by 2021

Strategies to support local-level forest resource management bodies and frameworks in the four focal landscapes should be at the forefront of sustainable forest landscapes. Support for the appropriate landscape-based forest management bodies (including the establishment of subnational REDD-Plus coordinating agencies) and enhancement of local management agreements, plans and policies are provided by the Foundation. The development and adoption of appropriate policies (including securing carbon tenures) and frameworks to support sustainable livelihood options in the four focal landscapes are also supported.

### **3.5** National policies and bodies that promote forest protection supported by 2021

Improved management of the country's natural resources significantly hinges on the appropriate national level policy and plans, as well as sectoral reforms. Strategic support is extended to develop long-term policy and institutional mechanisms consistent with the Philippines' commitments to major international agreements (CBD, UNFCCC) and organizations. In this vein, the Foundation supports the strengthening of the capacities of the professionals and practitioners of sustainable management of forests (see also Output 4.3). The Foundation also provides support for the development of national policies that can provide enabling environment to capacitate, extend technical assistance to community-based organizations and finance local-level forest management frameworks. Provision of support is positioned for the development of national forest management policies and frameworks that will advance opportunities for public-private-community partnerships and co-financing enterprises that are dependent on natural resources.

The Foundation has allocated funds to support activities leading to the updating of the PNRPS and/or development of institutional arrangements that will integrate REDD-Plus initiatives to community-based forest management. As part of its long-term commitment to sustainable forest management, the Foundation supports the implementation of national-level activities stated in the PNRPS, such as improvement in land-use planning, management of forest and enhancement of carbon stocks (see Outcome 1); developing research and development programs, including activities to develop and utilize national REDD-Plus Measuring, Reporting and Verifying (MRV) tools (Outcomes 1 and 4); characterization of sustainable financing options for the communities (Outcome 2); and establishment of national legal frameworks and guidelines, creation of institutional and political arrangements, capacity building (Outcome 3), information dissemination (Outcome 4), among others.

OUTCOME

4

# GROW ADVOCATES

Enhanced knowledge  
management and advocacy



## OUTCOME 4: GROW ADVOCATES

### Enhanced knowledge management and public advocacy

Knowledge management is fundamental for effective decision-making, particularly for the sustainable landscape approach of resource management due to its long-term and multi-stakeholder aspects. Vacik et.al (2013) reported as a result of their study that future decision analysis has to consider the use of knowledge management more intensively.

The Foundation recognizes the need for efficient systems to generate, synthesize, analyze and communicate knowledge on forests and its sustainable management. This is vital to have sustainable management of forests mainstreamed in the government practices, business/private sector planning processes, and community engagements. Knowledge on forests, however, should not only be confined within the sector and development practitioners. The Foundation acknowledges the power of citizen participation in protecting and sustainably managing the forests. For 2017-2021, expected outputs and activities to achieve this immediate outcome is summarized in Figure 6 below:



Figure 6. Summary of outputs to be delivered to attain Immediate Outcome 4.

#### **4.1** Information on the knowledge, attitude and perception of the relevant audience regarding forests generated by 2019

To bring effective knowledge management and communication strategies, baseline information on the knowledge, attitude and perception of relevant audiences regarding forests should be set during the first few years of program implementation.

#### **4.2** Knowledge on forests and forests ecosystems services and products generated and managed at the national level and in the four focal landscapes by 2021

Information and knowledge about forests should be continuously generated and enhanced to better inform decision-making. The Foundation provides support for the conduct of researches essential for the development of the forest sector. Moreover, fund support is allocated for the development of materials and tools (including biodiversity monitoring tools, MRV tool) for sustainable management of forests.

More importantly, there is a need to capture the interest of the younger generation and sustain the enthusiasm of practitioners necessary in the field of forest protection. The Foundation is maintaining its scholarship program for students who want to pursue higher education. In partnership with academic institutions and other mandated agencies, the Foundation is continuing the development of programs and learning platforms to support continuing studies and knowledge sharing (peer-to-peer) in the field of forest protection.

Throughout the implementation of the plan, the Foundation endeavors to document the processes, lessons learnt and best practices (including projects implemented under the TFCA1) on sustainable management of forest. The Foundation also supports the development a knowledge management system that serves as resource pool (including maps of forests, interventions, human resource, among others), accessible for partners and other practitioners of sustainable management of forests.

