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**Community Forestry Program of Sri Lanka**

**Progress Report**

**(January 2013- December 2013)**

**Implemented by**

**Forest Department**

**of**

**Ministry of Environment and Renewable Energy**

**Sri Lanka**





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# 1. Abbreviations

AUD Australian Dollars

BFO Beat Forest Officer

CBO Community Based Organizations

CFM Community Forestry Management

CFMPs Community Forestry Management Plans

CGF Conservator General of Forests

DFO District Forest Officer

DS Divisional Secretariat

GoSL Government of Sri Lanka

EO Extension Officer

FD Forest Department

LKR Sri Lankan Rupees

MDG Millennium Development Goals

PDD Project Design Document

PSC Project Steering Committee

PSCM Project Steering Committee Meetings

RDCF Regional Deputy Conservator of Forests

RFO Range Forest Officer

SLANRMP Sri Lanka Australia Natural Resources Management Programme

UNDP United Nations Development Programme

USD United Stated Dollars

2. Project summary table

|  |  |  |  |
| --- | --- | --- | --- |
| **Narrative Summary** | **Verifiable Indicators** | **Assumptions** | **Budget** |
| **Goal**To improve the management of natural resources to support livelihoods and contribute to poverty reduction in the dry and intermediate zones | * The increase in agricultural productivity and sustainability of agricultural land
* The area of forest included in the community forestry program
* The reduction in the area of *chena* cultivated, and reduction in the area of *chena* cultivated using poor agricultural practices (which accelerates soil erosion)
* The increase in the quantity and quality of timber produced from both woodlots and home gardens
* Preparation of an exit strategy within two years of commencement of the program
* Increased income of direct beneficiaries
* Increased savings
* Reduction in poverty (including analysis of who participates in program activities)
* Gender impacts on the division of labour, access to resources and income levels
 | * Program activities are implemented in areas with a relatively high incidence of poverty.
* Low income levels are a major factor contributing to poverty in the target areas.
* A wide sector of the community participates in program activities.
 |  |
| **Component 1: Community Forestry**Objective: To reduce deforestation and forest degradation by involving communities in forest management. | * The change in the forest resource (biodiversity, species composition and volume of the forest stand)
* The extent of forest cover
* Frequency & extent (ha) of forest fires
* Frequency of forest offenses reported (eg. Illegal use or extraction of forest resources)
* Voluntary community inputs to reduce fire
 | * Unusually dry conditions do not cause catastrophic fire events in the target areas.
* Conflict within the community does not jeopardise Program achievements (eg. arson).
 | 2,968,400 AUD |
| **Component 2: Institutional Support**Objective: To build the capacity of the Forest Department so community forestry approaches can be implemented nationally. | * Number of community forestry sites and number of districts containing community forestry sites
* Number of direct & indirect beneficiaries
* Estimate of the proportion of time and financial resources allocated to community forestry in each district
* The proportion of successful community forest sites
* Effective monitoring of the program at all levels (district, regional and national)
 | * Target districts remain suitable for community forestry activities (eg. no return to civil conflict, current knowledge on the extent of land mines is accurate)
 | 1,401,500 AUD |

3. Executive summary

The year 2013 is the first full-year of implementation for the Sri Lanka Community Forestry Programme (CFP). CFP has already become one of the flagship projects in the Forest Department supporting to meet the national target of 35% of forest cover by 2020 from 29% in 2012, as envisaged in the Ministry of Finance and Planning Public Investment Strategy. In addition it provides enabling environment for green jobs and enhanced livelihoods also two priority areas of the Government.

The Sri Lanka Community Forestry Programme (CFP) that started in 2012 August is being implemented in 17 districts in the intermediate and dry zones of Sri Lanka. The programme is expected to benefit 90,000 people in 10,000 households and improve the quality of 23,000 ha of forests in the country through work in 167 sites.

With the current rapidly changing socio economic and policy environments in the country along with the extensive infrastructure drive and the expanding rural development activities (eg: Gama Neguma – Village Development) the pressure on the natural resources including forest is on the rise. As such CFP is well positioned to ensure the sustainability of forests by building the capacity of forest communities and the Forest Department while aligning with Government development and conservation priorities.

CFP also experienced an excellent symbiotic operational environment with opportunities to leverage with a number of new forestry related projects, namely, the “Biomass to Energy” supported by UNDP and FAO, “Reducing Emissions from Deforestation and Forest Degradation (UNREDD) supported by FAO, UNDP and UNEP both commenced operations in 2013 and the project on “Sensitive Area Development” being developed by UNDP. This multi-project environment is not without challenges to CFP as it could be the same stakeholder base and communities involved with all these projects with potential overlaps in programms, benefits and sensitivities. This challenge had been overcome to a great extent with the extensive FD coordination and involvement of the new Conservator General of Forests who provide extensive technical advice in almost all activities.

The programme made a significant progress in the physical and financial delivery in 2013 as the first year of implementation. The total estimated delivery would be approximately 1 million USD (approximately 70% of the budgeted amount) despite the setbacks experienced in procurements. It is expected that the programme will achieve the original annual?? targets established in the Programme Design Document by end of 2014.

With the favourable weather conditions prevailed in early 2013 the Programme was able to start work in all 107 sites in 17 districts, as planned. Seventeen sites were identified from work initiated in 2010 and 2011 while 26 sites were identified in 2012 and 64 sites in 2013. For all 107 sites the initial year of implementation is 2013.

Since October 2012 the FD staff was busy with site selection, community consultation, participatory community forestry plan preparation and CBO formation. As a part of the GoSL legal requirement CBOs need to be registered with the Divisional Secretariats in respective areas before accessing external funds FD is working with the NGO Secretariat and Divisional Secretaries to facilitate the process. Around 70% of the CBOs in CFP have been registered during 2013.

Capacity building of the FD is the second key area of the programme. Equipment required to facilitate field and office work of the department such as 75 Global Positioning Systems (GPS), 45 motor bikes, 35 computers, 100 measuring tapes 100 (DBH tapes and for field work have been procured and distributed during the year. Further 15 range offices of the FD have been renovated especially in the conflict affected Northern and Eastern provinces. Considering that the FD commenced operations in the Northern Province after nearly 30 years the CFP support directly benefited the re-establishment of the FD in North and East plus as a contribution to post-conflict rapid development. Further two consultancies were commissioned to develop 'Road Maps' to promote the concepts of gender concerns and social equity in FD and promote alternative livelihoods in CFP programme sites.

The project held two project Steering Committee meetings during the year 2013 and field missions (Quarterly Supervisory Missions) to Puttalam, Anuradhapura, Matale, Kandy, Badulla, Rathnapura, Hambantota and Moneragala, districts.

Project was benefitted much by the visit and inputs of Mr. Mike Finlayson as part of the first Supervisory Mission between 11th and 18th of June 2013. Since Mr. Finlayson was a member of the project design team he was able to identify a number of areas that needs to be strengthening in the CFP in order to achieve the intended objectives envisaged in the Project Design.

Among the key findings / recommendations of the Quarterly Supervisory Missions, recruitment of a sociologist as planned originally in the Programme Design stage, improving the data quality of the Community Forestry Management plans prepared, need to develop a comprehensive monitoring system with the available resources and need to provide micro enterprises development support to the field staff of the FD were highlighted.

The Programme will focus more attention to capacity building in the year 2014 while the field activities will continue as planned. Develop a project monitoring data base that facilitate progress reviews, establishing a sound baseline for the impact monitoring, provision of key technical assistance such as Sociologist, Micro enterprise development expert and advisor on gender and social equity are some of the key areas that the programme will work on in year 2014. Completing the procurement of equipment and other technical services experienced delays in 2013 due to institutional policies but to avoid them in 2014.

As the CFP delivers tangible results the knowledge management component of the project is expected to enhance during 2014. In addition during 2013 Australian Aid shared nine (09) additional indicators related to the Theory of Change to be used during the CFP. Information required to five (05) indictors are already being collected by the FD The indicators that are not being measured include Number of staff that have changed work practices related to community forestry (due to capacity building activities / trainings supported by the programme), Number of men and women with increased income, Additional agricultural production in monetary terms, Number of men and women with access to finance ). It is necessary to commission a dedicated survey to establish the base line and develop methodologies to measure the indicators that are not being collected.

## Glimpses into the progress made

Photo courtesy: Forest Department- Badulla District





##

Bee keeping training at Dawategama-Badulla

## 4. Project description

Community consultations at Maadigala



Enrichment planting at Wangiyakumbura



Constructing a drinking water supply scheme- Mudagamuwa -Badulla



Based on the experience of the Sri Lanka Australia Natural Resource Management Project (SLANRMP) implemented over a 6 year period from February 2003 to January 2009, in late 2008 the Forest Department of the Government of Sri Lanka (GoSL) prepared a Strategy for Community Forest Management (CFM). Further Australian assistance was sought to implement the CFM strategy as a national program.

*The CFP provides the “essential support that enable the Forest Department to strengthen its outreach especially in the Northern and Eastern provinces while understand the dynamics involved in promotion of community forest management approaches in almost all the districts in the country except in the wet zone.”*

**Mr. B.M.U.D. Basnayake, Secretary of the Ministry of Environment and Renewable Energy**

With the approval of the Australian assistance, a new forestry Program titled Sri Lanka Community Forestry Program (CFP) started in August 2012. Total project worth is approximately 4.9 million USD (4.7 million AUD) and will be implemented over four years, between 2012-2016**.** The goal of CFP is to improve the forest cover by additional 23,000 hectares in dry and intermediate zones while supporting nearly 90,000 community members through Program activities. The project also supports improving the management of natural resources, livelihoods in selected locations and contributes towards poverty reduction to ensure sustainability.

The project has two key components:

1. Developing, supporting and implementing Community Forest Management Plans in selected sites
2. Institutional Strengthening of the Forest Department to implement Community Forestry approach

Component 1 aims to reduce deforestation and forest degradation the Community Forest Management (CFM) approach. The CFM approach is a process in which a community is mobilised; natural resource management (NRM) options and priorities identified; and government and/or private sector resources mobilised to implement the priorities. The CFM approach has been endorsed by the Cabinet of Ministers as a national model to be replicated in all forested areas.

Figure 1: Map of Sri Lanka Community Forestry Program Implementation Districts

Component 2 aims to build the institutional strength of the Forest Department to support the implementation of the CFM. This requires training, resource, advocacy and technical support and policy inputs. The CFP will help the Forest Department to institutionalize and mainstream CFM within the Forest Department and outside.

As shown in the Figure 1, the CFP covers twelve (12) additional districts (dark green) which were not covered under the earlier SLANRMP initiative.

The community forest management (CFM) approach – promoted during SLANRMP – recognises that economic alternatives are necessary if communities are to stop exploiting the forest or cultivating *chena* in forest areas. Furthermore, the approach recognises that the communities themselves are in a better position to protect the forest from illegal or unsustainable practices, or from fire.

Table 1 provides the adoption of CFM during SLANRMP (2002-2008) and continuation by the Forest Department between 2007 to 2009 and the proposed expansion under the CFP. At the end of the CFP a total number of 15,000 households consisting of 140,000 individuals are expected to be benefited from the assistance.

**Table 1: Existing & Proposed Community Forestry Sites**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **SLANRMP**2002-8 | **Forest Dept**2007-9 | **Expansion**2011-16 | **Cumulative Total** |
| Number of districts | 5 | 9 | 15 | 15 |
| Number of sites | 55 | 24 | 167 | 241 |
| Area of forest (ha) | 7,388 | 4,255 | 23,000 | 34,000 |
| Participating households | 3,719 | 1,680 | 10,000 | 15,000 |
| Total beneficiaries | 37,000 | 13,000 | 90,000 | 140,000 |

The district wise breakdown of the 167 new sites for the CFP is given in Table 2. The original design was expanded into the Mannar and Mulaitivu districts in the Northern Province.

**Table 2: CFP Sites in different Districts**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Activity/District** | **2012** | **2013** | **2014** | **2015** | **Total** |
|  Kurunegala | 1 | 5 | 3 | 1 | 10 |
|  Matale | 3 | 3 | 2 |  | 8 |
|  Puttalam | 1 | 7 | 4 | 2 | 14 |
|  Anuradhapura | 3 | 4 | 4 | 3 | 14 |
|  Monaragala | 3 | 5 | 3 | 3 | 14 |
|  Badulla | 4 | 6 | 5 | 3 | 18 |
|  Ampara | 1 | 7 | 5 | 4 | 18 |
|  Polonnaruwa | 3 | 6 | 5 | 4 | 17 |
|  Ratnapura | 2 | 6 | 3 | 3 | 14 |
|  Trincomalee | 1 | 1 | 2 | 2 | 6 |
|  Batticaloa | 1 | 2 | 2 | 3 | 8 |
|  Vavuniya | 1 | 1 | 1 | 1 | 4 |
|  Hambantota | 1 | 2 | 2 | 2 | 7 |
|  Nuwara Eliya | 0 | 3 | 3 | 2 | 8 |
|  Kandy Mannar Mulaitivu | 1 | 2 22 | 2 | 2 | 7 |
| **Total CFM sites** | **26** | **64** | **46** | **35** | **167** |

# 5. Situational analysis

The Forest Department has the mandate to increase and improve forest cover by reducing deforestation and forest degradation in the country. The traditional “policing” role adopted by the Department was proved unsuccessful. Despite the introduction of a logging bans in natural forests in 1990, an average of 14,900 ha or 1.3 per cent of the country’s forest areas were deforested annually between 1992 and 1999.

The concept of community forestry was first introduced through the National Forest Policy in 1980 where it states that Community Forestry “to involve local communities in the development of private woodlots and forestry farms through programs of Social Forestry”. This concept was further developed in the National Forest Policy of 1995 by incorporating the development of partnerships with local communities, community management of forest resources and benefit sharing. The policy statement on the Management of State Forest Resources clearly states that the State will form partnerships with local people and rural communities and introduce appropriate tenurial arrangements for management and protection of forests and to share the benefits.