#### **4.3** Enhanced knowledge, attitude and perception of the relevant audience regarding forests generated by 2021

The Foundation acknowledges the power of citizen's participation in protecting and sustainably managing the forests. For this to materialize, there is a need for the public to better understand the value of forests, as well as the need to protect them. The Foundation supports the development of awareness campaigns and environmental tools to encourage citizens to protect the forests.

#### **4.4** Constituency established and participation encouraged in forest protection and sustainable forest management related activities by 2021

Initiatives on raising awareness on forests is enhanced by the Foundation through the establishment of networks and building of partnerships to encourage participation on activities related to forest protection and sustainable management.

Support for social capital building can include networking, enabling policies and forging co-management agreements (see Outcome 3) to conform to the paradigm of involving the private sector in sustainable management of forests in the four focal landscapes. Cross-cutting with Outcomes 2 and 3, the Foundation's support is extend to creating direct relationships between the communities and potential buyers (particularly the private sector), and providing opportunities for buyers to access the wide range of product options, distinct from the typical supply chains.



# Operationalization


## Operationalization

Engaging in a sustainable forest landscape approach can take various forms and there is no definite way to implement it. At the focal landscape level, there are different levels of stakeholders' involvement, cooperation, and capacities. More importantly, the variation on the dynamics and objectives of the multi-stakeholders' platforms influence the execution of the program plan. As the Foundation strives for a participatory and multi-stakeholder principle for sustainable management of forests, this Program Plan only serves as an option for actions for the focal landscapes.

Consultations and collaborative program development is proactively undertaken by the Foundation together with the key stakeholders – from government, academe, civil society and community organizations – to evaluate, determine, and align activities with the local plans and integrate collaborative actions within the existing mandates.

The projects to be supported by the Foundation covers large areas, over a timeframe of three to five years, and with larger project funding support. Implementation agreements can also be done through integrated projects by one CSO, several CSOs in a consortium agreeing to perform or achieve particular outputs in support of a common project outcome, conservation agreements between the Foundation, community-based organizations and LGUs, and a project based on an LGU development plan.

It is also important to engage academic institutions to deepen understanding of the processes and develop landscape management practices. Stakeholder coordination, technical assistance to communities, technical project support and knowledge generation and management can be sourced from these academic institutions. These institutions should be at the forefront of local/area knowledge generation and management, and should be part of the Foundation's capacity building strategy for REDD-Plus readiness.



# Monitoring and Evaluation

## Monitoring and Evaluation

Monitoring and evaluation (M&E) is an important fraction of the Foundation's program plan. To realize the effectiveness and impacts of the program, M&E is conducted at two levels: program level and participatory monitoring at project level.

Vital to the five-year program plan is to gather baseline information to establish the reference points of monitoring activities. Program-level monitoring is being conducted at various phases to continuously learn from the projects implemented on the ground. The program-level monitoring is guided by the results matrix, with the set of expected outputs and appropriate performance indicators to focus on the effectiveness of the program. The program plan is set for medium to long term outcomes. However, the expected outputs and activities are not permanent. If planned outputs and strategies are not functioning or changes in the assumptions occur, the program plan will be reviewed and changed accordingly.

For the project-level monitoring and reporting, the Foundation is continuing its practice of developing and implementing participatory monitoring systems. Together with the approved project descriptions, results framework and matrix are required from the partners by which projects will be monitored. Performance indicators at the project level are set together with the partners and other stakeholders.

By the end of the implementation of the Foundation's five-year program plan, an endline study will be conducted to determine the changes and the impact of the interventions, particularly in the four focal landscapes.