*"In the past we were looking at the forest close to the village as an enemy. When large patch of forest was cleared around 10 years back by some people, we didn't try to stop it. But with the good relationship building we had under this (Sri Lanka Community Forestry) programme, I will inform the relevant officials if I see something illegal happening in the forestry”*

**Ms. Wijelatha (a beneficiary of the project), Bibilagama, Rakwana**

The Forestry Sector Master Plan (1995), which was built on the National Forest Policy, presents a comprehensive long term development framework for the Forestry Sector from 1995 to 2020. The Master Plan gives particular emphasis on building partnerships and empowering rural communities to manage and protect forest resources, and also to involve communities in forestry development activities and share benefits. Community participation is one of the main strategies identified to achieve the goal on Ensuring Environmental Sustainability in the Millennium Development Goals set out by the Government of Sri Lanka.

With the ending of the war in May 2009, the Sri Lanka Development Policy Framework “Mahinda Chintana” was revisited with the theme “Sri Lanka – the Emerging Wonder in Asia.” The strategy advocated for a rapid economic growth and a change in the structure of the economy to a modern, environmentally friendly and well connected rural-urban economy that create better-remunerated employment opportunities. The new document identified specific targets aiming at achieving the MDG goals ahead of time. One of the targets is to increase the forest coverage from 28 per cent to 35 per cent by 2016.

To complement the “Mahinda Chintana”, the National Green Strategy or “Haritha Lanka” released in 2009 by the National Council of Sustainable Development headed by H.E. the President further highlighted the appropriateness of the activities of the Program in three of its ten chapters, namely, the Mission 2 on Saving the Fauna, Flora and Ecosystems; Mission 3 on Meeting the challenges of climate change and Mission 5 on Responsible Use of the Land Resources.

However according to the latest version of the Mahinda Chinthanaya -Public Investment Strategy (2013), between 1990 and 2010 Sri Lanka lost 24,500 ha on average in forest cover and thus has a lower forest cover compared with developed countries of the world. Currently the total green cover of the country is 29.38% and out of that only 23% is the dense forests. Geographically, the majority of deforestation occurs in the dry and intermediate zones and the Forest Department estimates an annual deforestation to be around 5,000 hectares or 0.8 per cent per annum.

# 6. Relevance

Deforestation and forest degradation both contributes to poverty at the grassroots levels. Deforestation and forest degradation decrease the livelihood resources available to rural households; decrease the availability of water; increase the time taken to collect fire wood, materials for agricultural production (such as stakes and trellises), water, and to feed livestock; and simultaneously increase risks relating to drought and fire. Yet, the presence of poor households contributes to deforestation and forest degradation, as some poor households, particularly those with limited agricultural land, may either extract resources from existing forest at unsustainable levels or clear forest areas for agricultural purposes. The population density in Sri Lanka is among the highest in Asia (322 people/km2). While many areas of remnant forest have been cleared for agricultural purposes, mega development programs, the *chena* (land cleared through shifting cultivation) is often of marginal quality for agriculture or is farmed in a way that accelerates soil erosion. The rapid increase in deforestation in the Northern Province to facilitate reconstruction of war-devastated infrastructure highlights a real need to extend CFM practices to that region as soon as possible.

*"Our village is located in the catchment area of Randenigala tank. If we exploit the forest too much, then whole country will suffer due to water shortages and power. We are determined to save the existing forests while using the resources available in a sustainable manner for some livelihoods.”*

**Mr. Gamini Rathnayaka (a beneficiary of the project), Senarathpura, Hanguranketha**

Forest Department has suggested a rapid program to arrest this situation. The proposed Program is based on the presumption that deforestation cannot be compensated for by simply planting trees, hence, the project approach considered ecological, social and economic problems associated with the deforestation in the project design.

CFM approach has successfully enhanced the livelihoods of participating communities and reducing the incidence of poverty in Sri Lanka’s dry and intermediate zones, while simultaneously addressing the leading causes of deforestation and forest degradation through;

* Providing alternative livelihoods (including more intensive agriculture) to reduce the need for deforestation as a result of shifting cultivation;
* Assigning management responsibility to communities for specific forest areas has helped control the illegal extraction of timber or the unsustainable harvesting of NTFPs;
* Assigning management responsibility to communities for specific forest areas, along with awareness and fire control measures, has effectively reduced the frequency of fires;
* Improving home gardens have provided a source of timber, materials for stakes and trellises, and firewood, that is easier to collect and helps avoid forest degradation (in addition to the food and income generation benefits of home gardens); and
* Developing woodlots providing a source of income and helps meet the demand for timber in Sri Lanka
* Establishment of village nurseries to raise required plants at village levels

The above interventions and best management practices could also help forest communities meet the challenges of potential climate change impacts such as increased temperature and prolonged droughts in intermediate and dry zones of Sri Lanka.

# 7. Expenditure summary

UNDP received 1,068,571 AUD in 2012 and 1,193,266 AUD in 2013 equivalent to 1,078,277 USD and 1,244,282 USD respectively. For the year 2012 total project expenditure was 97,856.23 USD as per the Combined Delivery Report. Out of that 75,361.72 USD (77%) was spent through the Forest Department and the balance of 22,494.51 USD (23%) was spent through UNDP.

As of 31 December 2013, total estimated expenditure for the year 2013 is 1,179,726USD. FD spent approximately 72 % of it equivalent to 849,312 USD and the balance of 330,414 USD (28%) was spent through the UNDP. Following is a chart showing the advance released to the FD from UNDP and the settlements as of 01 December 2013.

|  |  |  |  |
| --- | --- | --- | --- |
| Advance release date | Advance Amount (LKR) | Advance settlement date | Settled advance amount (LKR) |
| 23-08-2012 | 18, 980, 000.00 | 31-12-2012 | 9, 563, 401.00 |
| 02-04-2013 | 16, 994, 825.00 | 28-02-2013 | 7, 448, 324.00 |
| 22-08-2013 | 80, 536, 901.00 | 23-04-2013 | 1, 967, 000.00 |
| 05-12-2013 | 21, 067, 000.00 | 22-08-2013 | 16, 932, 000.00 |
|  |  | 31-10-2013 | 66, 349, 972.00 |
|  |  | 08-01-2014 | 18,307,672.00 |
| Total | **137, 578, 726.00** |  | **120,568,369** |
| Balance | 17,010,357.00 |  |  |

From the total budget of 1,539,125 USD approved for 2013, following is a summary of expenditure for each activity. These figures are subjected to change as the account reconciliations are going on. The final figures will be available only after March 2014.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Activity | Budget | FD Expenditure | UNDP Expenditure | Total expenditure | Variance |
| 1.1 Forestry in new sites | 398,197 | 343,601.93 | (7,388.13) | 336,213.80 | 15.57% |
| 1.2 Forestry in old sites | 370,963 | 302,533.08 | - | 302,533.08 | 18.45% |
| 1.3 Home gardening development | 46,882 | 45,836.38 | - | 45,836.38 | 2.23% |
| 1.4 Site management and administration cost | 219,413 | 110,670.13 | 11,102.97 | 121,773.10 | 44.5% |
| 2.1 Enhancing Technical Capacity of FD | 267,326 | 20,155.76 | 185,774.00 | 205,929.76 | 22.97% |
| 2.2 M & E of the forestry activities | 114,396 | 26,514.88 | 62,097.76 | 88,612.64 | 22.54% |
| Currency exchange losses  |  |  | 1,244.00 | 1,244.00 |  |
| General Management Services | 121,948 | Nil | 77,583.68 | 77,583.68 | 36.38% |
| Total | 1,539,125 | 849,312.16 | 330,414.28 | 1,179,726.44 |  |

# 8. Project progress

The activities proposed in the PDD were implemented during the project as per the objectives of the programme as a whole, all programme activities are achieving the planned level of progress according to the time plan despite the slow beginning and the delays occurred due lengthy procedures involved in project approval. The project resources are being utilized as per the government and UNDP financial policies and procedures according to the guidelines set by the PDD.

*"We have been looking at the Forest Department officials as Police officers. It was a hide and seeks game for most of the time since we were collecting non-timber forest resources to supplement our income. With the initiation of this programme, we have developed a mutual respect and now working closely with the Department officials to protect the forest resources."* **Mr. Anura Jaylath (a beneficiary of the project) , Mal Asnagala, Mattala, Hambantota)**

The expenditure incurred till the end of December 2013 will be audited at the first quarter of the project by the Auditor General Department of GoSL. Annual Work Plans were reviewed and approved by the FD and UNDP officials while the progress review meetings were held between the FD, Ministry of Environment and Renewable Energy (MoERE), Australian Aid and UNDP in frequent intervals. These meetings assure the governance related issues of the programme and special attention has been focused to implement the recommendations of the Progress review missions.

**Table 1: Distribution of Community Forest Management Sites in Sri Lanka**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Districts** | **2010** | **2011** | **2012** | **2013** | **Total** |
| Mannar |  |  |  | 2 | 2 |
| Vavuniya |  |  | 1 | 1 | 2 |
| Mullaitivu |  |  |  | 2 | 2 |
| Anuradhapura | 4 |  | 3 | 4 | 11 |
| Polonnaruwa |  |  | 2 | 6 | 8 |
| Trincomalee |  |  | 1 | 1 | 2 |
| Baticaloa |  |  | 1 | 2 | 3 |
| Ampara | 1 | 2 | 2 | 7 | 12 |
| Hambantota |  |  | 1 | 2 | 3 |
| Ratnapura |  |  | 2 | 6 | 8 |
| Moneragala |  |  | 3 | 5 | 8 |
| Badulla |  |  | 4 | 6 | 10 |
| Nuwara Eliya |  |  |  | 3 | 3 |
| Kandy |  |  | 1 | 2 | 3 |
| Matale | 4 |  | 3 | 3 | 10 |
| Kurunegala | 3 |  | 1 | 5 | 9 |
| Puttalam | 2 | 1 | 1 | 7 | 11 |
| **Total** | **14** | **3** | **26** | **64** | **107** |

**i) Component 1: Field Activities:** *To reduce deforestation and forest degradation by involving communities in forest management*

## Output 1.1: Suitable program sites identified

|  |
| --- |
| Target as per the PDD was to identify 86 new sites (in 2012 and 2013) and support 30 sites (old sites) initiated in 2008-2009 period. Since there were no operational ‘old sites’, the programme supported 17 sites initiated in 2010 and 2011 in addition to the sites identified in 2012 and 2013. Site selection criteria include the willingness of the communities to engage in community forestry activities; existence of communities with direct or indirect dependency on forest resources; presence of other resources that require improved management; presence of adjacent villages and forests with potential for expansion of the programme and the accessibility.  |

The cumulative (old and new) target for Community Forestry and Home Garden Development Sites for 2010, 2011, 2012 and 2013 is 103 in 15 districts as given in the PDD. Against this target, a total of 107 sites have been identified by the FD in 17 districts. The additional 4 sites were identified from the Mannar and Mullaittivu districts of Northern Province.

Certain variations of the site selection criteria were observed during the field visits. One key reason might be the lack of understanding about the selection criteria among the FD officials at the beginning of the programme. In future, variations may not occur in the selection criteria with the experience gained through the first year of programme implementation and better communication between the officials facilitated through the senior officials (ex: First Conference of the District Forest Officers was conducted for this programme in mid-December 2013).

## Output 1.2: Community groups formed and capacity enhanced

|  |
| --- |
| Target identified in the PDD was to establish at least one community group in each of the sites the programme is operational. In other words 107 community groups were to be established and capacity built in 2012-2013 period. Capacity building should be in the areas of leadership, planning, conducting meetings, effective communication, financial management and record keeping  |

Formation of Community Based Organizations (CBOs) and initial phases of Social Mobilization had been completed by end of 1st quarter 2013, in all 107 community forestry sites. These CBOs need to be registered with the Divisional Secretariats (DS) of the respective areas as village societies. According to the general guidelines given by the DS, the applications for registration should be submitted 6 months after formation of the respective CBO. Therefore, CBO registration has not been fully completed in all districts up to now. But in certain districts (ie: Monaragala, Badulla, Kandy, Nuwara Eliya, Trincomalee and Vavunia districts), this activity has already been completed. In those districts the FD officials have used innovative ways to get the CBOs registered and the progress of overall CBO registration at present is around 70%. Registration of CBOs for 2010 and 2011 sites had been completed during the respective years.

To improve the capacities of the CBOs training was provided by ToT graduates attached to the FD, on areas such as leadership, meeting conduction, accounts & record keeping, conflict resolution etc. Support of the local VIDATHA (a science and livelihood related technology promotion agency established under the Ministry of Science and Technology) has been mobilized by the FD to build the capacity of the CBOs.

One setback in the process is due to lack of market needs and resources analysis, many capacity building programmes related to livelihood options that are financially not feasible have been introduced. As an example many women were provided with dress making training programmes even though the market feasibility of such a livelihood is minimal in rural areas. UNDP is in the process of hiring a consultant to build the capacity of FD officials on micro enterprise development. Therefore repetition of the same issues is not expected in 2014.

## Output 1.3: Community Forest Management Plans prepared to address leading causes of site-specific deforestation and forest degradation

|  |
| --- |
| Each of the CFM site should have a plan after conducting a resource assessment as per the PDD. |

Resource assessments (Collection of Baseline Data), Participatory Rural Appraisals (PRA) and preparation of Community Forestry Management plans (CFMP) for all the sites (107 sites) had been completed by end of June 2013 and copies of the CFMPs have been submitted to the Senior Deputy Conservator of Forests – Social Forestry and Extension. SDCF (SF & E) and Program Associate, UNDP have reviewed the CFMP and submitted initial feedback to relevant DFOs. According to the SDCF (SF &E) the quality of the information presented in the Management Plans (i.e, site selection criteria, identification of forest blocks/sub blocks within the functional resource unit etc) needs to be brought up to standard. Accordingly the FD has instructed the relevant district level officials to re draft the plans without affecting the implementation process. This was identified by the First Progress Supervisory mission as an area to be improved and essential for the future impact assessments as the baseline.