# Forest Foundation Philippines Results Matrix, 2017-2021

OUTCOMES	OUTPUTS	INDICATORS
1. GROW FORESTS	NA	Area and extent of forests ecosystems enhanced
Enhanced forest ecosystems that provide products and services	<p>1.1 Scientifically-sound forest ecosystem assessments supported in four focal landscapes by 2019</p> <p>1.2 Participatory planning, zoning and delineation of forests supported in four focal landscapes by 2020</p> <p>1.3 Participatory, threat-based, multi-sectoral forest protection supported in four focal landscapes by 2020</p> <p>1.4 Science-based and participatory reforestation, restoration and enhancement of forests supported in four focal landscapes by 2021</p> <p>1.5 Mangrove forests management supported by TFCA1 scaled-up by 2021</p> <p>1.4 Science-based and participatory reforestation, restoration and enhancement of forests supported in four focal landscapes by 2021</p> <p>1.5 Mangrove forests management supported by TFCA1 scaled-up by 2021</p> <p>1.6 Forest management strategies piloted in at least three small islands by 2021</p> <p>1.7 Scientifically-sound biophysical evaluation supported by 2021</p>	<ul style="list-style-type: none"> <li>• Number of scientifically-sound assessment processes conducted</li> <li>• Stakeholders participation in forest management planning, decision-making, data collection, monitoring and assessment</li> <li>• Existence of policies/ frameworks/ plans/ mechanisms on sustainable management of forests</li> <li>• Expansion in area and percent increase of mangrove forest supported by TFCA1</li> <li>• Number of small island forest management strategies piloted</li> </ul>
2. GROW LIVELIHOODS	NA	Number of community groups with functional livelihoods
Improved community livelihoods	<p>2.1 Participatory action research, analysis and development of sustainable livelihood supported in four focal landscapes by 2021</p> <p>2.2 Community enterprises catalyzed with partner communities and other stakeholders in four focal landscapes by 2021</p> <p>2.3 Options for sustainable financing mechanisms characterized and supported in four focal landscapes by 2021</p> <p>2.4 Interventions on sustainable livelihoods, including enabling policies, assessed in four focal landscapes by 2021</p>	<ul style="list-style-type: none"> <li>• Number of community initiatives / livelihoods / sustainable financing mechanisms developed</li> <li>• Presence of networks and partners actively participating in sustainable management of forests</li> <li>• Existence of policies/ frameworks/ plans/ mechanisms on sustainable management of forests</li> </ul>

OUTCOMES	OUTPUTS	INDICATORS
<p>3. GROW PARTNERSHIPS</p> <p>Strengthened organizations and institutions</p>	<p>NA</p> <p>3.1 Baseline data on organizations, institutions, policies and relevant development plans gathered and analyzed in four focal landscapes by 2021</p> <p>3.2 Needs-based, area-appropriate capacity-building program implemented in four focal landscapes by 2021</p> <p>3.3 Community-based organizations organized and/or strengthened for forest protection in four focal landscapes by 2021</p> <p>3.4 Appropriate forest management bodies and frameworks supported in four focal landscapes by 2021</p> <p>3.5 National policies and bodies that promote forest protection supported by 2021</p>	<p>Number of organizations with increased capacities and capabilities on sustainable management of forests</p> <ul style="list-style-type: none"> <li>• Number of practitioners / professionals capacitated to perform and support sustainable management of forest</li> <li>• Existence of policies/ frameworks/ mechanisms on sustainable management of forests</li> <li>• Increase in capacity and capability of forest dependent communities to support sustainable management of forests</li> </ul>
<p>4. GROW ADVOCATES</p> <p>Enhanced knowledge management and advocacy</p>	<p>NA</p> <p>4.1 Information on the knowledge, attitude and perception regarding forests generated by 2019</p> <p>4.2 Knowledge on forests and forests ecosystems services and products generated and managed at the national level and in the four focal landscapes by 2021</p> <p>4.3 Knowledge, attitude and perception on forests enhanced by 2021</p> <p>4.4 Constituency established and participation on forest protection activities encouraged by 2021</p>	<p>Change in knowledge, action and practice regarding forests</p> <ul style="list-style-type: none"> <li>• Existence of researches/ materials/ tools/ publications on forests and forests ecosystems, products and services</li> <li>• Number of practitioners/ students supported/ awarded with grants</li> <li>• Presence of networks and partners actively participating in sustainable management of forests</li> </ul>