*"For generations we were chena cultivators. We couldn't think of any other livelihood with the resources available for us. But now we are planning to develop an eco-tourism site. Even if it will not succeed, at least we are thinking about new livelihood options"*

Mr. Rathnasiri (a beneficiary of the project), Buduruwagala, Wellawaya

Approvals of CFMPs by the DFOs and signing agreements between the FD and the CBOs have been completed in all of the 107 sites and implementation of management plans have been commenced in all CF sites. With the onset of North-east monsoon, acceleration in the implementation of forestry activities can be expected. Since Nov 2013- February 2014 would be the first monsoon period that would occur in the programme areas after completion of the preliminary work, financial delivery of the programme also will improve within the period.

## Output 1.4: Community Forest Management Plans implemented in partnership with other government and non-government organisations

Community forest management plans are comprised of different activities under categories of forestry, income generating, community infrastructure development, livelihood development and capacity building for CBOs. Implementation of activities identified in the Community Forestry Management Plans (CFMP) commenced in July 2013.

A consultancy was commissioned to propose options available for Strengthening Alternative Livelihoods Development in Community Forestry Programme and the recommendations were discussed at the DFO conference held in December 2013. The FD comments were incorporated into the final draft of the Consultancy Report and its awaiting the approval of FD for finalization. Among the key recommendations of the consultancy, a road map for strengthening micro enterprise components of the programme has been proposed. Further they have developed market maps for paddy, dairy, minor export crops, fruits and vegetables, cereals / pulses, lay chicken, inland fisheries, medicinal herbs and bee honey This will enhance the ability of the FD to develop partnerships with other government and non-government organizations in implementing the activities identified in the Community Forestry Management Plans (CFMPs).

*"We have planned to plant Teak under the Farmer's wood lot component of the programme. In twenty years’ time we may get around 5-6 million rupees. I worked as a labour my whole life and I don't have any significant saving. This teak wood lot is going to be my only hope for a decent living in my old age"*

**Mr. A.T. Sirisena (a beneficiary of the project), Walwalatenna, Kandeketiya**

## Output 1.5: Home garden development program implemented in other/conflict-affected areas, as the opportunity arises

|  |
| --- |
| PDD does not specify any target for the number of home gardens to be supported through the programme. Total allocation for home garden development is 9 million Sri Lankan Rupees. |

Home garden development program is being implemented in all 107 Community Forestry Sites in 17 districts. Target for home garden development in the year of 2013 for old sites (sites identified in 2010 and 2011) and new sites was 1,932 and 2,684 respectively. Therefore 4,616 home gardens were supported in total during 2013. The home garden development programme for old sites was commenced in 2010, 2011 and 2012 and planting of selected tress had been done during N-E monsoon period of respective years.

Identification of home gardens and estimation of plant requirements for 2013 programme had been completed by end of 1st quarter 2013. The required plants have been raised in the FD nurseries and community nurseries while fruit & spices trees etc will be purchased from other nurseries (ie: Department of Agriculture, Department of Export Agriculture, Coconut Development Board etc)[[1]](#footnote-1).The plants will be issued to communities free of charge. Issuing plants and planting of trees has started with the monsoon season in November 2013.

**ii) Component 2: Institutional Support for the Forest Department:***To build the capacity of the Forest Department so community forestry approaches can be implemented nationally.*

## Output 2.1: Regulations for amended Forest Ordinance developed and implemented

The Forest Ordinance was amended in 2009 to strengthen the legal framework for sustainable forest management including community forestry for communities to participate in and benefit sharing from management of forest resources. Thereafter the Forest Department has prepared in 2010 draft regulations and submitted to Legal Draftsmen’s Department for their approval and the FD is following it up with the Department.

## Output 2.2: Forest Department field staff trained in community forestry approaches

The identified target is to prepare a training plan and train 135 field officers, 70 RFOs and 10 DAs of the FD. The overseas training target identified is to attend overseas study tours for 40 junior staff and 24 senior staff.

Annual training plan was prepared for 2013 by the FD during the 1st quarter of 2013 with the aim of enhancing the knowledge of community forestry concepts and tools among Forest Department officers. This programme comprises of two components, local training as well as overseas training. The local training component for 2013 comprised of ten (10) training programmes (Awareness workshop for field staff officers; Community forest management plans; Principles of Participatory forest management; Basic awareness on Community Forestry; Communication and Presentation skills; Extension methodology and skills; GIS and its applications; Micro enterprise development; Micro finance for enterprise development; and Gender aspects in community) for forest officers.

One of the selected courses to be conducted was the refresher course on Community Forestry approach, which consists of 6 modules. UNDP hired a consultant to support FD in conducting this training programme and 20 officials participated in the first three modules conducted during the September to December period. The training related to the remaining three modules will be conducted in the first quarter of 2014.

Further material related to local training programmes developed by the FD earlier was decided to be reprinted but delayed due to unavailability of the soft copies. The material was originally developed by the Sri Lanka Australia Natural Resources Management Project supported by Australian Aid and implemented by the FD. As the softcopies were not available, all the materials had to be re-developed for the reprinting. Translation of the materials to Tamil language was also necessary with the expansion of the programme to Tamil speaking areas. Delays occurred in recruiting a suitable consultant for the purpose and a former FD official was hired in December 2013 for the task. By March 2014, reprinting of the materials and the translations work will be completed.

In addition, five awareness training sessions on the programme has been conducted for all the Regional Deputy Conservators of Forests (RDCFs), Divisional Forest Officers (DFOs), and Range Forest Officers (RFOs) in the Forest Department. Further seventy five (75) Extension Officers (EOs) of the FD have been trained on Principles of Participatory Forest Management against a target of 30. A six day training programme on Extension Methods, Communication and Presentation skills was conducted and the 30 EOs of the FD participatedin June 2013. This programme was held at SLFI and conducted by the Department of Agriculture.

Refresher course on Training of Trainer cascade modules will be continued in year 2014 as well. The participants have rated the course contents and delivery as very good but according to the trainees the initial thoughts on the applicability of the approach within the Forest Department are not adequate. The FD should take actions to promote the community forestry approach within the Department if the impacts of the training programmes were to be expected.

**II. Overseas Training:**

One overseas study tour (one week) for 6 senior staff was conducted in August 2013. The study tour was on Participatory Project Planning, Monitoring & Evaluation, conducted at Asian Institute of Technology in Thailand. Three (03) study tours for 39 (13 participants each) junior staff (RFOs, BFOs & EOs) was also conducted. The study tours for junior staff were on Community Forest Management conducted in Karnataka, India for one week[[2]](#footnote-2). The training programmes were conducted by an organization Outreach Association of Volunteers for Rural Development.

## Output 2.3: Institutional strengthening to implement community forestry management

Under the institutional strengthening sub-component, logistical support is provided to the Forest Department field offices to support and strengthen the implementation of programme activities. This includes providing motor bicycles, computes, GPS equipment office furniture, office equipment, and office renovations etc.