## References

- Chambers R and Conway G (1992). Sustainable rural livelihoods: practical concepts for the 21st century. IDS Discussion Paper No. 296. Brighton, IDS, pp. 7-8
- Denier L, Scherr S, Shames S, Chatterton P, Hovani L, and Stam N (2015). The Little Sustainable Landscapes Book, Global Canopy Programme: Oxford
- Department for International Development (DFID) of the United Kingdom (2000): Sustainable Livelihoods Guidance Sheets. ([http://www.livelihoods.org/info/info\\_guidancesheets.html](http://www.livelihoods.org/info/info_guidancesheets.html) accessed 06 October 2016)
- Food and Agriculture Organization of the United Nations (FAO) (2012). Payment for Ecosystems Services. Sustainability Pathways, (<http://www.fao.org/3/a-ar584e.pdf> accessed 28 September 2016)
- FAO (2010 January 26). Forest law compliance and governance. (<http://www.fao.org/forestry/law/en/> accessed 21 October 2016)
- Fisher, E (2004 February). "Island ecosystems conservation and sustainable use: problems and challenges" In: Deda P et.al. (eds.) Island Biodiversity: Sustaining Life in Vulnerable Ecosystems. International Journal of Island Affairs, pp 9-14 (<https://www.cbd.int/doc/ref/island/insula-biodiv-en.pdf> accessed from the Convention on Biological Diversity (CBD), 04 October 2016)
- International Union for Conservation of Nature (IUCN) (2016). Island ecosystems. (<https://www.iucn.org/commissions/commission-ecosystem-management/our-work/cems-thematic-groups/island-ecosystems> accessed 04 October 2016)
- Kollmair, M and Gamper S (2002). The Sustainable Livelihood Approach. Input Paper for the Integrated Training Course of NCCR North-South. Development Study Group. University of Zurich.
- Philippine Climate Change Commission (CCC). National Climate Change Action Plan 2011-2028. (<https://drive.google.com/file/d/0B35ePJ5EjR1GUEotajFvI9XRDA/view> accessed 23 August 2016)
- Philippines, Department of Environment and Natural Resources (DENR) (2012 August 23). DENR Completes Delineation of Forest Line Boundaries. (<http://denr.gov.ph/news-and-features/latest-news/895-denr-completes-delineation-of-forest-line-boundaries-.html> accessed 27 September 2016)
- Philippines, DENR – Forest Management Bureau (FMB) (2015). 2015 Philippine Forestry Statistics. Quezon City: DENR
- Philippines, National Economic Development Authority (NEDA). Chapter 10 Conservation, Protection & Rehabilitation of the Environment & Natural Resources: Philippine Development Plan (2011-2016), pp 303-327 (<http://www.neda.gov.ph/wp-content/uploads/2013/09/CHAPTER-10.pdf> accessed 24 August 2016)
- Forest Foundation Philippines, Inc. (2013). Connecting Forests, People and Development: Lessons and Insights from 10 years of Tropical Forest Conservation Fund in the Philippines (Boquiren R et.al. (eds.). Makati: Forest Foundation Philippines, 123 pages
- DENR-FMB and CoDE-REDD (2010 July 11). The Philippine National REDD-Plus Strategy (PNRPS): Proposals for Responsible REDD-Plus in the Philippines (<https://www.elaw.org/system/files/PhilippineNationalREDDplusStrategy.pdf> accessed 23 August 2016)
- Thompson I, Mackey B, McNulty S, and Mosseler A. (2009). Forest Resilience, Biodiversity, and Climate Change. A synthesis of the biodiversity/resilience/stability relationship in forest ecosystems. Secretariat of the Convention on Biological Diversity Tech. Series 43, 67 pages. (<https://www.cbd.int/doc/publications/cbd-ts-43-en.pdf> accessed 05 October 2016)
- Vacik, H, Torresan C, Hujala T, Khadka C and Reynolds K (2013). The role of knowledge management tools in supporting sustainable forest management. Forest Systems 22(3): 442-455



**Forest  
Foundation  
Philippines**

**Let's grow together.**

2F Valderrama Bldg., 107 Esteban St., Legaspi Village,  
Makati City, Metro Manila, Philippines 1229  
info@forestfoundation.ph  
<http://www.forestfoundation.ph/>  
Phone: (+63 2) 891 0595 · (+63 2) 864 0287