Progresses against the targets are as follows;

|  |  |
| --- | --- |
| Target as per the PDD | Procurements completed by Dec 2013 |
| 3 Four wheel drive vehicles | FD requested to procure 4 single cabs instead of 3 double cabs but the procurement was put on hold due to a Government Treasury circular.  |
| 150 motor bikes | 45 motor bikes were procured and the remaining procurement was put on hold due to a procurement policy issue UNDP and FD could not agree upon. The issue will be solved in the first quarter of 2014. |
| 75 GPS equipment | 75 sets were procured and handed over to FD |
| 75 sets of field equipment. One field equipment set comprised of;30 m tapeDBH tapeClinometers | 100 numbers of 30 m tapes and DBH tapes were procured and handed over to the FD.Specific brand of the clinometers were requested by the FD and the procurement process got delayed due to unavailability of the particular brand in Sri Lanka. The issue will be solved in first quarter of 2014 |
| Renovation of 15 range offices | 16 Range Forest Office buildings were renovated in 13 divisions. Seven (07) of the buildings were in conflict affected areas. |

##

## Output 2.4: Field level capacity of the Forest Department enhanced in technical areas that will contribute to the program goal

To enable the changes proposed by the PDD for the FD and subsequently agreed by the National Programme Steering Committee, two institutions were hired to develop 'Road Maps' for the following areas;

* Development of alternative livelihoods within the Community Forestry Programme including micro financing and market linkages for local communities.
* Strengthening the Forest Department staff capacity to integrate social equity and gender concerns to the community forestry programme.

The recommendations were discussed at the District Forest Officer's meeting held in December 2014 and agreed the steps to be followed.

Both consultancies have developed a set of Terms of References to build the FD capacity. They have identified issues at the field level as well as at the top level of the management. Proposals have been made to address issues at both levels.

## Output 2.5: M&E of community forestry activities undertaken on a regular basis

Minimum of three extensive Programme Supervisory Missions to be carried out per year

Two Programme Supervisory Missions (PSMs) for the SLCFP were conducted from 11th – 18th June and 4th – 14th November 2013 with Mission members as described in the Programme Design Document (PDD). The Supervisory mission in the first quarter did not take place due to low progress achieved in the field implementation work as the project implementation started only in November 2012.

It is too early to measure the contribution that programme make towards the programme outcome, since the ground level work started during in the last quarter of 2013 with the onset of the monsoon season. Due to the limiting time factor (only two and half years left for the sites initiated in 2013 to reach maturity before the end of the programme period in 2015), the impact will be visible from the sites started in 2013 at later stages.

Even though the project had planned to support community forestry sites initiated in year 2010 and 2011, only the preliminary work has been completed in the sites identified in the respective years and hence it is difficult to expect a special contribution from the old sites to the outcome of the programme.

Main reason behind the successful programme implementation is the commitment and dedication of the FD staff. Many of the staff positions are vacant and a severe shortage of staff is observed in some districts such as Badulla, Nuwara Eliya and Baticaloa. Since the most number of vacancies are of Field Assistant and Extension Officer categories, community based work of the FD will be significantly affected and it may have a negative impact on the programme implementation too. Improved mutual understanding between the FD and UNDP also contribute to the successful implementation of the programme.

# 9. Monitoring and evaluation

Monitoring of the day to day activities is mainly performed by the FD senior management. DFOs are responsible for monitoring the sites in each district while the RDCFs are responsible for the sites in a region. Overall supervision is the responsibility of the SDCF-E&CF. Thus the monitoring hierarchy is well established and functioning but still systems are to be developed to ensure the transparency and the data quality. First Supervisory mission recommended to develop a database accessible by the general public to be created to address this issue and a prototype of the data base with public access was developed accordingly.

Due to lack of adequate human resources at the national level certain delays can be observed in monitoring the programme work. The successive supervisory missions have identified this issue and recommended to increase the human resources available at the head office to monitor the progress.

Due to unavailability of proper baseline data system, the FD has instructed the field officers to re draft some of the CFMPs. Along with the new database structure that support public access, the programme will be able to address some of the concerns raised by the supervisory missions.

Further Monitoring and Implementation expert hired by the UNDP will develop case studies on different themes that are important for the lesson learning exercises.

With the existing data collection and monitoring systems, information required for impact monitoring is not happening at satisfactory levels. As an example, to monitor the progress of the programme according to the ‘Theory of Change’ indicators specified by the Australian Aid, significant amount of qualitative data to be collected and analysed. Further there is a need to establish a sound baseline enabling the end of programme impact assessments possible. The need was discussed at several Quarterly Supervisory Missions but it has not been implemented. Therefore it is suggested to commission a joint exercise of independent experts and FD officials to develop a broader monitoring and impact assessment mechanism.

The data base developed to facilitate field activities monitoring is yet to be used by the FD and it is possible to develop it further to cater to the needs of the Department.

# 10. Gender

Certain key officials of the FD have reservations on mainstreaming gender aspects into the programme. From past experiences, 'gender' is considered as providing 'equal rights to women' rather than a factor that contributes to the successful implementation of any community based programme. This perception is negatively affecting the programme to identify gender issues (if there are any) that is hampering the progress. As an example female participants of the programme in Rakwana areas were of the view that they will be more comfortable in working with the female Field Assistant than with male Field Assistants due to possible social pressures for a women to liaise with men and work with them especially in isolated locations. In this particular case, the area selected for cultivation of forest is around 5 km away from the village and in a hilly, isolated area. There may or may not be significant issues related to gender concerns within the project locations but couldn't verify them as gender disaggregated data collection or gender analysis of the communities are not being done.

A consultancy ("Strengthening Forest Department Staff Capacity to Integrate Social Equity and Gender") was commissioned to come up with suggestions to address this weakness and the recommendations are being analysed before implementation. The experts also agree that inconclusive evidence available related to gender issues in forestry is the main reason for lack of enthusiasm among Forest Department officials to consider 'gender' as a key concern. Main reason for unavailability of evidence is the lack of capacity to use tools available for proper gender analysis in the sector. With the implementation of the strategies proposed by the Consultants appropriate and effective measures will be in place to address gender issues and promote the role of women and girls in the communities where the project is being implemented.

Overall there is a lack of understanding and knowledge about Gender parity. In principle, there is no gender discrimination in participant selection and many women office bearers have been appointed by the communities themselves. Women play a key role in small self-help groups and cottage industries promoted through the project as alternative livelihoods. But there are no data to identify whether the Community Forestry Programme has made any difference to the conditions existed prior to the commencement of the project. Baseline data collected at the planning stages were insufficient and the FD has instructed the district level officials to re-collect the data. This exercise will be over by the first quarter of 2014.

Implementation of the recommendations made by the consultant on integrating social equity and gender as well as establishing a sound baseline information system would enable the project to analyse its impact on the gender issues of the communities at the midterm evaluation.

# 11. Cross-cutting issues

This programme does not directly address issues related to the disability, HIV / AIDS, governance, anti-corruption and Climate Change. There may be indirect implications through the programme as it improves the lives and livelihoods of forest adjacent communities.

The project management practices zero tolerance against corruption and other types of misuse of resources. An independent audit of the financial issues will be conducted by end of the first quarter 2014 and the results of the audit will be available publically. The staff and the communities involved with the project are always encouraged to report any fraudulent behaviour irrespective of the position of the person who commits it.

Even though there are no reported instances related to an involvement of HIV affected person with the project- as a beneficiary or an applicant to a post / consultancy- the accepted principle is not to consider it as a barrier to be selected. The programme adhered to the best practices of disability sensitiveness. As an example, if a member of the community involved with the programme is a disabled person, meetings will be held in a place where the disabled person has easy access to the place and no discrimination due to the nature of disability will be

Good governance is a key principle discussed and agreed at all levels related to the programme. At the grass root level, communities are encouraged to appoint the CBO officials and programme participants in a transparent and accountable manner. Further any information related to the project are available for the public to view through the websites and other means. The district and sub district level officials are encouraged to familiarize the PDD which is the basic document. The main reason for this is to minimize opportunities available for misusing the programme resources by any party.

## 12. Implementation issues

The programme experienced a significant delay in initiating the work due to government authorizations and staff unavailability at the beginning of the programme in 2012. Since then the programme acquired the momentum and has achieved an accelerated progress to catch up the time it lost initially. But still certain procurement related delays are experienced (i.e. Procurement of motor bikes and four wheel cabs) due to reasons beyond the control of the programme. To address this issue, UNDP has taken steps to recruit a Procurement Specialist for the Ministry of Environment and Renewable Energy through UNDP resources. This act will facilitate the procurement processes related to the programme in 2014 onwards.

UNDP conducted an assessment of the financial management, monitoring and evaluation capacity of the Ministry of Environment and Renewable Energy under its new programme cycle of 2013-2017. It categorized the Ministry as 'low risk' category which is practically the best category to be in for a UNDP implementing partner. With the improved understanding between the FD and UNDP programme implementation has become smoother and with the adequate resources provided for programme management through the programme, no other significant issues related to the implementation is perceived.

# 13. Sustainability

With no major risk or constrain perceived for the implementation of the programme, it will achieve the set objectives in the PDD and thus achieve the sustainability as perceived in the design. But as mentioned in section 5- Project Progress, due to the limited time available for the implementation of the programme, sustainability of the programme interventions may not be clearly visible by the end of the programme. Therefore it is advisable to extend the project with a no cost extension enabling the project to measure the impact as well as collect evidences for the sustainability of the programme interventions. Even though it was expected to continue the community forestry approach after concluding the Sri Lanka Australia Natural Resources Management Programme, due to many reasons, no community forestry site was initiated. FD may be able to develop a sound case for continued support for community forestry approach after the support available through the Australian government is over, if it could synthesize the lessons of the current and past projects.

Without the continued support –regular monitoring, feedback and capacity building support - of FD the CBOs may not be sustained by the communities alone.

# 14. Risks management

The risks perceived at the beginning of the programme have reduced significantly due to the improved security conditions in the country. With the continuous political stability in the country, the programme work has been extended to the Northern areas as well. It will improve the sustainability of the interventions in the long run. For additional information, please refer to the Annexure 2: Risk Management Matrix

# 15. Coordination mechanism/s

Bimonthly meetings were held between the Australian Aid and UNDP in addition to the quarterly progress review meetings / briefings held involving the Australian Aid, UNDP and the FD. The meetings were attended by the senior officials of the Department, Australian Aid and UNDP. Decisions taken at the meetings were Further two Progress Review Missions were organized during the period concerned.

# 16. Recognition of Donor Contribution

All project related documents and products carry the logo of Australian Aid as per the visibility guidelines of the Australian Aid. With the recent institutional changes occurred, the project office was informed to use the logo and the branding of Government of Australia instead the Australian Aid.

# Annexure 1: A Summary of Achievements against Activity Targets

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Component** | **Output** | **Description** | **Target** | **Achievement** | **Remarks** |
| **COMPONENT 1****Field Activities****Objective:** To reduce deforestation and forest degradation by involving communities in forest management. | **Output 1.1** | Suitable CF program sites identified | 2012- 34 sites2013- 52 sitesTotal 86 sites | 2010-14 sites2011-03 sites2012-26 sites**\***2013-64 sites(Total- 107 sites) | - **\*** Eight (08) sites from 2012 were shifted to 2013 programme. - The total number of CF sites operational in 2013 is 107 in 17 districts. |
| **Output 1.2** | Community groups formed and capacity enhanced | - 1 CBO per site- Total 90 CBOs.- Enhanced capacity of all CBOs | 2010-14 2011-03 2012- 262013- 64Total- 107 CBOsCapacity building programmes conducted on leadership skills (53 programmes involving 1,088 [560 males and 528 females] participants), best practices of conducting meetings (24 programmes for 373 participants [247 males and 170 females]), book keeping (15 programmes for 253 participants [144 males and 109 females]) and financial management (14 programmes for 260 participants [127 males and 133 females]) | - CBOs have been formed for all the CF sites |
| **Output 1.3** | Community Forest Management Plans (CFMPs) prepared to address leading causes of site-specific deforestation and forest degradation | - One management plan per siteTotal-86 management plans for 86 sites prepared by end May 2013 | CFMPs for 107 sites completed by end June | - Management plans have been prepared for all the CF sites by end June. But some of the management plans need improvements. |
| **Output 1.4** | Community Forest Management Plans implemented in partnership with other government and non-government organisations | CFMP implementation form June 2013 | Implementation of CF management plans Commenced in July-August 2013. 318.1 ha of agro forestry woodlots, 311.7 ha of enrichment planting and 144.1 ha of buffer zone planting have established by December. Further a 30.8 km of fire prevention belts and 8.2 km of live fences established. 2,684 home gardens were established in addition to the 1,932 home gardens supported by the programme in sites established in 2010-12 period. Livelihood development training programmes:Animal husbandry related 45 training programmes (Males:487 Females:537, Total: 1,024), 29 bee keeping training programmes (M:337, F:468, T:805), 15 pepper cultivation training programmes (M:337, F:468, T:805), 9 mushroom cultivation training programmes (M:79, F:221, T:300), 15 nursery management training programmes (M:171, F:234, T:405) and 12 other livelihood related training programmes (M:93, F:196, T:289) were conducted. | CFMP implementation commenced in July- August 2013 |
| **Output 1.5** | Home garden development program implemented in other/conflict-affected areas, as the opportunity arises | Annual Work Plan 2013Target: 2,684 home gardens for new sites.Target: 1,932 for old sites | Community awareness commenced in January and completed in April 2013. Home garden development and tree management in progress. Home gardens to be planted by December 2013. Total number of home gardens to be developed for old & new sites is 4,616.  | There are two components under this:* Community awareness – completed.
* Home garden development and tree management commenced in April. Home gardens will be planted in 17 districts by December 2013. Target- 4,616
 |
| **COMPONENT 2****Institutional support for the Forest Department****Objective**: To build the capacity of the Forest Department so community forestry approaches can be implemented nationally. | **Output 2.1** | Regulations for amended Forest Ordinance developed and implemented | 1. Regulations approved by end of 2010.
2. Regulations publicized and disseminated by the end of 2011.
 | 1. Regulations not finalized at present. Legal Draftsmen’s Dept concurrence is expected.
 | Targets need to be revised due to the delay in commencement of the programme. |
| **Output 2.2** | Training plan prepared and staff trained in community forestry approaches | 1. 135 field officers, 70 RFOs and 10 DAs trained
2. 40 junior staff and 24 senior staff attend overseas study tours
 | 1. Annual training plan prepared; Includes 10 training programmes.2. Five awareness programmes for 146 senior staff conducted.3. 30 Extension Officers and Range Forest Officers trained on Principles of Participatory Forest Management and another 30 EOs on Communication and Presentation skills, Further a group of 20 RFOs and EOs were trained on Community Forest Management Planning.4. One overseas study tour for 6 senior staff and three (03) study tours for 30 junior staff conducted.  | 1. Delay due to recruitment of consultant. Training consultant was recruited in July. A refresher training programme which includes five training modules has been developed and currently, training is in progress. 2. Four (04) overseas training programmes for 36 staff members of FD were completed. 3. Reprinting existing training material is in progress; Recruitment of translator to Tamil language is in progress.  |
| **Output 2.3** | Capacity to implement community forestry approaches strengthened | 1. 150 motor cycles
2. 6 x Single cabs
3. 35 computers
4. 35 sets of office furniture & equipment
5. 70 sets field equipment

6. 15 range offices renovated | 1. 45 motor bicycles and 35 computes & UPS were procured during the 2nd quarter of the year. 2. 100 (30 m) tapes, 100 DBH tapes, 50 GPS were procured during the 3rd quarter.3. Range offices renovated in 16 divisions | 1. Procurement of Clinometers were delayed due to non-availability of a local supplier for “Suunto” brand.2. Procurement of 6 single cabs was delayed due to a Treasury ruling. |
| **Output 2.4** | Capacity of the Forest Department enhanced in technical areas that will contribute to the program goal | Recruit of two groups of consultants for livelihood development and social equity & gender | The two groups of consultants were recruited by UNDP and field work commenced. Outputs of the consultants were expected in September 2013 and due to the delays occurred final drafts were submitted in December 2013.  | As per the National Project Steering Committee meeting decisions, without waiting for the recommendations of the Consultants, three experts will be recruited to develop the capacity of FD officials on Sociology, Micro enterprises development and Gender and social equity. |
| **Output 2.5** | M&E of community forestry activities undertaken on a regular basis | 1. At least three extensive Supervisory Missions per year
2. 2 independent reviews
3. Permanent sample sites established from 2011 onwards (the number to be determined by the Research Division)
4. A professional sociologist recruited first quarter 2012.
5. At least 3 research papers published during the 4 year program period
6. At least two knowledge products targeting the use of successful best practices in CFM in other sectors

7.Promotion of the use of CFMP information in Village Development Planning and subsequent district planning | 1. Two Programme Supervisory Missions (PSMs) were conducted from 11th to 18th June 2013 and 4th to 14th November 2013. 2. Two progress review meetings were conducted with the participation of UNDP, Australian Aid and FD. 3.Research Division of the FD has conducted a training programme on design, layout & maintenance of permanent sample plots. They have already established 635 sample plots. |  |

# Annexure 2: Risk Management Matrix

| **Reference** | **Risk** | **Potential Impact** | **Assessment** | **Mitigation actions taken and recommendations** |
| --- | --- | --- | --- | --- |
| **L** | **C** | **R** |
| Entire program | Funds are misused or not adequately accounted for. | Program activities are not implemented, or not implemented effectively, possibly leading to “failed” sites and/or failure to achieve the program’s goals and objectives | 2 | 4 | L | To ensure that mismanagement of funds do not occur, following steps have been taken;* preparation of detailed quarterly and annual budgets;
* following GoSL and UNDP procurement guidelines;
* conducting an annual audit by the Auditor General’s office;
* using financial and procurement expertise in UNDP throughout the program

Quarterly Progress Report preparation and submission needs to be streamlined in 2014. Further the support received through the finance unit of the FD to implement the project needs to be improved.  |
| Entire program | UNDP’s rigorous financial management, procurement and audit controls could undermine effective implementation and/or development results | Delays occur in procurement or funding of activities, potentially reducing the number of sites implemented and overall impact of the program | 3 | 3 | L | UNDP has taken steps to support the project procurement activities through recruiting a Procurement Expert. This post will be funded by UNDP own resources.  |
| Entire program | Financial delays from the Treasury cause delays in implementation or delays in payments to service providers | Implementation is delayed and the level of community participation declines, potentially reducing the impact of the program | 3 | 3 | L | Program used two parallel fund disbursement mechanisms, namely the quarterly advances to Forest Dept. through treasury and UNDP direct payment to vendors (for Forest Dept. procured services and UNDP procured good and services). Most of the procurement were done through UNDP and advances are mainly for field activities. Throughout the year, minimum of 2 million LKR was maintained as an advance to the FD to ensure that adequate resources are available for activities planned to implement through the FD. |
| Entire program | The program’s achievements and impact are not adequately assessed, documented and achievements promoted | The GoSL does not prioritise community forestry activities and funding levels decline, potentially reducing the impact of the proposed program, and reducing the potential impact that further expansion beyond the period of Australian funding would have  | 3 | 4 | M | This is a critical area and several Quarterly Supervisory Missions recommended strengthening the field level data collection as well as development of an online database to ensure dissemination of information on time. But unfortunately this is still to be accomplished. |
| Program sustainability | Inadequate funds are available to maintain and/or expand community forestry sites following completion of Australian funding | Sites initiated in Years 3 and 4 are not completed satisfactorily, reducing the impact of the program, and/or additional sites are not initiated in future years, reducing the potential long-term benefits from community forestry activities | 3 | 4 | M | No specific action has been taken to address the risk. |
| Goal | Program activities are not implemented in areas with a relatively high incidence of poverty; low income is not a major factor contributing to poverty; or a wide sector of the community does not participate in program activities | Program activities do not lead to a reduction in the incidence of poverty | 2 | 4 | L | Poverty was not a concern in selecting the sites. Main criteria in selecting the sites were the threats identified to the forest reserves through Range Management Plans prepared by the FD.  |
| Objective 1 | Unusually dry conditions cause catastrophic fire events in the target areas | Forest rehabilitation fails | 3 | 3 | L | Prolonged dry periods were not reported in 2013 |
| Objective 1 | Conflict within the community jeopardises Program achievements (eg. arson) | Forest rehabilitation fails | 3 | 3 | L | FD has taken steps to ensure that participatory approaches are used to plan, implement and monitor community forestry activities.  |

1. Number of plants distributed to home gardens supported through the programme, plants produced through the nurseries of the programme beneficiaries and the total amount paid for the programme participants for [↑](#footnote-ref-1)
2. Back to Office reports of the international training participants were not available to assess the impacts of the training programmes. [↑](#footnote-ref-2)